



South Eastern Railway

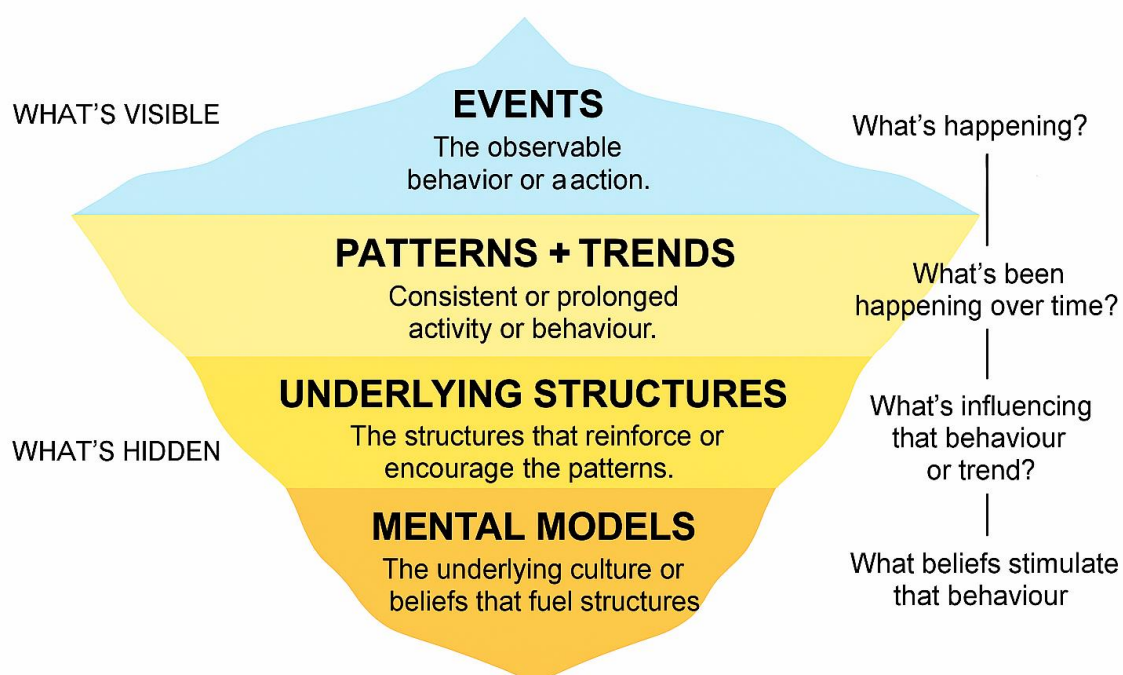
PERFORMANCE STRATEGY

APRIL 2026 - MARCH 2031

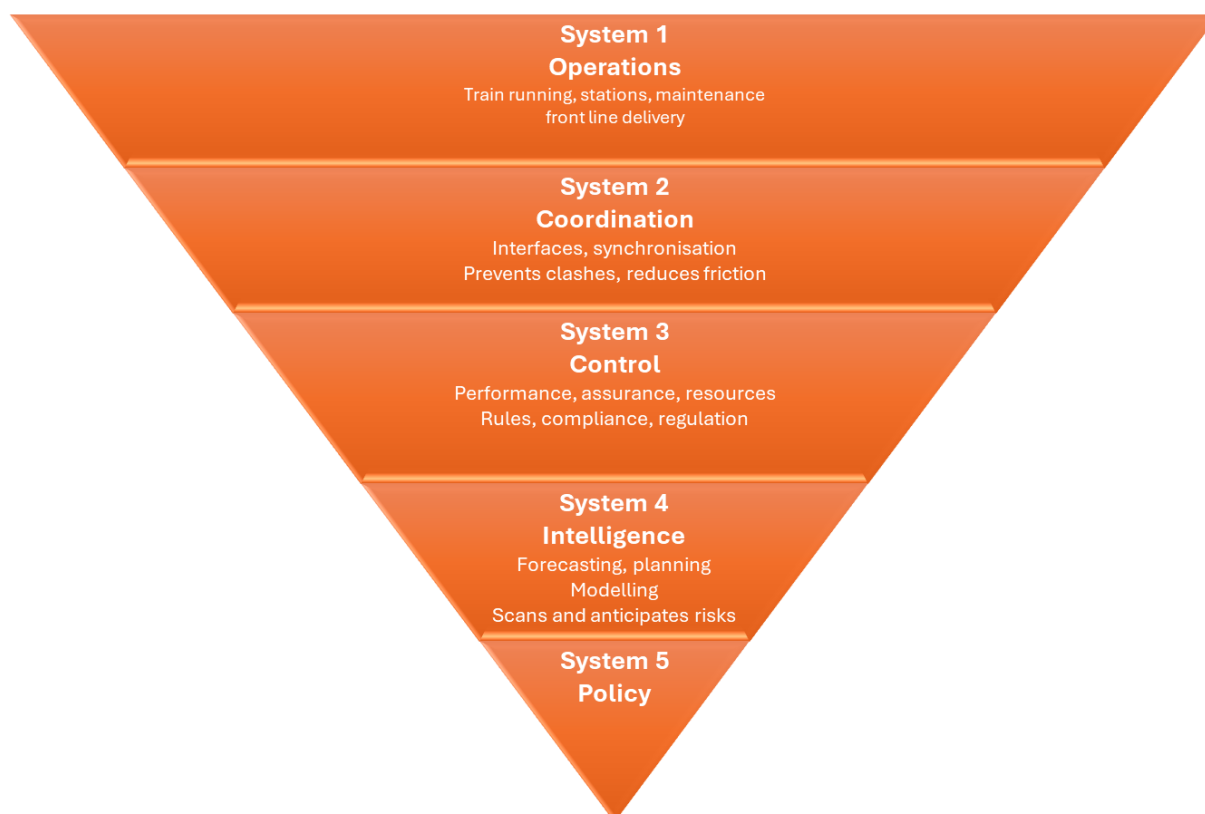
Executive Summary

South Eastern Railway (SER) is the first railway in the country to become fully integrated. Since the formalisation of integration in June 2025, several improvements have been delivered, resulting in a year-on-year improvement in operational performance. We plan to build further on this integration to drive collective performance improvements and to better understand how fuller integration can be leveraged under Great British Railways. We are doing this by thinking beyond track and train and considering our wider eco-system. SER, even though integrated, cannot resolve all issues internally. We want to embrace wider eco systems that we can leverage to collectively improve specific performance issues. For example, if we consider our work on fatalities and trespass prevention, our wider eco-system includes BTP, local authorities, NHS mental health teams, probation services, and third-sector partners. This more holistic approach enables earlier interventions and faster, safer incident resolution.

