

Nick Millington MBE FR Eng. Wales and Borders Route Director

.....and former president of Rail EI (PWI).



Safety – You should always be driving risk reduction.

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Statement of Carol Delbridge and family

Age of witness Over 18

Occupation of witness Librarian

This statement, consisting of 2 pages, each signed by me, is true to the best of my knowledge and belief and I make it knowing that, if it is tendered in evidence, I shall be liable to prosecution if I have wilfully stated in it anything which I know to be false or do not believe to be true.

Signature *Carol Delbridge* Dated the 6 day of October 2024

[Name witness] being unable to read the statement I, [name of Inspector] of the Office of Rail and Road read the statement to the witness before the witness signed it (Delete this and following row if not required).*

Signature Dated the day of

On Wednesday, July 3rd, 2019, my husband, Gareth, left for work, but tragically, he never came home. At 9:52 a.m. on that beautiful, sunny morning, Gareth lost his life. In a single moment, our world was shattered, and even five years later, we continue to struggle with the devastating impact of his sudden and heartbreaking death.

As a family, we are still trying to comprehend how this tragedy happened. Every day, we relive the loss, unable to fully heal from the pain. The absence of Gareth in our lives has left an irreplaceable void. Our world will never be the same.

In September this year, Gareth would have celebrated his 70th birthday. Instead of planning a family holiday and celebrating together, we find ourselves laying flowers on his grave. The grief of this contrast is overwhelming and hard to accept.

Gareth was a devoted husband, father, grandfather and Great grandfather. He cherished every moment with our children and grandchildren, and was always there to help with projects around our home and theirs. It breaks my heart that I now have to seek help for tasks Gareth would have handled so willingly, from simple repairs to larger DIY projects. His absence has made daily life incredibly difficult, not just emotionally, but practically as well. He was always there for us, and long after the incident I would watch the time and still imagine him walking in through the door after work.

Financially, Gareth's loss has had a significant impact on our family. We had both worked hard to plan for our retirement, intending to spend more time traveling and enjoying our lives together. Without him, I not only face the emotional toll of losing my husband, but also the financial strain that comes with losing his income and the support he provided. The retirement we dreamed of together is now a daunting and lonely prospect, and the financial burden weighs heavily on me.

As well as the emotional and financial impact of Gareth's death, I feel I have suffered physically. The grief and stress from losing Gareth has severely affected my health. I've

In the Crown Court
at SWANSEA

Case No: S20240072
Court Code: 457



Notice of Monetary Order

In the case of

The defendant NETWORK RAIL
INFRASTRUCTURE LIMITED
of: WATERLOO GENERAL OFFICE,
LONDON, SE1 8SW

Date of birth

The defendant

The defendant NETWORK RAIL INFRASTRUCTURE LIMITED
was sentenced on 14-Feb-2025 and is not in custody.

Committing Magistrates Court:
WEST GLAMORGAN MAGISTRATES' COURT (3319)

Collecting Magistrates Court:
LONDON COLLECTION COMPLIANCE CENTRE (1012)

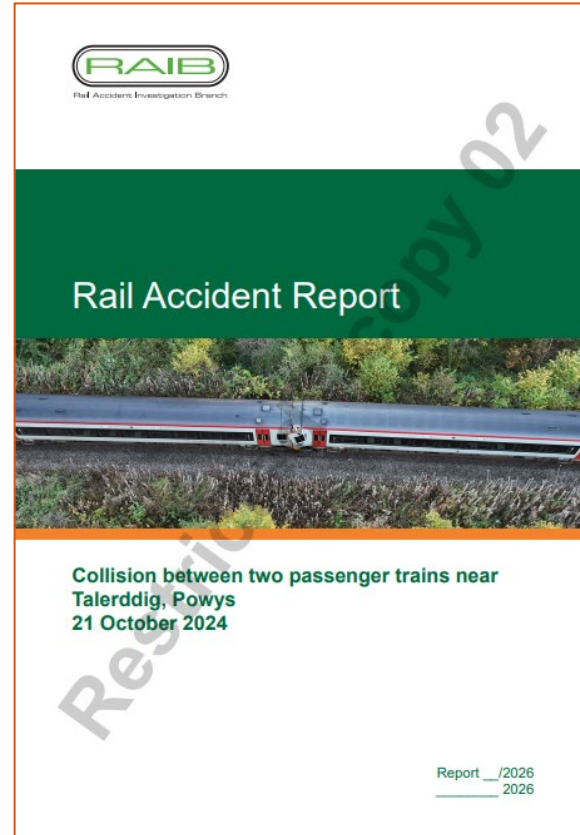
Disposals

The defendant was ordered to pay:

