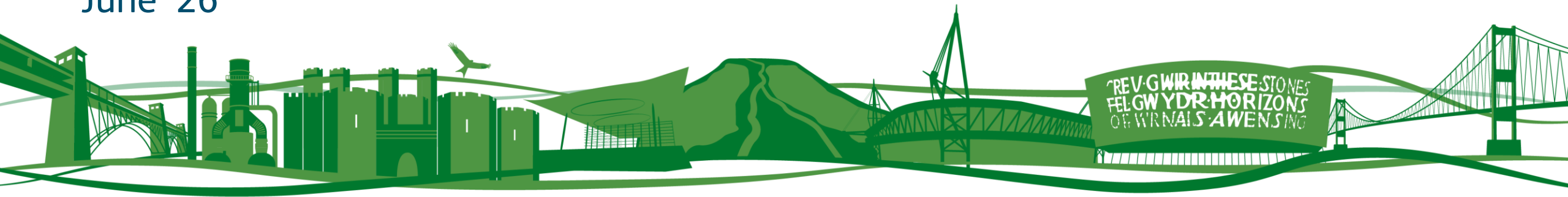


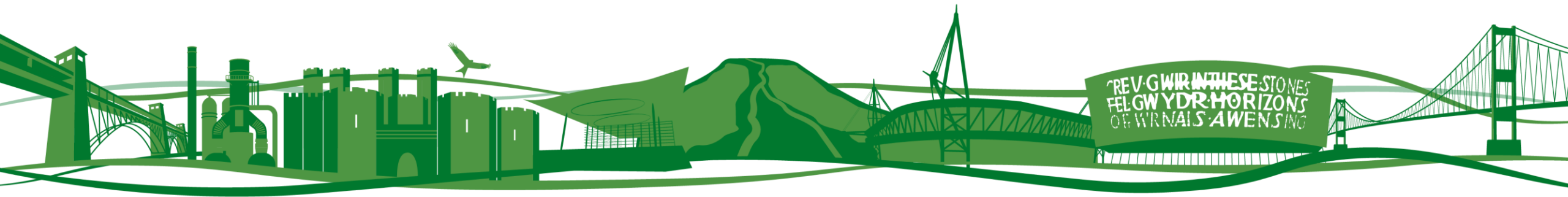
Capital Delivery Wales and Western

Kevin Collins – Enhancements Delivery Director

June '26



Regional Priorities



Wales and
Borders

Safety



**everyone
home safe
every day**

Safety:

- Don't walk by!
- Be curious!
- Lead by example – beware of the shadow you cast.
- Visible 'Felt' Safety Leadership.
- Mental Health Awareness.



Efficiency



- Comprehensive Spending Review (SR25).
- SPEED / MVP.
- Your money!



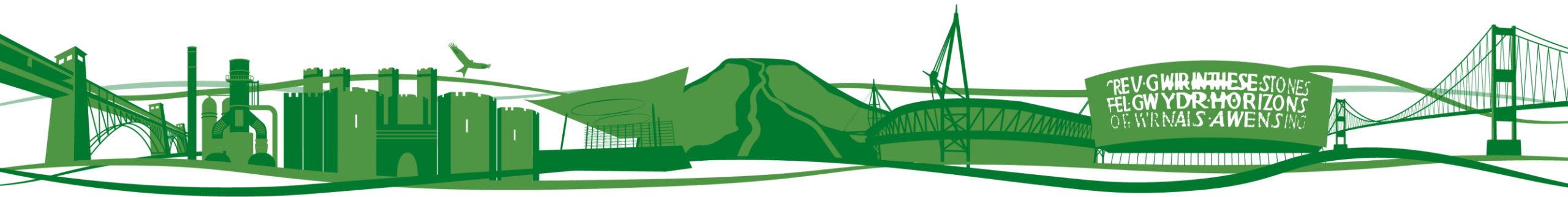
Network Rail – Regional Priorities – Performance



Performance:

- Right First Time – Zero Post Implementation Asset Failures!
- Delivering Works Within Possessions – be prepared!
- Possession discipline.

