

Southern: 2018 timetable look back and Gatwick redevelopment

Reflection following timetable change and look ahead



Phil Hutchinson – Head of Strategic Planning, GTR

January 2015: our system became broken.....

Train timetable on Southern rail is 'work of fiction'
Anthony Smith comments, Evening Standard, 24 January 2017



Commuter:
'I want my
life back!'

Sadiq Khan:
'GTR is not
fit to run a
railway'

NRPS:
lowest for a
decade

Commuter:
'I want
compensation'

Commuter:
'when will
this be
sorted'

TfL: 'we have
a team ready
to take over
and sort it'

Caroline
Lucas: 'Your
franchise
should be
stripped
away'

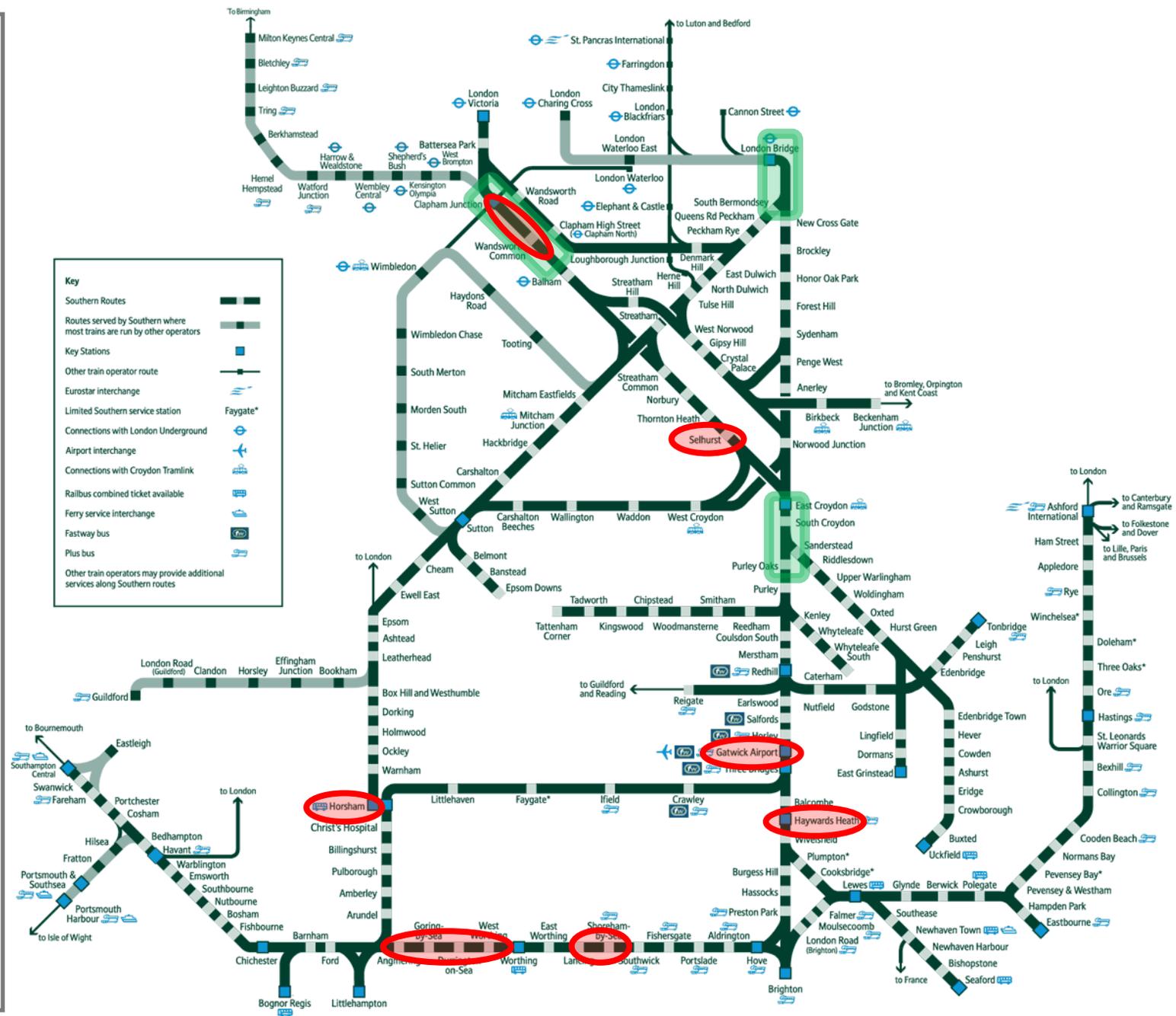


- a radical redesign of the timetable was required...
- this would take time to embed and implement...
- it was not a quick fix.... dedicated team established... we had a strong vision
- in this session you will find out how we fixed a broken system...

