



Stakeholder Annual Report 2021/22

We're on a journey to better

South Western
Railway

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Hello and welcome to our fourth annual stakeholder report. As I reflect on the past year, I am pleased to see how much we have been able to achieve despite the continued impact of the Covid-19 pandemic.



Direct to you

Claire Mann
Managing Director

I joined South Western Railway (SWR) in March 2021 and would like to start my remarks here with a thank you to my predecessor Mark Hopwood for seeing the company through the tumultuous early months of the pandemic, when so much was still uncertain and the railways as we knew them changed in a matter of days. Our network went from being one of the busiest in the country to keeping key workers moving whilst our commuters were asked to work from home.

The impact of that seismic shift necessitated a fundamental change in how the railways are organised and run. The franchise system was quickly replaced by Emergency Measures Agreements (EMAs) and later Emergency Recovery Measures Agreements (ERMAs) to keep trains running during uncertain times. In May 2021, we were one of the first two Train Operating Companies to sign a new National Rail Contract with the Department for Transport, which sets out how our railway will be operated over potentially the next four years.

There will be more changes in store for the railways over the next few years, most significantly with the creation of the new Great British Railways (GBR) organisation, which will provide overall strategic direction and leadership for the industry. We are contributing to discussions around GBR, and support its ambitions to deliver a more sustainable railway that better serves the needs of passenger and freight customers. Of course, the various organisations which make up the railway already work closely to support each other through difficult times, as proven by two significant events on our network this year. At the end of October 2021 we were devastated by the news that one of our services had collided with a Great Western Railway (GWR) train just outside of Salisbury, and we worked closely with GWR and Network Rail (NR) to look after our customers and colleagues that night. I'd like to thank the emergency services, local authorities and kind volunteers who pulled together to get everyone involved to safety and then to successfully reopen the line. I would also like to pay tribute to the actions of our driver, and am glad to say his recovery continues.

We were sorely tested again in February 2022 when Storms Eunice and Franklin battered the nation, with over 60 trees being brought down across our network during the first day of the storms. Our teams and those from NR worked incredibly hard over the weekend and through extreme conditions to keep trains moving as best they could, and we were proud to hear the Rail Minister speaking at Waterloo thanking everyone involved for their dedication to colleagues and passengers.

Another area we work closely with our NR colleagues on is engineering works, and this year has been a bumper one for major projects and line closures. We know these are always disruptive for our passengers and so try to communicate the details and alternative options as best we can, alongside the messaging that NR puts out itself. One big change we have seen since the start of the pandemic is an increase in week-long blockades of sections of line, which allow a greater number of works and improvements to be undertaken all at the same time rather than requiring closures of the same area over multiple weekends. This approach has successfully been taken between Dorchester and Weymouth in November 2021 and on the Portsmouth Direct Line upgrade in February 2022.

At the time of writing this foreword, our overall demand recovery is about 65% of the demand for our services pre-Covid. Whilst off-peak travel has already recovered to around 90% of what it was, our peak commuter usage has plateaued at around 50%. This obviously has profound consequences for the planning of future service levels and timetables, as a significant number of our former commuters are travelling maybe two or three days a week a week, and working from home the rest of the time. The new flexibility of working habits which have emerged during the pandemic mean that peak travel is now far more discretionary, and as a result, we have to try and design timetables which best serve this 'new normal'.

We consulted during the summer of 2021 on the specification for our December '22 timetable, trying to set out and seek feedback on what a post-Covid timetable might look like. We received over 150 responses from political, community and industry stakeholders and over 1,600 items of feedback from our customers and the general public. This was a really useful exercise and there were plenty of challenging conversations about how future demand can be properly calculated and catered for given the uncertainty which exists, including the continued impact of further waves of Covid like Omicron at the end of 2021, and the new funding arrangements for our railway. Thank you to everyone who took part in this consultation.

We are not simply waiting for commuters and business travellers to return to the network however, and in the spring of 2022 we were the first of the Train Operating Companies to launch a new dedicated marketing campaign aimed at encouraging workers back into the office for maybe a day more each week. You may have already seen or heard our avian ambassadors Wes and Sandy in print media, at our stations or in an advert before a podcast or during a radio show. They will be a prominent part of our campaigns to encourage people back onto our trains this year.

I was pleased to be able to join and speak at two important conferences towards the end of 2021, with our Community Rail Conference taking place in Woking in October and then our annual Stakeholder Conference taking place virtually over Teams in November. These were really inspiring opportunities to hear about the work being done by our various partners and stakeholders, and reminded me about the positive impact that the railways can have on the communities we serve. We are already thinking about how we will run these conferences this year, and I look forward to seeing many of you then, be it in person or virtually.

Another personal highlight for me was co-hosting December's Community Rail Awards in Southampton, along with GWR. It was an honour to present the awards to such a high calibre of winners on the SWR patch, and to celebrate their immense commitment and enthusiasm. This army of volunteers are so important to connecting the railway to the communities we serve, and I look forward to working with them even more this year.

Despite the challenges we face in building back the railway over the coming years, I am confident that our staff, our stakeholders and our communities will pull together and help to deliver really positive change. I have been humbled for example to see how quickly colleagues sought to respond to the war in Ukraine with fundraising campaigns and shows of support for the people caught up in the fighting. I have also seen how hard our teams are working to be able to get our new fleet of Arterio trains into operation as soon as possible to be able to provide a transformative experience to customers on our Metro network.

I hope you find this report to be an interesting and useful round up of our activity over the past year or so. I look forward to meeting or speaking to as many of you as I can over the year to come.

Claire Mann

Claire Mann
Managing Director

May 2022

Explaining the New Railway

In May 2021 we were awarded a National Rail Contract, bringing much needed stability to our business as well as our customers.

The contract not only showed the confidence that the Department for Transport (DfT) has in SWR, but also recognises the important role that we play in the economic and social recovery of our region.

From franchise agreement to National Rail Contract

Under the previous franchise agreement, we were given full responsibility for operating our network, including raising the revenue through ticket sales needed to run our service.

The Covid-19 pandemic, however, led to significantly reduced customer numbers, and therefore reduced revenue, whilst the network still needed to operate for key workers and others.

As such, the Government took responsibility for financial risk of the railways nationally (including our network), paying Train Operating Companies a management fee to continue running our services.

Under the new National Rail Contract, this arrangement will continue. In short, we are paid a fixed fee from the DfT to run our services to a required standard. The contract covers these financial arrangements, the performance targets that we are expected to meet, and the improvements that we intend to make for the benefit of our customers and colleagues.



The franchise agreement gave SWR full responsibility for operating the network including raising the revenue needed to run the service through ticket sales.

As the Covid crisis led to reduced customer numbers, and therefore reduced revenue, the Government took over the financial risk for the network and paid SWR a management fee to continue to operate services.

Under the new National Rail Contract, SWR is paid a management fee to run the network and has the potential to earn more based on performance.

There is an opportunity for the National Rail Contract to be extended, based on the business's performance during the first two years.

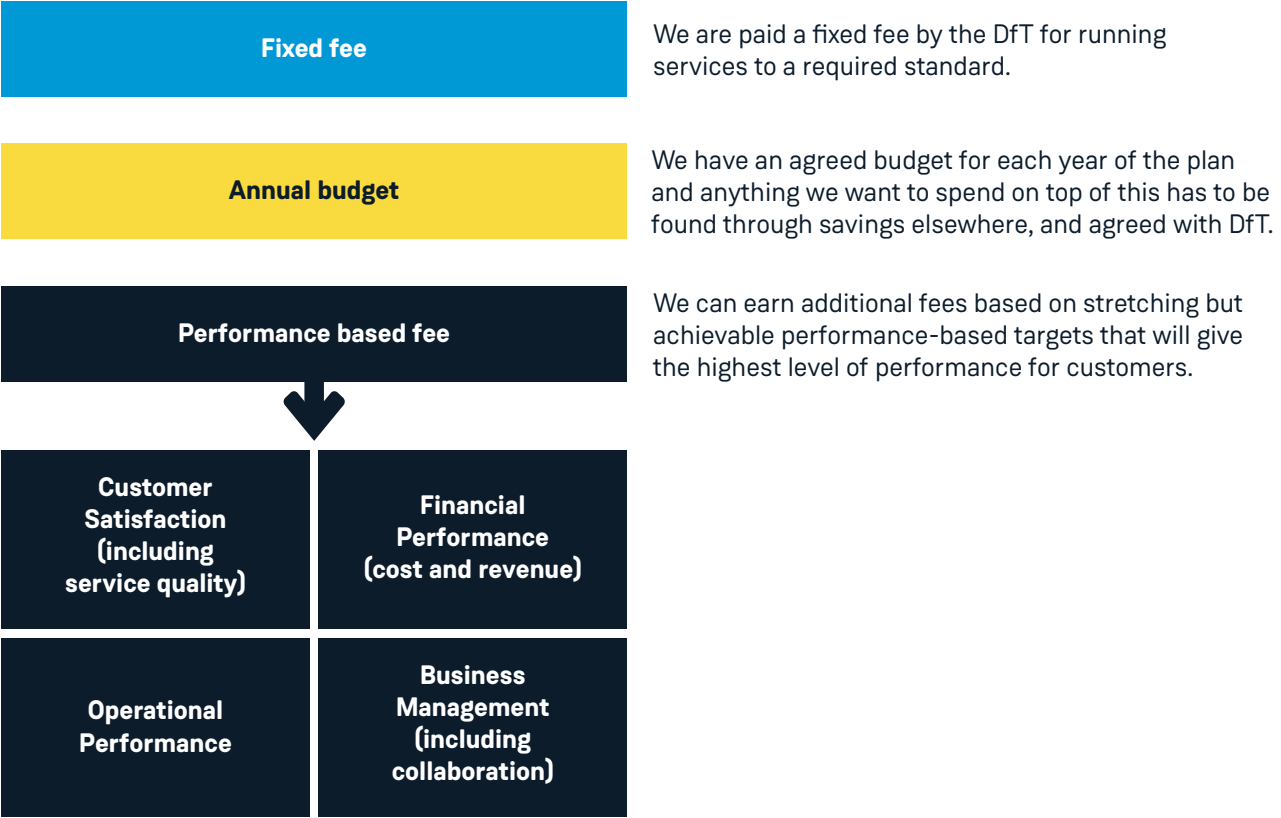
Each year, we will develop a business plan and agree a budget with the Government. Anything that we want to spend on top of this budget needs to be found through savings elsewhere, and agreed with DfT.

While we are paid a fixed fee, we do have the potential to earn more. We can earn additional fees based on

stretching but achievable performance targets that will provide our customers with the highest level of service.

The contract has been awarded for an initial two years. The opportunity for extension is based on our performance during these first two years.

How our funding now works





The Williams-Shapps Plan for Rail

In May 2021, the Williams-Shapps Plan for Rail was also presented to Parliament. This plan outlines the Government's longer-term proposals for the rail industry.

It includes the creation of a new organisation, Great British Railways, that will oversee rail infrastructure and operators. These proposals will take some time to develop and put into action – there are currently no set timings for when these changes will be made.



Alongside the leadership team, GBRTT has an Advisory Panel, led by Keith Williams, which will support them as they deliver a more sustainable railway that better serves the needs of passenger and freight customers.

The Great British Railways Transition Team

The Great British Railways Transition Team (GBRTT) is led by Andrew Haines, who, as a respected industry leader, has been asked to help drive forward reforms and create the railway's new guiding mind, on behalf of government.

With a team of experts from across the sector and beyond, and working in collaboration with the sector, GBRTT will initially focus on driving revenue recovery efforts post-pandemic, bringing a whole industry approach to tackling cost and promoting efficiency, and establishing a strategic freight unit to boost the sector.

Whole Industry Strategic Plan

The railways play a fundamental role in supporting the economic, environmental and social achievements of this country. Recognising this, the Plan for Rail recommended the development of a 30-year strategy to determine how best the railways can support the public good of our country in the future.

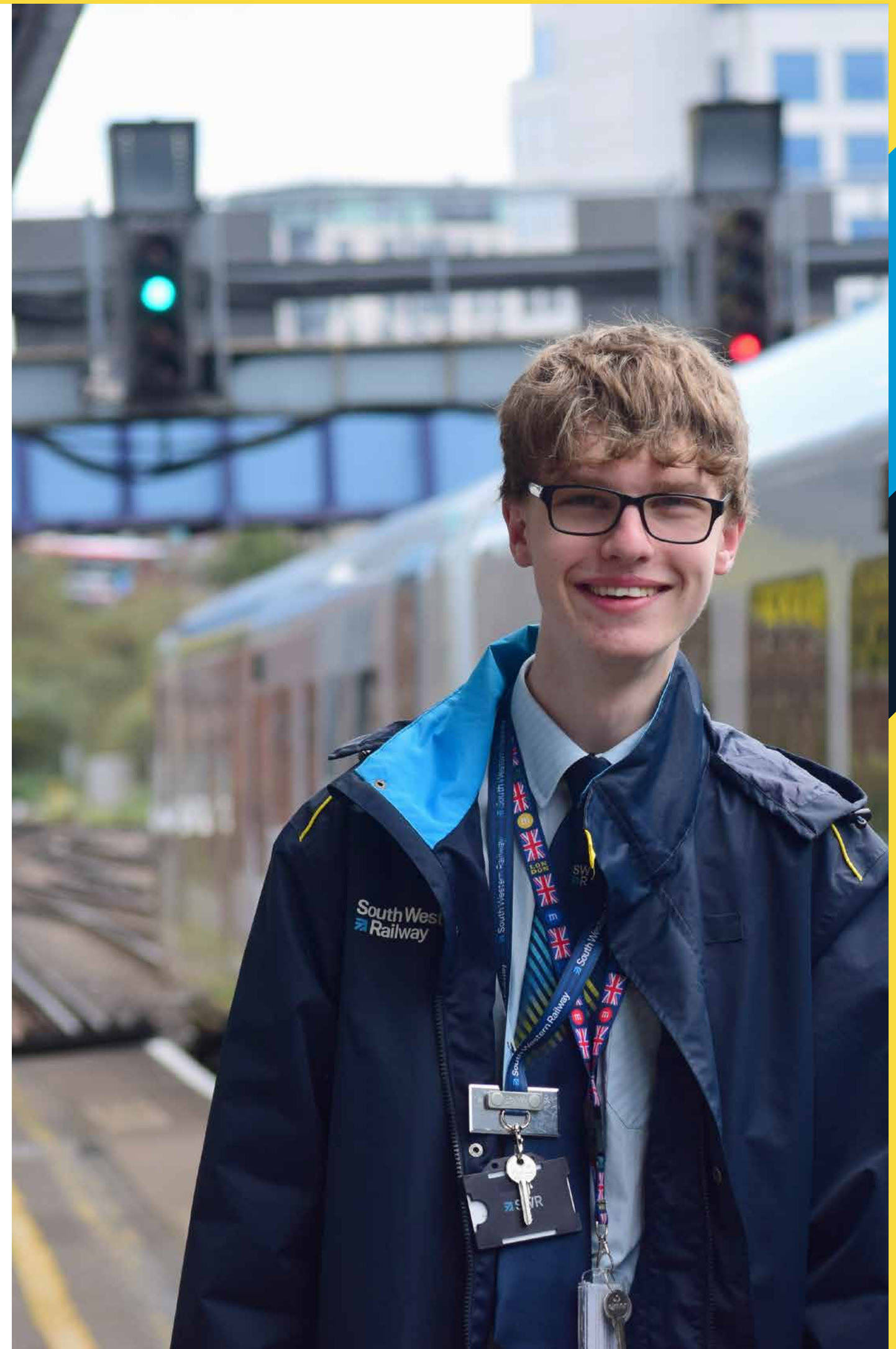
That strategy — the Whole Industry Strategic Plan (WISP) — will be a landmark resource, enabling a clear and agreed direction for the railway.

