



“The governance and control of Network Rail is disconnected from local stakeholders, with local authorities and LEPS, for example, finding it impossible to determine local planning priorities for rail.”

**National Express**

“...since any inefficiency or fines are funded by taxpayers, there is no tangible financial penalty for cost overruns”

**SLC Rail**

“Network Rail needs to... provide a greater strategic focus on the North given the volume of passengers we carry and the level of investment”

**Northern Rail**

## Local focus

The railway needs to deliver safely and innovatively increased capacity from rail infrastructure. The Shaw Report recommendations will establish greater local responsiveness, bringing accountability closer to customers and local groups.

## Financial discipline

The Shaw Report recommendations will improve financial discipline in the system, reducing the call made on the public finances, and making better use of taxpayers’ money.

“The large structure of Network Rail and the over centralisation leads to an inefficient and unwieldy central bureaucracy which absolves individuals of their ability to make, and be held accountable for their decisions”

**online respondent**

“Great Britain’s railway has seen a doubling in passenger numbers and significant growth in freight since privatisation. Our railways are today among the safest in Europe”

**ORR**

## Stewardship of national asset

The Shaw Report recommendations will protect the safety and integrity of the national railway infrastructure, while ensuring the network is meeting the needs of passengers and freight shippers.

## Skilled workforce

The railway needs the right people with the right skills to deliver growth and safety. The Shaw Report recommendations will improve training and establish a culture that attracts and retains a skilled workforce.

“Network Rail has an ongoing skills shortage. It is overreliant on contractors to deliver enhancements, and fragmentation and short-termism has led to a shortage of skills and a loss of industry knowledge”

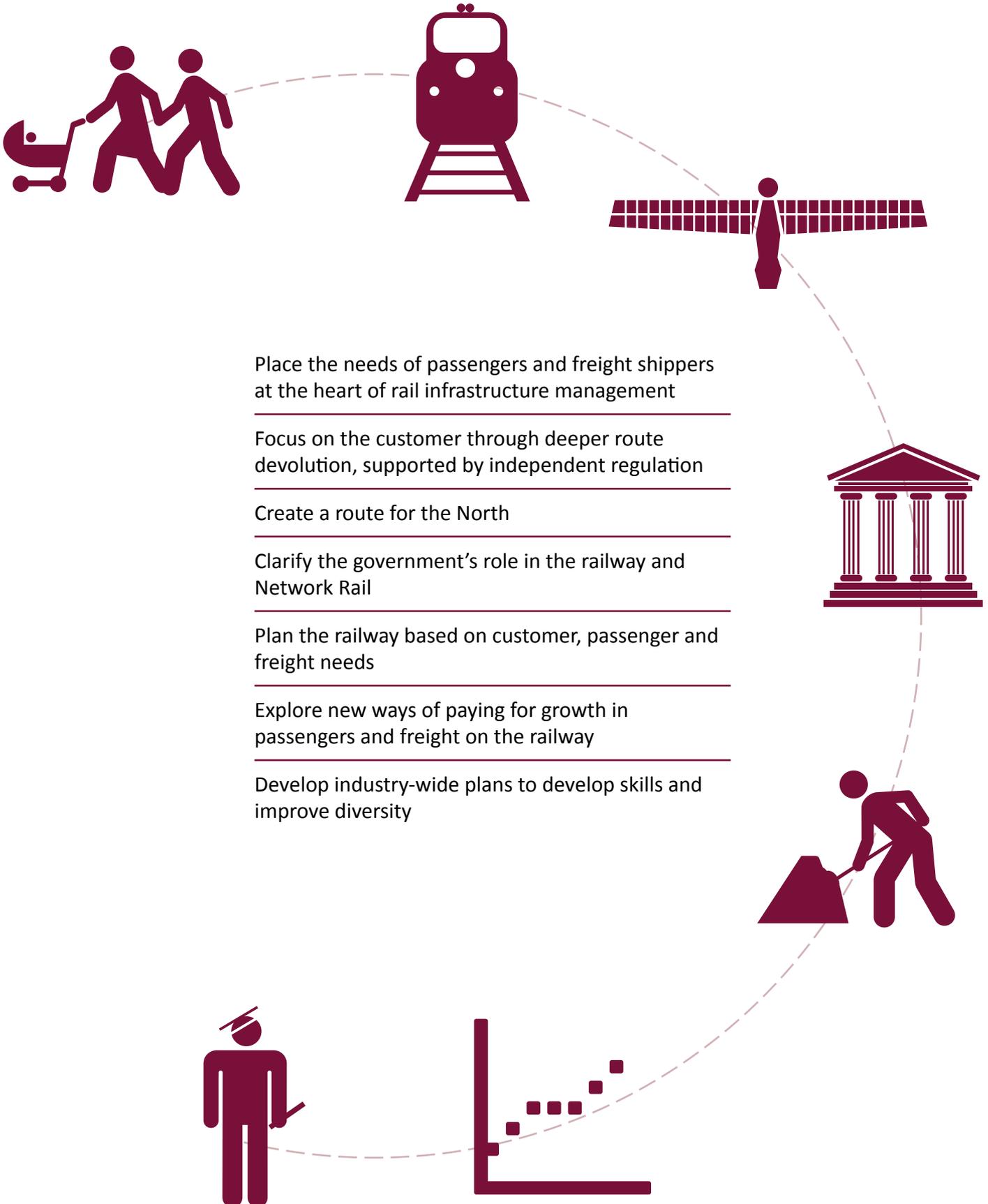
**RMT**

“We advocate focussing Network Rail’s incentives on delivering the type of railway that passengers want”

**Transport Focus**

“Since the central freight team was formed in Network Rail real and tangible benefits and improvements to freight services are being delivered through more collaborative working”

**Rail Delivery Group**



Place the needs of passengers and freight shippers at the heart of rail infrastructure management

Focus on the customer through deeper route devolution, supported by independent regulation

Create a route for the North

Clarify the government's role in the railway and Network Rail

Plan the railway based on customer, passenger and freight needs

Explore new ways of paying for growth in passengers and freight on the railway

Develop industry-wide plans to develop skills and improve diversity

# What does this mean for me?



## Passengers

Passengers will be represented at their local route's stakeholder panels, and will benefit from the changes which will create a more locally focussed, responsive infrastructure manager.



## Taxpayers

Independent regulation of Network Rail routes will help Network Rail deliver further efficiency, increasing value for money for taxpayers.



## Network Rail

Responsibilities between Network Rail and different parts of government will be more clearly defined, so it will be clearer who is accountable for each aspect of the railway.



## Freight

A freight 'route' will provide a single, network-wide point of contact to ensure freight shipping continues to be one of railway's great success stories.



## Investors

Possibilities for third party funding and financing of enhancements will be opened up, to broaden sources of investment in the railway and support innovation and growth.



## Rail industry workforce

Network Rail staff and the wider rail workforce will, over time, better represent the diversity of the country. There will be more cross industry training programmes, creating broader opportunities and strengthening career paths across the sector.



## The North

A route for the North will bring a greater focus on improving the connectivity and performance of the rail network in the region



## TOCs

Train operators will be able to set targets for their local route through a scorecard system.



## Unions

Trade unions will have a key role in a cross-industry group to drive greater diversity across the industry and to develop a step-change in skills. This will deliver better outcomes for the workforce, and ultimately the customer.



## Supply chain

A government long-term vision for rail will provide context on political priorities to support planning in the supply chain. They will also be more involved in planning at route level, innovation, and more opportunities will be created by increased contestability.



## Local government

Local government will be represented on stakeholder panels, bringing decisions on rail infrastructure closer to the community.