Creating the right foundation: Timetable Planning Rules Review

- Joint work between GTR and Network Rail as part of national programme
- Areas of unexplained delay and sub-threshold delays identified
- New technology from train borne systems to provide rapid data
- Entire review of GTR network – control of all aspects was key to driving the change

- ✓ 600 timetable planning rule changes
- ✓ 225 sectional running times changed
- ✓ 75 station dwell times increased
- ✓ 30 headway changes



Understanding the network needs: passenger demand review

The Southern network was trying to be **'all things for all people'** at the expense of 'on time' performance and resilience

In many cases the timetable **did not match** our passengers **actual** needs

- We reviewed the 'top 10' **passenger destinations** (excluding London) from each station we serve, this identified:
 - ✓ **gaps** in service pattern
 - ✓ **under or over provision** at some stations for the number of people travelling and
 - ✓ **low demand** on sections of route
- We then assessed the **passenger connectivity need** against the **'on time' performance** of each route

We designed a new **timetable specification that was based around passenger needs and system resilience:**

- ✓ New service between London Bridge and Epsom via West Croydon
- ✓ Reduced the frequency between London Victoria and Selhurst (4tph from 6tph)
- ✓ Worst performing routes withdrawn and merged (for example):
 - London Victoria to Caterham and London Bridge to West Croydon became London Bridge to Caterham
 - London Victoria to Sutton via Crystal Palace truncated at West Croydon allowing double frequency on direct route via Norbury
 - Through trains between Brighton and Ashford International split with overlapping services at Eastbourne and Hastings
- ✓ Many passengers benefited however some journeys require change of trains – the price for better performance



Consulting the changes

Early engagement with user groups is key to timetable development ensuring the end product meets the needs of users

2018 TIMETABLE CONSULTATION

We're inviting you to have your say on the proposed 2018 timetables for Great Western, Great Northern, Southern and Thameslink services.

The consultation runs between Tuesday 5 September 2018 and Tuesday 3 December 2018 at 11pm.

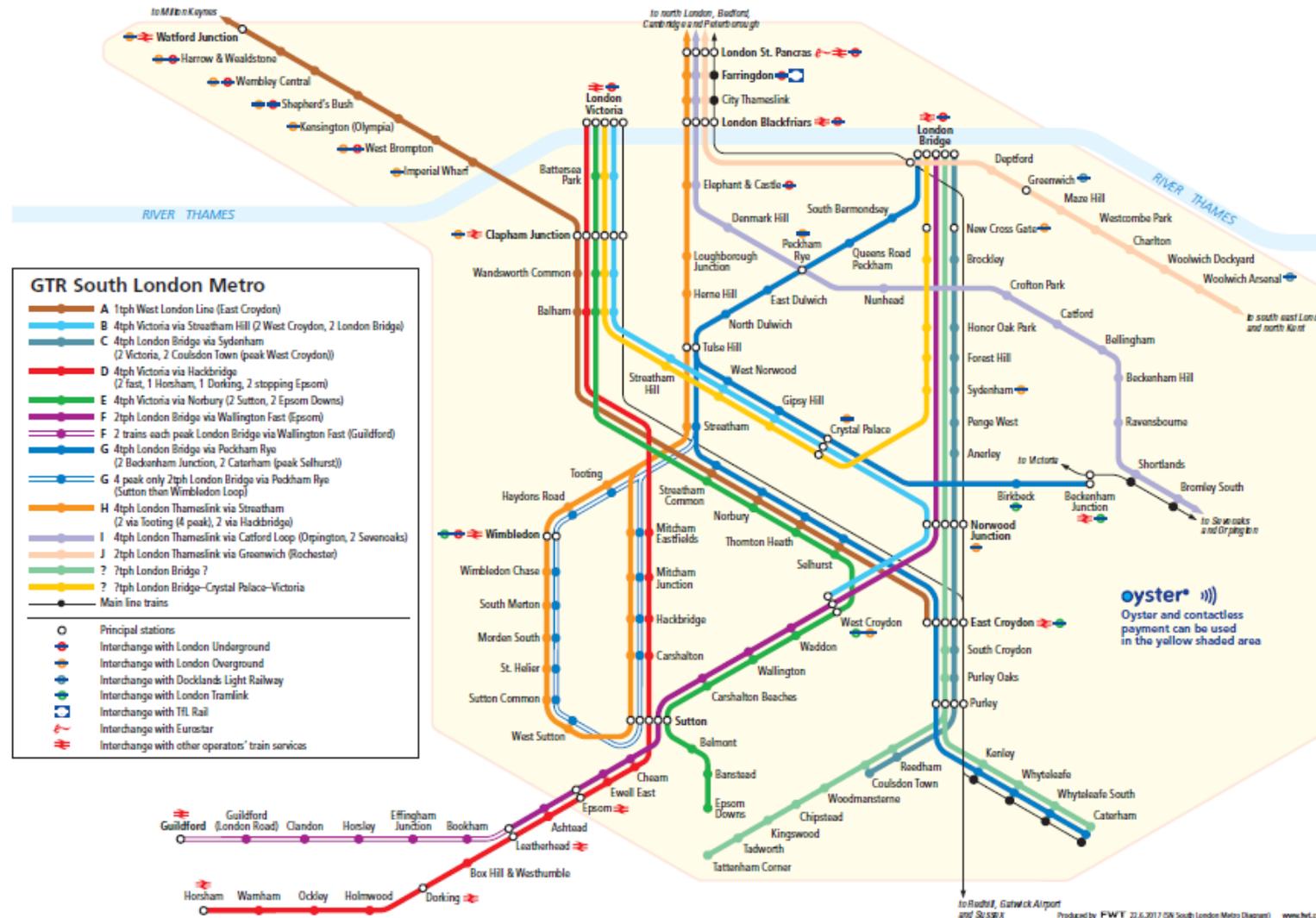
For more details please see our website:
gwr.co.uk/2018-timetable-consultation
gn.co.uk/2018-timetable-consultation
southernrailway.com/2018-timetable-consultation
www.thameslinkrailway.com/2018-timetable-consultation