The Strategic Plan, produced for Ministers, will be the first strategy of its kind, a 30-year high-level plan shaped by a set of strategic objectives that have been developed for the benefit of our passengers, freight users, taxpayers and staff, to support Britain's nations, regions, and communities to achieve their goals, and to benefit the economy and the environment for the long term.

The Call for Evidence was launched in December 2021 to help shape the Strategic Plan and the future of the railway, with the aim for it to be informed by as many different perspectives as possible. The response report was published in June 2022, with the final strategy expected to be ready towards the end of the year.

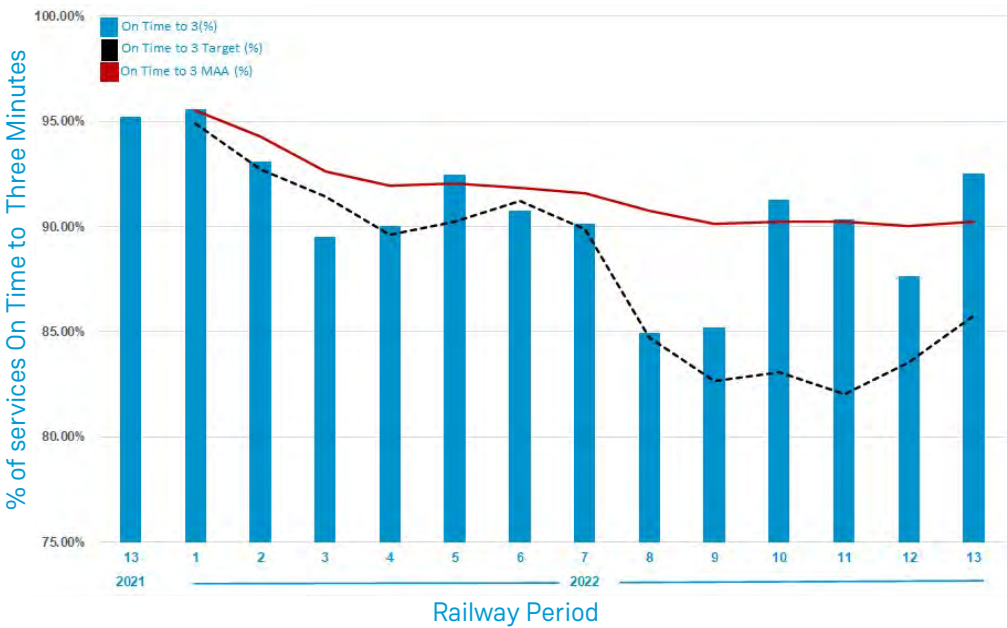


Engineering work at Portsmouth and Southsea station



SWR Performance

On time to Three Minutes* March 2021 to March 2022 for SWR Services



* This replaces the original Public Performance Measure (PPM) and is the percentage of arrivals at each recorded station stop (not all station stops are

automatically recorded) and departing the originating station less than three minutes late. This is against the customer timetable, not the working timetable.

The punctuality and reliability of our services over the past 12 months has fluctuated. This is mostly associated with the changes in social distancing and isolation requirements and therefore the provision of services on our network which have a direct impact on performance. As with the rest of Transport in the country, we were exposed to the impacts of the ‘pingdemic’ which was particularly prevalent in period 10 and caused an increase in cancellations of our services. This was also the case for when the Omicron variant was relatively widespread.

From the start of the new rail year (1st April 2021), as expected, we welcomed back an increasing volume of customers after Covid restrictions were gradually eased. In May, we also increased our service provision from 76% to 84% of pre-Covid levels. There has always been a strong relationship between performance and the volume of services and customers on our network. While, with NR, we anticipated the May increase in services would negatively impact performance, our teams have worked incredibly hard to continue the improvements our customers experienced during the pandemic. Periodic targets associated with this forecast were set for this rail year (2022) and since the start of the year we have met majority of punctuality (on-time to 3) periodic targets and many of our reliability (all cancellations %) periodic targets.

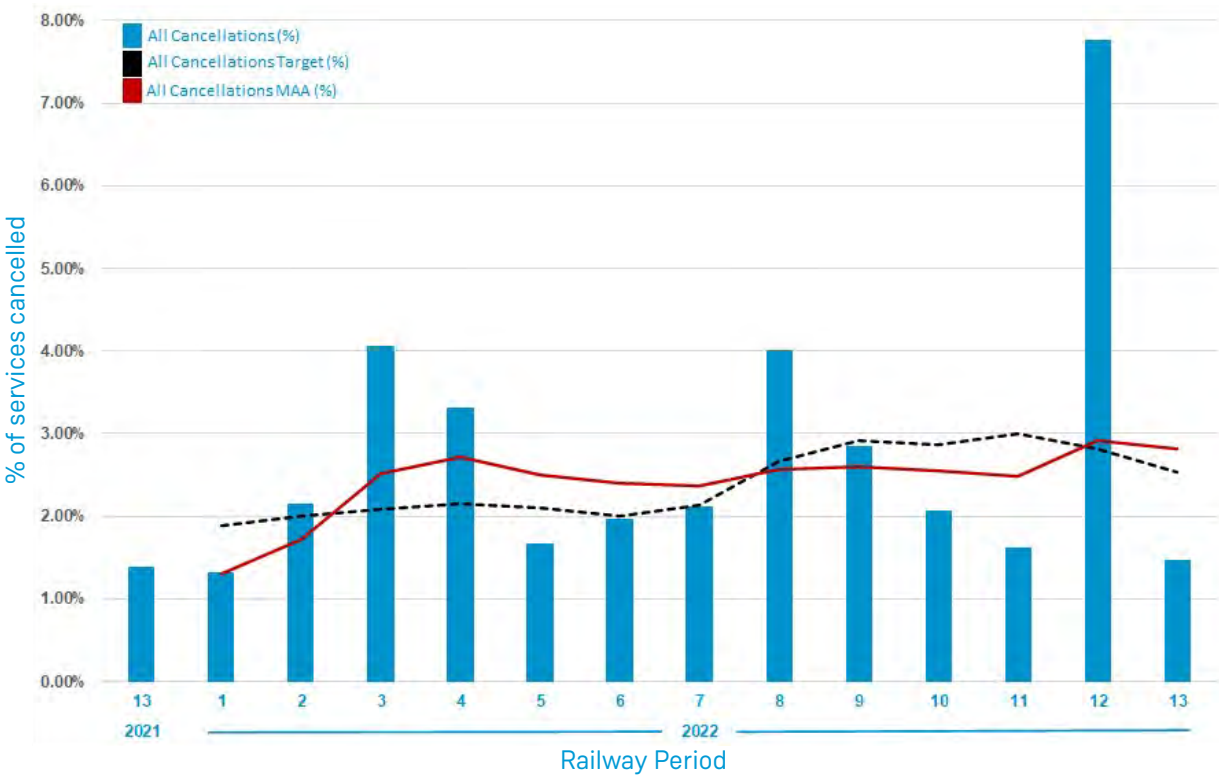
Periods 3 (30th May - 26th June) and 4 (27th June - 24th July) particularly challenging, with high-impacting rail and signalling-related failures coinciding with an increase in the number of our services and a steady increase in the volume of customers travelling.

We continue to work closely with our NR partners and together we are absolutely focused on reliability, reducing incidents and delivering the best journeys we can as customers return to the network.

Following these significant incidents, a number of learning reviews have been conducted that have driven targeted interventions. These include making changes to signalling equipment affected by recent unusual events and additional initiatives to better manage the use of backup systems to ensure we are minimising the impact on customers.

The train collision near Salisbury at the end of October, and subsequent closure of the line, had a significant impact on cancellations in Period 8 (17th October - 13th November). Period 12 (6th February - 5th March) was also very challenging with Storms Eunice and Franklin having a widespread impact on not only the SWR network but also the majority of Southern England and Wales. Storm Eunice was the worst storm to hit the UK in over 30 years, with 100mph winds recorded in some parts of the country. On the SWR network, the record winds brought down over 70 trees which caused all services to be halted on Friday 18th February. A series of local and industry learning reviews were conducted with many similar themes of recommendations recorded.

NB: In the railway, the year is divided into 13 four week periods (rather than 12 calendar months).



Sources of Delay Minutes and Cancellations for SWR Services for April 2021 to March 2022

Percentage of Total		
Organisation	Minutes	Cancellations
Network Rail	63.6%	66%
SWR	31.6%	33.1%
Other Train Operating Companies	4.8%	0.9%

Percentage of Total				
	Organisation	Area/Function	Minutes	Cancellations
1	NR	Non-Track Assets	21.6%	19.1%
2	NR	Network Management/Other	18.9%	11.4%
3	NR	External	11.0%	10.3%
4	SWR	Fleet	9.8%	11.1%
5	SWR	On-Train Service	9.8%	4.4%
6	NR	Severe Weather, Autumn & Structures	7.5%	21.4%
7	SWR	Drivers	4.8%	7.5%
8	NR	Track	4.6%	3.6%
9	SWR	Stations	2.1%	1.6%
10	SWR	Resources	1.9%	1.9%

Current performance improvement measures

SWR and NR continue to implement performance improvement initiatives. We have been focussing on our fleet and conducted a significant piece of work to re-baseline all of the doors on our inner suburban 455 stock, as well as the replacement of Wheel Slip Protection (WSP) probes on our 450 and 444 stock. Due to these initiatives, the reliability of our fleet continues to be better than average which means fewer unit failures and therefore fewer instances of disruption of our customers' journeys.

Customer disorder remains as an issue on our network. These incidents not only present a danger to our customers and colleagues but also have a significant impact on the punctuality of our services. To address this, we have implemented several new initiatives such as:

- A trial of body worn cameras to be worn by Guards at our Fratton depot. These have been proven to deter or diffuse disorder incidents in similar industries and it is expected that they will have the same impact on our trains.
- Increased security personnel at key locations and times of day who will intervene in situations where our regular platform and train colleagues can not.

- Better coordination with NR and the British Transport Police (BTP) in order for trains which have ongoing disorder incidents on them to be met by Police at an appropriate location so that other services can be 'worked around' the delayed train.

While we expect service punctuality and reliability to fluctuate due to increased service provision and customer volumes, SWR and NR continue to work hard to improve the service for our customers.

To protect performance specifically on the critical Woking to Waterloo railway corridor, NR is taking an innovative approach and have used their helicopter to prevent future failures. This has identified several hotspots that are being monitored more closely and, where needed, they are proactively replacing equipment before a failure occurs. NR is also trialling enhanced monitoring of maintenance and improvement works in this area to prevent engineering work overruns.



Network Rail engineers in action

Honiton station



West of England Line Performance

Whilst performance across the SWR network has generally been improving, we recognise that, at times, there have been particular challenges over the last 12 months on the West of England line between London Waterloo and Exeter, due in part to the extensive stretches of single track west of Salisbury and the consequent knock-on impacts of any infrastructure or other delays such as a train fault or trespass. The route has also been particularly affected by Covid and other sickness related absences of drivers, both in the short term and the ongoing impact on new driver training. It is more difficult to cover these absences from other depots due to the specialised nature of the rolling stock and route knowledge required.

SWR and NR are developing a specific performance improvement plan for the route based on a deep dive of available data and feedback from stakeholders. We recognise that this is more than just about aiming to run trains on time – it is also the decisions made on service management during disruption, and how this is communicated to both staff and customers.



Our Class 159 stock

Golden Spanners and Golden Whistle Awards

The Golden Spanners and Whistle Awards, organised by the Modern Railways publication, recognise high-performing train fleets and train operations. The awards are based on national industry data and statistics and are categorised by the age and type of fleet and nature and location of the operations.

SWR won the Golden Spanner for the best performing fleets in the ex-British Rail Diesel Multiple Unit (Class 158/9) and ex-British Rail Electric Multiple Units (Class 455). These operate on the West of England / South Hampshire and suburban metro areas respectively. The data used to calculate the tables is based around Miles per Technical Incident and was calculated in autumn 2021.

SWR won the Silver Golden Whistle for the most improved passenger operator in the London and South East area over the last 12 months. NR's Wessex Route (which covers the majority of SWR's network) won the Silver Award for the most improved NR route in the country for minimising delay minutes, again over the last 12 months.

Service Quality Regime (SQR)

From Sunday 14 November 2021, we implemented a Service Quality Regime (SQR) which assesses the standards at our stations, on our trains and our customer service. Every four weeks, independent assessors travel across our network, looking at a number of criteria important to our customers, to ensure we are meeting the standards expected of us. Sixty stations are assessed, along with 200 carriages and 110 customer service mystery shops.



We work hard to achieve high scores, but where we don't meet the expected standard, we are committed to rectifying any issues identified within specific time frames, helping us to deliver high standards and excellent customer service to our customers.

Every four weeks, we will publish our performance on our website.

Scores are presented in three key parts (Stations, Trains & Customer Service) with each having its own Service Quality Areas.

At the end of each year we will publish our performance rating and score for the year.



Overview of Service Quality Performance

Stations

	Ambience and assets	Cleanliness and graffiti	Information	Ticketing and staffing
Targets	87%	80%	80%	95%
P9	86%	70%	87%	98%
P10	81.65%	77.63%	86.84%	98.46%
P11	81.72%	77.64%	76.55%	96.42%
P12	80.97%	73.84%	83.62%	98.20%
P13	84.67%	62.19%	81.82%	88.65%
	Ambience and assets	Cleanliness and graffiti	Information	Ticketing and staffing
Annual	82.51%	71.82%	83.42%	95.55%

Trains

	Ambience and assets	Cleanliness and graffiti	Information
Targets	89%	89%	93%
P9	85%	84%	79%
P10	86.68%	90.04%	84.33%
P11	82.67%	81.80%	87.33%
P12	87.08%	84.64%	82.14%
P13	83.01%	77.86%	84.17%
	Ambience and assets	Cleanliness and graffiti	Information
Annual	85.29%	82.62%	84.56%

Customer Service

	Staff helpfulness	Online information
Targets	89%	85%
P9	88%	91%
P10	94.94%	93.75%
P11	92.96%	95.11%
P12	95.40%	85.00%
P13	71.71%	90%
	Staff helpfulness	Online information
Annual	82.05%	88.00%

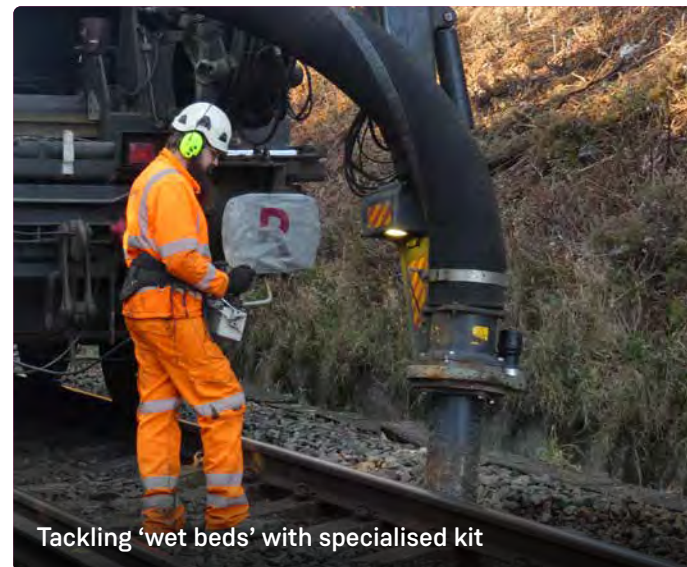
Infrastructure Investment

Network Rail's Wessex route covers around 1,300 miles of railway and is one of the busiest and most congested routes on the network, taking in all or part of the counties of Surrey, Berkshire, Hampshire, Dorset, Somerset, Devon and Wiltshire, as well as much of south west London.