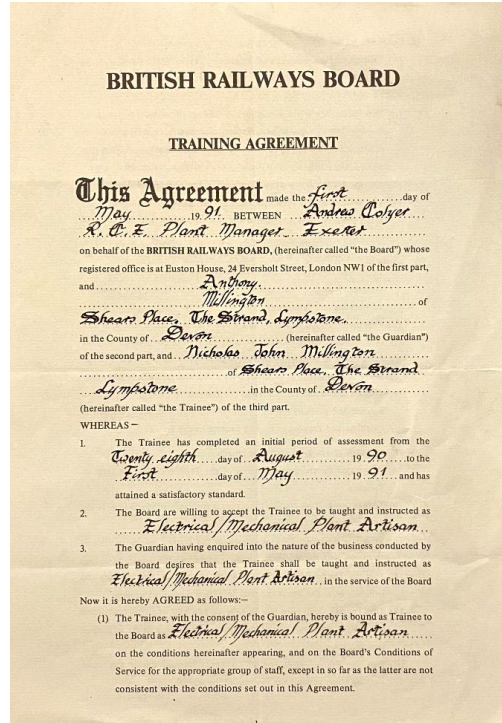
Count No: N/A; Unrelated - ;
Prosecution Costs; Amount: £175000.00; Date of result: 14-Feb-2025;
Count No: 1; HS74001 - Employer breach general duty to employee;
Fine; Amount: £3750000.00; Date of result: 14-Feb-2025;
Count No: 1; HS74001 - Employer breach general duty to employee;
Victims Surcharge; Amount: £181; Date of result: 14-Feb-2025;

Totals:
Fine: £3750181.00

System Safety – Fencing, lineside, drainage, adhesion & more.



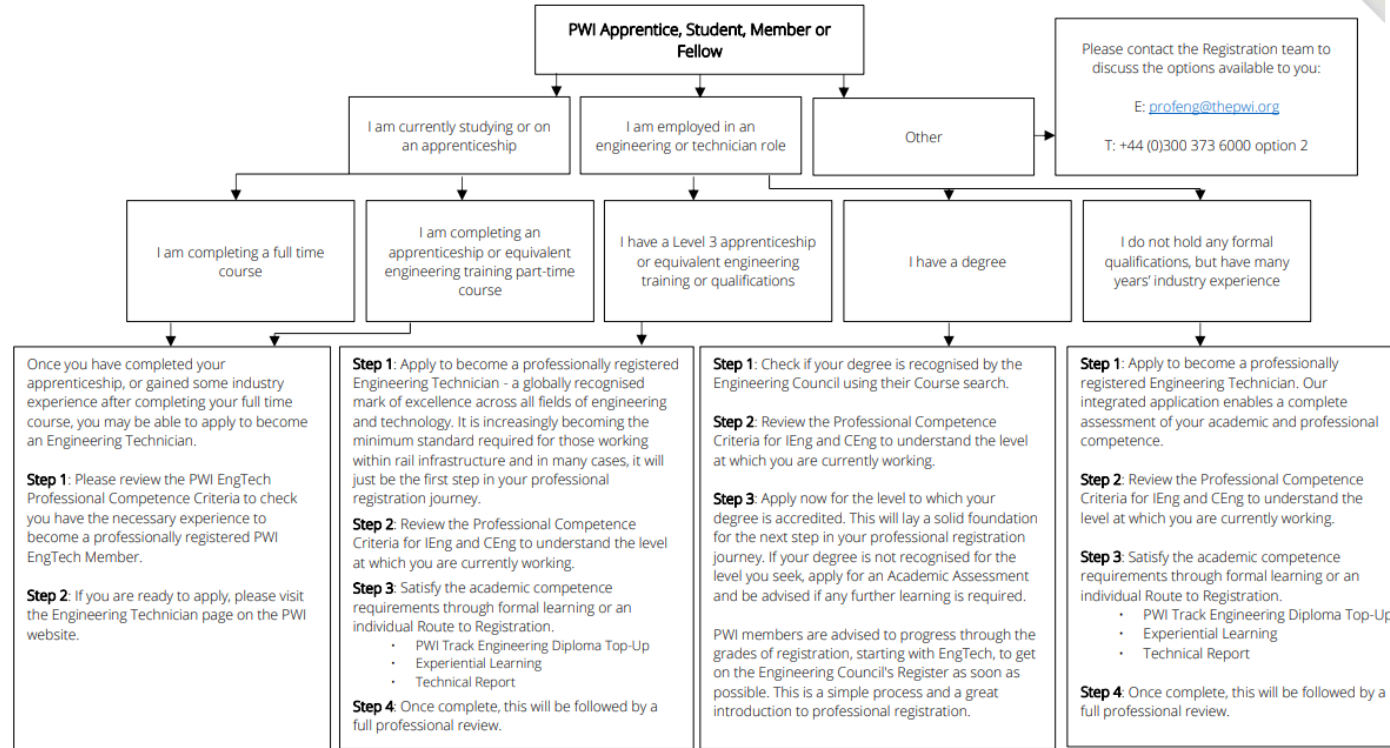
The importance of apprenticeships – Develop the next...



