



Customer and Stakeholder Engagement Strategy

July 2019

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Foreword

We have reinforced our commitment to put the passenger at the heart of our plans to improve the passenger experience, and to be open and transparent about the improvements and investment in the service.

Throughout the franchise extension period we aim to deliver consistently excellent standards in passenger service by improving train and station presentation, passenger information and retail, and by harnessing technical innovations to improve the service for our passengers.

One of our key commitments is to ensure performance on our network remains high. In the last twelve months we have seen record Right Time performance achieved on the Southeastern network, following one of the most punctual Autumn periods seen on the network.

We're experts in managing change across the network:

- In January 2015 we made a major change to our timetable when Thameslink Programme work required Charing Cross trains to cease serving London Bridge station. We launched a major communications project to ensure passengers knew about the change to their journeys and what their alternatives were.
- August 2016 saw another major change to our timetable as part of the ongoing Thameslink Programme. Our Charing Cross services started using new platforms 7, 8 and 9 at London Bridge where two-thirds of the new concourse also came into use. Cannon Street services ceased to stop there, until January 2018, to allow rebuilding of platforms 1 to 5. Once again, we ran a major communications project to ensure passengers knew about the changes to their journey and what their alternatives were. Our next major change came in August 2017 when the new platform 6 came into use, allowing these services to stop.
- In 2018, the conclusion of the Thameslink programme saw the completion of one of the largest railway projects in British history and meant substantial change for the Southeastern network. We promoted the benefits of the Thameslink programme's conclusion proactively to our stakeholders and customers. In May 2018 one of the most ambitious transformations of the Southeastern timetable was made, to fully realise the benefits offered by the Thameslink programme. We worked hard to mitigate the challenges which presented themselves in the months following, engaging with our stakeholders proactively and reactively and answering passenger concerns.

- Since Autumn 2018 we have committed to greater transparency and engagement with stakeholders and passengers over our timetabling, with a more effective promotion of our timetable consultations and more accessible methods for stakeholders and passengers to provide feedback. In early 2019 we published a report detailing the feedback we received and how we responded to what our stakeholders and passengers told us.

Both passengers and stakeholders are at the heart of our plans. Our passengers are the single most important part of our business and passenger feedback is crucial to our success. We're committed to listening to, and engaging with the communities we serve.

Our approach is set out in this Customer and Stakeholder Engagement Strategy (CSES).

The CSES describes our approach to identifying opportunities to improve the passenger experience, and how we will monitor performance to drive change and improvements in an open, transparent and engaging way.

Each year we will reflect on progress and take account of feedback from passengers and stakeholders in reviewing the CSES. We will publish a Customer Report in the form of our On Board magazine every six months that will describe the progress we are making against our improvement plans and to set out what you can expect to see in future.



Purpose of the Customer and Stakeholder Engagement Strategy (CSES)

The purpose of the CSES is to set out how we will engage, communicate and involve passengers and stakeholders in the development of Southeastern's services and how we will improve levels of passenger satisfaction. We will review the CSES annually. The summary at the end of this strategy describes the activity undertaken over the past year.

Objectives

The objectives of this strategy are:

- To set out our commitment to use quality management processes.
- To set out how we will work with passengers, stakeholders and other external bodies.
- To raise awareness of our efforts to improve service delivery to our passengers by:
 - » collecting and assessing relevant and detailed information covering the concerns, issues, opportunities and risks relating to customer service, including passenger views, priorities and opportunities, complaints, feedback and data;
 - » a constructive two way dialogue with passengers, communities and passenger representatives, including Transport Focus and London TravelWatch, that is transparent, responsive and effective;
 - » a process for generating a range of options to address emerging passenger needs. This will include processes for effectively evaluating, prioritising and considering such options, and working in partnership with other agencies where collaboration on development and delivery of schemes will improve outcomes; and
 - » ensuring that passenger expectations and opportunities are considered across all areas of the business as a fundamental part of our operational and business decision making.