Southampton to Bournemouth

A programme of works was completed in November 2021 on the line between Southampton Central and Bournemouth to remove temporary speed restrictions and improve reliability. Vital maintenance was undertaken on bridges crossing the Avon and Stour rivers near Christchurch, while track maintenance and replacements were carried out in identified problem areas. Engineers took advantage of the closure to install four track circuits - which tell signallers the locations of trains - and remove 'wet beds', which are areas of the track which have become saturated with rainwater. Electrical teams were working too, installing new, high voltage electrical equipment and cables in Brockenhurst ensuring consistent and reliable power provision along the route.

Over £2bn is being invested over the period 2019 to 2024, 20% higher than the previous five year period. It will support the operations, maintenance, and renewals of existing infrastructure such as stations, tracks, bridges and signalling equipment.



Tackling 'wet beds' with specialised kit

Feltham Resignalling

Work continued on the £300m project to re-signal over 80 miles of some of the most congested tracks on the Wessex route in and around the Feltham area. The current signalling systems date back to 1974, are now life-expired, and can cause performance problems on this part of the network. The new state of the art systems being installed will improve performance of train services and reduce the time it takes to restore services following disruption.

The technology being used also paves the way for future digital-based signalling and will enable the future-proofing of signalling operations on the network. The work is being delivered in six stages, with the second stage completed over the Easter weekend in 2021 around Twickenham and Strawberry Hill followed by the Virginia Water and Ascot area during Easter 2022.

A number of level crossings are being improved and upgraded to enhance the reliability and resilience of services and to ensure the safety of local residents using the crossings.



Signalling work at Ascot

Weymouth Area

The line between Dorchester South and Weymouth was closed in November 2021 to carry out vital maintenance. Engineers removed rail defects and changed components on a set of points, while also installing new rail lubricators to reduce noise and provide passengers with smoother journeys along the line. At Bincombe Tunnel, engineers replaced sleepers and removed rail defects, whilst between Upwey and Weymouth track work was undertaken to remove the need for speed restrictions. During the closure the opportunity was taken to make visual improvements to the stations at Weymouth and Upwey; repainting, removing vegetation and installing tactile paving to improve the journey experience for all customers.



Installing tactile paving at Weymouth

Portsmouth Direct Upgrade

To kick off the Portsmouth Direct Upgrade there was a line closure between Guildford and Petersfield in February 2022. This included preparation for a new signalling system between Farncombe and Petersfield, which will replace 1970s technology. When it's commissioned in 2024, it will transform reliability and provide the potential for more services between Woking and Portsmouth Harbour thanks to a higher line speed.



Work on a level crossing at Milford

Customer Trends

Along with much of the UK’s rail network, SWR has seen a gradual return of customers, particularly since the withdrawal of Covid-related restrictions and guidance to work at home following the Omicron variant.

The numbers travelling during any one week or period can vary due to a variety of factors including weather, major events, engineering work and school / bank holidays. Comparison with pre-Covid trends also have to be made with care as these may be influenced by holiday dates and other factors. Patterns also vary route by route. The data shown here is a snapshot up to mid-May 2022 and will continue to change alongside other trends.

In overall terms, SWR’s recovery rate for customer travel has consistently been at around 60-64% for the eight weeks to 6th April 2022. This closely matches the overall industry recovery rate.

Peak period travel (primarily commuting, school traffic and business trips) continues to be lower compared to pre-Covid due to the impact of working at home trends for certain days of the week, alongside other factors such as the cost of living pressures. This is particularly reflected in much lower season ticket sales. The number of peak ticket sales and commuters arriving into Waterloo each morning are consistently tracking at around half of pre-pandemic levels.

As reflected elsewhere in the country, off-peak travel has recovered the most strongly, with rates fluctuating between 90 and 100%. This may be in part due to some customers travelling for work purposes in off-peak hours for both financial and personal reasons, reflecting the increased flexibility afforded by tools that enable working from home.

These trends can also be seen in the recovery rates for different market segments based on geography and distance. Long distance and non-London flows (e.g. Portsmouth – Southampton) have a generally higher recovery rate than those which have been typically more commuting based. This is partly due to the higher incidence of leisure travel but may also be down to the different types of jobs and other trip purposes. Overall recovery rates do not always give the full picture however – for example longer distance commuting has reduced significantly but has been counterbalanced by high volumes of leisure and off-peak travel.

What is clear is that Covid has changed the way we work, play and travel and the industry is working hard to adapt to the new normal. With reduced customer numbers comes reduced revenue and a greater subsidy from the Government, so the industry is rightly focused on finding efficiencies that can reduce the burden on the taxpayer.



Chart 1 - Journey Recovery by Peak & Off-peak

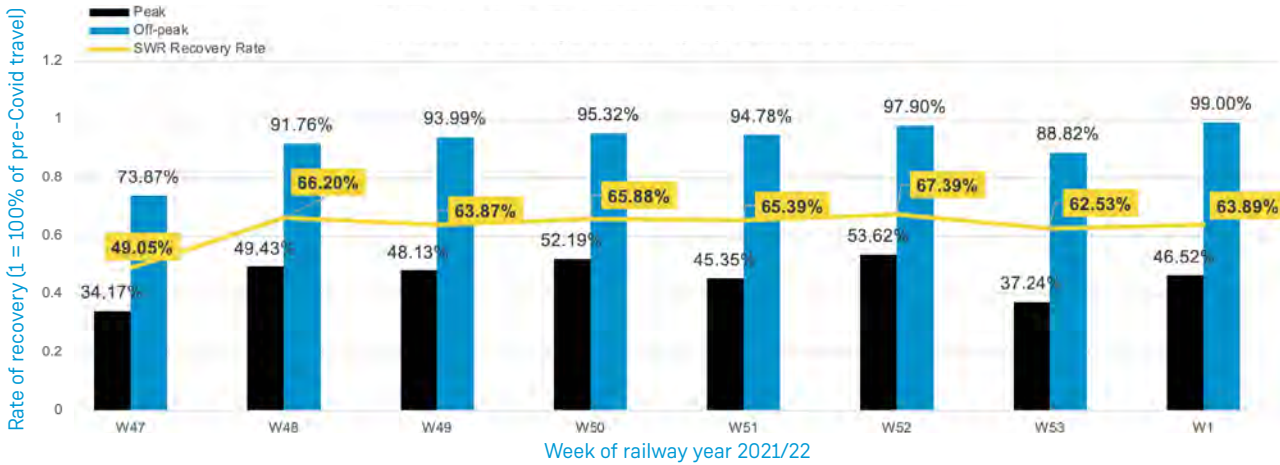


Chart 2 - Passenger Journeys Throughout the Pandemic

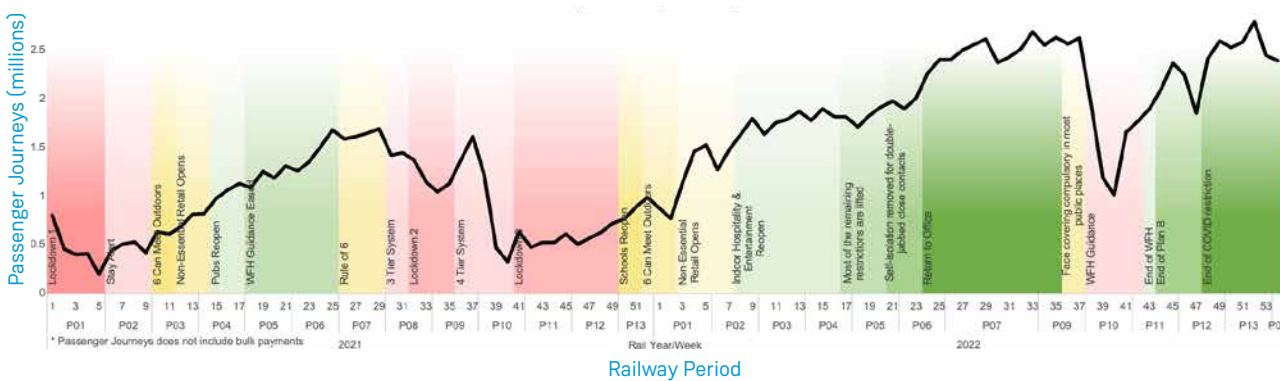
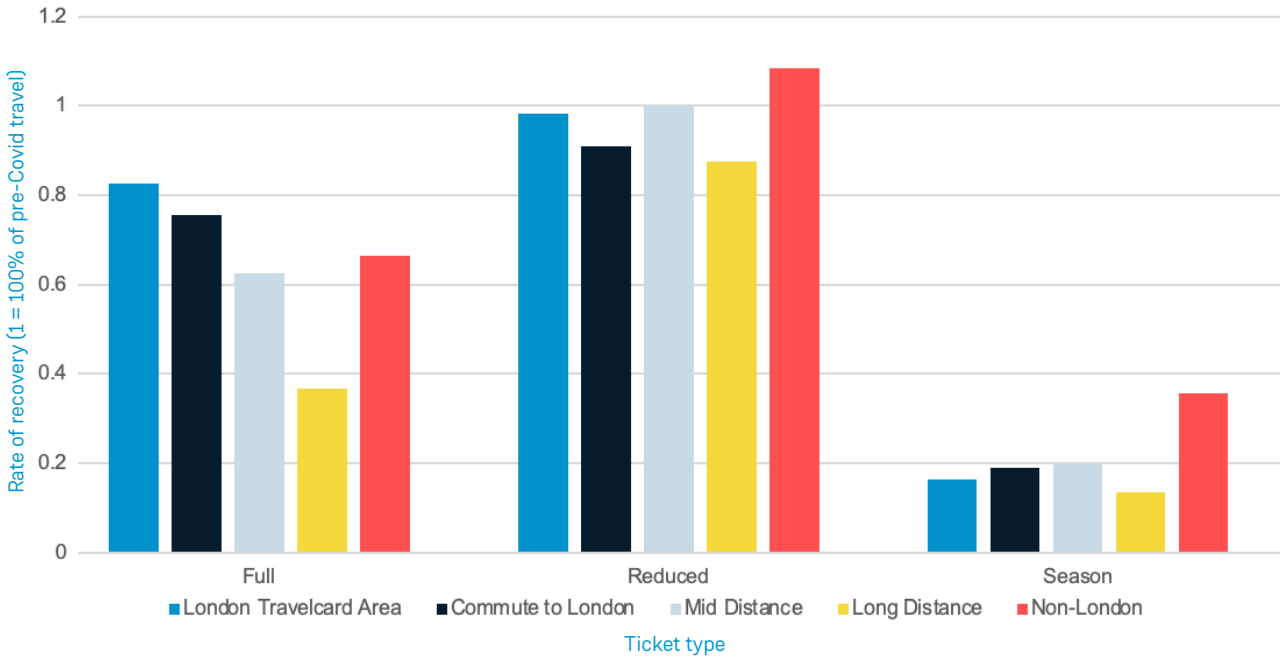


Chart 3 - Journey Recovery by Market Segment



Stakeholder Engagement

Meet the Team

The SWR stakeholder team comprises:

- Matthew Evans, Senior Stakeholder and Public Affairs Manager, Matthew.Evans@swrailway.com
- Phil Dominey, Senior Regional Development Manager, Central (Hampshire and Isle of Wight) Phil.Dominey@swrailway.com
- David Wilby, Regional Development Manager, Metro (Berkshire, SW London, Surrey) David.Wilby@swrailway.com
- Andrew Ardley, Regional Development Manager, West (Dorset, Wiltshire, BCP, Somerset, Devon) Andrew.Ardley@swrailway.com



- Paula Aldridge, Community Rail Manager Paula.Aldridge@swrailway.com
- Veronika Krcalova, Customer and Communities Improvement Fund (CCIF) Manager Veronika.Krcalova@swrailway.com
- Matthew Parkinson, Communications Apprentice Matthew.Parkinson@swrailway.com

Our team works closely with Network Rail Southern Region's Stakeholder team to offer a joined up industry approach to working with and supporting stakeholders to improve the railway, of which Wessex and the SWR network is a major part. Their stakeholder team can support in the first instance with any enquiries relating to NR infrastructure and the lineside, and are happy to help direct stakeholders to other contacts within the business where necessary. The team can be reached on SouthernRegionStakeholders@networkrail.co.uk, where one of the team looking after the network (Jonny Nesbitt or Jack Wharton) will be happy to help.

Another important contact for Network Rail Southern Region is Paul Richmond, Head of Business Development and the strategic planning team for Wessex. Paul leads on helping to secure third party investment in the railway and the strategic planning team's work includes leading on the development of strategic studies for different parts of the route.

Their contact details are: Paul.richmond@networkrail.co.uk and paula.haustead@networkrail.co.uk or jaime.rockhill@networkrail.co.uk



Claire Mann on a panel at the Accelerate Rail conference



Activity Overview

It has been a busy year for the stakeholder team, with the impact of Covid a key driver. The team overall has been working with stakeholders on a number of issues including:

- Arranging and taking part in over 300 meetings with stakeholders
- Communications on changing timetables linked to Covid
- Consulting on the December '22 timetable proposals
- Management of the multi-million pound Customer and Communities Improvement Fund programme including direct support to stakeholders delivering schemes on railway land
- Organising a stakeholder conference and regional stakeholder forums
- Production of the annual stakeholder report
- Provide input into Bus Service Improvement Plans, Local Plans, Local Transport Plans and Sub National Transport Body strategies

- Supporting Network Rail in communicating the arrangements for major engineering work blockades
- Supporting the delivery of Transforming City Fund programmes
- Securing funding and developing proposals for Mid Tier accessibility schemes at a number of stations
- Supporting SWR's marketing team to work with partners to promote rail trips to key destinations across the network including multi-modal trips via bus and shared bikes / e-scooters
- Working with Network Rail to develop nominations, and secure third party funding contributions to, a national Access for All programme to provide step-free access to more stations
- Working with Network Rail and other stakeholders to develop and progress strategic studies across the route

The team has been bolstered by the arrival in November of a new Senior Stakeholder & Public Affairs Manager, who will work closely with the three Regional Development Managers, CCIF Manager and the Community Rail Manager. Since starting, they have organised briefing sessions for parliamentary caseworkers and research staff (jointly with Network Rail), represented SWR at industry conferences, and attended meetings with MPs, councillors and campaign groups.

Over the coming year, he will head up efforts to ensure we are engaging positively with our stakeholders and the communities we serve. This will include organising and attending conferences and forums, overseeing the annual stakeholder survey, implementing a new round of CCIF, and generally working to improve how we communicate the positive work we, our partners and our community rail groups are doing.

