



Great  
Western  
Railway

# Annual Customer and Stakeholder Report 2022



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## List of Contributors

**Wendy Morton**, Member of Parliament

**Lord Richard Faulkner**

**Nina Howe**, Senior Stakeholder Manager, Transport Focus

**Christopher Irwin**, Chair of TravelWatch SouthWest CIC

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**Steve Hopkins**, Destination Management & Marketing Manager at Swansea Council

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Throughout this report you will find images such as those below with click through buttons that will take you to short films, more information or additional reports.



## 1.0 Mark Hopwood, Managing Director, GWR



It has been another challenging year. We have started to see customers return to rail with some really significant increases in customer numbers over last summer. Then came Omicron which once again increased sickness levels and meant we worked with temporary timetables for longer than any of us wanted.

Sickness levels are still higher than usual, and it will be some time yet before we have cleared the backlog in driver training caused by the suspension of training during lockdown. This has led to cancellations, and delays. We know how important reliability and punctuality is to customer confidence.

If we are to continue to win back customers to rail we must show them that they can rely on us. We are therefore working hard to reduce the delays we can control and to work in close collaboration with our industry partners to do what we can to help reduce delays in other areas.

We are used to working together as one railway with Network Rail and that bond will get closer as we transition to Great British Railways (GBR). As I write this, legislation to create GBR has not yet been formally announced, but we know it is close, and it will mean significant change for the industry. Franchises have already ceased as part of the

Government support for rail during the pandemic, in future the new National Rail Contract which we recently signed with the Department for Transport, will be replaced with Passenger Service Contracts. These will focus on delivering the best services for our customers, something we are proud to do and we will work closely with the transition team to make this work.

This will mean a period of change. Change so that we can better match services to customer travel patterns and expectations, change to annual business plans with much tighter spending, changes that will be challenging but that should set the railway on the right path for the future. Throughout we will continue to work in partnership with you, our stakeholders, our customers and our communities.

Rail is not about trains, it is about connecting people and places and we do that best when we work together.

Thank you for all your help and support this year, and please do keep in touch, I am always pleased to hear from you.

**Mark Hopwood**  
Managing Director of GWR





Wendy Morton MP  
Minister of State for Transport

The railways are essential to the lives of people in Britain and when they are at their best, they have a hugely positive impact on their passengers and the local communities which they serve. Whilst the last two years have been a challenge for the whole country including the rail industry, it has been heartening to see the successes that GWR have nonetheless achieved by working closely with all their stakeholders and in partnership with my officials and myself at the Department for Transport. I would like to take this opportunity to thank everyone at GWR, and all those stakeholders who have worked in collaboration with GWR for their outstanding efforts and for everything they have achieved throughout another challenging year. I am also grateful to GWR staff for their selflessness and resilience in ensuring the provision of a safe and reliable passenger service which continued to operate for key workers throughout a global pandemic. Furthermore, I would like to thank the whole of the Rail Industry for their incredible efforts in keeping the railway running during the pandemic.

In what was an extraordinarily challenging time for the railways, GWR, working in partnership with Network Rail and local stakeholders, delivered the first Restoring Your Railways scheme ahead of time and under budget. This was a culmination of a tremendous effort by everyone associated with the opening of the Dartmoor line to passenger services. The reinstatement of the line has reconnected communities, given people the opportunity to travel on an environmentally cleaner, greener mode of transport and made a real difference to people's lives, as well as providing huge benefits for the local and regional economy. I would also like to commend GWR on the results of their collaboration with TfL, with the highly successful opening of the Elizabeth line delivering a long-awaited improvement for passengers travelling into and around London.

I was delighted to visit Paddington station recently to award GWR with the first Safeguarding on Rail Scheme Accreditation. GWR have shown they are committed to ensuring all passengers have the safest journey possible with 100 champions and over 5,000 members of staff trained to provide vital assistance to those most at risk. This will continue to make the rail network a safer place for all.



As the country continues to recover from the pandemic and we move to focus on the future, I am excited to see GWR expand its network with the opening of Portway Parkway, Marsh Barton, and Reading Green Park stations in the 22/23 financial year; projects that wouldn't have been possible without the support of their stakeholders. The introduction and trial of the battery powered train on the Greenford line will also hopefully be a key milestone in our collective efforts towards making the UK railway more environmentally friendly.

Finally, I would like to congratulate GWR on the successful signing of a National Rail Contract! This could not have been achieved without GWR's constructive engagement throughout the negotiation process and I am delighted to continue our collaborative partnership. This new contract will see GWR continue to deliver the Governments ambitious Plan for Rail and provide a fantastic service for passengers.

**I am looking forward to seeing what comes next throughout 2022 and 2023!**





## 2.0 Michelle Handforth, Managing Director, Wales & Western Region, Network Rail

Since returning to the rail industry last summer, I've been inspired by the affection that so many of us have for the rail industry, and, as we recover from the pandemic, I am determined to unlock the value that rail brings to passengers, businesses, local communities, and the country.

The good news is that passenger numbers are growing again, and our freight business has continued to increase. The national economic position means the rail industry is still reliant on substantial taxpayer support to keep services running, and to provide the vital capital needed to renew, enhance and maintain the UK's rail infrastructure.

A viable railway begins with making train journeys and the customer experience safer, more reliable, and more affordable, so that passengers and businesses choose rail as their first choice. We're already working together across all train and freight operators and Network Rail, in the Thames Valley to improve performance through our agreed plans, which jointly supported the successful introduction of the Elizabeth line this year.

Performance improvement can already be seen on our busiest stretch of track on Wales and Western. Thanks to new train detection technology, which was commissioned at Christmas, there's been a 95% drop in trains delayed by infrastructure faults between London Paddington and Slough. This investment has secured an extra level of infrastructure resilience in one of the busiest sections of the network.

When passengers arrive at our managed stations; London Paddington, Reading and Bristol Temple Meads; they'll see the improvements we've been making. Free, high-speed WiFi available for all, new seating with charging points and upgraded toilet facilities. We're also working towards a turn-up-and-go service for passengers needing assistance. None of this would be possible without close, aligned working with GWR and all other train operators.



A viable 'green' railway is also about further decarbonising and modernising our business. It is long overdue and vitally important that the railway becomes more diverse, inclusive, and representative of the many communities we serve within Wales and Western. And we're showing the way; Women in Rail recently celebrated its 10th anniversary, and together with GWR we continue to promote rail as a career for everyone, as clearly seen in our joint video for International Women's Day (see page 57).

Lastly, but as important, we must become more efficient as a business. This involves getting creative and coming up with innovative ideas, such as the footbridge we designed and built last year using modern methods and materials, saving substantial time and cost. Modernising our business will mean we can fix faults quicker to keep trains moving, support future development by making the case for rail and secure the future of the industry.

This is a real moment that matters for our industry, and make no mistake, creating a financially viable, flexible, passenger centric railway, reflective of changing customer needs isn't a small task, but one I know, with your support, we are ready to embrace with pride, passion, and commitment.

### Michelle Handforth

Managing Director, Wales & Western Region,  
Network Rail







## 3.0 Delighting Our Customers



### 3.1 Family Friendly Initiatives

In April last year, we began a Priority Boarding trial at London Paddington. It gives families with children and lots of luggage the opportunity to take their seats on the train before the platform is notified to all customers on the screens. Having our Customer Ambassadors on hand to take them to their seats gives them the best customer experience possible before starting their journey.

The feedback we've had from those who have used the service has been very positive and we're about to launch the service at Exeter St Davids to help passengers there.

We also had an opportunity to fill one of the vacant shopping units on the transfer deck at Reading, where we were able to open a Family Zone as a trial. We were able to keep the area open until March this year, and we are working with Network Rail to see if there is the possibility of a permanent zone being available after the success of the trial. We are also looking into what options we have to bring similar zones to other stations on our network.

On top of these trials, a new family ticket has been introduced, to encourage those with children to ditch the car and let the train take the strain. Tickets are priced from £19.00 for a single journey and cover 2 adults and 4 children.

On the specific journeys where the family ticket is available, we have seen growth of 121% for journeys and 171% of revenue when compared with the same segment in 2019.

We have also trialled some great activity products, such as the GWR Passport and GWR Rangers (i-spy) book. The latter has been such a success that we're about to reprint it. Thank you to Mike Swift from Slough who approached us with the idea of the book.

Our ever-successful Activity Pack had a refresh and continues to be a great way of providing a distraction whilst on our trains and at our stations.





Lord Richard Faulkner  
Chair of GWR Advisory Board

In April 1914, the great G J Churchward - the GWR's chief mechanical engineer from 1902 to 1922 - spoke at a party for Henry Holcroft who was leaving Swindon works to take up a job with the South Eastern and Chatham Railway. His farewell words were: **"Now remember this: wherever you may go, or whatever you may do, always stick up for the Great Western."**

Sticking up for GWR is what all of us who are fortunate enough to serve on the company's Advisory Board attempt to do. We are in a real sense part of the GWR family – stalwart supporters in public, sometimes honest and candid critics in private. What unites us is not just a commitment to the Great Western Railway's values and ethos but also an understanding of the wider contribution that Britain's railways make to society as a whole in terms of investment and contributing to economic growth, creating jobs particularly for young people, improving air quality, increasing biodiversity, enhancing the accessibility and inclusiveness of rail travel, and demonstrating why rail travel is generally superior to road or air alternatives.

In my Annual Report message last year I described how the railways had come through the Covid pandemic and continued to play a central part in the life of Britain, responding intelligently to the reduced demand for travel by adjusting timetables but also maintaining the capability to enhance them when demand picked up again. That is exactly what has happened on the GWR network.

From May this year all services that were temporarily withdrawn due to the Omicron variant are back in the timetable, and the travelling public has responded positively. Leisure travel is now back at pre-pandemic levels, with customer numbers at weekends in some cases exceeding pre-pandemic numbers.

There's still a significant drop in the number of season tickets sold as people continue to resist the government's entreaties to stop working at home and come back to the office. Like other major employers the railways have been hit hard by staff shortages caused by Covid, and they have had to ask for the travelling public's understanding when they lead to cancellations and delays. GWR colleagues have performed heroically in keeping services running despite these challenges.



Since the start of the pandemic, the rail industry has received over £15bn in government support and while subsidy will continue it will be at lower levels as the government looks to rail to make a greater contribution.

There have been bright spots to celebrate, such as the reopening of rail services to Okehampton – the first of the UK's Restoring Your Railway projects – described by Philip Sherratt, the editor of Modern Railways in the May 2022 issue like this:

**"I make no apologies for lauding the achievement of everyone who worked so hard to make it happen. For an industry often criticised as slow and inefficient, to deliver a project so quickly and under budget is definitely something to celebrate. And with passenger numbers to Okehampton at 240% of first year predictions already, even after a few months of an Omicron-hit winter the prospects for the line this summer after the frequency goes up to hourly with the May timetable change, may well present capacity concerns for GWR's stretched DMU fleet – a nice problem to have!"**

Coming down the track is the establishment of Great British Railways, and I expect to have more to say about that in my commentary next year. Meanwhile I am confident GWR will continue to do its very best to honour the spirit and letter of its contract with the Department for Transport, and give all of us on the Advisory Board solid reasons for being proud of our relationship with a great company with a wonderful tradition.

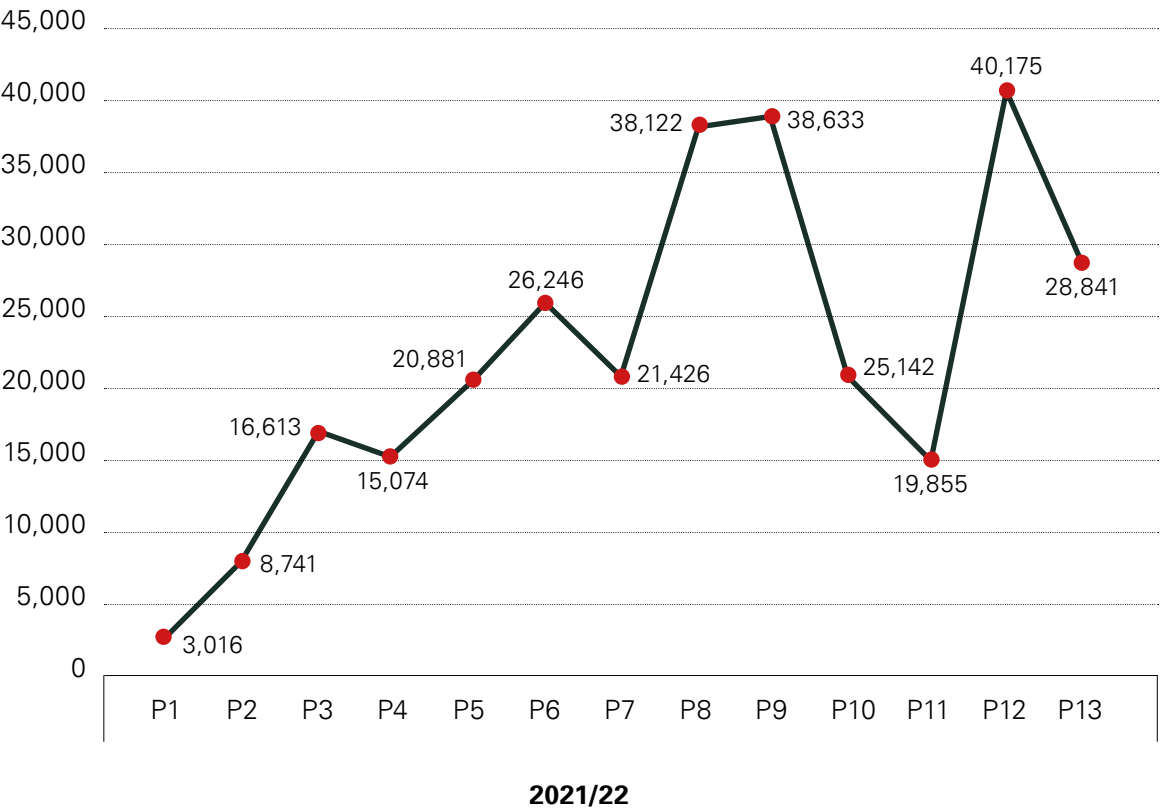


3.4 Customer Correspondence

Delay Repay

2021/2 saw a challenging year for Delay Repay claims. Following low initial volumes due to the Pandemic, we saw a consistent increase throughout the rest of the year, peaking in mid-February when Storms Eunice and Franklin led to significant network disruption. In total we received just over 300,000 claims in the year.

Delay Repay claims received 2021/22

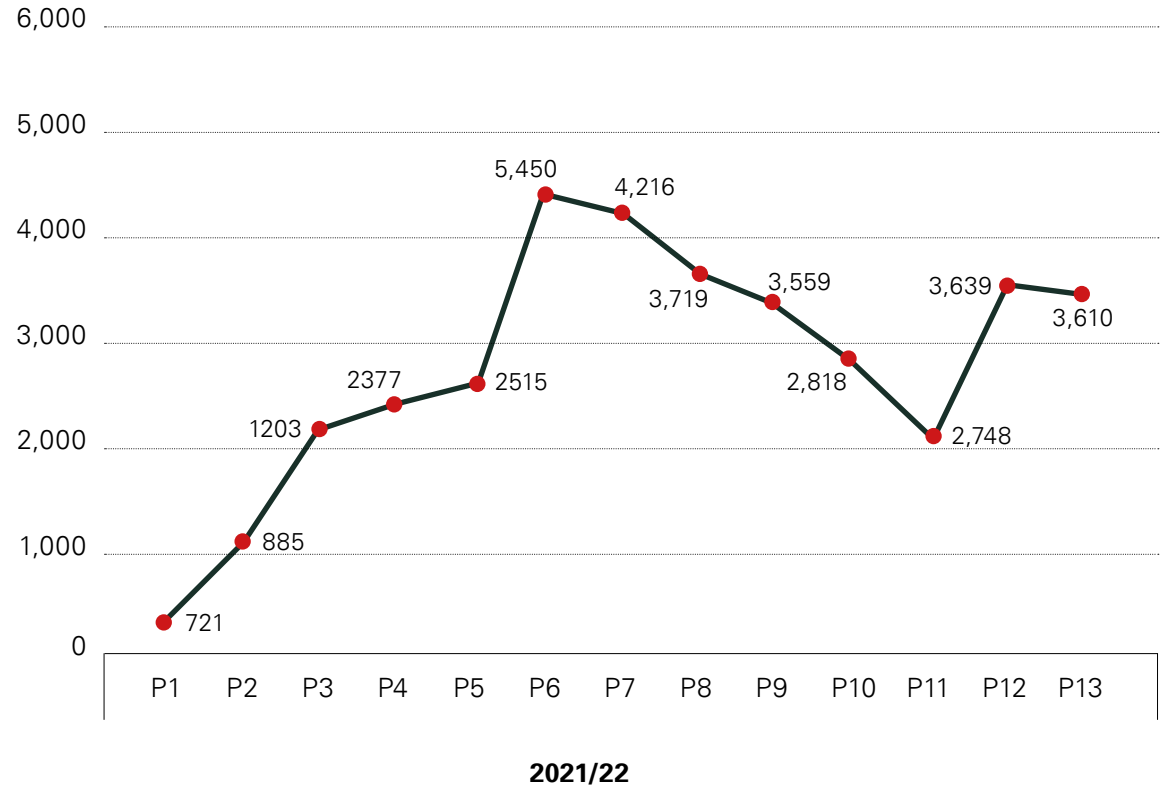


Complaints

We saw a reasonably consistent volume of complaints received in 2021/2, receiving just over 37,000 in total. A fall of around 50% on pre-Pandemic complaint levels.

Volumes peaked in Period 6 as immediate impact, and aftermath of the IET crack issue drove complaints due to the subsequent service disruption. Elsewhere crowding and a failure to provide pre-booked seat reservations also featured strongly.

Complaints received 2021/22







### 3.5 Fares and Products

#### Contactless Payment to London & Thames Valley branches

In conjunction with our industry partners at TfL, Contactless Payment was successfully extended to Henley on Thames and Windsor & Eton Central from 28th March. This builds on the success of contactless payment on the main line to Reading and allows customers to travel to and from the branch line stations with a simple tap in and tap out of a contactless bank card or compatible mobile device at their origin and destination stations. The scheme has now also been extended to include the Marlow branch line.

#### Simpler Sleeper Fares

Simpler fares for the Night Riviera Sleeper went live during March 2022, in conjunction with the launch of new functionality on GWR.com to make it easier for customers to choose and buy these products. All Sleeper fares are now in the form of a supplement that customers can add on top of a walk-up travel ticket (for almost all journeys this is the Super Off-Peak fare). This makes booking with Railcards or when children are travelling much easier. Customers can also book the Sleeper as part of a longer itinerary – e.g. travelling from Canterbury to Penzance with Sleeper supplements added for the part of the journey from London to Penzance. Supplements start from £40 for a single cabin and £60 for a twin cabin.

#### Simpler Fares

Our trial to simplify fares on the Barnstaple branch, implemented in May 2021, has proved to be successful, generating additional income from a much simpler set of fares, where many customers can now pay less than they did previously.

#### Family Fares

We introduced highly successful Family Fares in July 2021, encouraging families to travel to and from London with the new pre-booked product. Available for journeys of around 60 miles and above it allows Family groups of up to 2 Adults and 4 Children to travel for one flat price. Following the success of these products on the London market we will be progressively rolling them out to other journeys from June 2022.



**Nina Howe,**  
Senior Stakeholder Manager, Transport Focus

The return of passengers to rail, when restrictions permitted, has been a welcome sight over the past year. Nevertheless, a settled pattern of travel demand still feels some way off. Now more than ever the rail industry must focus on the things that matter most to passengers and try to respond to their changing needs.

GWR has been well placed to serve the resurgent demand for leisure travel. However, it is important that the railway is an attractive and practical proposition to a broad range of rail users, including business travellers and commuters. The industry will need to be flexible and responsive, with attractive fares and timetables that fit emerging travel needs.

Transport Focus has continued to track and explore passengers' views of the railway over the past year. Recent focus groups with passengers from Wales and the west, undertaken jointly with Network Rail, confirmed the enduring importance of the 'core product' - good punctuality and reliability, value for money and getting a seat on board the train.

The link between delivering on the basics consistently and passenger satisfaction levels is also evident in our Rail User Survey. Train companies with the most satisfied passengers are generally those where people were satisfied with punctuality and reliability and where crowding on the train is avoided. In our recent analysis GWR passengers' satisfaction with punctuality saw an improvement as did crowding, with a corresponding improvement in overall satisfaction to an impressive 93 per cent.