The Iceberg Model reminds us that performance issues on the railway are rarely just the visible events we respond to, they are symptoms of deeper-rooted patterns, structures, and mental models. Our strategy therefore goes beyond managing incidents to tackling the underlying causes: redesigning processes, improving cross-organisational coordination, challenging long-held assumptions (such as how we handle fatalities or vegetation management), and reshaping shared behaviours across SER, Network Rail, BTP, local authorities, and health partners. This shift allows us to intervene earlier, respond faster and design solutions that address the true drivers of reliability and safety, not just the symptoms.



The Five-Layer Model provides the framework for building the organisational capability required to deliver sustained whole-system improvement. We are strengthening System 1 operations through better front-line delivery, enhancing System 2 coordination to reduce friction between track and train, maturing System 3 control through improved assurance and incident management, investing in System 4 intelligence through forecasting, modelling and risk-based tools such as AI cameras and drones, and shaping System 5 policy to embed a unified, customer-centred approach across the integrated railway. This layered capability gives SER the ability to tackle issues more comprehensively and systemically.

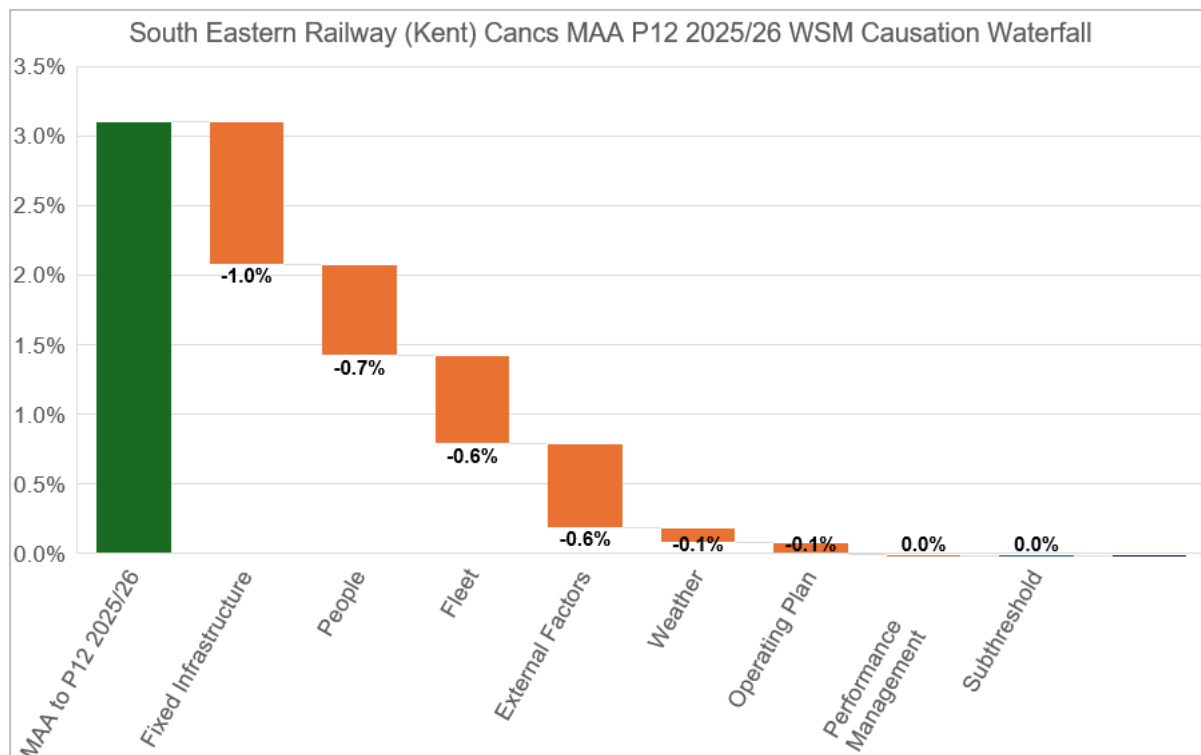
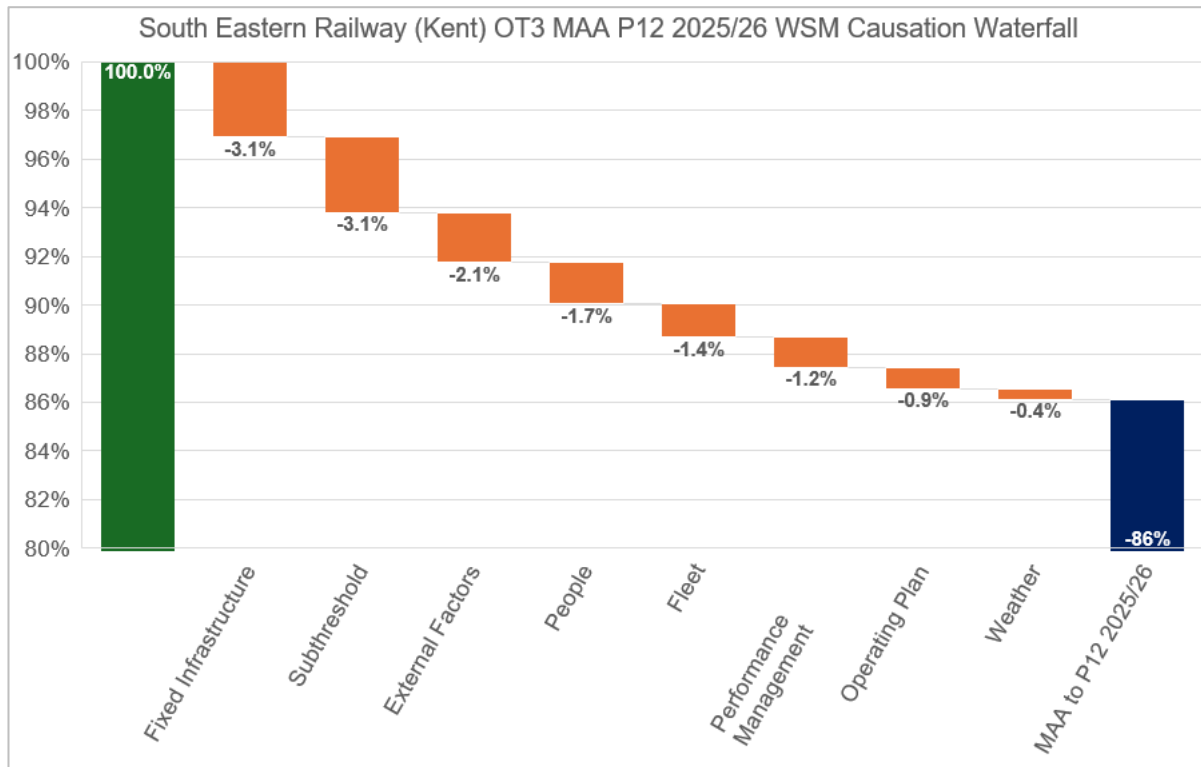


Responding to customer needs requires a hyper local approach. Through all our improvement plan and priority areas, we focus on improving performance, and therefore customer satisfaction, on a line of route basis. Addressing issues specific to a line of route ensures that our overall goals of improving performance and reducing subsidy are delivered in a prioritised way. As an integrated leadership team, we regularly review all the levers available to achieve our goals, including being informed on the balance between revenue and performance.

