

A view from above Blackfriars station.



## Govia Thameslink Railway



gatwickexpress.com  
0345 850 1530  
@GatwickExpress

## Great Northern

greatnorthernrail.com  
0345 026 4700  
@GNRailUK

## SOUTHERN

southernrailway.com  
0345 127 2920  
@SouthernRailUK

## ThamesLink

thameslinkrailway.com  
0345 026 4700  
@TLRailUK

# connections

News, views and information for our customers September 2018



# STEADY IMPROVEMENTS

We publish *connections* twice a year to keep you on track with our progress and future plans. Find it on our websites or in print at larger stations or customer services. All information is correct at time of going to print.

Great Northern



ThamesLink

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## COMPENSATION FOR MORE CUSTOMERS

GTR has expanded an industry compensation scheme to include non-season ticket holders who travelled regularly in the eight weeks following May's timetable change.

It follows July's announcement of compensation for qualifying Thameslink and Great Northern season ticket holders most affected.

Qualifying non-season ticket holders are those who made a minimum of three days' return travel

in any week, Monday to Sunday, in the period 20 May to 28 July.

A dedicated GTR team is managing the scheme, taking customer calls and handling claims and enquiries.

The industry compensation is offered in addition to Delay Repay and enhanced compensation.

For more information and to check your eligibility visit: <https://railcompensation.thameslinkrailway.com/>



**W**e spoke to GTR's new Chief Executive Officer, Patrick Verwer to get his thoughts about his first two months in the job.

Patrick spent a lot of time out and about on the network meeting colleagues in his first eight weeks. When we asked him what his early impressions were, he said:

"We have great people in GTR. They are extremely dedicated and it is clear that we all care a great deal about delivering excellent customer service."

As well as talking to colleagues, Patrick met with passengers at the Meet the Manager session he attended at London Victoria station in August. Reflecting on his conversations, he said: "We have a huge responsibility as customers use our services to organise their lives. That is why we have to put the customer at the heart of everything we do."

Of course, he is acutely aware of the recent difficulties, and appreciates that many passengers invest a great deal of trust in the railway. On this, he wants to apologise for the challenges

faced in spring/summer. He said: "We must continue to make it a key priority to deliver for our customers, day in day out, so they can plan their journeys and lives."

We spoke about the steady improvements to services since July. Patrick believes that "rigorous planning and tight programme management are essential to provide a reliable service, and getting people to work and home on time". His teams and Network Rail are putting in place initiatives to address some of the

lessons learned since May. Find out more about this on pages 4 and 12.

Patrick wants to build upon what has already been delivered, to transform the railway in the face of continued growth in passenger numbers. Looking forward he said he'll "spend time improving the company's culture and constantly challenging the way we do things to improve customer service." He concluded by saying: "I want us to be much bolder and not afraid to do things differently."





# WE WILL RESTORE AND REBUILD PASSENGERS' TRUST IN US

*Stuart Cheshire, Passenger Services Director for Thameslink and Great Northern, says a united approach will deliver the service promised to passengers after an unprecedented period of disruption.*

A lot has happened since the last edition of *connections*. In particular, since the introduction of the July timetable we have seen performance on both Thameslink and Great Northern significantly improve. I want to take a moment to offer a personal apology for the disruption you felt, following the May timetable change.

As an industry, we are working together to make sure it never happens again, learning our lessons about what went wrong. The ORR inquiry published this autumn will help us do that and to fully recover the service that passengers deserve and expect.

We're currently running over 200 more services every day than prior to 20 May. More peak services were introduced in September.

A further timetable change in December

will reinstate the full Monday – Friday timetable initially expected in May. By December we'll run over 3,600 services a day compared with 3,200 before 20 May. (For more information, see page 12)

## CUSTOMER FACING TEAMS

From drivers and station managers to passenger hosts and customer service staff, our customer facing teams dealt with difficult situations in May 2018. On a daily basis, they felt the anxiety our passengers were feeling.

On behalf of my team, I want to say a huge 'thank you' to them for handling an unprecedented level of disruption. I am incredibly proud and grateful for the work they did during those weeks and they have my sympathy for what they went through.

My leadership team will now focus on



supporting our colleagues and passengers more in the coming months.

## IMPROVEMENTS TO INFRASTRUCTURE

Network Rail is carrying out a £95 million package of improvements to accelerate the recovery of the service, in particular on the East Coast Main Line and Midland Main Line.

Since last June, track and rail replacement work has improved reliability. Delays caused by track defects have fallen by 34%.

Upgrades and installation of new lineside fencing, due to be completed in December, have contributed to a 62% reduction in delay minutes.

