

C2C route – recent performance

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Chief Operating Officer

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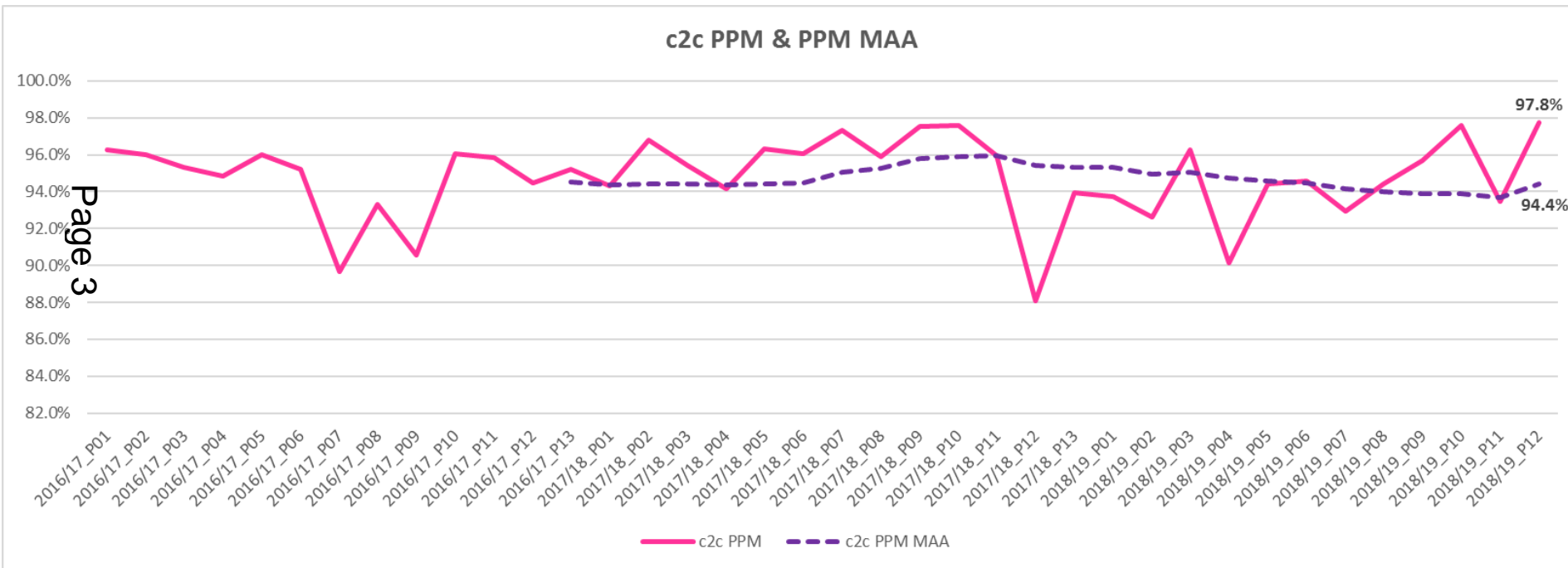
Agenda Item 5



