

# 2022/23 Business Plan



*We're on a journey to better*

South Western  
 Railway

# Our business plan for 2022/23



We have now reached agreement with the Department for Transport (DfT) on our Year Two business plan for 2022/23.

The plan builds on the improvements we have made to our network recently in terms of performance, customer service and developing our people. It also takes into account the economic and commercial environment that is affecting rail operators across the country.

The Covid pandemic has changed the way we work, play and travel and, although our customer numbers have improved in recent months, they are still significantly below our pre-Covid levels. Whilst leisure travel has recovered well, commuter (peak) travel is around half of pre-Covid levels. We are therefore generating less revenue whilst our running costs remain broadly similar to before the pandemic. The Government has subsidised the rail industry with £16bn since the start of the pandemic, but this isn't sustainable, and steps have to be taken to reduce the burden on taxpayers as our industry recovers.

Our business plan reflects this situation, and the requirement to control our spend tightly without compromising on the need to deliver for our customers, stakeholders and colleagues. SWR is not alone in this, and other operators will face similar challenges.

There are also broader changes on the horizon designed to modernise the rail industry and ensure it is fit for the future. GBR (Great British Railways) plans to start work in 2023 and there is already a transition team in place. Ahead of this, the industry reform workstreams that were set out in the EFA (Enabling Framework Agreement) will begin delivering throughout 2022.

In anticipation of these changes, the business plan we have agreed for 2022/23 will help us consolidate our business and focus our committed teams on delivering the basics well for our customers every day.

Delivering the actions in our business plan will put us in a strong position to face the future with confidence, as a good and efficient operator. Whilst there is some uncertainty ahead, there are also plenty of opportunities as we start our Arterio fleet roll-out, strengthen our community ties and focus on delivering a great customer experience.

*Claire Mann*

**Claire Mann**  
Managing Director

 South Western Railway



# Customer and Communities

We will modernise and simplify the customer offer, taking into account the full end to end journey experience to improve our customers' on-train and at station experience.

As part of our relentless focus on our customers, we want to deliver a consistently high standard of service for them. This will focus on both the end-to-end journey and the associated priorities from the Williams-Shapps Plan for Rail. It will also encourage customers to return to rail after the pandemic.

Our One Team approach with Network Rail at its managed stations will also focus on our customers and improve satisfaction further. As well as investing in a package of station improvements, we will drive customer satisfaction with our activities to ensure the cleanliness of both our stations and trains.

We will maximise our wider contribution to the communities we serve. To deliver and increase social value, we will continue to support customer and community improvement projects and provide additional funding to Community Rail Partnerships. We will continue to conduct an annual stakeholder survey to inform our plans and will report on our findings.

## 2022/23 actions include:

- Reporting live train occupancy information on the class 444, 450 and 15X fleets
- Continuing to fund Community Rail Partnerships and station adopters
- Completing our existing Customer and Communities Improvement Fund projects and launching a new scheme for next year
- Trialling new approaches based on customer needs research and colleague insights
- Building on our offer of free Wi-Fi across the fleet to begin the introduction of superfast connections in some locations
- Delivering a package of station improvements including toilets, waiting rooms, benches and anti-trespass measures
- Publishing a social impact report



# Leadership, Management and Resourcing

We will build and maintain strong leadership and management focussing on delivering the best possible service to customers and creating a safe and sustainable railway in the most cost-efficient way.

Our business priorities are woven through our leadership plan. We will work with the Department for Transport, Network Rail and other partners to lead industry change and enable the efficient rebuilding of the railway. We will work closely with our partners to build trust and shared opportunities and continue our close collaboration with local communities, businesses and the British Transport Police. Underpinning our business plan is firm financial discipline and a safety conscious culture reflecting our business priority of safe and reliable operations. We will ensure our organisation remains flexible and able to respond to policy changes and the latest technology and working methods.

We will continue to maintain our focus on cost efficiency as a good and efficient operator and create a periodic cost efficiency monitoring process linked to our Business Plan Steering groups. We will continue our existing quality management frameworks and implement the Quality Management Plan, to bring them together and drive continuous improvement.

Our approach on safeguarding will include the introduction of the Safeguarding on Rail Scheme, promoting safeguarding across the organisation and reporting incidents to the British Transport Police. We have a series of physical and technological interventions planned to enable us to deliver on our safeguarding aims, and also improve the safety and security of our whole network. We will start the process of replacing and upgrading the CCTV system to use analytics and other emerging technology. We will further extend the provision of body worn video cameras to our colleagues across the business.

