



Joint Stakeholder Performance Plan 2020/21

September 2020

A **First**  company

Introduction

Last year we successfully introduce the biggest timetable change in a generation. Two thirds of our services were changed. We introduced new Superfast services, we increased the frequency of trains and we brought in more early and late night services.



We knew that timetable changes elsewhere had led to significant disruption. We were determined that would not happen for our customers. We created a single, dedicated project team and worked together on every detail of the change.

Our planning and preparation really paid off and the December 2019 timetable change was smooth and efficient. There were, and are, things that we need to work on, but fundamentally the timetable worked and meant faster, more frequent services and many more seats.

As you will know, it was not long after the new timetable came into operation that Covid-19 led to momentous changes for us all.

GWR, in common with other operators, entered an Emergency Measures Agreement with the Department for Transport and a temporary reduced timetable was introduced so that we could keep services running for key workers.

At the time we write this, lockdown is easing, we are starting to get back to business and to build for the future. Services are progressively returning to more normal levels and we are working with the Government, with each other, and with you, our partners and stakeholders, to make sure that we are ready to support plans for regeneration and sustainable growth.

That means maintaining a strong grip on performance, driving down delays and cancellations so that our customers can rely on us for travel to work, school, for business or to visit some of the very many attractions and beautiful spots on our network.

As promised, we have developed a joint performance plan for the next 12 months, and in this booklet, we set out some of the actions that we will deliver this year. We have also instituted a new Every Second Counts joint project, looking at individual routes and services that are not performing well enough to develop tailored, targeted plans. We have used the time during the pandemic period to carefully review long standing issues and devise solutions where we can.

We are confident that together these plans will deliver the railway you need as we all start to rebuild.

We know we work best when we work with our customers and our partners. If you have ideas, or concerns about any service, we want to hear about it. Please send your comments to **EverySecondCounts@gwr.com** and we will be happy to investigate.

If you would like more details on any, or all, of the plans do let us know, our contacts are on the back cover.

Thank you for all your support this year. We don't yet know how the future will be finally shaped by the pandemic, but whatever the outcome, good performance will remain the bedrock of our service for customers.

Best Regards



Matthew Golton,
Managing Director, GWR



Mike Gallop,
Route Director Western
Network Rail

Planned actions 2020/21

Fleet

We will:

- Bring our brand new Exeter Train Depot into use, which will greatly improve our ability to maintain our West fleet (serving the South West, the West of England, South Wales and Hampshire)
- Retire our oldest Class 143 services, replacing them with newer, more reliable stock
- Through our supplier Hitachi, implement further software changes on our Intercity Express Trains, and implement other reliability modifications
- Modify alternators on our Class 165 fleet, and complete improvements to our electric fleet of Class 387 services, both used in the London and Thames Valley
- Update and refine our recovery and contingency plans for our branch lines in Devon and Cornwall
- Renew door interlock relays on our Class 150 and Class 16x fleet used on our West fleet.

Traincrew

We will:

- Review and improve driver and on board staff rosters and diagrams
- Review with British Transport Police key disorder hotspots to reduce delays caused by disorderly conduct
- Review how we manage delays caused by unreserved, or poorly loaded cycles. We have seen a significant increase in bikes on trains during the pandemic
- Refresher training for on board and Control staff on managing ill passengers and our ambulance to train process.



Stations and External Delays

We will:

- Improve support for customers with disabilities to help with boarding and disembarking services
- Implement a training plan to increase the number of contingency dispatchers available at stations
- Implement the recommendations of GWR's "Every Second Counts" campaign, including removing trains from Customer Information Screens at large stations when there is under two minutes to board
- Hold weekly reviews using a new software tool to review right time starts from terminal stations and make recommendations for improvements
- Set up joint working groups to review delays caused by late loading of luggage/cycles in key locations.



Performance Visualisation sessions

These joint sessions focus on tangible activities to improve activities where we have identified opportunities for improvement. They have been effectively used to improve performance for Bristol Oxford and Reading and to help with station-specific dwell times. These will continue and be developed.



Fatalities

Last winter there were more fatalities on our railway than in the last ten years. Every incident is a tragedy and one our railway family feels deeply.

We have been working with British Transport Police and with The Samaritans to do what we can to help prevent suicide. This has included training for all our front line staff. This has given our teams the confidence to approach vulnerable customers using the right approach to help them.

For every life lost on the railway, another six are saved by the intervention of rail staff, police or the public.

The Small Talk Save Lives campaign is designed to give us all the confidence to ask the right questions and to help save lives.



If you have not seen it you can read about it on [samaritans.org/support-us/campaign/small-talk-saves-lives/](https://www.samaritans.org/support-us/campaign/small-talk-saves-lives/)

We believe that suicide is preventable, and we will continue to work with others to save lives. We regularly review the actions we are taking and will continue to do so.

Network Rail Wales and Western Upgrade Projects

- Completion electrification through Severn Tunnel, along with significant drainage improvements to improve services between South Wales and London Paddington.
- Rebuilding Bristol East Junction outside Bristol Temple Meads will mean more services can run in the future, fewer infrastructure faults and quicker to maintain.
- Replacement of track and railway crossings between Cardiff Central and Newport this Christmas.
- On the approach to London Paddington, replacing old track circuits to modern axle counters to improve reliability of signalling and keep trains moving.
- Dawlish sea wall first section completed, with work to start shortly on second section so that passengers get to their destinations whatever the weather.



- Improvements for branch lines including removing speed restrictions on Barnstaple line, speed improvements on St Ives branch line and track replacement on Marlow branch line.
- Swansea station platform 4 reconstruction will allow GWR Intercity Express Trains to use it to increase service flexibility.
- Track renewals and junction replacements across the region, including near Pilning, Exmouth and Westbury to improve resilience of the railway.



Working in Partnership – North Downs

Enterprise M3 Local Enterprise Partnership has awarded £895,000 in grant funding to Network Rail to facilitate the North Downs Line Level Crossings Improvements project. This will see several minor level crossings close, the installation of a footbridge at Shere Heath Bridleway and a stop light at East Shalford on the line between Reading and Gatwick.

Dave Axam, EM3 chair, said:

“This funding will help both Network Rail and Great Western Railway deliver a better service and additional capacity along the North Downs Line, supporting the local economy along this key corridor linking the Blackwater Valley and making it easier for people to access job opportunities.”



Planning

We will:

- Review and embed lessons learnt from the successful December 19 timetable planning process
- Extend closer collaboration with Network Rail's System Operator by co-locating more NR and GWR timetable planning colleagues
- Improve planning to ensure trains are in the correct orientation for the start of service each day.

Mini-Companies – A New Approach

Dedicated Service Group teams coordinated by a GWR Performance Manager and sponsored at GWR and Network Rail Executive level. Currently three named “mini-companies” – The Bristol Suburban, North Downs, and Severn & Solent Railway have been set up. Instilling a sense of pride, and supporting the creation of dedicated strategies focused on tackling tactical and strategic challenges.

We will:

- Implement tailored and targeted actions from individual service and route improvement plans. Our route specific plan on the North Downs route showed the difference such initiatives can make to performance
- Improve customer information systems to correctly show the position of carriages through linking train and platform software
- Review and improve coupling and uncoupling processes and technology
- Complete modelling of new Treno software.



Contact

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If you have ideas or suggestions for improvements or want to highlight a particular service or route where performance needs addressing please email our Every Second Counts team.

Thank you

EverySecondCounts@gwr.com