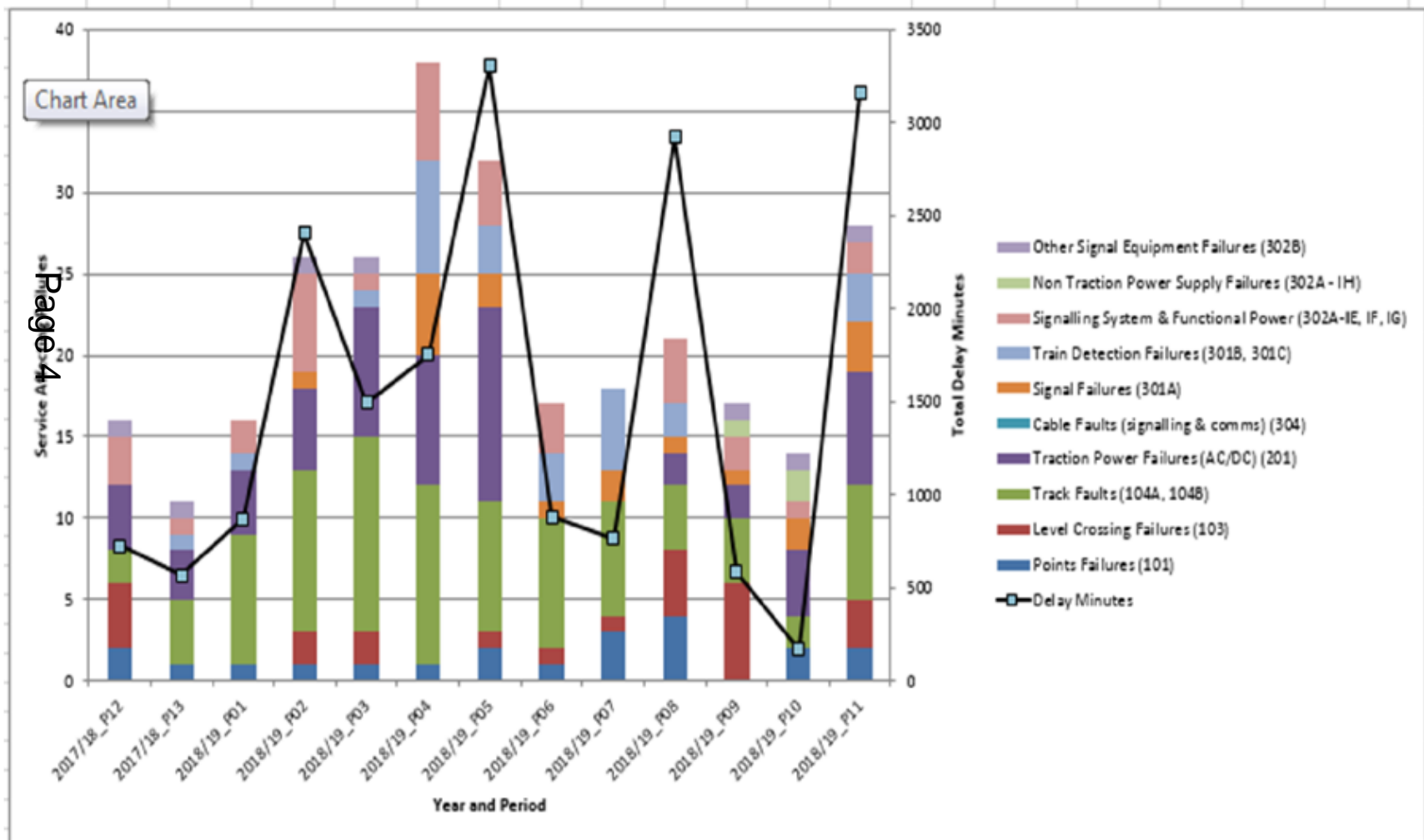
Recent Performance

- Nationally in top 3 train operators since 1994
- Last 5 months – poor compared to historic performance of last 20 years or more
- Particularly Infrastructure
- External caused events increasing too
- 3 key areas :
 - Signalling & Power systems
 - Track
 - Externally caused events

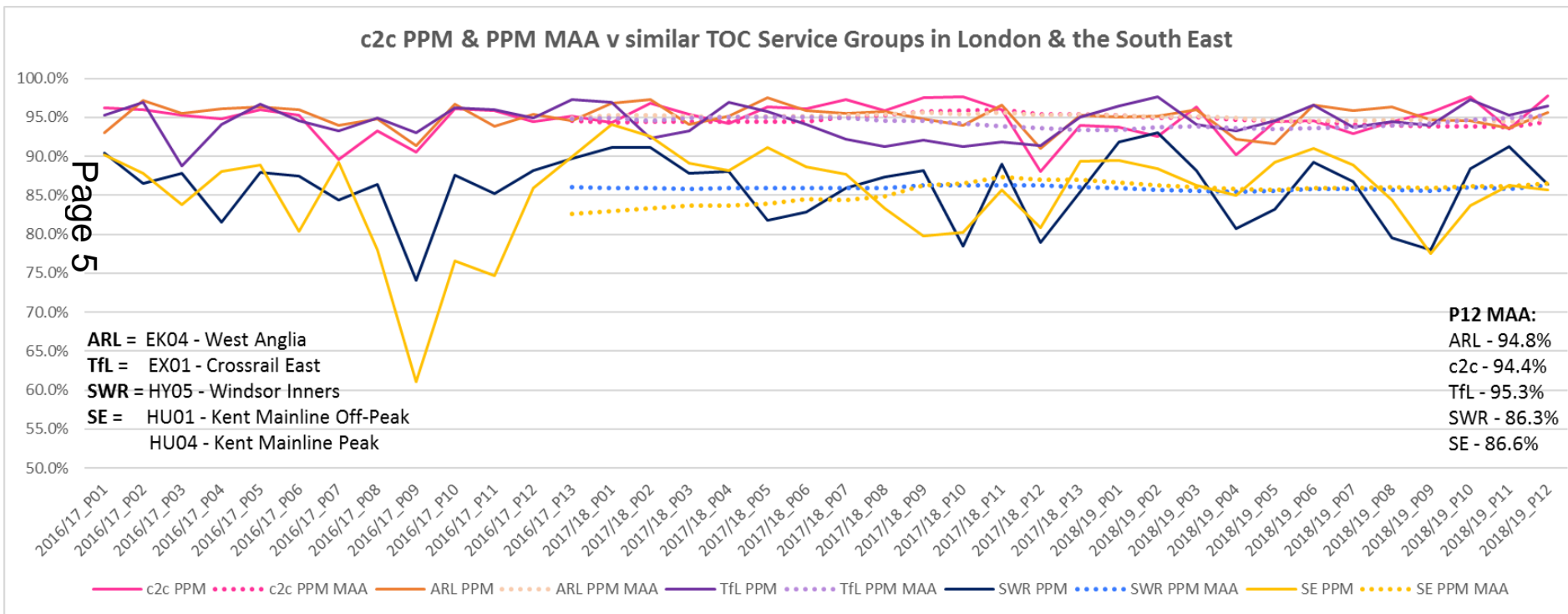
c2c PPM & PPM MAA for the last 3 Years:



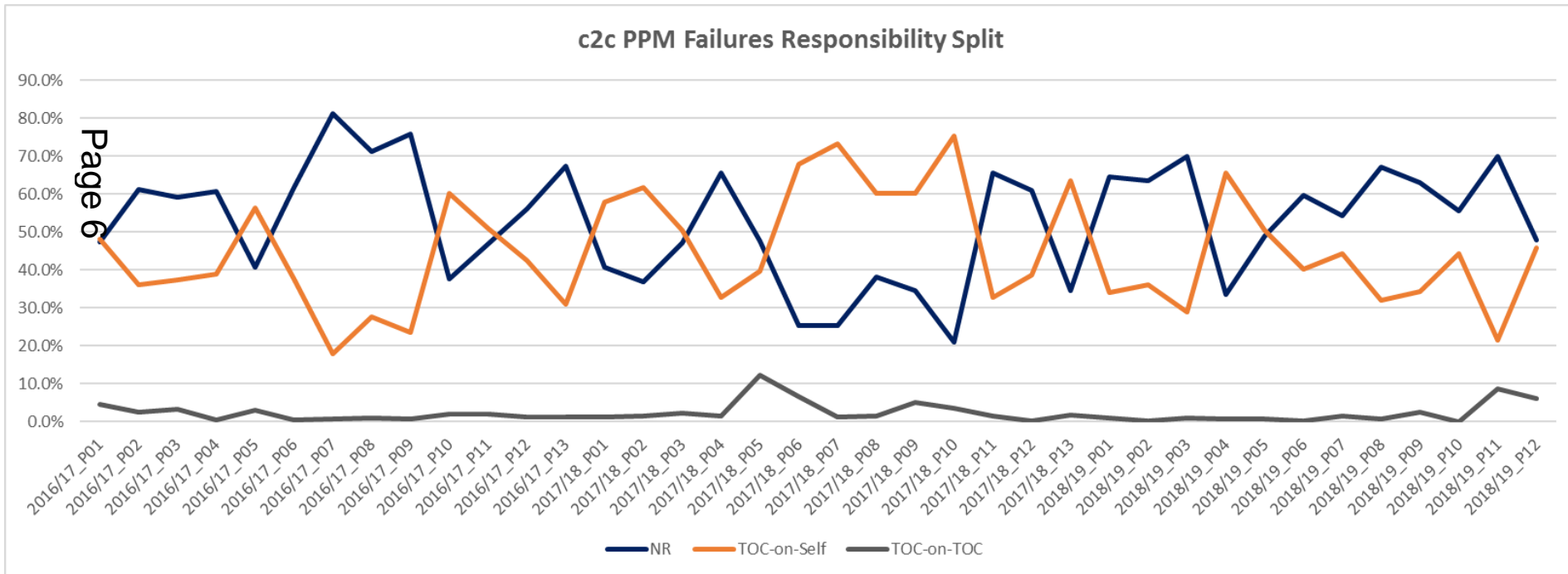
Thameside SAF v Delay Minutes YTD



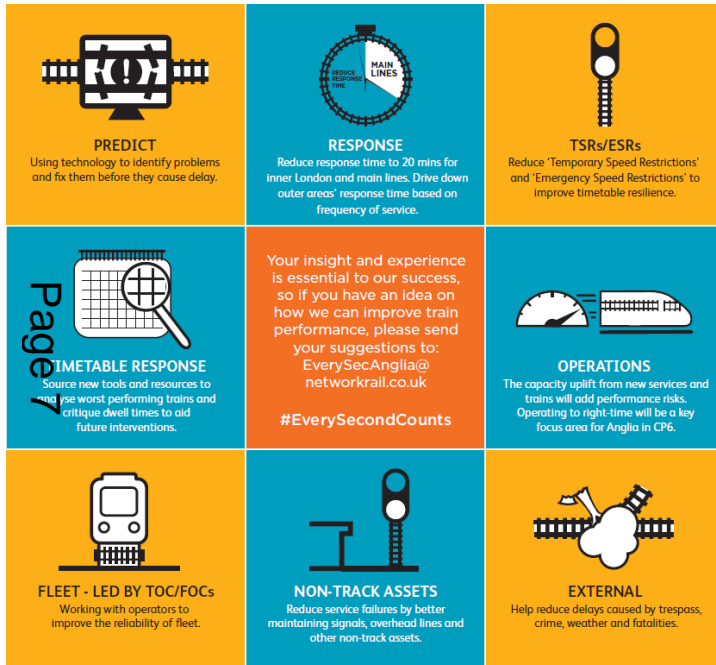
c2c PPM comparison:



c2c PPM Failures Responsibility Split last 3 years:



Actions



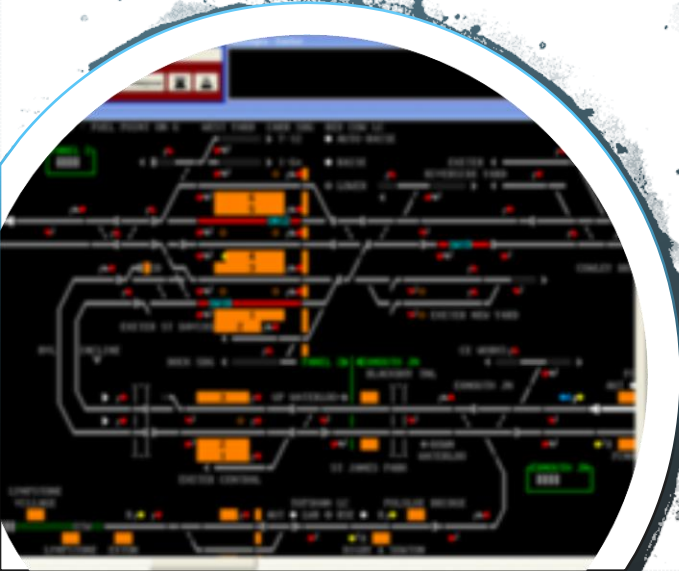
- **Every Second Counts**
- Relentless focus on the detail of performance
- **Focus on :**
 - Signalling & Power systems
 - Track
 - Externally caused events



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Focus on :

- Signalling & Power systems
- Track
- Externally caused events



Handling disruption and station investment programme

Chris Atkinson, Head of Communications, c2c

Handling disruption - background

- ▶ Top priority is to avoid disruption in the first place
- ▶ Our contingency options are limited during disruption:
 - Only one track in each direction for vast majority of route
 - Single line through Chafford and Ockendon with one passing point
 - District Line and GA are possible alternatives – but not for Thurrock
- ▶ Both handling disruption and communication are industry-wide challenges and we all struggle to meet modern expectations:
 - c2c customer satisfaction stands at **40%** for handling disruption versus 36% industry average
 - Usefulness of information about the delay scores **54%** on c2c versus 41% industry average

Handling disruption – successes

We have made good progress in past 18 month addressing some of the issues that prevent us communicating well:

- ▶ Better pre-planning for incidents
 - We now have 13 pre-prepared plans that Control can deploy off-the-shelf
 - Simplifiers for our staff help them understand and communicate plans
- ▶ Improved use of digital channels to communicate to customers
 - New website displays information more effectively with automatic updates
 - Twitter allows mass communication of broad advice instantly
 - We publish post-incident events on our website to help customers understand what happened, its impact – and how to claim compensation
- ▶ £25k investment in new radios to improve information flow

Handling disruption – challenges

We know there are still areas that require improvement:

- ▶ Incidents are very fast-moving
 - Chain of communication can be too slow
 - Customers can often be better informed than staff on platforms
 - Drivers are dependent on information from the signaller
- ▶ Some of our necessary decisions are unpopular with those directly affected
 - Queuing outside Fenchurch Street to limit crowding inside
 - Reserving carriages for Limehouse and West Ham
 - Cancelling trains before they enter the core during disruption

Station investment programme

- ▶ £17m route-wide investment programme started in late 2018
 - ▶ Thurrock stations benefitting from major investment by both c2c and other partners:
 - **Ockendon**: Capacity upgrade project started January with new station and platform entrances, new ticket office and improved waiting facilities
 - **Grays**: Ticket office refurbishment project underway
 - **Chafford Hundred**: Capacity upgrade project scheduled for late 2019
 - **Stanford-le-Hope**: Joint project for new station led by Thurrock BC
 - **Purfleet**: Joint project for new station led by developer
 - Light-touch refresh programmes for **East Tilbury** and **Tilbury Town** next year
- Investment in other stations also benefits Thurrock residents
- Fenchurch Street refurbishment; Barking re-design to relieve crowding; Long-term possible improvements to West Ham?

Questions