The introduction of new features like remote condition monitoring will help Network Rail predict failures before they happen.

They are clearing more vegetation than usual for the autumn period and making a range of improvements at stations, including installing new lighting. All these improvements will help support a more robust, reliable service.

## RAIL AND THE COMMUNITY

Community partnerships up and down the network help volunteer groups to make the most of their local stations.

Stuart said: "A new partnership with a prison will see prisoners make planters for our stations as part of their rehabilitation. In return, I will visit the prison with our HR director once a month to help prisoners with their rehabilitation back into society."

"Many of our community partnerships are long established. They continue to do great things all over the network, even during the recent disruption, which is fantastic."



The Class 700 running on Thameslink and Great Northern routes was recently named Train of the Year at the Rail Awards 2018.



I'd like to offer a massive apology for the disruption felt by passengers.

# HELPING STAFF TO HELP CUSTOMERS

*Angie Doll, Passenger Service Director for Southern and Gatwick Express, says we know how important it is to be able to help our customers.*

## CELEBRATING OUR TRAINEE DRIVERS

Our new drivers now have a graduation ceremony when they complete their class room training. The first ceremony took place for 22 drivers in June.

We felt it was important that we celebrate with their family members on completing such a significant phase in their training to recognise their achievement. Unless you have been through the training programme you don't realise the amount of personal commitment needed to make it to this stage.

## EMPOWERING STAFF

When faced with the challenge of informing over 3,000 staff the details of the timetable changes, our staff told us that face-to-face communications from



their peers was the best way.

Fourteen staff, from stations, on-board and driver roles, volunteered to become timetable champions.

The champions were fully empowered to create their own campaign. They really embraced the challenge and went the extra

mile to make sure all their fellow colleagues understood why, what and how the changes to the timetable would affect them and their customers. This often meant meeting at 3am in the morning when they were booking on/off shift.

## STEPHEN MACCALLAUGH, HEAD OF GATWICK EXPRESS

At Gatwick station we have recently opened an additional exit on platform 7 to help ease significant congestion.

Steady growth has been a major contributor to significant congestion at the station, both on platforms and in the main concourse. We anticipate more than 19.5 million customer journeys through the station this year.

The project has been funded through Network Rail to assist the

Three Bridges to Brighton Blockade works (more information on page 8), supported by Gatwick Airport. To have these in now will have great benefit to the station operation, performance and our customers.

**Better information:** New customer information screens will be introduced at Gatwick station on platforms, similar to those used in our major central London stations. The screens, due before

March 2019, will not only improve information for customers but also help to spread passengers on busy platforms.

**On board:** We introduced OBS mentors to help our on-board teams in areas such as product knowledge, announcements and customer service.

**Social media:** We're now using Facebook Messenger to help resolve queries from customers.

## CHRIS FOWLER, HEAD OF ON-BOARD

**Recruitment:** We've been hiring constantly over the last year and now have more people on trains than we have ever had before.

**Training:** The training that staff receive has also been improved. We are really seeing the benefits, with a record number of customer compliments for on-board staff.

**On-board Co-ordinator:** We have introduced a new On-board Co-ordinator role within Control. This team makes sure that on-board staff are in the right places and aware of any customers with assistance needs who have booked on to their train.

Our employee and timetable champions have been invaluable in helping frontline staff understand more clearly how they can do their job better within the new timetable. Despite the tough time they experienced in the early weeks of the new timetable, many staff have told me that they think it is better operationally.

We are rolling out online training, new phones and apps to staff to provide them with the right skills and equipment to be as helpful as possible to our customers.

## COMMUNITY PRIDE IN THE RAILWAY

Our community rail partnerships



continue to flourish up and down our network. From school children to senior citizens, volunteer groups continue to show great pride and commitment to their stations, for example, at Lewes (pictured above/left).

## ANDY LEISTER, HEAD OF STATIONS, SOUTHERN

**Eastbourne** station now has a new entrance to the stations. A new ticket office is underway there and at Tulse Hill.

A number of schemes to make improvements such as waiting rooms at toilets at some of smaller stations are planned by the spring of 2019.

## Right time

We have worked on improving our train dispatch processes to help ensure right-time departures from our stations. At some stations, such as Redhill and East Croydon, we have introduced additional dispatch staff to reduce the time trains are stood still.

## Quicker tickets

We've moved the ticket vending machines at London Victoria into one place and provided more staff on the concourse.



**App update:** We've made our GX app easier to use and more reliable. Customers can now download e-tickets into the smart wallet, encouraging them to purchase tickets before they travel.