Regional Development Manager activity

The three Regional Development Managers have been working on a variety of projects in their areas over the past 12-18 months including:

Central / Isle of Wight:

- Securing funding for, and supporting the delivery of, cycle parking and facility schemes at Fleet, Basingstoke and Winchester
- Supporting the implementation of the Island Line upgrade including track, stations and trains
- Securing funding and developing plans for enhanced multi-modal interchanges at Ryde Esplanade and Southampton Central
- Jointly hosting the national Community Rail Awards with Great Western Railway at Southampton
- Developing proposals for mobility hubs with Hampshire County Council for stations in their area



New Island Line trains (Class 484)



Waiting room construction at Longcross station

Metro

- Working with RHS Wisley to develop a bus link between the site and Woking station, helping the RHS to achieve carbon neutral status and support economic recovery in a sustainable way
- Working with Surrey County Council to secure funding for and deliver station enhancements aligned with the new garden village being developed nearby
- Securing the funding for supporting the delivery of the new cycle hub at Richmond station in conjunction with Richmond Borough Council
- Piloting a new approach to sharing communications channels with local councils to enhance the provision of information on rail services including during planned and unplanned disruption
- Supporting Network Rail's delivery of an enhanced access to Surbiton station
- Working with the Community Rail Manager to help deliver the Ziggy Stardust event at Waterloo and Tolworth
- Supporting the development of regeneration plans around Tolworth station



e-bikes for hire at Cranbrook station

West

- Working with partners including Dorset Coastal Forum to fund and deliver a package of improvements at Weymouth station including:
 - Upgraded forecourt with new bus interchange, enhanced pedestrian facilities, real time information screens and interpretation panels
 - A Green Wall
 - A partnership room facility for SWR's Rail Community Officers and the British Transport Police to tackle anti-social behaviour at the station
 - Supporting Network Rail's refurbishment of the station canopy
 - A new café facility with tourism information boards
 - Supporting a town wide project to enhance tourism information
- Supporting Wiltshire Council to fund and deliver a major forecourt enhancement scheme including a cycle hub, e-bike dock, new bus stops and enhanced pedestrian and cycle facilities through the Future High Streets Fund
- Securing funding for, and supporting the delivery of, e-bike docks at, Cranbrook and Honiton stations alongside Devon County Council's transport interchange at Pinhoe
- Working with Bournemouth, Christchurch and Poole Council and Network Rail to secure funding and develop proposals for the installation of lifts and other enhancements at Pokesdown station alongside an emerging regeneration strategy for Poole station and the surrounding area

Community Rail

It has also been a busy year locally for community rail activity. As our communities slowly came out from the restrictions of Covid, we have seen a flurry of activity amongst our Community Rail Partnerships and station adopters, who have been very active especially over the past six months.

The Try the Train programme we offer to give confidence to those who need some extra support to experience train travel has started to receive more enquires across our network, and our Community Ambassadors have delivered over 15 trips. A few of our CRP's are working closely with some mental health charities to offer some bespoke travel support for some of their clients. We have also recruited another 10 Community Ambassadors amongst our own colleagues to help support this programme.

We have distributed £12,000 from the SWR Station Adoption Fund – which has helped the volunteers of which we have approx. 350, deliver some wonderful displays of flowers, artwork and colourful murals. They have also organised one-off events to celebrate the anniversary of their stations and worked with our local schools on colouring competitions for the children

This financial year ends with SWR having over 80 station adopters and as we enter our second year of the NRC we welcome 2 new CRP's onboard – one covering the stations from Alton to Wanborough (the Wey Valley Line), and the second a welcome addition to the east of our network commencing at Chessington South round to Surbiton.



Try the Train group at Winchester station



Stakeholder conference

We were pleased to hold our 2021 stakeholder conference, attended by around 100 stakeholders, online on 24 November.

Presentations covered topics including:

- Business updates from Claire Mann, SWR's Managing Director, and Mark Killick, Route Director for Network Rail Wessex
- The latest trends in customer demand
- Train planning and performance
- Talks from community partners benefitting from our Customer and Communities Improvement Fund (CCIF) and recent projects being progressed by the Hampshire Community Rail Partnership
- Working in partnership on railway security
- SWR's work on sustainability on the railway

There was also a good range of challenging and interesting questions from attendees. We are grateful to everyone who attended and are looking forward to our next conference later this year.

Community Rail Conference and Community Live

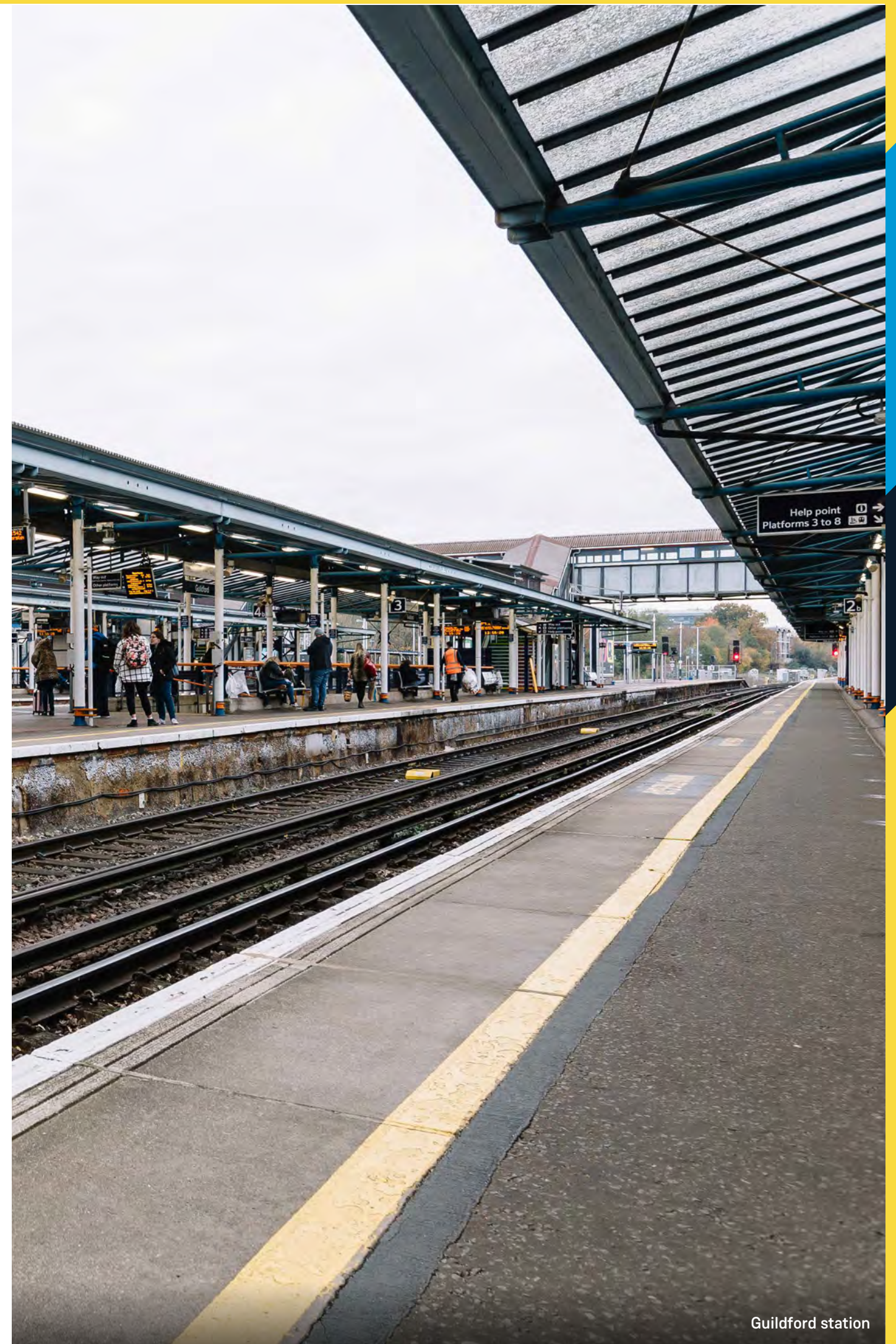
At the end of September 2021 SWR held its fourth Community Rail Conference in Woking. It was attended by 70 stakeholders across the network. The aim of the event was to not only highlight the community work of the adopters and Community Rail Partnerships, but to provide business updates from Claire Mann, NR and Community Rail Network.

The event was successful with all attendees stating they enjoyed the in-person event and the chance to share best practice and learn about upcoming business plans. From this event we saw there was an opportunity to engage even further with our Station Adopters and in January 2022 we launched 'Community Live'.

These bi-monthly virtual meetings are aimed at furnishing our adopters with the latest SWR community news and are a chance to hear from a key speaker on a relevant topic. The attendees are invited to ask questions on the day and also to share best practice across the network.



Claire Mann presents to the Community Rail Conference



Guildford station

Our Stakeholders



Redevelopment and reopening of the Island Line

A new and improved Island Line reopened to customers on 1 November 2021.

Benefits of the upgrade include:

- Improved track which greatly improves ride comfort
- New signalling equipment and electrical upgrades, improving reliability and resilience
- Adjustment to platform heights to improve accessibility
- Investment in Ryde Pier to prolong the life of the listed structure
- Free WiFi at all stations on the Isle of Wight and on board all trains
- New ticket vending machines at Shanklin, Sandown, and Ryde St Johns
- Customer information screens at Ryde Pier Head and Esplanade and a new screen at Shanklin
- USB charging points at all seats
- Passenger information screens on all trains
- Dedicated wheelchair spaces and a call for aid button on each train

An important further benefit of the upgrade is the installation of a new passing loop at Brading, which will enable us to offer customers the choice of two trains per hour. With the reopening occurring over winter – when customer numbers are traditionally low, and the ferry service operating an hourly timetable – we took the decision to launch the service with one train per hour.

We are progressing plans to increase frequency as demand returns.



Local stakeholders at the reopening of the Island Line

Twickenham station



Developing 30-year strategies with Network Rail

SWR is working closely with NR and key partners to develop 30-year strategies for future investment in infrastructure on key sections of our network in the Wessex area.

The strategic studies will take a critical look ahead at future demand on the network, taking into account planned and anticipated housing, employment growth, and long-term travel pattern scenarios. They will also consider the achievement of national and local objectives, such as reducing congestion, economic growth, levelling up, social mobility, decarbonisation and addressing climate change.

We are also supporting the development of strategies in the adjoining Western and Sussex regions – particularly in areas where SWR services use the same rail infrastructure.

In many areas, the current infrastructure is operating at maximum capacity whilst maintaining reliable services. Any future significant increase in services is therefore likely to require investment in new infrastructure, and the long lead in times required to achieve physical works on the ground require careful forward planning.

The studies will support the development of any business cases for individual infrastructure projects required to achieve improvements.

They are also a critical planning tool, enabling Network Rail to consider how infrastructure renewals, such as track and signalling, can be combined with other enhancements to achieve cost-effective outcomes. Importantly, the studies are not just about track improvements. They provide an important basis from which to plan other operational and customer facing facilities, based on future patterns of demand, including station platform facilities, access to and from stations, and depot and staff facilities. The information generated by the studies will feed into masterplans for many stations which are developed with local partners.

Freight is also an increasingly important component of capacity planning on the network – particularly in the context of decarbonisation. A separate study with National Highways looked at a long-term approach to maximising the amount of freight carried by rail between the south coast and the Midlands. The recommendations of this study will be considered alongside the others.

All studies are linked to one another, with the Main Line Phase 2 study currently underway.



One of our new trains travels from Ryde Pier Head

Partnering with stakeholders to enhance stations

An ongoing key focus for SWR is our Stations Social and Commercial Development Plan (SSCDP), which sets out our ten year vision for developing our stations. As part of this plan, we are working with our stakeholders and key partners to improve interchange with other modes of transport for the first / last mile journey to and from our stations.

Pokesdown and Poole

SWR, Bournemouth, Christchurch, and Poole (BCP) Council, and Network Rail are working together to deliver a multi-million-pound, comprehensive upgrade to Pokesdown station in Bournemouth.

The upgrade is to include provision of passenger lifts for the first time and refurbishment of the footbridge. Subject to available funding, it could also include refurbishment of the platform canopies, a new or refurbished station building, a new forecourt with improved interchange facilities, and other platform level improvements.

This year, with the help of stakeholders and key partners progress has been made at several of our stations, some of which are outlined here. We are keen to continue working with stakeholders and key partners on additional projects, to create a network of mobility hubs across more of our stations.

The planned improvements closely align with BCP Council's Transforming Cities Fund priorities, Bus Service Improvement Plan, and Boscombe's local regeneration programme funded by the Government's Towns Fund. BCP Council formally confirmed its funding contribution up to £2.6million in January 2022.

Together with Network Rail, we are also working alongside BCP Council and its new urban regeneration company to examine options for improvements to Poole station, as part of wider development proposals for the area.

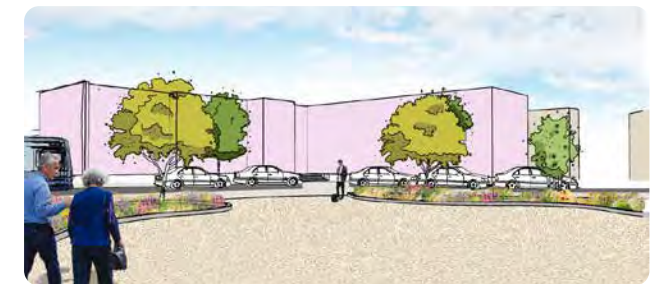
Weymouth

Dorset Coast Forum, with the support of Dorset Council, is investing more than over £600,000 in improvements to the forecourt at Weymouth station. SWR has provided a one-off £400,000 contribution to this project as part of the first round of our Customer and Communities Improvement Fund (CCIF). SWR is also funding a new bus real-time information screen and information totem at the station forecourt.

The upgrade is to include:

- New bus stops on the forecourt and King Street, providing direct interchange
- New taxi ranks
- Newly pedestrianised areas, offering improved first impressions of the town
- Improved pedestrian routes to better link to connecting routes
- Much improved traffic circulation with the station and a new vehicle exit
- New trees and planting areas that help support lower rates of flooding
- Provision for pop-up seasonal food, drink, and other retail opportunities
- Enhanced CCTV security
- Modifications to the car park to include improved visual surveillance through a reduced height wall

Work on the forecourt started in late 2021 and is expected to be complete by Summer 2022.



The investment builds on other work taking place at and around the station including:

- The recently completed new secure cycle parking
- A £1.3 million renovation of the station's platform canopy by Network Rail
- The creation of a new security partnership room within the station building to help better manage the recent anti-social behaviour (read more in the 'Our Customers' section)
- SWR, Network Rail, and Dorset Council working together to develop a long-term masterplan for the land around the station and adjoining areas
- Parallel investment in a 'Pocket Park' nearby to create an attractive walking route and reduce anti-social behaviour



Artists' impressions of the forecourt scheme



Pokesdown for Boscombe station



Artists' impressions - Before



Artists' impressions - After

Southampton Central

Southampton City Council is investing £5.3 million through the Government's Transforming Cities Fund in an improved forecourt for the southern side of Southampton Central station. This investment was supported by a further one-off £1.3 million contribution from SWR in 2021.

The delivery of this project will enable improved integration between rail, bus, cycle, and pedestrian users. The integration will be achieved through enhanced bus links, clearer onward information, enhanced forecourt passenger facilities, and a significantly upgraded pedestrian link between the station and the port, commercial, business and leisure areas in Southampton. Once completed, the project will boost transport connectivity, improve access to the station, and deliver a modal shift towards sustainable travel.