Approach

Our Vision

Delivering our best ever passenger experience

Our Mission Statement

85% Customer Satisfaction

85% overall satisfaction in National Rail Passenger Survey and 85% satisfaction in the employee survey

Our Values and Behaviours

		
<p>We aim to be the best</p>	<p>We care passionately about our people and passengers</p>	<p>We make the difference together</p>
<ul style="list-style-type: none">■ We move with pace, we're agile and learn from everything■ We relentlessly strive to be the best■ We are professionals with personalities	<ul style="list-style-type: none">■ We put ourselves in our passengers' shoes to do what's right for them■ We support our colleagues to be, feel and do their best■ We love the places we serve and do our bit for our stations, communities and environment	<ul style="list-style-type: none">■ We are answerable to each other and our passengers■ We trust each other and do what we say we will■ We are stronger together than we are as individuals

Business Objectives

There are seven key business objectives for Southeastern. These are:

- Everyone home safe everyday
- Understand focus on and exceed passenger expectations
- Drive continuously improving performance for passengers
- Southeastern people make a difference to our passengers by living our values and delivering our goals
- Build a positive reputation
- Invest in growth and deliver our commitments
- Be an effective partner to deliver industry change programmes

These business objectives are wholly aligned with our Vision of delivering our best ever passenger experience. By achieving all the business objectives above, and delivering the key franchise obligations set out below, we aim to realise our mission of 85% customer satisfaction.

Passenger expectations

Our approach is to ensure we meet, and where we can, exceed passenger expectations. We undertake comprehensive reviews of the end to end experience – passenger journey mapping. This has given us the insight into where we are starting from, and more importantly we have identified concepts to improve the experience at every touch point. We will be working to prioritise these concepts and implement them as part of our improvement programmes.

We will use insight from how we measure (see later section) to understand our passenger expectations, prioritise our plans and measure success.

Pre-travel

We will ensure we market our products and offers to maximum effect. We aim to ensure we communicate clear, accurate and timely information regarding disruption and cancellations, and provide ways of making alternative journeys

We will ensure any interactions via the website or through customer service channels are as seamless and easy as possible.

At the station

We will present a warm, friendly and helpful welcome by our employees
We aim to provide clear, accurate and timely information regarding current and future train services, including planned or unplanned disruption
We will provide a clean and welcoming station environment
We will do our utmost to ensure any interactions between passengers and our employees at stations are as seamless and easy as possible.

On the train

We will present a warm, friendly and helpful welcome by our employees
We will do our best to ensure we meet our performance targets
We will improve the cleanliness of train interiors, including toilet facilities
We aim to provide clear, accurate and timely information regarding the journey being undertaken, including planned or unplanned disruption
We will ensure any interactions between customers and our people on trains are as seamless and easy as possible.

Post journey

We will ensure a warm, friendly and helpful interaction with passengers
We will ensure any interactions via the website or through customer service channels are as seamless and easy as possible
Where possible we will ensure we capture passenger feedback on how we can further improve our services

In Autumn 2016 we launched a new passenger experience training course for our frontline colleagues. This sets out our expectation for good customer service and we are taking a proactive approach towards how our people help our passengers when they are looking for information, assistance and requirements.

Application of quality management principles

Standards of service delivery and management at Southeastern have been endorsed with a 5-star rating from the British Quality Foundation Recognised for Excellence (R4E) programme.

In 2014 we achieved the highest possible rating through the scheme, which recognises excellence in management, operational standards, service delivery and our people development. The external assessment involved an in-depth review of our processes and results, which were measured against the EFQM (European Foundation for Quality Management) model. We will continue to use EFQM quality management principles to maximise our performance at Southeastern. Tools we use to identify solutions to issues and problems include benchmarking and sharing of best practice. We will add focus through the CSES to ensure we listen to our people, passengers and stakeholders, and use any feedback to challenge our current practices to make sure it's the best way of doing things.

We will follow the EFQM model approach to ensure there is continuous improvement.



