

# South Eastern Railway – Our Plan







## Introduction

On behalf of our new leadership team, I'm proud to introduce this plan for the future of South Eastern Railway – a railway that has always been central to the lives of people, businesses, and communities across London and the South East. Every day, hundreds of thousands of journeys – to work, to school, to loved ones – rely on us being safe, punctual, and dependable. Freight services, vital to jobs and supply chains, depend on us too. This is a responsibility we take seriously.

That is why, as South Eastern Railway, we have taken the important step of uniting track and train under a single leadership. As one integrated team, with one purpose and clear accountability, we can better deliver the railway our customers rightly expect and deserve.

This document sets out our commitments: major investment in infrastructure, trains, stations and technology; a sharper focus on improving customer service and accessibility; renewed efforts to support our communities and environment; and continued investment in our colleagues who make everything possible.

Our aim is simple – to create a railway that is reliable, inclusive, sustainable, and trusted. By working together with our partners, we will make faster progress, create a better experience for everyone who depends on us, and deliver real value for taxpayers.

Thank you for your continued support. I am excited about the future we will build together – one that reflects the importance of rail in driving opportunity, sustainability, and prosperity across London and the South East.

**Steve White**  
**Managing Director**  
**South Eastern Railway**

### Our purpose...

Working together to secure a thriving future for our railway and for the communities we serve

### We'll achieve that through...



**Improving**  
performance  
and safety



**Growing**  
revenue,  
freight and  
passenger  
journeys,  
and  
controlling  
costs, to  
reduce  
subsidy



**Exceptional**  
customer  
and  
stakeholder  
experience



Making  
South  
Eastern  
Railway a  
**great** place  
to work for  
everyone

### By...



Aligning business plans to deliver a simpler, more affordable and sustainable railway



Deepening the integration of Network Rail and Southeastern

### Our ambitions are to achieve...

**90%**

Customer satisfaction

**90%**

Time to 3

**<2%**

Cancellations

South Eastern Railway 2



## South Eastern Railway

Our railway is more than track and train. Every day, hundreds of thousands of people rely on our network to get to work, see loved ones, access education, health care and experience all that London and the southeast have to offer. Vital freight services run across our network too, delivering essential raw materials and finished goods that support jobs, supply chains and economic growth.

We know that for all of our customers (both passengers and freight operators), what matters most is a railway that is trusted, punctual and reliable, easy to use and responsive when things go wrong.

That's why, as part of the government's rail reform agenda, Southeastern and Network Rail's Kent Route have taken the first step towards Great British Railways – forming a single leadership team to be known as South Eastern Railway. This new leadership unites track and train in a single system with clear accountability and unified decision making. We are now one railway, one team and one purpose, all working together to deliver a better service for customers, colleagues, communities and taxpayers.

By bringing together the teams that run trains and manage the infrastructure they run on, we can plan smarter, respond faster, and deliver a more seamless and dependable experience.

This integrated structure creates a more efficient and simplified railway, a sharper focus on customers and a clear point of accountability for the railway's performance.

### Together, we are focused on delivering:

- Better train performance and fewer delays.
- Faster improvements in the customer experience, targeting investment where it's needed most.
- A safer, more inclusive and accessible railway.

- Growth in passengers and freight, reducing taxpayer subsidy.
- Support for communities and promotion of social mobility.

## Delivery plans and customer-focused improvements

### Improving performance

We know how important safe, punctual and reliable services are. We will work more closely than ever to improve our timetable, invest in cutting-edge technology, and deliver services that customers can depend on.

#### We are:

- Using AI-enabled CCTV and thermal imaging cameras on trains to monitor infrastructure condition, so we can respond to more issues before they affect customers.
- Deploying drones to reduce incidents and delays from trespass – a major cause of disruption.

### Investing in our Infrastructure

We are investing £1.35 billion over five years (Control Period 7). Specifically, this includes:

- Installing a £90 million new signalling system in the heavily used Lewisham area which will be brought into use at Christmas 2026.
- Undertaking a major track and equipment renewals programme on the London end of Dartford in February 2026.
- Completing a £10 million programme of repairs to the 175-year-old Blackheath tunnel to reduce delays caused by track and electrical faults.



## Developing our timetable

We continue to adapt our timetable to meet growing demand and stakeholder needs, while supporting punctuality, reliability and efficiency.

### We will:

- Add extra carriages to key services and provide seasonal trains to support trips to the coast and major events planned during the summer.
- Make changes to improve the punctuality of the railway during the challenging Autumn leaf fall season.
- Add 29 highspeed services weekly to and from St Pancras International and Faversham; boost direct services on weekday evenings between Charing Cross and Bexleyheath; add extra services between Charing Cross and Maidstone East, and between Victoria and Ashford International via Maidstone East from December 2025.

## Investing in our fleet

We are delivering a multi-million-pound fleet improvement programme for highspeed, mainline and metro trains to ensure all trains are more comfortable, bright, clean and well lit.

### This includes:

- Investing £12 million in an interior and exterior refurbishment of the Class 376 metro fleet including LED lighting and at seat power sockets and completing the £27 million upgrade to our highspeed fleet by fitting new real-time customer information screens and new CCTV for added security.
- Increasing use of our new Centre of Excellence at Grove Park to improve interior cleanliness and refurbishing train wash facilities at Ramsgate, Ashford and West Marina depots to improve the exterior cleanliness of trains.



- Retrofitting accessible toilets to our Class 707 City Beam trains which are the latest addition to our metro fleet, offering an air conditioned, high-capacity environment.

## New, or modern cascaded, metro fleet

To support a high performing metro railway for southeast London, we are progressing with a procurement process to modernise the fleet to:

- Maximise unassisted boarding.
- Provide increased capacity to support future growth, including housing developments.
- Deliver more comfortable journeys with air conditioning and accessible toilets.
- Improve year-round operational performance.