Specific improvements include:

- A new entrance to the city centre with more public space, and clear, legible onward connections by bus, taxi, cycle, and foot
- Additional capacity for existing and future bus services to terminate and call, including the Southampton West Park & Ride service
- Additional taxi facilities, cycle parking, and travel hub and information points
- A wider masterplan for transport interchange to be delivered

Works are scheduled to be completed in 2023.

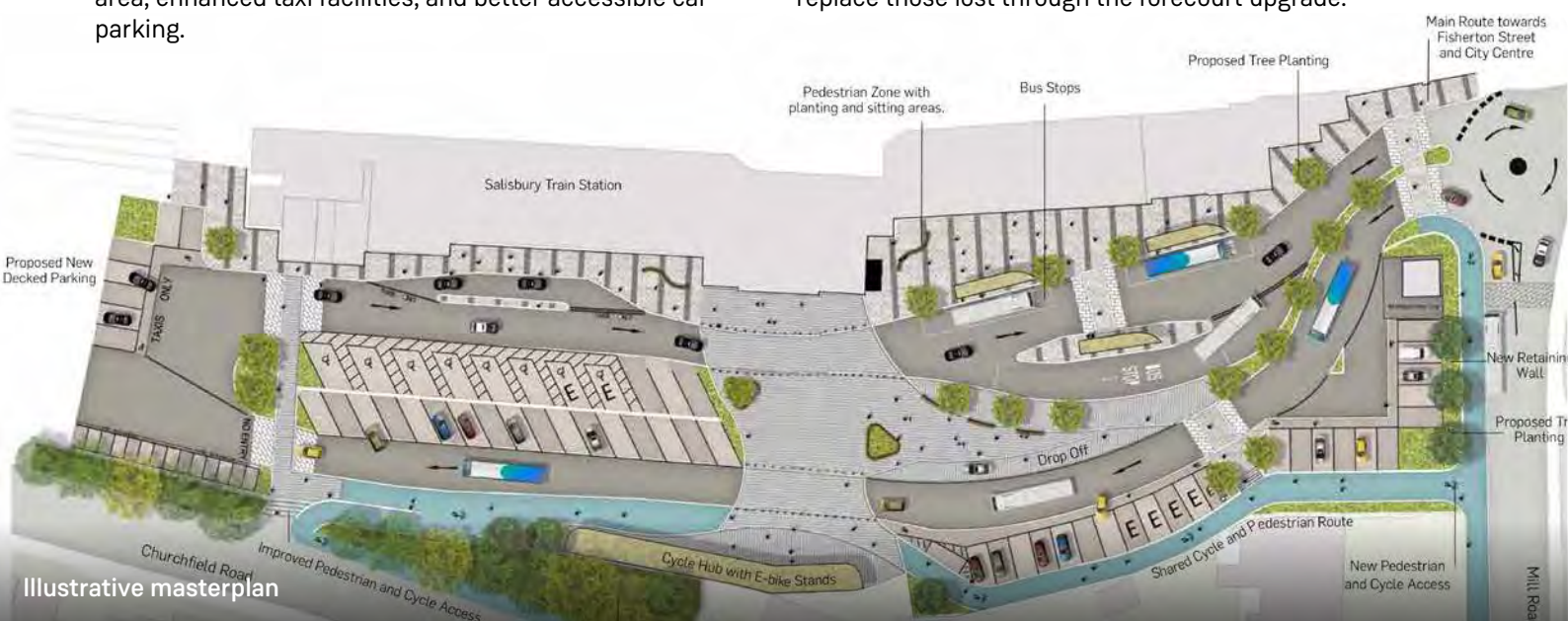
Salisbury

Wiltshire Council has successfully secured over £5 million of funding from the Government's Future High Streets Fund to go towards major forecourt improvements at Salisbury station. SWR has also supported the project with a one-off payment of just over £400,000 from our Customer and Communities Improvement Fund.

The upgrade is to include new bus stops and shelter, improved walking and cycling routes, a dedicated drop off area, enhanced taxi facilities, and better accessible car parking.

SWR also secured a further £310,000 from the Department for Transport's cycle rail fund (round 5) to install a new cycle hub and e-bike dock, which was bolstered by £50,000 from the Wiltshire Council.

Construction of the cycle hub and e-bike dock is expected to be completed by August 2022, with works on the forecourt to be complete by April 2024. Wiltshire Council is also investing in additional car park spaces at the station to replace those lost through the forecourt upgrade.



Bike stand at Dorchester South station

Improving cycle facilities

SWR has completed construction of the first phase of cycle parking improvements funding through DfT's Cycle Rail Fund, with match funding contributions from stakeholders including Dorset Council and BCP Council.

The first phase locations are Weymouth, Dorchester South, Wareham, Parkstone, Bournemouth and Gillingham. Also now completed are our two new e-bike docks at Honiton and Cranbrook stations in East Devon, to serve local businesses and tourism. The second phase of improvements at Basingstoke and Winchester are currently on site, and due to be complete later in 2022.

Restoring Your Railway

Restoring Your Railway is a Government initiative to reconnect communities to the rail network through the reopening of sections of line or reintroducing services on existing routes. Two projects on the SWR network have progressed beyond the first sifting stage:

Fawley

Hampshire County Council has been awarded more than £7 million of funding from DfT to progress the next stage of design for the proposed reopening of the Waterside line to Fawley, in partnership with SWR and Network Rail.

Swanage to Wareham

Swanage Railway has submitted the next stage of its business case to the Government's Restoring Your Railway Fund.

If successful, the bid will enable Swanage Railway to run its service 180 days a year and connect Swanage to the mainline services at Wareham, providing onward connections to Poole, Bournemouth, Southampton, London, Dorchester, and Weymouth.

The company hopes to restart a 90-day trial service between spring and autumn 2023, working closely with SWR and the Purbeck Community Rail Partnership on station facilities on marketing and ticketing options.



Improving access to and from stations

As part of our Stations Social and Commercial Development Plan, SWR has commissioned the Railway Consultancy and Transport Works to develop 148 'Station Travel Plans' across our network, providing recommendations to improve access to and from our stations.

Each plan is to include:

- Review of usage patterns
- Review of onward travel facilities
- Customer feedback from industry sources and on-site surveys
- Data on customer origins and destinations
- Identification of enhancement opportunities including links with new developments
- Identification of gaps in station access requirements
- An action plan

The purpose of the plans is to help inform the development of wider station masterplans and provide evidence to support business cases for improved facilities, such as mobility hubs.

Due to be completed by spring 2022, the plans will be in addition to those which are already in place, with any out-of-date plans to also be updated.



Our Communities



Work with Community Rail Partnerships and Station Adoption Groups

Community Rail Partnerships – or CRPs – are not-for-profit organisations that help connect SWR with the communities we serve. Connecting people and communities is at the heart of SWR, and CRPs focus on a wide range of projects which aim to:

- Promote sustainable and healthy travel
- Bring communities together
- Support social and economic development

Station Adoption Groups make SWR stations more welcoming by providing a voice to communities and better reflecting the communities they serve. The work of Station Adoption Groups ranges from adding planters to creating art displays, and even setting up book swaps.

Over the past three years, SWR has significantly grown the number of CRPs and Station Adoption Groups supporting local communities across our network.

Since November 2018, we have increased the number of Station Adoption Groups from just seven to 80, marking 1,000 per cent growth and now covering more than one third of our stations.

This year alone the following stations joined us:

- Ashurst
- Bookham
- Effingham Junction
- Hamworthy
- Havant
- Milford
- Witley
- St Margarets
- Barnes
- Putney
- Richmond
- Egham



We also welcomed the new Windsor to Reading CRP, bringing the total number of CRPs on our network to 12.

This year, we invested £275,000 in CRPs, working in partnership with each of them to deliver outcomes that benefit as many people as possible.

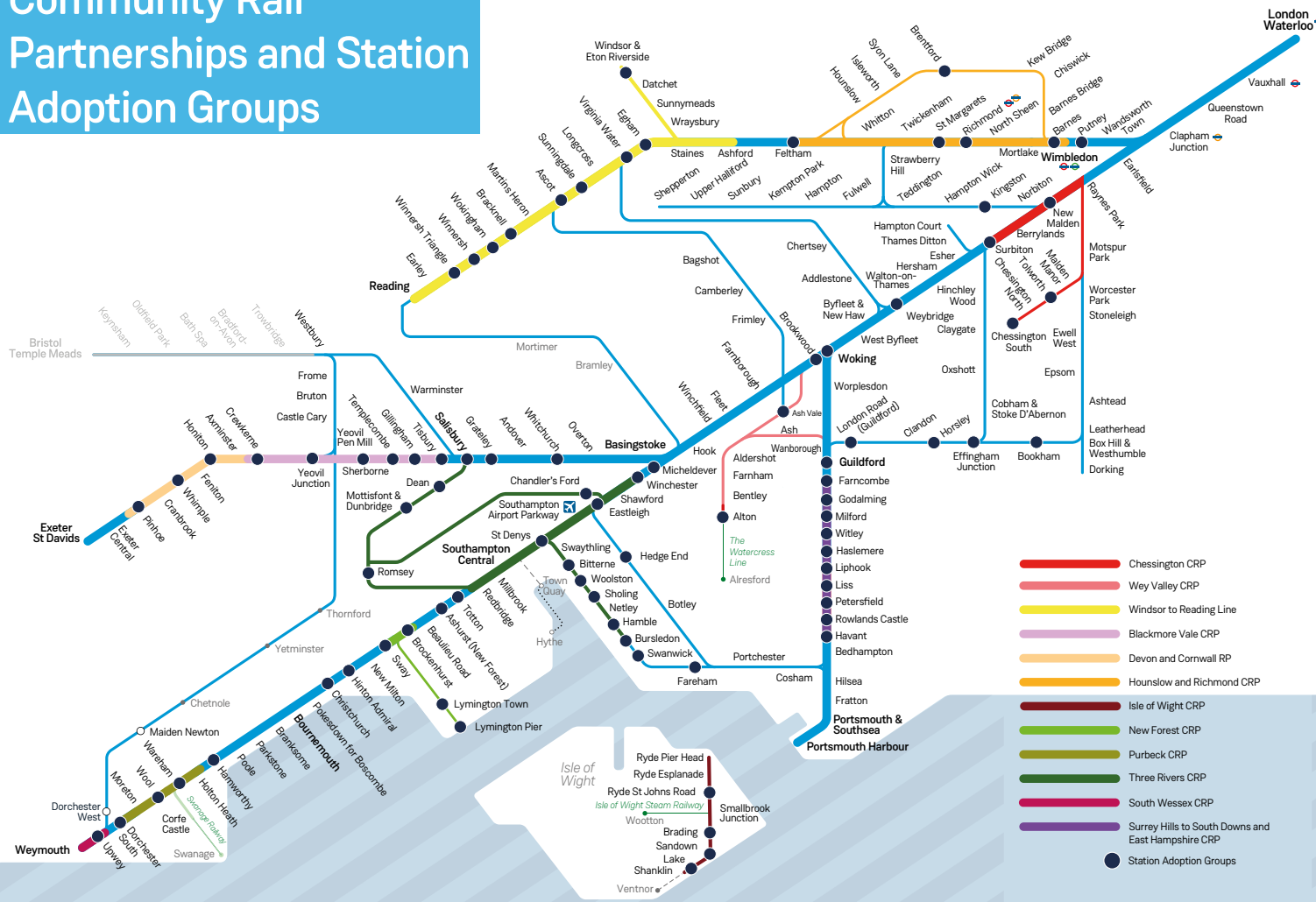
"We are very grateful for the support from SWR in creating our new CRP. Communities and railways work hand-in-hand to promote social inclusion, support local businesses, involve local communities, and encourage travel by rail."

- Tim Barkley, Chair of Southeast Communities Rail Partnership

In the face of Covid-related challenges, many CRPs switched from their usual focus on local tourism to improving access to the railway and giving more people confidence to travel by "trying the train" – particularly amongst current non-users of the railway and those facing barriers to travelling by train.

SWR provides core funding to each CRP, which can then determine how they want to deliver their community activities. We also contribute funding towards CRP projects.

Community Rail Partnerships and Station Adoption Groups



12

Community Rail Partnerships

8

Community Rail Partnerships dedicated to the SWR network

£275,000

investment from SWR including station adoption funding

80

Station Adoptions Groups

Customer and Communities Improvement Fund

SWR's Customer and Communities Improvement Fund (CCIF) is a unique programme that brings communities, customers and stakeholders together to identify and fund projects which address areas of social need or educate and engage people across our network.

The current scheme allocated £5.3 million over the years 20/21 to 22/23, for projecting ranging from the large (including station forecourt improvements that are detailed in the Our Stakeholders section) to the small, some of which are highlighted below.

- **Goodbye to Graffiti:** To replace offensive graffiti on walls at Wimbledon, Love Wimbledon painted artwork featuring a famous local. One year on, the welcoming mural is still there, unblemished.
- **Beverley Brook Cycleway:** Wimbledon and Putney Commons Conservators upgraded an uneven, and often unpassable mud track, to a pedestrian and cycle path. Serving one of South West London's most important open spaces (Wimbledon Common), the path also encourages more walking and cycling.
- **The Purple Princess:** Guildford Shakespeare Company delivered this play to primary school children in Guildford and the surrounding area. Focused on the experiences of a young person with epilepsy, the play is designed to explore the hidden nature of the illness and educate children about how to look out for it.
- **Mid Hants Railway:** A new children's playground was built at Ropley – in the shape of a locomotive train, of course!
- **St Margarets Footbridge:** London Borough of Richmond upgraded the existing footbridge that crosses railway west of St Margarets station – an important pedestrian route between the two communities which are on either side of the railway.
- **Bridging the Gap:** Ruils, with which we have had long engaged as part of our accessibility agenda, created a booklet about mental health information and with details on support facilities in the Richmond and Kingston, with the aim to lower suicide rates in these areas.
- **Waterloo Action Centre Garden:** Improvements were made to the garden in the community centre which provides a range of services to the tens of thousands of people who live and work in the Waterloo area.
- **Portsmouth Harbour luggage trolleys:** Customer service improvements were made at the Hard Interchange for passengers with luggage travelling to the Isle of Wight, whether they be arriving on one of our trains or via bus or tax.
- **Sherborne cycling:** At Sherborne station, new bike racks have been installed.
- **New Malden interchange:** The Royal Borough of Kingston is completing a bus-rail and walking-rail interchange at New Malden station.

"The Purple Princess was a wonderful way to introduce such an important and relevant subject to our children. The actors pitched the story and information perfectly and the children left the hall feeling empowered and happy."

