

An aerial photograph of Victoria Station in London, showing the SE Route. The station's roof is a prominent feature, with multiple tracks visible. The surrounding cityscape includes the River Thames, the Tower Bridge, and various urban buildings.

SE Route Station Transformation

Darren Williams, Station Manager, Victoria Station

Case for change...



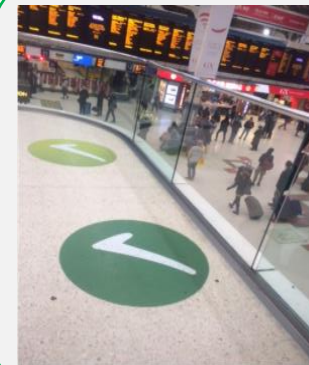
- NRPS scores very challenging for the SE Route Managed Stations, particularly at Victoria
- Little or no joint working between industry stakeholders
- Limited joint working and common targets to encourage team-working with front-line colleagues
- Reactive service – waiting to be asked a question
- Limited 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

Eyes of the Passenger Audit

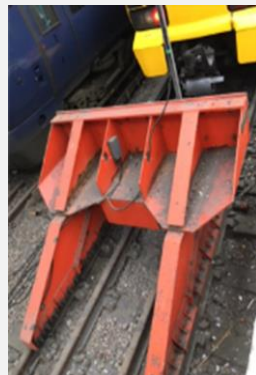
Sussex Side Toilets



Victoria Island



Platform Buffers



Eyes of the Passenger Audit

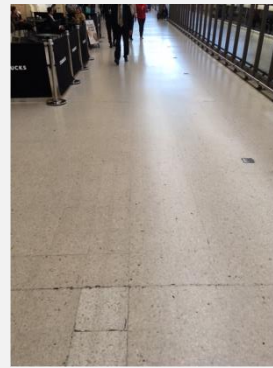
Escalator to Vic Place



Platforms



Directional Floor Lines



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

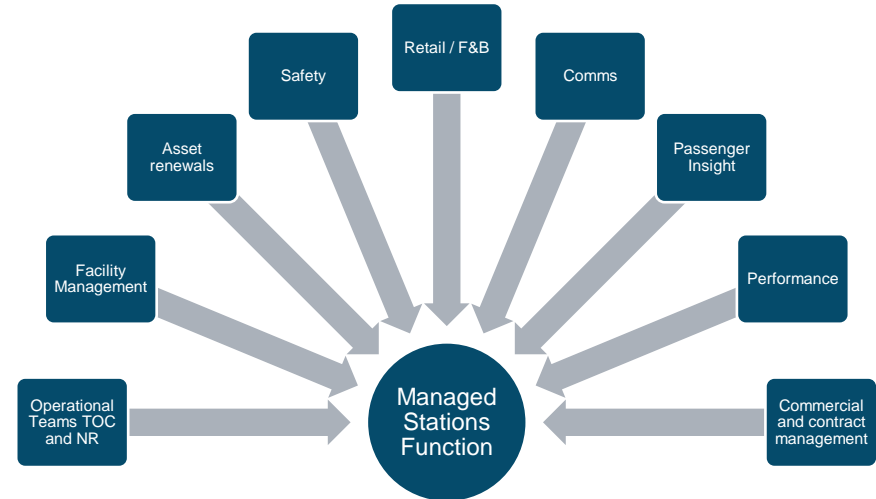
Organisational Changes

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

- Station organisation/alliance blueprint
- Org. change, quick wins, employee engagement
- Ways of working including command & control