Or if you would like a paper copy write to us at:
GWR Timetable Consultation, 20000, 2000 Office,
London King's Cross Station, London N1C 4AP.

If you have any questions about the consultation contact us via email: greatwesternconsultation@gwr.co.uk

- We **involved** stakeholders throughout the development of the timetable
- **Three phases** of consultation generated over 28,000 responses
- **Met** with over 150 groups and **formed** monthly working groups
- We held 20 roadshow events to **engage** with passengers directly
- We held **staff roadshows** for feedback as part of this process
- Dedicated Consultation Manager as part of the Strategic Planning team
 - ✓ We made **hundreds of changes** to the proposals to meet requests
 - ✓ The timetable was introduced with very little stakeholder upset – small items raised since May 2018 have now been solved

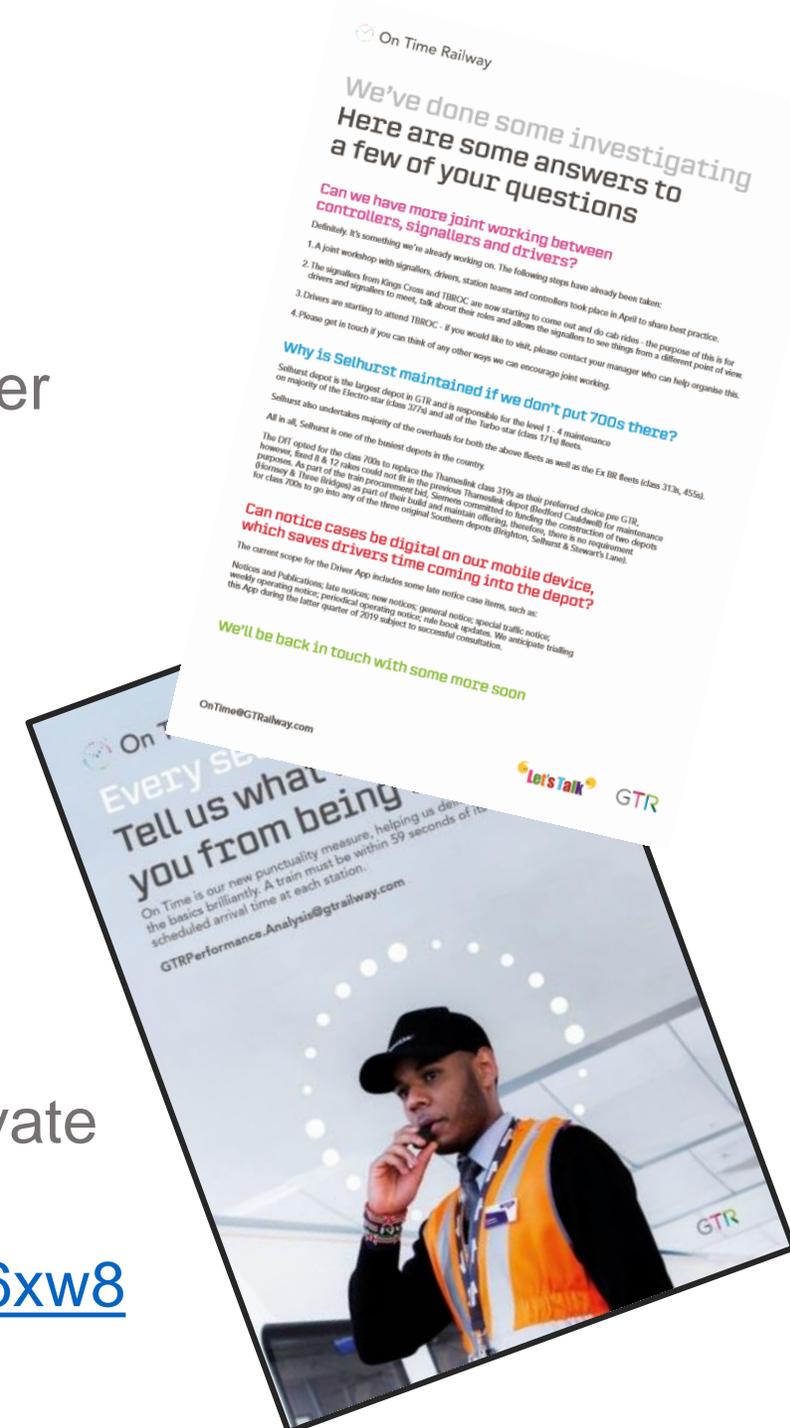
Simplification: review of timetable structure