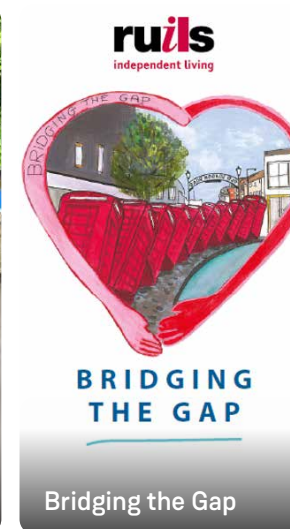
– **Serena Bowen, teacher at Guildford Grove**



Goodbye to Graffiti



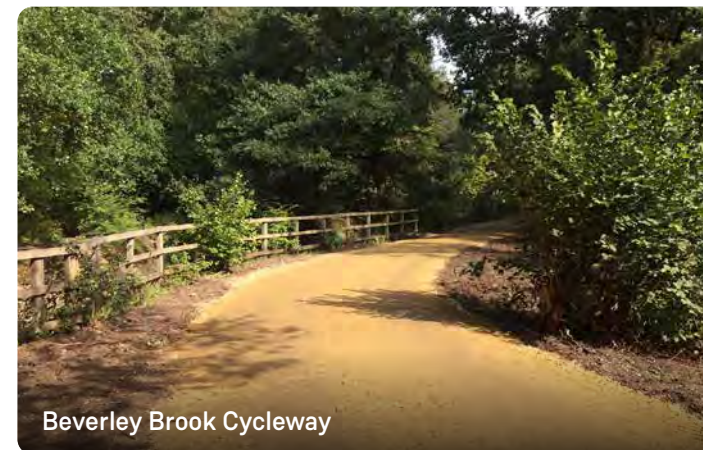
Sherborne cycling



Bridging the Gap



Mid Hants Railway



Beverley Brook Cycleway



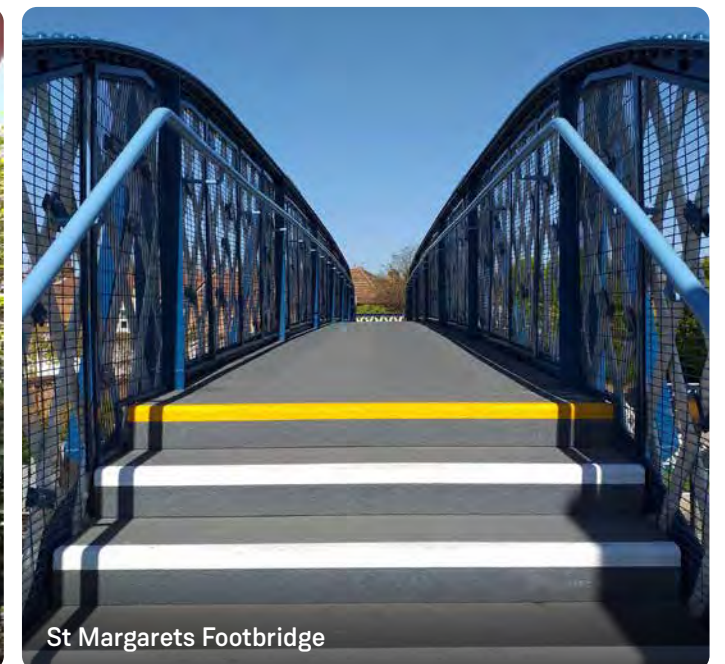
New Malden interchange



Portsmouth Harbour luggage trolleys



Waterloo Action Centre Garden



St Margarets Footbridge

Tolworth station and The Community Brain

With boarded-up waiting rooms, two vacant shop units, and empty poster slots throughout the site, Tolworth station had been in need of repairs, improved access, and activity for some time.

Recognising the potential for the station to play a larger role as a flexible and vital community space, The Community Brain adopted the station in November 2018. Soon, they started running events, from celebrating cycling to promoting the local nature reserve, hosting live music events and community plays, and even creating a space for regular food pop-ups to develop.

More recently, The Community Brain launched Baking Ideas in one of the vacant units – a sustainable creative space which brings people together to share their ideas and ambitions and make them real. Late last year, SWR came together with The Community Brain, Network Rail, local landowners Lidl, Guinness Housing Association, Meadow



Partners, educational providers, the local MP, and local councillors and staff to discuss the future of the station and improvements to its fabric and accessibility.

This year, the artist WeAreSkyHigh was commissioned to create a new mural for the station, celebrating the wildlife that can be found at the nearby nature reserve. Moving forward, the plan is to create a wildlife garden at the rear of Baking Ideas and plant a collective growing space.



Tolworth Adopters – The Community Brain

The 10th of February saw the completion of an eight-month collaborative project come to life at both Waterloo and Tolworth Stations. The importance of this date was the celebration of the 50th anniversary of David Bowie revealing Ziggy Stardust to the assembled audience at the Toby Jug, Tolworth in 1972.

The event was a great success, starting with a silent disco at Waterloo, music and talks given on the train journey, and live bands playing on the stages in Tolworth station carpark. The event was attended by over 100 people and saw several departments and individuals across SWR, and Network Rail come together to help support The Community Brain deliver their ambitious project.



Try the Train



Improving access for young adults with learning difficulties

East Hampshire CRP worked with local community group Winchester Go LD to support young adults with learning difficulties gain confidence boarding trains and making independent journeys.

Across two separate days, more than 40 young adults learned how to purchase a ticket, important rail safety messages, and the key rail staff who can assist them with their journeys in future.

“Our day on the train with SWR has got many of our members thinking about where they’d like to go on their next train trip. The team at SWR were really helpful, interesting, and enthusiastic with our group – thank you! We’d thoroughly recommend this experience to other community groups.”

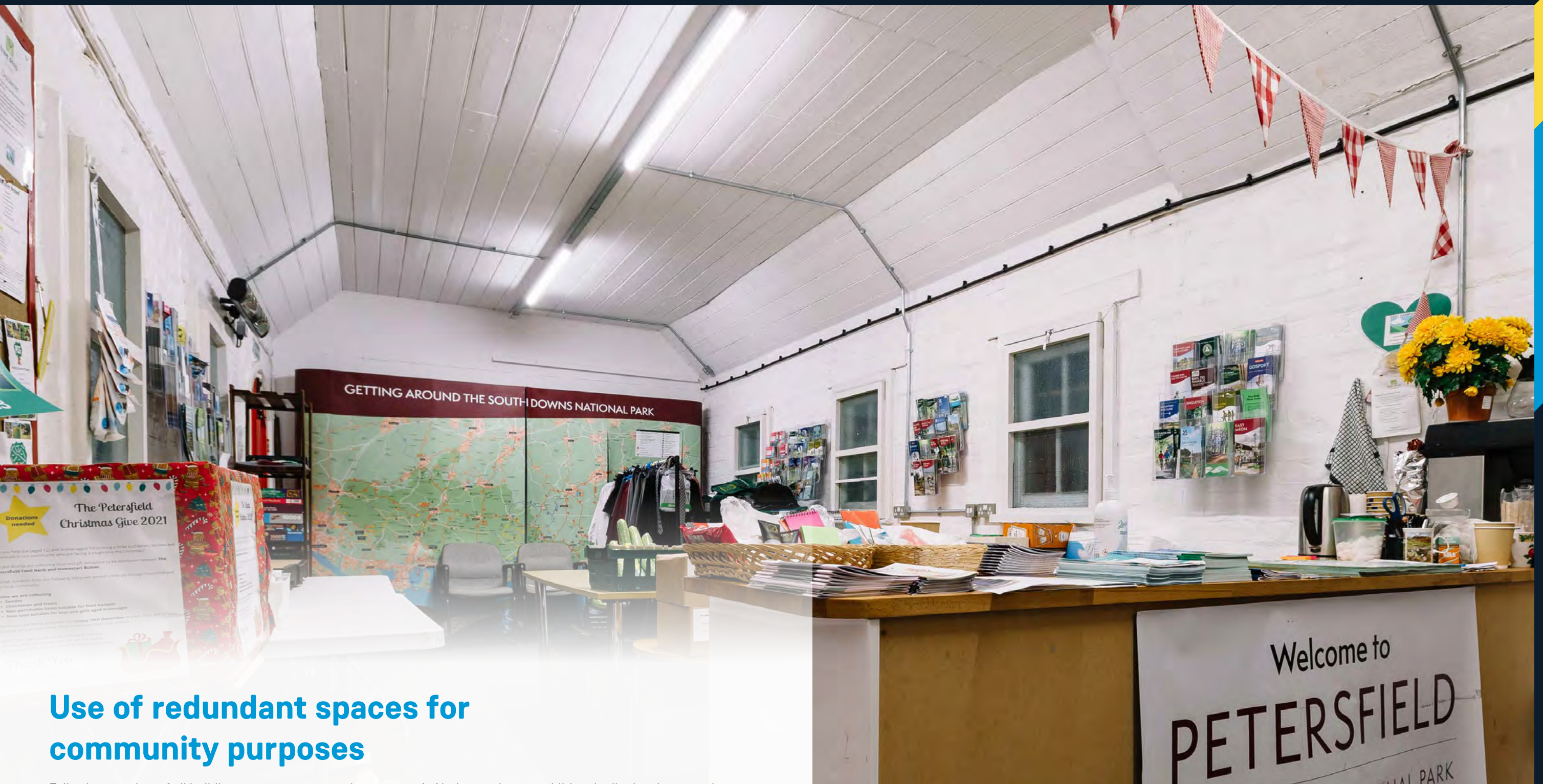
– Betty Chadwick, CEO of Winchester Go LD

Other projects underway

- **Blackmore Vale CRP** is hosting the Gateway to Gillingham Art Trail, a display promoting local artwork, stretching from the town centre to the station.
- **East Hampshire CRP** is working with various community groups across Hampshire to better understand the different barriers people with mental health issues or a learning difficulty face when using public transport.
- **Isle of Wight CRP** is running a 10-week programme, called Suit Yourself, designed to support women who are facing significant barriers to employment to grow in confidence and get into the work.

- **Purbeck CRP** has extended its reach to include Dorchester South and plan to create a welcoming garden on the down platform, working in partnership with the Bee Friendly Trust.
- **Surrey Hills / South Downs CRP** is working in partnership with Network Rail and Haslemere Hub to turn a disused signal box into a museum featuring the original workings.

The Surrey Hills and South Downs Community Rail Partnerships have now merged and are known as East Hampshire CRP.



Use of redundant spaces for community purposes

Following a review of all buildings across our network, we are in the process of making redundant spaces available for community use, with three already having come online.

- The old station building at Shawford station is set to be transformed into a new community hub, with options including a community café, a cycle hub, and a base for a local cub troop.
- A building at Swaythling station has been turned into a free shop, collecting food that would have otherwise been thrown away, and redistributing it to people who can make use of it. Alongside this, once the station booking hall is closed on a Saturday, a redundant space has also been used to offer a Free shop at Swaythling to the local community. This stops food going to landfill and offer recycled baby equipment.

- At Netley station, an additional toilet has been made available to a local community group, while plans are being drawn up to reopen an old waiting room there. All the buildings are leased for a “peppercorn rent” – in other words, for free. SWR hopes to hand the keys to more redundant spaces over to other community groups soon.

“We’re so pleased to be partnering with SWR to help them return disused station spaces to community use and bring stations into the heart of communities. This type of work is especially important as we help communities to recover and build back better from Covid-19.”

- Jools Townsend, Chief Executive, Community Rail Network



Sustainable procurement strategy

Over recent years, we have developed our sustainable procurement strategy, considering the environmental, social, and economic impacts of purchasing, supplying, or manufacturing goods and services.

Sustainable procurement means:

- Getting lasting value for money
- Avoiding or reducing environmental damage
- Delivering social and economic benefits locally

Procurement accounts for a large proportion of our business expenditure, and so it can be used to manage both risk and opportunity. As part of this strategy, we are working to align with the International Organisation for Standardisation's 20400 sustainable procurement standard.

Sustainability heatmapping

To better understand the sustainability risks and opportunities across our supply chain, we undertook a heatmapping exercise with 50 suppliers.

The knowledge gained from the exercise is being applied to our procurement processes, with the opportunities being maximised and the risks minimised. The exercise was also well received by our suppliers who considered it an opportunity for knowledge sharing.

For taking part, suppliers were invited to our Institute for Environmental Management and Assessment accredited sustainability training. Many are now looking to embed the International Organisation for Standardisation's 20400 sustainable procurement standard in their own procurement processes.

Reduction in energy consumption

Following the installation of new LED light fittings at 165 stations across our network, we were pleased to announce a 21 per cent reduction in energy consumption this year.

The more than 16,180 new LED fittings and lights replaced older bulbs and contributed to a 4.9 million kWh drop across all stations and depots, the equivalent of 1,164 tonnes of CO₂ or charging 450,059,314 smartphones.

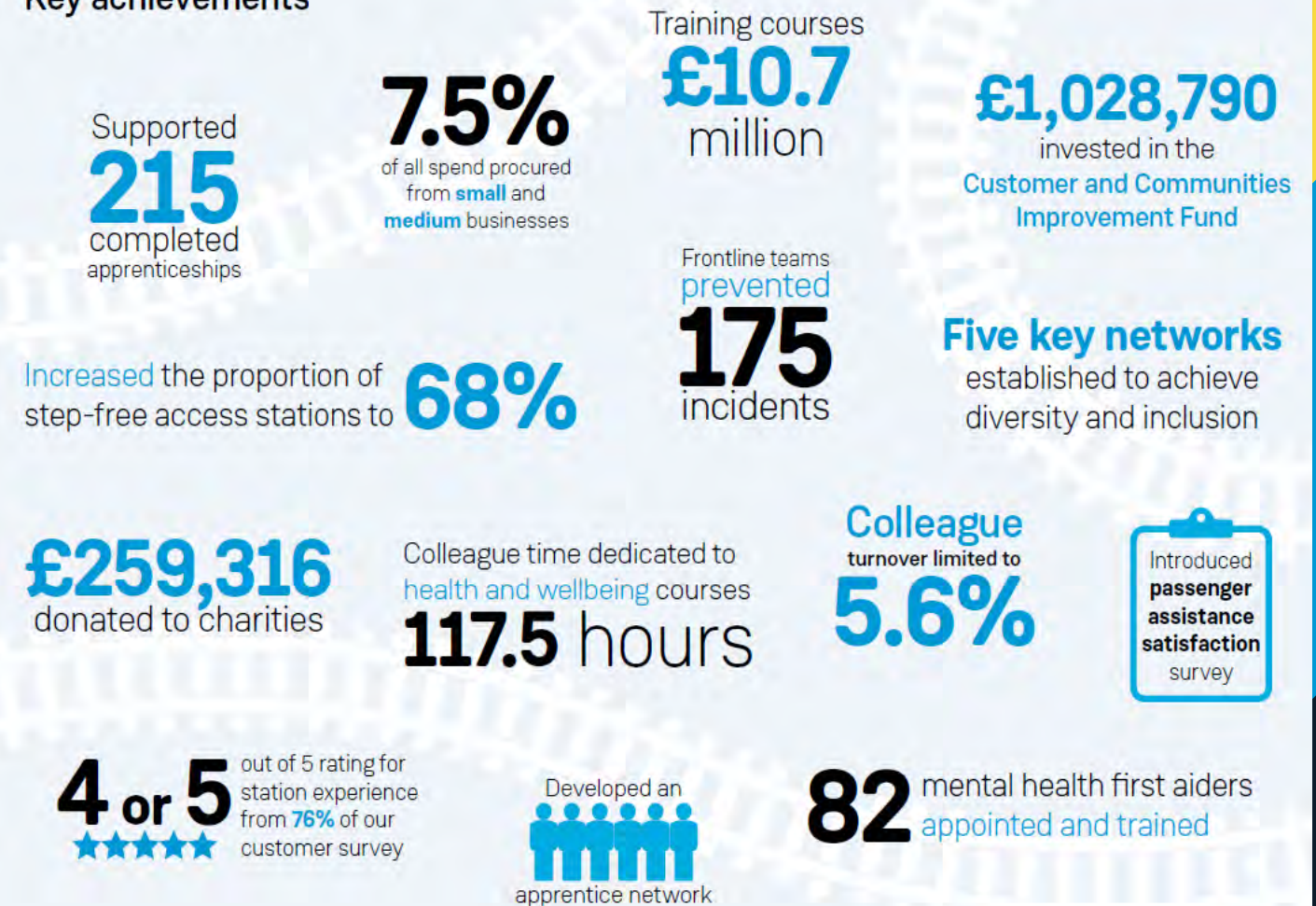
The LEDs have also noticeably improved lighting in customer facing areas of SWR stations, including station platforms, concourses, and ticket offices. We have replaced fittings and lights in car parks, footways, cycleways, and foot bridges within our lease too, further improving visibility and customer safety.

