



## *In Partnership For Britain's Prosperity*

### *South East London and Kent*

*The partnership railway's plan to secure growth across south east London and Kent*  
*Together we are changing, investing and improving for Britain*



# The partnership railway



## Acknowledgements to:

Rail Delivery Group, ACoRP, NSAR, Rail Freight Group, Rail Supply Group, Railway Industry Association, RSSB, Transport Focus, Transport for London, Visit Kent



## ***A plan to change, invest and secure prosperity for south east London and Kent\****

*Britain's railway, a partnership of the public and private sectors, is fundamental to the nation's prosperity, connecting workers to jobs, businesses to markets, and people to their families and friends.*

*That's why in October 2017 we launched In Partnership for Britain's Prosperity, the national plan to secure a stronger economy, improve customer journeys, boost local communities and create more rewarding jobs on the railway. And it is why we are now coming together as one to set out how the plan delivers for south east London and Kent today, over the next year and in the future.*

*South east London and Kent is a diverse and growing region, supported by the rail industry. In 2009 Britain's first domestic high-speed line was launched locally, slashing journey times between Kent and London, boosting local communities, and supporting the growth of the local economy. Building on this development, the £7bn Thameslink Programme, once fully delivered, will mean improved connectivity, journey options and capacity for our customers.*

*As well as providing an important link for commuters, the railway in south east London and Kent supports the thriving freight, leisure, business and tourism markets in the region. We are working hard to drive unprecedented improvements that will connect communities and spread growth.*

But to deliver for now and in the long term, we know that we need to continue to work together and further improve. That's why by working in partnership as one railway, we are setting out how the commitments made in the national plan will deliver for south east London and Kent:

- Strengthening the partnership railway's contribution to the economy in south east London and Kent
- Increasing customer satisfaction by creating better journeys
- Boosting our local communities through localised decision making and investment
- Creating more jobs, attracting diverse talent and providing rewarding careers

These commitments set us on course to move forward in partnership. Future plans will mean customers will benefit from the completion of station improvement works, smarter and simpler ticketing, continued opportunities for more high speed links to Europe and as part of the next South Eastern franchise, the government has specified new and more modern trains. In delivering these commitments, we will transform our communities' social and economic futures. It is a programme that will secure more than £9.2bn extra economic benefit in the South East\*\*, while enabling people to benefit from the opportunities provided by rail.

And by supporting our existing talent, moving forward as one team and encouraging new recruits with workforce training, we are securing a bright future for our employees working both in the rail industry and its supply chain.

The launch of this plan is just the start. We will use these commitments to frame and guide our decision making and demonstrate what they mean for our customers, the communities we serve and our people.

Together, by working in partnership, we will continue to secure benefits for the economy, our customers, communities and employees, now and for the long term.

***David Statham, Managing Director, Southeastern***

***John Halsall, Route Managing Director South East, Network Rail***

***Dyan Crowther, Chief Executive, HS1***

***Will Rogers, Managing Director, Arriva Rail London***

***Hans-Georg Werner, Chair, RDG Freight Board***

***Karen Boswell OBE, Group CAO Hitachi Rail and Managing Director, Hitachi Rail Europe***

\* In this plan, we consider south east London to include the boroughs of Southwark, Greenwich, Lewisham, Bexley and Bromley; Kent refers to the entire county of Kent

\*\* The economic benefits of enhancements, HS2 Phase 1, Crossrail and rolling stock in the South East (made up of enhancements, including associated rolling stock benefits: £7bn; HS2 Phase 1 and Crossrail: £2bn; further rolling stock benefits: £0.2bn) as analysed by Oxera, July-October 2017

# **Four commitments for change**

*Our plan to change, improve and secure prosperity for south east London and Kent*

## **Commitment one: Strengthening the partnership railway's contribution to the economy in south east London and Kent**

### *What this means:*

- Securing more than £9.2bn extra economic benefit in the South East, while enabling further investment and improvement, delivered by the private and public sectors
- Continuing to attract more people to travel by rail, by building on our past successes which includes seeing more than 30% growth in passenger numbers in the last decade
- Working together to ensure the continuing operation of the UK's only high-speed rail network, meaning more journey opportunities and helping to facilitate the growth of trade, business relationships and tourism
- Ongoing investment in infrastructure and enhancements to improve reliability

### *What we are delivering:*

- Planning to introduce modern, high capacity, metro services on suburban routes as part of the new South Eastern franchise, including space for at least 40,000 additional passengers in the morning rush hour
- Working in partnership with Kent County Council and Ashford Borough Council to support the retention of international and high-speed services at Ashford International through signalling and platform upgrades which includes installing a £10.5m signalling protection system
- Improving reliability by replacing the signalling system on the Chatham Main Line
- Supporting the rapid growth of leisure tourism use of high-speed rail resulting in extra journeys and additional spend in local destinations. Since the introduction of HS1 an almost nine-fold increase in leisure journeys has contributed more than £311m to Kent's visitor economy, creating and supporting more than 5,700 jobs
- Investing around £300m to complete enhancements to the power supply and make platform extensions in the most congested areas, so that longer trains can be run, giving passengers more space
- Creating smoother, more reliable services by renewing 650km of track and replacing 754 sets of points on the busiest routes in Kent and Sussex
- Supporting the movement of freight traffic at Kent terminals and London distribution centres to deliver aggregates for the construction industry across the UK
- Providing additional services between London, Tonbridge and Ashford, as part of the new South Eastern franchise
- Working together to identify potential funding sources to develop and deliver congestion relief schemes at some of the busiest stations
- Enabling our control centres to predict and prevent delays and make better use of network capacity by extending the use of traffic management technology