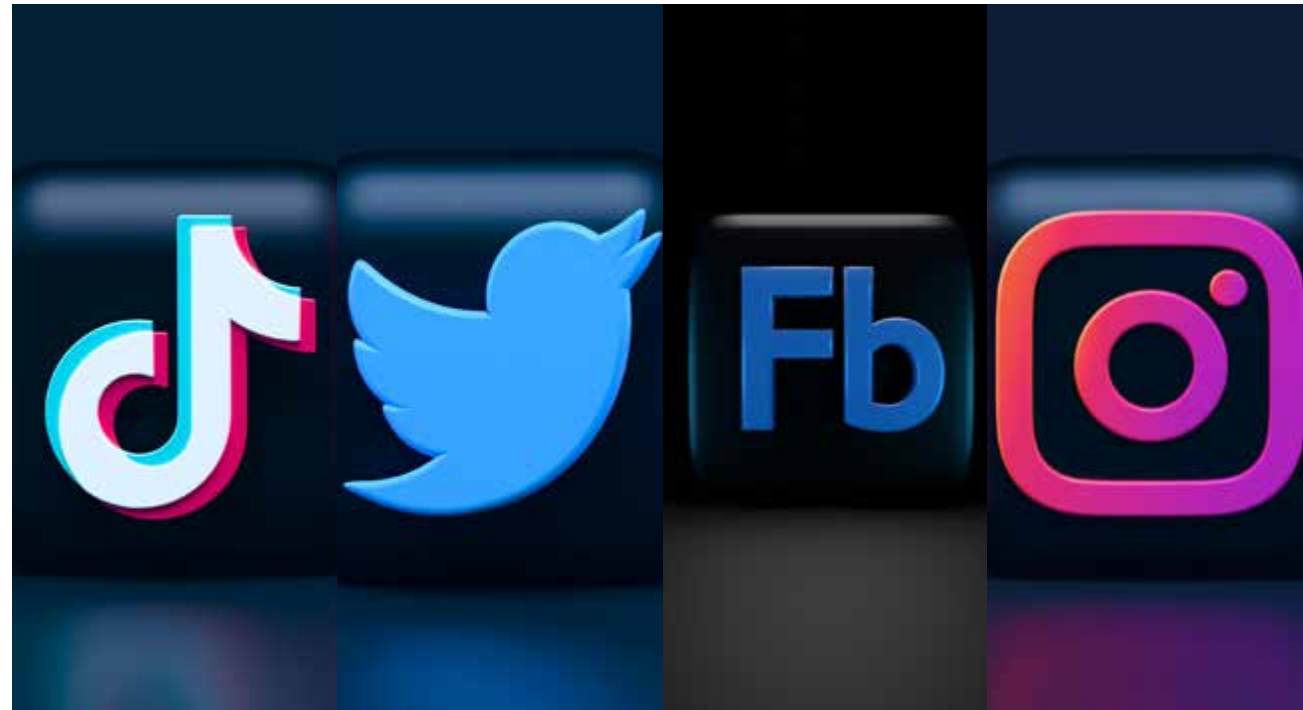
GWR's ongoing commitment to keep things going through challenging times – from the Intercity Express Train cracks disruption to 'pingdemics' – deserves credit. As does its ongoing engagement with its stakeholders. In the difficult months to come open and transparent discussion around tricky decisions will be important in ensuring the best outcome for passengers.

We have continued to work closely with GWR across a range of issues over the year. Passenger information has remained a key area of focus. We continued to share our Travel during Covid-19 research and discuss the information passengers said they needed to feel safe and reassured when travelling. Indeed, effective communications has been critical in dealing with the various unforeseen challenges faced by passengers and the GWR team over the year, most recently Storm Eunice.

It was positive to see the scale of joint working demonstrated by GWR and its industry partners during the eight-week engineering disruption around Bristol in the summer. The scale and complexity of the Bristol East junction renewal was such that even without a global pandemic the task of mitigating the disruption to passengers would have been highly challenging. It was particularly pleasing to see the passenger research we undertook with GWR, Network Rail and Cross Country informing the information campaign and rewarding to work with the GWR and Network Rail teams on reducing the impact on passengers.

I look forward to continuing to work with GWR over the coming year, focusing and challenging on the issues that matter most to passengers.





### 3.6 Social Media

Over the past year, 43m people have seen our posts across these channels and 49m the previous year.

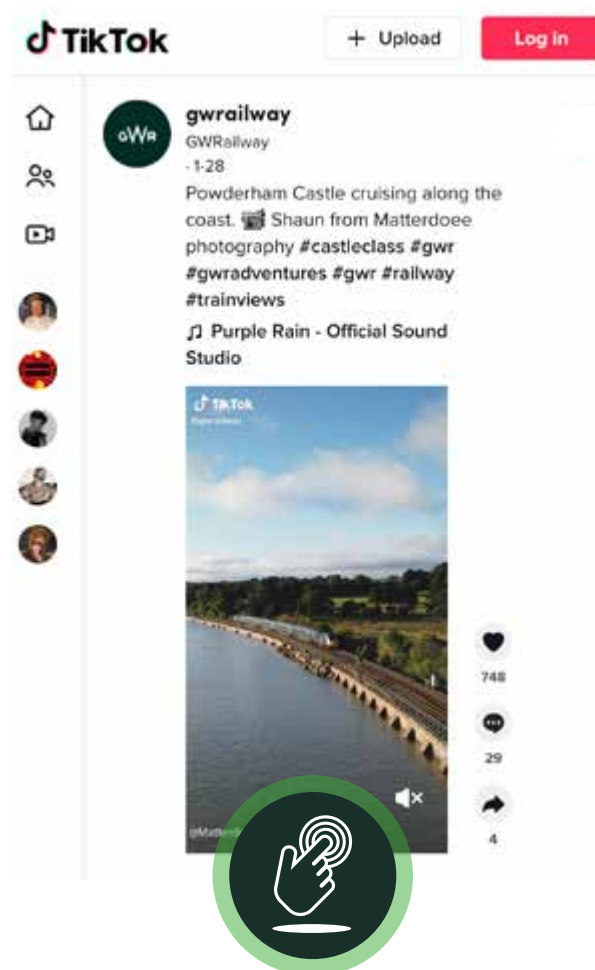
Seen our posts across Twitter, Instagram, Facebook, and TikTok.

 <https://www.tiktok.com/@gwrailway>

We received a total 204.7k messages, compared to 65k incoming messages in the previous year.

We have recently introduced **TikTok** as a new channel. This has allowed us to reach out and engage with a wider audience, promoting destination marketing and helping us to keep rail travel at the forefront of customer minds, whichever social media platform they use.


You can see how our TikTok channel helps to promote Powderham Castle in Devon. Click on the picture to show more.



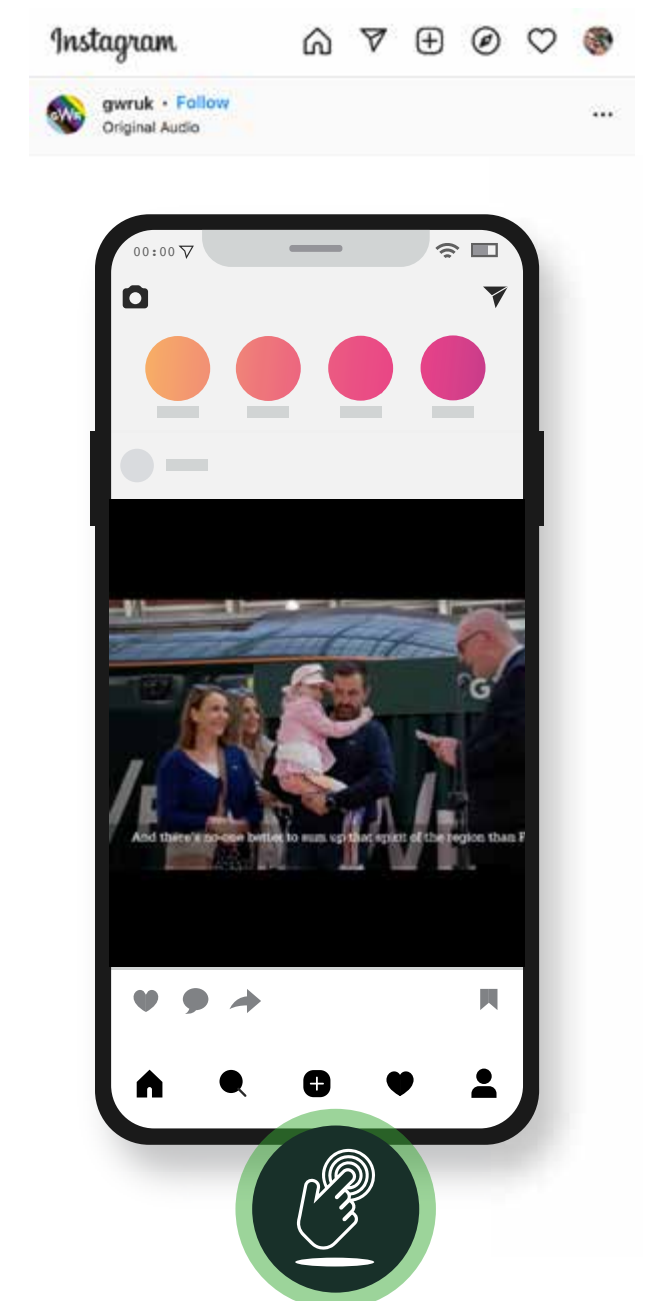
 <https://www.twitter.com/GWRHelp>

**Twitter** is the perfect platform to run fun and engaging competitions and this giveaway at Christmas 2021 was enjoyed by nearly 800k people!



 <https://www.instagram.com/gwruk/?hl=en>

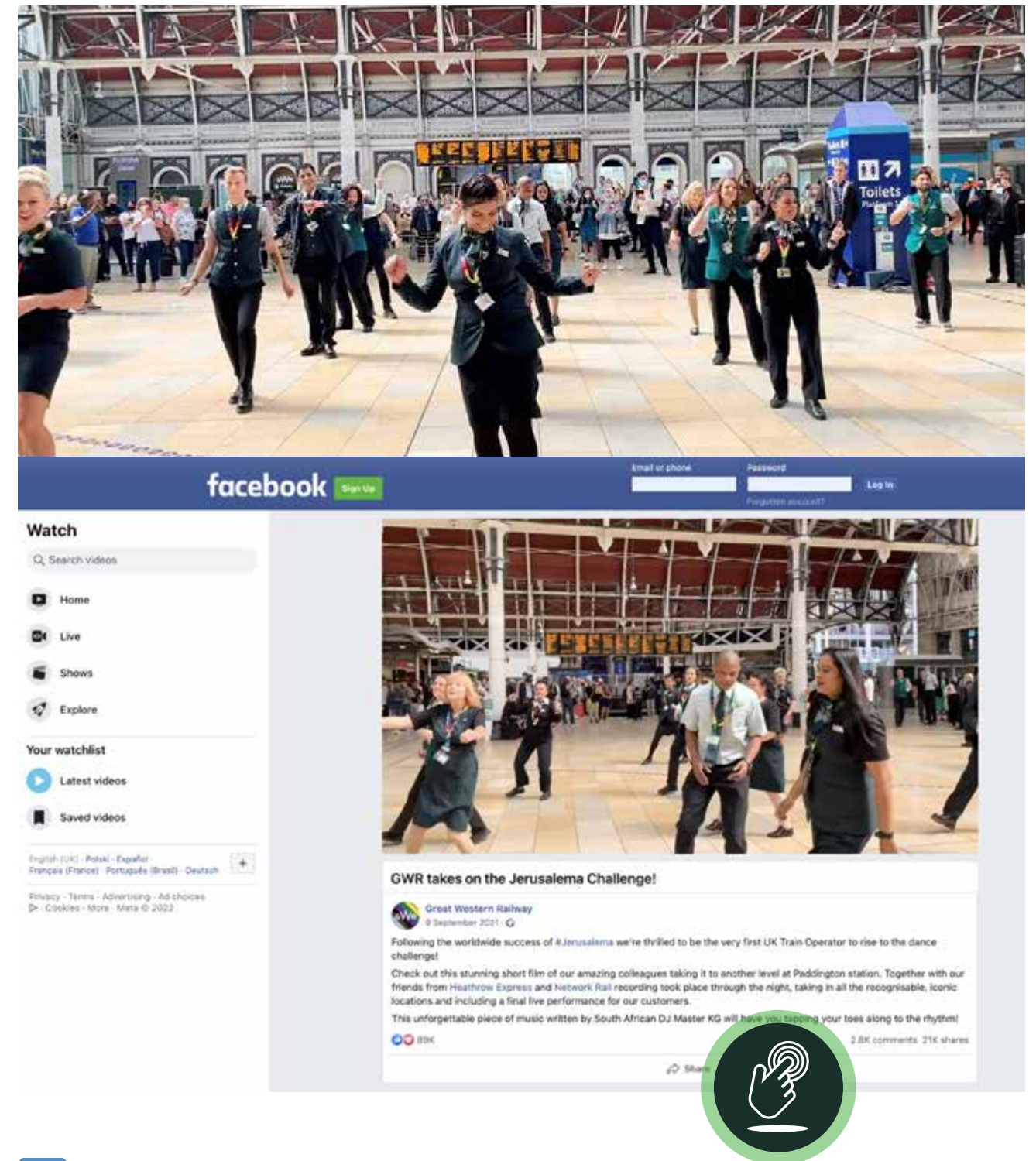
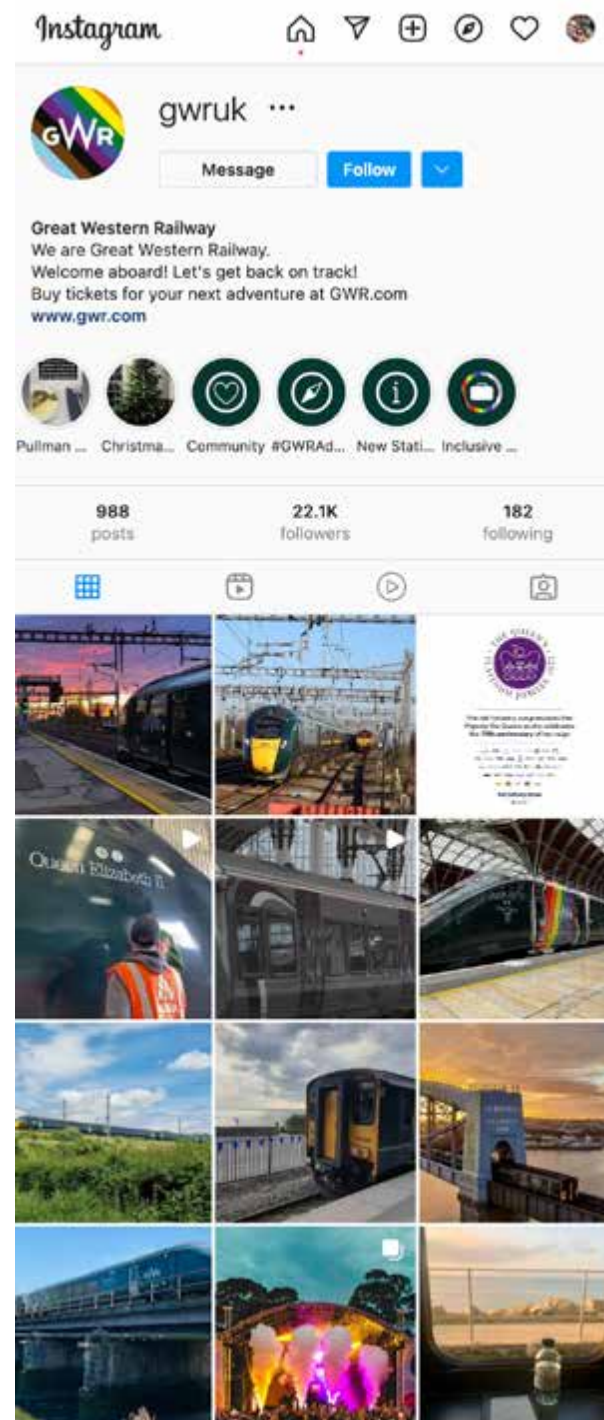
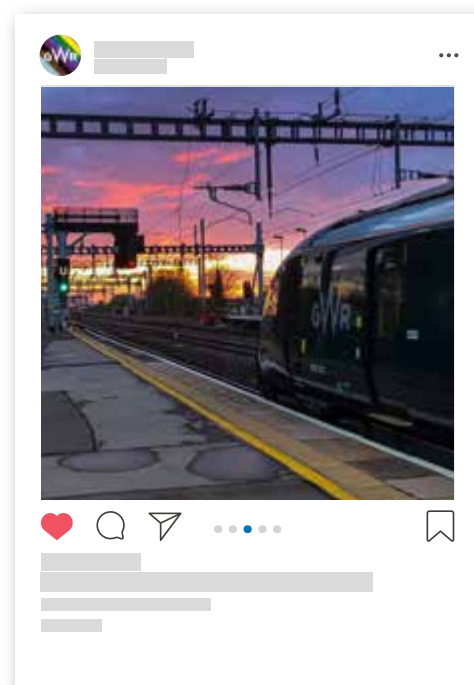
We use **Instagram** reels to share good news stories like this train naming for brave 9-year-old Freya Bevan. You can see more here...







We also love to use the social channels to inspire travel to our destinations by showcasing some of our followers' beautiful pictures. We are always keen to have more, so that we can encourage customers to visit the many and varied places on our routes. Here is just a selection of the ones we used this year.



<https://www.facebook.com/gwruk/>

Following the worldwide success of #Jerusalem we were thrilled to be the very first UK Train Operator to rise to the dance challenge!

Check out this stunning short film of our amazing colleagues taking it to another level at Paddington station. Together with our friends from Heathrow Express and Network Rail recording took place through the night, taking in all the recognisable, iconic locations and including a final live performance for our customers.

This unforgettable piece of music written by South African DJ Master KG will have you tapping your toes along to the rhythm!





Christopher Irwin,  
Chair of TravelWatch SouthWest CIC

A wise colleague gave me some excellent advice when I first became involved in passengers' representation. **"When a transport operator, local authority or the ministry comes up with a new idea, always start by asking, what's in it for passengers? Will it really improve someone's journey?"** It is a useful challenge. Transport professionals can too easily get caught in the intricacies of the operation and lose sight of the needs of the customers and communities that the public transport network serves.

Compared to the situation twenty years ago when the combination of clapped-out infrastructure, a managerial focus on cutting-costs rather than understanding market potential, and a failure to acknowledge the importance of managing right when things are going wrong, today's Great Western team (and those enabling its performance, such as Network Rail Western) can be justifiably proud.

The reinstatement after almost 50 years of services on the Dartmoor Line between Exeter and Okehampton typifies GWR's approach for many. The company listened to, and worked with, local campaigners. It drew on the cooperation and support of local authorities. It collaborated closely with Network Rail to deliver a project that was on time and within budget, providing a template for railway restoration elsewhere. More than that, it played a part in ensuring wider transport connectivity: the new 118 bus service, operated by Dartline with support from Devon County Council, provides a Rail Link connecting with trains at Okehampton station and Tavistock. GWR has shown what can be achieved by working with its customers and the communities it serves.

Elsewhere in Devon, it has worked with local stakeholders to develop the 164 bus linking Salcombe and Kingsbridge with Totnes, while its work with Cornwall Council has helped

revolutionise travel by public transport throughout the Duchy. In the Far South West GWR has established a model of customer and community engagement that could be of practical relevance elsewhere – including in other parts of its core territory.

The Williams-Shapps Plan for Rail emphasised the importance of focusing on the interests of customers and taxpayers and of increasing usage, not least by overcoming the fragmentation that has characterised the railway in recent decades. It was, therefore, of regret that GWR seemed unable to find ways of ameliorating the very poor connection times for passengers at Salisbury from Bristol, Bath and west Wiltshire to the southern home counties and London Waterloo caused by SWR's withdrawal of through service between Waterloo, Salisbury, and Bristol. There is a mood abroad that GWR may need to pay more attention to matters closer to its Swindon home, further provoked by cuts to through services between the Kennet Valley, Reading and London (to facilitate the transfer of suitable rolling-stock elsewhere), and the cessation of the through service to Brighton and other destinations on the Sussex coast (previously shown by Passenger Focus research to be valued particularly by occasional users and business travellers).

These criticisms may seem trifling compared to the respect that GWR has earned for the way in which it has stepped up to the challenges of the pandemic: key services were protected and enhanced at the earliest opportunity. GWR's customers, and the communities that its network serves, acknowledge the remarkable efforts of all those responsible for their delivery, both inside and outside the company.