SPEED



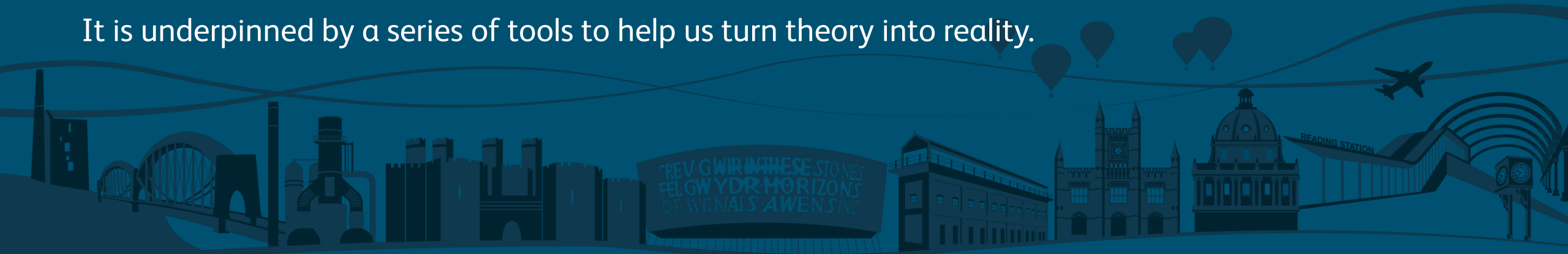
Wales and
Borders

SPEED»»

SPEED is *not* a project or initiative.

SPEED is a culture, a mindset and a way of approaching the specification, development and delivery of projects focused on achieving outcomes as quickly as possible, and at an affordable cost.

It is underpinned by a series of tools to help us turn theory into reality.



The SPEED Culture & Mindset

- ✓ We all constantly seek ways to deliver our projects for less and faster, whilst always being safe.
- ✓ We're instinctively innovative, radical and challenge the status quo
- ✓ We collaborate and focus on achieving the truly required outcomes through the minimum viable product, as quickly as possible.
- ✓ We challenge standards, policies, and established ways of doing things to be more efficient.
- ✓ We document and share efficiencies, so that we can learn from each other and direct our efforts to the areas of highest value.