As part of the three-year business planning process with the Department for Transport (DfT), several additional improvements have been proposed, alongside those already committed through Network Rail's ORR settlement. The delivery of these initiatives will improve performance over the next three years and beyond, moving us closer to the 90% T-3 and 2% Cancellations ambition. However, this ambition will not be fully realised without the introduction of the new Metro fleet in and the completion of a full timetable recast.

Current Performance Attrition

Additional analysis can be found in the Analysis section within the Appendices, but a summary of the T-3 and Cancellations Whole System Model attrition is below.



Performance Ambition for the Southeastern Railway (Kent Route)

Metric	24/25	25/26	26/27	27/28	28/29	29/30	30/31
Time to 3	85.1%*	86.0%*	86.0%	86.5%	87.2%	88.0%	89.0%
Cancellations	3.4%*	3.1%*	3.1%	3.0%	2.9%	2.8%	2.7%
ORR Targets (Kent)			85.2% / 3.4%	85.1% / 3.1%	85.1% / 3.1%		

*Indicates actual data to end of 2024/25 & P12 2025/26

Line of Route Improvement Approach

We are hyper-local in our approach to improving performance, acknowledging that focusing on overall average performance across our railway network does not meet the needs of our passengers. The vast majority of our revenue income, and Delay Repay claims come from four of our routes. Improving performance on these lines of route will give us the biggest impact in terms of addressing the needs of our customers, improving performance and increasing revenue. For those routes where we already perform well, we will continue to leverage the higher performance of these lines of route.

Through our local railway initiatives and focus on Performance Management Groups (PMGs) for our key service groups, we will focus on leveraging our line of route performance.

The below table shows the 2025/26 year to date (up to the end of P12) line of route data, which is regularly reviewed by the integrated leadership team to help us prioritise our key locations for improvement, where we can see the biggest increases in performance, customer satisfaction and revenue.

Line of Route Performance: MAAs to P12 2025/26			
Service Group	Service Description	T-3	All Cancellations
Mainline	LONDON TO HASTINGS VIA TONBRIDGE	77.9%	3.3%
Mainline	LONDON TO RAMSGATE VIA CHATHAM	77.7%	2.6%
Mainline	LONDON TO RAMSGATE VIA CANTERBURY WEST	80.1%	2.1%
Mainline	LONDON TO ASHFORD	83.0%	1.9%
Mainline	SITTINGBOURNE TO SHEERNESS	90.8%	1.6%
Mainline	MAIDSTONE WEST TO STROOD	94.2%	1.7%
Metro	LONDON TO DARTFORD VIA BEXLEYHEATH	85.5%	3.0%
Metro	LONDON TO ORPINGTON VIA HERNE HILL	84.3%	2.5%
Metro	LONDON TO HAYES	92.6%	1.6%
Metro	LONDON TO ORPINGTON VIA GROVE PARK	89.2%	1.2%
Metro	LONDON TO DARTFORD VIA SIDCUP	86.7%	1.9%
Metro	LONDON TO GILLINGHAM VIA BLACKHEATH	91.1%	1.8%
Metro	LONDON TO DARTFORD VIA GREENWICH	91.2%	2.2%
High Speed	HIGHSPEED VIA ASHFORD	82.5%	1.6%
High Speed	HIGHSPEED VIA GRAVESEND	81.8%	2.6%

NPB Priority One: Base Operating Plan

We have a range of improvement activities underway to refine the base plan. These include improvements to the May 2026 and December 2026 timetables. We are also continuing to develop timetable and diagram modelling to identify areas of risk and support ongoing improvements to the resilience of our core operation. In 2025 we implemented a revised autumn timetable, which we intend to carry forward into future years. Its effectiveness will be kept under continuous review, alongside opportunities for further enhancement.

We are also continuously exploring ways to improve day-to-day operation of the base plan through embracing the opportunity to work with partners around the industry via the Tactical Operations workstream. Through the quarterly signalling forum, we will work with local stakeholders to identify improvements achievable through better regulation and real-time operational management. This demonstrates our commitment to developing our resilience in 'Operations' (system 1) in reference to the five-system model.

NPB Priority Two: Properly Resourcing the base operating plan

We have already reached our target level for Southeastern traincrew resources and continue to pursue a long-term recruitment strategy to strengthen resilience. Southeastern is among the industry's strongest performers for low levels of traincrew-related cancellations, and we will continue to improve against the industry-wide seven-point plan for traincrew resilience. People Cancellations on SER have primarily been driven by GTR drivers, with over 50% of total cancellations during 2025/26. GTR

has plans in place to fill the vacancy gap which will see Cancellations drop significantly during 2026/7.

We have also met our target for Engineering resources, improved competency levels, and will continue to build on this progress to further enhance resilience.

In addition, we have a long-term strategy to reach target resource levels and enhance resilience across other key business areas, including Maintenance and Operations response teams. This is supported by plans to improve competency and cross-coverage across roles and locations.

NPB Priority Three: Maintaining the railway in line with our plan

We will continue to realise benefits from planned asset renewals over the next three years, including those delivered through the Dartford blockade, major signalling upgrades in the Charing Cross area, and the commissioning of the Parks Bridge re-signalling scheme. We will continue to work on reducing our maintenance backlog, tracking it weekly and building resilience in line with 'Operations' and 'Control in our five-system model.

Work to mitigate the impacts of soil moisture deficit (SMD) will continue, building on the successful preparation undertaken in recent years. Further improvements to vegetation management are expected following investment in vehicles, plant and equipment, with more planned subject to DfT funding. Effective vegetation management will help reduce incidents caused by encroachment and mitigate leaf-fall impacts.

