



Take pride in the journey

Our Plan

**Introducing South
Western Railway**

**South Western
 Railway**

All lines lead to London.
But it is the individual
towns and communities
along every branch of our network
we are focused on serving.
Our focus, our commitment.

Our corner of the network
Your corner of England.



Together, we are unrivalled



I am delighted to have been appointed Managing Director of the South Western Railway (SWR) franchise. Our future is exciting with transformational projects taking place across the franchise that will drastically improve our customers' experience.

I look forward to leading the team at the new South Western Railway franchise, and to build on the respected foundations established by the previous operator. Our customers can look forward to new and better trains, more seats, improved service frequencies, quicker journey times, enhanced stations and more flexible fare options. Through our extensive consultation during the re-franchising process, we know that these are key issues for our customers and stakeholders. We will keep people moving and communities prospering across the South Western network.

The plans that FirstGroup and MTR have put together for SWR demonstrate our focus on our customers and our determination to deliver positive change and capacity increases to your railway. Our customers must sit at the heart of everything that we do, and our plans for SWR will transform our customers' experience for the better. We will work collaboratively with our suppliers and stakeholders, and provide our employees with the right training and tools for their jobs in order to be engaged and empowered

to deliver the best possible experience for our customers. Working together as an effective team, we will change this railway for the better.

Our investment in a fleet of 750 new vehicles to be introduced by December 2020 will not only boost peak seats into Waterloo every morning and evening by around 30% - some 52,000 additional seats at peak periods every weekday - but will also provide a much improved experience for many of our customers through the provision of air-conditioning, toilets and at-seat power. But our customers will not have to wait until then for improved capacity and comfort. We will also introduce 90 additional as-new vehicles by December 2018, which will provide a more appropriate seating layout for customers on our fast services on the Portsmouth route, and allow existing rolling stock to be cascaded elsewhere on our network. Change will also go beyond our trains as we will invest £90m in stations to give our customers the facilities they expect. We know that we need to improve our ticketing arrangements to better suit

the way that our customers live and work. We will introduce more flexible season tickets and you will see the introduction of an extensive pay-as-you-go smart ticketing system called Tap2Go and mobile barcode ticketing, as well as discounted tickets for young people aged between 16 and 18. Our customers will be able to be more productive when travelling with us, with better Wi-Fi coverage and enhanced bandwidth.

As well as being trusted as the custodians of our railway today, we recognise that we have a responsibility to put it in a sustainable position for the future. We will launch the biggest rail franchise apprenticeship scheme in the UK and we will build long-term capability in our employees through investment in customer experience training. Our environmental responsibilities are important to us, and we are investing to improve our environmental performance through reduced carbon emissions and sustainable resource use. We are also committed to working with stakeholders on the Isle of Wight to develop a longer term sustainable solution for Island

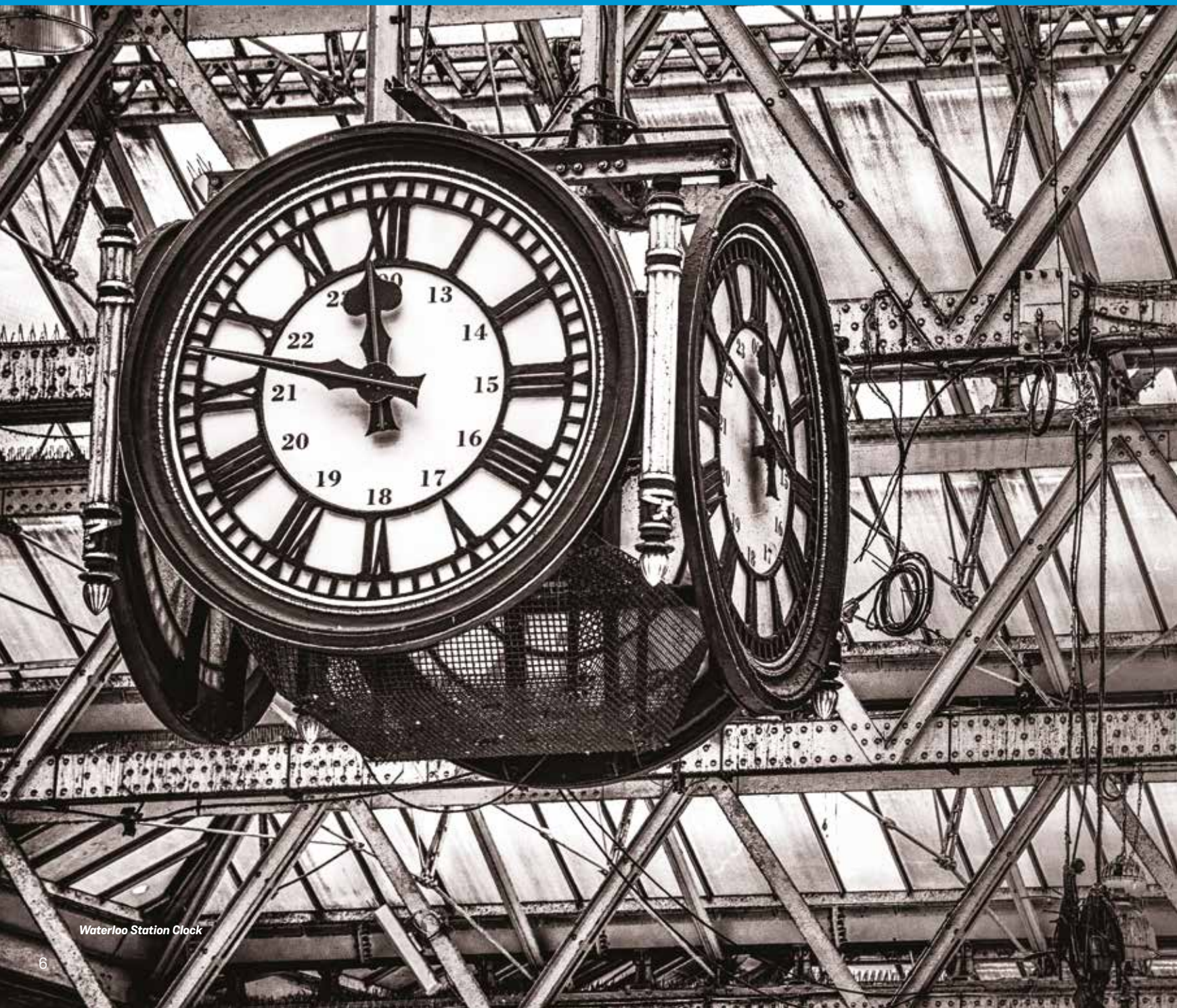
Line. Increasing localism is driving more grant funding decisions to the regions. We will deepen our relationships, and work with stakeholders and industry partners to make the case for new funds to be invested in our network, our services and our communities.

We know that our railway is vital to the region and the people and businesses it serves. We are committed to changing our railway for the better - for the benefit of our customers, our employees and our stakeholders - and I look forward to working with you all in the coming months and years to do just that.

Now is the time for South Western Railway.

Andy Mellors
Managing Director
South Western Railway
August 2017





Waterloo Station Clock

2.0 About South Western Railway

Our roots

We've come from strong roots, and from a railway system that has had to deal with significant growth. From the creation of the London and South Western Railway in 1838 to its nationalisation in 1948, becoming part of the South Western division of Network SouthEast in the 1980's and a return to privatisation as South West Trains in 1996. The South Western network has had to evolve and grow throughout the years, and there are still exciting transformations to come. The railway has seen the reopening of stations such as Chandlers Ford, the integration of Island Line with the South Western Franchise, the introduction of new timetables and new rail services.

This history must be remembered and built upon, and our plans will ensure our railway is an innovator and trendsetter for generations to come.