## 2022/23 actions include:

- Delivering Leadership Management Training
- Achieving Safeguarding on Rail Scheme accreditation
- Extending the provision of body worn video cameras
- Continuing our programme of refurbishing colleague accommodation
- Working with partners to deliver industry change



# Collaboration

We will foster the continued development of a 'One Railway, Our Railway' approach in which key industry parties, stakeholders and railway communities work collaboratively together to deliver in the best interests of customers and taxpayers, and the regions and communities we serve.

We will embed a culture of collaboration more deeply in our business as we focus on our partnerships and work closer than ever before with Network Rail as the industry works towards establishing Great British Railways and delivering the Williams-Shapps Plan for Rail. We will work with GBR to understand and trial changes, as its plans evolve.

We will further develop positive working relationships with partners, particularly Network Rail. We will agree with them where shared resources, funding or activities could drive efficiencies and benefit the customer. We will also set up a joint workstream to improve service recovery and incident management. We will deliver a joint project to reduce sub-threshold delay through performance hubs. In terms of Control Period 7 (CP7), we will work together to agree opportunities for joint planning on budgets and create a customer driven plan for our network.

We will extend our First 44 initiatives with our suppliers to embed collaboration further. By 30 June 2022, we will select the next three new supply chain partners to be integrated into First 44. By 31 August, we will have put in place the First 44 declarations of collaboration with each of these.

In terms of other partners, we will set up a joint workplace violence reduction unit with the British Transport Police by 31 December 2022. With the Department for Transport (DfT), we will create a robust process to share internal and external SWR messaging updates in a consistent way. We will also work with the Rail Delivery Group and DfT to introduce a rail maturity model for customer experience.

## 2022/23 actions include:

- Agreeing with Network Rail a suite of joint initiatives to enhance customer benefits
- Working with Network Rail Wessex and Southern Region to jointly engage with the Great British Railways programme
- Establishing a joint workstream to improve service recovery and incident management
- Selecting three new supply chain partners for our First-44 supplier programme
- Collaborating with British Transport Police to establish a joint workplace violence reduction unit



# People and workforce

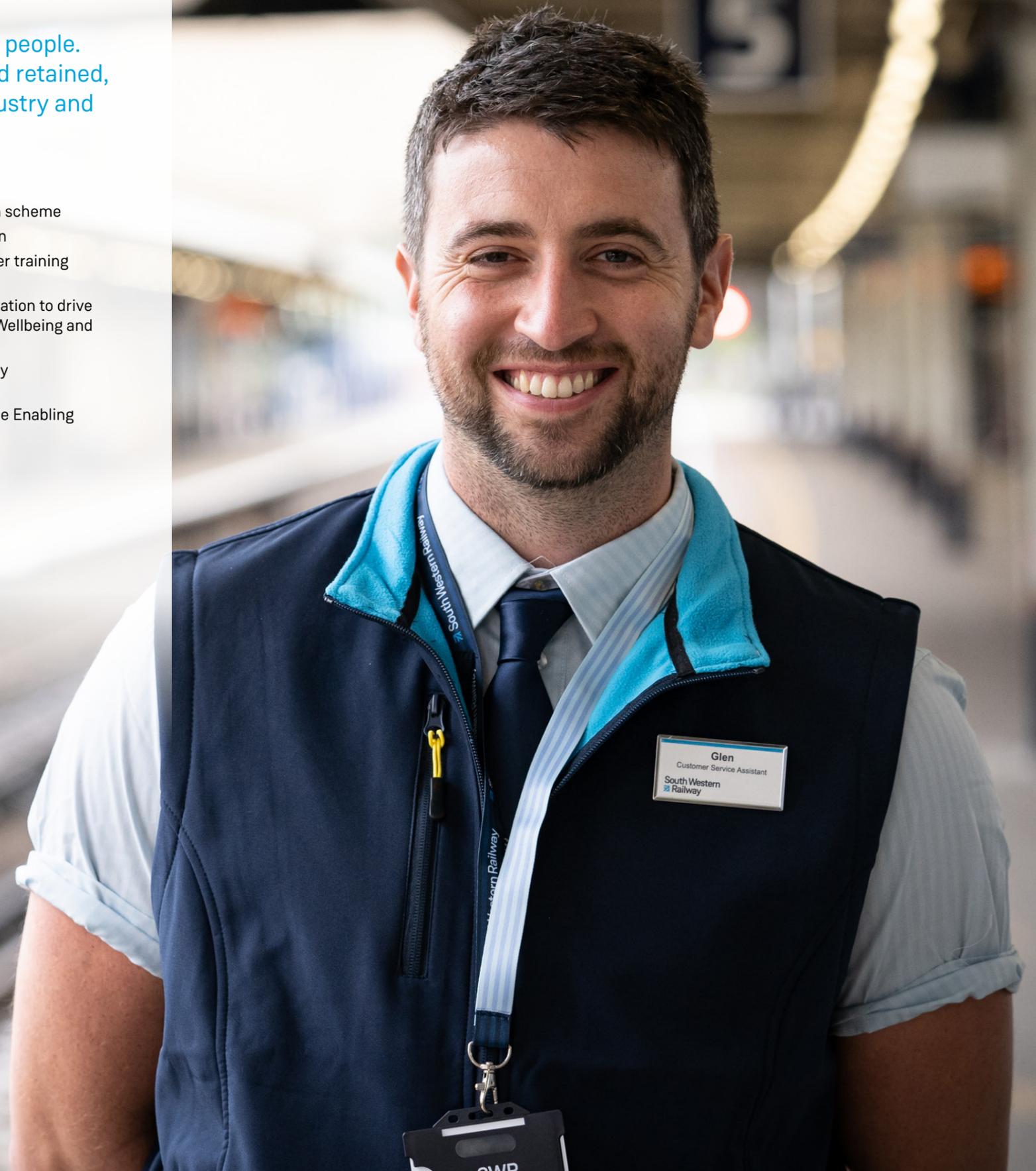
As well as our customers and partners, we will focus relentlessly on our people. We will deliver an engaged, diverse workforce where talent is valued and retained, including recruitment targeting underrepresented groups in the rail industry and improved cross sector training programmes.