## **Commitment two: Increasing customer satisfaction by creating better journeys**

### ***What this means:***

- Working together to ensure ongoing investment in improving stations and the train environment
- Further improving customer satisfaction by delivering the highest standard of customer service
- Working in partnership to provide better train service performance so customers can rely on us
- Enhancing journeys through improved connectivity, timetabling and capacity

### ***What we are delivering:***

- Completing more than £6m in major station refurbishments by 2019, including providing additional seating and introducing step-free access in many stations.
- Enhancing customer support services by deploying Customer Ambassadors at the busiest stations
- Working together as a joint Network Rail and Southeastern Performance team to provide a more reliable rail service through a Joint Performance Strategy
- Improving customer experience by piloting a joint working, 'One Team' approach between Network Rail, Southeastern and Govia Thameslink Railway at Victoria station
- Continuing to provide transparent performance reporting on station posters and online
- Delivering enhancements to the current timetable over time, as part of the new South Eastern franchise, including increased capacity on the network, more frequent trains and journey time improvements as more passengers travel in the region
- Building confidence in our services with the creation of a new independent railway ombudsman, supported by the industry, to resolve complaints
- Installing more waiting shelters on platforms in 28 stations in 2018
- Ensuring all toilets on suburban metro trains are accessible for passengers of reduced mobility by the end of 2019
- Giving all passengers the opportunity to travel using a smartcard by rolling out new ticket types, increasing the range of sales channels and integrating with other train operators' smartcard schemes
- Delivering ticket offers to destinations and attractions in the region by working in partnership with tourism organisations

## ***Commitment three: Boosting our local communities through localised decision making and investment***

### ***What this means:***

- Putting stations back into the heart of communities, through charity events, station improvements, and better walking and cycling facilities
- Improving the area around stations through investment in new facilities and community-led projects
- Engaging with local communities, working with community rail partnerships, supporting local projects and rail user groups in the region by working in partnership to identify areas of need and ideas for a changing and improving railway
- Extending the positive impact of the railway beyond stations and supporting local communities through partnerships and community outreach

### ***What we are delivering:***

- Refurbishing station forecourts and car parks by 2019 – creating hundreds of new car parking spaces at Staplehurst
- Improving lighting and CCTV and extending or introducing cycle hubs with 25-50 extra spaces at Orpington, Battle, High Brooms, Hastings and Elmstead Woods and a new facility at Tonbridge with 200 cycle spaces and a bicycle repair centre
- Continuing to improve safety at level crossings for rail users, pedestrians, cyclists and motorists, including by installing red-light enforcement cameras and automatic warning technology at the highest-risk locations
- Collaborating with Kent and Sussex Community Rail Partnerships to engage with our communities gaining an understanding of their needs, aspirations and ideas
- Opening up stations, such as Ebbsfleet International, for charity events, fundraising and creative initiatives, fostering a sense of ownership among the local community
- Providing financial support to the Kent Community Rail Partnership to ensure locally-driven projects and initiatives are delivered for communities
- Building on the 100,000+ railcard discounts for the over 60s, students, and people with disabilities