**Ticket Vending Machines:** We've upgraded all 18 TVMs at Gatwick and four machines at Victoria. Two more TVMs have been added at Gatwick to reduce queues and congestion at the station.



# TUNNELS VISION

*A comprehensive programme of essential Network Rail engineering work will ensure long-term reliability on the busy Brighton Main Line.*

**U**pgrades to Victorian-era tunnels, track, power and points will improve punctuality and reliability on the southern end of the Brighton Main Line.

The essential work has been carefully planned to minimise overall disruption to passengers. The line carries around 300,000 passengers each day between the Sussex coast, Gatwick Airport and London.

Improvements began in September and will continue until next May. There will be no trains between Three Bridges and Brighton or Three Bridges and Lewes during 15 weekends and a nine-day period of line closure in February.

The works are part of a £300 million government funded programme to boost reliability and punctuality on major lines in the south east, including the expanded Thameslink network.

Robert Cogger, Communications Manager (Brighton Main Line Improvement), said: "This work will improve one of the busiest, but oldest, sections of the line. It is intended as one major fix now that will prevent significant disruption in the longer term.

"If you can avoid travelling, especially at peak times over the nine day closure, please do so. For those who need to travel, we're working hard to put the right plans in place, including robust replacement bus services, additional car parking and highly visible staff to assist at stations."

## BRIGHTON MAIN LINE IMPROVEMENT: QUICK LOOK

**When?** Over 15 weekends (Sept 2018 - May 2019) plus a 9-day closure in Feb 2019

**What?** Improving drainage / stemming leaks in 4 Victorian tunnels (Balcombe, Haywards Heath, Clayton and Patcham)

Replacements / upgrades to third rail power supply, signalling, tracks and points

**Why?** For long-term reliability on a section of the network responsible for most delays to Southern and Thameslink services

### On scheduled work days:

- Southern, Gatwick Express and Thameslink services will all be affected
- Buses will run from Three Bridges to Brighton and Three Bridges to Lewes
- Trains to London from Brighton and Hove diverted via Littlehampton
- No direct trains to London from Lewes or Eastbourne



# RAILWAY UPGRADE PLAN

*As part of its Railway Upgrade Plan, Network Rail will be carrying out planned major engineering works over the Christmas and New Year period.*



## SOUTHERN AND GATWICK EXPRESS

Major junction remodelling works including the renewal of key points and signals between London Victoria and Clapham Junction means that:

- Replacement buses will run between Victoria and Clapham Junction between 22 December - 1 January.
- There will be some other amendments to Southern services
- There will be no Gatwick Express services from 22 December - 1 January.
- No services on 25 & 26 December.



## Thameslink /

### THAMESLINK SERVICES

Engineering works in the Kentish Town areas means amended services will run on 23, 24, 27 December - 1 January service. No services on 25 & 26 December.



## GREAT NORTHERN SERVICES

No major engineering works planned, but an amended timetable will be in place between 23 December - 1 January, with no services on 25 & 26 December.

**For more information please use  
[www.nationalrail.co.uk](http://www.nationalrail.co.uk)**

## MEET THE MANAGER

Our latest Meet The Manager event at London Victoria on 16th August gave around 30 senior managers the opportunity to hear passengers' views on our service first-hand.

These events are a beneficial opportunity to speak to our customers face to face. Questions range from personal timetable enquiries to staff praise.



### More dates in 2018:

|      |          |               |
|------|----------|---------------|
| 11th | October  | St Pancras    |
| 8th  | November | London Bridge |
| 6th  | December | Victoria      |

## SOCIAL MEDIA: UPS AND DOWNS



**23,000+**  
social mentions on  
31 May, our busiest ever  
day on social media.



**Since 15 July**

- A significant drop to around 4,000 mentions per day
- More positive, less negative.

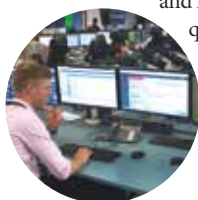
## REAL-TIME INFO, ROUND THE CLOCK

We know you crave real-time information and fast answers to time-critical questions; our social media team is providing just that.

The team has an ever-increasing number of followers and average mentions each year.

Based in Control, the team is at the heart of the day-to-day operation. They get information direct from the Control team and play a vital role to inform Control if they spot a live trend or incident unfolding.

In the age of the smartphone, the social media team is the most accessible part of the company, on hand 24/7 and available anytime anywhere.