Performance

- Service development
- Performance improvement
- London Bridge Readiness

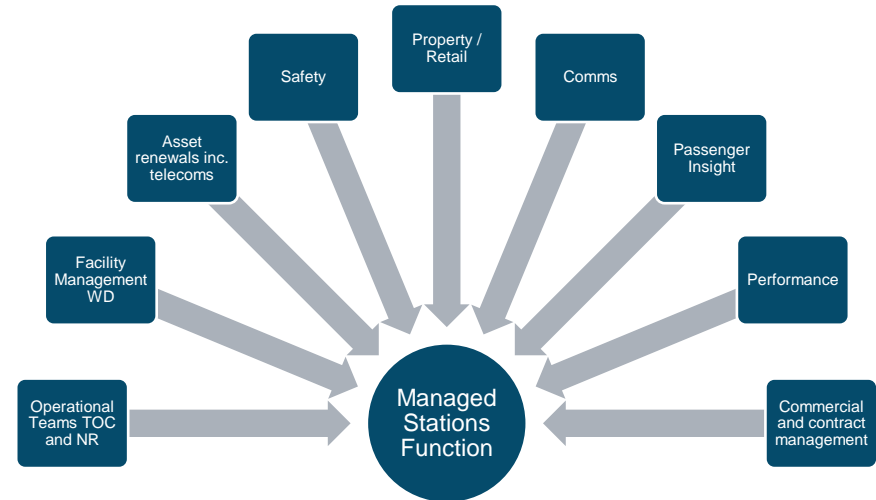


Stations Strategy

- Capacity review and Master Planning
- Revenue generation

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



People

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Performance

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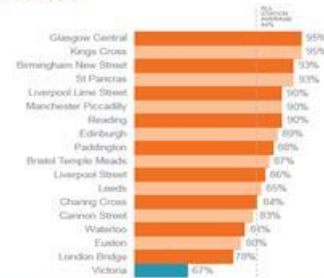
Stations Strategy

- Capacity review and Master Planning
- Revenue generation

Passenger Service

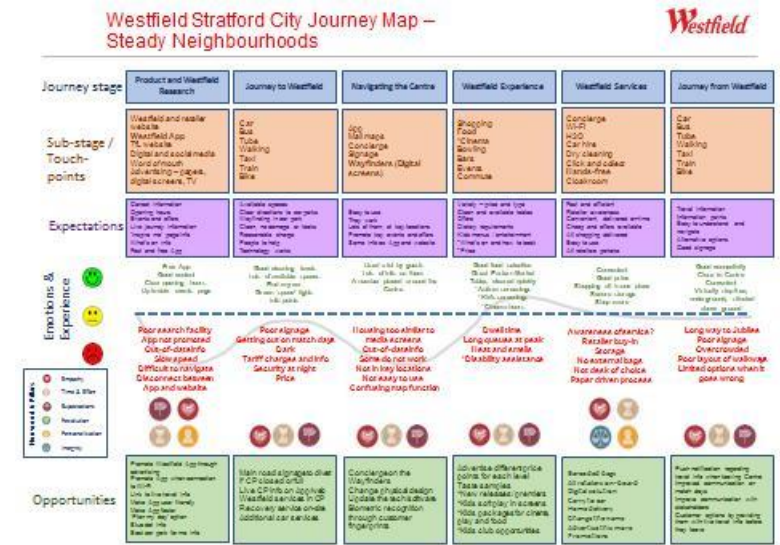
- Increased survey frequency providing more data to draw insights
 - Introduction of Happy or Not machines
 - Focus on CSS (Customer Satisfaction Survey)
- Passenger information
 - Signage and way-finding review
 - On-line and social media strategy with TOCs
 - Passenger Information During Disruption (PIDDD) - 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.)

Spring '17 NRPS
Overall satisfaction by station %
(very/fairly)



Journey Mapping

- 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



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



Transformation Update

Victoria Complete



Floor stickers removed



Languages on name badges



Review Station Maps



Uniform go-live May



TVM Installation complete



Pre-shift Huddle



Team Vic Hi-Viz



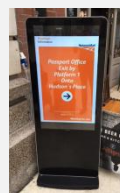
New Ticket Signage



Happy or Not Terminals



Eye of the Customer Audits

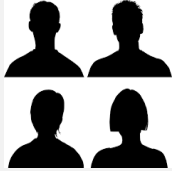


Dynamic way-finding



Station Newsletter

Victoria Still To Come



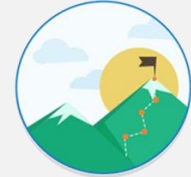
One Team Who's Who



Joint engagement plan



Your Station Team Today



Transformation Team Go-live



New buggy arrives



Complete wayfinding review

Category	Score	Target	Comments
Customer Satisfaction	85	90	Good progress
Operational Efficiency	78	85	Needs improvement
Financial Performance	92	95	Excellent results
Health and Safety	98	100	Very good
Environmental Impact	88	92	Good progress
Community Engagement	75	80	Needs improvement
Overall Score	86	90	Good progress