Applying SPEED

The SPEED Themes

Access & Possessions

Assurance

PACE & Optioneering

Planning & Consents

Procurement

Timetabling

Interoperability

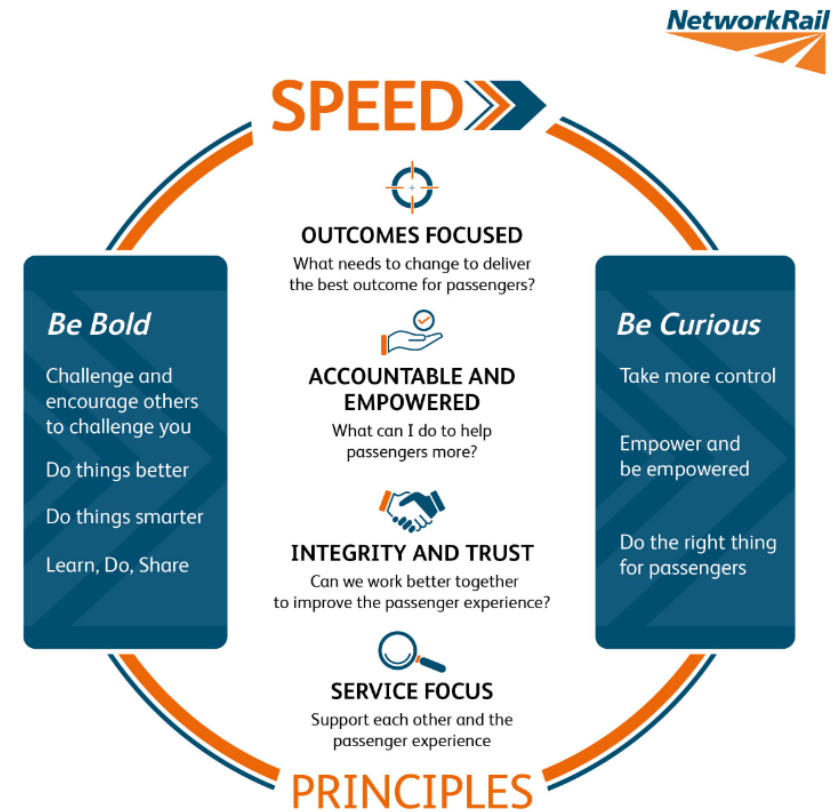
Standards Challenge

Governance

One Team

Minimum Viable Product

The SPEED Principles



SPEED in the Project Lifecycle

SPEED in Enhancements & Major Renewals

For higher complexity, higher value, longer duration or one-off projects, SPEED workshops will be aligned to the PACE project lifecycle.

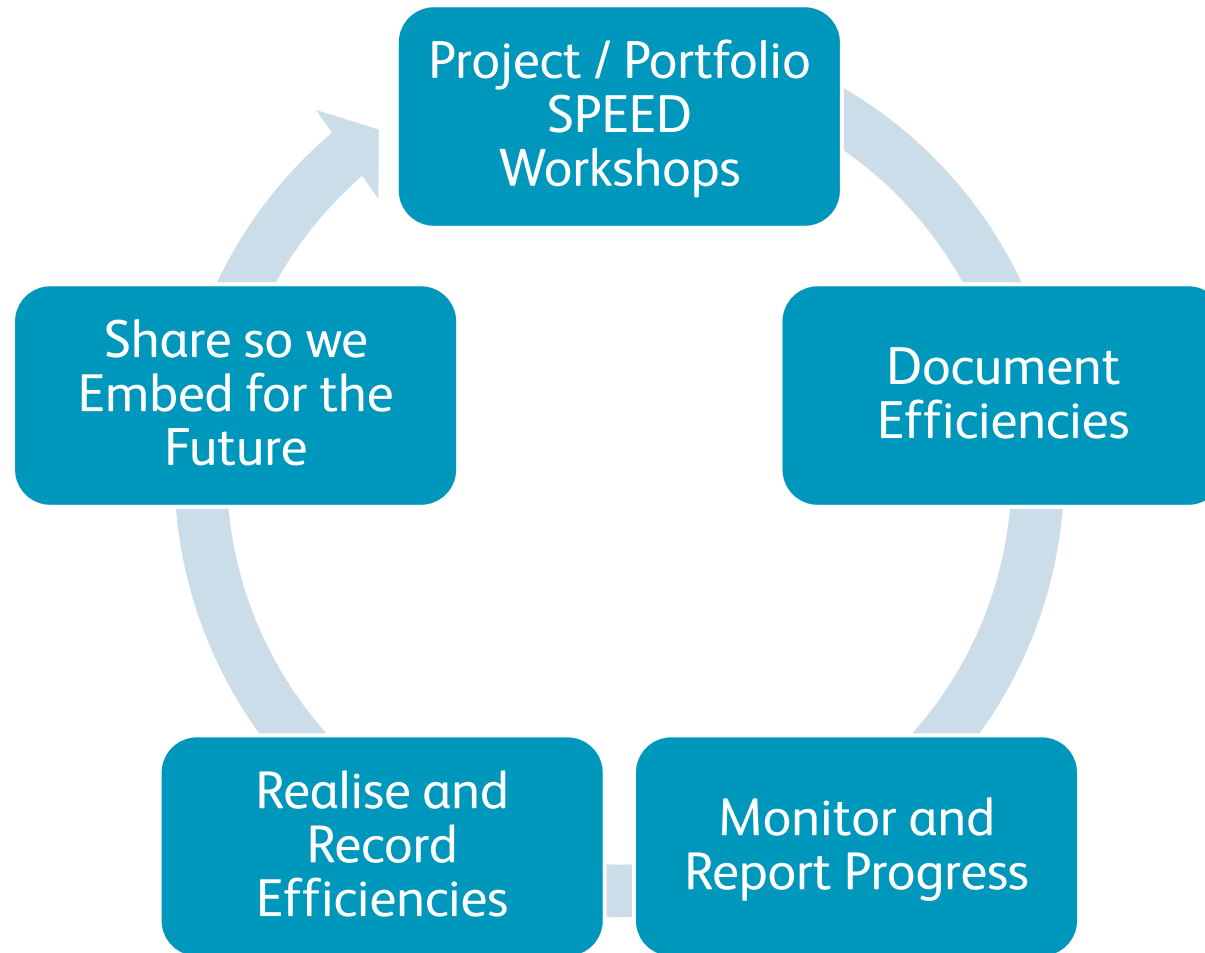
SPEED workshops take place at the start of each phase (even if there is no phase gate review)