## A DAY IN THE LIFE...

# ROSE HEWETT

*Rose is one of GTR's team of QuEST auditors, working closely with our station and train teams across our network to drive the standard we know you expect.*

### WHAT'S YOUR DAILY ROUTINE LIKE?

I spend most of my time out and about at stations. We audit different areas at different times; I usually work on the Brighton Main Line and Sussex. I cover large stations like East Croydon and Haywards Heath, to stations manned by one person. In the morning I might be in Uckfield and in the afternoon in Reigate.

I decide where I go, as long as I cover a certain number of stations in each four-week reporting period. No two days are the same.

We look at litter, lights, and staff uniform; whether the ticket office is open when it should be and much more.

I also meet regularly with station and area managers on QuEST and NRPS progress.

### ARE THERE ANY STANDOUT QUEST SUCCESS STORIES?

East Croydon station recently achieved three consecutive periods of zero fails, which is absolutely fantastic and earned them a GTR excellence award nomination.

In around a year, Haywards Heath has gone from a relatively poor performing station to one now achieving zero fails almost every month.

### DO PASSENGERS NOTICE WHAT YOU DO?

I chat to passengers all the time and they regularly ask me what I'm doing. When I explain, they always react positively. QuEST is another invaluable way for us to keep the customer at the heart of what we do.

### HOW DO YOU KEEP YOUR STANDARDS IMPROVING?

Our team meets regularly to share best practice and achievements. On our consistency days, we swap one another's areas to ensure we're scoring in the same way.

### WHAT IS QUEST AND HOW DOES IT BENEFIT OUR CUSTOMERS?

QuEST, which is short for Quality Experience of Stations and Trains is an independent set of tools that define industry standards on good practice and drive continuous improvement. QuEST is a comprehensive internal measure of our performance, covering every aspect of trains and stations. Alone with National Passengers Survey results, QuEST scores determine whether or not we achieve the standards set by the Department for Transport.

When I explain to passengers what I'm doing, they always react positively.





# THE 2018 TIMETABLE AND BEYOND...

*We answer some essential questions following the service disruption in May.*

## Why did the May Timetable introduction not go to plan for Great Northern & Thameslink?

A timetable change is hugely complex. The new timetable was designed to deliver more capacity and journey opportunities. While planning began many months before implementation, the industry delay in approval from Network Rail, which affected many parts of the country, meant that GTR was left with less time to prepare. The severe delay meant we had three weeks, instead of 12, to complete work such as optimising train diagrams, rosters and driver training.

The team focused on delivering peak trains, where capacity is most needed, whilst aligning our drivers, trains and depot resources.

## What have you done since May to improve reliability on the network?

We set up a team to establish what could be done to improve reliability with a new timetable that concentrated on getting the basics right. The team focused on delivering peak trains, where capacity is most needed, whilst aligning our drivers, trains and depot resources. This did mean removing some services, especially those that would not run on time or could not be made reliable.

The new timetable was



introduced on the 15 July, and following the preceding eight weeks of disruption, we have now delivered three months of much improved performance.

## When will you run the full May timetable?

In the current timetable we are operating 200 more weekday trains than we were before 20 May. The aim is to incrementally add services over the coming months with the full May timetable for Monday to Friday introduced in December 2018.

## How did you prioritise what trains to re-introduce first?

We focused on high peak services to provide more capacity at the busiest times. This was then matched with our resources to

strengthen services between: St Albans – Sutton, Cambridge – King's Cross and Welwyn Garden City – King's Cross.

## What steps have been taken to make sure the problems that occurred in May will not happen again?

The whole industry is looking at the way new timetables are implemented. A national Programme Management Board has been set up to review all future timetable proposals, in addition to normal industry processes. Many train operators, including ourselves, have postponed full scale timetable changes in December 2018. This decision was taken so the industry has more time to make sure it can introduce the May timetable without repeating the disruption caused. We have been working more closely with Network Rail and will only add services to the timetable if we are fully confident they will improve reliability.

# FLEET GAINS

*The latest improvements to our trains*

## CLASS 717 TRAINS

# NEW TRAINS DUE LATER THIS AUTUMN

WILL BENEFIT PASSENGERS ON GN SERVICES IN/OUT OF MOORGATE



# UNDERGOING OPERATIONAL TESTING

# A LONG-AWAITED INCREASE IN CAPACITY

## CLASS 377 REFURBISHMENT

Over 15 years

# ON 182 TRAINS (700 VEHICLES) BETWEEN SPRING 2017 AND SUMMER 2021

## INCLUDES:

- Exterior & interior paint repair
- Strip out of seats, grab poles and carpets
- New seat trim
- Toilet refurb
- Carpet replacement
- Driver's cab refurb

FACT

WE'RE REPLACING A TOTAL OF 13,000M<sup>2</sup> OF CARPET; EQUIVALENT TO TRAVELLING FROM CROYDON TO LONDON VICTORIA!