**Meanwhile, carry on listening to your passengers!**





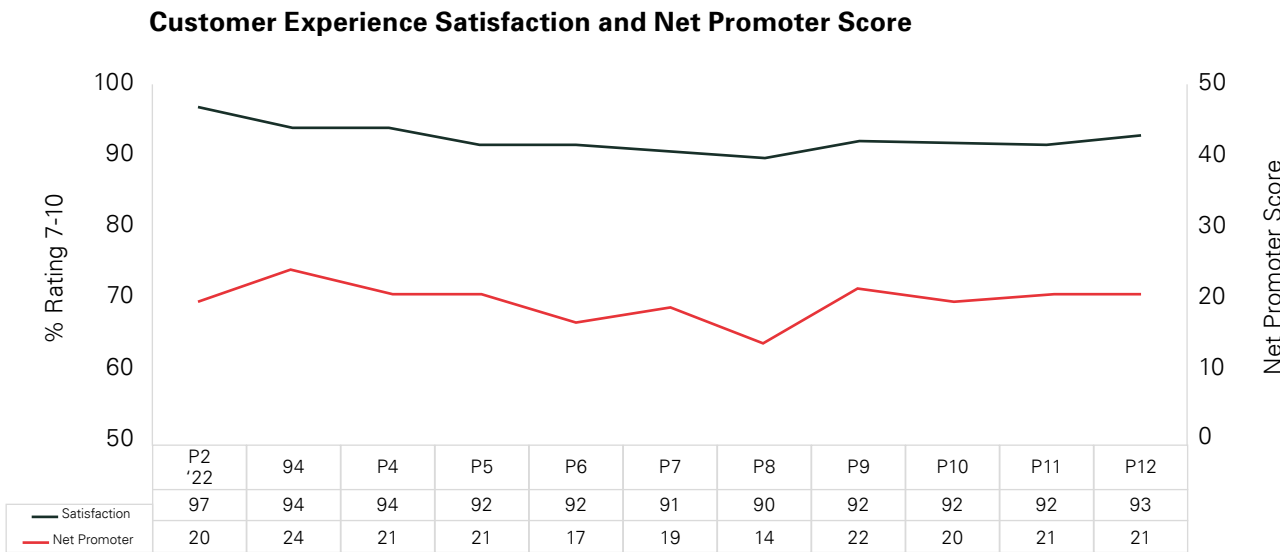


3.7 What our customers said

A year where the resumption of normal activities was punctuated by Omicron and an unusual hat-trick of storms with Dudley, Eunice and Franklin.

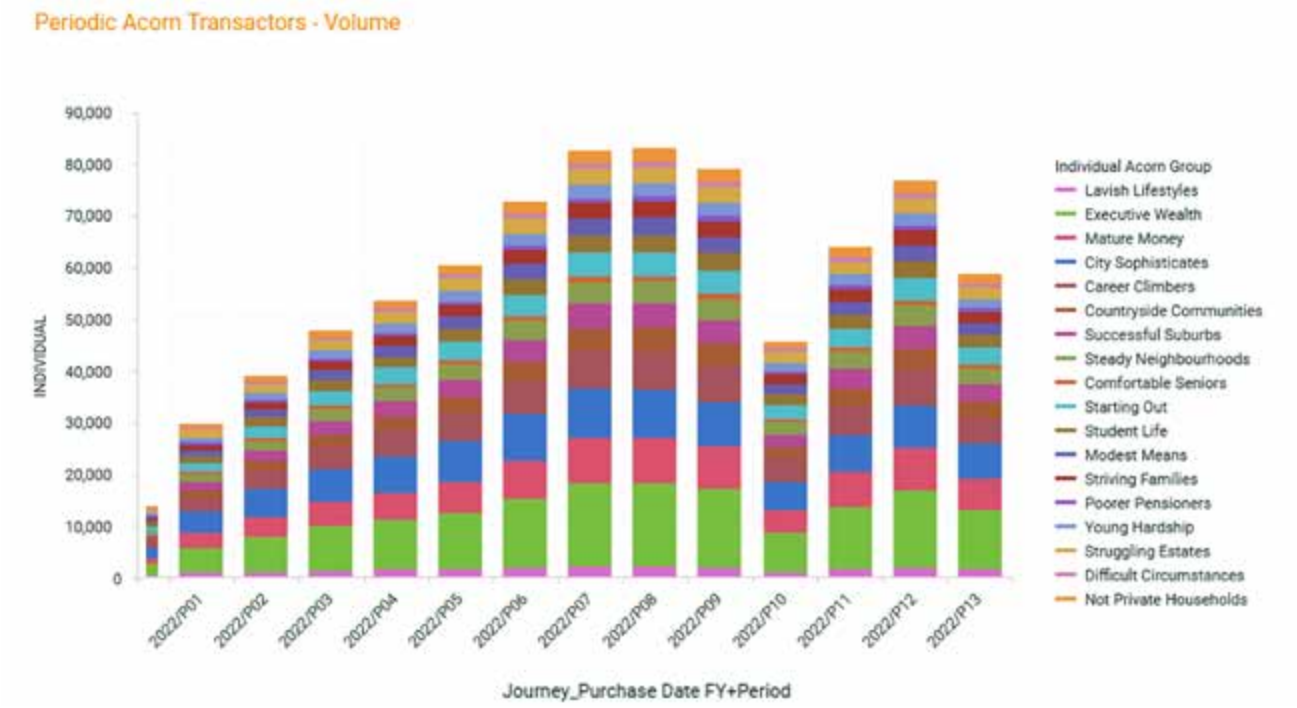
The year 2021/22 oscillated between low customer numbers prior to June 2021, followed by a steady increase in customer volume that peaked in late summer early autumn. Brought to an abrupt halt with the emergence of the Omicron variant of Covid. The rise in customer numbers began to show how customer usage might look in the new normal; one with a strong leisure emphasis. Low customer volume and good service performance delivered the essentials that customers want.

This created a perfect environment for overall satisfaction score to reach 97%. As expected, with increasing customer volume and despite the storms of early 2022 the score has settled in the low 90%<sup>s</sup> with an equally strong Net Promoter Score of +19 at the end of the year. Our research shows that over 1:4 customers **actually** go on to recommend GWR not just say they will.



The year 2021/22 oscillated between low customer numbers prior to June 2021, followed by a steady increase in customer volume that peaked in late summer early autumn. Brought to an abrupt halt with the emergence of the Omicron variant of Covid. The rise in customer numbers began to show how customer usage might look in the new normal; one with a strong leisure emphasis. Low customer volume and good service performance delivered the essentials that customers want.

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Phil Delaney said “A key change that has occurred over the past two years is expectations. Customers now expect even greater consistency with any service they purchase. It is very important to the rebuilding of our business that we look at the things that should and need to be done to maintain strong performance and make the experience as easy and stress free as possible in the short, medium and long term; from buying to the actual journey.”

Customer priorities in the coming year will be split across an expectation of hygiene (cleaning of surfaces and facilities), high standards of customer service and a consistently reliable, dependable, service. Where hygiene at the forefront of customer concerns during 2020 and early 2021, this will become an expected norm. Returning customers will continue to reassess travelling by rail against their changed and evolving needs. This means periods of score fluctuation are to be expected as customers settle on their revised priority framework.





Emma Gibson,  
Chief Executive of London TravelWatch

We meet twice a year with Great Western (GWR) to discuss planned investment work in London, the Inner Thames Valley and at Gatwick Airport, as well as to monitor current performance and customer service standards.

The past year has been a difficult one for all train companies, requiring several timetable changes to reflect both the messaging from government and staff shortages due to Covid. We have been watching the situation carefully on behalf of passengers.

While service levels have been restored since the Omicron variant caused reductions in December 2021, we have been in regular touch with GWR to ensure revised timetables take account of the demand from those travelling as things start to get back to some sort of new normal.

We have also briefed GWR on our recent personal security research which makes a number of recommendations about how train companies can help to improve the safety of people travelling around London. We reminded them about the important role played by visible staff at stations and the reassurance provided by regular evening and late night services.

We were pleased to hear that Contactless payments were extended on GWR branch line services to Windsor & Eton Central and Henley-on-Thames in March 2022 having already been accepted on GWR and TfL Rail services between London Paddington and Reading. This will make things more convenient for many passengers although it is still really important to ensure that those without bank accounts can easily buy tickets at stations.

We look forward to continuing to work closely with GWR in the coming year to address the issues of concern to passengers.

### 3.8 Night Riviera returns to full service following engineering work near Dawlish

Our world-famous Night Riviera sleeper is returning to full service after critical engineering work at Parson's Tunnel in South Devon, was completed in March.

The service, which has been partly suspended since the end of January, will return to full operation with services once again operating on Sunday to Friday evenings.

The overnight closure of the railway over the past eight weeks has enabled Network Rail's engineers to safely complete crucial piling work as part of its £37.4m resilience project to construct a rockfall shelter extension north of Parson's Tunnel between Dawlish and Holcombe.

Work on this important resilience project had already started, however, engineers identified that the condition of the ground was not sufficient to be able to safely begin the piling work from the side of the railway, and that all piling must therefore be done by a specialist piling rig from the track itself. As a result, the railway line between Exeter St Davids and Teignmouth needed to be closed overnight for eight weeks to enable the work to be completed safely.

This project forms part of Network Rail's wider South West Rail Resilience Programme (SWRRP) which is helping protect the vital rail artery to the south west, helping to ensure a reliable train service for generations to come.

Mark Hopwood, GWR Managing Director, said:

**"Our Night Riviera sleeper service is extremely popular and provides an important link between London and Devon and Cornwall and we are sorry for the disruption that this vital engineering work has caused."**

**"By carrying out the work when the Night Riviera sleeper service is quieter means it has caused the least disruption to our customers and now means it is ready for the busy spring and summer period."**

Mike Gallop, Network Rail Western route and strategic operations director, said:

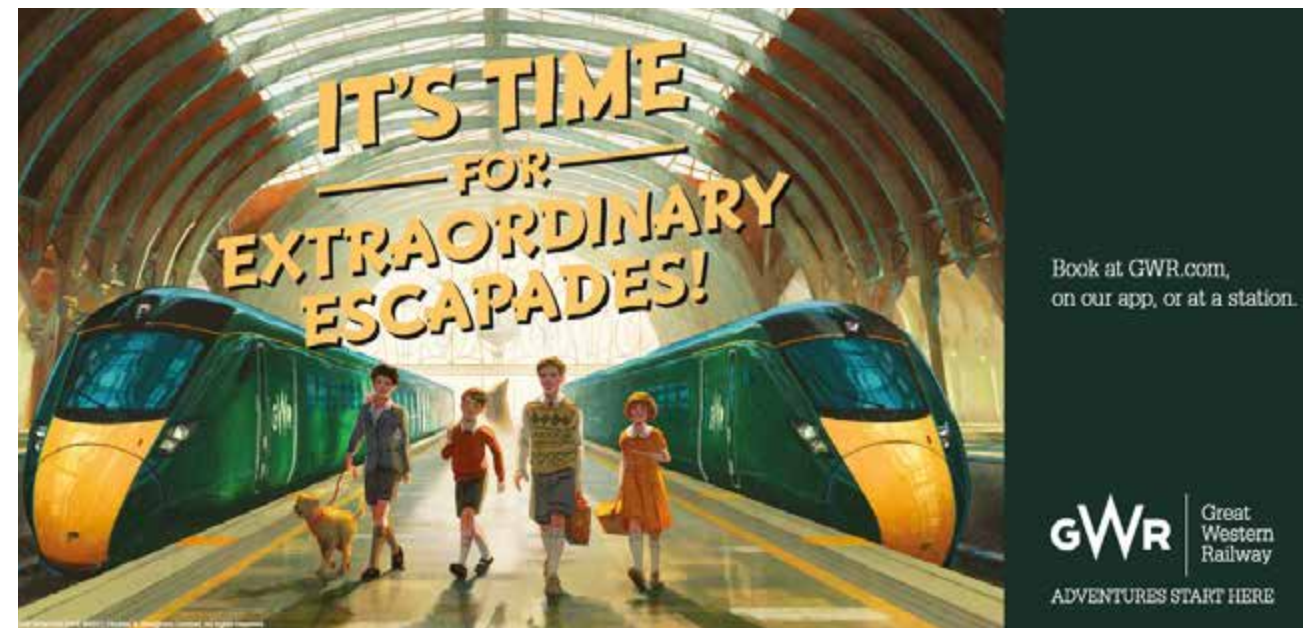
**"I would like to thank passengers for their patience while we have progressed important piling work at Parson's Tunnel, which has prevented the Sleeper Service from running as normal over the past eight weeks."**

**"The safety of both our engineering teams and passengers is paramount and while it was frustrating to have to temporarily close the railway overnight, this was the only option to enable our teams to complete their work safely."**

**"This is a critical project for the south west which once complete, will help protect trains against falling rocks along this vital stretch of railway."**







### 3.9 Marketing and Promotions

The latter half of 2021 represented a hugely important opportunity for GWR to begin its recovery from the impact of the Covid-19 pandemic. Inspirational brand marketing could only begin in earnest again once all restrictions were dropped by the government on 26th July 2021, and the marketing team at GWR was able to take full advantage of this opportunity by implementing a number of leisure recovery marketing campaigns to entice customers back to the network, collaborating with various stakeholders along the way such as the RDG and other TOCs, both within First Group and across the rest of the country.

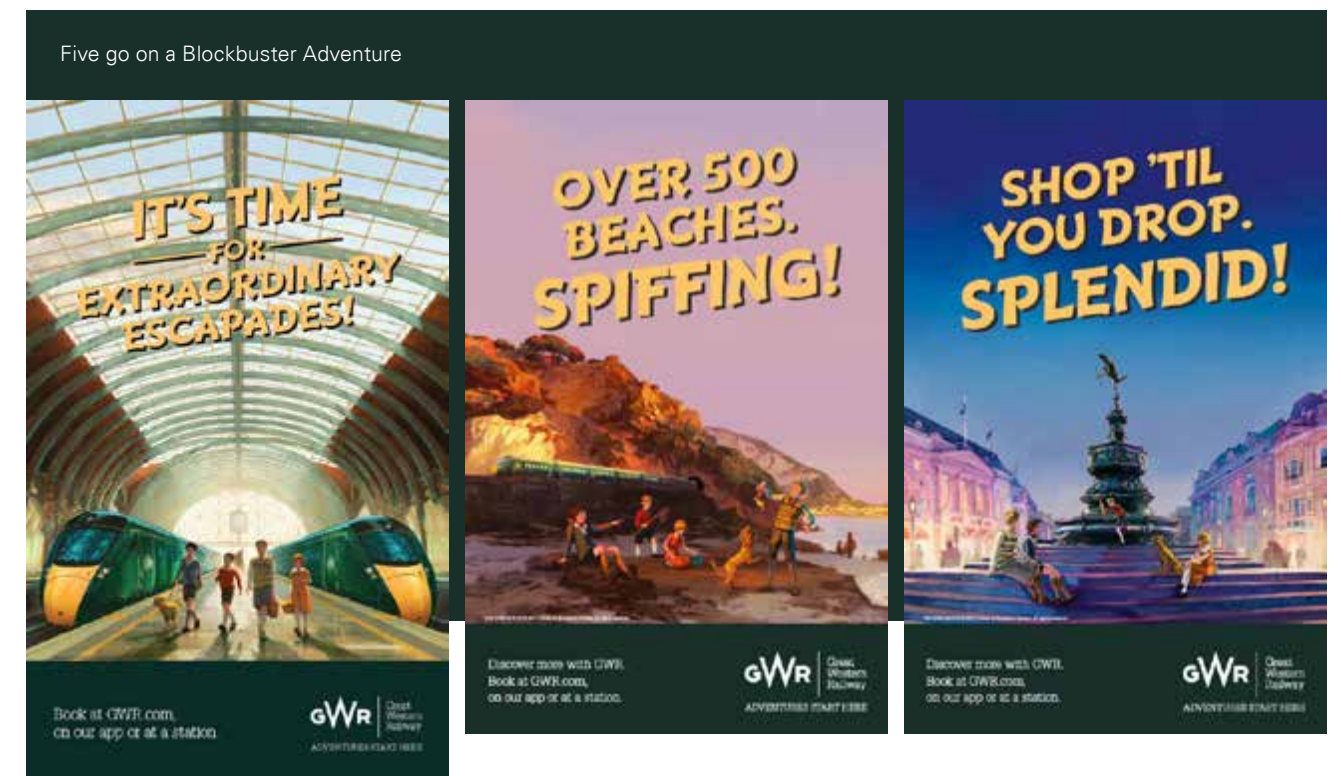
#### Make the Most of your Autumn

We continued to build on this strong leisure recovery by implementing another brand leisure campaign in October, encouraging customers to 'Make the Most of your Autumn'. This campaign performed even better than summer, with spontaneous brand awareness jumping to 74%, almost on par with levels before the pandemic, almost 20m impressions delivered on TV, campaign attributes such as 'appealing', 'persuasive' and 'impactful' all scoring excellent scores above 8/10, plus our NPS again jumped to +21 compared to the summer, the highest it's been for five years.

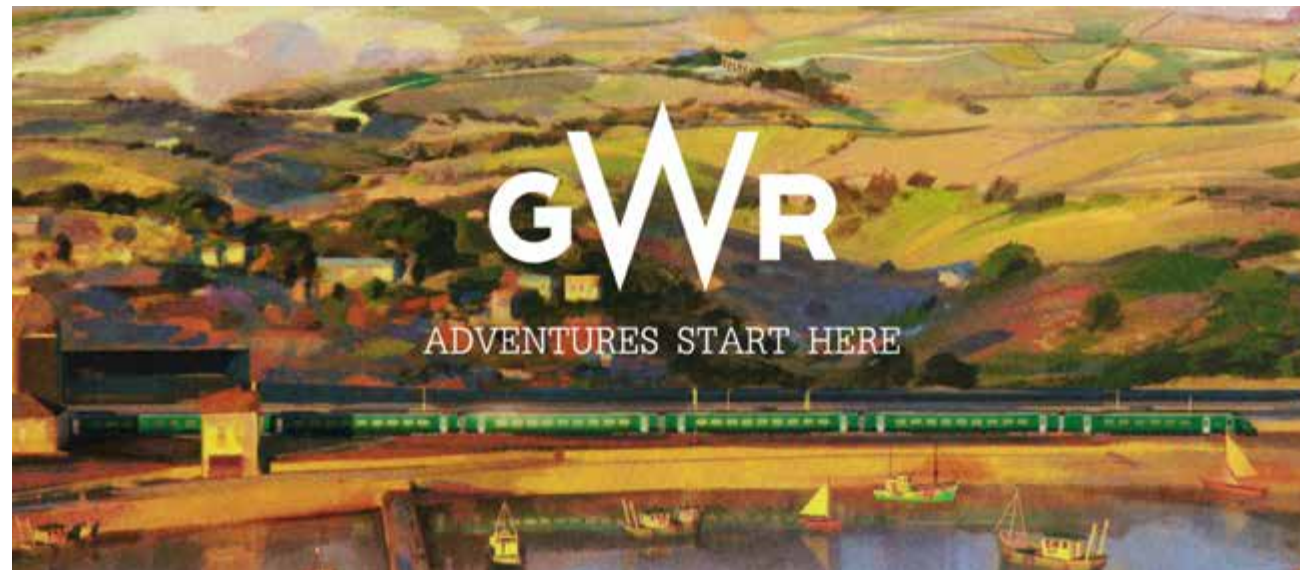
#### Five go on a Blockbuster Adventure

The most notable of these campaigns was reintroducing the Famous Five after a 16 month hiatus with our summer campaign in July, 'Five go on a Blockbuster Adventure', which aimed to reignite the feeling of excitement and adventure of getting onboard our trains after almost a year and a half of being told by the government to stay away. The campaign was made in 'movie trailer' style, taking all the best parts of previous Famous Five campaigns and compiling them together to create a taster of the world-class fun and adventure waiting to be had in our numerous, beautiful destinations in the SW of England and Wales.

The campaign was delivered in TV, cinema, outdoor, print, radio, online and was really well-received by our audiences, reaching 6.6m ABC1 adults across our network on TV alone, achieving 71% spontaneous awareness in our campaign tracking, and an increased Net Promoter Score of +8 to June 2021. We also garnered industry recognition from System1, with 'A Blockbuster Adventure' being named 'Ad of the Week' due to its creative effectiveness score of 4.8/5.







# FIVE EXPLORE THE NEW DARTMOOR LINE

Reopening from **20 November**, this scenic railway links Exeter Central, Exeter St Davids, Crediton, Okehampton and beyond

Whether you're seeking a greener adventure to the moors, a traffic-free quick commute or better connections to the rest of the country, the Dartmoor Line is yours to explore.

Okehampton to Exeter St Davids  
**£8.00** Return\*

Save 1/3 with a Railcard

Pre-book your ticket today, direct at [GWR.com](https://www.gwr.com), on the app or at a station.

Nectar points | Tickets across Britain | No fees

Discover the new route at [DartmoorLine.com](https://DartmoorLine.com)

THE FAMOUS FIVE © 2021 Hodder & Stoughton Limited. All rights reserved. Not all services will call at Exeter Central. Check before you travel. Price based on an Anytime Day Return ticket. Pricing correct as of 4 October 2021.