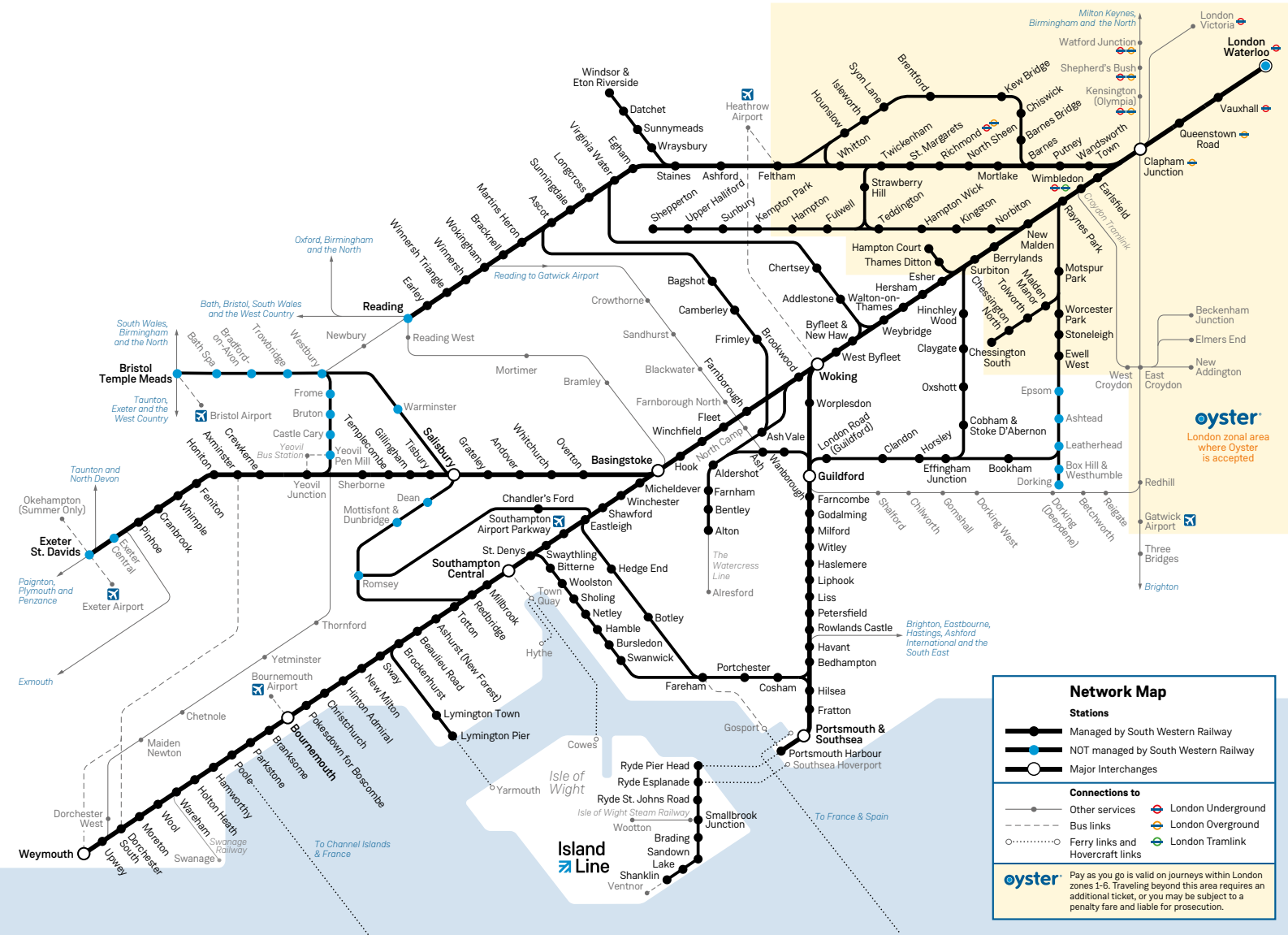
Where we are now

SWR has some of the busiest routes in the country, operating nearly 1,700 services each weekday. We provide commuter, inter-urban, regional and long distance services to passengers in South West London and southern counties of England, as well as providing connectivity to the ports and airports in the region.

As well as commuters and business travellers, SWR transports leisure travellers across the region, to many tourist and heritage sites, and the numerous major sporting and social events that take place along the route every year.

We recognise the important role that SWR plays in this region, with so many people and businesses relying on the services that we provide.

Now, as SWR, we do not want to stand still. Our customers in London and the South West are always on the move and as their train company, we will not be any different. Our plans for the future will embrace the history of the network, and improve on it. We will work hard to deliver a railway that will make our region proud.



Waterloo and South West Upgrade

Why this is being done

There are more than 230 million passenger journeys on the railway to and from London Waterloo every year – an increase of over 100 per cent in 20 years. London Waterloo is Britain's busiest station, and a vital part of one of the most heavily used railways in the country.

In the coming decades, Network Rail forecasts that demand will increase again by 40% (2014 – 2043), and this demonstrates that the Waterloo and South West upgrade is needed now, for the present and the future. This programme will help alleviate congestion at Waterloo for years to come, and the major investment will transform Waterloo station and improve passenger services.

What is going to be delivered

The Waterloo and South West upgrade will deliver improved capacity, services and facilities across the London and South West region. The Waterloo and South West upgrade programme is an £800 million investment to create 30% more space for passengers during the busiest times of the day. Work on the Waterloo and South West upgrade started in April 2016 with the commencement of development of the former Waterloo International Terminal for domestic services. The project is expected to be completed by December 2018 and will provide the biggest package of improvements to London Waterloo since the 1930s.

The investment at London Waterloo will:

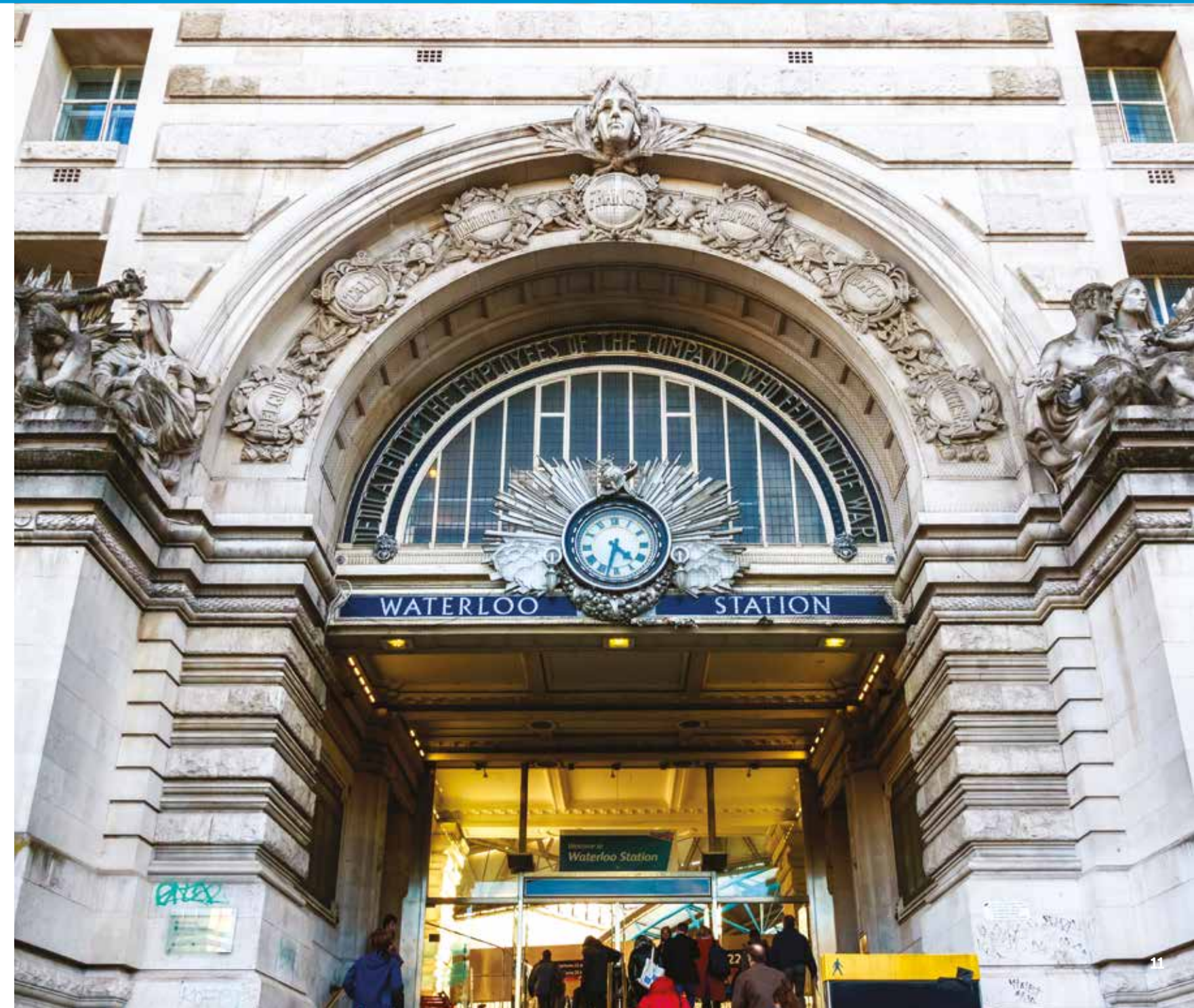
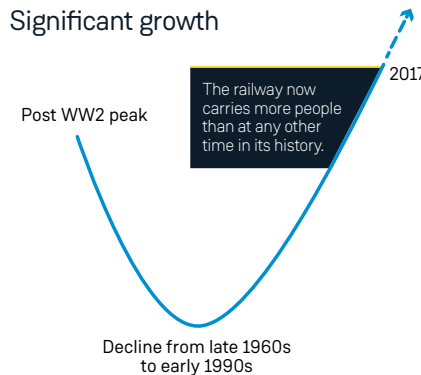
- Create a spacious, modern and accessible station concourse by rebuilding the former Waterloo International Terminal.
- Increase services by bringing platforms 20–24 back into use and introducing modern facilities along with new track and signalling.
- Allow longer ten-carriage trains to run to suburban routes by extending platforms 1–4.

Across the network, the Waterloo & South West Upgrade will bring:

- Longer platforms for longer trains, at a number of stations on the Reading line. The platforms at Ascot, Bracknell, Camberley, Chertsey, Egham, Feltham, Martins Heron, Sunningdale, Virginia Water and Wokingham will be extended to accommodate ten-carriage trains.
- Improvements to depots and maintenance facilities to look after the network's biggest ever fleet of trains.

This is the biggest investment to our railway for decades. It will provide a bigger and better London Waterloo, with improved facilities, and also provide space for 30% more passengers during the busiest times of the day. This investment will also pave the way for providing more space and journeys for longer distance passengers in the near future. The upgrade at Waterloo will be transformational, and will improve everyone's experience of using the station.

Significant growth



Our Promise

At SWR we “Take pride in the journey”. We put the customer at the heart of everything we do; delivering consistency today and progress tomorrow is how we will provide a great customer service and operation for all of our customers. We are dedicated to safety and we will always aim to keep our customers and colleagues safe and secure when travelling or working with SWR. We will achieve our goals through embedding our core business pillars into every aspect of SWR.

Our business pillars are:

Consistent Delivery

Consistency is key in delivering more than 230 million passenger journeys every year. We will use our collective experience to deliver a better, more consistent service, seven days a week. We will support our customers with the right information and journey options.

Personal Service

Our people are our greatest asset and will guarantee continuity of service as we improve and evolve our business. The experience and expertise of these seasoned professionals is key to customer satisfaction but also to our plans to innovate as a business. Our people will be engaged and empowered with better training, better tools and better practices, maintaining our high standards whilst we invest in raising them to the highest possible standards.

Progressive for All

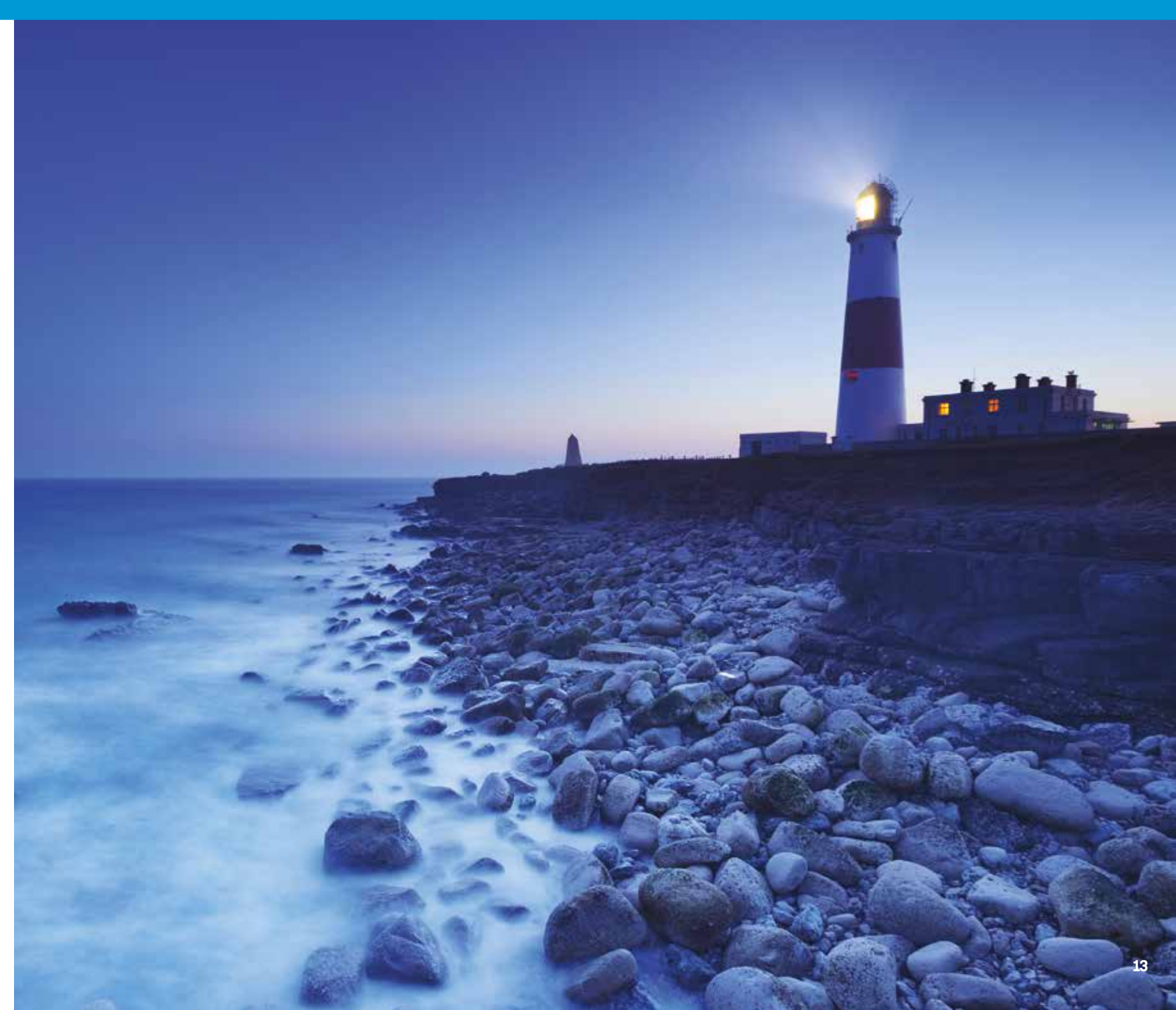
We will focus on ensuring that our service will deliver a high standard of safety, security and customer satisfaction, but we will always strive for better. We will aim to improve the experience for everyone and are committed to inclusivity and sustainability. Aspiring to deliver ease and accessibility for all, will be our hallmark. We will engage customers and colleagues in our plans for improvement whilst we invest heavily in our trains, stations and timetables to deliver better journeys for all.