## CLASS 365 ACCESSIBILITY IMPROVEMENTS

# 21 TRAINS

New 'split' tables in 1st class saloon for easier access in/out of seats



WHEELCHAIR ACCESS AREAS CREATED

Redesigned, PRM-compliant disabled toilets with modern hand dryer / wash station and baby-changing table

PRM programme also includes:

- New flooring in standard class and first class areas
- PRM toilets on the 4 trains without them by December



## THE RISE OF COMMUNITY RAIL

**S**outhern and Great Northern continue to expand their Community Rail Partnership (CRP) networks and the benefits of community rail.

Each CRP brings operators and community groups, including volunteers, together to get involved in their stations and the railway. The partnerships include award-winning activities by groups who can also adopt a station through Station Partnerships.

The launch of the West Coastway partnership in June

marked the fifth CRP on Southern routes in West Sussex.

Andy Harrowell, GTR's Corporate Social Responsibility Manager, said: "These partnerships encourage real involvement by groups who are transforming their stations. We're seeing artwork, gardening, planters and even an allotment at one station.

"Our CRPs have helped us to increase the confidence of groups with disabilities with rail travel through our try-a-train events.

"They have also delivered our award winning Go-Learn

education programme to over 17,000 youngsters."

In June, Southern teamed up with the Sussex Community Rail Partnership to extend community rail on the busy West Coastway line between Hove and Angmering. Angmering has also been shortlisted for the 'It's Your Station' category in this year's ACoRP Community Rail awards.

The latest CRPs include Meldreth, Shepreth and Foxton stations near Cambridge, on Great Northern, and another due later this year on the line between Bedford and St Albans.



The Friends of Ally Pally (above) have transformed Alexander Palace since adopting the Great Northern station in 2016. Their activity, including more than 40 planters, recently won the group a category at the Network Rail Partnership awards.



Pupils from St Thomas' Church of England primary school in Winchelsea pose with their pictures of the railways to brighten the journey for passengers at the local station.

An art installation launch at Bishopstone station in July.



## IMPROVING OUR CUSTOMER SERVICE

*We are focused on giving our station and on-board staff the right support to flourish in their roles and provide the best assistance to our customers.*

### ONE STEP AHEAD FOR CUSTOMERS

We've invested £2million in training for our customer facing teams over the life of the franchise. Our One Step Ahead programme is about providing our stations and onboard people with skills to help manage different customers' needs.

The initial classroom sessions have now moved into eLearning, with a programme of bite-size, online modules called 'Learn on the Go' (LOTG).

The LOTG modules take around six minutes each and are designed for access when and where it works best. They include customer-handling skills, dealing with complaints and an interactive session aimed at managing customer behaviours at stations to help trains depart on time.

### CLOSER COMMUNICATION WITH STAFF

Our Employee Support Team (EST) spoke with more than 2,000 staff (82% of station and on-board teams) across our franchises over two weeks in July to gather feedback and views on the business and how we can share more information with them. Around 1,500 responses were collected with six main themes covering more than 50% of responses.

The feedback provided will be used to plan how we can put in place a stronger communication framework and feedback channels for station and on-board teams.

We are focused on keeping up the momentum in the coming months.



### PRAISE FLOWS FOR WATER HANDOUTS

Passengers took to Twitter to pass on their thanks for our free water handouts at stations and on-board trains during the hot weather peaks this summer.

Well done @SouthernRailUK. Air con in some parts not working well and first class has been declassified. At GAT, loads of bottled water loaded on to train. Now being given to all by the OBS. Thanks. Nice gesture @RAIL

Replying to @GNRailUK Staff at Welwyn Garden were able to give me a bottle of water which was nice :)

@TLRailUK thank you to the staff handing out bottles of water at St Albans station today.

@SouthernRailUK are legends for the free water at Brighton station.

Type your message ...







ST PANCRAS TOURS PROVE ‘UNIVERSALLY POPULAR’

Around 100 regular travellers with a wide range of access needs took up an invitation to our St Pancras familiarisation tours in April.

Over two days, the passengers were given a detailed guided tour of the station’s accessibility features in groups of no more than 12. Wheelchair users and visibility-impaired passengers got the chance to test the raised humps on platforms designed for easier on-off access.

Antony Merlyn, GTR’s Accessibility Manager, said: “The tours were universally popular. The station has a great range of accessibility features. This event really helped our passengers to explore St Pancras and gain confidence in using the station ahead of many

services moving across from King’s Cross as part of the timetable changes.