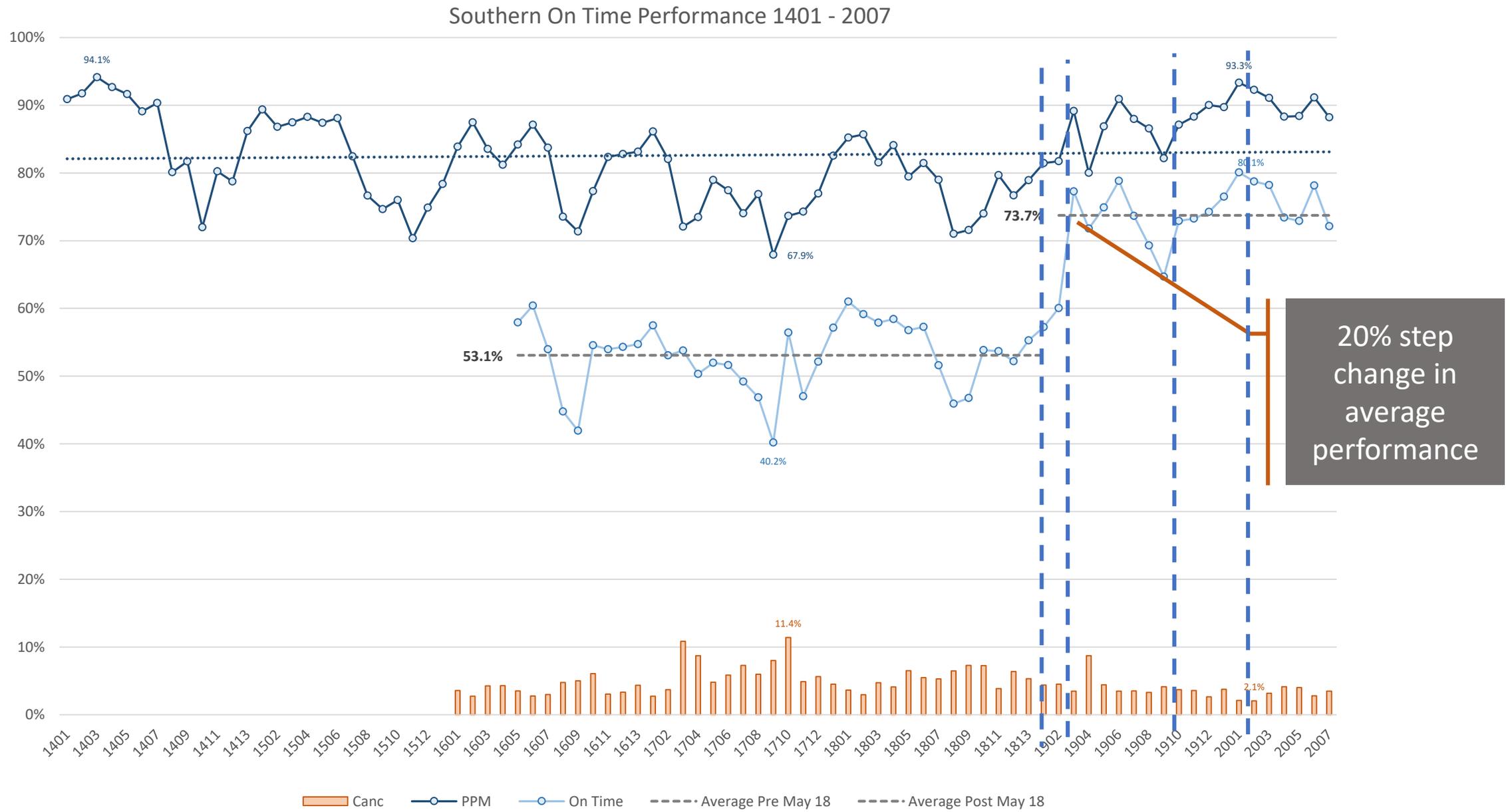
- We designed a **simplified** 'all day' timetable structure based on passenger demand and delivering 'On Time'
- We introduced **fixed formation** trains on **self contained** routes
- We introduced **longer** turnaround times at every terminal point
- We **increased** station dwell times at many stations
- We **added** modest performance time at key junctions
- Our timetable does not feature PPM fiddle 'public differential' or 'charter time' at terminals
- We **redeployed** our entire fleet