We are committed to reducing our total energy usage in buildings by 41 per cent by 2024, compared to 2015 / 2016. We are making good progress, and are now more than halfway to our overall energy reduction target.

"We are passionate about sustainability and continue to introduce improvements that help us reduce our environmental impact. Like all businesses, we have a responsibility to constantly review and improve practices."

- Amy Dickinson, Head of Sustainability, South Western Railway

Key achievements



First train company to assess and publish "social value"

In 2021 year, we published our first Social Value Report, becoming the first train operating company to do so.

The report is a summary of the impact that we have on society, the environment, and the economy, from delivering improvements for our customers every day, to supporting local communities of the South West, and helping build the economic and social prosperity of the UK.

The Rail Safety and Standards Board (RSSB) research identifies 10 key areas of social impact for rail: community safety, accessibility, employment and skills, social inclusion, diversity and inclusion, health and wellbeing, employee engagement, customer satisfaction, local and sustainable procurement, and regeneration. To provide a common, consistent basis for understanding and measuring social impacts across rail industry organisations, projects, and programmes, RSSB Research also established the Rail Social Value tool.

Going forward, we will focus on improving the practice of recording of social impact data in all areas, whilst continuing to work with the RSSB to improve measurement of social impact. We plan to publish a social value report every year.

"Rail Safety and Standards Board is proud to work with South Western Railway as one of the first rail operators to apply the Rail Social Value tool and the first to embrace public social impact reporting. We hope to continue to collaborate with SWR to develop consistency in reporting across railway organisations, and ultimately champion and document at an industry level the wide social benefits and opportunities Britain's railways bring."

- Michelle Papayannakos, Sustainable Rail Programme Lead, RSSB

Our Customers



Improving Accessibility

Accessibility means the extent to which people with different needs can use rail products, services, and infrastructure. SWR is determined to make travel by rail more accessible for all.

Over the past year, we have focused on a number of initiatives to improve accessibility.

- **Disability and equality awareness training:** Since January 2021, all new colleagues have participated in a one-day, face-to-face disability and equality awareness training course, which was codesigned by people with a disability. Additionally, we have created an e-learning refresher package for all managers, drivers, guards and station teams.
- **Accessibility “health checks” at stations:** During autumn 2021, we conducted accessibility “health checks” at all our flagship stations. The purpose of the in-depth analysis of our facilities is to ensure that they are usable for all our customers, with improvements set to be made from next year.
- **Accessibility and inclusion forum:** We expanded this forum to seven members, all of whom live and work on our network, and have lived experience of disability. Meeting quarterly and supporting us with our policies and procedures, the forum has helped us gain a better understanding of the needs for toilet provisions at our stations and fed into our fleet upgrade programme.
- **Dementia friendly signage:** Working with the Alzheimer’s Society, we trialled dementia-friendly signage at Petersfield station to help enable travellers living with dementia to navigate the station independently. Following positive feedback, we are looking to introduce similar signage at other stations on the network.
- **Tactile paving:** We hosted a workshop with visually impaired stakeholders on our network to better understand what we could do to ensure our visually impaired customers felt safe and confident to travel. We also surveyed all stations to understand where tactile paving was damaged or missing and provided this information to Network Rail to ensure they could be repaired.
- **Assisted boarding points:** In October 2021, we completed our roll-out of assisted boarding points at all SWR-managed stations. With just ten minutes’ notice, using a WhatsApp QR code or number, passengers who need assistance can contact the guard on the next available service and be assured assistance is provided when the train arrives.
- **Access for all schemes:** Several schemes are being carried out across the Wessex route, designed to provide obstacle-free, accessible routes to and between platforms. Ultimately, the objective is to give greater access to passengers with disabilities and those facing mobility restraints.



A colleague deploys a ramp for a customer

Station improvements

From painting stations to refreshing toilets and waiting rooms, we are making improvements to our stations on an ongoing basis.

- | | | | |
|----------------------|------------------|-----------------------|------------------------------|
| • Addlestone | • Fulwell | • Micheldever | • Strawberry Hill |
| • Andover | • Grateley | • Milford | • Sway |
| • Ashurst New Forest | • Hampton | • Norbiton | • Thames Ditton |
| • Axminster | • Hampton Wick | • Overton | • Upwey |
| • Barnes | • Hamworthy | • Parkstone | • Wareham |
| • Brading | • Hedge End | • Petersfield | • Whimble |
| • Branksome | • Hersham | • Queenstown Road | • Winchester |
| • Chessington North | • Hilsea | • Richmond | • Windsor and Eton Riverside |
| • Chessington South | • Hinton Admiral | • Ryde Esplanade | • Witley |
| • Christchurch | • Honiton | • Ryde St Johns | • Woking |
| • Crewkerne | • Kew Bridge | • Salisbury | • Wool |
| • Cosham | • Liphook | • Southampton Central | • Worplesdon |
| • Farncombe | • Lymington Pier | • St Margarets | |
| • Feniton | • Lymington Town | • Stoneleigh | |

We also refreshing several station toilets...

- Basingstoke platforms 2 / 3 and 4 ladies and gents
- Brockenhurst gents
- Dorchester South non-gender specific and accessible toilet
- Godalming ladies and gents
- Oxshott ladies and gents
- Poole gents
- Raynes Park gents
- Sunningdale ladies and gents
- Surbiton platform 3 / 4 gents

...and waiting rooms

- Strawberry Hill
- Weybridge
- Eastleigh island platform
- Havant
- Wareham
- Raynes Park
- New Malden
- Norbiton
- Claygate
- Staines

Between autumn 2021 and spring 2022, we have painted 54 stations in total:



Small station cleanliness

Small station cleanliness was one of the areas of improvement highlighted through our mystery shopper programme.

To address it, we prioritised certain small stations for a deep clean as well as those that require ongoing weekly deep cleans. Where existing cleaning resource was available, our station management team liaised with our line cleaners.

As an example, Aldershot Station Manager Fubara Pepple (responsible for ten of our nearby smaller stations) worked with the line cleaners to introduce a new schedule that now includes Camberley station being cleaned three times a week. This approach is now being shared across the function.

Welcome hosts

This year we introduced welcome hosts at stations like Basingstoke, as a result of customer and colleague feedback about the need for increased visibility of colleagues and the ability to “bust queues” for our ticket offices.

Always located in a highly visible and approachable position, such as a booking hall, the welcome hosts interact with most customers visiting the station. In the latest phase of this activity, we added the ability for welcome hosts to sell tickets, using mobile retailing solutions.

We continue to monitor customer feedback from stations where welcome hosts have been introduced, to see if they are having a positive impact on customer satisfaction – particularly, when it comes to availability of station staff and queue busting.



A welcome host

Solving security problems in partnership

Security and crime mitigation has often been a reactive exercise, based on intelligence from colleagues and stakeholders.

In an effort to step back and look at the issues holistically and think through the root causes, the Rail Community Officer management team has devised a fresh problem-solving approach to dealing with crime on the network.

The approach afforded the team time to focus on specific issues, risk assess problems, and submit recommendations on how to deal with them. Stakeholders and partners provided valuable insights and collaborated with the team on solutions to ensure a higher standard and less chance of reoccurrence.

At Weymouth station, for example, this approach has helped solve a reoccurring anti-social behaviour problem. Following assessment of the issue, SWR came together with British Transport Police (BTP), Dorset Police, Dorset Council, local Antisocial Behaviour (ASB) enforcement officers, a homeless charity, and other advisory charities.

As a result of the meeting, it was agreed that:

- BTP and Dorset Police would conduct joint operations
- SWR and Dorset Police would share intel
- Dorset Police would include the station in their patrols
- Dorset Council would hire ASB enforcement officers to patrol the station at least five times a night
- SWR would create a multi-use partnership outpost for all organisations to use and collaborate at the station
- Local charities would have direct communication with all stakeholders

With Basingstoke station facing similar challenges, assessment and collaboration resulted in an increase in police presence and special dispensation being given to Hampshire Police to cross jurisdiction and operate in the station.

This move has been endorsed by Policing Minister Kit Malthouse MP, who endorsed funds to be made available for joint BTP, Hampshire Police, and SWR Rail Community Officer operations to occur every day for a month at the station.



Rail Community Officer (RCO) colleagues

Our People





Our People

Our people are the key to everything we do. That's why we invest in our colleagues, and their education, training and development.

Nurturing our people not only helps us provide a better service for customers, but also leads to wider community benefits.

Lower turnover than the national average

We are proud that, in 2020 / 2021, turnover of colleagues at SWR was limited to 5.56 per cent, compared to the national average of 12.9 per cent.

The lower-than-average turnover is the result of a wide range of colleague-related initiatives, reflected by the fact that we are the first and only company in the world to be awarded all three Investors in People accreditations.

- We Invest in People
- We Invest in Wellbeing
- We Invest in Apprentices

"We are impressed by the dedication, professionalism, and commitment shown by the whole workforce. Staff are proud to work at South Western Railway and of the positive impact they have with customers."

– Investors in People

Three years of Training Mark accreditation

For the third year in a row, we achieved the Institute of Customer Service's TrainingMark accreditation for our customer service training. To achieve TrainingMark accreditation, our bespoke customer service training is independently evaluated by the Institute against a comprehensive list of standards and requirements.

Achieving TrainingMark accreditation demonstrates our commitment to developing people to deliver customer service of the highest quality.

"We are the authority on customer service in the UK. We run the national accreditation service with tough conditions and proven effectiveness to ensure that only the very best and most professional organisations can demonstrate their achievements."

– The Institute of Customer Service

Enhanced training courses and online learning

In 2020 / 2021, we launched our Learning Development System, providing all managers access to training ranging from people management to resilience and mental health awareness.

Within five months of launch, more than 1,200 of our more than 5,500 colleagues had either completed or partially completed 2,061 training courses. At the same time, we launched "Skill of the Month" online learning sessions for managers. Within five months, these bite-sized sessions were participated in more than 1,000 times by managers.



Other human resource workshops as well as online and bite-sized learning sessions reached 411 managers. Disability awareness online learning was also launched for all managers and frontline colleagues. Customer experience training moved online too.

Pioneering apprenticeship programme

According to the Rail Social Value Tool, each SWR apprenticeship delivers £2,333 worth of wellbeing value totaling £5,515,307 across SWR for the financial year ending in 2021. We are currently supporting 227 of our colleagues to develop their skills through an apprenticeship scheme. This brings our total number of apprenticeships starts to 485 since the beginning of the SWR franchise in August 2017

In addition to being shortlisted in the Personnel Today Awards for "Apprenticeship Employer of the Year", we also became the first rail company to achieve accreditation in the Investors in People "We Invest in Apprentices" assessment.

"The level of commitment to their people is outstanding and everyone at South Western Railway should be incredibly proud."

– Paul Devoy, Chief Executive Officer, Investors in People

The Prince's Trust

The Prince's Trust helps young people find the tools and confidence to start careers, and we have been one of its partners since 2017. Together, we specifically focus on helping 18 to 30-year-olds find work.

The Prince's Trust x SWR programme includes training, employability days, and a two-week placement in an SWR department. Once participants have completed it, we support these young people to find ongoing employment.

"This experience is a good way to get your foot in the door for the industry and you can use the skills you've been taught everywhere."

– Lewis Wateron, programme participant



Some of our apprentices

Investors in People success

SWR achieved We Invest in People accreditation from the prestigious Investors in People (IIP) organisation in December 2020. We were also recognised with a Silver We Invest in Wellbeing award. These reflected the steps that we've taken to make SWR a better place to work.

Over a three-week period in October, IIP consultants interviewed over one hundred colleagues about their experiences working at SWR. They also reviewed the feedback from the online survey.

In its report, IIP praised the way colleagues had come together to keep key workers and others moving during the pandemic. It recognised the learning and development opportunities available, the colleague benefits, and improvements to our internal communications.

For Wellbeing, we were praised for our efforts to keep colleagues safe during the pandemic, for introducing Mental Health First Aiders, and the steps taken to improve inclusion and diversity.

Our IIP journey doesn't stop here. Going forward, we will be focusing on line manager skills, improving colleague facilities, and giving greater access to technology and digital communications.

Achieving this IIP recognition now gives us a really strong foundation to build on to make SWR an even better place for colleagues to work and realise their potential.



Our Year to Come



Our Year to Come

Building a Recovery

At SWR, we recognise the importance of promoting rail travel to as many different audiences as possible to help recover customer patronage levels as much as possible post-pandemic. This does of course require a new focus to reflect the changing travel patterns, particularly for commuting and business travel, as a result of new technology and changing attitudes to the work / life balance.

Some longer term changes such as the fares structure will no doubt be developed by the new Great British Railways organisation but there is a lot that SWR and its national and local partners can do to continue growing the market in the meantime.

We work across [local](#), [regional](#) and [national](#) levels to reach different markets.

Local

At the local level we work with councils, community rail partnerships, businesses and tourism bodies to promote travel on particular lines of route and to individual destinations and attractions. This is done through a variety of channels including:

- Residential and business travel plans
- Line guides and promotional websites
- Destination marketing partnerships
- Engagement with event organisers and individual attractions and venues
- Engagement with regional business organisations

Working with individual destinations is a growing area of focus which includes packages using the marketing channels offered by a destination (e.g. social media and websites) complemented by SWR's own channels including posters at stations and its large customer database.



Durdle Door

Regional

At the regional level, our strategy is targeted at both the commuting / business travel and leisure markets

Commuter Campaigns

South Western Railway (SWR) was the first of the Train Operating Companies to launch a dedicated campaign aimed at encouraging commuters back onto the train, as we look to build back better after the pandemic.

Featuring our two new avian ambassadors Wes and Sandy, this campaign is based on detailed research into people's working habits post-Covid and the shift towards working from home. Understanding this shift, and how people will work in the future, is particularly relevant for SWR as a network, as the demographics of the communities we serve show a greater number of people work in roles which can be carried out from home.

Our campaign, which will continue throughout 2022, is aimed at commuters and those who have a choice as to whether they work from home or travel to their workplace, with the aim to "nudge" them back into making additional journeys.

The campaign includes adverts on TV, radio, websites and streaming services, and social media, as well as in print and at our stations. Through the various mediums and channels used, we focus on how returning to the office can help people to better connect with their colleagues and friends in person, both during the working day and socialising afterwards. This, as well as career progression, were clear themes from our research about what people miss about pre-Covid work life.

The importance of this campaign to SWR is clear, given that commuting and other peak time travel has always been a significant part of our business. Without encouraging more people to return to travelling with us, our revenue will remain significantly below what it was pre-Covid and mean continued pressure to alter or reduce the number of services we run to ensure we are supplying a right sized service of best value to taxpayers.