## ***Commitment four: Creating more jobs, attracting diverse talent and providing rewarding careers***

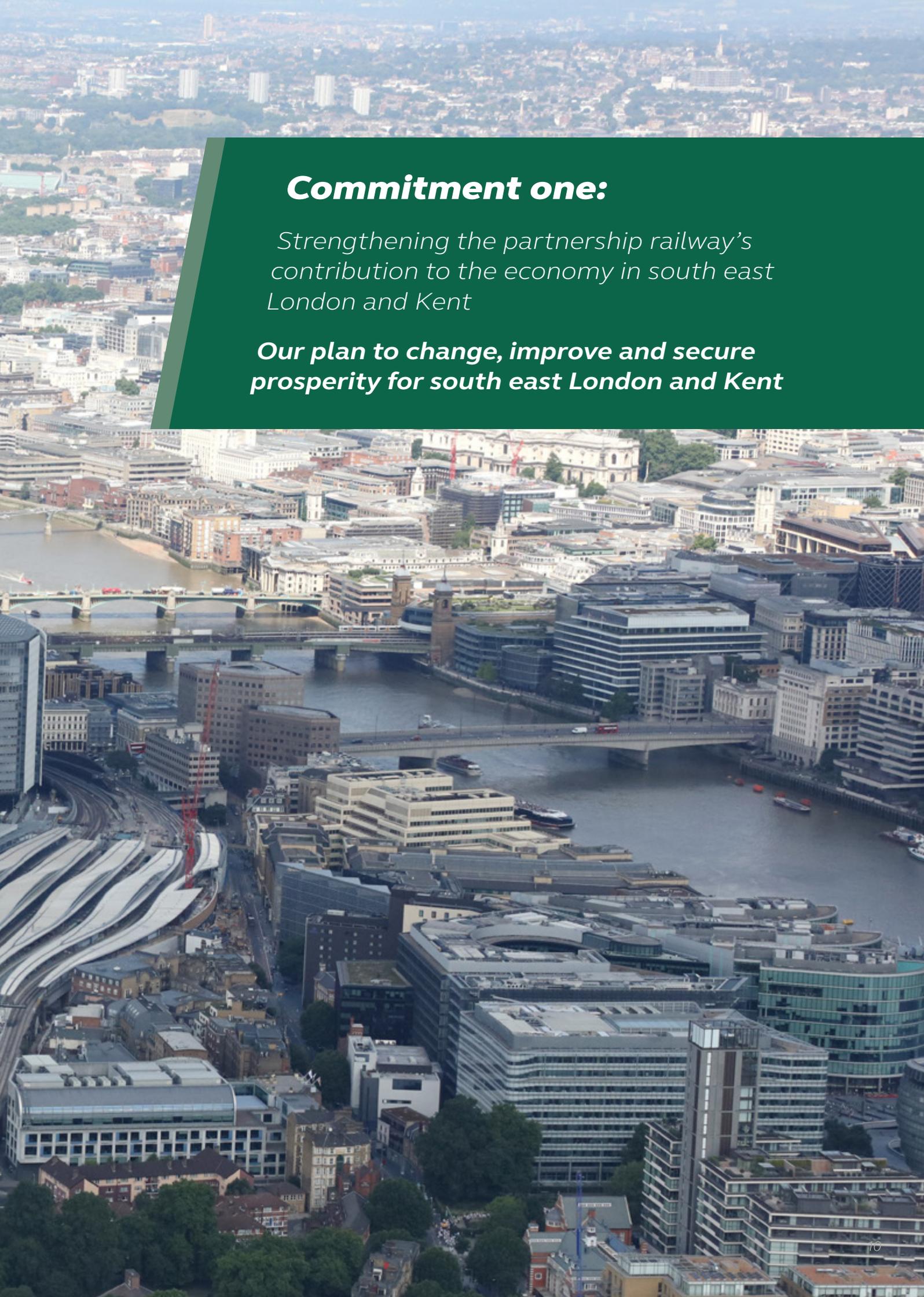
### ***What this means:***

- Attracting new talent from our communities by providing apprenticeships and other career development opportunities
- Improving the diversity of our workforce to better reflect the communities we serve
- Helping our people reach their potential and secure a bright future by investing in workforce training and employee engagement initiatives

### ***What we are delivering:***

- Creating an expected 150 new jobs through infrastructure investment to improve line speeds between Ramsgate and London
- Introducing more than 25 new apprenticeships during 2018 across rail infrastructure and increasing the number of customer-facing apprenticeships from eight in January 2018 to more than 90 by March 2019
- Aiming to attract 40 percent of train driver applications from women by 2021
- Emphasising the benefits of rail industry employment to traditionally under-represented segments of the working-age population
- Strengthening existing partnerships with education providers such as Mid Kent College and charities including Dame Kelly Holmes Trust to promote the rail industry as a potential employer to young people
- Helping our people reach their potential, increase career satisfaction and secure a bright future in the long-term by providing ongoing training in business critical areas for frontline staff and managers and continuous development opportunities for professional and senior staff including colleague-led masterclasses to share best practice and knowledge
- Working in partnership with the National Collaborative Outreach Programme to help 150 A-level students achieve the Gold Industrial Cadets Award and encouraging them into a career in the railway
- Providing opportunities for diverse groups of people seeking to transition their career into working in rail, such as injured service personnel
- Working in partnership with Women in Rail to promote rail as an attractive career





## **Commitment one:**

*Strengthening the partnership railway's contribution to the economy in south east London and Kent*

***Our plan to change, improve and secure prosperity for south east London and Kent***

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**£9.2bn** extra economic benefit

## ***Our plan to inspire, change and secure prosperity for south east London and Kent***

The railway has a plan to change and improve to help boost economic growth in the cities, towns and villages of Kent and south east London and open up new opportunities to residents through the benefits of further investment in rail infrastructure and services. Building on significant investment from the public and private sector, the industry is working hard to deliver this plan, which will secure £9.2bn economic benefit for the South East. More than £425m of capital investment has already been planned in the region for the year to April 2019 and we will continue to work with partners in the private, public and voluntary sectors to secure additional investment and to contribute to the delivery of economic and social benefits for the region.

Service and frequency enhancements will be made, designed to make travelling by rail as convenient as possible. Faster journey times to key destinations throughout Kent are planned as part of the new South Eastern franchise, and faster, more frequent services to London throughout the day with additional peak services, while many routes will also benefit from an improved Sunday service.

The Thameslink Programme, the government sponsored project that is improving north-south travel through London, will bring significant benefit to the region, meeting the massive rise in demand for services in south east London. The number of Thameslink services through central London will increase to every two or three minutes in peak times and will relieve overcrowding on London Underground. It will improve connections, giving customers better travel options to more destinations by linking some services from Cambridge, Peterborough and Welwyn Garden City into the Thameslink network, providing new through services to London Bridge, Orpington, Sevenoaks, Maidstone East and Rainham.

This builds on the arrival of high-speed services in south east London and Kent, which has reduced daily commute times created new job opportunities for the local community and brought additional leisure and tourism benefits to the region. HS1 – the 109km long railway connecting St Pancras International through Kent via Stratford International, Ebbsfleet International and Ashford International to the UK Channel Tunnel - is used by both domestic and international traffic, passenger and freight. High-speed rail will continue to support regeneration and development throughout the region, such as the planned Ebbsfleet Garden City.