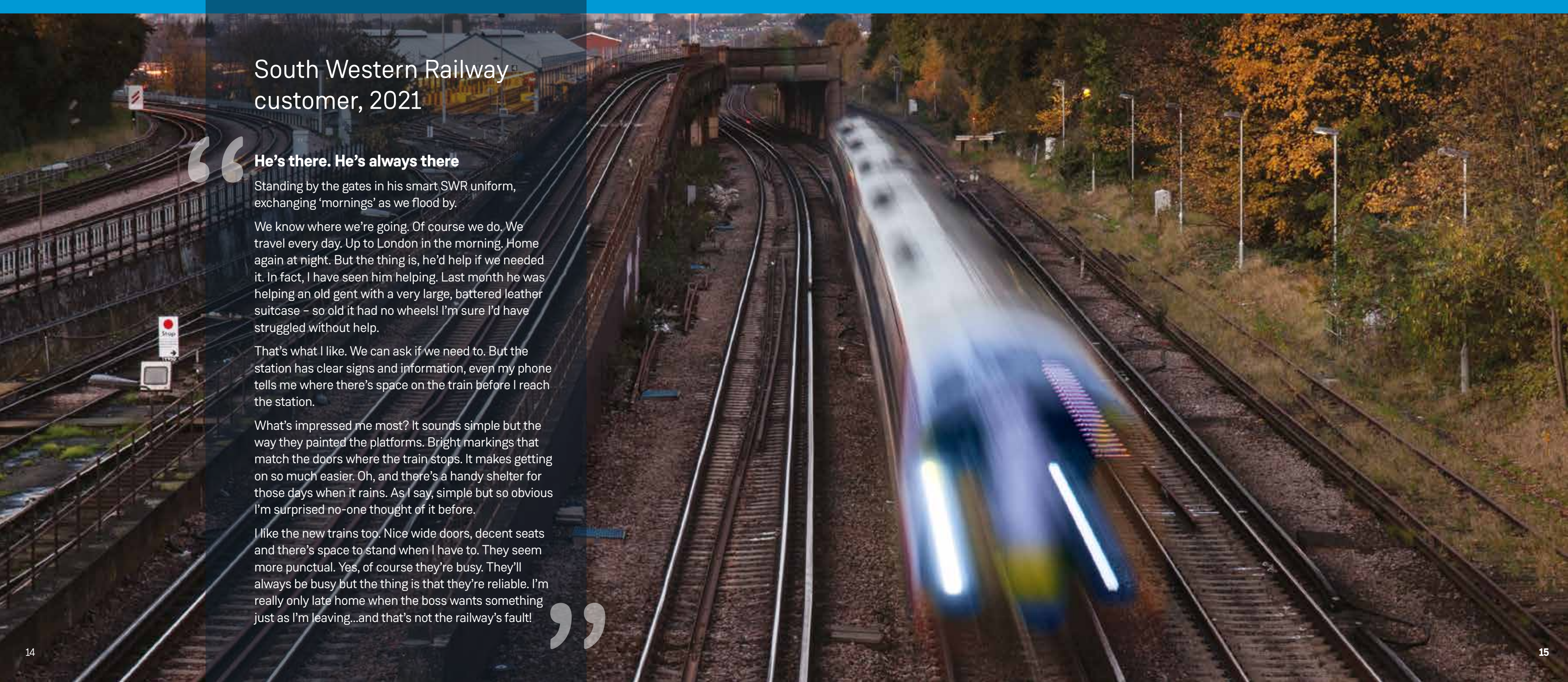
Long Term Vision

We know enhancing the experience for our customers means innovating throughout their journey. With the combined capabilities of FirstGroup and MTR, our customers will experience industry leading innovation. We will boldly champion customer experience with smart ticketing solutions, Wi-Fi on board and systems that

help keep trains on time, whilst developing more energy efficient trains, stations and depots.

We will work with our employees, customers and stakeholders to develop our business promise and business pillars further to ensure everyone connected with the business has a stake in shaping SWR.





South Western Railway customer, 2021

“

He's there. He's always there

Standing by the gates in his smart SWR uniform, exchanging 'mornings' as we flood by.

We know where we're going. Of course we do. We travel every day. Up to London in the morning. Home again at night. But the thing is, he'd help if we needed it. In fact, I have seen him helping. Last month he was helping an old gent with a very large, battered leather suitcase – so old it had no wheels! I'm sure I'd have struggled without help.

That's what I like. We can ask if we need to. But the station has clear signs and information, even my phone tells me where there's space on the train before I reach the station.

What's impressed me most? It sounds simple but the way they painted the platforms. Bright markings that match the doors where the train stops. It makes getting on so much easier. Oh, and there's a handy shelter for those days when it rains. As I say, simple but so obvious I'm surprised no-one thought of it before.

I like the new trains too. Nice wide doors, decent seats and there's space to stand when I have to. They seem more punctual. Yes, of course they're busy. They'll always be busy but the thing is that they're reliable. I'm really only late home when the boss wants something just as I'm leaving...and that's not the railway's fault!

”

Our Plans

Our plans to improve SWR are truly transformative for the customer experience and for the region as a whole. Our plans will embed our business pillars into SWR and we will have these front of mind as we deliver a franchise we can all be proud of.



Our plans will:

- Deliver an improved customer experience for our customers;
- Support the communities we serve;
- Support economic growth in the region;
- Unlock a range of benefits through significant investment into the railway; and
- Improve social and environmental responsibility.

It will take time to fully implement our plans but we will commence work straight away and over the next 12-months a number of schemes will be implemented as we commence our transformation programme. Some of the highlights of the new franchise are illustrated over the next few pages.



Improving South Western Railway

Delivering £1.2bn investment

Change is coming to South Western Railway as we improve the experience for our customers - we'll deliver better trains, more seats and quicker journeys.

Delivering better trains and more seats

New fleet of trains for suburban services by December 2020

90
750



carriages

22,000

extra seats each morning peak into Waterloo by December 2020



30,000

extra seats each evening peak out of Waterloo by December 2020



18

additional 5 car trains for Portsmouth fast services with more comfortable 2+2 seating by December 2018



Trains refurbished across the network

Delivering quicker journeys



Doubling off-peak frequency to 4 trains per hour all day to both Windsor and Reading



Metro-style services for suburban services



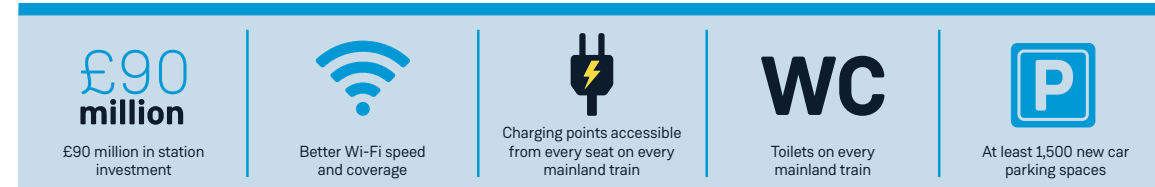
Journey times reduced on many routes



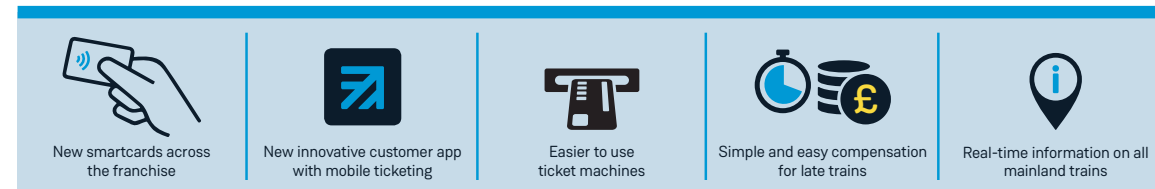
Services to match weekday off-peak frequency on most routes