Plan and develop
APPROACHES

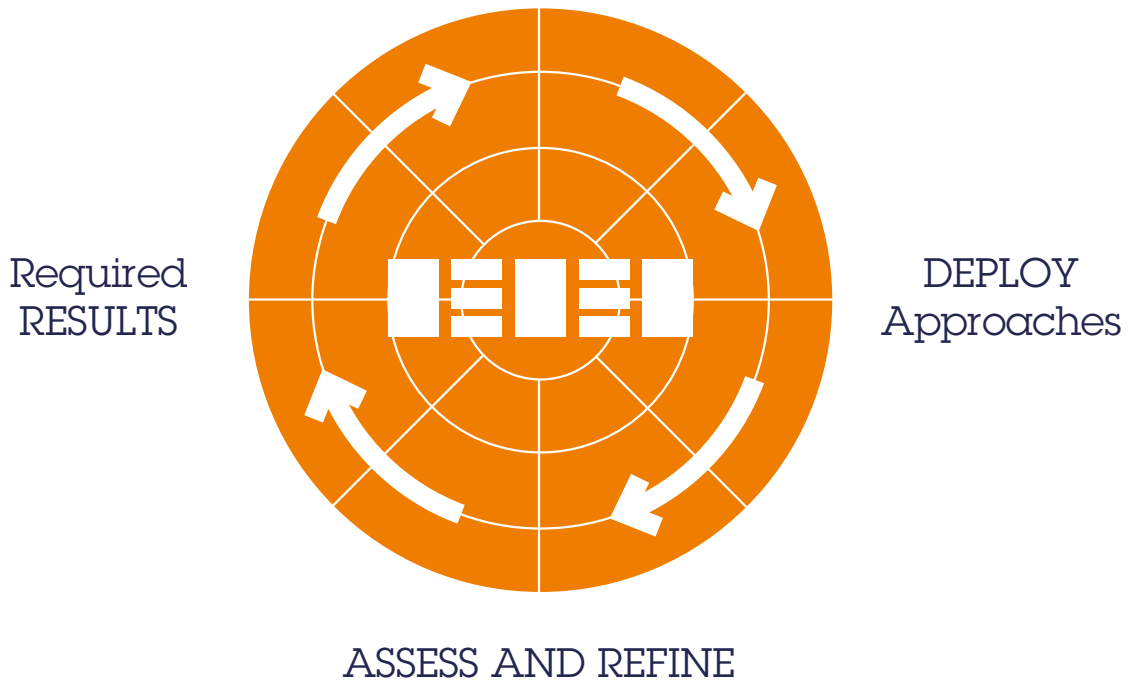


Figure 1. RADAR model for continuous improvement through quality management

For more details about the British Quality Foundation Recognised for Excellence (R4E) and the Levels of Excellence programme, visit: www.bqf.org.uk/levels-of-excellence/r4e



How we will communicate and engage with our passengers and stakeholders

We have categorised the various channels of communication, recognising there may be some overlap between categories. Our approach to passenger engagement is detailed below by channel.

We will continue to increase the number of conversations we are having with our passengers and stakeholders through the following channels:

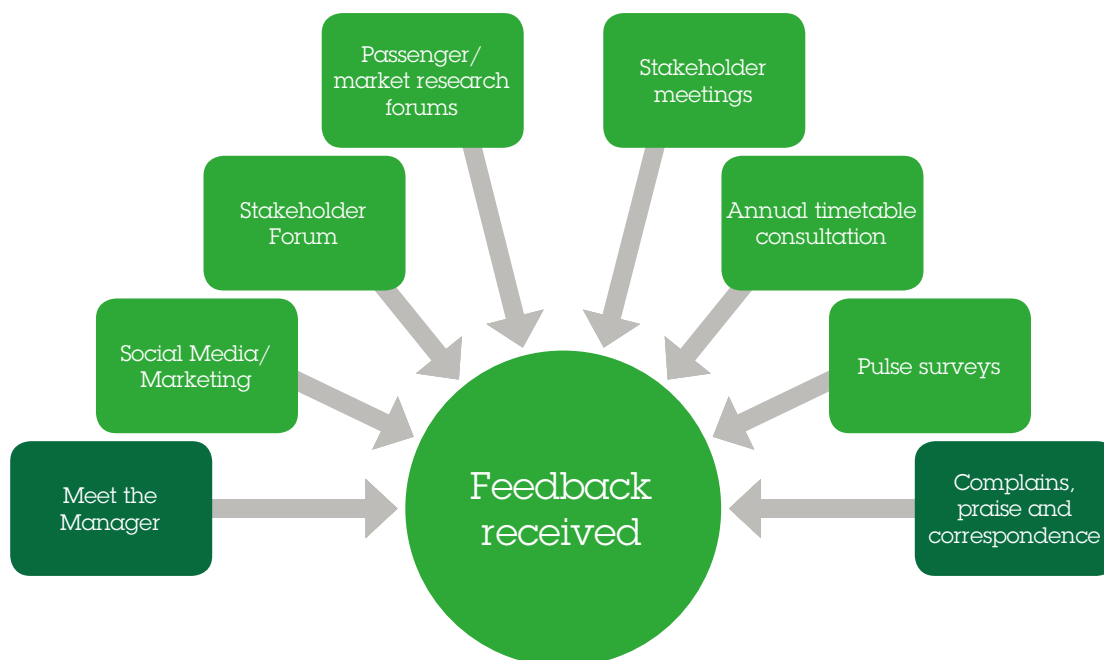


Figure 2. Passenger and Stakeholder Engagement Channels

Website

We will continue to develop the Southeastern website to ensure passengers visiting our site have a seamless experience to access all aspects of our service, including live travel information, take advantage of value fare offers, and when things go wrong – they can find out how to get in touch with customer services and claim for compensation.

We will continue to work with Transport Focus to determine the best approach for Southeastern to gain passenger insight through digital channels.

Social Media

We will continue to increase the effectiveness and reach of our social media communications, which we use to interact with passengers, share news and promotions and improve the service and information we provide, especially during periods of disruption.

We have expanded the hours of our Twitter feed to provide up to 24 hour, seven days a week coverage providing live service updates and customer service help. Live coverage with knowledgeable and trained staff has seen a five-fold increase in followers since 2015 and is increasingly becoming one of main communications channels. We will continue to keep our social media team multi-functional to ensure that they have hands on operational experience to help them inform their communications with passengers and in turn use their direct experience dealing with passengers to improve their performance on operational duties.

As well as using Twitter for customer services queries, we will continue to use Facebook to share Off-Peak travel inspiration, gaining engagement with destination partners and customers alike. We were shortlisted for the 2016 Rail Business Awards, National Transport awards and achieved runner up for the CIM's The Travel Marketing Awards for our #SEhiddengems marketing campaign involving the use of Facebook which encouraged audience participation.

We will continue to use Youtube, Instagram and LinkedIn as additional social media channels, providing updates and informative content where it's helpful.

We are also exploring other social media enhancements, including the use of WhatsApp, as a way of expanding and improving our communications with passengers.

Southeastern On-Track App

We will develop further useful updates to our travel planning App, 'Southeastern On-Track'. Our app already has the ability to improve key customer service aspects for our passengers whilst on the move. The app allows passengers affected by disruption to claim Delay Repay compensation. By using the camera feature of a smartphone passengers can photograph their ticket, upload it, fill in a Delay Repay form and send it directly to customer services. This is a much simpler process, making it easier for our passengers to get refunds. Ticket purchasing will be available through this app and it also provides easy links to our customer services team.

Engagement and receiving feedback:

- **Station Connection Days** – more Meet the Manager sessions
Each month our senior managers are available to meet with passengers at our key London terminals (London Victoria, London Charing Cross, London Cannon Street, London Bridge and London St Pancras International). We will also continue to hold local Meet the Manager sessions at outer London stations/ We continuously review how these can be improved after each session.
- **Marketing and Customer Relations Management**
We'll be offering new value fare marketing offers and looking in depth at customer feedback to better understand the needs and concerns of our passengers.

We will seek to further identify and improve the effectiveness of our customer relations channels to increase satisfaction for how complaints are dealt with.

Involvement

Your Voice

We will use information from the Customer Satisfaction Survey and our Customer Insights Team to identify which stations and what issues are of greatest concern to passengers and this will then be used to prioritise our actions/investment

Improvement Plans

We will use data to determine opportunities to improve both on-board and station amenities. We will create shortlists of projects built around improvement plans so we can prioritise and gain maximum benefit for passengers.

Passenger representative bodies

We will continue to work with Transport Focus and London TravelWatch throughout the franchise. They will hold us to account on whether we are engaging with passengers in an effective manner. We will seek their advice before implementing any of the initiatives in the CSES and will invite them to partner us in our Stakeholder Forums and other initiatives.