As well as the main campaign with Wes and Sandy, we will also look at running further promotional opportunities over the coming months to try and further encourage people back onto the railway. This includes the "Thank Goodness it's Thursday" campaign we launched in April, which generated significant media interest and ran throughout that month.

The campaigns are complemented by the SWR Commuter Rewards programme, which offers discounts at various business such as food and drink that can help make the return to work more attractive.



**PSSST.
HAVE YOU HEARD
ABOUT OUR NEW
COMMUTER REWARDS?
JUST SAY A LITTLE
BIRDY TOLD YOU.**

Treat yourself on every trip to and from work
with our new rewards scheme.

[SWR Commuter Rewards](#)



**South Western
Railway**
Spread your wings

Our Year to Come



BIRDS OF A FEATHER SHOP TOGETHER.

Descend on the capital's world famous shopping streets once again, book direct for value off-peak fares and receive rewards at select retailers and restaurants around town.

Q SWR Rewards



Leisure Campaigns

A leisure campaign, again based on the Wes and Sandy theme, launched on 22nd March 2022 and ran through until 2nd May, kicking off in time for the Easter school holidays and building up to the May Bank Holiday. Like the commuter campaign, this ran on a number of channels including station posters, social media, local radio and digital display advertising amongst others.

The campaign is also backed by the SWR leisure rewards programme with over 150 offers currently on offer and more being regularly added.

National

The local and SWR network promotional activity complements that undertaken nationally through the Rail Delivery Group (RDG), the body which brings all the train operating companies together.

RDG, working with the DfT, delivers a variety of national campaigns and offers throughout the year. This included the Great British Rail Sale.

Great British
**RAIL
SALE**

It's the Great British Rail Sale.

Our Year to Come

SWR 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 over £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.

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.

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 who will oversee ticket pricing, timetabling and Network Rail Infrastructure. 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.

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

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

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

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

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.

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.

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

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

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

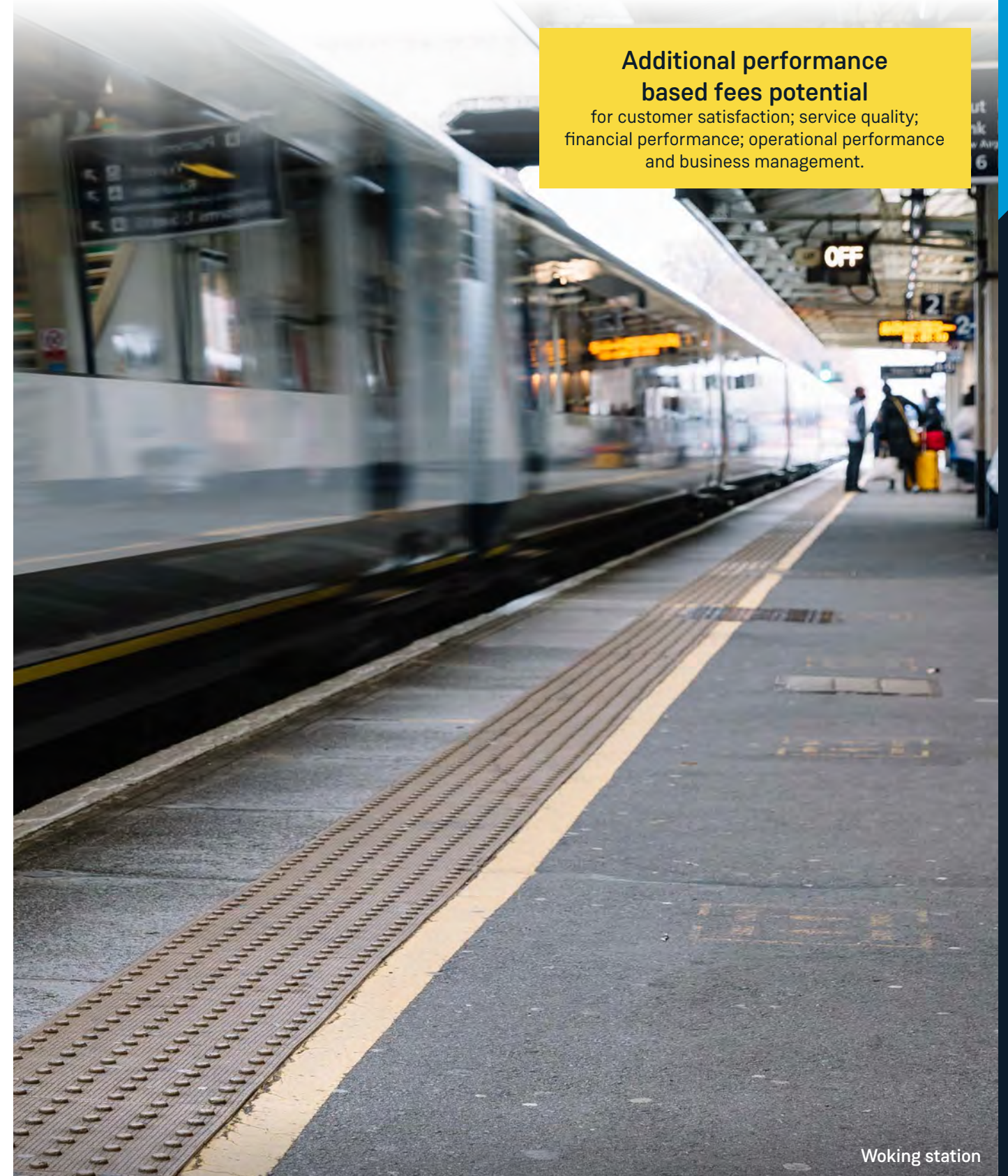
for running services to a required standard

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.



Woking station

Timetable Development

We have been working closely with the Department for Transport and Network Rail to develop future timetables that balance the changing post-Covid travel patterns and provide value for money for the taxpayer but also help to attract customers back to the railway. Other train operators, including those that interface with SWR's network, have been undertaking a similar process. This has taken place in the context of extensive Government funding support during the pandemic and continuing through the new National Rail Contracts.

The inputs into the timetable development have included:

- Feedback from the December 2022 stakeholder timetable consultation (see below)
- Analysis of train loadings, station gateline data and ticket sales as travel patterns change
- Extensive regular SWR and national surveys to identify people's travel intentions post pandemic
- Expected available budgets

December 2022 Timetable Consultation

We carried out an extensive consultation exercise with stakeholders between July and September 2021 to help inform the development of the December '22 timetable based on draft service frequencies on individual routes. Stakeholders who had a strategic or representative role were encouraged to canvass opinions to inform their responses.

We consulted with an extensive group of stakeholders from across the SWR network including elected representatives (MPs and councillors), local authorities, businesses, representative groups, transport providers, transport user groups, major tourism providers and local education authorities.

The document was made available on the SWR website and this was supplemented by four roundtable events, three regional and a fourth with SWR's Customer Panel and

national transport user group representatives. The regional roundtables were attended by local authority officers, transport providers, business representative groups and rail user groups. More than 40 individual requests for meetings from MPs, local councillors and Transport for London were accommodated. The project team also made a presentation to the All-Party Parliamentary Group for South Western Railway.

Overall we received 167 responses to the consultation from stakeholders. There were a further 1,688 responses from members of the public.

Customer Travel Intentions Research

During the pandemic, SWR conducted three waves of research with its customers asking about their future travel expectations in a post-vaccine 'new normal'.

Our data from early 2022 is shown below and we will continue to monitor trends including the impact of our marketing campaigns:

Expected journeys compared to pre-Covid			
Commuter	Business	Leisure	Overall
60%	62%	105%	76%

May 2022 Timetable

The regular May 2022 timetable change went ahead as planned earlier this year. The main change from the December 2021 / February 2022 timetable is the reintroduction of two trains per hour between Weymouth and London Waterloo.

We have also reintroduced some services which were not reintroduced when we moved away from our temporary Omicron timetable which ran in January and February 2022.

December 2022 Timetable

In light of the ongoing cost challenges facing the rail industry, SWR, NR and the DfT have decided to defer the significant overhaul of our timetable set out in the December '22 consultation.

Instead, we will continue with current service levels in December, with a limited number of targeted interventions to optimise services where demand has returned quickest.

We will publish December timetable at least 12 weeks prior to introduction, as normal, and will monitor demand and present business cases for DfT review where appropriate.

We have taken this decision because the proposals consulted on for Dec '22 represented an increase in running costs year on year, which runs counter to the cost challenge currently facing the whole industry.

The railway overall has been subsidized by more than £16bn since the start of Covid. Customer volumes still only around two thirds of pre-Covid levels, while commuter journeys are only around half what they were pre-pandemic.

Our current timetable provides sufficient capacity to cover current and forecast demand.



Fleet station

Arterio Introduction Programme

The introduction of the Arterio fleet, also known as Class 701s, continues to be the major project for our network, colleagues and passengers. Our £1bn investment into this new fleet aims to transform daily journeys for millions of passengers to and from one of the busiest stations in Europe, London Waterloo, and the surrounding Metro area.

A huge amount of work has gone into readying the fleet, our wider business and colleagues for this change. Testing of these units with manufacturer Alstom (formerly Bombardier) has been running throughout late 2021 and early 2022 to ensure the fleet is fit and ready for passenger service.

Our Clapham Traincare Depot houses two of our new Arterio simulators for driver training. This new facility includes classroom and breakout areas alongside the two simulators, where hundreds of drivers will pass through over the coming year as part of driver training programme.

Our infrastructure readiness for Arterio is of equal importance to the fleet's introduction. Whilst maintenance for the fleet will be completed at Wimbledon, other locations such as Feltham Depot, where transformation work was recently completed, are critical to the fleet's stabling requirements. Stations across the Metro area are also being assessed and, where required, upgrades or changes made to accommodate Arterio.

We continue to work closely with Alstom in ensuring the programme delivers for our customers and colleagues as we look forward to introducing the fleet into service.





Message from Mark Killick

As the Wessex Route Director, I look after around 1,300 miles of railway on some of the busiest lines in the country, which makes up the majority of SWR's network. The route connects key cities such as Bournemouth, Southampton and Portsmouth to London, passing through a number of major urban centres such as Winchester and Reading, as well as through more rural areas in Dorset and Hampshire. At Network Rail, we manage three of the major stations on the route – our London terminus at Waterloo, as well as Guildford and Clapham Junction.

As in 2020, for us last year was predominately shaped by the continuing impact of the Covid pandemic. Passenger numbers were reduced with an amended timetable in operation so we could run a reliable service for key workers travelling to their place of work. I'm really proud of the service we ran for passengers and grateful to our joint teams for their hard work – achieving some of the best performance we've seen on this route for many years. At the same time, we introduced a number of Covid health measures at our managed stations, including handing out 5,000 face masks each day during the height of the pandemic and installing over 25,000 posters and floor vinyls to support Government messaging and social distancing to keep our network safe and accessible for customers and colleagues alike.

But thankfully as we turn to the year ahead, in terms of Covid-19, we are starting a new chapter which is one of learning to live with the pandemic rather than reacting to it. As restrictions have eased, the strong partnership that my team shares with SWR continues to be vitally important as we collectively evolve and adapt to the new way customers are using our services by providing an efficient and reliable network service to support recovery across the region.

I've enjoyed seeing the concourse at Waterloo becoming busier and busier, especially on the midweek evenings and weekends when leisure travel is really popular and our customers return to the network. Now that passenger numbers are in and around 70% of pre-Covid volumes, this past year has shown us that while traditional commuter patterns may take time to return, when they do our big challenge is to do everything we can to keep trains running reliably. We've also made a number of improvements at our stations for passengers – including the return of buskers and musical entertainment at Waterloo, as well as the introduction of free WiFi and additional seating.

At Guildford, we were pleased to work with partners at SWR and the local Southeast Community Rail Partnership on a brand new mural to improve the station environment, as well as introducing new retailers such as Starbucks at Clapham Junction.

While performance remains strong on the whole, there are some specific areas we know we need to focus on including the increased impact of weather across the route, the resilience of our infrastructure on the busy and critical Waterloo to Woking corridor, and the signalling system on the Portsmouth Direct line, particularly during periods of very hot weather. To address these areas, we're working closely with SWR on a range of performance initiatives including critical corridor asset plans, remote condition monitoring for extreme rainfall on earthworks and Portsmouth Direct line resilience plans. Local performance hubs are now in place dedicated entirely to the Portsmouth and West of England lines of route – two lines where we've seen our performance dip.

We're also continuing to invest in our major projects to help improve the reliability of our network – for instance, the Portsmouth Direct Upgrade and Feltham & Wokingham area re-signalling programme. On the Feltham scheme, having completed the commissioning of new equipment (and the move of control to Basingstoke) at Virginia Water and Ascot this Easter, we're now looking ahead to next summer when we will move onto the Windsor, Staines and Kew Bridge areas.

The Portsmouth Direct Upgrade involves a large programme of work including a major resignalling project, upgrades to level crossings and renewing sections of track and switches and crossings. The majority of our improvements will be delivered through the Farncombe to Petersfield resignalling scheme, where the existing signalling system will be replaced with a modern equivalent. At present, signalling between these two stations is controlled by signal boxes in Farncombe, Haslemere and Petersfield, using equipment dating back to the 1970s. As it nears 50 years of service, it is becoming less reliable and more difficult to maintain so we will install new, digital signalling technology and move control of the system to our Rail Operating Centre (ROC) in Basingstoke.

So as we move into this new year, right across the Wessex Route, my team of over 1,200 colleagues are committed to working together around the clock with SWR to deliver a safe and reliable railway for our passengers and freight partners, while also being a 'good neighbour' to the local communities we serve.

Up and Coming Projects in 2022 and Beyond

Portsmouth Direct Upgrade

The next stage of this project will be in October when we close the line between Haslemere and Havant, Saturday 22 to Sunday 30. These are the first of many, dates are still being confirmed, however. October's closure includes a major Switches & Crossings renewal at Petersfield, which is key to unlocking that line speed increase.

Solum Project - Regeneration at Guildford

From Spring 2022 to 2024/2025, Network Rail will continue with their regeneration of the land surrounding Guildford Train Station alongside the Kier Property group. The plans include the transformation of Guildford's station car park into a new Station Quarter which will be home to a new station building, 438 new homes, retail, office space and a radically enhanced station environment with a modern new station.

Essential Maintenance Work in 2022

- Fareham Tunnel Cutting Works – this is the Eastleigh to Fareham blockade between Saturday 25 June and Sunday 3 July. The line between Eastleigh and Fareham was closed from Saturday 25 June to Sunday 4 July while engineers stabilised a cutting between Botley and Fareham. The cutting, outside a tunnel in Fareham, has experienced a number of failures in recent years. In 2016, Storm Frank's extreme weather meant we had to make temporary repairs, and it now needs a permanent fix to keep trains running safely.
- Honiton tunnel cutting works – we have a blockade between Axminster and Pinhoe between Monday 19 and Friday 23 September for a similar to the Fareham tunnel cutting works, also including flood alleviation works in the Feniton area.
- In December we have a series of track renewals between Gillingham (Dorset) and Yeovil Junction. In a blockade between Saturday 10 and Sunday 17 we'll be renewing track between Tisbury and Gillingham, carrying out earthworks at Gillingham tunnel cutting and refurbishing track between Templecombe and Sherborne.

During a nine-day closure our engineers installed retaining walls and regraded the slope of the cutting as part of a package of maintenance and improvements. Making the most of the closure, we also carried out routine track and signalling maintenance, plus inspections on structures and drainage systems in the area.



Example of renewal works