Our people are driving our On Time agenda

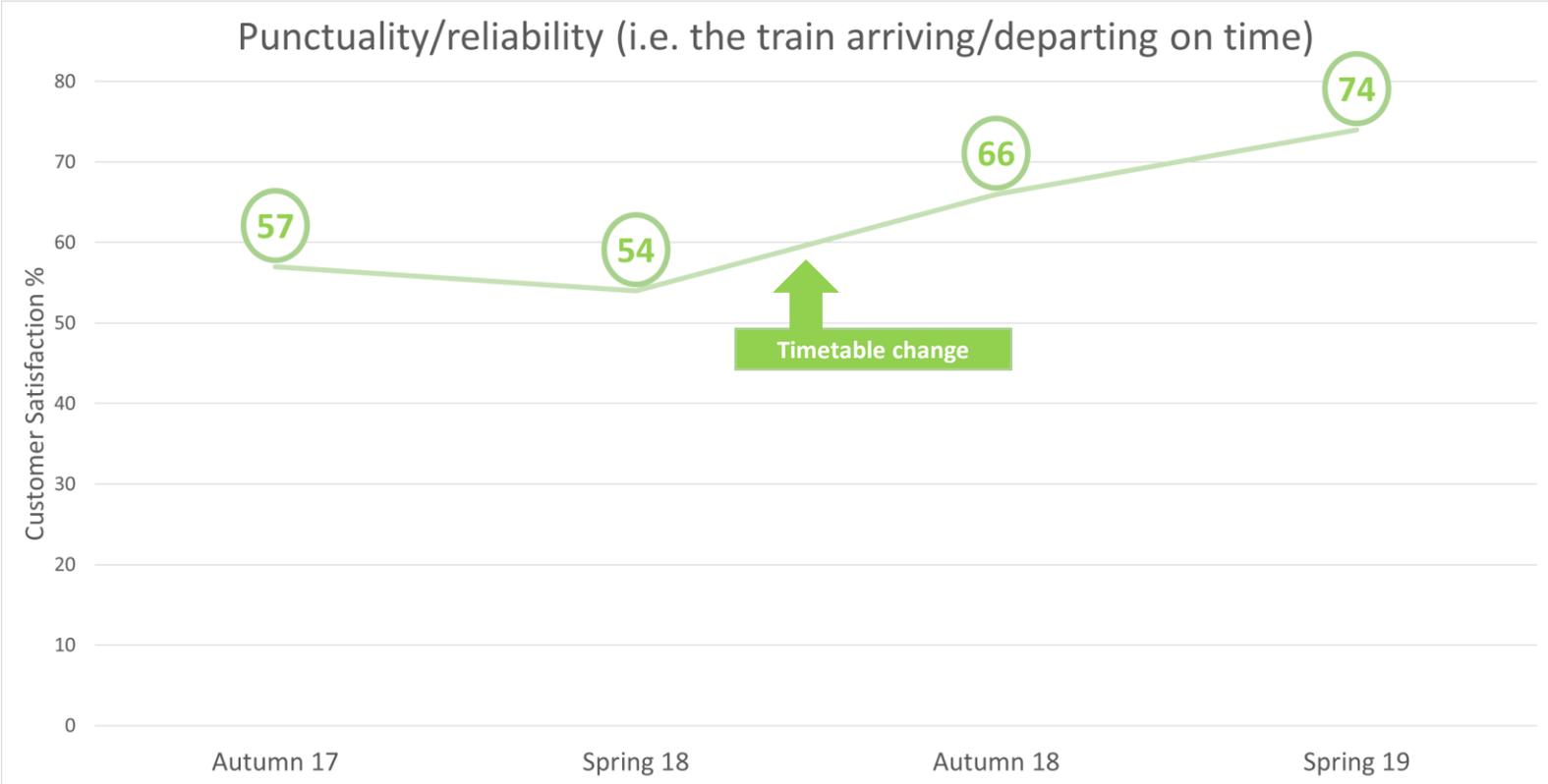
- Timetable champions led 1:1 peer to peer briefings of over 3000 staff
- Focus on sharing the WHY as well the WHAT
- 'On Time' champions established
- Trained 100's of people on PitStop principles
- Delivering 'Person Ill On Train' training
- Quartz deployment
- Let's Talk 'On Time' weeks
- Programme of culture change supported by PIMS to elevate On Time performance
- <https://app.box.com/s/05fsvcgkoags07mm3ppeafv988ql6xw8>



The results: step change delivered in On Time performance



Positive Impact on NRPS



NRPS Indicator	Autumn 17	Spring 18	Autumn 18	Spring 19
Overall satisfaction with the journey	72	69	74	81
Punctuality/reliability (i.e. the train arriving/departing on time)	57	54	66	74

Since May '18 timetable change NRPS scores improved both for **punctuality/reliability** and **overall journey satisfaction**.

