

Transforming traditional teams to really take customers seriously

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Our successes as a ScotRail Alliance



Lamington Viaduct

The ScotRail Train Improvement Programme means:

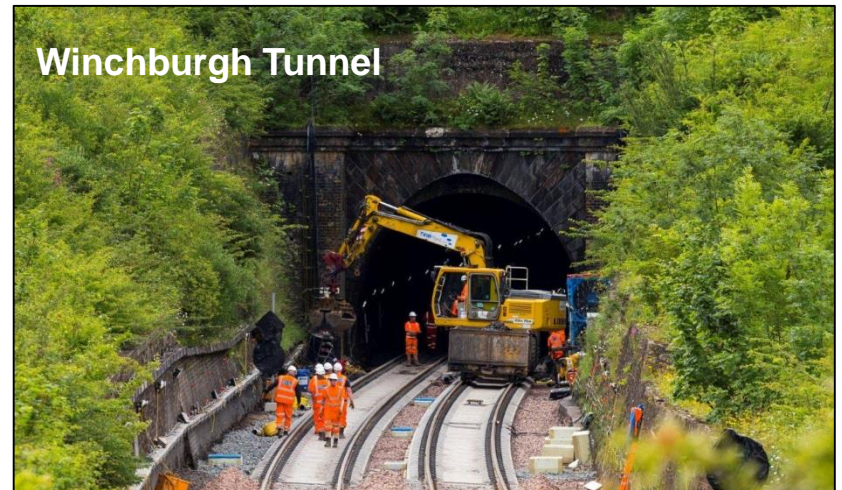
£475m

invested over seven years



Forth Road Bridge

More successes

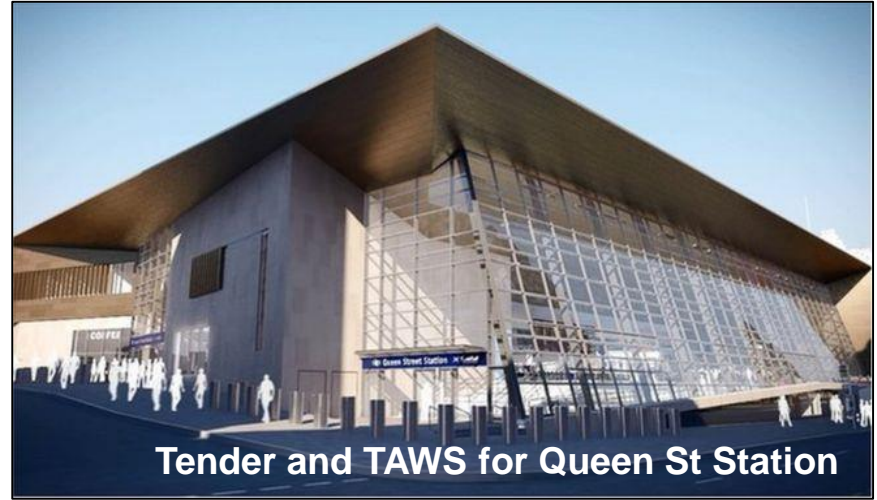


... And more successes

Sold-out steam services



Tender and TAWS for Queen St Station



Edinburgh Gateway



Cycling ramp at Waverley



Common themes in the main successes?

Operations such as Winchburgh, FRB, Queen Street - “we are one team delivering for customers”

Presenting our stakeholders with a one-stop service and one message – ICI, SAP, SEG, BG

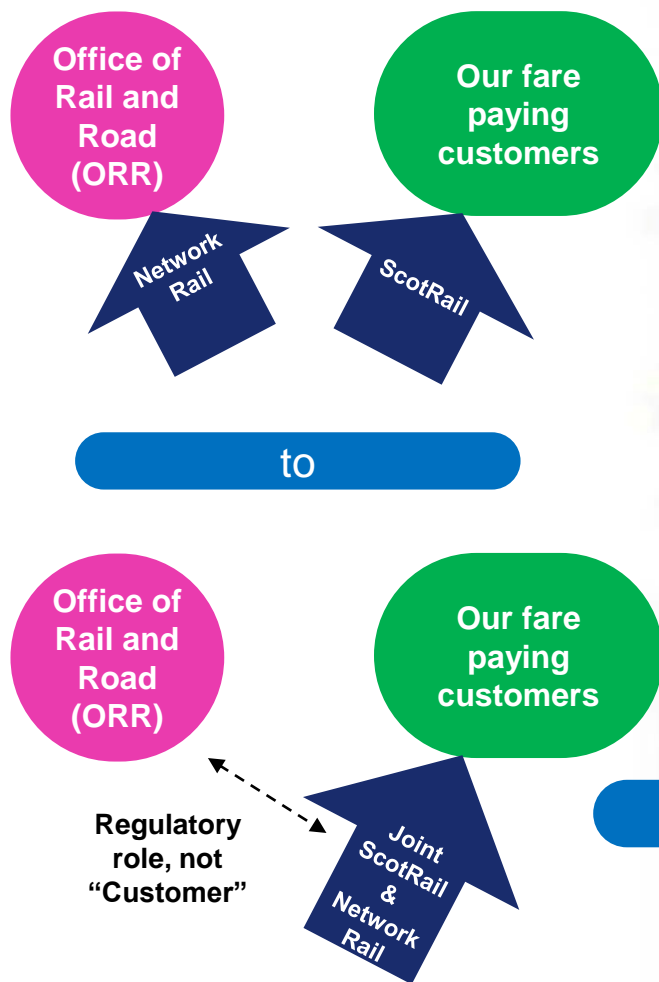
Customers are seeing us as more unified – no more finger pointing

