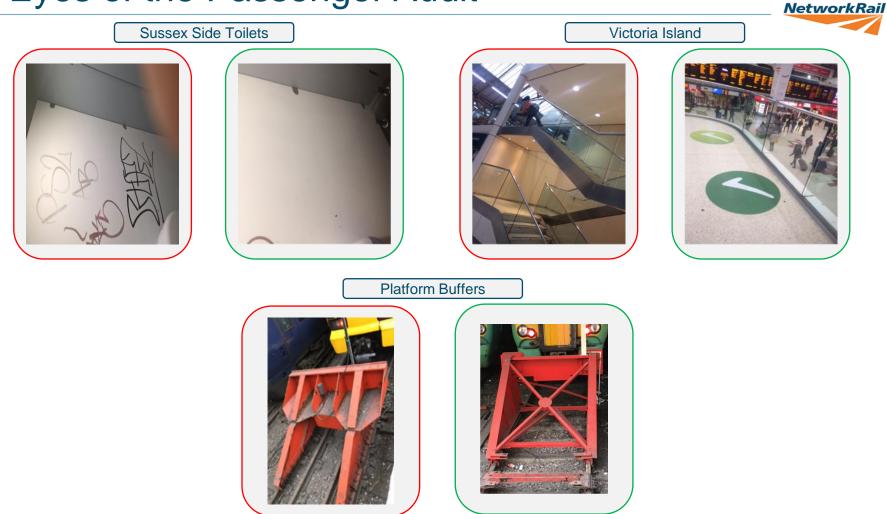
SE Route Station Transformation

Darren Williams, Station Manager, Victoria Station

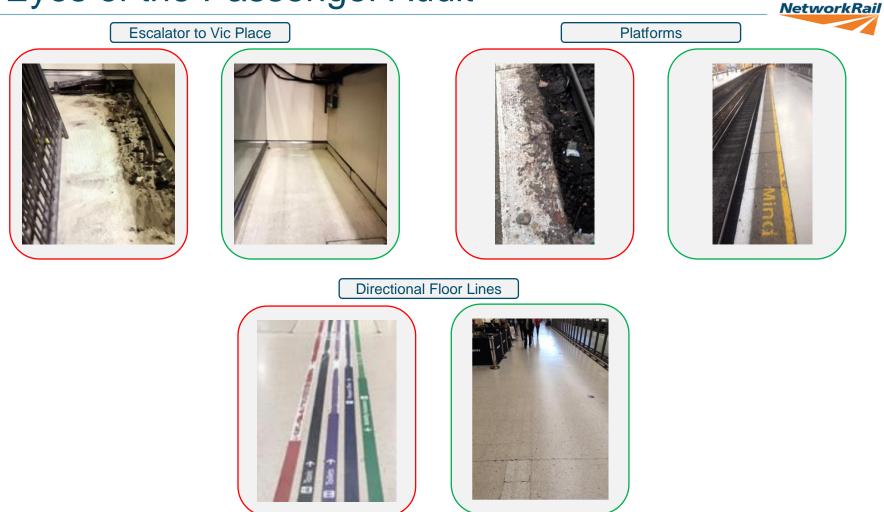
- NRPS scores very challenging for the SE Route Managed Stations, particularly at Victoria
- Little or no joint working between industry stakeholders
- Limited joint working and common targets to encourage team-working with front-line colleagues
- Reactive service waiting to be asked a question
- Limited funding and innovation
- Historic decisions and station changes based on revenue alone and not considering the impact to passenger journeys
- Capacity challenges with LUL interchanges at peak times
- Station teams focused on the here and now but not on the future

Network

Eyes of the Passenger Audit



Eyes of the Passenger Audit



SE Service Transformation

3 Defined Work-streams



People

Station organisation/alliance blueprint
Creation of Station Function, quick wins, employee engagement
Ways of working including command & control



Performance

Service development
Performance improvement
London Bridge optimal working



Stations Strategy

Capacity review and Future proofing service and stations Revenue generation/growth NetworkRai