GWR | Department for Transport | Network Rail | Devon | Devon & Cornwall Rail Partnership | Dartmoor Line

### Dartmoor Line Re-opening

On 20th November 2021, the historic Dartmoor Line re-opened for service after nearly 50 years. To support this incredible opportunity, the GWR regional marketing team implemented a multi-channel marketing campaign, utilising a brand new Famous Five illustration showing the beauty of Dartmoor to drive awareness of the line and, ultimately, sales.

### You're Better in Person

Delving into consumer research and insight, we saw an opportunity not only to encourage leisure customers back to rail, but also our business and commuter customers, too. With the dropping of Covid restrictions also came the opportunity to return to places of work and business, albeit in a new, flexible fashion. We wanted to encourage a return to face-to-face collaboration, with GWR trains as the facilitator of those human connections. So, the GWR marketing team worked on the creation of a new campaign that spoke to the universal human insight that, whilst working remotely is great, sometimes, it's just better when you're there in person.

Campaign tracking research showed the campaign resonated really well with business audiences, with 92% of those surveyed (both SMEs and corporates) saying the campaign made them feel more excited to travel by rail to some or a great extent.







3.2 Accessibility News

We have launched Accessibility News, the first in, what we hope to be, a series of annual publications looking back over the year at the key accomplishments in making the railway accessible for disabled and older people.

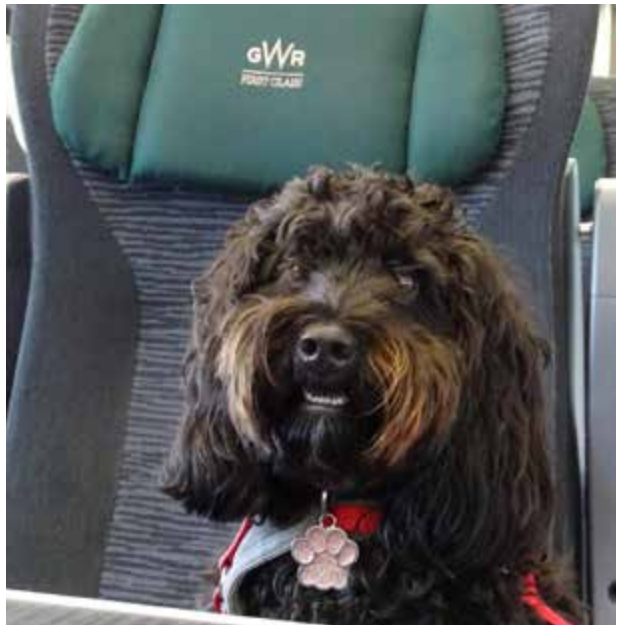


To take a look at the progress across the year, you can access report by clicking below.



3.3 Em-bark-ing on a journey?

With leisure travel on the increase, we produced this short film highlighting a couple of pointers to make sure you and your furry friend have a safe and happy journey by rail.







## 4.0 Disciplined Operations







## 4.1 GWR appoints new Director of Safety and Environment

Chris Maxwell joined GWR in 2022 as Director of Safety and Environment, bringing over 20 years of experience gained in the pharmaceutical, defence and aviation industries. He is a chartered safety and health practitioner and holds a PhD in Chemistry from Oxford.

Chris and his team lead GWR's safety and sustainability programs, ensuring we meet our legal commitments, safeguard our colleagues and customers, and continually improve our environmental performance and sustainability credentials.



## 4.2 Every Second Counts

GWR and Network Rail Wales and Western share a joint performance culture called Every Second Counts. It is a programme that encourages everyone who works for both organisations to look for ways to reduce delays and to see the role they play in improving reliability – whatever their job.

This year we have developed our briefings and moved to emphasising the roles of individuals in delivering on time performance at all our stations. We use manager tool kits, role-focused company-wide messaging, performance roadshows, video production with recognition and incentive schemes and existing internal communication reinforced by Senior Leaders to encourage teams and cross organisation groups to consider how we can save every second of delay.

By emphasising how everyone has a role to play, and focusing on every second, we keep a high focus on performance and delivery for customers.







#### 4.3 Guinness World Records holder joins Poppies to Paddington operation

Once again, GWR linked up with The Veterans Charity for Remembrance Day. Record-breaking Women's Royal Navy Service officer Barbara McGregor joined our second Poppies to Paddington operation on Remembrance Day.

Barbara, who entered the Guinness World Records in August as the longest-serving female in the Royal Navy, travelled by train from her home in Bridgend to lay a wreath at London Paddington's iconic war memorial on Platform 1. More than 100 wreaths were taken by train to the capital as GWR again joined forces with The Veterans Charity to coordinate a Poppies to Paddington operation. Following the success of last year's event, when more than 250 wreaths were carried to Paddington, The Veterans Charity created a new Routes of Remembrance campaign.

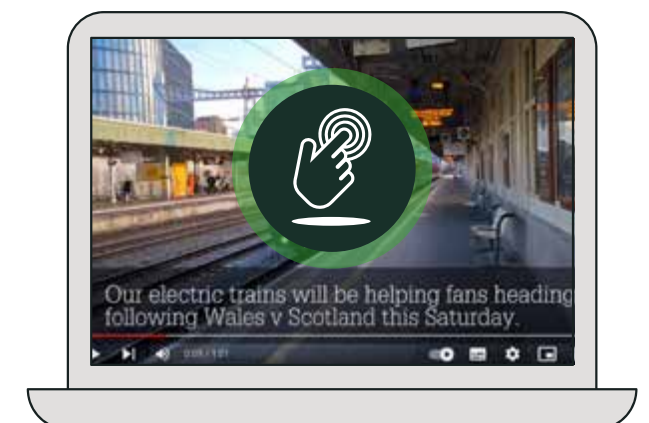
This took in the whole country and featured 11 train operators, as well as ferry companies, airlines, veterans, businesses and private individuals. Poppies to Paddington was created in 2020 to ensure communities within our network could honour our fallen heroes despite the restrictions in place around Covid-19.



#### 4.4 Capacity-boosting electric trains help provide 20,000 seats for Wales' home Six Nations fixture

GWR increased the use of our more sustainable electric-only trains for rugby fans heading home after Wales' final match of the Six Nations campaign.

The capacity-boosting Class 387 Electrostars performed eight half-hourly shuttle services between Cardiff and Newport to help disperse crowds. In total, GWR provided 40 trains and more than 20,000 seats for fans after the match.







## 4.5 One Team, One Railway

### Closer working with Transport for Wales

This year we launched a new collaboration with Transport for Wales. Directors from both organisations meet regularly to coordinate our efforts to improve services for customers in South Wales, while providing a coherent approach to key stakeholders. Working groups bring key teams together to focus on train service performance, improving ticket retailing, customer experience, property management and stakeholder engagement.

### Bristol East Junction renewal

GWR were highly commended in the Chartered Institute of Railway Operators Golden Whistle awards for Outstanding Teamwork along with Network Rail Western and CrossCountry Trains for the Bristol East Junction Renewals project. The entry focused on the close collaboration of the three teams, keeping customers and stakeholders informed throughout the work and developing innovative solutions, such as taking trains through the depot to reduce the inconvenience of the six-week programme of work.

### Project Fusion

2021 saw the launch of Project Fusion, a cross-industry team of colleagues from GWR, Network Rail, MTR Elizabeth Line, Heathrow Express, CrossCountry, freight operators Freightliner and DB Cargo. Barry Milsom, GWR's Train Service Delivery & Performance Director, leads the multidisciplinary team which is focused on improving train service punctuality and reliability within the Thames Valley and ensuring the industry is ready for the opening of the Elizabeth Line later in 2022. Project Fusion has strengthened communications and engagement across all organisations, with much clearer visibility of improvement plans and key milestones to better connecting the Great Western with London.

### C-DAS and Stock & Crew

GWR has worked closely with Network Rail and industry suppliers on two innovative and collaborative projects aimed at improving train service performance and customer experience. Both projects bring together previously separate systems used by NR and operators. The first sees NR's traffic management system linked with GWR's rolling stock and traincrew system, bringing

together information essential to running a high performing railway, speeding up service recovery during disruption.

The second project enables on board systems to link with NR's traffic management system in real time. Rather than simply relying on traditional lineside signals to regulate trains, the system provides drivers with advice on how fast to drive a train, in order to reduce the knock-on impacts of delays. Trains may be slowed, but not stopped at key junctions, reducing the overall delay for customers and maximising efficiency reducing energy use too.

Both projects involve interfacing GWR and Network Rail operational systems, creating a real-time information exchange between the Network Rail Luminate Traffic Management System and GWR Crew and Stock and Driver Advisory systems. Doing so, these projects set out to improve operational performance and mitigate performance risk

### Property asset management

GWR and Network Rail are working more closely to improve the way we maintain our stations for the benefit of customers and communities. The joint role will be responsible for delivering an integrated stations plan, a holistic work plan of maintenance, renewals and enhancements activities on GWR stations. By aligning separate projects through the plan, it is expected the Alliance can speed up the delivery of works, delivering benefits quicker while reducing costs.

### St Erth and Lelant platform extensions

Following unprecedented demand during the summer of 2021, thanks largely to an increase in staycations, customers queued for up to three hours to get to and from the popular seaside resort of St Ives. Working together, GWR and NR identified an opportunity to extend the platforms at Lelant and St Erth, allowing 5-car trains to operate on the branch line.





#### 4.6 GWR welcomes former Prime Minister to independent Advisory Board

In April, The Rt Hon Theresa May MP joined our independent stakeholder Advisory Board, an external body of experts helping to provide opinion and oversight.

Invited to join the 12-strong board by the current chair, Lord Faulkner of Worcester, the Rt Hon Theresa May MP said:

**"I know how important reliable rail services are for my Maidenhead constituents and others across the Thames Valley, therefore I welcome this opportunity which will enable me to help deliver for our area."**

Welcoming the new board member Lord Faulkner of Worcester, Chair of the GWR Advisory Board, said:

**"I'm delighted that Mrs May has joined the GWR Advisory Board. She has been a staunch campaigner for better rail services and connections since her election as the MP for Maidenhead 25 years ago, and she will be a very welcome addition to our Board."**

GWR has had a Stakeholder Advisory Board since its conception in 2015, bringing forward the idea from First Great Western. Set up to offer a sounding board and critical, informed advice the Advisory Board includes representatives from all the routes served by GWR, covering the fields of business; academia; the voluntary sector; the House of Commons, and the House of Lords.



#### 4.7 Service Recovery Plan

Back in May, our fleet of Hitachi Class 800 series trains were removed from service as a precaution when cracks were found on some trains. Within a few days, a service recovery plan was agreed between Hitachi Rail, train operators including GWR, with government agreement and oversight from the Office of Rail and Road.

The service recovery plan followed joint work between Hitachi Rail, train operators including GWR, and the regulator around the safe return to service of Intercity Express Trains. Upon discovery of the faults, Hitachi Rail engineers and independent experts completed rigorous tests and research to gain a clearer understanding of the cracking issue.

The service recovery plan included thorough inspections by specialist teams before trains left the depot. Trains only re-entered service if they met agreed safety criteria. Working with Hitachi Rail, the rail regulator continued to carry out rigorous oversight to ensure robust processes were being followed.

GWR worked with the DfT and Hitachi to keep customers informed and with the help of Network Rail and the dedication of our teams we were able to quickly introduce all electric 397s trains to Bristol and then Cardiff filling the gaps left by the reduced IETs. Elsewhere temporary timetables and reduced formation meant services kept running and customers were able to travel throughout.

As well as borrowing trains from other operators GWR and Network Rail teams worked quickly together to allow for our all electric Class 387 services to operate through to Bristol Parkway and then on into Cardiff.





## 4.8 Heathrow Express

Since 2018 GWR have run the operational aspects of Heathrow Express (HEX) under a management contract with Heathrow Airport.

Throughout 2021, numerous European Train Control System software upgrades were delivered that brought significant fleet reliability improvements.

GWR and Heathrow Express teams continue to work closely to implement further software upgrades during 2022 in order to achieve a 95% fleet reliability improvement.

HEX meanwhile continue to manage the marketing, customer service and ticketing. Again, new digital partnerships are transforming the distribution pipeline into a global reach.

Most significantly, the customer demographic has changed since the pandemic with leisure and family bookings overtaking the traditional business passengers which is trend set to continue.

Since the start of 2022, passenger numbers have surged to a daily peak at 19,000 during the Easter 2022 period as restrictions ease across Europe and other destinations.

New and innovative onboard features were launched, such as free Onboard Entertainment, reducing the amount of wasted newspaper and magazines. The Business First service is being rebranded with app based travel services linked to Heathrow Airport aimed at audiences seeking the premium, seamless 'Paddington to Plane' experience.



Meanwhile, the HEX carriages have been 'named' with twelve of Britain's favourite global cities which include London. Each is featured with an attractive piece of artwork showing an icon of the city, such as the Sydney Harbour bridge.

The customer journey is being further enhanced starting with Paddington Station. HEX ticket vending machines will undergo a vibrant refurbishment, while the signage and wayfinding will be more visible.

The brand continues to position itself as a premium experience offering 'speed, ease and comfort'. The current marketing platform 'Travel with a Smile' aims to personify this stress free journey to the airport and showcase the unique benefits of HEX.

Finally, HEX has made strategic collaborations with GWR with joint ticketing with plans to roll this out with other operators across the UK.







## 4.9 Infrastructure Improvement by Network Rail Wales and Western

In August 2020, a freight train derailed on the Heart of Wales line near Llanelli. The train was pulling 25 wagons of diesel when it derailed. The devastation to follow saw the train wagons catching fire before around 350,000 litres of diesel spilled into the ground, causing major concern for the surrounding wildlife conservation area and waterways.



Thanks to quick actions of Natural Resources Wales and our contractor, Adler and Alan, we've avoided environmental disaster. A total 37,500 hours of work was committed to the clean-up to protect the local environment, remove the huge wagons from the site and repair a large stretch of damaged railway.

30,000 tonnes of contaminated soil were excavated from 150 metres of railway, at a depth of two metres and width of 20 metres. That soil was replaced with new, clean material from quarries in Carmarthenshire and Pembrokeshire, with the fuel-soaked soil taken to a licensed waste management facility in Merthyr.

In the final few weeks of the recovery, we worked to fit around 530 metres of brand-new track before reinstalling the signalling, damaged in the fire.

### Swansea station

To enable passenger services to keep growing at Swansea station, last year we completely rebuilt platform four – enabling GWR's 10-care Intercity Express Trains to use the platform for the first time. Providing greater flexibility at Swansea, which will help to reduce delays and maintain a reliable service for customers.



On top of which, more than £7.5m was invested in the station itself for a major refresh with improved ticket-buying facilities, new toilets, and refurbished space for use by local businesses and community groups.

### Severn Estuary Resilience Programme, Gloucestershire

The Newport-Gloucester line connects South Wales with the West Country, Midlands and north of England, providing a vital link for passengers. It is also used as an important diversionary route, maintaining a direct rail link between South Wales and London when the Severn Tunnel is closed.

The railway line runs along the Severn Estuary, exposing trains and infrastructure to rain, wind and sea. In the last few years there has been more frequent extreme weather, the line devastated by five major landslips in the last two years along – delaying more than 200,000 trains.



As well as disrupting passengers, this also impacts essential freight services, with 43 freight trains passing through every week, moving; steel, petrol, and construction materials. The route also serves 'Tesco trains', keeping supermarkets stocked with essential supplies.

With the long-term viability of the line at stake, our engineers have developed a multi-million-pound plan to protect the railway's future. Starting in 2022/23, a mesh and bolt system will be installed alongside three miles of railway, using over 1000 soil nails, drilled to a depth of up to 10 metres. 9,000 metres of mesh will be installed, and 30,000 tonnes of spoil removed from the bank. This will stabilise the cutting, creating a safety net to prevent falling debris from reaching the track below.

## Western

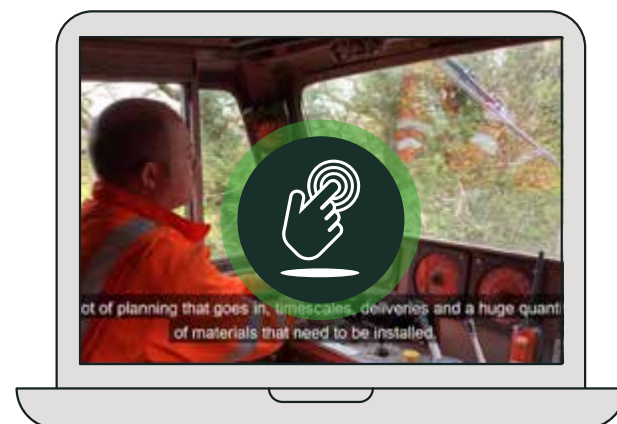
### Dartmoor line, Devon

After much campaigning from stakeholders across Devon and beyond, funding was received at the beginning of the year to reopen the railway line between Exeter and Okehampton. The Dartmoor line opens up access to communities from Okehampton, Launceston, Bude and other areas of north Devon not currently served, as well as enabling more tourists to explore the wonders of the national park on its border.





This wasn't a straight forward project as the railway was owned by Aggregates Industries, which had sub-leased it to Dartmoor Railway – a heritage operator which had unfortunately closed for good during the pandemic. We were able to sort through the potential issues and take control of the railway line, so that work could start.



Although track still existed between Coleford Junction and Okehampton, it had fallen into disrepair with overgrown bushes and trees standing where trains had previously passed. Large sections of track needed to be replaced, and in a matter of six weeks last spring, over 11 miles of new track, 24,000 sleepers and 29,000 tonnes of ballast were installed by our teams.

This also included utilising our innovate new track construction machine, which is able to simultaneously evenly drop sleepers into position, lay the track on top and then clamp the track into place. This enabled the infrastructure to be ready so that GWR could test the track with their trains and begin training for their drivers and crews.



In autumn, under nine months from obtaining funding, the railway line between Exeter and Okehampton reopened to passengers – nearly 50 years since the last regular service operated on the line. Not only had we been able to deliver the project speedily, but we also managed to deliver it £10m under budget. The first Restoring Your Railway bid to come to fruition, paving the way on how to run projects for future schemes.



Further upgrades have taken place in 2022 enabling the train service to increase from a train every two hours to hourly throughout the day. Passenger numbers have been increasing since services restarted and look positive for the future.

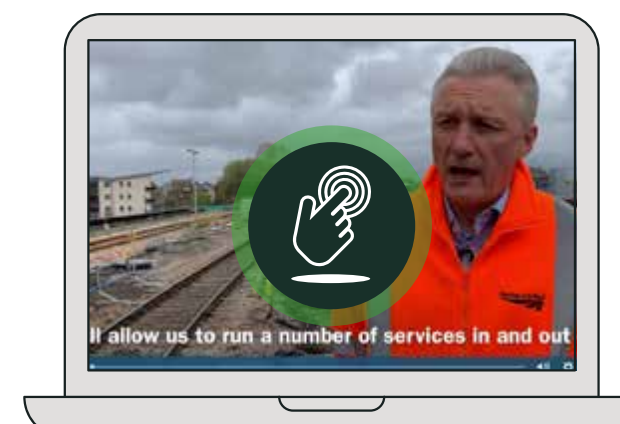
#### South West Rail Resilience Programme

Following the opening of the first phase of the new sea wall at Dawlish in 2020, funding was approved for the second phase alongside the station, between Colonnade and Coastguards; as part of the £80m investment in the railway and south west economy.



As well as using local suppliers, helping to inject funding into the Devon economy, we've been able to work with our contractors to lessen the impact of our construction. Last year we started using low-carbon concrete which will have reduced the amount of carbon generated by this process by two-thirds and saved over 1,130 tonnes of carbon dioxide from entering the atmosphere in comparison to traditional concrete. That's the equivalent of flying 668 passengers from London to New York and back (1.62 tonnes of carbon per passenger).

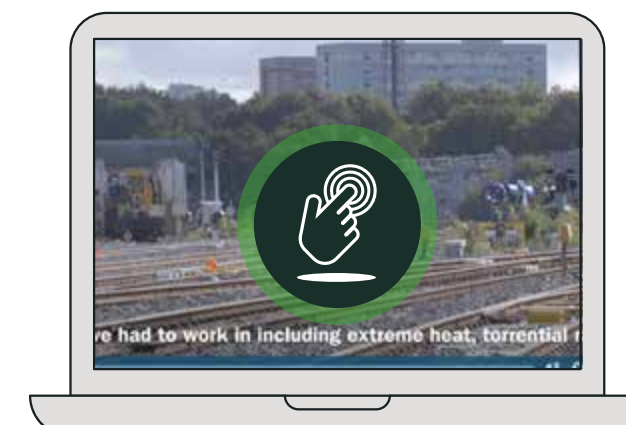
Work continues on the vital resilience works, which will protect the communities of the peninsula and their rail links for the next 100 years. This has been enhanced with the next two phases of the engineering project being funded last year – to protect the cliffs around the coast and trains that operate on the railway line beneath.