Starting to create the shift in our people's behaviours towards the importance of customers

Identifying more opportunities to reduce industry costs – Extended RoTR, HML, EGIP



The scale of the “culture change”



All about behaviours, not just structure

About our people and how we think

Having a Mission that resonates



Deliver 125m customer journeys by 2025

Customers have great journey experiences

We offer products that our customers value

We give our customers choices

Our customers trust us and know that we listen



... 5 Principles to shape how we behave

1 Our customers come first

We listen to our customers and our communities and we get better at delivering what they value

2 We improve what we do

Our people understand our business and our teams work to continuously improve what we do

3 We are safe and punctual

The punctuality of our railway and the safety of our customers and our colleagues is our most important daily priority

4 We are one team

We make a difference and we are better when we work together as a Scotland Team – we keep it simple and we go out of our way to understand one another

5 We treat money as if it is our own

We find ways to be more effective and we don't like waste - every pound is spent as if it is our own money

... and clarity of purpose as leaders

Inspire and enable our people every day

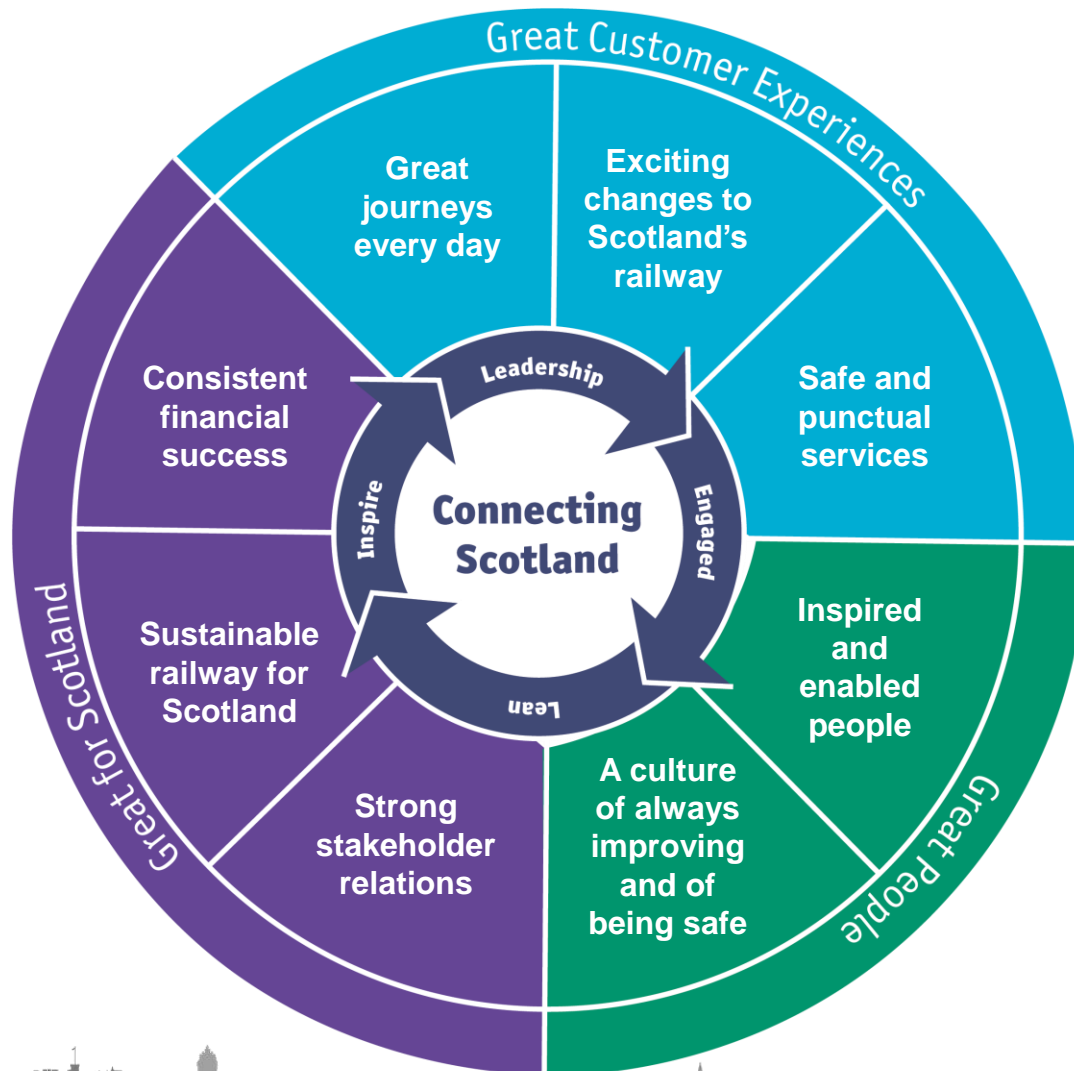
We are visible leaders

We enable and support our teams

We encourage challenge and celebrate success

We engage our people to improve what we do

Our Roadmap “Wheel” for 2016



**8 Slices that capture
“what we will do”**

**Our leaders plan and
deliver our objectives**

**Inviting our people to join
us on this journey**

**Enjoying working and
succeeding together**



We listen to our customers and we improve

We listen to our customers and, when we make decisions, “our customers come first”. We learn from our customers and we continuously improve our services. We excel at delivering our SQUIRE obligations and we improve our NRPS through continuous, good action plans. We learn from our on-line Customer Experience Panel and from trends in customer feedback and surveys and we improve our service proposals actively. We are improving the activities, roles and skills of our customer facing teams to enhance the quality and consistency of our customers experiences.

KPIs: SQUIRE, NRPS, Customer Complaints, Delays/100k journeys

Good information drives great customer experiences

We actively communicate with our customers. Our tone of voice is respectful and our messages are consistent. We use channels that are preferred by our customers. Our people ensure clear, timely and meaningful information is communicated, especially during disruption. We concentrate on assisting our customers to make informed daily choices.