People Work-stream

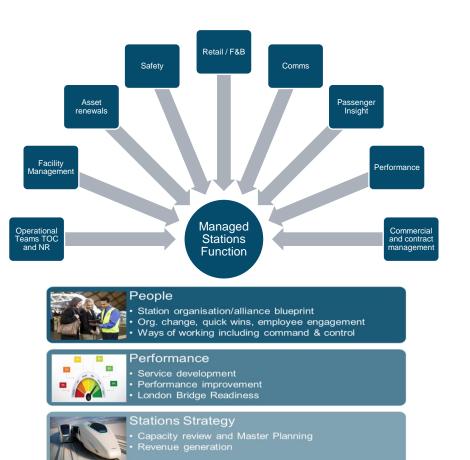
Organisational Changes

Station organisation/alliance blueprint to:

- 1. Improve customer service
- 2. Drive efficiencies
- 3. Increase colleague engagement

Create immediate changes to:

- Improve capability of the Stations Team
- Ensure there is passenger focused decision
 making
- Deliver quick-wins; Team Victoria programme
- Create governance process to bring all accountability into one place
- Introduce a new Facilities Manager role to focus on passenger-facing assets
- Appoint Transformation Team

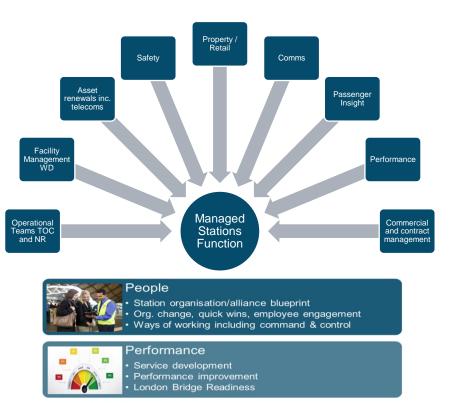




People Work-stream

Ways of Working

- Joint training initiatives for front-line colleagues and leaders
- Implement colleague idea programme
- Develop a station command and control structure
- Roll out the front-line apprenticeship programme
- Colleague engagement improvement plan (TOCs and NR combined)
- Introduce 'Volunteers' to our stations
- Station colleague recognition awards
- Colleague communication
 improvements





Stations Strategy

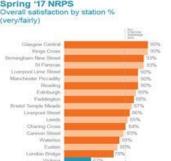
Capacity review and Master Planning
Revenue generation



Performance Work-stream

Passenger Service

- Increased survey frequency providing more data to draw insights
 - Introduction of Happy or Not machines
 - Focus on CSS (Customer Satisfaction Survey)
- Passenger information
 - Signage and way-finding review
 - On-line and social media strategy with TOCs
 - Passenger Information During Disruption (PIDD) one version of the truth
 - Enhanced CIS (Customer Information Screens)
- Bringing the outside in (BTOI) learning from the best
- Passengers with Reduced Mobility service review
- One Team approach, including uniforms and appearance
- Work with other stakeholders to enhance passenger journeys with particular focus on language barriers (airport interchanges, etc.)







Journey Mapping

NetworkRail

- Passenger types confirmed
- Passenger shoes (empathy) activity conducted
- End-to-end journeys mapped across all stages and touchpoints
- Pain and gain points recorded
- Particular focus on interchange points
- Improvement plan driven from outputs
- Maps use for all future change activity to understand impact to passengers

	estfield Stra eady Neigh	tford City Jou bourhoods	rney Map –			Westfield
Journey stage	Product and Westfield Research	Journey to Westfield	Navigating the Centre	Watefield Experience	Westfield Services	Journey from Westfield
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Example of Journey Mapping from Westfield

Stations Strategy Work-stream

- TOC and station growth demand analysis
- Capacity review of managed stations
- Congestion relief programme
- CP5 CP7 Master Plan Infrastructure business case and plans
- Changing needs of passenger types and ages
- Railway industry disruptors and mitigation measures
- Known issues such as Victoria roof