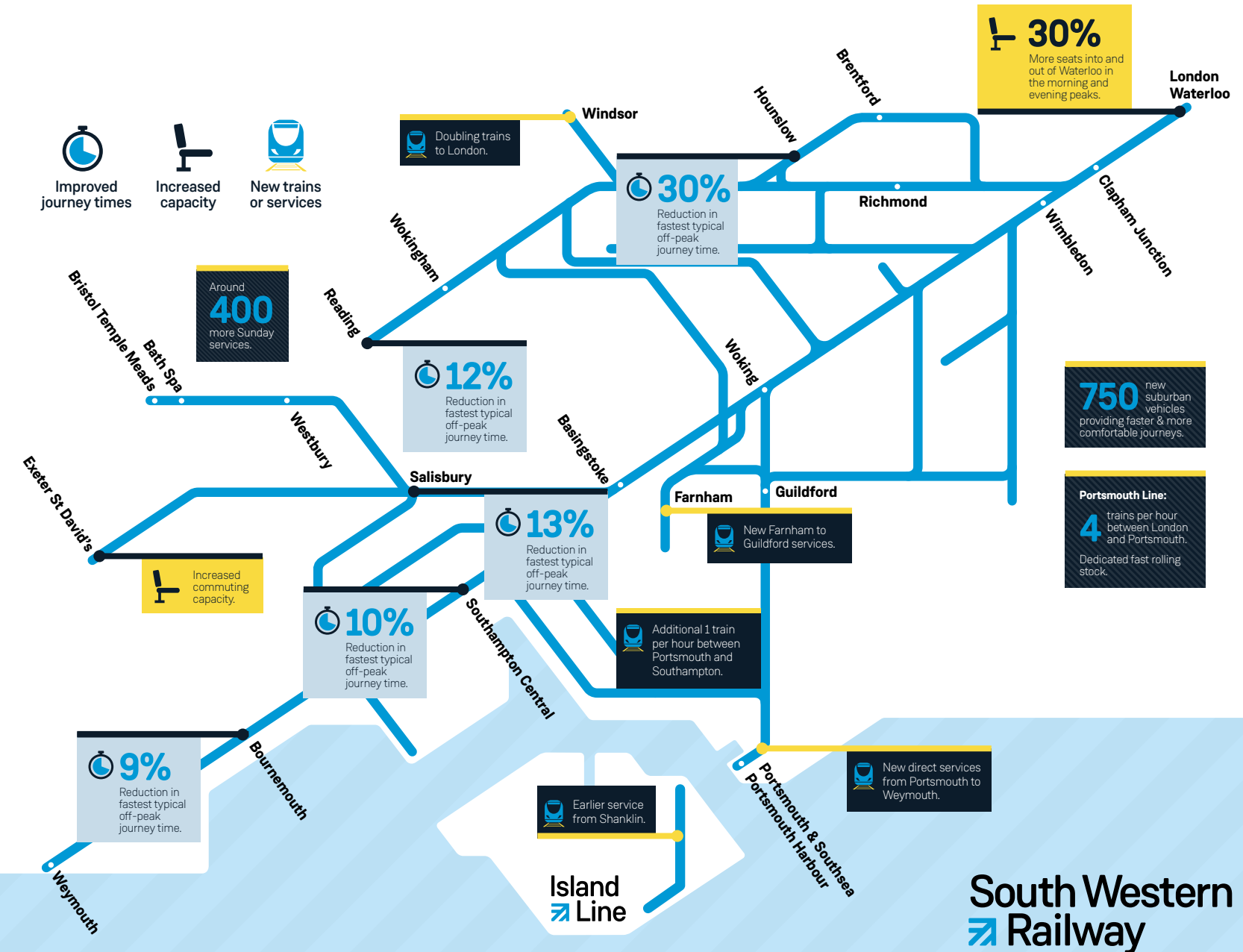
Delivering a better travel experience



Delivering better tickets and journeys



Investing in our people and the communities we serve



Our Challenges

Our plans will build on the legacy that has been put in place by South West Trains.

We have undertaken extensive research, evaluating the current services provided and have listened to customers and stakeholders on their aspirations for the new franchise, as well as ensuring we meet all the Department for Transport (DfT) requirements for the railway. This has driven our plans as the right course of action to take to benefit our customers.

One of the main challenges we have to address is insufficient capacity. Not enough seats and overcrowding is restricting growth and provides a poor customer experience. Our introduction of 90 new suburban service trains, additional 18 trains for Portsmouth fast services and our work to develop the timetable will provide the additional capacity that is needed for the franchise, which is to support growth and employment.

Our customers feel that journey times need to be sped up, and we agree. We will develop our timetable to achieve journey time improvements and our new trains will enable quicker journeys on the routes where they are deployed. We have identified the parts

of the network where we can deliver faster journeys, which is to support growth and employment and we will consult on these plans to ensure we have the necessary support to deliver these improvements. In addition we have plans to improve service frequencies on the Windsor and Reading routes as well as increased Sunday services to match customer demand.

Our customers are rightly demanding investment into the franchise to improve the customer experience. Class 444s and 450s arrived over ten years ago and are now looking a bit tired, a number of stations need investment to bring them up to date; and facilities such as better Wi-Fi speed and charging points on trains are important to our customers. Our plans address these issues and our investment in new trains, refurbished trains across the network; station improvements and improved facilities will provide a step-change in the quality of the customer experience.

Customers want a quick and intuitive way to buy tickets. We will invest in smartcard systems and mobile barcode ticketing, better customer apps and easier to use ticket machines. When delays happen, we will make it simple for customers to receive their compensation. In addition, we will provide easily accessible real-time information so customers know the status of their trains.

SWR is an integral part of the communities we serve. Therefore, our plans promote initiatives to strengthen our links with local communities and will ensure that our services are accessible to the people SWR serves. Our Customer and Communities Improvement Fund will provide our communities with improvements across the network. We believe that the Isle of Wight does not have the rail service it deserves, and we will work closely with stakeholders to deliver a more sustainable operation. Our employees will benefit from the Living Wage, and we will support our employees by providing over 100 apprenticeships each year.





We have developed our plans for the future of South Western Railway and we are committed to delivering a number of exciting changes for the new franchise

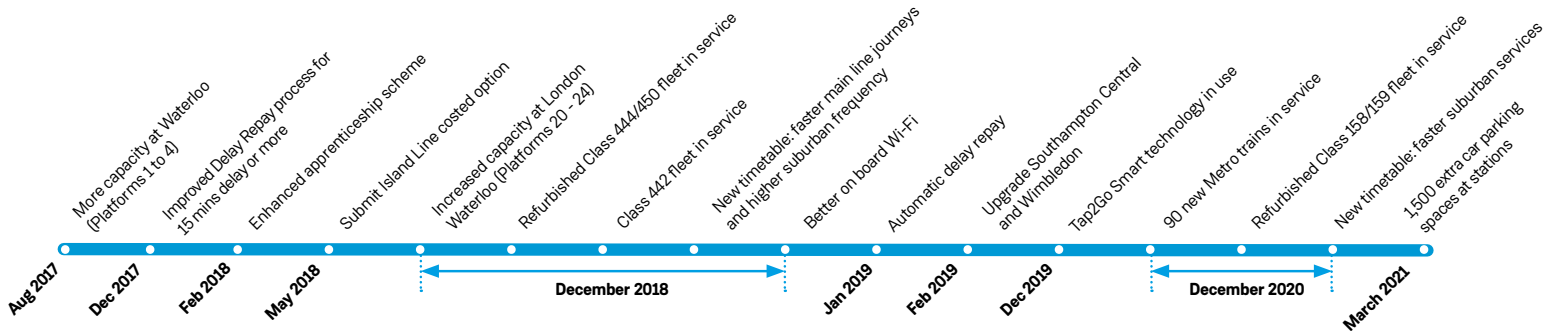
Our plan focuses on six main areas:

- **Customer Experience;**
- **Change and Growth;**
- **People and Sustainability;**
- **Health and Safety;**
- **Business Management; and**
- **Collaboration.**

Our high-level programme plans detail when we are going to deliver the major changes to improve the customer experience for our customers. We have been developing our plans since we bid for the franchise, but we will work with colleagues throughout the business to develop these plans further, and will listen to our stakeholders on their views for how we can deliver our plans in the most effective way.