1. How much time are you dedicating to this.....?
2. Are you perpetually developing yourself?
3. Are you perpetually bringing on the next generation?

Professional Development – You have no excuse!

PROFESSIONAL REGISTRATION GUIDE



Make sure you login to the website to start building your Professional Development Plan through our exclusive, simple to use tool 'My CPD'. Through this you can build your bespoke PDP to ensure you are working towards the required competences for your chosen grade. Visit www.thepwi.org to learn more.

System View



Integrated Business Unit

Farebox
revenue

Taxpayer
subsidy:
CP7 / FP1
funding

Accountable to

Customers
(pax)

Customers
(freight)

Stakeholders

Regulators

Communities



Do you know how satisfied your customers are?

Nations and regions											
Passenger satisfaction 											
Journey overall						Journey aspects					
	Overall satisfaction	Value for money	Punctuality	Frequency	Station overall	Train overall	Ticket Buying	Personal safety (station)	Personal safety (train)	Delay handling	Passenger assistance
Purpose	Great Britain	87	59	83	75	88	86	82	85	48	87
	Leisure	90	67	87	80	90	89	85	88	54	-
	Business	87	56	84	77	88	87	83	85	50	-
	Commuter	82	49	78	69	85	84	80	81	42	-
Region	Scotland's Railway	90	71	89	79	91	92	88	90	56	-
	Eastern	87	60	85	78	87	86	82	84	47	-
	Wales & Western	87	58	82	75	89	87	85	88	48	-
	North West & Central	86	61	82	76	87	87	82	86	46	-
	Southern	85	55	82	72	87	85	81	83	49	-
Route	Scotland	90	71	89	79	91	92	88	90	56	-
	Wales	89	64	86	79	88	90	85	91	54	-
	Anglia	88	62	87	79	88	86	82	84	45	-
	Kent	87	57	85	74	88	85	81	81	50	-
	East Coast	86	53	84	74	88	85	83	85	50	-
	North West	86	63	82	76	88	88	84	88	47	-
	Central	86	62	84	76	88	87	83	85	46	-
	Western	86	57	81	74	89	86	86	87	47	-
	North & East	86	62	79	76	87	89	83	88	50	-
	West Coast South	85	55	81	75	82	85	75	84	44	-
	Sussex	85	55	82	71	87	85	82	81	46	-
	East Midlands	85	56	83	80	86	86	82	83	47	-
	Wessex	83	53	78	71	85	84	81	86	50	-

Performance – Do you like being late?