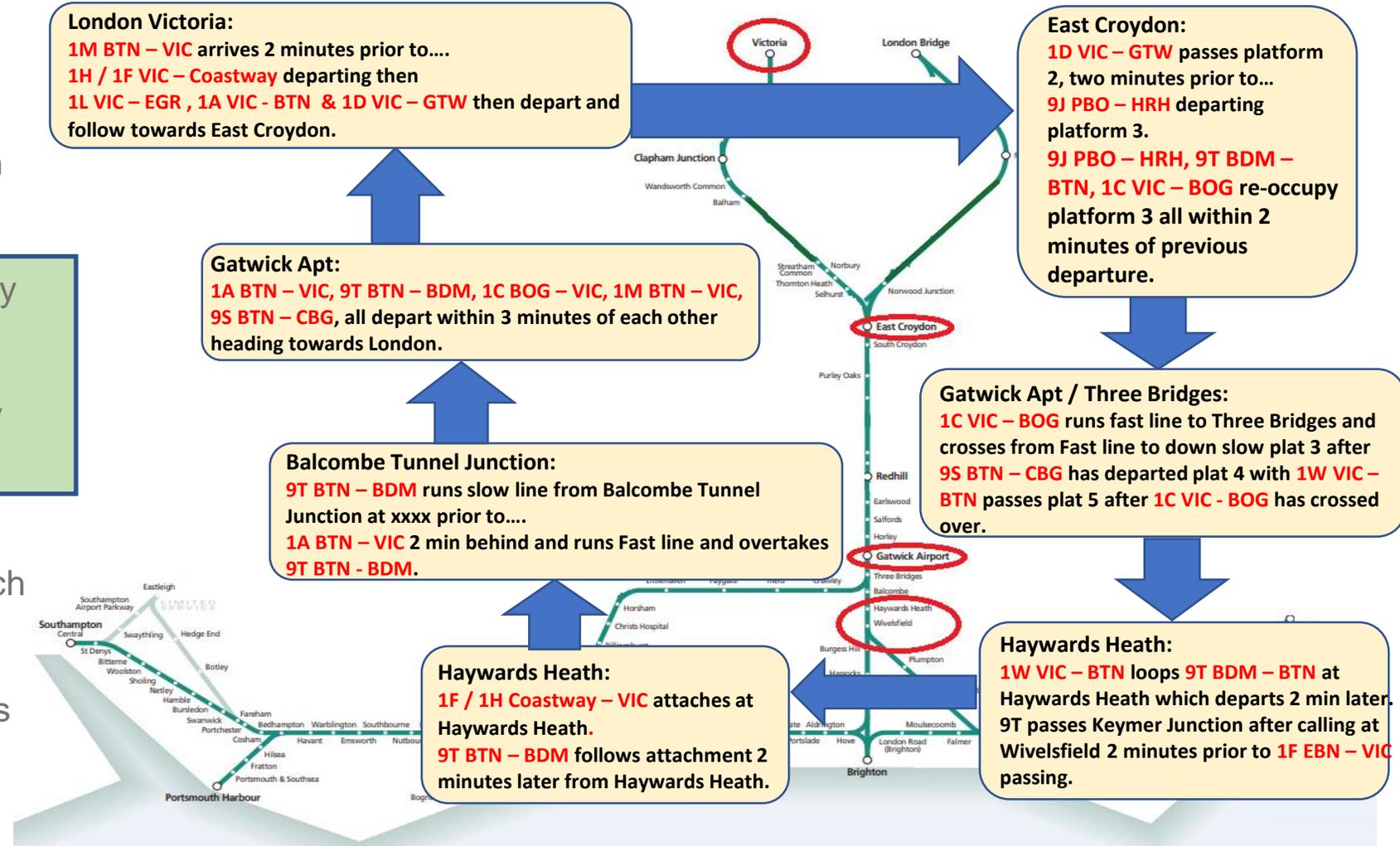
Continuous review: the Brighton Mainline reactionary delay chain

- Best ever on time performance recorded on BML since May 2018
- Operational experience identified an unintended reactionary delay chain

16 trains sit on a continuous BML delay chain loop

8 trains are susceptible to reactionary delay on Coastway and MML

- Identified weak point is Haywards Heath where trains attach and detach
- In December 2018 and May 2019 nearly 500 'minor' schedule changes made to improve on time delivery
- Bigger changes still required...



