

Joint Performance Improvement Update

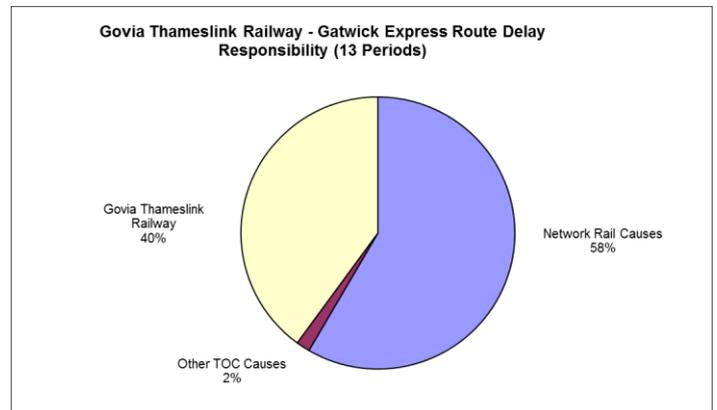
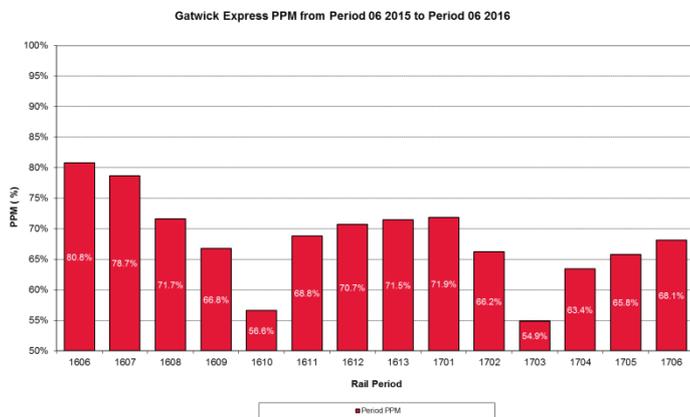
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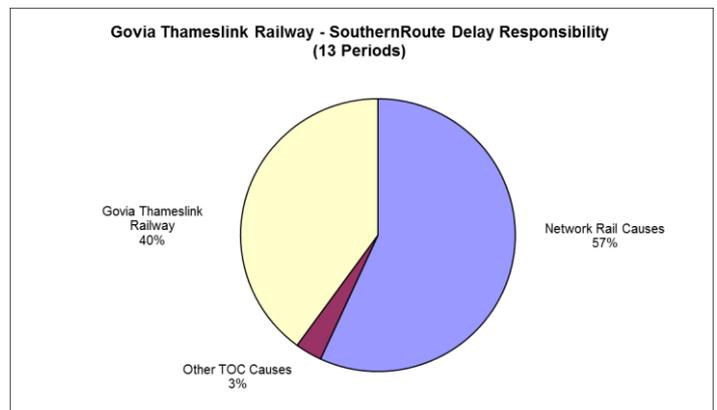
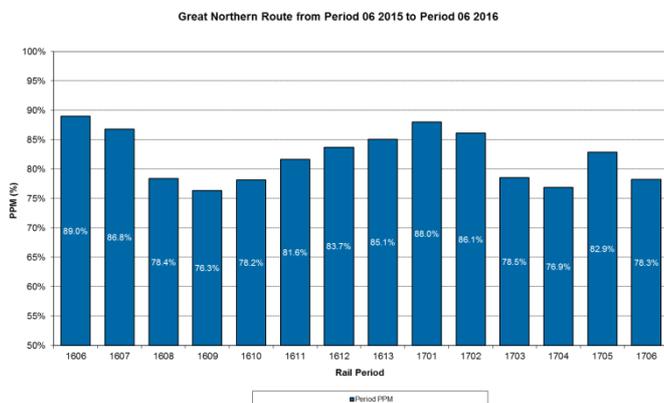
This report gives progress on the joint improvement plan for Govia Thameslink Railway (GTR) and Network Rail with punctuality data by route, as well as the main operational issues this period (there are 13, 4-week reporting periods per year) and planned customer improvements.

