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23 November 2011

Mr John Halsall
Director, Buildings and Civils Asset Management
Network Rail
40 Melton Street,
London,
NW1 2EE

Dear John

Management of Structures Transformation Plan

I am writing to summarise my understanding of your progress with the above since the independent reporter Ove Arup's final report 'Review Asset Policy Stewardship and Management of Structures' was published on our website on 3 March 2011.

<http://www.rail-reg.gov.uk/upload/pdf/reprters-audit-rev-policy-arup-mar11.pdf>

Since then you have developed a comprehensive transformation programme to address concerns identified in Arup's study together with other improvements you wished to undertake.

Ten final draft project information documents (PIDs) were issued to us on 30 August 2011 covering the principal work streams of your project as follows:-

- Project 1: Defining Success
- Project 2: Policies and Standards
- Project 3: Process and Planning
- Project 4: Management of Workbank and Asset Risk
- Project 5: Civil Engineering Framework Agreement (CEFA)
- Project 6: Asset Information
- Project 7: Information Systems and Tools
- Project 8: People
- Project 9: Route Asset Management Plans (RAMPs)
- Project 10: Programme Management Office and Change Management

Subsequently you have removed Project 10 since this is essentially a 'how to' document rather than a key heading of an area where you wish to effect an improvement. You have also developed a schedule of deliverables and detailed programme of work and assembled a team to deliver this transformation. I attach a version of the current



'Programme Recommendation Tracker' which you issued to us on 14 November and which has been enhanced by the Independent Reporter to include interim milestones.

I am aware that an unplanned change in project management staff at the end of August resulted in some loss of momentum and an appropriate review and reprogramming was subsequently undertaken by the replacement project management lead. Whilst you are continuing to manage anticipated risks to the programme, devolution has inevitably also had an impact on the project.

Given the time that has elapsed since publication of the original study I am keen that the transformation programme should now move into serious delivery mode and make the obvious and embedded improvement to the management of civil engineering assets that both of us wish to see. In particular it has become apparent from our review of the draft final Structures Policy submitted as part of the IIP progressive assurance that there is a clear and vital need for the Transformation Programme to deliver input to improve this policy and make it fit for purpose. I am aware you are working on this and have already shared with us early drafts of your 'policy on a page' documents. As agreed the Independent reporter will continue to monitor progress of the Transformation Project and report to both of us on a monthly basis.

To that end and following the December progress report I should like review progress with you as soon as possible after 31 December 2011, when a number of key deliverables should have been achieved. I am recommending to NRRG that this issue remains on the Regulatory Escalator until we have carried out this review.

I am placing a copy of this letter on our website.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Jim Bostock', is positioned below the 'Yours sincerely' text.

Jim Bostock

Enc. Deliverable Tracker

Cc: M Rudrum Arup