2020-2023

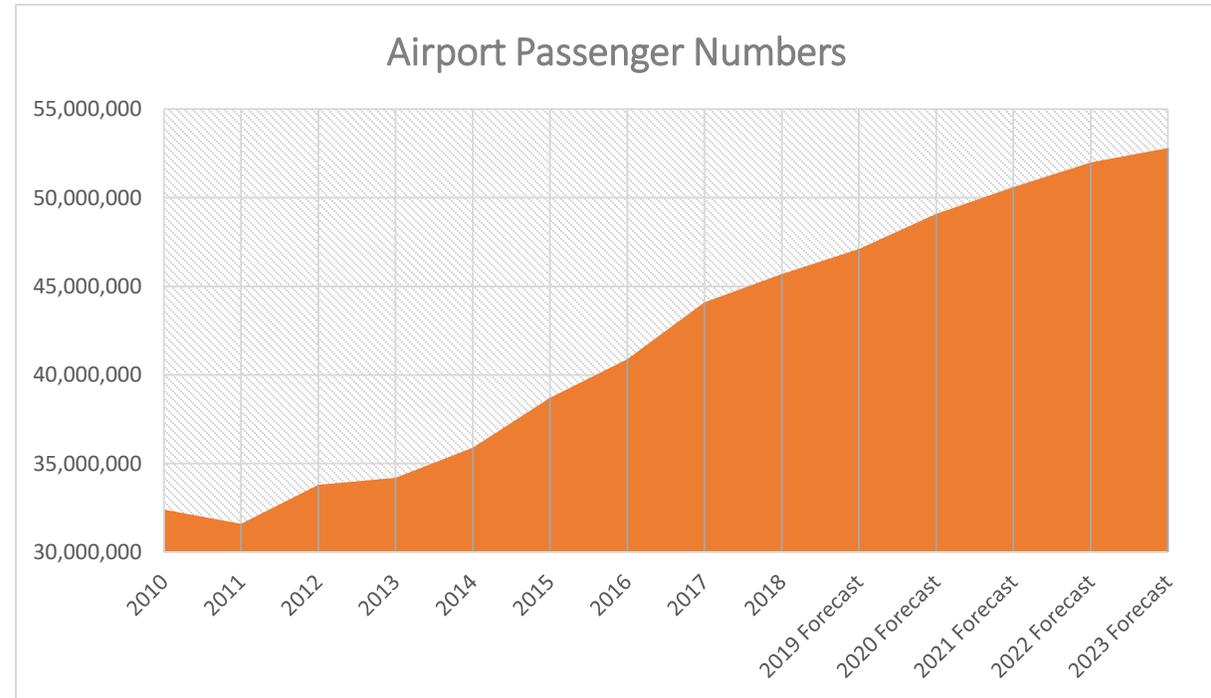
Gatwick Airport Upgrade



Purpose

Gatwick Airport railway station will be transformed through a £150m project, funded by the DfT, Gatwick Airport and C2C LEP and delivered by Network Rail between May 2020 and 2023.

Objective is to **reduce crowding**, **improve accessibility** and **increase capacity** for passengers today and into the future.

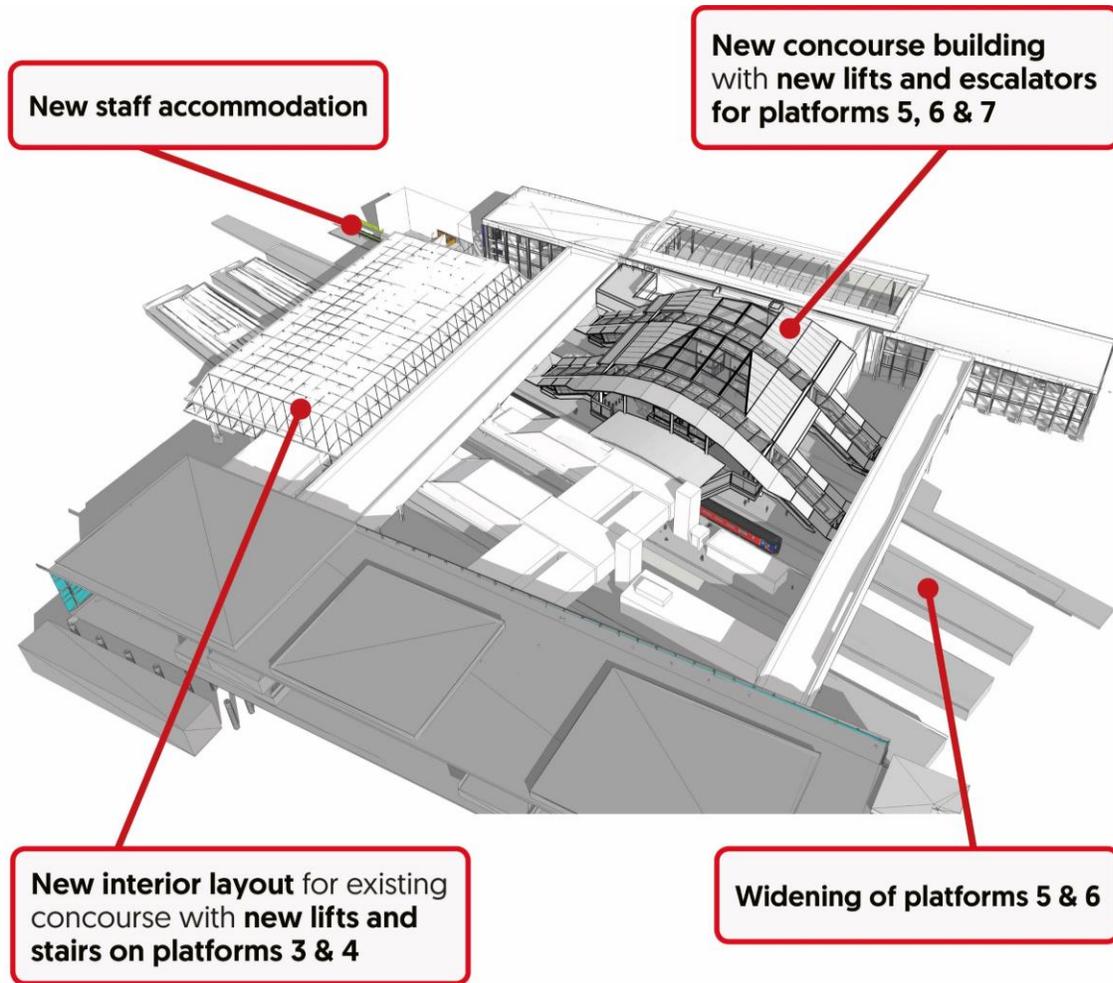


What will it deliver?