SPEED is also considered in other key project events, such as investment stages



- *SPEED progress is validated at phase gate reviews, SPEED Board and by Project Directors in their efficiency reviews.*

Five Step Process



Case Study – Tenby Access for All (AfA)

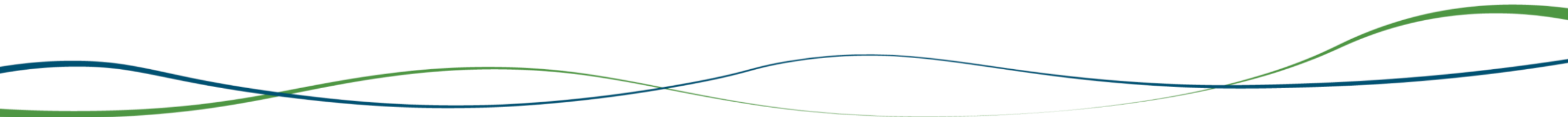


Problem: The national Access for All (AfA) programme experienced significant cost pressures during CP6.

W&W undertook a systematic approach to apply SPEED principles through ES4 outline design, Early Contractor Involvement (ECI) and ES5 detail design to identify, implement and record savings.

The projects were developed with a clear focus on its purpose, carefully considering the why, what, and how at each stage to ensure it remained relevant, effective, and viable.

The SPEED Themes were also considered to support the identification and implementation of initiatives.



Tenby is a good example successfully applying SPEED:

ES4 outline design was developed with Network Rail’s internal designer (ESDD) and AMCOGiffen, one of our Framework suppliers under a ECI contract.

In this phase of works we undertook multiple SPEED workshops through ES4 outline design to identify, evaluate and implement initiatives to improve efficiencies. These workshops were supported by deliverables set-out to the designer and contractor, such as programmes, methodologies, estimating, surveys and design.

Example of SPEED register used in the workshops:

No	Speed Theme	Efficiency Description	PACE Stage Benefit	Requirement/Standard Change	Cost Efficiency (£)								Programme Efficiency (Time)							
					Min Value	Mid Value	Max Value	Mean/Fixed	Action to realise (cost)	Baseline Realisation Date	Target Realisation Date	Owner	Min Value	Mid Value	Max Value	Mean Value	Action to realise (time)	Baseline Realisation Date	Target Realisation Date	Owner
1																				
2																				
3																				

Why - “Non-core scope” - Identified site specific costs and the consequential costs from the introduction of an enhancement. Challenge and removed unnecessary scope through derogations, dispensations and local agreements.

What are we delivering to achieve the requirements/objective. Significant value engineered and standardising the designs where possible:



The Beacon Bridge

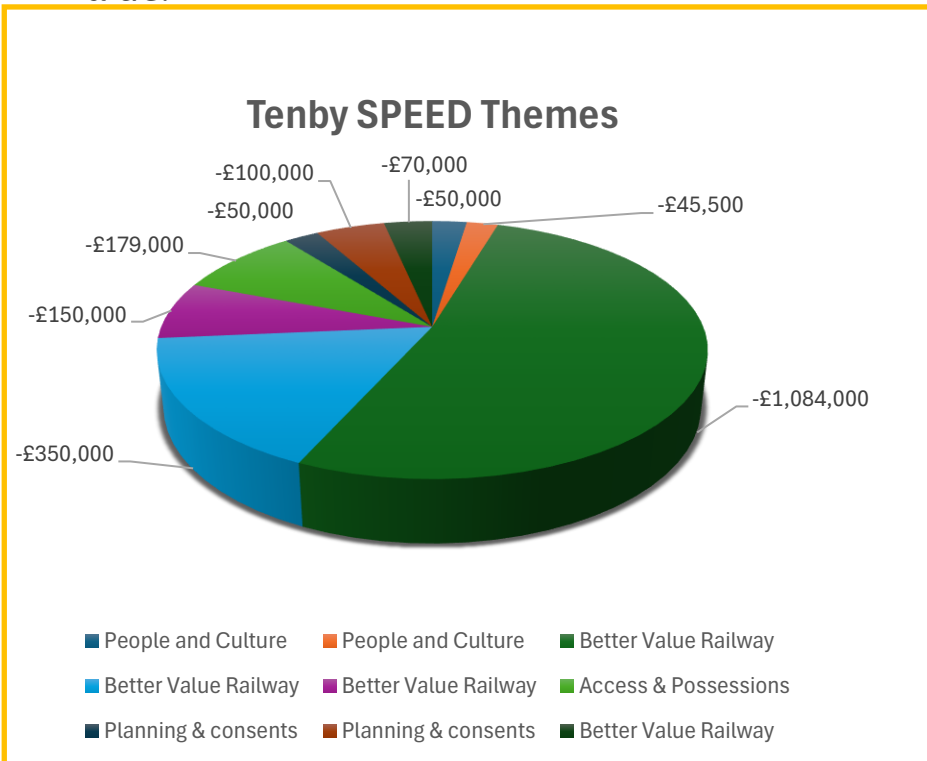


NR/CIV/SD/700 style bridge

How – This was primarily accessible through Early Contractor Involvement (ECI) contract. AMCOGiffen considered how the works could be delivered considering their methodology and times. This provided robust plans to estimate from and support the management of risk. Similarly, this enabled areas to be targeted for optimisation such as logistics, long lead-times, railway/highways access and temporary works designs.

Tenby SPEED Theme Summary

A Summary of the SPEED Themes and their contributing value:



	Saving	AFC	Bridge Type	Roof	CCTV, Fire & Lighting VE	Omit Enablers	Value Drivers	
A		£10,087,698.00	The Beacon standard detail covered footbridge with lifts. Lighting, CCTV and PA system throughout the station. New Power Supply. 1 No. egress points and 3 No. refuge point. Tactile paver to platform edge. New signage and modification to existing. PDP drop kerbs and signage. Demolition of the existing station footbridge. Existing SP&C cable diversion during construction. Vehicle bollards to boundary fence.				+ Achieves compliance to standards & guidance + provides overhead cover from weather - Highest volume of physical work & increase delivery risk - High volume of renewals works - Bridge type is not providing good value	Viable +++
B	£1,084,445.00	£9,003,253.00	As above with the following implemented: Replace The Beacon with a modified 400/700 series style footbridge, with lifts instead. Cost different assessment from 2022 returns. Adhesive tactile paver to platform edge instead of concrete. Change to cladding system (tile system).				+ Achieves compliance to standards & guidance + Provides value for money bridge type - High volume of renewals works	Viable ++
C	£375,000.00	£8,628,253.00	As above with removing the roof, cost from Barry in 2020.				+ Achieves compliance to standards & guidance + Provides value for money bridge type - High volume of renewals works	Minimum Viable +
D	£150,000.00	£8,478,253.00	As above with the following implemented: Remove canopy lighting scope following updated fire impact assessment Reduce CCTV numbers following value engineering review with TOC asset owner Reduce platform ducting scope following value engineer review with asset owner CCTV and lighting only required for the accessible route and fire refuge/egress point. Tactile pavers omitted and delivered by others.				+ Achieves compliance to standards & guidance + Reduced "renewal" scope to a minimal requirement - None - core AFA scope required to achieve the access route.	Minimum Viable
E	£150,000.00	£8,328,253.00	As above with the following implemented: Lighting and CCTV removed from the accessible route Egress and refuge areas removed with associated works				- None compliance to standards (M&E/Telecoms/Fire) - Does not achieve the AFA Accessible Route remit or definition.	Not Viable

A Summary of the SPEED savings made to reduce the potential AFC from £10m to £8.5m



Our Ask of You

- ✓ *Be Bold*
- ✓ *Be Curious*
- ✓ *Nothing is off limits*