Current work to improve asset reliability will deliver benefits over the coming years. This includes replacing and updating equipment to enhance non-track asset reliability, along with further weather mitigations. Ongoing work on cable resilience will build on the improvements seen over the past year.

In addition, we will review how we can further-embed remote condition monitoring (RCM) and use it to its fuller capability, and we will continue to expand the use of on-train monitoring equipment to identify potential asset defects before they occur, following successful deployments on Class 375 and 707 units. We have a clear, joint strategy for the next three years showing how we will further develop and roll-out trainborne infrastructure condition monitoring technology.

NPB Priority Four: Reversing the long-running adverse trend in trespass and suicide

We have reviewed and updated the Tripartite Agreement and developed a strategic plan for managing Trespass and Suicide, Public Order/Violence, and Workplace Violence, working closely with key stakeholders. We will continue to roll out our Safeguarding initiatives and outreach to young people.

We will further build on our initial work with drone technology, expanding the use of drones according to a clear deployment strategy. We will also explore additional technologies, such as AI cameras. Blanking plates have been installed on several gantries to prevent access, with further roll-out planned.

Pass comm covers have been designed in-house to prevent accidental activations; these have been fitted on our fleet during 2025/26 and will deliver benefits into 2026/27 and future years.

NPB Priority Five: Keeping trains safely moving during disruptive events

We will continue building on our initial work with drone technology, with a clear strategy for wider deployment, as well as using other technology and processes to aid decision making.

We are actively seeking ways to return the railway to normal operation following fatalities, including additional tools to accelerate clean-up. We will build-on our bridge cameras trial to speed up responses and have a plan to use station resources to reset pass comms, reducing downtime.

We will use tools and processes, and dynamic risk assessments to ensure trains can resume safely as quickly as possible during incidents, in line with national procedures and our standard operating procedures (SOPs). Improvements to the Kent Integrated Control Centre (KICC) are being delivered through the 'KICC Journey to Excellence' plan, complemented by a systems thinking workstream aimed at optimising incident management and recovery. We will also continue to advance our capability to assess weather-related risks using technology and remote monitoring tools.



Steve White

South Eastern Railway – Managing Director



Scott Brightwell

South Eastern Railway – Safety, Performance & Planning Director

Performance Strategy

Summary by Whole System Model

The Summary by whole system model provides a consolidated view of all the levers SER is using to improve performance across the integrated railway. Structured around the key components of the operating plan, people, fixed infrastructure, fleet, external factors, weather resilience, service recovery, performance management and benefit realisation. It highlights both committed activities and system-wide initiatives already underway, such as timetable improvements, strengthened resource plans, asset reliability programmes, fleet resilience measures, trespass and fatality reduction strategies, and enhanced service recovery capability. Whilst also identifying where actions align to wider ecosystem working, systems thinking and long-term capability building.

Together, this section shows how each part of the railway contributes to the overall performance ambition, how risks and benefits are managed, and how integration enables more coordinated, intelligence-led, and sustainable improvement.

Operating plan

Our timetable and SRT improvements are informed by modelling capability, TRENO simulation, and shared intelligence across track and train teams, improving systemic resilience rather than individual timetable fixes.

May '26 TT change:

- GTR revised paths to depart slightly earlier at Herne Hill to reduce impact of restrictive signalling between Brixton and Herne Hill and reduce onward reactionary delay on the Chatham Mainline.
- Revision of required SRTs on Maidstone East line and increase them in the PM Peak between Maidstone East and Ashford to reduce the likelihood of delays.
- Reinstate crossovers at Chislehurst vice Grove Park all day to improve presentation onto the Reversible Chatham loop.

Autumn '26 TT considerations:

- More St Johns skip stops in the

peak periods. 12 trains in total across the entire peak, not just the high peak.

- Shift dwell time from Petts Wood to Chislehurst in the PM Peak to reduce delays to the reversible Chatham loop at Chislehurst where ARS sets the onward route incorrectly.
- Victoria - Gravesend services to run 4 minutes earlier from Victoria and run ahead of a conflicting Charing Cross - Dartford service at Lewisham.

Committed December 26 activities:

- Significant performance modelling of the timetable to inform improvements/mitigations
- Review Platform Workings at

Victoria Eastern to reduce small minute delays

- Driver Diagram Resilience Review
- Orpington to Sevenoaks corridor evening peak delivery
- Quarterly Signalling Forum to improve train movements
- HSI SRTs and Timing Points Review (TT changes for May 2027)

December '26 TT considerations:

- Shift dwell time from Petts Wood to Chislehurst in the PM Peak to reduce delays on the reversible

Key risks:

- Limited stock availability may limit certain lines of route's ability to achieve optimal performance
- Significant timetable change can lead to initial issues with traincrew diagrams.

Chatham loop at Chislehurst where ARS sets the onward route incorrectly.

- Performance scheme in the PM peak on the Orpington to Sevenoaks corridor to improve the flow of trains with additional time in the peak services to improve on time performance.
- Switch the order of trains at Somerhill Tunnel to give priority to trains on the up line to reduce reactionary delay.
- Reduction of ECS checks at Ashford in the PM peak

- Training requirements not being met before timetable deployment.
- Timetable changes from other TOCs interacting with key pinch points, such as Thameslink Core.

People

Our workforce capability is critical to performance improvement. In frontline delivery we have met key traincrew and engineering resourcing targets and continue to invest in recruitment, competency development, and cross-coverage to improve day-to-day operational resilience.

From a coordination and control perspective, we are maturing processes around diagramming, absence management, incident response, and efficient use of trainers and monitoring tools, ensuring teams are better synchronised and able to improve collaboration between track and train functions.

To increase our intelligence and data in this space, we are building analytical and planning capability by maximising training opportunities, strengthening crew training governance, and embedding more consistent review and learning cycles.

These people focused improvements contribute directly to policy ambitions, supporting the development of a more unified, customer centred culture across the integrated railway. Together, this ensures our workforce strategy not only fills resource gaps but builds the system capability required to deliver sustained performance improvement across SER.

Committed activities:

- Driver Recruitment
- Maintenance Recruitment & Training
- Signaller Recruitment & Training
- Supervisor/Team Leader Performance Training
- Operation Decision Making
- Training
- Safeguarding Taskings
- Ready to start improvement plans
- Local Performance Champions

Key risks:

- Industrial action at any level of the business.
- Missing recruitment targets.

Fixed Infrastructure

Joint care teams, multiskilled welding groups, and shared inspection technology align with the coordination and control layers to improve collaboration between SER and NR maintenance functions.