As Britain prepares to leave the EU and develops new trading relationships, our ability to move rail freight efficiently matters more than it ever has before. Kent is a UK gateway, with several freight terminals based in the region. With rail freight contributing £87m of economic benefits to the South East, the railway provides a direct bridge for the UK to access overseas markets and plays a crucial role in providing a continuous supply of goods and materials in and out of the country - helping to keep power stations running, the construction sector supplied and supermarket shelves stocked. The rail industry is committed to ensuring the efficient and productive movement of freight traffic to and from Kent terminals, London distribution centres and beyond. As part of this, we are working in partnership to undertake a project to develop an inland customs clearance, reducing the risk of congestion at Dollands Moor and in the Kent area post-Brexit.

***“ Most of our customers are on the train every day; thousands of extra people travelling during the rush hour would have a big impact here as they will be coming in for refreshments. Further improvements on rail will boost our trade and the trade around town as people love to explore the area. ”***

**Georgie Cumming, Manager, ‘Wild Goose’ Cafe  
at The Goods Shed, Canterbury**



## Case Study - Tarmac

Tarmac moves more than 2m tonnes of aggregate and cement by rail every year, meeting its customers' requirements for high quality construction materials and helping to deliver local and national infrastructure ambitions.

Material is currently handled by 12 terminals across London with more planned in the future. A significant volume of aggregates used by businesses in central London comes from marine sources through Greenwich Wharf, just upstream of the Thames Barrier and the busiest marine aggregate plant in the UK.

Sand and gravel arriving at the site is transported by rail to a number of concrete plants in the capital in strategic locations including Battersea, Kings Cross and Park Royal. The final, short distance part of the

delivery is completed by road, to minimise impact on local communities. Material transported by rail from Greenwich contributes to some of London's major construction projects, from the Queen Elizabeth Olympic Park and football stadiums to Waterloo station and Thames Tideway, London's new super sewer.

Tarmac is committed to supporting ambitions in London and throughout the UK to improve road safety and air quality. In 2017 the volume of material moved by rail from Greenwich removed around 22,000 vehicles from the capital's roads.

In total, the company's rail operations in London remove over 100,000 HGVs from the roads annually, reducing the CO<sub>2</sub>, NOx and traffic congestion in the supply chain.

**“ Rail freight supplies essential materials for construction in the region, while minimising the impact on local communities by significantly reducing lorries on the roads. It supports sustainable development and growth opportunities in south east London and Kent, and across the UK. ”**

**Ben Garner, Rail Implementation and Contracts Manager, Tarmac**



## Case Study - Brett Aggregates

Based in Kent, Brett Aggregates is the UK's largest independent producer of sand and gravel and works in partnership with rail freight companies to provide a continuous supply of materials to the construction industry. The company provides a wide range of traditional and recycled products from 32 sites and wharves across London, the South East and East of England. This includes quarry and marine-dredged aggregates as well as coated roadstone materials.

Rail freight is an integral part of Brett Aggregates' logistics and supply chain, benefitting from significant investment from the rail industry and government,

which continues to improve the productivity, efficiency and performance of the sector. Rail freight provides a fast, efficient and environmentally friendly method of transporting materials. In 2016, Brett Aggregates invested in a new rail freight terminal in London to receive thousands of tonnes of aggregates a week from its well-established site at Cliffe in Kent.

Investment will continue to drive innovation and improvement in the rail freight sector, making a significant contribution to the economy and environment of south east London and Kent.





## **Commitment two:**

*Increasing customer satisfaction by creating better journeys*

**Why our plan matters to current and future customers**



A woman with blonde hair, wearing a blue long-sleeved shirt, light-colored trousers, and brown flat shoes, is smiling and looking to her left. She has a dark green backpack with a floral pattern. She is standing in an airport terminal, with a row of baggage claim carousels in the background. To her left, there are two large electronic flight information displays (FIDs) showing flight schedules. The terminal has a bright, modern feel with large windows and a polished floor.

Flight	On Time	Departure
1234	On Time	10:00
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## Commitment two:

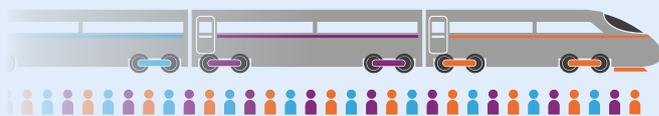
### Increasing customer satisfaction by creating better journeys

#### What this means:

- Working together to ensure ongoing investment in improving stations and the train environment
- Further improving customer satisfaction by delivering the highest standard of customer service
- Working in partnership to provide better train service performance so customers can rely on us
- Enhancing journeys through improved connectivity, timetabling and capacity