The rail industry has significant workforce reform challenges ahead. We will only realise the opportunities set out in the Williams-Shapps Plan for Rail as we work with our people and with our partners to bring the Enabling Framework Agreement (EFA) to life. Our organisational plan will develop SWR, so it is integrated with the wider industry and capitalises on rail reform.

Our approach to our culture, inclusion and diversity plan will enable our diverse workforce to flourish. In 2020, we selected Inclusive Employers as the most suitable body to assess our progress. We received 'committed' status that year. This year, we will submit our next level application to achieve accredited status. We will also aim to progress to the next level of the Disability Confident scheme. We will sign up to the Armed Forces Covenant and work towards the Silver Award under the Defence Employer Recognition scheme.

## 2022/23 actions include:

- Delivering an updated colleague suggestion scheme
- Achieving Inclusive Employers accreditation
- Continuing to attract apprentices and deliver training opportunities for our people
- Building on our Investors in People accreditation to drive further improvements against the People, Wellbeing and Apprenticeship frameworks
- Progressing to the next level of the Disability Confident scheme
- Working with our people and partners on the Enabling Framework Agreement
- Signing up to the Armed Forces Covenant



# Train Service Operation

We will work collaboratively across the industry to deliver efficient timetables which make the best use of available resources including infrastructure, rolling stock and our dedicated colleagues. We will deliver a punctual and reliable train service that meets the needs of our customers through matching capacity to demand, whilst offering value for money for the taxpayer.

Our Train Service Operation Plan focuses on our customers, our people and our partners.

We have engaged with the Department for Transport (DfT) and Network Rail to develop our timetable for May 2022 and agree a timetable strategy which delivers value for money for the taxpayer. We have submitted further potential options to the DfT to optimise our timetable in December 2022 and will communicate these plans at least 12 weeks before they are introduced.

We will further improve safety to mitigate risks and improve right-time starts from depots. This work will increase the flexibility of our depots to support our timetable and in-service performance, with a focus on Clapham Depot, bringing together a host of works to improve road availability and safe working.

We will introduce the new Arterio fleet as soon as possible, while minimising risk to our timetable, and continue to manage the Arterio programme in line with our obligations.

We recognise that there have been continuing problems that have prevented the start of driver training and delayed the programme of train acceptance, but close working with our partners Alstom and Rock Rail is expected to resolve this situation shortly.

## 2022/23 actions include:

- Agreeing with the DfT the roll-out milestones for our Arterio fleet
- Introducing system enhancements including Attune train planning software and Solano train management system
- Managing the cascade of our legacy fleets
- Enhancing CCTV at four depots to increase security
- Extending the provision of two trains per hour on the Island Line
- Delivering efficient timetables that make the best use of available resources
- Maintaining focus on safe operations



# Revenue

We will maximise and sustain the recovery and growth of our own and whole-industry revenues following the pandemic, whilst driving down costs. We will promote fairness for customers and taxpayers through determined action to minimise ticketless travel.