PPM* statistics and delay responsibility by route – Period 6 (to 17 September 2016)

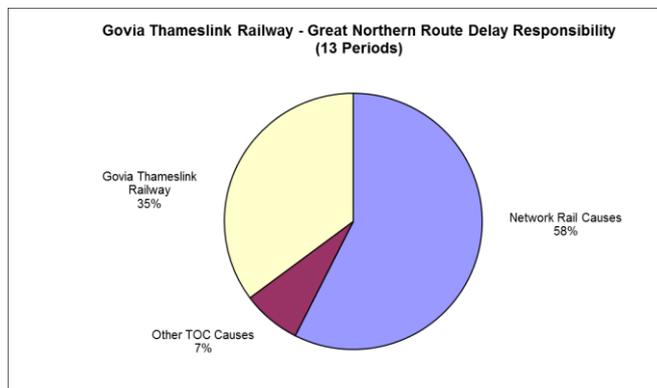
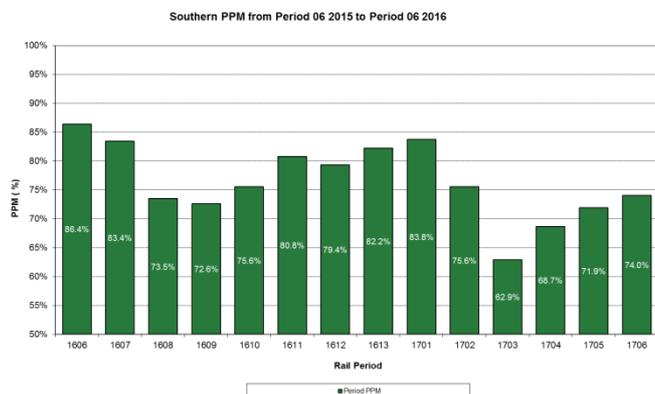
Gatwick Express



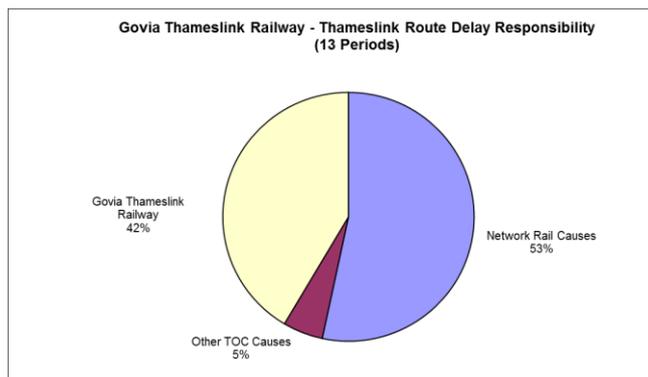
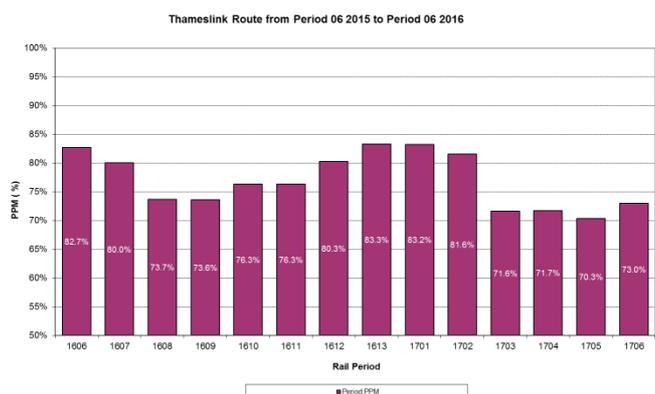
Great Northern



Southern



Thameslink



*The public performance measure (PPM) data above shows the percentage of trains which arrive at their terminating station within five minutes of the planned arrival time. It combines figures for punctuality and reliability into a single performance measure. The PPM figures for the four-week period ending on 17 September on each route are: Gatwick Express 68.1%, Great Northern 78.3%, Southern 74% and Thameslink 73%.

A summary of key issues affecting performance in this period

Period 6 (the four weeks up to 17 September) saw a slight improvement in the percentage of trains on time with the PPM rising to 74.2% for GTR as a whole. The period was beset with a number of incidents which seriously affected performance including three fatalities, a derailment, a landslip and a series of infrastructure failures. The issue of train crew availability - including high levels of sickness and a reduction in the uptake of overtime - continued throughout the period which also led to cancellations affecting the performance figure.

The single biggest incident affecting the area this period was a cable fire at Balham on Wednesday 24 August. This accounted for 413 services being cancelled or delayed by more than five minutes.