KPIs: NRPS disruption management, Media & Social sentiment, Customer Complaints

Core Leadership Group: Anne Gray, Linda Gallacher, Graeme Fiskien, Pamela White, Pat Callaghan, Jim Burns, Mark Ilderton, Claire Todd, Jacqui Taggart (Sponsoring Director)



Our people are skilled and confident

Our success is achieved through our people. We focus on the development and wellbeing of our people and we deliver our Learning & Development programmes to support our objectives. Our INSPIRE programme equips our teams with customer experience skills and behaviours. Our people have the confidence to do their best every day.

KPIs: Investment In People (Gold status); Training days per employee, Your Voice results, Inspire training attendance,

Our people are engaged and enjoy their roles

We actively engage our people in our management of the business and our plans. We involve the most senior leaders in Leadership Conferences and our Leadership Groups develop and deliver our business strategy. We have an active programme to visit teams and discuss our objectives, our business strategy and our plans. Our internal communications are two-way and we constantly listen and learn how to better engage our people. We are committed to act on the YourVoice feedback and we track the progress of these action plans.

KPIs: Employee Engagement scores and response rate, Leadership Visibility, Absence Rate, 1-2-1 every quarter with everyone, YourVoice actions

We excel at collaboration

We collaborate closely within our own ScotRail Alliance and “we are one team”. We actively encourage our strategic partners to be collaborative and join our Scotland Team. Together, we find new and better ways to deliver results for our customers. We build relationships and we develop collaborative behaviours through sharing of best practice. We use the partnership centre of excellence to facilitate the development and maturity of our relationships.

KPIs: BS11000, Number of best practice events.

Core Leadership Group: Jane Kelsey, Shirley McIntyre, Angus Tough, Gerry Scott, Michelle Shields, Andrew Marshall-Roberts, Dawn Sharkey, Alan Laird, Julie Jenkinson (Sponsoring Director)

Last thoughts

Simplicity – less structure is better in some cases

Organisation is (nearly) irrelevant, our behaviours are much, much, much more important

Customers are not only reasonable, they are fantastic – really listen!

Our people remains our biggest success factor

Be patient

Thank you!



abellio

NetworkRail