Stakeholder Forums

We hold annual stakeholder forums to provide all our stakeholders the opportunity to hear first-hand from our Senior Leadership Team about the latest developments on our network and give them the opportunity to feedback and ask questions in person. Furthermore, a stakeholder research continues to ensure that we gather a wide array of opinions to better understand the expectations of our stakeholders

Stakeholder meetings

We regularly attend meetings with relevant Local Council Committees when asked to do so and provide evidence to members. We will also regularly meet with stakeholders, including elected representatives, user groups, businesses and tourism groups, among many, to discuss issues of interest or concern, provide updates and gather feedback

Annual Timetable Consultation

We consult with stakeholders and passengers on changes which we propose to implement in future rounds of timetable changes. These consultations are open to everyone and feedback will be considered as and when we shape these proposals to improve the Southeastern timetable.

Employee engagement

Our employees critical to our success in delivering improvements and communicating change.

Helpful and attentive employees have been identified as a key driver of passenger satisfaction. We will continue to work to improve our employee - passenger engagement, and use the results from our regular employee surveys to align employee engagement action plans with the objectives for the next three years





How we will review our effectiveness

Our approach is outlined in Figure 3 below and covers how we:

- understand our passengers to ensure that we meet their individual needs and evolve with their expectations;
- communicate with the passengers about their needs and our actions to address them;
- monitor our performance against key drivers of passenger satisfaction and dissatisfaction to drive a cycle of continuous improvement;
- seek new initiatives through innovation and investment to maintain standards, mitigate potential adverse effects and improve aspects of our service, and;
- engage with our passengers and stakeholders through a range of media.

Passenger Board

The Passenger Board is the internal forum of senior managers that is charged by the Executive Committee with maintaining focus on and continually improving the customer experience. It is the engine that drives our commitment to deliver our best ever customer experience.

The Passenger Board monitors and reviews all customer-impacting events and activities from train punctuality and presentation, incident response to key satisfaction measures. We have chosen a model based on insight-driven action that requires us to use a wide range of analytics to determine what is important to our customers and choose how to best address their needs. An essential part of the decision-making process is using the journey map to prioritise improvements in the customer experience

The Passenger Board is chaired by the Commercial Director as it is this department that sets the service standards that are delivered by the operational parts of the business. While the National Rail Passenger Survey is the national comparator for passenger satisfaction for all train operators, Southeastern uses an independent research organisation

to run a continuous satisfaction survey throughout the year. Not only does the Customer Satisfaction Survey have significantly larger sample size on the Southeastern network, therefore being more representative of customer emotion, it offers a much faster response on weekly basis enabling the Passenger Board to be far more agile directing Southeastern's response to customer needs than the twice-yearly national survey.

To deliver a continually improving customer experience the Passenger Board is supported by six senior manager sponsors who lead customer-facing activities in their respective domains. Where the customer experience is affected by different objective boards, the Passenger Board refers matters for comment or resolution and takes business-wide issues to the executive Committee.

