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Paul Plummer
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11 November 2014

Dear Paul,

I am writing to you about the concerns we have in relation to NR's ability to effectively plan and deliver the portfolio of infrastructure projects in CP5 and in CP6.

Over the last 12 months the number of enhancement-related issues that we have escalated with NR has increased from one issue to seven.

The areas of concern can be broadly summarised as follows:

1. Project Delivery – 5 missed project completion milestones in the first 6 months of the control period
2. Project Development – continued late slippage and delay (since November 2013) in the submission of project cost information for the ECAM process
3. Route programme upgrades - absence of a properly worked up integrated plan for great western route modernisation
4. Portfolio level – weaknesses in reporting risk, cost and schedule at CP5 portfolio level

Despite raising these concerns and pressing NR for a response, we have only received a draft improvement plan that is not yet authorised or approved at executive level. Given the breadth of issues above, we are concerned that there could be a systemic problem with NR's planning and management of its enhancement programmes.

Further to our recent discussion I would therefore like to use the four concerns raised above as the agenda for the meeting we now have at 11:30 on 18th November, so that we can better understand the current position and what NR's immediate steps



are, to resolve these issues in the short and long term and what, if any recovery plans are in place.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'A. Price', with a horizontal line underneath.

Alan Price