Committed activities:

- EBI200 Receiver Change Programme
- Wire Degradation Resilience Programme
- Implementation of SIGELP Response Team
- Auto Repair Crossing using FCAW
- Dimple Pads
- MMA Repairs of Switch Rail
- Install 350HT Switches
- Abtus Gauge
- HPSS Mk1.5 ECU Upgrades
- QXR1 Module Change Programme
- Welding Con Rail Joints

Key risks:

- Major infrastructure failure, such as a landslip, causing monies and prioritisation to be diverted
- SER renewals and enhancement delivery not achieved resulting in worsening quality of infrastructure.
- Weather impacts on track quality through extreme temperatures or rainfall.

Fleet

Our fleet strategy supports operational reliability and is linked to wider ecosystem partners such as ROSCOs and manufacturers to manage obsolescence and improve asset availability. We will further explore how we can modify rolling stock to prevent the catastrophic one-off failures, and how we can better mitigate the impact of such failures.

Committed activities:

- 395 CCTV / PIS upgrade
- Phase 2 Class 375 modifications: installation of remote On-Train Data Recorder (OTDR), Forward-Facing CCTV (FFCCTV), and Double Variable Rate Sanding (DVRS)
- Class 707 trainborne camera expansion.
- Heavy Maintenance (TBOX) on the Eversholt Networkers
- Full fleet IGBT replacement on the Eversholt Networkers

Key risk:

- Exponential worsening of rolling stock performance due to age of vehicles and cannibalisation of units.

External

We are broadening our partners involved in prevention and response, drawing on BTP, local authorities, NHS Trusts, third-sector youth, homelessness organisations, and adjacent operators. This supports earlier prevention, faster incident resolution, and more holistic safeguarding.

We are shifting industry mental models by adopting shared operating philosophies such as “move the person or move the train” for medical incidents and a more proactive stance on trees recognising vegetation removal as a safety intervention, not a harmful act.

We are strengthening forecasting and modelling through AI cameras, drones, and risk-based vegetation assessment, and coordination via improved joint tasking with BTP and Network Rail.

Committed activities:

- Work bank mitigations
- Pass Comm resetting training for platform staff
- MSC (managing suicidal contacts) Training for frontline colleagues at Managed Station & all frontline colleagues across South Eastern Railway stations. Working in collaboration with BTP and local authorities.
- Safer Railway Scheme
- Bridge structure FDM310
- AI cameras at London Bridge - trial.
- Ashford Station work bank
- Gravesend Station work bank
- Platform end gate works
- Life Saving Intervention Awards
- Sport Club Affiliation

Key risks:

- Increase in fatalities across autumn and winter, particularly in young and vulnerable people.
- Underutilisation of drones to assist with tackling trespass incidents.

- Accidental pass comm activations causing unnecessary delay.

Weather

Our vegetation strategy now draws on the supply chain, technical authorities, and local authorities to improve access, permissions, and intelligence on high-risk trees.

We are shifting perceptions across the industry that tree removal is a negative intervention, reframing it as essential to safe and reliable services.

New forecasting and monitoring capability allows us to predict tree-related incidents, while strengthened coordination ensures rapid deployment of resources during storms.

Committed activities:

- Sand Rover
- Fire retardant paint
- Flood Risk Cameras
- PRIMA – decision making tool

Key risks:

- Changing weather patterns throughout the year, meaning more unseasonable weather.

Service Recovery

Service recovery increasingly incorporates partners such as BTP, Lingwood, and other operators to create cross-boundary situational awareness using drones, cameras, and shared data feeds.

We are challenging long-held assumptions about fatality incident handling, aligning to the emerging national approach being developed through industry workshops. This includes shifting mental models towards treating incidents as recoverable rather than inherently multi-hour closures.

Investments in forecasting tools, plus enhanced control capability via the KICC Journey to Excellence, improve decision-making during disruption.

Committed activities:

- Points impact sheet with standardised access
- TRENO performance modelling to inform contingency plans
- Track Defects, Convective Alerts & Flood-Water Operations
- Signaller Assist Tool
- Pit Stop Plans
- EIS App data analysis
- Stranded trains live exercise
- MOM training and assessment enhancements
- MOM Strategic Workforce Planning

Key risks:

- Not using contingency plans effectively.
- Not using our SOPs and underutilising KTSM decision making tools.
- Underutilising GoodSam and drones to make effective decisions during an incident.

Performance management

The Performance Management section demonstrates how SER is embedding industry best practice through the Performance Improvement Management System (PIMS), ensuring our approach reflects the structured, mature and system-wide methods endorsed by the Network Performance Board.

PIMS provides the policies, frameworks, and tools that underpin effective performance governance, leadership behaviours, risk management, and continuous improvement, and is already considered the national standard for managing performance across the railway industry.

Within this framework, SER is strengthening operational capability through monitoring brilliant basics and reduced unnecessary brake tests; improving coordination through tools like the Tactical Ops Pulse Check and enhanced station impact assessments; and developing control through the adoption of RSSB research, improved assurance processes, and clearer escalation of performance risks.

We are improving our weekly visualisation meeting by focusing on fewer lagging measures and shifting towards looking ahead using leading measures to support our business objectives and future performance linked to the Whole System Model; we will use this to encourage challenge of processes and risk mitigation. This links to all system areas in our five-system model.

Enabled by PIMS, we are also building intelligence via improved analytics and structured learning from incidents, while contributing to a more consistent, customer-centred performance culture. Together, this ensures that performance management at SER is proactive, insight-driven, and aligned to the recognised best practice for a modern, integrated railway.

Committed activities:

- Operation Pit Stop
- 30 seconds prior to departure policy
- Standardised Driver Incident Response Protocols
- Driver–Control Communication Charter
- Driver reporting policy

Key risks:

- Not using contingency plans effectively.
- Not using our SOPs and underutilising KTSM decision making tools.
- Underutilising GoodSam and drones to make effective decisions during an incident.

Benefit realisation

The benefits and risks have been quantified using historical baseline data against known improvement activities and risks, based on intelligence from the SMEs responsible for delivering these planned improvements or mitigating the risks.