#### What we are delivering:

- Completing more than £6m in major station refurbishments by 2019, including providing additional seating and introducing step-free access in many stations.
- Enhancing customer support services by deploying Customer Ambassadors at the busiest stations
- Working together as a joint Network Rail and Southeastern Performance team to provide a more reliable rail service through a Joint Performance Strategy
- Improving customer experience by piloting a joint working, 'One Team' approach between Network Rail, Southeastern and Govia Thameslink Railway at Victoria station
- Continuing to provide transparent performance reporting on station posters and online
- Delivering enhancements to the current timetable over time, as part of the new South Eastern franchise, including increased capacity on the network, more frequent trains and journey time improvements as more passengers travel in the region
- Building confidence in our services with the creation of a new independent railway ombudsman, supported by the industry, to resolve complaints
- Installing more waiting shelters on platforms in 28 stations in 2018
- Ensuring all toilets on suburban metro trains are accessible for passengers of reduced mobility by the end of 2019
- Giving all passengers the opportunity to travel using a smartcard by rolling out new ticket types, increasing the range of sales channels and integrating with other train operators' smartcard schemes
- Delivering ticket offers to destinations and attractions in the region by working in partnership with tourism organisations



Longer trains into London,  
with space for at least

**40,000**

additional customers

## Why our plan matters to our current and future customers

South east London and Kent is home to one of the UK's busiest railways, responsible for more than 170m passenger journeys every year.

Rail operators and Network Rail are working together to improve the customer experience and deliver the punctual and reliable service that is vital to the local community. In the future, by improving and enhancing the current timetable, we will be able to run more frequent, faster services. We are improving communications to customers so that if things do go wrong, we can explain what is happening. As part of the new South Eastern franchise, Delay Repay will be offered on services delayed by more than 15 minutes, compared to 30 minutes previously.

We know that trust amongst our customers is vital. This is why as an industry we are backing the introduction of an independent ombudsman by the end of 2018, meaning that customer complaints will now be formally ruled on.

As demand increases, we are increasing capacity and providing more space for passengers. More than £6.5m will be invested in a Station Improvement Fund, which will improve accessibility, security and provide better facilities for passengers, as part of the new South Eastern franchise.

Future changes and improvements include enhancing customer experience by improving station and train ambience and cleanliness, including lighting, seating, shelters, parking and toilets. By April 2019, we will install new service information screens and announcement systems in more than 160 stations and use the latest new technologies to provide information during disruption to services.

The Customer Ambassador scheme, which provides a proactive customer service team, is being expanded to more stations. We are working hard to deliver the highest standards of customer service, benchmarked against the independent, network-wide National Rail Passenger Survey targets set as part of the new South Eastern franchise.

The partnership railway also plans to provide consistent wi-fi coverage across the network, so that customers can access the internet for at least 90 per cent of their journey, and to introduce free on board audio and visual entertainment on some trains by the end of 2018. We are working to improve accessibility at stations and on trains, particularly for customers with additional needs. And all customers will be given the opportunity to travel using a smartcard by rolling out new ticket types, increasing the range of sales channels and integrating with other train operators' smartcard schemes.

**“ In the longer term TfL would advocate the Metroisation of the Southeastern network in the London area. This would build on the planned changes through the provision of trains with better performance characteristics and adjustments to service patterns to deliver faster services with higher frequencies and better reliability, supporting the forecast of around 65,000 new homes and around 50,000 new jobs in this location. ”**

**Geoff Hobbs, Director of Public Transport Service Planning,  
Transport for London**



## Case Study - Customer Ambassadors

Southeastern wanted to deliver better customer service for its passengers and improve their experience with station staff. It recruited a specialist team of Customer Ambassadors a dedicated team of customer service champions, whose job it is to help passengers when and where they are needed most.

Customer Ambassadors are recruited based on their previous high-quality customer service experience, and because they are positive, sociable and enjoy meaningful interactions with people.

The highly visible team is tasked with proactively approaching customers and asking if they can provide help or assistance.

After a successful pilot scheme, which won the Customer Service Excellence Award at the National Rail Awards, Customer Ambassadors are being rolled out permanently at London terminals. Southeastern is also developing a series of customer service masterclasses for other station colleagues to provide them with similar capabilities to offer customers.



**“My job is all about helping passengers have a good journey.**

*That might be anything from helping with topping up Oyster Cards, to letting them know their platform.*

*I like to help out colleagues too. It gets busy on the gateline so if I can answer some passenger questions it lets my gateline colleagues focus on safety.”*

**Bobby Leszek Jansen, Customer Service Ambassador, Southeastern**



## **Commitment three:**

*Boosting our local communities through localised decision making and investment*

***Why our plan matters to our communities***



## Commitment three:

### Boosting our local communities through localised decision making and investment

#### What this means:

- Putting stations back into the heart of communities, through charity events, station improvements, and better walking and cycling facilities
- Improving the area around stations through investment in new facilities and community-led projects
- Engaging with local communities, working with community rail partnerships, supporting local projects and rail user groups in the region by working in partnership to identify areas of need and ideas for a changing and improving railway
- Extending the positive impact of the railway beyond stations and supporting local communities through partnerships and community outreach

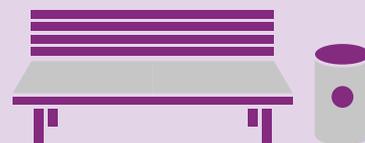
#### What we are delivering:

- Refurbishing station forecourts and car parks by 2019 – creating hundreds of new car parking spaces at Staplehurst
- Improving lighting and CCTV and extending or introducing cycle hubs with 25-50 extra spaces at Orpington, Battle, High Brooms, Hastings and Elmstead Woods and a new facility at Tonbridge with 200 cycle spaces and a bicycle repair centre
- Continuing to improve safety at level crossings for rail users, pedestrians, cyclists and motorists, including by installing red-light enforcement cameras and automatic warning technology at the highest-risk locations
- Collaborating with Kent and Sussex Community Rail Partnerships to engage with our communities gaining an understanding of their needs, aspirations and ideas
- Opening up stations, such as Ebbsfleet International, for charity events, fundraising and creative initiatives, fostering a sense of ownership among the local community
- Providing financial support to the Kent Community Rail Partnership to ensure locally-driven projects and initiatives are delivered for communities
- Building on the 100,000+ railcard discounts for the over 60s, students, and people with disabilities



Refurbishing  
station forecourts  
and car parks by

**2019**



## ***Why this plan matters to our communities***

The railway doesn't just provide a vital transport service. It is also a key part of south east London and Kent's social and economic future, helping over 100,000 people access work, training, education and leisure opportunities through specialist discounted rail cards in the last year alone. From 16-25 year olds, to over 60s, people with disabilities, or those seeking work and members of the armed forces, the railway is playing its part in supporting people to make the journeys that forge the relationships that bind us together.

Rail is also vital to the regeneration of local towns and villages such as Margate, the classic seaside holiday destination now attracting millions of visitors every year to experience its mix of art, culture and history. Famous for its 'Shoreditch-on-Sea' label, many people are attracted to living in Margate by cheaper house prices and better quality of life at the seaside. HS1 has enabled people to live in new parts of Kent and commute into London.

By investing and improving stations and their surrounding environments, as well as enhancing transport interchange facilities through reconfigured roads, parking facilities or cycle centres, the railway in Kent will continue to create vibrant, safe and attractive centres for the local community, businesses and rail customers. But we want to go further, and as part of the new South Eastern franchise, around £12m in planned investment will be spent on improving station facilities and services in the region.

In addition to station investment, more than 80 community-led projects in the region have been supported by the partnership railway. These include local gardening schemes at stations, adopt-a-station initiatives, rail safety talks and tours for schools, and nurseries and book clubs to raise money for local charities.

This work complements that of the Kent Community Rail Partnership, which brings together local groups and partners along railway lines to work with industry to bring social, economic and environmental benefits to the communities served by rail. It supports projects that aim to make rail services more attractive to residents and visitors, while promoting improvements and usage of Swaleroil - the branch line from Sittingbourne to Sheerness-on-Sea - and the Medway Valley Line - from Strood to Tonbridge.

Sussex Community Rail Partnership (SCRIP) also works in Kent in the Tonbridge and Ashford areas and manages community rail on the Marshlink line between Ashford and Hastings. SCRIP promotes the beautiful walking routes around Eridge and Edenbridge and supports the Spa Valley heritage rail line. On the Marshlink line, SCRIP has strong partnerships with the Canterbury Oast Trust and Friary Gardeners, organisations which support young people with multiple disabilities.

By working in partnership with local groups, including community rail partnerships, the rail industry is better able to understand local needs and identify further areas of change and improvement in the future.

***“Our network of over 2,000 tourism businesses rely on a well-connected transport infrastructure and reliable service to make it easier for visitors to discover new exciting destinations across the county. 54% of tourism businesses have reported a positive impact since the arrival of high-speed rail to Kent, reporting that the speed and frequency of services helps to attract more visitors.”***

**Sandra Matthews-Marsh MBE, Chief Executive, Visit Kent**



## Case Study – Community Rail Partnerships

By working in partnership with schools, workplaces, communities and local stakeholders, Kent Community Rail Partnership (Kent CRP) helps to deliver customer growth and improvements to rail services and station environments. Kent CRP helps raise awareness of rail in the community, engaging new users and helping local people to get more from the railway.

Kent CRP is established within the communities along the Medway Valley and SwaleRail lines, enabling them to get involved in improving their local railway through station adoption and co-designing the station environment.

They are working with 10 local schools on a Smarter Journeys programme, encouraging young people to get into the habit of using the train. Focused on Year 6, pupils take part in a wide variety of challenges to help to build confidence and skills to travel independently and safely to school. Challenges include taking a train ride to a local station and completing a station

tour, learning to fix up their own bikes, taking part in cycle and walk to school competitions and rail safety talks. One challenge is the Big Street Survey where pupils survey their school and local station and the journey between them to highlight improvements that would make their journeys better and safer.

Sussex Community Rail Partnership (SCRCP) is also active in Kent's local communities. Tonbridge station invited SCRCP to work with the local community to decorate the station underpass with colourful art. SCRCP contacted Tonbridge Hub, a youth club for young people with behavioural issues run by Kent County Council and asked them to partner on the project.

Funded by grants from Southeastern and the Association of Community Rail Partnerships (ACoRP), the result was a mural mapping the history of the station from its first inception in the 1840s to the multi-platform travel hub of today and featuring some of Tonbridge's landmark buildings.

# GREAT

## BRITAIN

### Case Study – Danny Hawkins and Ebbsfleet International

Danny Hawkins, born and bred in Kent, is the Network Rail (High Speed) Station Manager for Stratford and Ebbsfleet International.

Since becoming Station Manager, Danny, with the support of a staff of five Shift Station Managers and 15 Customer Service Assistants, has made it his mission to open up the station to the local community and make it a welcoming place for events and activities for young and old.