Figure 1 – T3 & T3 MAA Trend for the last 26 periods

Period to Date Performance: Daily Flash Summary

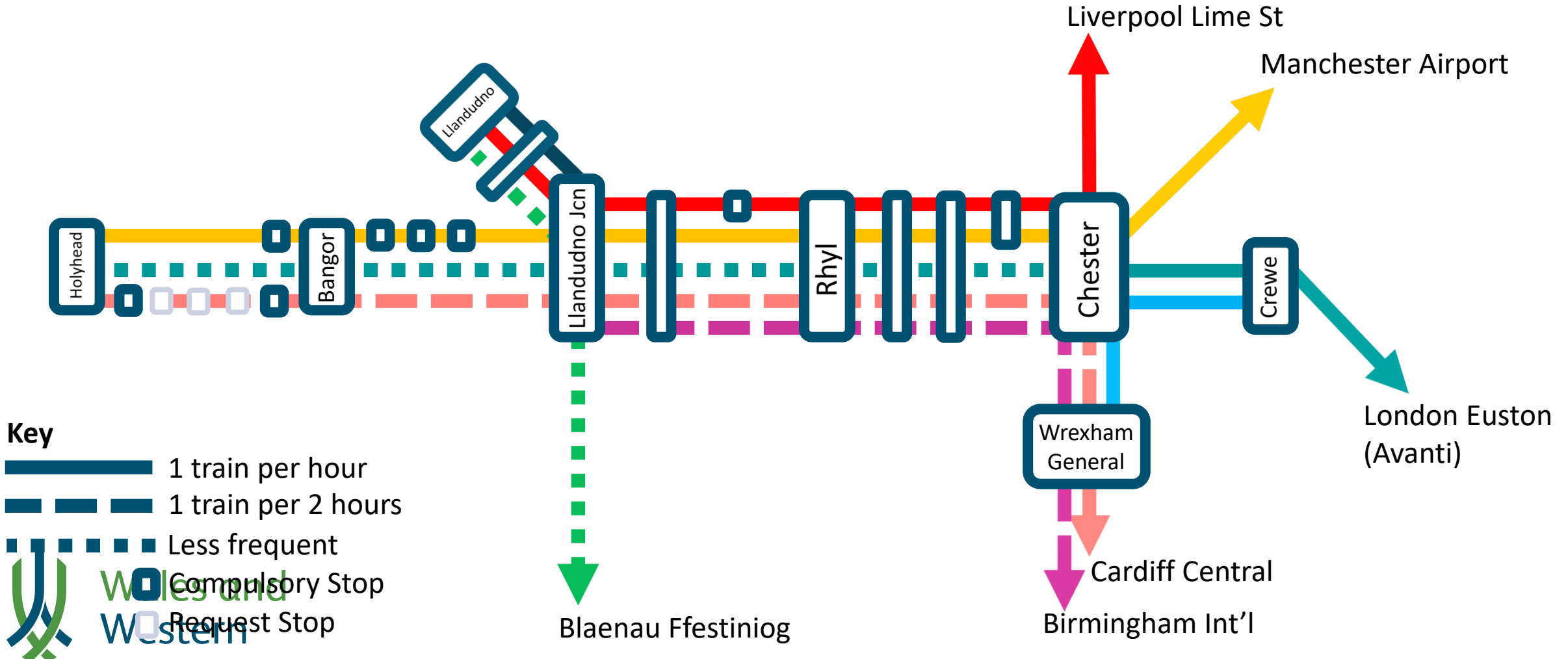
Period 02: Sunday 03 May 2026 to Wednesday 06 May 2026 - Day 4 of 28