We will continually review our progress in delivering these plans and will report how we are performing against our company objectives. We will also update our plans as necessary in response to new opportunities and industry developments, and will be flexible in our delivery approach if we can deliver our commitments in a more efficient or innovative way. We will publish our updated Franchise Delivery Plan on an annual basis.

Activity Date Timeline



Customer Experience

A great customer experience at every stage of the journey

Investment in capacity, technology and improved reliability, are just a few initiatives that will put our customers at the heart of everything that we do.

We will change the culture within SWR to one that seeks to delight our customers. We will collaborate with our customers, communicate openly and build trust from day one. To ensure that we deliver on our promises, we have a clear plan when it comes to improving our customers' experience.

Digital and Ticketing

- Extensive pay-as-you-go smart ticketing system, Tap2Go by the end of 2019 – Our customers will get a 'price promise' from us, meaning they can tap safe in the knowledge that they will receive the cheapest applicable single or day return fare
- We will make mobile phone barcode tickets (mTickets) available on the franchise for the first time
- We will introduce value-for-money, Advance Purchase fares on new routes, and new Advance Purchase fares to London from 33 stations, providing at least 1.5m customers with the opportunity for a cheaper fare

- Customers will be able to be far more productive with better Wi-Fi coverage, and enhanced bandwidth
- A new website and customer app will provide a much improved online experience for our customers
- We will invest in better technology, communication and information systems on our trains, at our stations and online, taking the stress out of journeys
- We will introduce Delay Repay in the first 12 months, making it simple and easy for our customers to claim compensation for delays of 15 minutes or more
- A fully automated delay repay process for those buying season and advance tickets directly from us on smart media
- We will deploy new infrastructure, such as barcode readers at ticket barriers and ticket vending machines that can issue smart cards to meet varying customer needs
- We will invest in improving ticket vending machines, making them easier to use and easier to understand ticket restrictions

- We will buy new mobile ticket machines, so our customers can buy tickets directly from our Customer Ambassadors at the station
- We will bring in a flexible season ticket for part-time commuters, and a recurring debit season ticket for customers to spread the cost

Customer Information

- We will communicate clearly, giving customers better information, when they need it
- We will make it easier to get on our trains, pointing customers towards quieter trains or quieter coaches within trains
- We will provide live updates to passenger information screens on all our trains, and invest in new or enhanced information systems at stations
- We will improve wayfinding at stations, on trains and on our website

Transport Integration

- We will work with local bus operators to provide integrated services for our customers, and look to extend multi-modal ticketing
- Virtual branch lines will allow locations without a rail connection to be linked into the National Rail timetable through an integrated connecting bus service
- We will form a partnership with Southampton Airport, offering return fares to London for airline customers

On-Board

- We will introduce free Infotainment to our mainland trains. Our customers will be able to access films, catch-up TV, box sets, games, newspapers and popular magazines
- Every mainland seat will have access to recharging points and every mainland train will have on-board toilets
- We will upgrade First Class, provide complimentary refreshments and inductive charging for mobile devices

Stations

- We will invest £90m in our stations, including plans to revitalise Wimbledon and Southampton stations to give our customers the facilities they want
- A Customer and Communities Improvement Fund will deliver further improvements, chosen by customers and stakeholders
- We will launch a Social Development Fund to transform unused station space for community use
- We will make stations more accessible, especially for our less mobile customers. We will improve step-free access, install tactile steps and hearing loops. Our stations will have more automatic doors, priority seats and accessible toilets
- We will create at least an extra 1,500 car parking spaces, and invest in car park technology to improve customer convenience
- We will install gates at 13 additional stations, and extend gateline operating hours



Customer Experience over the next 12 months

In the next 12 months, we will:

Waterloo Upgrade

- Run longer trains, and continue to provide information in advance to help journey planning
- Ensure that both customer and employee communications are of the highest level to keep everyone informed and ready for the upgraded Waterloo

Digital and Ticketing

- Launch a new customer app and website with a roadmap to continually improve functionality tailored to SWR customer feedback
- Deploy a new customer assistance app for all front line staff on their existing mobile devices
- Introduce additional mobile devices to help our staff give great customer service
- Launch an online Customer Forum
- Introduce a new Delay Repay policy to provide compensation for delays over 30 minutes or more before improving this further to compensation after delays of 15 minutes or more

Transport Integration

- Create a new virtual branch line between Fareham and Gosport
- Start to deliver car parking improvements, including the introduction of Automatic Number Plate Recognition (enabling payment on account and live capacity data) and extra spaces
- Update existing and introduction of new station travel plans and £1m Access and Integration Fund

On-Board

- Complete heavy clean programme for all rolling stock within the first 100 days of the franchise
- Introduce new and more frequent cleaning practices to improve the customer experience whilst travelling on our trains
- Provide an upgraded on-board catering offer on selected services

Stations

- Commence a station improvement scheme at Southampton Central station, to

include improved retail and improved bus interchange on the south side

- Begin the introduction of Wi-Fi at stations without Wi-Fi availability currently
- Begin improvements to station waiting facilities

Other Customer Service Initiatives

- Introduce BlueAssist cards (BlueAssist is a simple way of asking for assistance for people who require additional support in communicating with our employees)
- Introduce 'Back-On-Track' compensation vouchers, which provide our employees with the ability to resolve customers issues on the spot and have been successfully rolled out at TPE and GWR
- Introduce an Accessibility Forum
- Run a Customer Satisfaction Monitor survey
- 100 Customer Ambassadors will provide excellent customer service
- Create an extreme weather and planned disruption action team



Change and Growth

New state-of-the-art trains, more services, and more seats

Change and growth is coming to SWR. The future is exciting, changes that will unlock the potential of SWR are being introduced from day one, and the delivery of £1.2bn in investment will drive these changes and support growth on the network.

We are not only changing and improving our train fleet, we are trendsetting and leading the way in the railway industry with an improved timetable, stations, technology and numerous initiatives that will transform SWR into a railway to be proud of.