Working in partnership, staff from Network Rail (High Speed), HS1, Southeastern and Eurostar want to encourage the local community to take pride in the station and the surrounding area. Local schools come to Ebbsfleet International to learn about safety, with sessions run in partnership with the British Transport Police. Staff make a special effort to create an environment suitable for children with special needs.

For Christmas 2017, staff launched Lights of Life – a charity initiative to raise money for a local hospice charity, Ellenor, raising £700 in donations from commuters, staff and the wider community. At the same time, local schools were encouraged to bring their choirs to perform in the station as well as the Association of Grace Baptist Churches who conducted a carol service.

Staff at Ebbsfleet have lots of plans for the future. They are working with a Gravesend-based organisation The

Gr@nd, a mental health charity, to create tailored activities and initiatives that improve the health of staff and the community. The team is also working with Edible Ebbsfleet to develop a small allotment in the station to promote healthy eating among the local community. Station staff already maintain Ebbsfleet's planters on a voluntary basis.

Working with the Poppy Appeal is an important part of Ebbsfleet International's annual programme of activity. In 2017, volunteers at the station raised more than £9,500 for the Royal British Legion.

Danny, Ebbsfleet Development Corporation and HS1 are also working in partnership with a local creative artist to promote Northfleet Big Local, a group of residents who aim to make lasting changes to improve the local area and foster a sense of pride among the community. As part of this, local people will be encouraged to contribute artworks and knitted items to brighten up the station.

Ebbsfleet International also has a close relationship with Cherry Orchard Primary Academy, where HS1 recently donated £750 to purchase sports equipment for the children. The relationship is so entwined that the school is planning to name its houses after the HS1 International stations at St Pancras, Stratford, Ebbsfleet and Ashford.

POPPY APPEAL  
COLLECTION  
www.poppy.org.uk





## ***Commitment four:***

*Creating more jobs, attracting diverse talent and providing rewarding careers*

***Why our plan matters to our team***



## Commitment four:

### Creating more jobs, attracting diverse talent and providing rewarding careers

#### What this means:

- Attracting new talent from our communities by providing apprenticeships and other career development opportunities
- Improving the diversity of our workforce to better reflect the communities we serve
- Helping our people reach their potential and secure a bright future by investing in workforce training and employee engagement initiatives

#### What we are delivering:

- Creating an expected 150 new jobs through infrastructure investment to improve line speeds between Ramsgate and London
- Introducing more than 25 new apprenticeships during 2018 across rail infrastructure and increasing the number of customer-facing apprenticeships from eight in January 2018 to more than 90 by March 2019
- Aiming to attract 40 percent of train driver applications from women by 2021
- Emphasising the benefits of rail industry employment to traditionally under-represented segments of the working-age population
- Strengthening existing partnerships with education providers such as Mid Kent College and charities including Dame Kelly Holmes Trust to promote the rail industry as a potential employer to young people
- Helping our people reach their potential, increase career satisfaction and secure a bright future in the long-term by providing ongoing training in business critical areas for frontline staff and managers and continuous development opportunities for professional and senior staff including colleague-led masterclasses to share best practice and knowledge
- Working in partnership with the National Collaborative Outreach Programme to help 150 A-level students achieve the Gold Industrial Cadets Award and encouraging them into a career in the railway
- Providing opportunities for diverse groups of people seeking to transition their career into working in rail, such as injured service personnel
- Working in partnership with Women in Rail to promote rail as an attractive career



**25+**  
new apprenticeships  
during 2018



## **Why this plan matters to our team**

Our railway's success is built by the skill of our team and by making the most of the opportunities that technology brings. There are thousands of railway men and women who take this responsibility extremely seriously and we are dedicated to working together to deliver for customers and our communities. We know that having an expert workforce – achieved by the training and development of current staff and by attracting new people into the industry – is a vital component in being able to deliver a safe, reliable and efficient experience for people in south east London and Kent.

Infrastructure investment will create an expected 150 new jobs and more than 25 new apprenticeships in Kent, while apprentice driver numbers will increase to 110 by March 2019, providing people with the opportunity to join the next generation of drivers.

Our team is responsible for continuing to develop a modern and responsive partnership railway that reflects the diverse needs and experiences of our communities. Attracting traditionally under-represented segments of the working-age local community, or those people in career transition, into the industry is key to this success.

The railway is working together to open the rail industry up to a range of people and offer rewarding career paths. By working in partnership with business groups, charities and education providers, women and young people are being encouraged to consider a career in the railway, and we are helping our people reach their potential, increase career satisfaction and secure a bright future by providing ongoing training opportunities.