“There was great support from GTR colleagues hosting the tours to ensure the guests were able to receive detailed guidance tailored to their needs.”

**PASSENGERS SAID...**

“It was great seeing exactly where the new services will be coming into and leaving from and the new possibilities for onward journeys.”

“Very impressed how easy it was to access all of the services that are available to disabled passengers.”

“The competence, knowledge and enthusiasm of the guides were excellent.”

**TRY-A-TRAIN**

We’ve hosted 14 try-a-train events since April, exceeding our goal of 10 a year.

Recent trips have been hosted for Bedford College, Chichester College, Possability People (Brighton), Valley School (Stevenage) and a joint event with Gatwick Airport for passengers with a range of access needs.

RAISING AWARENESS OF ASSISTED TRAVEL SUPPORT

From journey advice to booking assisted travel support we’re reviewing the way we communicate key options for passengers with accessibility needs. Our Passenger Panel and Access Advisory Panel are both helping us to raise awareness of support available for passengers to use our network confidently.

This focus includes more about our Assisted Travel service, including the option of booking assistance on line rather than by phone. We are also keen to raise awareness of tools such our Communication Guide and Travel support card for passengers with more hidden disabilities, Priority Seating and our ‘Baby on Board’ badges.

Antony said: “We are making it easier for passengers to feed back how their journey went by for example sending a short survey link with routine booking confirmation emails.”

OPERATIONAL PERFORMANCE

GTR is continuing to roll out one of the biggest modernisation programmes the railway has seen, transforming four networks and increasing capacity. The programme has necessitated a modernisation of infrastructure, trains, technology and the way we do things.

Performance has fluctuated as a result of the timetable change. The July timetable has helped to improve stability over the summer, and we are working with Network Rail to incrementally introduce more services. It is extremely important for Network Rail to maintain its infrastructure to allow us to run a reliable service. The PPM (public performance measure), which refers to the percentage of trains arriving at destination within five minutes of scheduled time, has shown sustained improvements and the level of cancellations continues to reduce.

To further deliver the modernisation programme, GTR and Network Rail work closely together with other industry partners.

| YEAR STARTING APRIL | 2015/16 | 2016/17 | 2017/18 YTD |
|---------------------|---------|---------|-------------|
| PPM Target          | 85.8%   | 84.0%   | 83.5%       |
| PPM Achieved        | 81.5%   | 74.2%   | 81.2%       |

| DELAY RESPONSIBILITY | 2015/16 | 2016/17 | 2017/18 |
|----------------------|---------|---------|---------|
| GTR                  | 35.9%   | 38.8%   | 34.9%   |
| Network Rail         | 59.5%   | 57.6%   | 60.3%   |
| Other Operators      | 4.5%    | 3.5%    | 4.8%    |

| RECENT MONTHS | MAR   | APR   | MAY   | JUNE  | JULY  | AUG   |
|---------------|-------|-------|-------|-------|-------|-------|
| PPM GX        | 71.6% | 79.0% | 76.3% | 62.6% | 51.7% | 65.5% |
| PPM GN        | 79.8% | 87.3% | 79.6% | 72.9% | 65.1% | 75.4% |
| PPM SN        | 79.7% | 83.5% | 83.9% | 87.6% | 79.2% | 85.4% |
| PPM TL        | 89.6% | 89.3% | 79.7% | 62.7% | 66.4% | 81.1% |

Key:  
GX - Gatwick Express  
GN - Great Northern  
SN - Southern  
TL - Thameslink  
YTD - Year to Date

## DEPARTMENT FOR TRANSPORT CONTRACTUAL TARGETS

The Department for Transport set us a series of targets on a variety of performance measures. We monitor these and use the measures to shape our action plans. Whilst acknowledging we have fallen short of some of these targets in the past two months, a plan is in place that is beginning to deliver very good results. Ongoing driver training, reliable train fleets and robust operational planning are key elements in a wide-ranging plan of action to bring improved services across all routes.

| YEAR STARTING APRIL                                  | 2015/16 |        | 2016/17 |        | 2017/18 |         | 2018/19  | 2019/20  | 2020/21  |
|--|---------|--------|---------|--------|---------|---------|----------|----------|----------|
|  | Target  | Actual | Target  | Actual | Target  | Actual* | Target** | Target** | Target** |
| Delay minutes per thousand train miles caused by GTR | 19.64%  | 17.98% | 19.40%  | 19.59% | 17.90%  |         | 12.70%   | 12.04%   | 11.89%   |
| Cancellations  | 2.10%   | 1.94%  | 1.88%   | 2.20%  | 2.05%   |         | 0.97%    | 0.92%    | 0.91%    |
| Train running with fewer carriages than planned      | 0%      | 1.03%  | 0%      | 1.42%  | 1.57%   |         | 0%       | 0%       | 0%       |