Route Measures

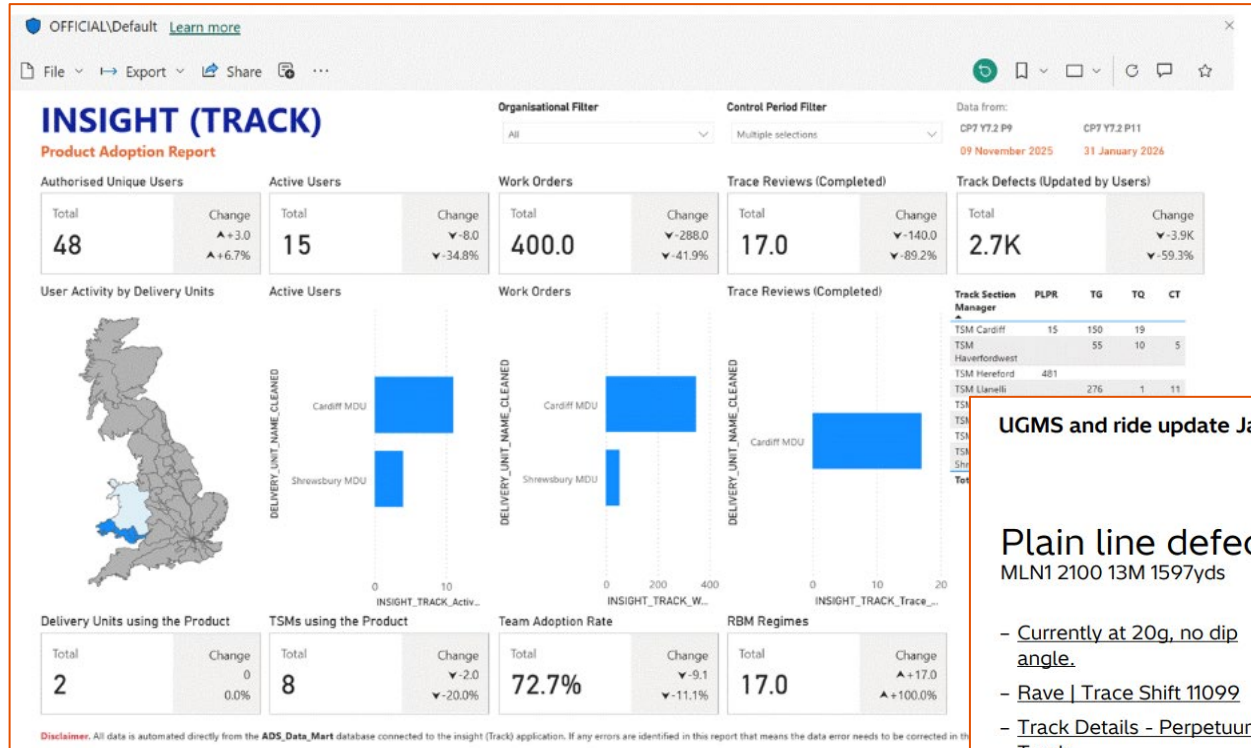
Route	Time to 3						On Time						Time to 15					
	Yesterday			Period			Yesterday			Period			Yesterday			Period		
	Tar	Act	Var	Tar	Act	Var	Tar	Act	Var	Tar	Act	Var	Tar	Act	Var	Tar	Act	Var
Anglia	92.1%	88.2%	-3.9%	92.1%	92.1%	0.0%	76.5%	74.7%	-1.8%	76.5%	80.2%	3.7%	99.3%	99.0%	-0.3%	99.3%	99.5%	0.2%
Central	86.9%	88.2%	1.3%	86.9%	88.9%	2.0%	71.5%	73.4%	1.9%	71.5%	75.5%	4.0%	98.6%	99.0%	0.4%	98.6%	99.0%	0.4%
East Coast	81.9%	88.7%	6.8%	81.9%	87.5%	5.6%	64.5%	71.4%	6.9%	64.5%	72.0%	7.5%	96.7%	99.2%	2.5%	96.7%	98.0%	1.3%
East Midlands	80.2%	85.3%	5.1%	80.2%	86.6%	6.4%	61.1%	66.0%	4.9%	61.1%	68.3%	7.2%	97.5%	99.1%	1.6%	97.5%	99.1%	1.6%
Kent	89.5%	88.0%	-1.5%	89.5%	90.0%	0.5%	73.1%	70.2%	-2.9%	73.1%	73.4%	0.3%	99.1%	99.5%	0.4%	99.1%	99.5%	0.4%
North & East	79.2%	85.0%	5.8%	79.2%	85.9%	6.7%	58.5%	64.9%	6.4%	58.5%	67.5%	9.0%	97.5%	98.6%	1.1%	97.5%	98.7%	1.2%
North West	83.0%	88.6%	5.6%	83.0%	87.1%	4.1%	62.0%	68.4%	6.4%	62.0%	68.0%	6.0%	98.0%	99.3%	1.3%	98.0%	98.7%	0.7%
Scotland	90.9%	89.0%	-1.9%	90.9%	89.8%	-1.1%	75.9%	70.1%	-5.8%	75.9%	71.1%	-4.8%	99.4%	99.3%	-0.1%	99.4%	99.4%	0.0%
Sussex	88.6%	90.1%	1.5%	88.6%	89.6%	1.0%	74.7%	73.2%	-1.5%	74.7%	73.4%	-1.3%	99.1%	98.9%	-0.2%	99.1%	99.1%	0.0%
Wales	81.0%	86.7%	5.7%	81.0%	86.7%	5.7%	64.6%	72.0%	7.4%	64.6%	72.6%	8.0%	97.5%	97.9%	0.4%	97.5%	98.2%	0.7%
Wessex	87.5%	90.5%	3.0%	87.5%	88.6%	1.1%	71.4%	73.6%	2.2%	71.4%	73.0%	1.6%	98.7%	99.4%	0.7%	98.7%	98.7%	0.0%
West Coast South	85.1%	87.2%	2.1%	85.1%	84.2%	-0.9%	67.1%	67.8%	0.7%	67.1%	67.0%	-0.1%	98.0%	99.4%	1.4%	98.0%	98.2%	0.2%
Western	83.1%	85.5%	2.4%	83.1%	86.6%	3.5%	66.0%	69.1%	3.1%	66.0%	70.5%	4.5%	97.6%	99.0%	1.4%	97.6%	98.8%	1.2%

Standard hour Timetable from May'26 for North Wales

Calling pattern and stations only shown Crewe <> Holyhead/Llandudno



Embrace and pull technology towards you.