**“ The UK railway industry employs 600,000 people and delivers over £36 billion to the economy annually and £11 billion in tax revenue each year. In London and the South East, the figures are similarly impressive, with 212,000 jobs, over £15.5 billion to the local economy annually and £5.1 billion in tax supported.**

**What's more, for every £1 spent on the rail network, £2.20 is generated in the wider economy, promoting jobs and growth well beyond rail. With even more industry investment planned over the coming years, it is clear that rail is vital to the UK's economy and its connectivity; and is going to be key to boosting growth in the region in the years ahead. ”**

**Darren Caplan, Chief Executive, Railway Industry Association**



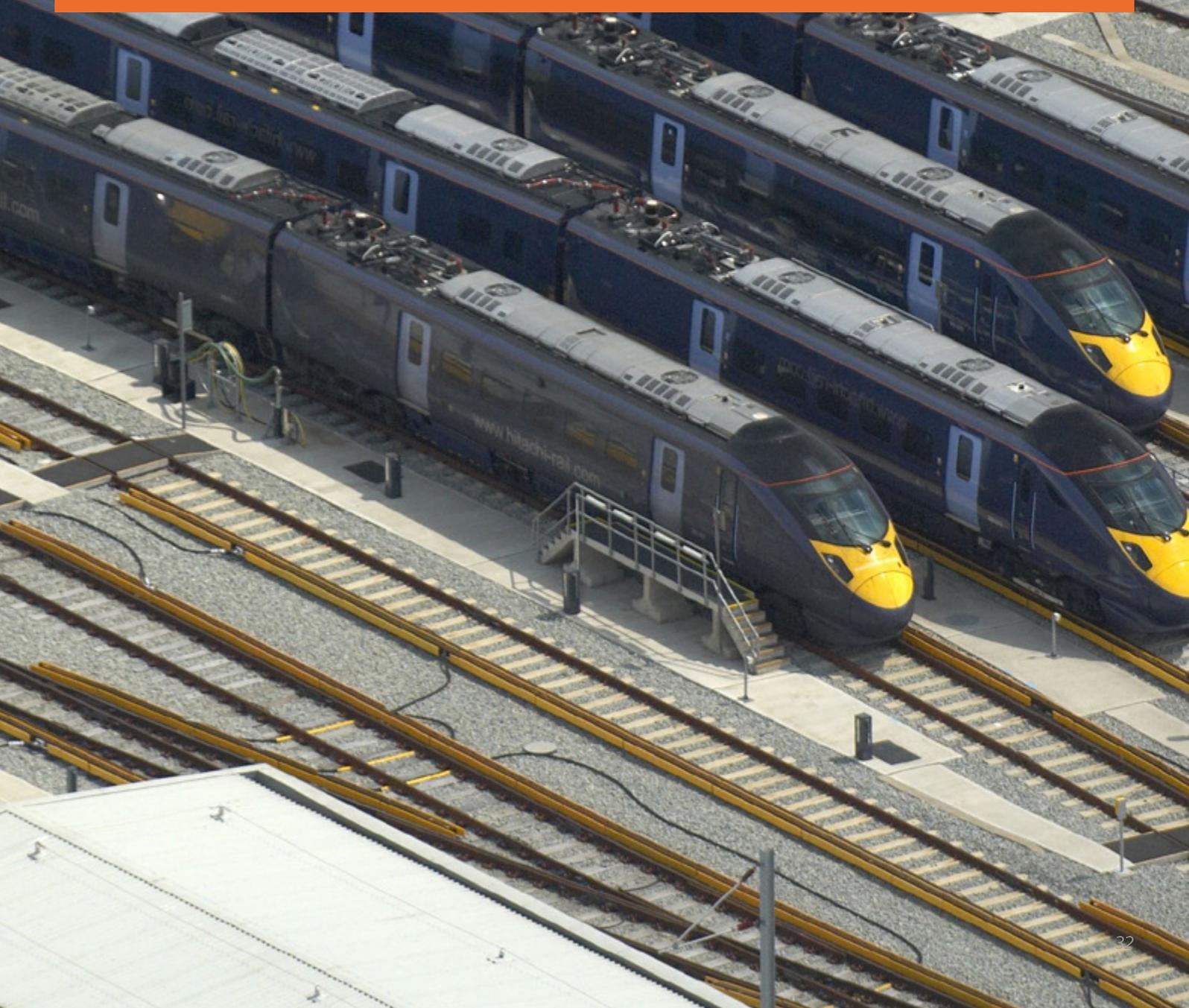


## Case Study - Hitachi Rail maintaining UK high-speed trains

High quality maintenance of the Javelin Class 395 fleet by staff at Hitachi's £60m Ashford depot has been vital in sustaining the trains' high reliability and passenger satisfaction ratings in the decade since the introduction of the UK's only domestic high-speed services.

Hitachi recruits people from a variety of backgrounds to support its Ashford maintenance operations, including the automotive sector and the armed forces, which helps to encourage fresh thinking and innovation. This blend of manufacturing expertise and new ideas from outside the rail industry has created an open and positive culture at the depot.

Around 275,000 customers travel on Southeastern high-speed services every week. The success of the service, combined with the positive culture in the depot, has created a sense of ownership and pride in the Ashford team. The increased popularity of the trains has also cemented the need for continuous improvement, with over 600 modifications to the fleet being made in the last ten years. As Hitachi's maintenance operations have expanded around the UK, it has used Ashford's culture and knowledge as a model to inform the development of new sites in England, Scotland and Wales.





**“Working in the railway has provided me with a fantastic career.**

*Starting at Network Rail 11 years ago as a Project Team Organiser I have grasped every opportunity Network Rail has offered me to develop and enhance my career. I love being out and about, working with the local public and enjoy the fresh challenges and varied work I face every day on the railway. ”*

*Gemma Kent, Level Crossing Manager, Network Rail*

Working closely with local communities and in partnership with local train operating companies and freight operating companies, Gemma ensures all level crossing developments and works are carried out both safely and with the least amount of disruption possible.



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ThamesLink/