- ✓ A **bigger, better** station with new facilities for passengers and staff
- ✓ Five **new lifts**, eight **new escalators**, **new staircases**, **exits** and **better wayfinding**
- ✓ A passenger concourse with **twice as much space** and **bigger, wider, more accessible platforms**, reducing crowding, making it much easier to change trains and to enter or exit the station
- ✓ A significant **reduction in platform crowding (and the train delays it causes)**
- ✓ **Major benefits for wheelchair accessibility** with the widening of platforms 5 and 6, and the new lifts, escalators and stairs for platform 5,6 and 7 plus the new ramped exit to platform 7.



Timescales and overview



Platform works (2020-2022)

- Widening platforms 5 & 6
- New exit with ramp for platform 7
- 5 new lifts, 8 new escalators and new staircases

Building works (2020-2023)

- New glass-roofed concourse to double passenger space with better wayfinding
- New modern back of house building
- Walking routes in the station will change while work is underway



What does it mean for services?

1. **Platforms will be closed between May 2020 and May 2022** and a **30mph speed restriction** in place. This means that the Brighton Main Line can accommodate fewer trains per hour and we need to ensure that Gatwick Airport retains connectivity with fewer platforms available. This means that there is no choice but to develop a dedicated timetable.
2. **We are developing a dedicated timetable** to support the project and **to provide consistency to passengers across the two-year platform works**. This timetable is being designed through engagement with stakeholders across the region and will continue to refine it through passenger and stakeholder engagement this year.
3. It is being extensively developed to provide the best outcome for passengers across the entire south east. **It balances** passenger **capacity, punctuality** (regular, on-time services) and **reliability** (timetable that passengers can trust, ability to recover in disruption) across the entire network.

Timetable Changes between May 2020 and May 2022 (1)

Thameslink

- No change to all day frequencies or overall capacity which is maintained on all routes.
- Some minor timing changes and changes to calling patterns between Three Bridges and Brighton will be introduced.

Gatwick Express

- Gatwick Express continues to operate non-stop between London Victoria and Gatwick Airport with 30 minute journey time keeping today's proposition and the essence of the brand.
 - Regular frequency of every 30 minutes between London Victoria and Gatwick Airport continuing onwards to Brighton all day
 - High Peak services will continue to operate every 15 minutes between London Victoria and Gatwick Airport (continuing to Brighton as now) preserving peak capacity
 - Shuttle trains between London Victoria and Gatwick Airport will **not operate** due to lack of available platform and conflicting moves otherwise required at the Airport
 - Other peak services reduced in frequency due to lack of track capacity through Gatwick Airport:
 - 0629, 0657, 0824 and 0857 Brighton to London Victoria **would no longer operate** (extra calls made on other trains)
 - 1613, 1643, 1713 and 1843 London Victoria to Brighton **would no longer operate** (some extra calls made on other trains)
- All Gatwick Express trains between London Victoria and Brighton (via Gatwick Airport) will operate with **12 carriages** all day
- Gatwick Express will become the **only direct train** between London Victoria and Brighton for the majority of the day

Timetable Changes between May 2020 and May 2022 (2)

Southern

- Major changes to Brighton Main Line, East and West Coastway off-peak services to provide long desired aspirations of stakeholders:
 - **2tph London Victoria to Ore / Eastbourne and Littlehampton** (dividing at Haywards Heath) will operate complete to Littlehampton calling additionally at Burgess Hill, Hassocks and Preston Park with **longer 8-car trains** on all services. Direct West Coastway services reintroduced from Burgess Hill, new direct service from Hassocks and increased frequency at Preston Pk (half hourly instead of hourly).
 - **2tph London Victoria to Brighton** will divert to Eastbourne (hourly to Hastings) *no longer serving Burgess Hill (see above), Hassocks (see above) or Brighton* offering faster journey times and **longer 8-car trains** on all services to Eastbourne. Increased frequency at Wivelsfield (half hourly instead of hourly).
 - Trains between London Victoria and Brighton reduced from 4tph to 2tph and provided by Gatwick Express 12-car trains.
 - As a result there will be **no direct trains** between Brighton and Clapham Junction for the majority of the day (change at Hove, Haywards Heath or East Croydon using Thameslink or Gatwick Express)
 - Some trains between **Brighton and Hastings** will operate with Gatwick Express Class 387 trains for the two year period
- A total of **ten** Evening Peak trains (departing London between 1700 and 1900) will be unable to call at Gatwick Airport and have been selected to minimise passenger impact as follows:
 - Peak **1654, 1724, 1754, 1824, 1854 London Victoria to West Coastway via Hove** will not stop at Gatwick Airport. This results in no direct service from Gatwick Airport to Hove, Worthing or Littlehampton *Passengers required to travel to Haywards Heath where cross platform connections are possible using proceeding trains or travel via Brighton for frequent Coastway trains.*
 - Peak **1645, 1745 and 1845 London Victoria to Ore via Lewes & 1732 and 1832 London Bridge to Eastbourne via Lewes** will not stop at Gatwick Airport. This results in a frequency reduction from half hourly to hourly. *Passengers required to travel to Haywards Heath where cross platform connections are possible using preceding trains.*

Q & A