#### Bristol Rail Upgrade

Last year our multi-year, multi-million pound upgrade for the railway in the West of England got started. At Bristol Temple Meads, scaffolding was erected as we started refurbishing the barrel roof of the station, as well as modernising the electrics. When complete in 2024, the passenger experience at the station will be transformed – as has been the case at Paddington station – with natural light able to flood onto the platforms for the first time in decades.

Alongside this, we've been upgrading infrastructure in and around the West of England to enable more trains to run in the future. This started last summer with the Bristol East junction upgrade; this important railway crossing is what all trains pass over to leave or enter Bristol Temple Meads station. Much of the track and engineering components at Bristol East junction were laid in the 1960s and needed to be replaced; this also gave us an opportunity to redesign the crossing to increase capacity.



The £132m project involved replacing over 2.1km of track and around 7,000 tonnes of ballast to support the tracks. On top of which, we upgraded platforms at the station to reduce the stepping distance onto and off trains. The work was completed on time and to budget, with thanks to passengers for their patience during these disruptive works. The first improvements following our work was seen in December 2021, when services were able to be increased on the Severn Beach line, from hourly to half hourly. More improvements, as part of MetroWest, are on the horizon.





### 4.10 Performance

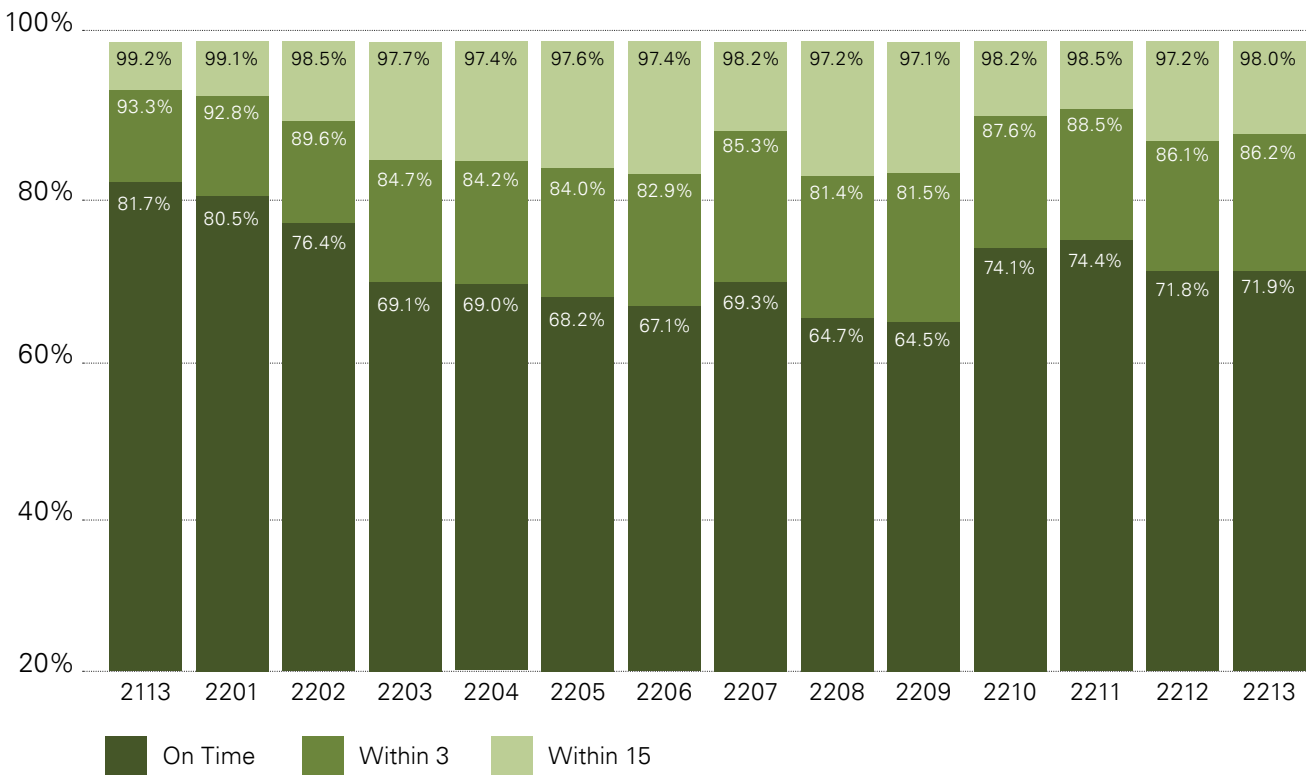
In common with all operators the last twelve months have presented a number of challenges to performance with customers returning while we managed the impact of Covid on our workforce along with a number of severe storms. During this time, we’ve worked proactively to understand underlying performance challenges and implement steps to maintain the high level of performance our customers rightfully expect.

We have worked closely with the Department for Transport keeping focussed on good and efficient operations. We’ve also seen a number of temporary timetable changes to give customers surety of service while managing spikes in staff absence due to Covid infection rates and isolations. We continued to focus on delivering collaborative improvements with route and supply chain partners, as well as rebuilding our service proposition to meet the changing needs of our customers.

Our performance has maintained a strong position over the year with 86% of services arriving within 3 mins of schedule (at all stations) over the course of the year. Delivering high performance is critical as we continue to welcome customer back to the railway, and we will be unrelenting in our work to achieve this.

There is always more to do, and we continue to work closely with Network Rail to keep driving down delays and service cancellations, delivering the service our customers quite rightly expect.

Punctuality Trend for GWR



### 4.11 Timetabling to Keep Our Customers Moving

During the year we have used temporary timetables during periods of high sickness levels. By reducing the timetable, we were able to reduce the number of ad hoc cancellations, giving customers a more reliable, surety of service. The majority of our December 2019 timetable is now back in place, but there are some changes that remain.

We will also be making further changes in May with our new summer timetable. These changes reflect changing customer travel patterns and the need to manage with less taxpayer subsidy. Having received over £15 billion in the last two years, the rail industry must now look to reduce costs, so that we don’t take more than our fair share. That has meant some difficult decisions.

Our priority has been to protect and maintain existing services wherever we can, and that has meant a delay to implementing some planned improvements such as the next stage of MetroWest. It has not been possible to maintain all our existing services though and we will ceased operating our current two services a day to Brighton in May. We also replaced Intercity Express Trains on our Kennet Valley services with all electric Class 387 trains released from the London Thames Valley.

Electric trains are not able to travel beyond Newbury on this line and that does mean we will we introduced a diesel shuttle service at weekends and during the off peak for Bedwyn, Kintbury and Hungerford. Direct services are maintained at peak and we are working with the local rail user group to make connections as easy as possible.

Elsewhere we have been able to continue with planned improvements and we will be increasing our new Dartmoor Line services to hourly as planned and introducing a new service to Axminster.

We will continue to hold Local Transport Forums with stakeholders in Wales and each of our regions to listen to aspirations for improvement and to feedback on future changes.





**Steve Hopkins,**  
Destination Management & Marketing  
Manager at Swansea Council

Our goal is to reach our customers with succinct, timely and primarily useful information to assist them in making the decision to book their holiday in Swansea Bay. At Swansea Council we share the global concern for the environment and encourage our customers to act responsibly, sustainably and to embrace these concepts when planning, booking and taking their holiday or short break.

Our partnership with GWR is an ideal fit for these aspirations.

We invite tourism, leisure and hospitality businesses and organisations to become Swansea Bay Marketing Partners (free at entry-level throughout the pandemic). This includes a webpage on the destination website – [visitswanseabay.com](https://visitswanseabay.com) – and a range of additional marketing support activity. GWR are a proactive Partner, taking full advantage of the opportunities to promote leisure rail travel to Swansea Bay (with a temporary hiatus for Covid-19, of course).

To select a few highlights! As the UK emerged from Covid-19 restrictions the team worked with GWR to raise the profile of rail travel, including the re-introduction of Pullman Dining. This included an email 'takeover' to our customer database of 9.5k, organic posts to our 84.7k fans on Facebook and 19k followers on Twitter.

GWR feature in the brand new Swansea Bay Visitor Guide, in prime position, inside the front cover. 200,000 copies of the Guide are being distributed across Swansea Bay, South West Wales and routes into the destination throughout 2022. Additional spring activity includes the promotion of the 50% discount for advance booking, with top and mid-page banners on the homepage of [visitswanseabay.com](https://visitswanseabay.com).

The Council's Event Team are responsible for organising the Wales Airshow – this year taking place on 2nd and 3rd of July. With an anticipated audience of approximately 250,000 – GWR is the Wales Airshow's Official Rail Travel Partner. This is an ideal opportunity to reach a large audience on the day and in the marketing activity in the run up to the event.

Always a reciprocal relationship, GWR have supported the team with permissions for filming and photography. The new Swansea Bay video, 'Make Swansea Bay your #HappyPlace this Spring', features a GWR train arriving at Swansea station. Complimentary rail travel is also available for journalists and bloggers. Phoebe Taplin's feature in 'The Guardian' – 'I could be by the Med: a car-free short break in Swansea' – referenced GWR, with a link in the online article.

We've supplied content for GWR activity, with Swansea Bay appearing in articles in Coast magazine (featuring family-friendly Langland Bay and iconic Three Cliffs Bay) and in a destination guide presenting Swansea Bay's cultural highlights.

Our continuing partnership with GWR ably demonstrates the mutual benefit, efficiencies and strategic importance of joint working. This effective collaboration illustrates how by working together, we can attain the joint aims of achieving high levels of engagement with existing and new customers, boosting the visitor economy and promoting sustainable travel.

Long may it continue!

## 4.12 Annual Stakeholder Audit

The proportion of stakeholders rating their experience of GWR as good or very good has slightly decreased since 2020.

The proportion of stakeholders who rate their overall experience of GWR as good or very good has decreased by 6 percentage points from 2020 – from 87% to 81%.

There was a 10% decrease in the proportion of stakeholders who rate their interactions with GWR as very good over the last year, with 39% rating them a 5, compared to 49% in 2020.

The proportion saying their experience with GWR is poor or very poor has stayed the same as last year at 3%.

Although this year's results are lower compared to last year's, they still remain the highest since pre-2020.





There were a range of ideas of ways in which GWR can improve its performance

Stakeholders included positive feedback amongst their suggestions for improvements, expressing their satisfaction with GWR's services and appreciation for their efforts to try and get it right.

The suggestions for ways in which GWR can improve their service include working on poor connections within the service, increasing reliability and having fewer cancellations, as well as increasing information provision and customer interaction.

Considering environmental concerns, price and comfort/certain facilities were also common ideas.

Ticketing was mentioned as an area of improvement last year, however, this was far less of a concern in 2021.

2

## How can GWR improve its service



Q9. If you have any additional comments about GWR's performance and how it can improve the service that it provides, please write these in the box below. Base: All respondents who gave an answer (n=86)

Savanta:

Safety of services remains top in satisfaction, while value for money for passengers and for the taxpayer remain the lowest

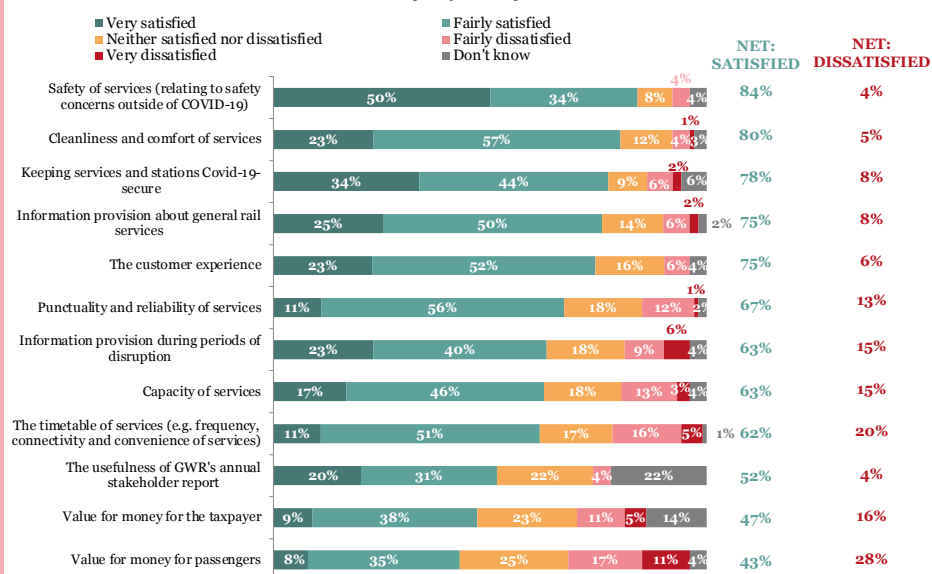
Over four in five (84%) stakeholders say they are either fairly or very satisfied with the safety of services. Three quarters or more also say they are satisfied with the cleanliness and comfort of services (80%), efforts to keep the services and stations Covid-19 secure (78%), information provision about general rail services (75%), and the overall customer experience (75%).

Just under two thirds of stakeholders (63%) are satisfied with information provision during periods of disruption, this is down from 68% in 2020.

Furthermore, there is a continued positive trend in the proportion of stakeholders who say they are satisfied with the usefulness of GWR's annual stakeholder report – an increase of 3 percentage points compared to 2020 (rising to 52% in 2021). Just 4% report being dissatisfied this wave.

3

Satisfaction with GWR services  
% who say the following



Q6. How satisfied, or otherwise, are you with Great Western Railway's performance in each of the following areas? Base: All respondents (n=264)

Savanta:

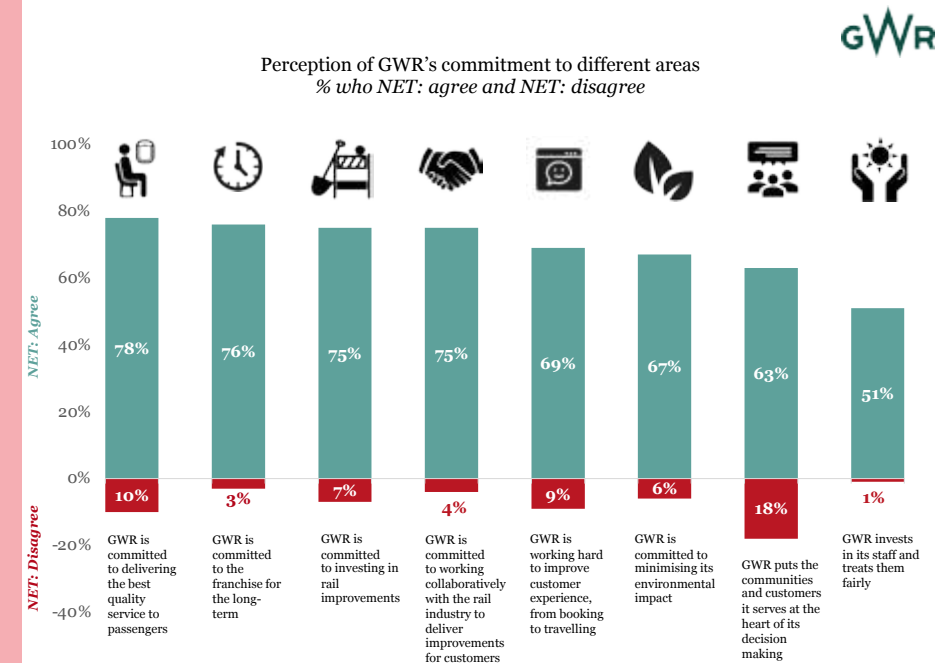
There is strong agreement amongst stakeholders that GWR is committed to delivering the best quality service to passengers

The majority of stakeholders agree with this statement (78%). Three quarters of stakeholders also agree that GWR are committed to the franchise for the long-term (76%) committed to investing in rail improvements (75%) and committed to working collaboratively with the rail industry (75%).

Similarly to last year, stakeholders are least likely to agree that GWR invests in its staff and treats them fairly (51%). As in previous years, this is probably because they do not know enough about this to have a view, as a significant proportion (48%) say they do not know, and just 1% disagree.

1

Perception of GWR's commitment to different areas  
% who NET: agree and NET: disagree



Q8. To what extent do you agree or disagree with each of the following statements? (GWR is/GWR)...Base: All respondents (n=264)

Savanta

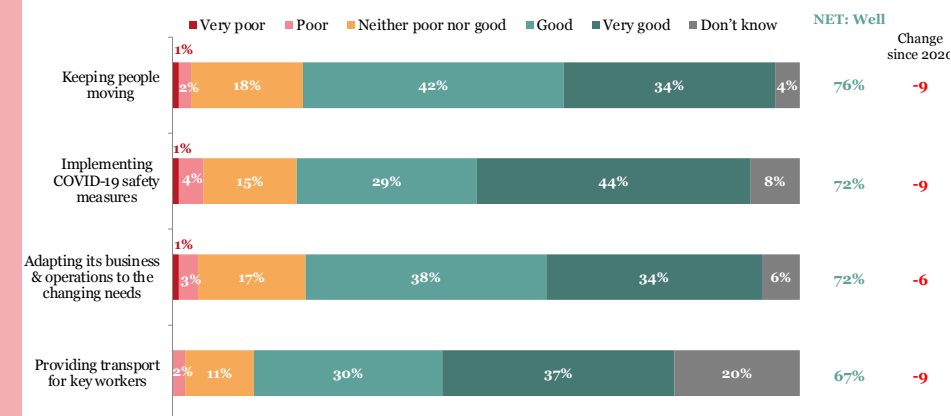
Two thirds are positive about GWR's performance on all Covid-related metrics

Stakeholders remain the most impressed with GWR's ability to keep people moving during the pandemic, with 76% saying that they have been doing this well. Those in the West have the strongest positive view on this and those in Wales have the least positive view, with 85% and 62% respectively saying GWR do this well.

72% of stakeholders believe that GWR have been performing well at both implementing COVID-19 safety measures and adapting its business and operations to the changing needs.

The sentiment of providing transport for key workers has the lowest score with 67% of stakeholders believing this has been done well. However, this is driven by 20% being unsure.

Great Western Railway's performance during the COVID-19 pandemic  
% who say the following



Q15. How well or poorly do you feel that GWR has performed in each of the following areas relating to the COVID-19 pandemic response? Base: All respondents (n=264)

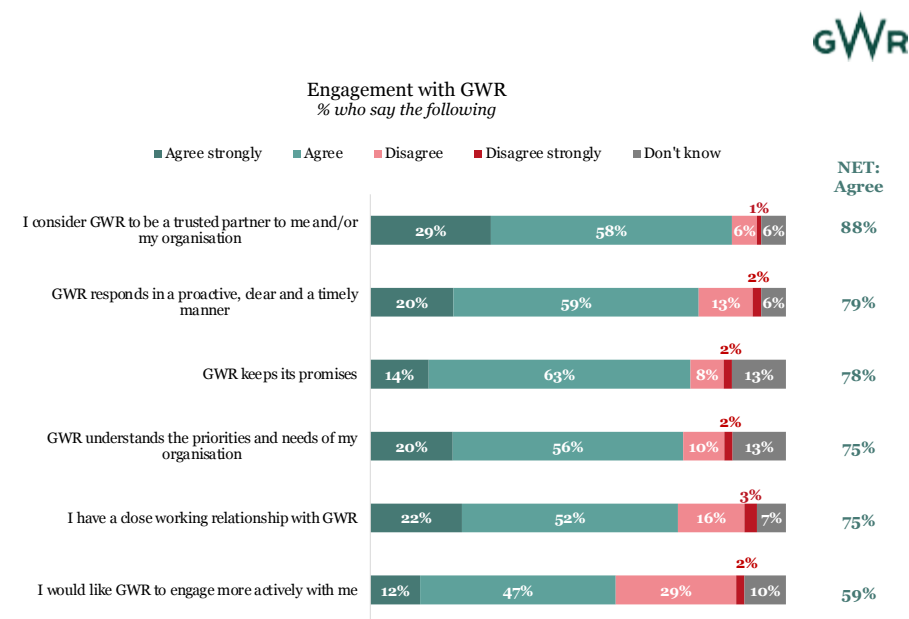
Savanta



The majority of stakeholders have positive views of their engagement with GWR

On all measures, stakeholders are more likely to have positive than negative views of GWR's engagement. Over four in five agree that they consider GWR to be a trusted partner (88%). The lowest level of agreement is for stakeholders wanting GWR to engage more actively with them (59% agree) with 31% disagreeing.

Parliamentarians are more likely to agree that GWR understands the priorities and needs of their organisation, GWR responds in a proactive, clear and timely manner and that they consider GWR to be a trusted partner, than general stakeholders.