Capacity

- Our customers will benefit from boosted morning and evening peak seats at Waterloo each day by around 30%, by December 2020. Waterloo will see an extra 22,000 seats in the morning peak, and over 30,000 in the evening
- We will increase capacity with 18 additional Class 442 trains for Portsmouth fast services by December 2018, plus more standard seats on Class 444s and Class 450s by December 2020
- We will add capacity to the West of England fleet. We will increase seating on Class 158s and 159s. We will refresh and repaint the fleet, increase its capacity and provide an enhanced customer experience

Rolling Stock

- We will completely transform capacity on the Windsor Lines and Main Suburban – We will introduce a complete new fleet of 90 trains by 2020, replacing the existing fleet, and incoming Class 707s. 750 new carriages will be operating on these routes by December 2020
- Our new fleet will have the quality customers expect. Each train will have toilets, air conditioning and at-seat power. It will have wide gangways for security, space and comfort, and wide doors for ease of boarding and alighting
- For Portsmouth fast services to London, we will eliminate three plus two seating. Southampton fast services will use Class 444s – meaning this route will also have two plus two seating
- We will almost halve the age of the fleet from 20 down to 12 years

Journey Time

- Reduced journey and dwell times – From December 2018, London Waterloo will be 73 minutes from Reading, 29 from Hounslow

and 23 from Brentford. We will cut journey times from Weymouth to London, reducing them to 152 minutes

- We will deliver better connectivity on the South Coast from December 2018, providing a cross-Solent service for the first time in a century, connecting communities from Portsmouth to Weymouth

Timetable

- We will double the number of off-peak trains an hour to Reading and Windsor from two to four from December 2018
- We will introduce earlier services to meet local business needs
- We will also provide a second semi-fast SWR service between Portsmouth and Southampton, unlocking growth in the area
- We will improve the timetable outside the high peak – Sunday services will match off-peak weekdays on most routes for the first time from 2018 with around 400 more services

Change and Growth over the next 12 months

In the next 12 months, we will:

- Undertake preparatory work and consultation activity in readiness for the major timetable change in December 2018
- Appoint a Head of Continuous Improvement to drive through cultural changes in our engineering team based on lean principles
- Develop proposals for a new depot to help accommodate our new trains
- Introduce fuel additives to our diesel trains to make them more efficient
- Procure Wi-Fi systems for passengers on all vehicles in the mainland SWR fleet
- Commence the modification and refreshment of Class 158, 159, 444 and 450 rolling stock vehicles
- Procure track monitoring equipment to be fitted to our trains that is capable of providing real-time data on changes in track conditions
- Re-traction and refurbish 18 additional trains ready for the December 2018 timetable change





People and Sustainability

Our people – our greatest asset and drivers of change

Our people are our most important assets and are vital in delivering an excellent customer experience every day and will be central to the successful delivery of our transformation plans. As a result, we will invest in our workforce and will provide them with the tools and training to perform effectively.

People

- We will develop colleagues with the right training and encourage the right attitude to delight our customers. This includes our customer-facing employees receiving the respected WorldHost training, and managers receiving leadership training to bring the best out of their teams. We will ensure everyone in our business receives customer experience training
- We will invest in our employees' accommodation and wellbeing to ensure everyone who works for us does so in a healthy environment

- Working with our employees, we will develop a new approach to internal communications, using internal branding, mobile technology and regular feedback opportunities
- We will create a culture of continuous improvement across our business by investing in training our employees. This training will be used to empower our employees and contractors
- We will give our employees the right tools for the job. We will equip them with the best tools so they can do their jobs, and give them the best information, at the right time, to support our customers
- We will launch the UK's biggest apprenticeship scheme among rail operators with around 100 apprenticeships every year. Partnering with the National Skills Academy for Rail, our apprenticeship programme will set the standard for the industry
- Our partnership with the Prince's Trust will deliver an SWR traineeship scheme

- We will invest in leadership development, ensuring we train the leaders of the future railway
- All our managers will have the chance to achieve an Institute of Leadership and Management qualification
- We will consult our people on changes and they will elect an Employee Director
- We will work with Investors in People (IIP) to assess the quality of our working environment and will look to certify our organisation against the IIP framework

Sustainability

We will be a responsible business, taking our commitment to sustainable development seriously and ensuring we contribute positively to society and the communities we serve, while minimising negative effects on the environment. We will develop and deliver a comprehensive Sustainable Development Strategy to structure our activities and deliver positive sustainable development outputs.

A key feature of our approach to sustainable development is focus on improving SWR's environmental performance.

Reduce Emissions and Use Renewable Energy

- Traction carbon emission reduction target of 56% relative to 2015/16 levels through a fleet efficiency programme
- A 41% reduction in property energy use relative to 2015/16 levels through a range of energy efficiency measures
- A commitment to roll-out LED lighting to significantly reduce energy consumption across our station estate
- Solar energy generated at all of our depots and three stations

Waste

- A target of sending zero waste to landfill by the end of our second year
- Recycling and/or reusing 90% of waste generated

Water

- Installing Automatic Meter Readers on all of our water supplies to establish an accurate baseline for our water usage
- Delivering a 19% reduction in water consumption against the baseline by the end of the franchise through the delivery of water saving measures

Management Systems

- Implementing an Environmental Management System across the franchise that meets the ISO14001 International Standard
- Implementing an Energy Management System across the franchise that meets the ISO50001 International Standard

We will report on our progress against our committed Environmental Impact Targets on an annual basis to keep you informed of how we are doing in delivering environmental improvements for SWR.

Our approach to sustainable development is structured around the Rail Industry's Sustainable Development Principles.

These are:

Customer Driven - we will listen to customers in the development of our approaches to improving the sustainability of our operations and we will make decisions that will contribute to improving the customer experience. Direct engagement with customers, user groups and other stakeholders will shape our Sustainable Development Strategy

Putting Rail in Reach of People - we will create a more accessible and inclusive railway from physical enhancements at stations to the deployment of Community Ambassadors to encourage people who may feel excluded from the rail network to use rail and implementing recommendations from our Accessibility Forum

Providing a Door-to-Door Journey - we will continually work to make it easier to make seamless door-to-door journeys and to encourage greater use of public transport. We will make it easier to plan journeys and will focus on improving physical interchanges with other modes and will work with other transport operators to improve integrated ticketing

Carbon Smart - we will implement initiatives to directly reduce our emissions from our fleet and buildings, implement an ISO50001 Energy Management System and will monitor performance throughout the franchise. We will encourage the use of public transport as part of our improved door-to-door strategy to reduce carbon emissions from car use

Having a Positive Community Impact - we will support the work of Community Rail Partnerships and Station Adopters to make our stations an integral part of the communities we serve, will deploy our Community Ambassadors to forge strong links with local communities and we will support charities and volunteering

Reducing our Environmental Impact - we will operate an ISO14001 Environmental Management System, work to reduce local air pollution, ensure the efficient use of resources and prevent unnecessary waste through waste minimisation and recycling. We will work with our tenants to reduce their environmental impact and with our suppliers as part of a ISO20400 approach to

sustainable procurement. We will investigate all environmental complaints from local residents to minimise the local impact of our operations

Employer of Choice - we will train our employees so they can make the right sustainable choices, will fund more apprenticeships and traineeships and will release our employees to undertake school and college outreach schemes on issues such as safety and a career in rail. We will provide our employees with development opportunities so they can progress in their career with SWR

Supporting the Economy - we will develop a sustainable procurement approach to encourage SMEs within our supply chain and will ensure our contracts consider sustainable development issues such as skills in the supply chain and delivering social value through our contracts

Optimising the Railway - we will look to optimise the performance of the railway from design through to operation to deliver a sustainable railway. We will use recognised standards such as BREEAM for significant

construction projects to ensure efficient properties and will develop innovation to improve operational efficiency

Being Transparent - we will publish our final Sustainable Development Strategy and results of delivering against this on an ongoing basis. We will communicate our results publicly using forums such as our website and the Customer Report



People and Sustainability over the next 12 months

People

In the next 12 months, we will:

- Ensure regular updates with all of our employees
- Appoint an Employee Director to the SWR Board
- Appoint a team of Staff Champions whose responsibilities will be to support wellbeing initiatives and provide feedback on employee issues
- Hold our first employee conference
- Benchmark Investors in People progress as we look to progress towards accreditation
- Work closely with our Trade Union partners and colleagues
- Consult with employees on the new uniform
- Conduct a 'Your Voice' employee survey
- Introduce a Staff App to improve communication methods

- Produce and adopt a Skills and Leadership Strategy and subsequently launch our apprenticeship programme
- Deliver improvements to staff facilities across the network
- Launch new training for staff and undertake a review of the Competency Management System

Sustainability

In the next 12 months, we will:

- Finalise and publish our Sustainable Development Strategy
- Provide training on sustainable development issues, including senior leadership training
- Hold a sustainability week to communicate sustainability issues
- Include sustainability as part of each Customer Report and on the website
- Begin to adapt our procurement processes to include additional consideration of sustainable development issues

- Report performance against our environmental targets
- Commence our programme of energy efficiency improvements including LED lighting replacements and installation of solar panels
- Make changes to our waste collection processes to increase recycling
- Implement the processes required for expanding ISO14001 (Environmental Management) and introducing ISO50001 (Energy Management)





Health and Safety

Think Safe, Act Safe, Be Safe

Safety is paramount, and a top priority for SWR. We will always do everything in our power to provide a safe railway for our customers and our people. We will set industry leading standards for safety and wellbeing and will be improving security across our network over the duration of the franchise. We will work with our partners, including the Rail Safety and Standards Board and the British Transport Police, to deliver cross-industry safety and security improvements.