Levels of certainty in the benefits have a lower confidence for later years because of:

- The years beyond CP7 being outside the current funding envelope for both ORR and DfT
- The unknown levels of efficiency challenge that may impact funding sources from CP8 onwards
- The level of confidence around timescales for a new Metro fleet to replace Networkers. While this is anticipated early in CP8, robust timeframes have not yet been determined
- The industry structure under GB Rail is not yet fully developed or defined

Benefit realisation pathway to targets

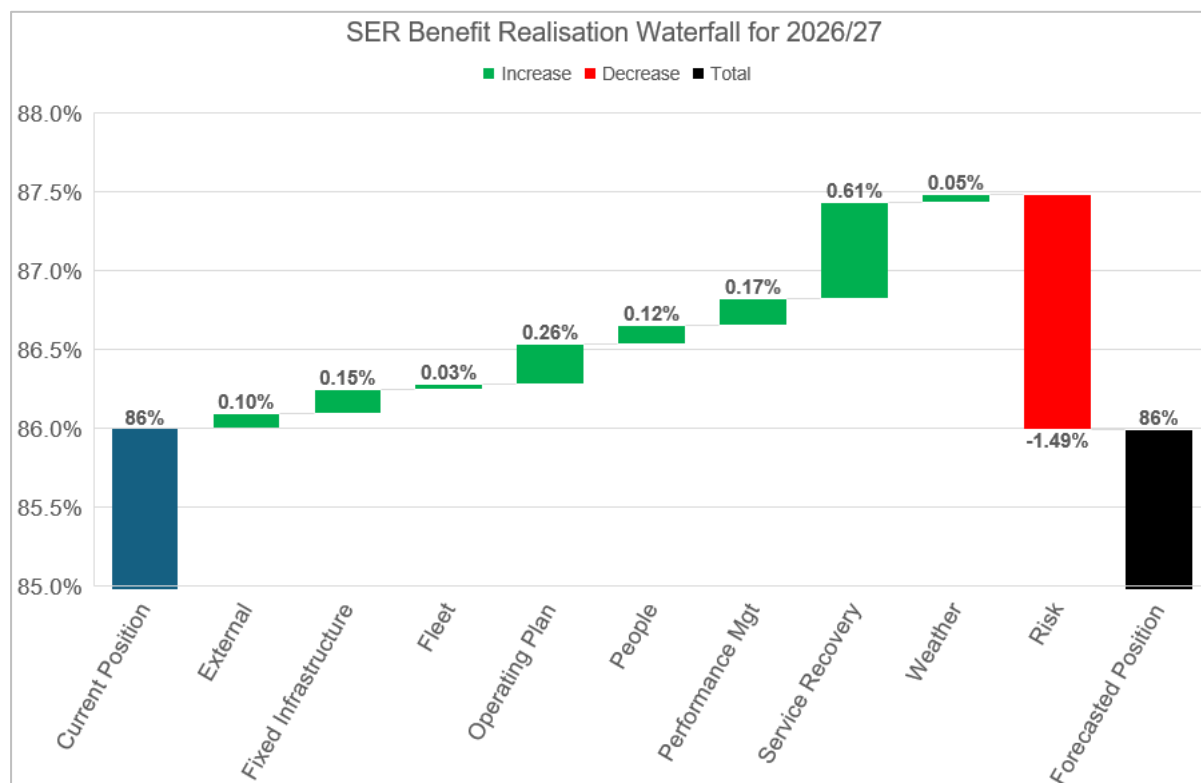


Table of key performance improvement actions

Whole System Model Category		Operating Plan	Exec Lead:		Scott Brightwell	
NPB Restoration Framework: Having a high performing base operating plan						
Initiatives in Business Plans						
Ref	Title / Description	Key deliverables / benefit	Start date	End date	Impact	Owner
OPL-001	Switch Lewisham calls on the 2Sxx services in the evening peak	Achieve better Right Time Arrivals at Orpington and Sevenoaks to reduce delays caused to Down Mainline services in this corridor	P01	P08	0.19%	Guy Horstmann
OPL-002	Review Platform Workings at Victoria Eastern to reduce small minute delays	Removal of Network Code at Platform 2 has enabled a wider review of optimal Platform workings at Victoria Station.	P03	P09	<0.00%	Guy Horstmann
OPL-003	Orpington to Sevenoaks corridor evening peak delivery	Additional time given to evening peak services to improve punctuality and reduce onward reactionary delay	P01	P10	<0.00%	Guy Horstmann
OPL-004	Quarterly Signalling Forum	Review active regulation policies and consider others where there are requirements to increase punctuality.	P01	P13	<0.00%	Tony Mason
OPL-005	HS1 SRTs and Timing Points Review	Better understand sections where we experience time loss with the view to adjusting in future timetable changes.	P02	P09	<0.00%	Guy Horstmann

OPL-006	TRENO	Continual detailed timetable modelling of current / future timetables utilising TRENO.	P01	Ongoing	<0.00%	Guy Horstmann
OPL-007	Driver Diagram Resilience Review	Deliver review of driver diagrams to remove fragility, simplify complex links, and reduce disruption sensitivity.	P01	P13	<0.00%	Oly Turner

Whole System Model Category		People	Exec Lead:		Scott Brightwell	
NPB Restoration Framework: Having sufficient resources to run a reliable service						
Initiatives in Business Plans						
Ref	Title / Description	Key deliverables / benefit	Start date	End date	Impact	Owner
PEO-001	Lingwood Metro	Ability to uplift Lingwood resource in response to seasonal requirements. (school holidays, hot days, Christmas and events)	P01	P13	0.06%	Paul Langley
PEO-002	Local Performance Champions	Implement local Performance Champions to act as a bridge between local management and frontline teams to drive performance improvements.	P01	P13	0.01%	Dean Martin
PEO-003	Driver Recruitment	Sustain driver numbers to manage timetable requirements in line with seven-point traincrew plan.	P01	P13	0.01%	Oly Turner
PEO-004	MSE resource utilisation	Focusing on incident management to minimise passenger impact from failed units and enable cut-and-run	P01	P13	0.01%	Mark Stephens
PEO-005	ODM Training	Use in-house trainers to deliver Operational Decision Making (ODM) course to control staff.	P01	P13	0.01%	Daniel Nicholls
PEO-006	Safeguarding Taskings	"Proactive deployment of SIA-licensed security taskings at high-risk station locations, aimed at reducing anti-social	P01	P13	0.01%	Mark Sutton

		behaviour and enhancing safeguarding for colleagues and passengers.				
PEO-007	Drive TRTS Improvements	Improve the timely manner of TRTS by station staff through proactive monitoring and upskilling.	P01	P13	0.01%	Dean Martin
PEO-008	Signaller Establishment: Filled & Skilled	Embedding of Signaller Strategic Workforce Planning, Local Training Framework, assessment centres and internal signaller mobility.	P01	P08	<0.00%	Tony Mason
PEO-009	S&T Recruitment: Filled & Skilled	Reducing the S&T vacancy gap through targeted recruitment. Establishing a fast-track Technician-to-Team-Leader pathway will accelerate internal capability growth, creating a reliable pipeline of skilled leaders, and improving long-term workforce stability.	P01	P13	<0.00%	Bob Coulson
PEO-010	Day One Training	Improve the quality of delay attribution within the Stations team through proactive monitoring and upskilling.	P01	P13	<0.00%	Dean Martin
PEO-011	Supervisor/Team Leader Performance Awareness Training	Ensuring our teams have sufficient awareness and understanding of performance, ensuring accurate delay reporting and raising local performance issues through the correct channels.	P01	P13	<0.00%	Dean Martin