Joint Scorecard



Station PIDD Process



Meeting Point Relocation



Info Pod Canopy



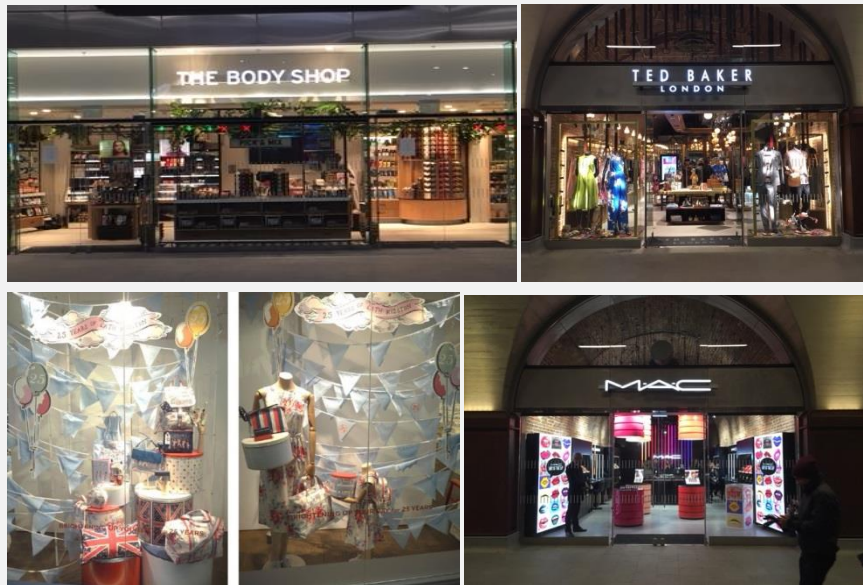
CIS Redevelopment



Ambassador Toolkit

London Bridge Complete

Retail Units Open



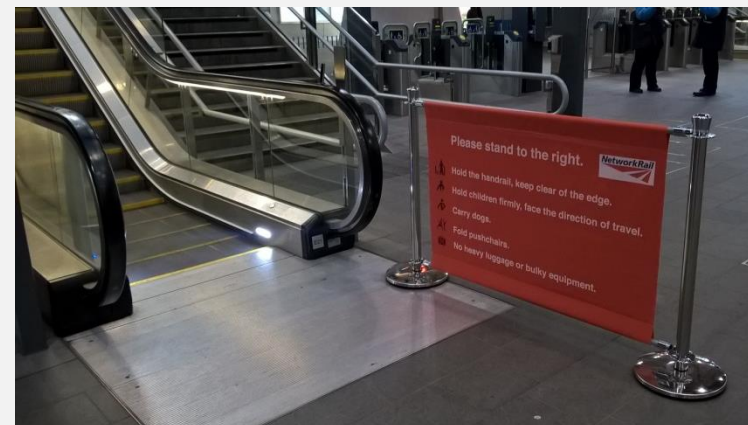
Station Wi-Fi



Culture and Strategy Event



Escalator Safety Week

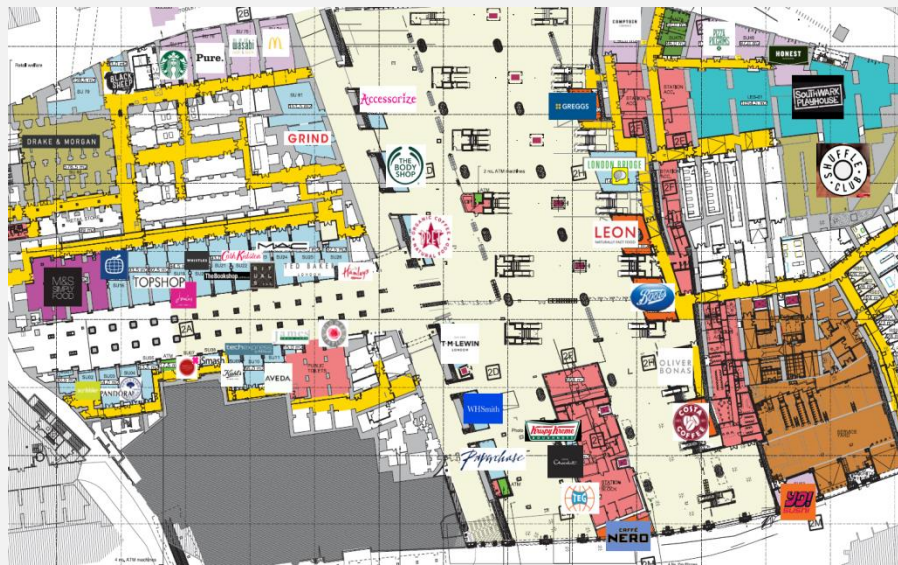


Water Ingress Workshops



Snagging Issues Close Out





**RAIL
PLAN
20/20**
Realising your
journey for good

**THE TIME OF
EVERY TRAIN
WILL CHANGE**

**Timetable change
20 May.**

**Please check
before you travel:**

railplan2020.com

Thameslink
Great Northern
Elizabeth Line
Crossrail



Thank you

Questions