Network Rail and GTR has been working closely to maintain services during this difficult period, at our joint control centre in Three Bridges. This period saw a small number of high-impact incidents of trespass, which had a disproportionate effect on performance. We also had some issues with signalling and other trackside equipment, which is a key focus for improvement at Network Rail.

Delivering improvements for passengers

Thameslink Class 700s

We now have seven, 12 coach trains and two, 8 coach trains in regular service between Brighton and London Bridge or Bedford – that's 62 services using class 700 trains. Ultimately there will be 115 of these new trains running on an expanded Thameslink network.

Driver training programme

We are continuing with the UK's biggest driver recruitment project so that we can cover today's service, support driver conversion training on all the new trains we are bringing in, and be ready for the additional services that we will run in future. Currently we rely to a degree on our drivers working on their rest days, a long established and common practice in the industry, but increasingly this can't cover all the shifts required.

By 17 September 2016 on Thameslink, three additional trainees passed their training bringing the total since January 2015 to 68, and there were 92 trainees in progress. On Great Northern, four trainee drivers passed making a total of 81, with 86 further trainees. On Southern, five drivers passed their training making 121 in total since January 2015. There are 84 Southern drivers in training.

Performance Strategy

Huge investment is being put into the railway which will ultimately deliver more capacity through new and longer trains at the end of the Thameslink programme in 2018, as well as a transformed station at London Bridge. However, this major construction work is a significant contributor to the deterioration in punctuality across services, more so than anyone anticipated. At the end of 2015, an independent study was undertaken to better understand the impact of the work at London Bridge on the train service. The study revealed that since the work started in 2014 the network has fundamentally changed with a reduction in platforms and approach tracks at London Bridge, with more services diverted into London Victoria or via Herne Hill, leading to knock on delays being longer and being felt over a wider area than ever before.

The Thameslink programme works are at their most difficult phase with the infrastructure at its maximum level of restriction. To mitigate this challenge we have established an Alliance with Network Rail which focuses on improving service reliability and performance. The analysis provided by this study has given the GTR and Network Rail teams a fresh perspective on how to address some of the issues affecting train punctuality. As a result, GTR and Network Rail have defined joint workstreams as part of the Performance Strategy. These have been developed and teams across both businesses are working tirelessly to change performance now and in the longer term.

We continue to make progress on this and highlights of the activities this period include:

The right train specification between now and 2018:

The public consultation for the new timetable for 2018 has started. In 2018, services across the Thameslink, Great Northern, Southern and Gatwick Express routes will be completely recast with many new connections between communities in the south of England to stations in the heart of London and beyond, to Bedford, Peterborough and Cambridge. Full details are available from the home page of our websites. The consultation closes at 5pm on 8 December 2016.

The Basics – Right First Time

This plan involves revisiting everything we do, every day, to ensure that 'lessons learnt' are turned into positive improvements in our processes.

The Gatwick Express Rapid Action Task Force has seen some specific improvements for example a significant increase in right time starts in all locations and a reduction in dwell times. Also additional resources have been appointed to provide greater focus on daily and future operations. We have also instigated 'Look Ahead' conference calls with Operations, Stations and Resource managers to reduce 'on the day' issues relating to train crew cover.

Asset Management

Our fast-response teams at London Bridge and Croydon are making a positive impact, with response times to incidents averaging around 15 minutes. This is a great achievement and means we can fix problems more quickly than in the past. Of course, with the railway as busy as it is, even the smallest issue can have a significant impact.

This period also saw the opening of London Bridge's new concourse – uniting the Southern and



Southeastern parts of the station under the same roof for the first time in its history. Passengers will soon see more shops and cafes opening downstairs and we hope people are enjoying their new public space.

In the last four weeks, we have also renewed junctions at Selhurst and installed new track at Streatham.

In addition, we are about to recruit new customer-facing staff at London Victoria, to improve passengers' experiences of Britain's second busiest station.

Improving infrastructure reliability and recovery

Network Rail is working hard to improve infrastructure reliability, focusing on infrastructure that has the highest risk of failure and the most impact on passengers.

A dedicated team is working on improving our ability to predict and prevent issues before they happen. We are also working to improve the time it takes to fix faults and recover the service.

We are also putting more teams on standby to quickly get track problems sorted so trains can start running again as soon as possible. One of the busiest junctions in the country, Windmill Bridge in Croydon, will have a permanent signalling response team for morning and evening peaks.