Whole System Model Category		Fixed Infrastructure	Exec Lead:		Bob Coulson	
NPB Restoration Framework: Reducing the impact on performance from asset reliability						
Initiatives in Business Plans						
Ref	Title / Description	Key deliverables / benefit	Start date	End date	Impact	Owner
INF-001	EBI200 Receiver Change Programme	Delivering programme of proactively renewing ageing track circuit equipment, improving detection reliability and reducing failure risk.	P01	P10	0.05%	All STMEs
INF-002	Wire Degradation Resilience Programme	Addressing wire degradation through a targeted programme to replace approximately 2,000 wires to reduce the risk of electrical failures and strengthen asset reliability.	P01	P13	0.02%	Jim Timulty
INF-003	Implementation of SIGELP Response Team – AFKDU	Delivers faster, more consistent fault resolution while saving approximately £1.9m by the end of CP7 through the removal of contractor costs.	P01	P13	0.02%	Kane Cosier
INF-004	Auto Repair Crossing using FCAW – LBGDU	Proactively removing crossing defects through weld-repair interventions, reducing the volume of failures and minimising the likelihood of defects progressing to SAFs.	P01	P13	0.01%	Patrick White & Shaun Baker
INF-005	Dimple Pads – ORPDU	Installing dimple pads to reduce track vibration, protect sleeper interfaces, and minimise wear at high-impact locations.	P01	P13	0.01%	Grant Jarvis

		Improves track stability, lowers maintenance demand, and extends asset life by providing better absorption of dynamic train forces.				
INF-006	MMA Repairs of Switch Rail – LBGDU	Proactively removing switch defects through MMA weld-repair interventions, reducing the number of failures and minimising the likelihood of defects progressing to SAFs.	P01	P13	0.01%	Patrick White & Shaun Baker
INF-007	Install 350HT Switches – LBGDU	Enhancing the reliability and extending the asset life of high-wear switches at Lewisham Vale Junction.	P06	P13	0.01%	Patrick White
INF-008	Abtus Gauge	Across the Kent Route, we have equipped each SM and RME team with Abtus gauges to improve the quality and consistency of switch-inspection data. This enhanced accuracy will allow us to better understand switch deterioration and refine our inspection and repair regimes.	P01	P13	0.01%	Grant Hobbs
INF-009	HPSS Mk1.5 ECU Upgrades	Delivering seven targeted upgrades to modernise legacy ECU units to improve reliability, reduce SP&D faults, and strengthen operational resilience.	P01	P13	0.01%	Dan Wood
INF-010	QXR1 Module Change Programme	Delivering programme of proactively renewing ageing track circuit modules, improving detection reliability and reducing failure risk.	P01	P10	<0.00%	All STMEs

Whole System Model Category		Fleet	Exec Lead:		Dan Paris	
NPB Restoration Framework: Having sufficient fleet to run a reliable service						
Initiatives in Business Plans						
Ref	Title / Description	Key deliverables / benefit	Start date	End date	Impact	Owner
FLT-001	395 CCTV / PIS upgrade	Resolve longstanding DCO camera reliability issues and to provide customers with enhanced PIS functionality.	P01	Q2 2027	0.02%	Gavin Fuller
FLT-004	Phase 2 Class 375 modifications: installation of remote On-Train Data Recorder (OTDR), and Forward-Facing CCTV (FFCCTV)	Installation of remote On-Train Data Recorder (OTDR), and Forward-Facing CCTV (FFCCTV)	2027	TBC	0.01%	David Forster
FLT-002	Class 707 trainborne camera expansion.	Equip the Class 707s with additional underframe cameras (collector shoe, con rail, rail adhesion), subject to success of the Class 375 pilot.	TBC	TBC	<0.00%	Jeena Dhillon
FLT-003	Heavy Maintenance (TBOX) on the Eversholt Networkers	Major overhaul of failure-critical components with the potential to cause significant operational incidents and high associated delay minutes.	Q3 2026	Q3 2028	<0.00%	Jeena Dhillon
FLT-005	Full fleet IGBT replacement on the Eversholt Networkers	Removal of all traction restrictions and the return to service of up to 12 long-term stopped Eversholt Networkers.	Q3 2026	Q1 2027	<0.00%	Jeena Dhillon

Whole System Model Category		External	Exec Lead:		David Wornham	
NPB Restoration Framework: Reducing the impact to performance from trespass and fatalities						
Initiatives in Business Plans						
Ref	Title / Description	Key deliverables / benefit	Start date	End date	Impact	Owner
EXT-001	Work bank mitigations	Ad hoc trespass mitigations package across trending and hotspot locations.	P01	P13	0.06%	Paul Langley
EXT-002	Pass Comm resetting training for platform staff	Training for platform staff at hotspot locations.	P01	P13	0.02%	Anne-Marie Howland
EXT-003	MSC Training for frontline colleagues at Managed Station & all frontline colleagues across South Eastern Railway stations.	Training for colleagues on managing suicide contacts to ensure they are confident in their ability to help vulnerable individuals presenting on the railway.	P01	P13	0.01%	Paul Langley & Mark Sutton
EXT-004	Safer Railway Scheme	New railway accreditation with SER achieving 96% improvement. Actions to be agreed based on outputs and will be worked through across the financial year.	P01	P13	0.01%	Mark Sutton
EXT-005	Bridge structure FDM310	Installing sensors on bridge structures in conjunction with Birmingham University with a view to reducing impact of delay.	P01	P13	<0.00%	Paul Langley

EXT-006	AI cameras at London Bridge - trial.	Trialling two system Ipsotek and Avathon to prevent platform trespass.	P01	P03	<0.00%	Paul Langley
EXT-007	Ashford Station workbank	Installation of boundary and security fencing with a view to mitigate against trespass threat.	P01	P06	<0.00%	Paul Langley
EXT-008	Gravesend Station workbank	Installation of fencing and anti-climb mitigations with a view to mitigate against trespass threat.	P01	P06	<0.00%	Paul Langley
EXT-009	Platform end gate works	Packaging up of remaining platforms at Peckham Rye, Welling, Broadstairs and Faversham.	P01	P13	<0.00%	Paul Langley
EXT-010	Life Saving Intervention Awards	Track recognition awards given to colleagues who have prevented someone from harm on the railway.	P01	P13	<0.00%	Mark Sutton
EXT-011	Sport Club Affiliation	Collaborate with local sports clubs to promote SER and engage with youth teams to raise awareness of safety on the railway.	P01	P13	<0.00%	Dean Martin