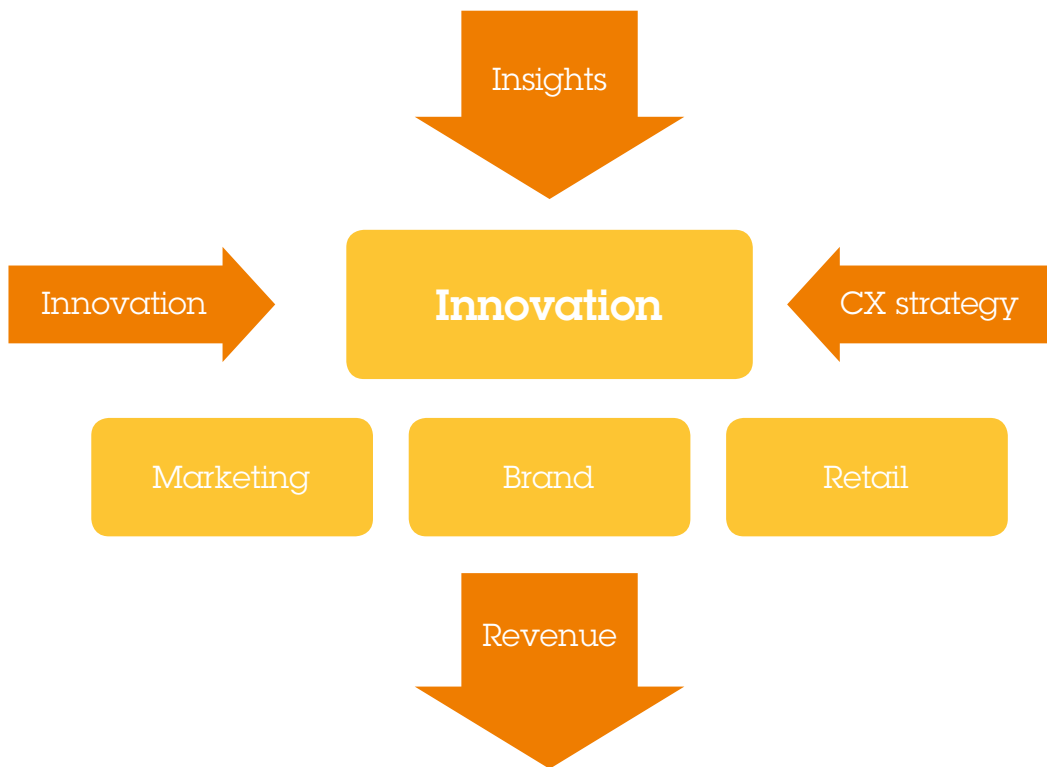


Figure 3. Engagement and Improvement Process

How we measure success

To ensure that we are meeting the needs of our passengers and to drive continuous improvement we measure how well we are doing against those things our passengers feel are important.

An Insights function was stabled in 2017 to review all the passengers experience measures we have. This provides a greater focus on what is driving passenger expectations and levels of satisfaction, and provides additional analysis to understand how we can make further improvements.

The Passenger Board will monitor key metrics and performance indicators, which will be used to inform the future CSES. The measurements will include:

Customer Satisfaction Survey

The Customer Satisfaction Survey (CSS) is carried out continuously on behalf of Southeastern by independent researchers. While the questions and structure are based on the NRPS, the sample size and ongoing nature of this format provides the ability to drill down to individual stations and lines of route to undertake very detailed analysis to target locations and dimensions that need to be improved

NRPS results

NRPS results are published twice a year providing a valuable analysis of the key drivers of passenger satisfaction and an opportunity to benchmark our performance against other train companies.

Customer Insights Team

The team utilises the data from CSS to pinpoint locations and aspects of the customer experience that can be enhanced and liaises between front line colleagues, station/depot managers and facilities. The team develops action plans for remedial action and or long-term investment opportunities.

Complaints

Key to improving passenger and stakeholder satisfaction will be how we learn from our passenger feedback. We will use the complaints data to determine where we are not meeting passenger expectations, so that we can reduce the number of complaints and improve the passenger experience as a whole.

Media coverage

Passenger perception of our service is driven by media coverage and the views expressed by high profile stakeholders. We will continue to monitor the levels of positive, negative or neutral media coverage. This will help us to identify areas for improvement, address areas where intervention/clarification is required and allow us to target specific groups (either stakeholder or passenger groups).

Benchmarking

In addition to monitoring our performance we will benchmark our performance against other rail operators and identify best practice, to see what innovative schemes can be applied to Southeastern to improve the passenger experience. For example, we recently took part in a benchmarking visit at Gatwick Airport to compare customer information provision during disruption and have benchmarked great customer service when reviewing end to end passenger journeys.

Stakeholder Survey

In addition to passenger surveys, we carry out annual stakeholder surveys to help us understand our relationship with our stakeholders and identify areas of improvement.

The survey provides us with useful feedback on our communications with stakeholders and how effective we are being in addition to broader feedback about our service and what issues of key interest to stakeholders and where they most want to see improvement.

Continuous feedback

The CSES will promote use of our communication channels, whilst also providing updates on how we are acting on the feedback.

Given this approach to communication and engagement we will seek feedback on the CSES itself to ensure we create a constructive two-way dialogue with passengers and stakeholders.