Q2. To what extent do you agree or disagree with each of the following statements? Base: All respondents (n=264)

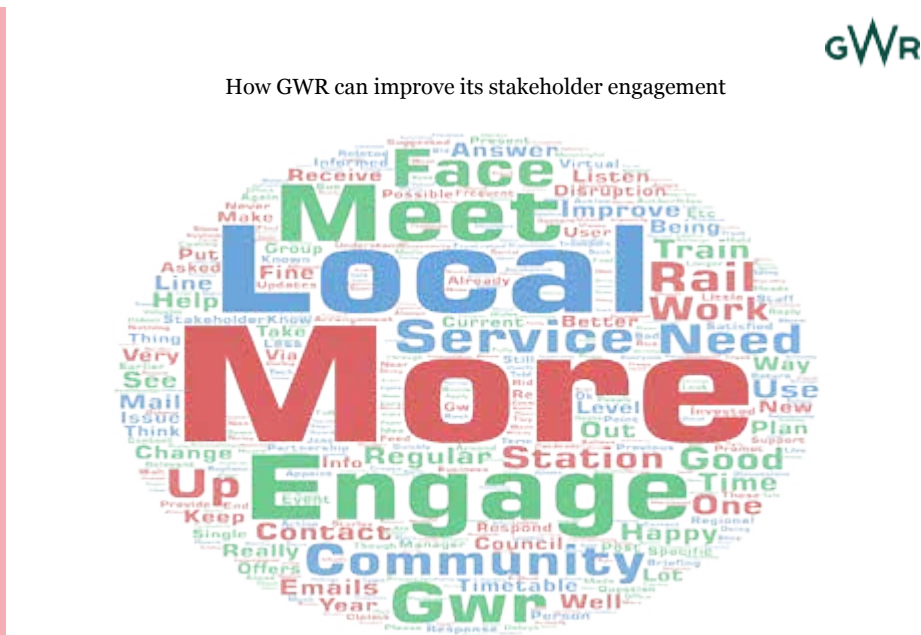
Savanta:

There were a range of ideas of ways GWR can improve the way they engage with their stakeholders

While many stakeholders provided suggestions for improvement, others responded with positive sentiments, and were content with current levels of engagement.

Key recommendations for improvement include increased meetings (ideally more face-to-face ones), more contact regarding timetable changes prior to them being made, and an improvement in the way in which GWR responds and listens to their stakeholders.

Increased local level engagement was also suggested, along with a specified person of contact and more regular updates.



Q13. What improvements could GWR make to how it engages with you, if any? Base: All respondents who gave an answer (n=126)

6) Savanta:

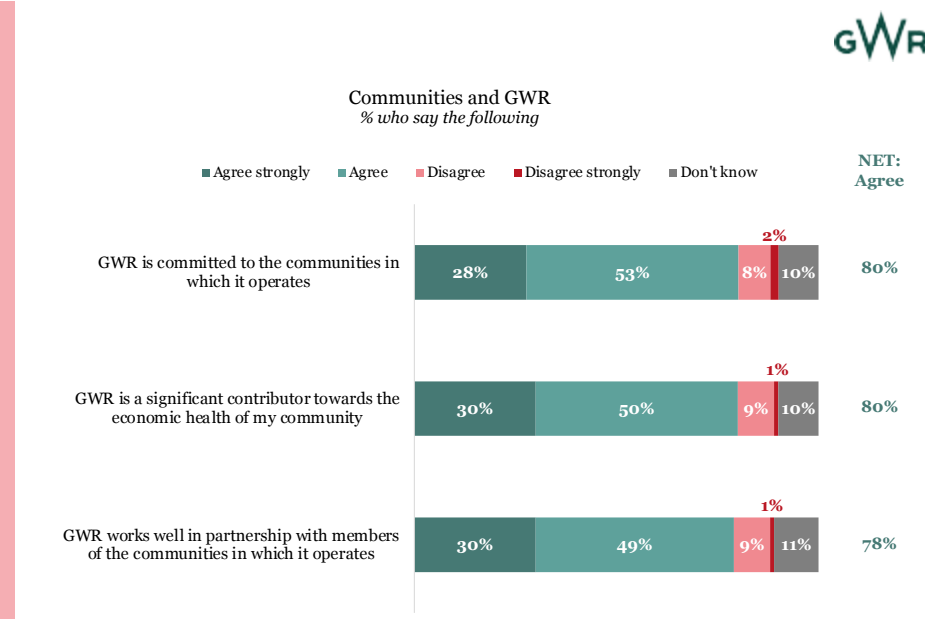
Most stakeholders agree that GWR works well with, and is committed to local communities

About four in five stakeholders agree on each of the metrics of GWR's relationship with communities. Stakeholders are most likely to agree that GWR is committed to the communities in which it operates, with 80% doing so, down from 85% in 2020.

Stakeholders are least likely to agree that GWR works well in partnership with members of the communities in which it operates, with 78% doing so, down from 84% in 2020.

Around three in ten agree strongly with each statement, slightly down from a third last year.

As in previous years, very few stakeholders disagree strongly with any of these statements.



Q3. To what extent do you agree or disagree with each of the following statements? Base: All respondents (n=264)

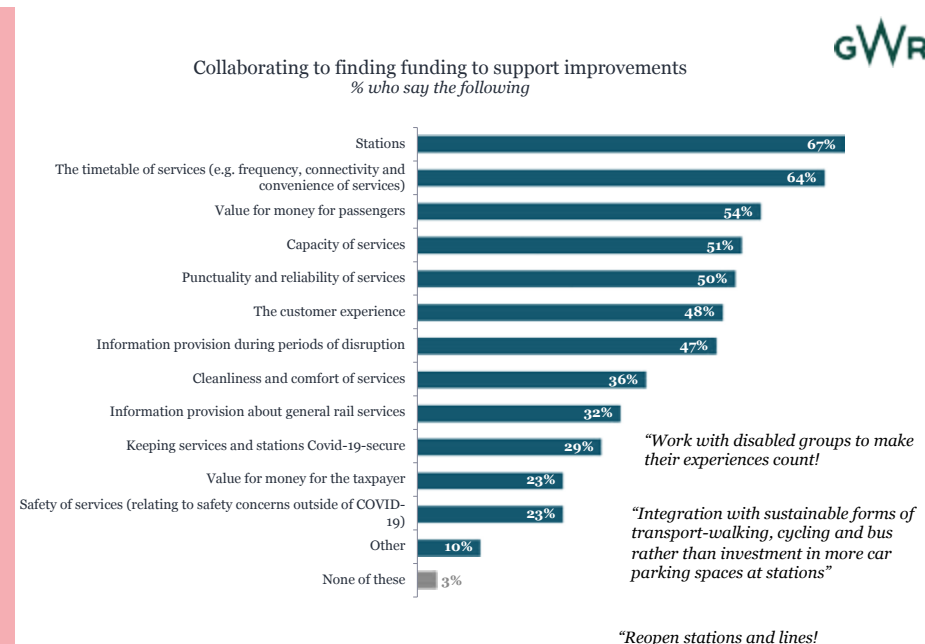
Savanta

There is still a willingness for stakeholders to collaborate with GWR to find funding to support improvements on a wide range of issues

More than two thirds believe it would be valuable for stakeholders to collaborate in finding funding to improve stations (67%) and timetable of services (64%).

The areas in which respondents feel is of least value for stakeholders to collaborate to find funding for is value for money for the taxpayer and safety of services (relating to safety concerns outside of Covid-19) (23% for both).

Suggestions from those who selected 'Other' include: accessibility issues around the stations, integration with other sustainable forms of transport and reopening stations and lines.



Q18. In which of the following areas, if any, do you think it would be valuable for GWR to work with stakeholders to find funding to support improvements? Base: All respondents (n=264)

Savantia





## 5.0 Great People



### 5.1 Windrush Plaque Commemoration

Westminster Council celebrated Windrush Generation with green plaque at Paddington station Westminster City Council has honoured and celebrated National Windrush Day by unveiling a Windrush Generation Green Plaque at Paddington station, in collaboration with Network Rail, GWR and the Elizabeth Line.

Mike Gallop, on behalf of Network Rail and GWR who run Paddington station, said:

**“We are delighted to have a new plaque at Paddington to celebrate and remember the huge contribution the Windrush Generation have made and continue to make.”**

**“Many communities including those we serve across the west from Paddington have been shaped by the inspirational people of the Windrush Generation and today and every day we are grateful for them.”**











## 5.4 HR Director Scoops Top Award

Ruth Busby, GWR HR Director, was praised by judges for the way in which the rail operator's Human Resources department helped lead colleagues through the Covid-19 pandemic.

She was chosen from a shortlist of seven, the judges' summary said:

**"Ruth joined GWR in 2018. Within a year, the pandemic hit and the rail operator faced a workforce fearful of the future of railways. Ruth ensured that HR truly partnered with the business."**

**"GWR increased communications and senior leader visibility, providing regular guidance to line managers, and engaging with trade unions to make sure colleagues felt listened to. Our judges were impressed with the agile and responsive use of communications, and the fact that GWR did not furlough any staff."**



## 5.5 GWR signs up to new mental health charter supporting wellbeing of colleagues

Great Western Railway has underlined its commitment to the wellbeing of colleagues by signing up to The Railway Mental Health Charter (RMHC).

The charter provides a framework designed to help rail companies promote, manage and support mental wellbeing in the workforce.

**GWR Human Resources Director Ruth Busby said:**

**"The charter helps us to ensure we're doing everything we can to support the mental health and wellbeing of our colleagues, which we know is so important."**

**"It also helps us to connect with others in the rail industry, ensuring we can learn from one another and provide the very best support we can to our colleagues."**

**GWR Customer Service & Operations Director Richard Rowland added:**

**"This is important because it underlines to all of our colleagues – everyone from drivers to gateline staff, managers and apprentices, and engineers to administrators – that we are committed to their wellbeing and they know that support is available should they need."**

The charter was developed by Lee Woolcott-Ellis, Mental Health Lead Manager at Southeastern Railway, in collaboration with the Rail Safety and Standards (RSSB) and the Mental Wellbeing Group.

**Lee said:**

**"The rail industry exposes the workforce to unique working conditions. Shift patterns, challenging demands and working conditions, and exposure to potentially traumatic events are some of the issues that make the management of mental health in the industry particularly complex."**

The charter, developed in collaboration with RSSB and the Mental Wellbeing Group, aims to:

- encourage all member workplaces to engage with and embrace the mental health agenda.
- support rail companies in preventing and addressing mental ill health, including the effective management of stress in the workplace.
- make good practice and information readily and freely available to member organisations.
- support the industry in taking a proactive approach to end mental health stigma, get conversations underway and create an open and inclusive culture where all colleagues know where and when to ask for support.





## 5.6 Apprenticeships

This year our apprenticeships have once again delivered incredible young people into the industry. Who are not only highly trained but have developed some incredible life skills along the way, whilst keeping our communities prospering and engaged through their amazing local volunteering initiatives.

GWR apprenticeships are growing incredibly fast year on year with now over 250 Vocational and Quest apprentices currently on programme. Our vocational programmes include schemes in Train Driving, Customer Service, Management, IT and Engineering. The need to keep updating and offering new and exciting apprenticeships which deliver a key business need are critical in creating a learning culture throughout GWR.



Highlighting our Engineering programme, working at the heart of the rail industry, our scheme gives valuable skills for life, from working in depots to building them. Engineers are critical to keeping our trains running, getting our customers to work, home, and keeping them connected with those they care most about. Gaining valuable skills such as mechanical and electrical engineering, including learning about how our network and depots are run. An Engineering Apprentice build their skills, knowledge and behaviours, Over a 4-year period.

Supported and guided through your training by some of the best Engineers in the industry, and with our OFSTED outstanding partner Exeter College delivering academic study is providing our Engineering apprentices with the best possible career.



Our Year 3 Engineering Apprentice Harvey Terry says **"My journey has been very rewarding so far and being able to work through these challenging times has kept me sane as well as being able to keep my skills in shape. I've learnt much more than I would if I was not fortunate to be on the apprenticeship scheme. As part of my 4-year journey I also completed the Duke of Edinburgh Business Gold award, which was fun to participate in. I also went to Skern lodge to complete my residential section. This involved activities such as long walks, abseiling, kayaking and swimming"**



Our Quest Apprentice programmes are designed to dovetail with colleagues' roles but still provide them with the opportunity to develop their skills and aspirational goals with some career enhancing programmes. They include Safety Health and Environment, Team leader, Junior Management consultant, Fraud and our latest bespoke programme for our brilliant cleaning teams at our Engineering depots.



We celebrate our wonderful apprentices' achievements as often as we can, bringing them together with their mentors and the Apprentice team who guide them through their programmes offering coaching and a friendly ear.



Our success and completion rates are still 30% above the national averages which ensure our apprentice team are included in all the leading industry forums and trailblazer groups. Finally, a huge thank you to our partners Exeter College, Duke of Edinburgh Award, Chartered Institute of Railway Operators, Skern Lodge and the Llanelli Lifesaving club in delivering these award-winning programmes. GWR look forward to continuing to develop and grow the programmes and deliver award winning quality apprenticeships





## 5.8 Double Success at the Golden Spanner Awards

GWR scooped two trophies at the rail industry's prestigious Golden Spanner Awards – including Gold for its Castle Class HST fleet.

The Spanners celebrate improvements in train maintenance practices and reliability and we were awarded Gold in the Most Reliable HST category.

The Castle Class HST fleet operates on local services between Cardiff and Penzance and is maintained by colleagues at Laira depot, with support from Long Rock and St Philips Marsh.

The annual awards also saw us awarded a Bronze spanner in the Ex-BR Diesel Multiple Units category for its Class 165s, maintained by Reading and St Philips Marsh depots.

Figures are calculated using Miles per Technical Incident (MTIN) Moving Annual Average data, a TIN being recorded where a train is stopped for three minutes or more due to a rolling stock issue. Trains are broken down into categories based on age and type.



**Tim Jones,**  
Chair of South West Business Council

### **"A return of the Golden Age of Rail"**

Covid has occupied too much of our lives for too long. It will be written about for years to come and will influence a generation. Perhaps what is less well discussed is the change Covid has triggered to much of our conventional way of life. Home or Hybrid working has enforced a repositioning of office, retail and infrastructure management. Bus, air and rail have been victims of this. Add into the mix the pursuit of net zero, an energy crisis and the Government renationalising rail (meaning that multiple committees have to be navigated to secure decisions) represents as close as one could get to a perfect storm for a rail operator.

You might reasonably assume against this background that GWR would be in a state of paralysis. Think again. This could not be further from the truth.

Look no further than what is happening on the branch network. St Erth station in deepest Cornwall has a car park for 500 which is frequently full by 10.30. The St Ives branch line is one of the most successful branch lines in the country carrying more passengers than the Cornwall main line. The Tarka line which links northern Devon to Exeter has re-established full capacity for its three

carriages and some further investment around Crediton as a park and ride is planned. Marsh Barton and Edginswell new station are within 12 months of opening. The ambitious agenda does not stop here with potential new stations at Cullompton and Wellington. Fascinating also to see what will emerge from the "Exeter Metro" concept - a city which has more stations than any other city in the UK.

Perhaps the three jewels in the crown are the new £40m workshop at St David's Exeter which enables enhanced operational and maintenance capacity across the region for new and updated trains, also supporting many high skilled jobs. The completion of stage one works at Dawlish Sea Wall. For me, however, my favourite is the Okehampton link. Known as the Dartmoor line this 22km link to Exeter has re-opened 50 years after it was closed and provides a daily service to an increasing number (and type) of passenger. This is truly a ground breaking project which has transformed many lives and fortunes.

**Thank you GWR. I believe this summary fully deserves the title of this article.**



## 5.9 Colleague Network Groups

GWR’s purpose is to re value rail in the hearts and minds of the traveling public, to be truly diverse and inclusive that purpose will be reflected in how we embrace all those we serve. We have the opportunity to attract the diverse talent, and in doing so broaden our understanding of how best to serve and support everyone, our diverse customers, colleagues, and communities. We know we will have achieved this when everyone can say they belong at GWR.

### We all belong at GWR

This is our new vision for becoming a truly inclusive business because a sense of belonging does not simply apply to our colleagues, it’s how every customer should feel when they experience the services we provide. For our present and future talent this not only means being able to say they belong but that they deserve to thrive. To progress without fear of judgment and reshape our business through their diversity of thought. For our customers and the communities we serve it means they are seen, and see themselves in the people that deliver on our promise to revalue rail.

Its only by achieving this that we will continue to expand our customer base and offering to those who join us on this journey.

During black history month members of the REACH staff network travelled with human rights activist Dr Paul Stevenson on the train named after him the previous year. Alongside some of his close friends and family, they discussed his work and legacy and what future generations need to consider when working towards race equality in the UK.

They also began work on their inclusive language guidance that will help colleagues better understand what terms are appropriate to use when addressing those who are ethnically and culturally diverse.

They have begun collaborating with Network Rail’s culture and ethnicity staff network called Fusion to create future activity across the industry to raise awareness and challenge our leaders.



Our internal Women in Rail network co led on a day celebrating our alliance with Network Rail bringing together all our staff networks together to share lived experiences and discuss what we have achieved together and what the future of EDI in the railway looks like. They also began work on their support and direct involvement with the ‘never mind the gap’ supporting women who are looking to return to work.



Aspect have been focusing on connecting with their internal community and allies, in previous years they have focused heavily on our sponsorship of pride events across our network and although this activity has continued, they have been raising awareness internally of other dates of significance such as Trans Day of Visibility where they shared testimonials from some of our trans gender and non-binary colleagues along with guidance and advice on suitable language.

Provided a similar newsletter centred around Lesbian visibility week where they went through the history of the term lesbian and other more prejudiced and unacceptable terms.

### Pronouns

Pronouns are a common topic when discussing trans issues, but what are they?

Pronouns are words like 'he,' 'she,' and 'they' that are used in place of a person or object's name. Trans people will often change the pronouns they use when coming out. Sometimes trans and nonbinary people will choose to use 'they' as a singular pronoun, which has been used in this way since the 14th century! They may also use neopronouns which are less common and more recent singular gender-neutral pronouns, such as 'ze' or 'ey'. These words are important so that trans people can be correctly addressed and spoken about in a way that aligns with their gender.

	Subject	Object	Possessive	Possessive pronoun	Reflexive
She	She loves trains	Trains love her	Her train is great	That train is hers	She works the train herself
He	He loves trains	Trains love him	His train is great	That train is his	He works the train himself
They	They love trains	Trains love them	Their train is great	That train is theirs	They work the train themselves
Ze	Ze loves trains	Trains love ze	Ze train is great	That train is zirs	Ze works the train zerself
Ey	Ey loves trains	Trains love em	Er train is great	That train is eirs	Ey works the train eerself

### What if I make a mistake?

Apologise, correct, and move on! These people know better than anyone that not everyone is perfect. If you say the wrong thing, just say sorry, correct yourself, and move on. It's not a big deal, and it's not a reflection on you. If you say the wrong thing, just say sorry, correct yourself, and move on. It's not a big deal, and it's not a reflection on you.

### Do's and Don'ts

#### Do

- Use the name and pronouns the trans person asked you to use for them
- Correct yourself when you make a mistake
  - Example: "I heard that she, sorry they, said the rainbow IET is their favourite train!"
- Correct others when they make a mistake
  - Example: Person 1: He told me- Person 2: You mean she- Person 1: Yes, sorry, she told me the updated Turbos are looking very sleek.
- Take the time to educate yourself! There are lots of online resources, and you can also reach out to Aspect if you're not sure where to start.
- Stand up for trans people when you hear someone say something transphobic!

#### Don't

- "Out" someone (tell other people that someone is transgender)
  - Example: "Oh back when they were a "she" they loved the class 150s"
- Use a person's deadname (name before they came out) or tell it to other people
  - Example: "They used to be a Jeffrey before they became Louise"
- Make a huge scene when you or someone else says the wrong thing. This derails the conversation and puts the onus on the trans person to comfort you for your error.
  - Example: "Yeah he... oh my gosh no I mean she! I'm so sorry I said the wrong thing, I didn't mean to this is just weird for me you know I'm still getting used to this it's really hard for me to get used to it but I promise I'm trying it's just so hard!"
- Pre-emptively warn someone that you're going to struggle with their gender/pronouns. This is basically invalidating them before you even start, and does not help at all.
  - Example: "I'm really sorry if I mess it up, I don't mean to I'm just not used to this kind of thing I promise I see you as the right gender it's just sometimes I mess it up so I'm really sorry"
- Ask intrusive questions about a trans person's body or transition
- Peric! We are all colleagues and friends who want to enjoy our time at work together!



On **International Day of People with disabilities DWG (Disability Working Group)** took Magic the elephant on a trip across the network to encourage colleagues to talk about the elephant in the room that is disability.

The group also completed the government accreditation process so GWR could become Disability Confident 'Committed'.



**Christian Rail Association** have continued to support those of all faiths and worked closely with departments to begin sourcing locations for multifaith and wellbeing rooms across our network. They celebrated the successful completion of their Alpha courses and supported through participation in the GWR wellbeing choir the introduction of a wellbeing piano at Reading station.





## 6.0 Keep Our Communities Prospering



### 6.1 £3.5m a year contribution to Action for Children charity partnership

Since its launch in 2018, GWR and its parent company FirstGroup have raised more than £3.5million through employee and customer fundraising, corporate donations and gift-in-kind advertising space, as well as volunteering and pro bono support. The partnership came to an end in March 2022.