We publish detailed performance figures on our website every four weeks and monthly updates on the progress of our improvement plan. You can find these at [thameslinkrailway.com/about-us/performance](https://thameslinkrailway.com/about-us/performance); [greatnorthernrail.com/about-us/how-were-performing](https://greatnorthernrail.com/about-us/how-were-performing) or [southernrailway.com/your-journey/performance-results/](https://southernrailway.com/your-journey/performance-results/)

\* Full data for 2016/2017 published. Performance year for 2017/2018 does not end until the end of September, and will be published in the next edition of your *connections* magazine.

\*\* These targets are subject to change, the details of which are in the process of being agreed and will be published in the next edition of your *connections* magazine.

## CUSTOMER SATISFACTION

### How do we measure customer satisfaction?

We set annual Passenger Experience Measure (PEM) targets to monitor customer satisfaction. The measure is a combination of audits completed at stations and on trains (we call this QuEST – you can read more on page 11), with an independent customer survey led by Transport Focus, the National Rail Passenger Survey (we refer to this as NRPS).

### How are we doing?

Our spring 2018 National Rail Passenger Survey results were released against a backdrop of performance challenges following the May timetable change. The overall satisfaction score for GTR as a whole increased by 1% on spring 2017 to 75%.

The impact of the timetable change on customer satisfaction was particularly frustrating considering the positive spring results for Thameslink. These showed that satisfaction was at an all-time high, driven in part by increased satisfaction with punctuality and reliability of the train service. Our other brands showed non-statistically significant changes to overall satisfaction, albeit with some areas for improvement for specific questions. The results show where we need to get back to following a period of performance challenges on our Great Northern & Thameslink brands. Southern performance has seen an improvement on some routes following the May timetable change. However, Thameslink performance has impacted upon Gatwick Express and a number of Southern routes.

The introduction of our interim timetable on 15 July has stabilised performance, giving us a strong foundation on which to build for the autumn wave of NRPS.

|      | Annual PEM targets | Actual Actual PEM annual result | NRPS Scores                                | QuEST Scores  |
|------|--------------------|---------------------------------|--|---|
| 2017 | 82.2%              | 84.83%                          | Spring result : 74%<br>Autumn result : 76% | Jan to end March: 95.9%<br>April to end June: 95.8%<br>End June to mid-September: 96.08%<br>Mid-September to December: 96.22% |
| 2018 | 83.5%              | 84.65% (YTD)                    | Spring result: 75%                         | Jan-March: 95.26%<br>April-June: 95.86%   |



## NATIONAL RAIL PASSENGER SURVEY

Our result for passengers overall satisfaction for GTR Spring 2018 was 75%. The table below shows our scores for the individual indicators that count towards our Passenger Experience Measure (PEM) for 2018, and the corresponding figures for the Spring 2017 survey. Annual Benchmarks relate to the average of the two 2018 surveys so are shown for indicative purposes.

|    | GTR NRPS INDICATOR   | SPRING 2017 | SPRING 2018 | Annual Benchmark 2018 |
|----|--|-------------|-------------|-----------------------|
| 1  | How well train company deals with delays                                       | 29%         | 28%         | 48%                   |
| 2  | How request to station staff was handled                                       | 85%         | 81%         | 86%                   |
| 3  | The attitudes and helpfulness of the staff (Station)                           | 72%         | 71%         | 78%                   |
| 4  | Usefulness of information provided during delay                                | 37%         | 38%         | 48%                   |
| 5  | The availability of staff (Station)  | 62%         | 62%         | 65%                   |
| 6  | Provision of information about train times/platforms                           | 78%         | 80%         | 83%                   |
| 7  | Cleanliness (Station)  | 74%         | 74%         | 81%                   |
| 8  | Ticket buying facilities   | 72%         | 70%         | 79%                   |
| 9  | Facilities for car parking   | 43%         | 41%         | 48%                   |
| 10 | The upkeep/repair of the station buildings/platforms                           | 69%         | 70%         | 71%                   |
| 11 | The facilities and services (Station)  | 50%         | 45%         | 47%                   |
| 12 | Your personal security whilst using that station                               | 71%         | 71%         | 73%                   |
| 13 | The provision of shelter facilities  | 70%         | 69%         | 67%                   |
| 14 | Overall environment (Station)  | 69%         | 70%         | 72%                   |
| 15 | Availability of seating (Station)  | 49%         | 46%         | 47%                   |
| 16 | The cleanliness of the inside (Train)  | 70%         | 72%         | 84%                   |
| 17 | Level of crowding (formerly 'Sufficient room for all passengers to sit/stand') | 68%         | 68%         | 68%                   |
| 18 | The provision of information during the journey                                | 67%         | 72%         | 83%                   |
| 19 | Upkeep and repair of the train   | 68%         | 71%         | 84%                   |
| 20 | Your personal security on board  | 70%         | 73%         | 81%                   |
| 21 | The cleanliness of the outside (Train)   | 67%         | 68%         | 78%                   |
| 22 | The space for luggage (Train)  | 50%         | 53%         | 48%                   |
| 23 | Punctuality/reliability (i.e. the train arriving/departing on time)            | 63%         | 64%         | 79%                   |