NetworkF



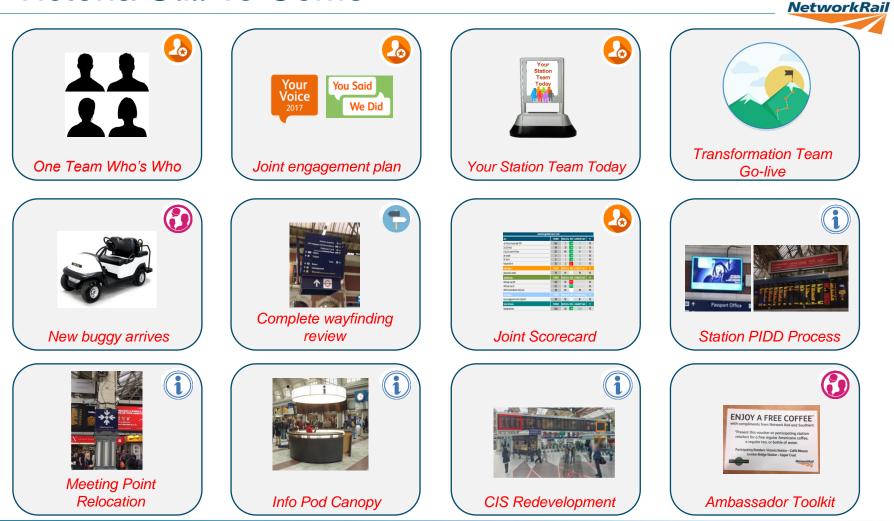
Transformation Update

A better railway for a better Britain

Victoria Complete



Victoria Still To Come



London Bridge Complete

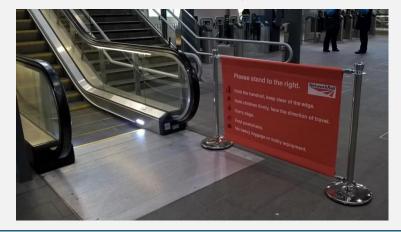
Retail Units Open

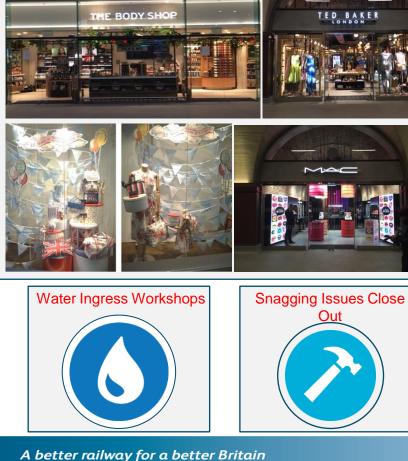




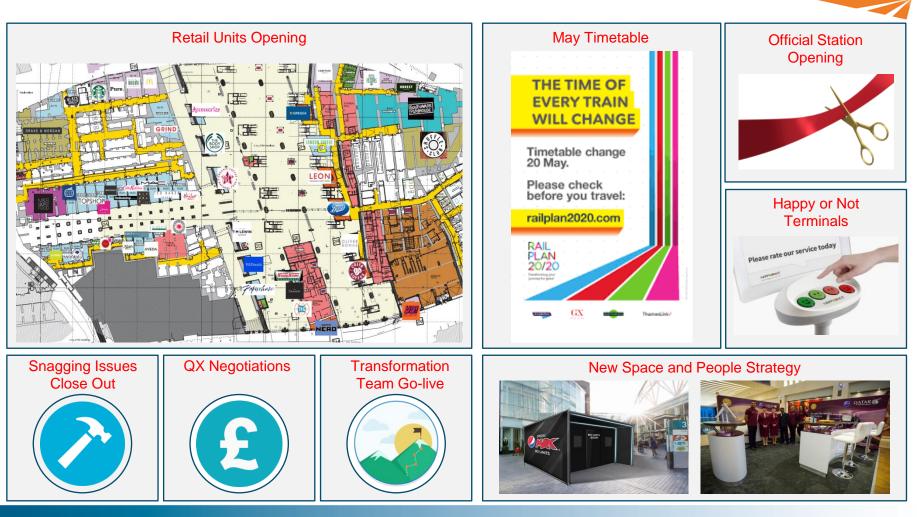
NetworkRail

Escalator Safety Week





London Bridge Still To Come



A better railway for a better Britain

NetworkRail



Thank you

Questions

A better railway for a better Britain