The organisations' support has focused on the mental health and wellbeing of vulnerable children and young people, including over 1,000 training opportunities for Action for Children mental health staff on the frontline on our network.

GWR and FirstGroup's funding also supported the training of staff to deliver the Bouncing Back programme, a one-day training course that started in response to the pandemic. Aimed at 8-19 year olds, the scheme looks to equip young people with practical tools, an understanding of good mental health resilience, and the knowledge of when and where to seek additional support.

One of the children who took part in the Bouncing Back training, said: "The Action for Children Bouncing Back training will really help me cope with stressful situations. I've learnt that wellbeing is a way of being a better you and that if you fall over you get back up again. My confidence has had a real boost."





## 6.1 Sustainability

### Water consumption

Through the installation of automated water meters, GWR has been able to significantly reduce water consumption across its portfolio. The meters provide daily feeds which enables changes in consumption to be easily detected. As a result, GWR has been able to identify leaks quickly and minimise any water wasted as a result. Because of improved data accuracy, GWR is now able to set a target for water consumption. The target will help drive continued environmental improvement across the business.

GWR has trialled a new tap control which reduces the flow of water in washroom basins. Early trials show the controls are successful, achieving a 15-20% reduction in daily water consumption. The new tap controls will now be installed as part of all washroom refurbishments and repairs.

### Supporting communities with food donations

GWR has launched an exciting new scheme to help tackle food waste in the rail industry, while supporting families in need. Teaming up with food sharing organisation Olio, GWR is working to redistribute in-date food leftover from its on-board catering service to local communities and charities across the Great Western Network.

Launched in 2015 Olio's free app allows people to connect with neighbours and local businesses so that surplus food can be shared, not thrown away. Olio now has more than 2.8 million users with 13 million portions of food shared since the app was launched.

Olio's work to redistribute surplus, in-date food provides a critical gap in the food waste hierarchy, intercepting it before it is thrown away, providing a valuable service for people who want to reduce wastage as well as their environmental footprint.

With passenger numbers dropping in the last year due to the Covid-19 pandemic, GWR found itself with a surplus of the food provided as part of its on-board catering services.

To ensure none of this food went to waste, it decided to partner with Olio at the end of 2020, with a trial taking place in Paddington and Plymouth, using trains to transport surplus stock from across the network to both locations. Now the scheme is being rolled out across the entire Great Western network, allowing more families to benefit.

### Waste and recycling

GWR continues to strive to achieve a 75% recycling rate across the business. Waste volumes have dropped considerably during Covid-19 with the temporary closure of station retail and reduced passenger numbers, GWR has managed to maintain a 64% recycling rate despite the challenges of the pandemic. Depots have continued to segregate waste in to separate streams which are collected for reprocessing and recycling achieving a high-quality clean product.



Alongside the recycling facilities available at stations, GWR segregates waste at each Engineering Depot in to separate streams. Cardboard, plastics, aluminium, and newsprint is separated and collected for reprocessing. GWR has introduced coffee cup recycling across all depots, meaning the huge number of single use cups used by passengers are diverted from landfill. The coffee cups are recycled into other products such as low-grade plastics and stationery.

The segregation has allowed depots to recycle more than 85% of waste streams, overall, this has contributed to 64% recycling network wide. The segregation has allowed GWR to reduce environmental impact and reduce waste costs

### Energy Management

GWR has a Franchise Obligation to maintain certification to the ISO 14001 and 50001 management standards. GWR has operated both management systems since 2017 and now the focus has now shifted to maintaining and improving the management system to ensure it is effective and meets the needs of the business without compromising our impact on the environment. Embedding the management systems into our existing business processes also helps support the Business Wheel and deliver our purpose.

Great Western Railway continues to build on the prestigious international standards for environmental and energy management by maintaining certification to ISO 14001:2015 and ISO 50001:2011. ISO 14001 and 50001 the world's most recognised environment and energy standards. The standards require organisations to demonstrate that environmental issues are closely integrated in their strategic direction. GWR are driving improvements in waste, water, and energy consumption to improve environmental performance. A successful external audit carried out by Lloyds in early 2021 stated GWR's management system is well-embedded and the approach to Energy and Environmental Management compliments the overarching GWR Sustainability approach.

### Suppliers

In total we used 1176 suppliers in 2021/22. Of these 64% are classed as SME's and 32% are classed as large (Non SME). A small number (4%) are unclassified.





## 6.2 GWR and SWR short film on Community Rail for the CRN Awards 2021

In December, GWR and South Western Railway (SWR) jointly sponsored the Community Rail Network (CRN) Awards

As part of the event, we hosted **“Meet the Managing Director”** a Q&A session with Mark Hopwood (GWR) and Claire Mann (SWR), followed by Community Rail Food Poverty projects, where attendees were able to discuss best practice.

This short film explores the work GWR and SWR's Community Rail Partnerships have been doing to support our communities and help people get the most from their railway.



To find out more about the evening, you can read our Community Rail Booklet



Community Rail  
2021-22



## 6.3 GWR becomes first train company to be awarded Safeguarding on Rail Scheme Accreditation

Rail Minister, Wendy Morton MP awarded GWR Safeguarding on Rail Scheme Accreditation. The accreditation, which is from the British Transport Police and the Department for Transport, is the first to be awarded to a UK train operator. The Safeguarding on Rail Scheme initiative became a committed obligation for all operators in 2019.

Railway Children's 'Safeguarding on Transport' training scheme was successfully piloted with BTP in 2018 and is designed to help operators make railway stations safer for vulnerable children by training rail staff to help identify and protect vulnerable people using the rail network.

On the GWR route between April 2019 and March 2020, 448 children and young people were identified as at risk when travelling on our network. A further 625 customers who approached GWR colleagues were in a mental health crisis. In the same period, 124 missing children were found and 29 of those were found to be at risk of sexual exploitation.

As the training has been rolled out, GWR interventions in the last 10 months have prevented over 120 suicides and almost 200 interventions including protecting a 14-year-old girl who was travelling to meet an older man having been groomed online, a 11-year-old who had run away from home and was on route to her grandmother and a 12-year-old victim of upskirting.

The rail network is also often used as an escape route for those in crisis and in March 2020 GWR launched its Rail to Refuge scheme across its network, giving those fleeing domestic abuse access to free rail travel in order to get them to a

place of safety. Since then the scheme has been adopted nationally and in 2021 helped over 2,200 survivors, including 650 children, get to a place of safety.

Wendy Morton, Minister of State in the Department for Transport said:

**“I am delighted to award GWR with a Safeguarding on Rail Scheme Accreditation. The Secure Stations Scheme was set up to protect the most vulnerable within our communities and it's fantastic to see how GWR is taking action by training over 5,000 members of staff to provide vital assistance to those most at risk.”**

Det Supt Richard Mann, head of BTP Public Protection and Vulnerability, said:

**“We would like to congratulate GWR on becoming the first train operator to receive this accreditation. It's testament to the huge amount of work they've put into training thousands of staff members in helping those most at risk on our railways. Every day, people come to railway stations seeking support or help – this makes the network a safer place for those that need it most.”**



## 6.4 GWR's grant boost for community-enhancing projects

A raft of projects designed to enhance communities across the Great Western Railway network received a funding boost from GWR.

As part of its franchise agreement with the Department for Transport, GWR committed to support local communities through a Community Cohesion Fund, a Communities & Education Fund and through our Community Rail Partnerships.

More than 40 projects ranging from the installation of a special playground train, travel support for refugees and non-EU residents, a pioneering podcast project and plans to safeguard the nation's railway archives will be among those to benefit.

[Click below](#) to learn more about the projects being supported across our network.



Active and In Touch is a project being supported in Frome

### Network wide

- [GWR boosts cycling project setting prisoners on path to a new qualification](#)
- [GWR provides grant and a listening ear to podcast-making project](#)
- [GWR grant boost for The Duke of Edinburgh's Award](#)
- [GWR's £20,000 boost for prison needlework project affected by Covid pandemic](#)
- [GWR grant will help to educate young people about the dangers of 'County Lines'](#)
- [GWR teams up with world-class athletes to help young people get On Track to Achieve](#)

- [GWR grant to help Samaritans volunteers be there for those struggling to cope](#)
- [Hive of activity at railway stations thanks to GWR grant](#)

### London and the Thames Valley

- [£40,000 grant boost for hat-trick of projects promoting travel on the North Downs Line](#)
- [Toy train set to pull into The Log Cabin thanks to £25,000 grant from GWR](#)
- [Students to learn about safe and healthy travel thanks to GWR grant](#)
- [GWR grant for schools' project focusing on Reading Station](#)

### Herefordshire and Worcestershire

- [Train-themed GWR Outdoor Classroom to be built at Herefordshire primary school](#)

### South Wales

- [Iconic railway goods shed in Llanelli to be transformed thanks to £16,000 GWR grant](#)
- [GWR's grant boost for Community Foundation Wales projects](#)
- [GWR adds to fund supporting community initiatives in South West Wales](#)

- [GWR helping young people with autism into the world of work](#)
- [GWR grant aims to deliver a smile to vulnerable adults experiencing dental pain](#)
- [GWR grant boosts project to increase visitor numbers to Cornwall nature reserve](#)
- [GWR grant to support mental health and wellbeing of young people in Cornwall](#)
- [Projects to enhance the mental health and wellbeing](#)

### South West

- [GWR grant will help provide work experience placements for Torbay youngsters](#)
- [Plymouth litter-picking group ready to team up with local schools thanks to GWR grant](#)
- [Chance for a free haircut, chat and a cuppa at Newton Abbot Station](#)
- [GWR grant to fund accessible toilet at Crediton Station Tea Rooms](#)
- [GWR grant to support young entrepreneurs at six Devon schools](#)
- [Torre station to get makeover as women learn carpentry and DIY skills thanks to GWR grant](#)

### Wiltshire

- [GWR grant to help improve pupils' reading and writing skills in Swindon](#)
- [GWR grant will help safeguard nation's railway archives for generations to come](#)
- [GWR grant to support disadvantaged young people in Wiltshire](#)



## West of England

- [GWR and CrossCountry grants will help to promote a taste for travel in Gloucestershire](#)
- [GWR's £20,000 boost for projects making a big difference in the West](#)
- [Grant from train operators will help younger people explore rural spaces in Gloucestershire](#)
- [GWR grant for tree-planting scheme on approach to Stonehouse Station](#)
- [GWR grant to support Crimestoppers project in 20 Somerset schools](#)
- [GWR grant will help to improve young people's safety in Gloucestershire](#)
- [Schoolchildren to help make film promoting safe and healthy travel thanks to GWR grant](#)
- [Vital lifeskills to be taught via video thanks to GWR grant](#)
- [Keynsham community radio station to launch rail-themed media project thanks to GWR grant](#)
- [GWR grant will help refugees and non-EU migrants to master UK's public transport systems](#)
- [GWR's grant boost for Gloucestershire Community Foundation projects](#)
- [GWR supports competition to help develop young people's employability skills](#)
- [GWR helping to start young people on a journey into the music industry](#)
- [GWR grant to help tackle isolation and loneliness in Frome](#)







## 6.5 Boris Johnson unveils GWR Intercity Express Train carrying special 'We Mean Green' livery

In October, Boris Johnson joined Mark Hopwood at Paddington Station to unveil a special train livery outlining the environmental benefits of travelling by train.

The livery is part of the rail industry's 'We Mean Green' campaign, designed to encourage more people and businesses to choose greener train travel.

In a report published earlier that month, the Rail Delivery Group estimated that a 20% shift from rail to road would lead to an extra one million tonnes of CO2 emissions and 300 million hours stuck in traffic jams per year.

### **The new livery carries key messages highlighting how:**

- A single train removes up to 500 cars off our roads
- Travelling by train reduces carbon emissions by 7.7 million tonnes in the UK every year
- Train travel helps cut carbon emissions by two thirds compared to travelling by car
- Leaving your car at home and taking the train cuts carbon emissions by two thirds



Cllr Lynne Doherty,  
Leader, West Berkshire Council

We are pleased to see the transformation of Newbury station over the last 12 months as the redevelopment project and upgrading of passenger facilities continues.

Now the station is more welcoming, and will provide a better link for pedestrians and cyclists to the town it serves, with passenger facilities keeping pace with the needs and expectations of today's rail users.

Our successful partnership with GWR has been crucial in developing the project and in securing the funding from Thames Valley Berkshire Local Enterprise Partnership's Local Growth Fund.

A new multi-storey car park with 500 spaces has opened, two new cycle hubs have been installed, with 300 secure cycle parking spaces covered by CCTV.

These improvements will encourage more sustainable journeys by creating a modern transport hub, and support the local economy by building three new start-up / recovery business units.

The pandemic brought challenges for the rail industry. However, we are confident that passenger numbers will, in time, return to pre-Covid levels. We therefore share the disappointment of our local communities in the decision to remove the London to Bedwyn services.

Our successful partnership working with GWR at Newbury also allowed us to develop proposals for projects at some of our other stations, notably at Theale where we are similarly looking to redevelop the station and provide for 'Park & Rail'.

We view rail as a critical part of the sustainable travel options for the residents and businesses in West Berkshire and the wider Thames Valley area, and we will continue to work with GWR on delivering these vital improvements.





## 7.0 Engine for Growth



### 7.1 Pilot who dug tunnel in the 'Great Escape' has train named in his honour

To mark the 75th anniversary of the end of World War Two, we are naming seven of our Intercity Express Trains after remarkable people involved in the conflict.

Wing Commander Ken Rees, a Second World War pilot from Wales, was imprisoned in Stalag Luft III and helped to dig the tunnel from which a daring escape was made in March 1944.

#### Wing Commander Ken Rees

Among those present at a train-naming ceremony at Swansea station were RAF Air Officer for Wales, Air Commodore Dai Williams, the RAF Queen's Colour Squadron, and Parliamentary Under-Secretary of State for Wales, David TC Davies.

**Parliamentary Under-Secretary of State for Wales, David TC Davies MP, said:**

**"It's only fitting that Wing Commander Ken Rees' memory is being honoured in this way by Great Western Railway. He was a proud Welshman whose exceptional bravery and painstaking efforts helped 76 men escape from captivity. His heroics have rightly gone down in the annals of history and his significant wartime contribution continues to be remembered."**







## 7.2 Regional Growth Team

At GWR we are proud of our history of working with communities, stakeholders and partners to improve the railway and support local economic, social and environmental objectives. A new Growth Team has been appointed to promote collaboration between the railway, you (our partners) and the wider communities we serve.

The GWR Growth Team work closely with Network Rail's Industry Programme Directors. We would be delighted to discuss the strategies and plans in your area. Please contact us for advice on:

- Station and service development
- Integrated / sustainable transport
- Links to local development
- Restoring your railway initiatives
- Accessibility improvements
- Opportunities for new investment

### Wales

- Rich Middleton, Wales Growth Manager  
[Rich.Middleton@gwr.com](mailto:Rich.Middleton@gwr.com)  
**07525 275 485**

### London and South East, Oxfordshire and Worcestershire

- Ed Goose, Regional Growth Manager  
[Edward.Goose@gwr.com](mailto:Edward.Goose@gwr.com)  
**07815 006 962**

### West of England, Gloucestershire, Swindon, Wiltshire, Dorset

- Dan Okey, Head of Regional & Welsh Development  
[Dan.Okey@gwr.com](mailto:Dan.Okey@gwr.com)  
**7860 736 202**

### Somerset, Devon and Cornwall

- David Whiteway, Regional Growth Manager  
[David.Whiteway@GWR.com](mailto:David.Whiteway@GWR.com)  
**07713 697 677**

## 7.3 Wales



### Iconic railway goods shed in Llanelli to be transformed thanks to £16,000 GWR grant

The Llanelli Railway Goods Shed Trust is turning the building into a flagship social enterprise and community hub which will become a multi-use facility addressing social, economic, environmental and cultural issues.

The goods shed was built by GWR in 1875 and is located in the Tyisha area of Llanelli, one of the top 10 per cent most deprived wards in Wales. Its transformation will enhance Carmarthenshire County Council's plans to regenerate this disadvantaged area.

This grant forms part of GWR's Communities & Education Programme which assists Schools, Colleges & Community organisations.

### Great Western Railway runs first electric-only train to and from South Wales

Following a test run in Summer 2021, using a 8 car Class 387 from Swindon to Cardiff, GWR have been running daily electric only trains into Wales. This follows on from the completion of Electrification Work in the Severn Tunnel and means electric only trains can now run alongside our hybrid Intercity Express Trains – which have diesel motors for journeys beyond Cardiff.

A 8 car Class 387 has more than 700 seats and they've been used to add much needed capacity after events in Cardiff City Centre. This year's Six Nations Rugby matches at the Principality Stadium benefited from this extra capacity – with electric trains running shuttles from the Capital to Newport.



As well as special events, these trains are running a daily journey in each direction, providing extra capacity from Capital to Capital.

### Great Western Railway grows driver numbers in Wales

December 2021 saw GWR open a new base for Train Drivers in Cardiff to support the running of the railway. The new base will be for 24 drivers once it is fully staffed, adding to the On Board Hosts & Train Managers already based in the city. The operational flexibility from the new drivers will help keep trains running reliably & on time in Wales & beyond.

Cardiff has long been home to onboard crew for GWR and the depot has continued to grow, adding Train Mangers to its team in 2018. This most recent addition means that all on board roles now operate out of both Cardiff & Swansea, taking the number of staff employed by GWR in Wales over 400.

### Cardiff Central Regeneration

We are working closely with Network Rail Wales, Cardiff City Council and TfW on plans to improve Cardiff Central Station and to promote the new south Wales metro services when they start operation.





**Dan Norris,**  
Mayor of West of England Combined  
Authority

My vision is for people living in the West of England to spend far less time sitting in traffic jams, to breathe in cleaner air and for more jobs and services across our amazing region to be accessible to local people.

From the days of Isambard Kingdom Brunel to collecting data to improve journeys today, we have always been, and still are, a region of innovators.

We also live in a region full of people who care deeply about our planet and want to take action to tackle the serious climate emergency we face. It is very clear to me that we will need many, many more people to choose the train if we're going to meet our ambitious net zero targets. That of course means we need to make sure there are enough trains, and that they are reliable, safe and affordable.

Our ambitious transport investments in the West of England over the next five years aim to deliver immediate and longer-term benefits to you as residents and visitors by making it easier to travel in and around our region. We plan for more frequent services and stations that will be easier for everyone to access especially if you have a child in a pushchair or mobility issues, while public transport fares and tickets will be simplified and easier to use.

I was delighted to blow a whistle and travel on board one the first new services from Temple Meads to Severn Beach in December 2021 – which saw GWR doubling services on the Severn Beach Line, from hourly to half-hourly thanks to significant West of England Combined Authority Investment.

This was an important step in providing thousands of additional seats alongside plans to reopen lines and create new stations, backed by the West of England Combined Authority which I lead. This could mean up to 80,000 more passengers on our railways. However we will need more support from the Government for some of these plans to come to fruition.

Having a reliable, sustainable public transport network is crucial in helping our region to thrive. People want and deserve a great railway in the West of England, and helping more people to get about more easily will be another good sign that our region is on the up.

Good public transport helps bring jobs and prosperity. It means more people can access different workplaces; freight trains carry vital goods, benefiting everyone across our region and nation.

Our combined investment will improve access to opportunity for everyone but it will also be targeted to make sure that poorer communities see more of a step-change to the quality of their public transport services.

By making it easier to access and use public transport, we plan to get more people out of cars, reduce car use and tackle those traffic jams. This won't be achieved overnight and there will be big choices to make, trade offs and compromises.

Passengers know what they want: reliable, affordable, safe, environmentally-friendly transport. It's my job to keep us on track.

## 7.4 West

### Dartmoor Line

On 20 November 2021, regular passenger services resumed for the first time in nearly 50 years between Okehampton, Crediton and Exeter and the Dartmoor Line is the first line to be reinstated under the Department for Transport's 'Restoring your Railway' initiative. Network Rail laid 11 miles of new track, replaced 24,000 concrete sleepers and installed 29,000 tonnes of new ballast on the route. GWR introduced a two hourly service 7-days per week. In the first 20 weeks of operation, we welcomed over 50,000 passengers on the new services, at times exceeding our 5-year forecast of daily customers travelling on the route! From the 15 May 2022, Dartmoor Line services increased to hourly meaning Crediton will see 33 trains a day into Exeter, compared to just 8 in 1977!





### Improving bus and rail integration

Improving bus and rail connections is a key objective for supporting seamless door to door transport. With the support of Devon County Council, GWR is very pleased to have launched new 'bus branch lines' serving more communities with improved rail links to the rest of the UK.

Working with the Council and local bus operators, GWR helped to improve connection times and frequencies centred on train arrivals and departures at Totnes station for the communities in Kingsbridge and Salcombe and at Okehampton station for communities around Tavistock.