- We will look to continually reduce customer and colleague injuries, including protecting the most vulnerable in society
- We will work with industry partners to become recognised as a consistent purveyor of health and safety best practice
- We will invest in new CCTV across the network

- We will work closely with the British Transport Police on joint security initiatives and reviewing our performance in preventing crime and improving perceptions on security
- Improved lighting, better maintenance, extended gateline operating hours and visible staff and tenants at stations will improve security and help our customers feel more secure
- We will invest in our people's health and wellbeing
- We will provide access to Occupational Health facilities for our staff and a mobile Occupational Health unit

Health and Safety over the next 12 months

In the next 12 months, we will:

- Work closely with the BTP to tackle crime and anti-social behaviour whilst ensuring a secure customer experience
- Introduce our "Be Safe" safety culture programme
- Undertake a trial for Body Worn Cameras
- Expect managers to set a good example when it comes to safety, by engaging colleagues on safety issues
- Continue to develop our Safety Management System to reflect latest best practice and to ensure continual improvement
- Continue to provide a team of Rail Community Officers to patrol the network
- Invest in depot safety enhancements

Business Management

Ensuring robust corporate governance, business planning and innovation

With over 100 Committed Obligations to deliver over the course of the franchise, as well as ensuring overall compliance with our Franchise Agreement with the DfT, it is vital to have robust governance arrangements in place to manage delivery of these activities. We will ensure that SWR has the processes and frameworks in place to achieve this and compliance with all relevant standards. Each year, we will reflect on our plans and update them through our business planning cycle. We will continually look to innovate to improve our business and customer experience and will encourage an innovative culture throughout the business.

- Throughout the duration of the franchise, we will deploy our governance framework to ensure effective decision-making, accountability and effective systems, in areas such as finance and procurement
- Our Key Performance Indicators will be used to monitor performance across the business

- A business planning cycle will ensure that we produce detailed business plans and updates to our Franchise Delivery Plan
- We will work closely with the DfT to ensure reporting on delivery of the Franchise Agreement Committed Obligations and other issues are efficient and transparent
- We will support University Knowledge Transfer Partnerships with funding so that they can develop new ideas for our adoption
- We will launch an innovation fund for customers, employees and stakeholders to suggest innovative ideas



Business Management over the next 12 months

In the next 12 months, we will:

- Introduce a new finance system and electronic procurement system
- Replace ageing IT infrastructure including desktops, laptops and servers to improve the performance and reliability of key business systems
- Introduce a new management information system providing reporting and analytics around finance, procurement and performance
- Introduce a new franchise management system to track the delivery of Committed Obligations
- Make an electronic data portal available to the DfT to improve data transparency
- Implement our company governance structure and processes
- Develop an Innovation Strategy and appoint an innovation lead within the business
- Work closely with a number of Universities to run innovation projects

Collaboration

Collaboration with Industry Partners and stakeholders is imperative to a successful South Western Railway

Collaboration is an essential part of the future of SWR. We will collaborate to build trusting and lasting partnerships. Our work with local authorities and Local Enterprise Partnerships will deliver wider economic benefits to the local communities we serve. We will connect with other local transport providers to deliver joined up journeys and our plans will continuously develop our partnership with Network Rail to deliver an alliance that benefits all.

- We will collaborate with our partners, and help them succeed in delivering their commitments
- We will employ Regional Development Managers to engage with our stakeholders. They will identify ideas to add railway capacity, and bring in third party funding to deliver them
- We will help Network Rail operate, maintain, renew and enhance a reliable railway

- Siemens and Bombardier to support our engineering teams to deliver working trains every day – the right number, at the right place, at the right time
- Our collaborative partnership with the DfT will support the shared franchise vision and objectives
- Our partnership with TfL will harness MTR's extensive experience in running London Overground and Crossrail
- We will collaborate with our customers, our employees and our partners. We will communicate openly and transparently
- We will establish the South Western Transport Partnership to understand, and deliver stakeholder aspirations, improve transport planning, drive innovation and report on our performance
- We will organise secondments between SWR and stakeholders, including local authorities

- We will form a far closer, more productive relationship with Network Rail. We will establish an Alliance with Network Rail so that our customers see better performance
- We will work closely with the Isle of Wight Council to develop a sustainable future for Island Line: we will run a consultation with stakeholders on the route's future and deliver a costed option to the Government
- We will work closely with the Isle of Wight Steam Railway, and we will partner with cross-Solent ferry operators, and work with Wightlink, Red Funnel and Hovertravel to offer combined rail-sea tickets



Collaboration over the next 12 months

In the next 12 months, we will:

- Continue to develop our alliance with Network Rail
- Appoint a team of Regional Development Managers to lead collaboration activities for the franchise
- Work with stakeholders to attract third party funding into the franchise
- Work with stakeholders to establish the South Western Transport Partnership
- Run a stakeholder satisfaction survey
- Publish a stakeholder report detailing how SWR has acted upon feedback from stakeholders to deliver industry benefits
- Work with Transport for London to create a Partnership Agreement to improve the delivery of our services
- Work with Industry Partners to develop a Devolution Toolkit
- Commence work to establish ISO44001 partnerships with strategic partners
- Run a stakeholder consultation and produce a costed option on developing a sustainable future for Island Line
- Establish the Island Line Customer and Communities Improvement Fund and allocate funding
- Create the Island Line stakeholder forum

Our Targets

Our main indicator for assessing how we are improving the customer experience is through the Transport Focus run National Rail Passenger Survey (NRPS). We will improve our scores across a range of NRPS indicators over the course of the franchise and as a minimum are committed to achieving the following improvements.

NRPS Targets

Trains

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
LD	67	69	71	73	74	75	75	75
M	66	67	70	73	74	75	75	76
OS&IL	68	69	71	73	75	75	76	76

Stations

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
LD	72	74	76	78	79	79	79	79
M	63	66	69	70	71	71	71	71
OS&IL	68	70	72	73	74	74	74	74

Customer Service

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
LD	70	73	75	76	76	77	77	77
M	58	61	63	65	66	66	66	66
OS&IL	67	70	72	73	74	74	74	74

LD: Longer Distance
M: Metro
OS&IL: Outer Suburban & Island Line

We will target improvement in a range of performance areas in the first 12 months of the franchise to ensure we improve our customers’ travelling experience with us. We will aim to reduce the number of cancellations, reduce delay minutes, minimise short formations and improve our Public Performance Measure (PPM). We will report on how we are performing in future versions of this plan as well as on an ongoing basis at stations, in our Customer Report and our customer website. We will continually review and refine our plans for improving performance through our annual business cycle.

In addition, as part of our annual business planning cycle we will develop targets for safety performance, compliance, project delivery, employee engagement, innovation and sustainable development. We will report on our progress in future updates of the Franchise Delivery Plan.



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