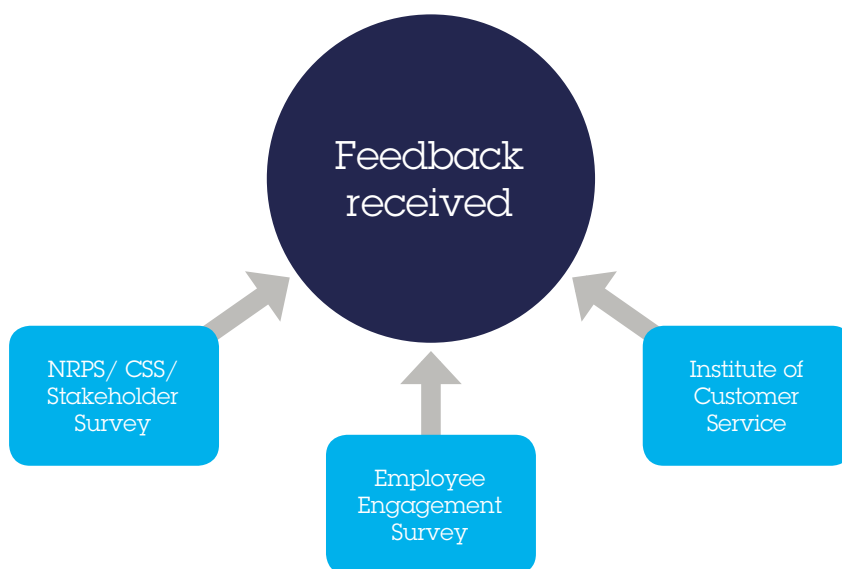


Figure 4. Internal feedback and benchmarking

These feedback mechanisms will allow us to address passenger and stakeholder issues with other relevant measures and benchmarks.

How we will inform you of progress

On Board Magazine

We will continue to produce our On Board magazine as a means to report on how we are progressing with the implementation of this strategy.

It will include as a minimum the following content and topic areas (including those specified in the franchise agreement):

- Introduction from Managing Director
- Summary of NRPS results
- Review of last 6 months
- Summary of transparency data published (previous 2 quarters), including:
 - » Setting out our Customer Standards and publishing our performance against them every three months (CSES to report previous 2 quarters);
 - » Publishing Public Performance Measures (PPM) by line of route as well as company-wide (previous 2 quarters);
 - » Publishing the number of complaints per 1000 passengers (by category of complaint in accordance with ORR guidance) on a six monthly basis;
 - » Publishing details of our compliance with Schedule 17 requirements in relation to ticket office opening hours, and of the availability of ticket vending machines (TVM) (previous 2 quarters); and
 - » Publishing our environmental performance, including our use of energy and management of waste (previous 2 quarters).
- Looking ahead 6 months
- Major works update (including summary and signposting to Thameslink communications and engagement)
- Summary of issues raised and initiatives undertaken with Transport Focus and London Travel Watch (when appropriate)
- Request for feedback on CSES, Customer Report and related activity and list ways to engage with Southeastern

Our commitment during the franchise extension

Following agreement between the Department for Transport and Govia, the Southeastern franchise has been extended until 10th November 2019, with the option for a further extension to 1 April 2020.

A package of improvements for passengers will be implemented during the extension period, including:

- **Delay Repay 15**
Passengers delayed by 15 minutes or more will receive money back to compensate them for the inconvenience, where currently compensation applies for delays over 30 minutes.
- **Easier and simpler compensation**
Southeastern has committed to making the process of claiming compensation quicker and easier. It will also launch a website upgrade that will cut the number of steps needed to complete the online form, by using information on previous claims and regular journeys.
- **Best Fare finder**
A new feature will be launched on the Southeastern to help ensure passengers get the best value fares for their journey and provide reassurance.
- **Improved smart ticketing**
The Key smart ticket system will also be enhanced, with single and return tickets available to purchase online for the first time.

Summary

The principal objective of this strategy is to deliver the improvements to the passenger experience that will result in improved customer satisfaction.

We are required to maintain levels of customer satisfaction in each full year throughout the franchise, and will report on progress against our commitments and key performance measures every six months through our On Board magazine.