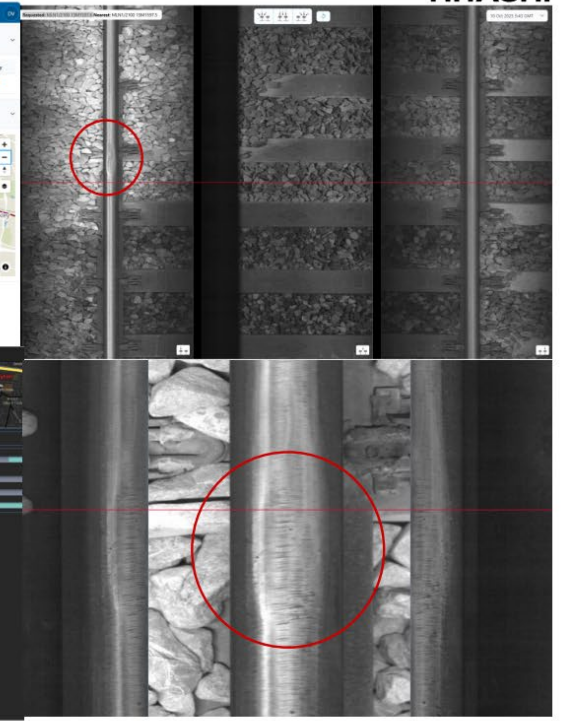
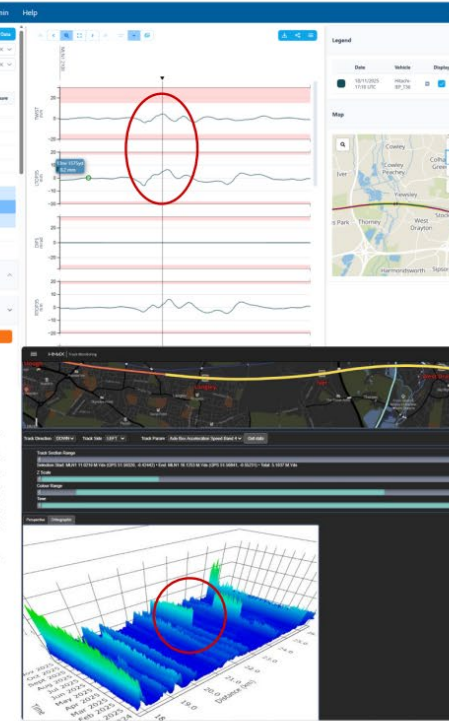
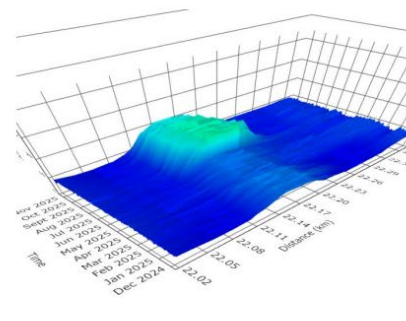


1. What are you trialling now?
2. What standards can you challenge?
3. What next generation of technology are you lobbying for?