## FARE EVASION

### Why does fare evasion matter?

Fare evasion and prevention is important. The rail industry loses millions of pounds a year through ticketless travel and fraud money which could have otherwise been re-invested to improve rail services. This is unfair on the vast majority of you who are honest and pay your fares.

We worked alongside other train operators, Transport for London and British Transport Police to reduce ticketless travel to less than 2% in the DfT's most recent surveys in May & July 2018. It's worth noting that GTR doesn't make a profit from rail fares.



| OUR TARGET FOR TICKETLESS TRAVEL | Actual results |
|----------------------------------|----------------|
|----------------------------------|----------------|



|                                  |       |       |
|----------------------------------|-------|-------|
| September 2016 to September 2017 | 2.52% | 2.66% |
| September 2017 to September 2018 | 2.5%  | 2.21% |

| DEPARTMENT FOR TRANSPORT SURVEY | TICKETLESS TRAVEL |
|---------------------------------|-------------------|
| Oct 2017                        | 2.81%             |
| Feb 2018                        | 2.12%             |
| May 2018                        | 1.95%             |
| July 2018                       | 1.97%             |

## OUR COMMITMENTS

We are committed to continually improve the services we offer. These are customer commitments made at the start of the franchise that relate to recent months, and more that are due for the months ahead.

| DEADLINE DATE  | COMMITMENT  | ROUTE   | STATUS  |
|----------------|---|---|---|
|                |   |  |  |
| 2016           | 108 new carriages on Gatwick Express  | Gatwick Express   | Complete  |
| July 2016      | All day staffing at further 16 stations   | Southern  | Complete  |
| September 2016 | The key top-ups in third party retailers  | All   | Complete  |
| September 2016 | New ticket vending machines   | All   | Complete  |
| October 2016   | Introduce a subscription based area of the website for over 65s with promotions and discussion boards | All   | Complete  |
| December 2016  | Introduce more staff for train cleaning   | All   | Complete  |
| December 2016  | Repainting programme for all GTR managed stations   | All   | Complete  |
| December 2016  | Enhance and upgrade existing station CCTV and install CCTV at stations previously without             | All   | Complete  |
| January 2017   | Introduce on trial basis an online magazine aimed at 16-24 year olds                                  | All   | Complete  |
| January 2017   | Additional £2.5m investment on improving facilities and information at stations                       | All   | Complete  |
| April 2017     | 'My Journey' info on train performance for holders of 'the key' smartcard                             | All   | Complete  |

| DEADLINE DATE  | COMMITMENT   | ROUTE   | STATUS   |
|----------------|--|---|--|
|                |  |  |                                     |
| May 2017       | King's Lynn service half hourly (once upgraded infrastructure in place)          | Great Northern  | Half hourly service to Ely for most of day from 21 May. Infrastructure work still required for Kings Lynn half hourly. |
| July 2017      | Investment in improving retail and catering facilities at stations               | All   | Underway   |
| September 2017 | Programme of upgraded ticket machines and automatic payment methods at car parks | All   | Complete   |
| September 2017 | LED lighting installed at various stations and on older train units              | All   | Complete   |
| October 2017   | Enhancements to on-train passenger information systems                           | All   | Complete   |
| January 2018   | London Bridge station re-opens   | Southern/ Thameslink  | Complete   |
| 2018           | New class 700 introduction   | All   | Complete   |
| 2018           | Further upgrades to customer app   | All   |  |
| 2019           | Up to 24 trains per hour each way through the core                               | Thameslink  | Underway   |
| 2019           | Class 717 introduction. 150 new carriages on the Moorgate route                  | Great Northern  | Underway   |