Our revenue plan will maximise and sustain the recovery and growth of the railway, following the Covid-19 pandemic as we drive down costs, grow back demand and minimise ticketless travel. Our insights and analysis will be a core part of this. We will continue to monitor our revenue generating initiatives and engage with the Rail Revenue Recovery Group to agree actions and support industry campaigns. We will also work with it to develop national-level insights of revenue drivers and trends; we will share our own analysis by both segment and geography.

We will support the development and implementation of a new national branding strategy for Great British Railways. SWR will invest in a marketing plan to support recovery and revenue growth. We will drive ancillary revenue through the Ancillary Revenue Plan including implementing taxi management services at some stations and developing new car park tariffs that respond to changing customer travel patterns.

## 2022/23 actions include:

- Supporting the development of a new national branding strategy for Great British Railways
- Appointing fraud investigation team to investigate digital, electronic or systemic fraud.
- Delivering the annual marketing plan to drive recovery and growth
- Delivering weekly capping functionality on our Tap2Go customer offer



# Environment and sustainability

We will create a cleaner, greener railway to spearhead the nation's ambition to become a world leader in sustainable transport with a focus on decarbonisation and air quality.

Our plan will seek to cut emissions, recycle where we can, and support biodiversity. We will develop science-based targets for carbon emissions to align with the 1.5 degrees target to limit climate change impacts by March 2023. We will work with the Rail Safety and Standards Board to establish baseline air quality data at our stations, and we will work with Network Rail to deliver at least two biodiversity gardens to support local needs.

## 2022/23 actions include:

- Developing plans to achieve net zero emissions
- Introducing an environmentally supportive building management system at four locations
- Increasing biodiversity at four flagship locations
- Trialling a six-month recycling project at twelve small stations to increase recycling and reduce carbon
- Working with the Rail Safety and Standards Board to establish baseline air quality data at our stations
- Delivering at least two biodiversity gardens to support local needs



# Accessibility

We will make accessibility improvements on-train and at stations and focus on improving customer communication for those with disabilities, additional needs and an aging population - by providing clear and consistent information at every stage of the journey.

We want to make the railway as accessible as possible for all our customers, irrespective of their disability or needs, and improve journeys for those with additional needs.

During the year, we will review accessible toilet alarm functionality to identify ways to maximise toilet availability and review options to link these to Control. We will create a plan to achieve accreditation under the Department for Transport's Inclusive Leaders scheme. Subject to funding, we will undertake Minor Accessibility Works to deliver station accessibility projects. We will create calm spaces at three stations for those who have neurodiverse conditions such as autism.

By 30 September 2022, we will review all ramps at our stations, and by 31 March 2023 will complete the rollout of warning announcements at those without tactile platform edges. We will then agree with both Network Rail and GTR a plan to install tactile strips at all remaining SWR-served stations.

As part of our disability and accessibility awareness training plan, our executive champion for accessibility will undertake journeys with a disabled customer to experience first-hand the challenges they face. By 31 October we will update our disability and equality awareness training. We will also develop inclusive language guidance for train colleagues.

We will audit our customer-facing information by 30 September 2022 and address issues arising by the end of the year, within the bounds of the funding set aside.

We will also update all Stations Made Easy maps on the National Rail Enquiries website to make them more representative of the current station environment. We will produce a network-wide map that covers station toilet facilities, detailing which have accessible toilets. As part of a wider campaign on assisted travel, we will improve communication of alternative accessible rail routes so customers can make as much of their journey by rail rather than other modes of transport.

## 2022/23 actions include:

- Creating calm spaces at a minimum of three stations
- Including the location of every assisted boarding point on the National Rail Enquiries website
- Training relevant colleagues on the use of inclusive language
- Trialling near-field communication technology at assisted boarding points to support visually impaired customers
- A package of station accessibility improvements including installing induction loops, accessible toilets and additional wide aisle gatelines
- Creating a plan to achieve accreditation under the Department for Transport's Inclusive Leaders scheme
- Auditing and improving our customer-facing information



# How the business plan works

Under the National Rail Contract, SWR receives a fixed fee from the Department for Transport to deliver the annual business plan against an agreed annual budget. We have the opportunity to earn additional fees based on stretching targets that incentivise excellent performance for our customers and the taxpayer.

## Fixed fee

for running services to a required standard

## Annual budget

for our running costs including rolling stock and infrastructure charges

## Additional performance based fees potential

for customer satisfaction; service quality; financial performance; operational performance and business management.



The logo for South Western Railway, featuring the text "South Western" above "Railway" with a stylized train icon to the left of "Railway".

South Western  
Railway