UGMS and ride update January 2026

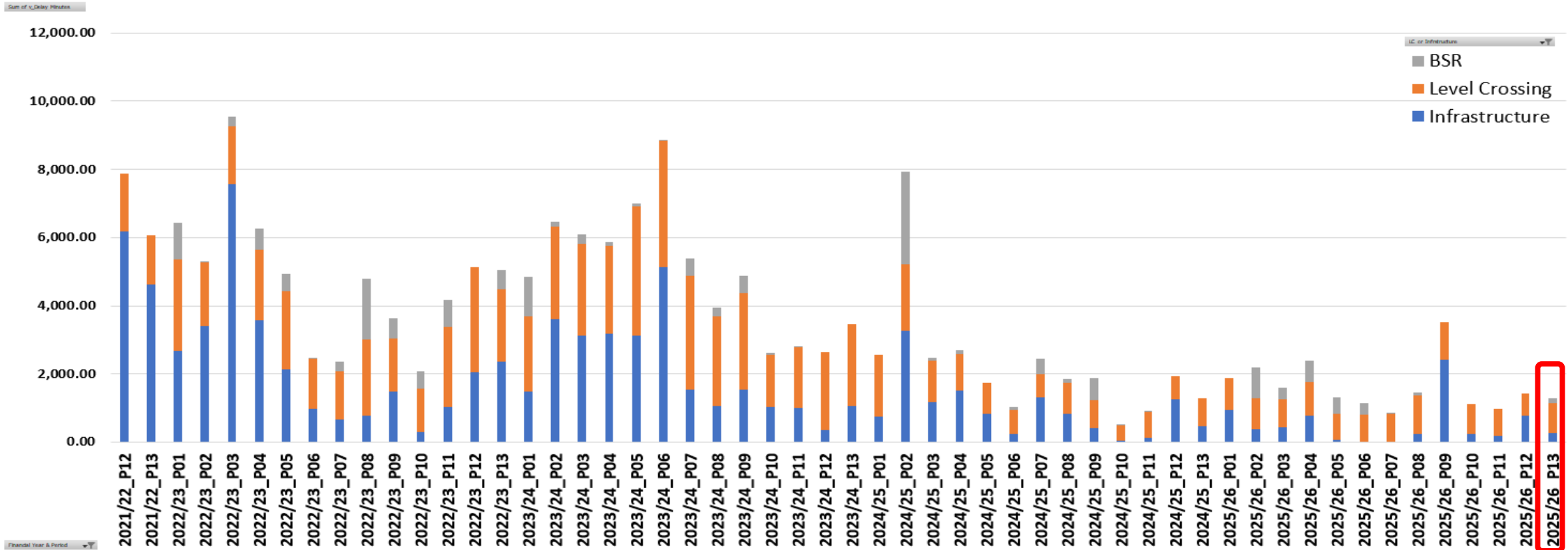
Plain line defect MLN1 2100 13M 1597yds

- Currently at 20g, no dip angle.
- Rave | Trace Shift 11099
- Track Details - Perpetuum Track



Delay minutes – Everyone can and should make a difference.

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Period	P10	P11	P12	P13	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13
Infrastructure	47	133	1268	470	942	395	436	770	87	18	6	237	2487	313	190	776	269
Level Crossing	449	755	669	810	954	882	816	994	758	793	818	1145	1113	883	791	664	893
BSR Mins	6	9	0	0	0	901	337	623	484	344	19	73	0	0	0	0	120
Total	502	897	1937	1280	1896	2187	1589	2387	1329	1155	843	1455	3600	1196	981	1420	1282

Control Period 8 / Funding Period 1:

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Strategic outcome	Metric	Railway for growth	Stable railway	Market-led max	Declining railway
Customer experience	Passenger satisfaction	↑	↗	↘	↓
	Accessible journeys	↑	↗	↘	↓
Train service delivery	T-3	↗	→	↘	↘
	Cancellations	↗	→	↘	↘
	Freight cancellations	↗	→	↘	↘
Connectivity & growth	Passenger numbers	↗	→	↘	↘
	Freight moved	↗	→	↘	↓
	Asset sustainability	↗	→	↘	↓
	Network capability	↗	→	↘	↘
Financial sustainability	Network capacity	↗	→	↘	↓
	Revenue	↑	→	↘	↓
	Net operating subsidy (in FP1)	↑	→	↘	↓
	Net operating subsidy (beyond FP1)	↑	↘	↓	↓
Health & safety	Efficiency	↑	→	↘	↓
	Passenger safety risk (train accident risk)	↑	→	→	↘
	Public safety risk	↑	→	→	↘
Environmental responsibility	Workforce safety risk	↑	→	↘	↓
	Carbon reduction	↑	↗	↘	↓

1. Do your numbers add up?
2. How are you justifying every penny?
3. How are you driving efficiency?
4. How are you embracing technology?
5. How are you challenging today's norms?
6. Others will!!

Thanks!



Follow me



Nick Millington MBE FREng
Route Director | Mentor | Chair |
Major Project Peer Reviewer | Univ...