## Investing in our stations

We want our stations to be accessible, safe and welcoming places for customers, and a part of the local community they serve.

We are investing over £40 million in station improvements this year to improve accessibility, ambience, and provide extra gatelines to ease congestion and deter ticketless travel.

### **This includes:**

- Making £10 million worth of investment at a further 40 stations to improve, repair and repaint, refurbish toilets, and upgrade waiting rooms and shelters. Some of the most significant changes will be at Blackheath, Sittingbourne and Deal.
- Upgrading retail facilities at Dartford, Orpington and Tunbridge Wells.
- Adding new, or enhancing existing gatelines, at Victoria, Margate, Ramsgate and Canterbury West.



### **Delivering better customer service**

To support growing customer numbers, we are investing in our people and in the tools, training and equipment needed to deliver a better, more consistent experience across the railway, especially during times of disruption.

#### **We are:**

- Introducing a new Customer Promise – a clear, national standard that sets out passengers' rights and what they can expect when they travel with us.
- Providing automatic ticket acceptance for affected customers after short notice, or on the day cancellations, on any public sector operated train operator.
- Training over 2,000 colleagues through our new customer care programme, 'Dare to Care'.
- Replacing outdated station ticket machines, ensuring customers can buy the best value fare, more easily.

### **Creating a more accessible, inclusive railway**

We are committed to removing barriers and making travel simpler and more convenient for everyone.

#### **We are:**

- Enabling real-time lift status reporting to improve journey planning and target increased lift reliability.

- Delivering the largest Access for All Scheme in the country at Hither Green. This represents a £28 million investment at a station used by over three million passengers per year.
- Working hard to help everyone who needs assistance. We have a zero tolerance approach to failed assists and hold learning reviews if things go wrong and take a continuous improvement approach.

### **Investing in our people and future talent**

As we celebrate 200 years of passenger rail in the UK, we want to continue to build a team that reflects the communities we serve and inspires the next generation of talent.

#### **We are:**

- Actively working to recruit more women and colleagues from underrepresented and lower socio-economic backgrounds.
- Delivering our Social Mobility Action Plan in partnership with the Purpose Coalition, focusing on early careers, career progression and mental health.
- Working with The King's Trust to deliver programmes which create new pathways into rail across track and train for young people of all backgrounds.
- Delivering over 500 apprenticeships and investing in development, training and support for colleagues.

### **A better place to work**

While colleagues will remain employed by Southeastern and Network Rail, they will be part of one integrated team with a shared purpose.

#### **We will:**

- Support colleagues with their physical and mental wellbeing and continue to foster an inclusive working environment.
- Work closely with the trade unions and colleague network groups to shape our plans.
- Ensure all colleagues have access to welfare facilities with improved accommodation and amenities.





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“We want our stations to be accessible, safe and welcoming places for customers and a part of the local community they serve.”

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## Building a safer, more secure network

We have a unique Tripartite Agreement with the British Transport Police and a pioneering Safeguarding team to help keep everyone safe.

### We are:

- Enhancing security with more AI-enabled CCTV on stations and body-worn video for our frontline teams, which is helping to deter and prosecute offenders.
- Promoting a Fair Culture which supports safety reporting, colleague wellbeing, transparency and trust – the key ingredients of a safe railway.

## Working more closely with Transport for London

We recognise that a seamless journey for customers involves working with other operators. We will work particularly closely with Transport for London (TfL) to:

- Support the London Plan by working with TfL to explore how we can increase capacity and frequency on our metro network – helping to meet future demand.
- Improve connectivity with other transport services through improved customer information, timetable alignment, accessibility and signage at key interfaces such as Lewisham and Abbey Wood, and improve connections with Superloop express and local bus services.
- Increase TfL contactless payment options available on our network.



## Supporting freight growth

Our network connects to key freight locations such as Angerstein Wharf, Grain, Allington and Mountfield, and we are committed to supporting our freight customers.

### We will:

- Work within today's framework meaning decisions regarding access rights for freight operators will continue to be decided by the System Operator and Office of Rail and Road, while looking ahead we will support rail reform so that it works for all rail users.
- Support the opening of two new freight terminals at Plumstead and East Peckham.
- Collaborate with freight companies to support their ambitions by providing safe and reliable infrastructure and operations to keep trains safely moving.



## Protecting our environment

We are committed to building on our foundations as an all-electric railway, to become more sustainable by protecting nature, reducing emissions, and delivering lasting value for future generations.

### We will:

- Improve biodiversity and manage our green spaces across stations, depots and trackside, making the railway more welcoming to nature and people alike.
- Prepare for extreme weather and climate change with our first 'Weather Risk and Climate Change Adaptation Plan' to create a more resilient railway.
- Drive us towards net zero by progressing our science-based carbon reductions and promoting the environmental benefits of rail over road.

## Supporting communities

We are proud to be part of the communities we serve.

### We will:

- Invest close to £600,000 to fund five Community Rail Partnerships on our network and 11 new community projects.
- Work with tourism and business bodies, including Visit Kent, to strengthen connections that support the regional economy and attract more visitors.
- Facilitate access to our land and property so community rail groups can lead local initiatives, helping stations and railway spaces reflect the heritage, identity, and needs of the communities they serve.





**Our joined-up approach** will help drive economic growth, support increased housing, decarbonisation, social mobility and social value in a more connected South East.

We are trailblazing a new way of working, demonstrating how Great British Railways can operate and showcasing the benefits it will deliver – and we're just getting started.



**For more information visit:**

[www.southeasternrailway.co.uk](http://www.southeasternrailway.co.uk)

[www.networkrail.co.uk](http://www.networkrail.co.uk)

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