These projects offer regular journey options by public transport to rail services making return trips possible in a day to as far away as London and the Midlands, as well as improving the number of destinations available to our existing GWR customers. The revised bus timetables have proved a hit with passengers so far, with both bus companies reporting an increase in trips on their respective routes. More routes are planned, so watch this space!



### Marsh Barton

Devon County Council are funding and building a new station at Marsh Barton, situated on the Exeter to Newton Abbot line. Marsh Barton is Exeter's largest trading estate, and one of the largest employment sites in the region. Along with the construction of a two-platform halt, the scheme to deliver the station will include the erection of an associated pedestrian/cycle-bridge, access, parking/turning area and a pedestrian/cycle path.

The project aims to improve the competitiveness of existing businesses. It will unlock further economic growth through development at Marsh Barton and South West Exeter. The planned growth of the area is currently restricted by the poor transport links which act as a barrier to development and will increasingly reduce the viability of existing businesses.

Works started in April 2021 on the construction of the new two platform station on the mainline, which will be served by hourly services to and from Paignton and Exmouth. The unstaffed station is due to be opened by December 2022 and will be operated and served by GWR.



### Plymouth

GWR and Network Rail are working with Plymouth City Council and Plymouth University to bring forward the Brunel Plaza masterplan. GWR completed the works to the first phase of Concourse Improvements at the station, funded by Plymouth City Council. The newly expanded gateline has doubled in size, improving ease of operation and minimising queuing for customers. The £1.2m package of works has also implemented improvements to circulation for customers around the station and opened up the Concourse to be more welcoming as a gateway to the City. The project partners continue to work together to bring forward future phases of work to improve the arrival and interchange experience.





## 7.5 East

### Newbury station development

Supported by Thames Valley Berkshire LEP and West Berkshire Council, this scheme transforms Newbury station, enhancing the station buildings and interchange facilities at Newbury alongside a major housing-led scheme known as the Market Street development. The scheme will improve customer experience with buildings remodelled to house ticket gate lines inside for the first time and increase capacity for car and cycle parking including the two new secure cycle hubs. We will also deliver three business growth units to provide additional employment space adjacent to the station.

In September 2021 we opened 300 additional spaces for cycle parking through two cycle hubs, one on the North side and one on the south. Both cycle hubs are fitted with CCTV for added security, environmentally friendly motion sensor LED lighting and a bike repair stand.



In October 2021 we opened a new multi-story car park, consolidating and expanding the previous surface level parking, providing 164 additional spaces for rail users, and freeing up land for the development – which also improves walking routes between station and town centre.

The station refurbishment plan includes seven ticket gates on the north side and six on the south side (Phase 1 opened in March 2022), doubling throughput and bringing this activity inside along with ticket sales and waiting areas. The main

entrance will be moved to the west end of the existing buildings to reflect the shift in the station's centre of gravity, following the new footbridge installation in 2017 and the MSCP. The works on the station restoration are due to be completed in the summer.



(New help desk and TVM facility)

On the south side we will introduce three new business growth units on the site of a redundant former Network Rail maintenance depot, retaining employment use on the site. We expect to complete this final part of the scheme in early 2023.

### Reading West

We are delivering in partnership with Reading Borough Council a significant upgrade to Reading West station including a new station building with gate lines, toilets and a retail unit as part of a £4.1m scheme, which has continued to progress over the last year.

Works are expected to start on site early in the summer, to be completed in early 2023.



### Reading Green Park

Working in collaboration with Network Rail and Reading Borough Council, Reading's new £20 million station, 'Reading Green Park' will be ready for customers to use later this year. This scheme will deliver a new station and interchange on the Reading-Basingstoke line to serve the Green Park business park, Green Park Village development area and Select Car Leasing Stadium.

The station will be fully accessible, with cycle parking facilities, as well as a bus interchange and car parking facilities.



### Thames Valley Branches Contactless ticketing extension

On the 28th March 2022 we launched contactless payment (CPAY) on the Thames valley branch lines, between Windsor and Slough, as well as between Twyford and Henley. The contactless system that previously existed between London and Reading provides customers with a more flexible way to pay for travel. Allowing customers to pay using any contactless payment, including bank cards, Apple Pay and Android Pay. The scheme is also being extended to the Maidenhead – Marlow branch line from May 2022.



### Greenford Battery Train

In February 2022 we announced a battery train trial in collaboration with Network Rail and the Department for Transport on the Greenford Branch in West London. The trial will test Vivarail's trackside fast-charging equipment in an operational setting for the first time. If successful, the trial will inform future traction decarbonisation strategies for the UK's rail network and will be a major step forward for the UK's net zero targets.



### Oxfordshire Rail Corridor Study

In June 2021 Network Rail published with support from GWR, the Oxfordshire Rail Corridor Study (ORCS) outlining the strategic vision for how the rail system can best support economic growth in Oxfordshire. The study outlined several interventions required to enable growth and deliver the enhanced train services outlined in the plan. We will continue to work with Network Rail over the coming years to progress with the implementation of the interventions listed within ORCS.



### Oxford Phase 2

We continue to support Network Rail in the preparation for the Oxford Phase 2 project, which will provide significant benefits to customers in Oxford as well as the wider network. The improvements include a new station entrance on the West side, a new platform with passenger facilities to significantly improve the customer experience, replacement of Botley Road bridge, with improved experience for cycles and pedestrians under the bridge.



### Maidenhead Forecourt and interchange improvements

Maidenhead forecourt works to regenerate the public realm of the Northern forecourt including installing over 300 cycling spaces in a cycle hub was opened on October 2021 in a scheme led by the Royal Borough of Windsor and Maidenhead.

The works included reconfiguring the northern forecourt highway areas to include 6 accessible and 6 short term parking spaces, as well as a new bus stop, and a significant increase to cycle parking.



## 7.6 Central

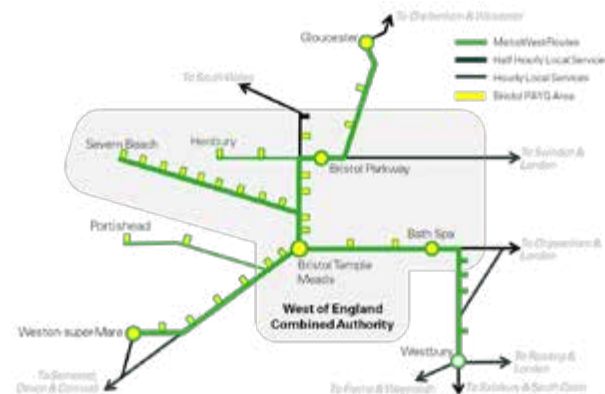


### Metro West

December 2021 saw Metro West become reality, with service enhancements commencing on the Severn Beach Line. These services, which represent Phase 1a of MetroWest, are supported by the West of England Combined Authority. Further enhancements to Gloucester and Westbury services are also committed and will follow at the earliest opportunity.

GWR and Network Rail continue to work in close partnership with the authorities to develop business cases and secure the necessary approvals for Phase 1b (Portishead extension) and Phase 2 (Henbury extension). Planning for associated new stations at Portishead, Pill, Ashley Down, North Filton / Brabazon and Henbury is also well advanced.

Following the installation of platform validators in recent years supporting SMART ticketing across the West of England, GWR expects to launch the first Pay As You Go SMART card on the GWR network this summer.



We look forward to working with the West of England Combined Authority and North Somerset Council to bring these projects to fruition.

### New ramp means easier access for passengers at Dorchester West station and new direct route to Dorset hospital

In October, a new access ramp was officially unveiled at Dorchester West station by Network Rail and Dorset Council to give passengers step-free access to platform one and Dorset County hospital.

The £350,000 ramp will significantly improve access for people with buggies, disabled people and people of restricted mobility to and from Dorchester West station and improve the journey between the station and Dorset County hospital.

Previous access to platform one was via a stepped footbridge meaning people with reduced mobility were unable to get to Dorset County hospital by train using platform one, instead having to travel on to Weymouth, change to a northbound train and use platform two.

Passengers for the hospital can save themselves a few extra minutes by using the new station exit via the ramp as it brings you out on Williams Way.

Mark Killick, Network Rail Wessex route director, said: "The new ramp at Dorchester West will provide step-free access to platform one and give people access to the hospital from the station.

"Working with our partners Dorset Council and Great Western Railway (GWR), we have come up with a sustainable solution that will benefit the local community for years to come."

Sustainability and biodiversity has been at the heart of the project as the ramp is made from recycled concrete and other materials sourced from a local construction site. Six trees were removed to allow for the ramp to be built but will be replaced with six new ones.

The trees are primarily native and will replace the lost breeding bird habitat. Hedgehogs have been catered for with a new hedgehog house which will be within the new landscaped area, and insects are able to stay at an invertebrate hotel built amongst the vegetation, away from the walkway.







Impression of new station

### Portway Park & Ride

Construction on the new station at Portway Park & Ride commenced earlier this year. The new station will be the first station in Bristol since the opening of Parson Street in 1927. Located between Avonmouth and Shirehampton on the Severn Beach Line, it is promoted and funded by Bristol City Council and delivered by Network Rail. GWR has provided advice and expertise on station operations and service introduction. The station will benefit from the enhanced train service introduced from December 2021, and should open to customers later this year.

### Bristol Parkway Metrobus

Better connectivity between bus and rail received a boost earlier this year, when the new forecourt and bus stop facilities were unveiled at Bristol Parkway station. GWR worked closely with South Gloucestershire Council and Network Rail to design and deliver the improvements, funded by South Gloucestershire Council and GWR. The scheme has provided extra bus stop capacity and a new route through the station towards the new Stoke Gifford Bypass, which will be used by the Metrobus. The Metrobus, funded by WECA, will provide a direct route between Bristol Parkway and The Mall, via the Cribbs Patchway New Neighbourhood.



### Castle Cary

Work has commenced on site at Castle Cary to construct a new car park and improved interchange and access arrangements. GWR is working closely with Network Rail and The Emily Estate to bring the project to fruition. The scheme will deliver a 193 space car park on land to the east of the station, new level access route to the station forecourt (funded and delivered by The Emily Estate), improvements to the access road and an enhanced interchange at the front of the station. At the same time The Emily Estate is bringing forward improvements to the area of forecourt immediately between the station building and its exciting Creamery development opposite. The package will transform the customer experience at the station, which also acts as gateway to leisure and tourism travel to the area.



Visions of level access route and station forecourt to be delivered by Emily Estate



Visions of station forecourt and subway environment

### Gloucester

GWR and Network Rail are working closely with Gloucester City Council, GFirst LEP and Gloucestershire County Council to bring forward a package of station improvements, funded by the GFirst LEP and GWR. Work to improve highway access was started last year and a new Metz Way junction was opened in December, with work to improve access through Bruton Way now underway.

These works will be followed by enhancements to the forecourt to create a safer and more pleasant environment.

The station plays an important role as a key gateway to Gloucester and the scheme will complement other investment in the City, including the exciting plans for the Kings Quarter redevelopment that are starting to come to fruition.

### Chippenham

Design and development work on the upgrade to the forecourt and northern access at Chippenham station has been progressing for work to start on site in summer 2022. The scheme will improve the public realm at the front of the station and enhance integration with sustainable travel modes. A new cycle hub will be provided, with bus stops and taxi rank along with better pedestrian links out of the station towards Sadler's Mead and the town centre.

Access to the north side of the station will be improved with segregated pedestrian routes and access to a new lift on the station overbridge, which has been delivered by Network Rail. The combined works will mean that step-free access is available between all parts of Chippenham station for the first time. The project is jointly funded by Swindon and Wiltshire LEP and GWR's Station Investment Fund. Delivery is expected by Spring 2023.



Existing lift tower on north side





## 5.7 GWR The Excellence Awards 2021

In May last year, we celebrated the hard work of our great colleagues at our Annual Excellence Awards. The celebrations went virtual for the first time, with special guest and host Huw Edwards joining Mark Hopwood live from Corporate Events' Studio 1 in Swindon to present the awards to our shining stars.

You can find out more about our colleagues from across the network who have made outstanding contributions below.

**Individual:** Dedicated to Safety

### Daisy Mitchell & Dale Lowe

We had joint Winners in this individual category – Driver Instructor **Daisy Mitchell** for **saving the life of a vulnerable person**, and Revenue Protection Inspector **Dale Lowe** for calming and supporting a suicidal young person out from the vicious and illegal circle of drugs exploitation.



**Team:** Dedicated to Safety

### Adam Moore & Barry Warren

The team award for Dedicated to Safety went to Station Team Leader **Adam Moore** and Dispatcher **Barry Warren** for the work they've done to keep customers and colleagues safe from harm, through great safety conversations with colleagues and interventions to support vulnerable people.



**Individual:** Committed to our Customers

### Jemma Jones

Train Manager **Jemma Jones** from Swansea was recognised for her endeavour to support a customer through a particularly distressing personal situation – and still manage the needs of the other customers on board as well as the safe running of the train.



**Team:** Committed to our Customers

### GWR Depot Cleaning Teams

Our unsung heroes, **the GWR Depot Cleaning Teams**, have been truly magnificent through the pandemic – our heroes who kept services clean and supported colleagues to carry out their duties safely and with confidence.



**Individual:** Accountable for Performance

### Elaine Gill

TSSO Team Leader **Elaine Gill** is the 'glue that holds the team together'. With a smile and a positive attitude to problem solving, Elaine makes sure things run smoothly with the right people, in the right place, at the right time providing a consistent and reliable service for customers.



**Team:** Accountable for Performance

### Class 387 Air for HEX

The project team from across the business who led the introduction of the **Class 387 Air for Heathrow Express** – all 54 of them - are a very big team of amazing talent. Galvanizing the support of colleagues from across GWR, they showcased what is possible when you work together, and have paved the way for doing things differently.





**Individual:** Supportive of Each Other

## Annette Edwards

The wonderful Swansea On Board Services Manager **Annette Edwards** was awarded for her work to embed the new assessment criteria for on board services. As well as the mentoring the development coaches who support the on board services team to be Great Experience Makers for our customers.



**Team:** Supportive of Each Other

## Driver Training Academy

The team from the **Driver Training Academy** have been incredibly supportive in their work to adapt and evolve driver training. Taking it from the classroom to online learning - keeping colleagues engaged, entertained and on track to keep up with demand for new drivers.



**Individual:** Setting the Highest Standards

## Brett May

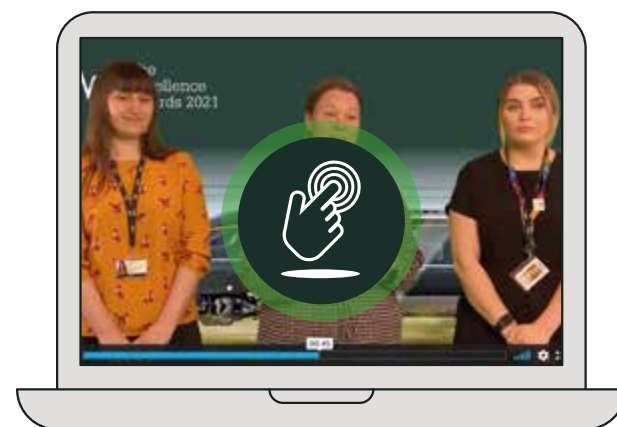
Revenue Protection Inspector extraordinaire **Brett May** has identified a new way to recoup thousands of pounds in lost revenue from fare evaders. He then went onto develop a training package for colleagues that has been adopted across GWR.



**Team:** Setting the Highest Standards

## Social Media Team

With the wider External Comms team, our Social Media team developed ways to keep customers engaged through lockdown. GWR EnterTRAINment, a series of games, fun and activities, was a massive success, reaching nearly 40 million people. And it was quickly adopted by other Train operators.



**Individual:** Great Leadership

## Martin Davis

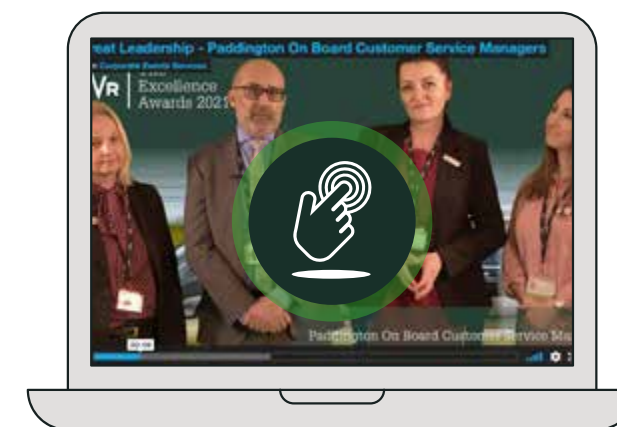
With a string of achievements, successes and outstanding team performance Swindon Driver Standards Manager **Martin Davis** leads from the front – caring, supporting and encouraging the team to be the best they can be, they deliver a great experience for customer and colleagues.



**Team:** Great Leadership

## On Board CS Mangers

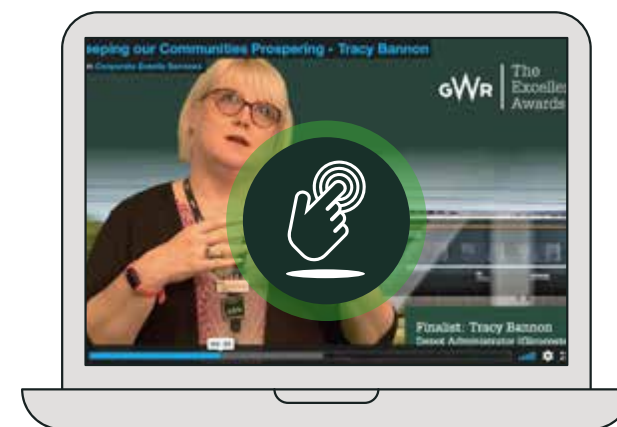
Our **on board Customer Services Managers from London Paddington** are the winners of this year's Great Leadership team award. This award recognised how the team supported their team through tough times by living the six pillars of customer service.



**Individual:** Keeping our Communities Prospering

## Tracy Bannon

Depot Administrator at Gloucester **Tracy Bannon** is quick to support those in need – from food bank collections to helping those living dementia, Tracy finds the strength to make a positive difference in people's lives.



**Team:** Keeping our Communities Prospering

## Dwain, Julie & Simon

**Dwain White, Julie Smith and Simon Murray** from Revenue Protection are the team award winners for the care shown to colleagues. For creating opportunities to connect, share experiences and raise money for local good causes – providing a sense of purpose and belonging for colleagues and their community through challenging times.





**Individual:** Inclusion and Diversity

## Shelley Clark

Shelley has worked tremendously hard to create a safe place for colleagues in the Disability Working Group to be themselves, and to work with, and learn from, others to evolve inclusion for colleagues with disabilities in GWR.



**Individual:** Innovation

## Rachel Jefferies

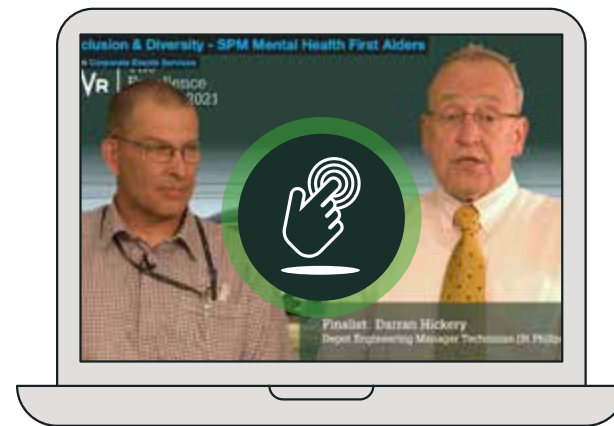
Senior CRM Manager in the Commercial team **Rachel Jefferies** has been awarded for her work to revolutionise the way GWR connected with customers through the pandemic, keeping them engaged and encouraged to travel with us again.



**Team:** Inclusion and Diversity

## Mental Health First Aiders SPM

The incredibly dedicated **Mental Health First Aiders** at St Philips Marsh have unwavering commitment, positive attitude and understanding. The team have supported colleagues in the depot and made it ok to ask for help.



**Team:** Innovation

## Reading Train Care Depot Plant Team

Our engineering colleagues from Reading Train Care Depot Plant team are this year's winners of the team award for their work to introduce e-maintenance at the depot, saving over £100,000 and winning the prestigious globally recognised Uptime Award for asset management.



**Individual:** Alliance Award

## Peter Bainbridge

Winner of the individual award is Local Operations Manager **Peter Bainbridge**. Peter is described as a perfect example of working in collaboration and the true spirit of the alliance. His work has made a significant impact on improving performance for customers and colleagues.



**Team:** Alliance Award

## International Women's Day 2021

The International Women's Day campaign team, who also won a National Rail Award in 2020, was drawn from across GWR and Network Rail. They came together to deliver a series of activities that included: giving women a voice across the industry, showcasing women in their daily roles and launching an initiative to support people escaping domestic abuse to travel to safety.