Whole System Model Category		Weather	Exec Lead:		Eric Larocque	
Initiatives in Business Plans						
Ref	Title / Description	Key deliverables / benefit	Start date	End date	Impact	Owner
WTH-001	Sand Rover	Purchase additional Sand Rover for the Kent route after the successful trial last year.	P01	P07	0.02%	Will Shepherd
WTH-002	Fire retardant paint	Find product approved supplier and paint wooden sleepers to mitigate against lineside fires.	P01	P04	0.02%	Will Shepherd
WTH-003	Flood Risk Cameras	Expand locations for flood cameras and catchpit monitoring.	P01	P10	0.01%	Will Shepherd
WTH-004	PRIMA	Decision-support tool for rail operators drawing up speed plans for routes, section by section.	Q1 2027	Q3 2027	Improved reliability	Will Shepherd

Whole System Model Category		Service Recovery	Exec Leads:		Eric Laroque & Tamzin Readman	
NPB Restoration Framework: Keeping trains safely running						
Initiatives in Business Plans						
Ref	Title / Description	Key deliverables / benefit	Start date	End date	Impact	Owner
SRC-001	Points impact sheet with standardised access	Embed points impact sheet (TTH, Cannon Street, Charing Cross & London Bridge) and develop for other locations.	P01	P13	0.32%	Wayne Cleave
SRC-002	TRENO modelling to inform contingency plans	Use TRENO to inform our train service management plans and contingency plans.	P01	P13	0.17%	David Noakes
SRC-003	Track Defects, Convective Alerts & Flood-Water Operations	Enable incremental speed increases, reduce the impact of convective alerts, and enable trains to run through flood water	P01	P13	0.06%	Will Shepherd
SRC-004	Signaller Assist Tool	Provide alerts to signallers to mitigate against wrong routes and trains at a stand.	P01	P13	0.05%	Wayne Cleave
SRC-005	Pit Stop Plans	Develop simple and consistent response to incidents for Control, Signallers, MOMs, Drivers etc.	P01	P13	0.01%	Eric Laroque
SRC-006	EIS App data analysis	Utilise data from the EIS App to inform future response strategies	P07	Q1 27/28	0.00%	Rick Dudziak
SRC-007	Stranded trains live exercise	Deliver a live exercise to increase situational awareness.	P01	P13	Improved punctuality	Keith Stokes

SRC-008	MOM training and assessment enhancements	Use XVR and Sandpits to deliver enhanced MOM training and assessment.	P01	P08	Improved punctuality	Dawn Holloway
SRC-009	MOM Strategic Workforce Planning	Improve workforce planning for MOMS to in turn increase network coverage.				

Whole System Model Category		Performance Management	Exec Lead:		Scott Brightwell	
Initiatives in Business Plans						
Ref	Title / Description	Key deliverables / benefit	Start date	End date	Impact	Owner
PRM-001	Operation Pit Stop	Ensure trains depart within the specified dwell time with joined up working between station despatch staff and traincrew.	P01	P13	0.08%	Dean Martin
PRM-002	30 seconds prior to departure policy	Review policy around door closure 30 second before departure and ensure drivers understand responsibilities.	P01	P13	0.08%	Oly Turner
PRM-003	Standardised Driver Incident Response Protocols	Develop simple and consistent “first five minutes” response guidance for drivers covering common performance-impacting incidents such as adhesion events and infrastructure faults.	P01	P13	0.01%	Oly Turner
PRM-004	Driver–Control Communication Charter	Establish clear communication expectations between drivers and control during disruption, including minimum information standards, escalation triggers, and response time principles.	P01	P13	0.01%	Oly Turner
PRM-005	Driver reporting policy	Investigate the use of technology and/or procedure change to drive up driver reporting of delays and issues.	P01	P13	0.00%	Oly Turner

Governance Process

The Head of Performance will oversee a quarterly review of the performance strategy to ensure that it is current and reflects the challenges and opportunities that South Eastern Railway face. The review will take place with the exec leads for the whole system model categories set out in this document and will consider performance trends, current and future risk, and whether the strategy is aligned and prepared for those challenges. The quarterly review is where will review benefit realisation against delivered schemes throughout the year. A consistent process is followed for the quarterly reviews as per the meetings' terms of reference.

During the quarterly review, if any material changes are required and agreed, the strategy will be changed, and the change log will be updated to reflect these changes.

Following the quarterly review, the strategy, including any changes required as set out in the change log will be signed off by the signatories of this document.

Change log:

Change no.	WSM category	Description	Notes

The Implementation tables in this document are reviewed at our periodic performance board. Each initiative is given a RAG status against delivery and when benefits are expected to be seen on the network. Any initiative that's RAG status is amber or red will be discussed with the view to understanding what the owner is doing to bring the initiative back on track and what support may be required from the board.

Our performance risk register will be reviewed at our periodic performance board with changes to rank being made as required. Emerging risk will also be considered and be highlighted.

Appendix 1: Analysis of Current Performance

SER officially became an integrated unit in June 2025 giving us improved opportunities for cross-functional working. Punctuality performance was below target from period 1 through 6, however during and following autumn there was a significant improvement with SER meeting the T-3 target five periods in a row for the first time post-Covid. Cancellations performance has followed a similar trajectory and is now operating at a good, stable level. Despite some challenges to cancellations performance, SER remains one of the most reliable routes nationally and is less than half the level of the rest of Southern Region. SER does however still experience some T-3 and Cancellations impact from other routes, particularly Sussex, meaning it is important that SER continues to work closely with the relevant teams to improve overall performance on our network.

Sub-threshold delay was one of the biggest contributors to SER T-3 loss across the year. This was in line with the national picture although it has performed better than target. Operating plan and management of speed restrictions are key drivers in these areas of performance, and we currently have plans to improve in both areas.

Fixed infrastructure has also had significant impact on SER's T-3, with 3.1% lost this year. Positively this is an improvement over the previous year, with Non-Track Asset especially seeing the best improvement nationally compared to the previous year. Track performance impact is higher than last year, partly because of the increased soil moisture deficit (SMD) levels and higher risk of track movement. There have been significant track renewals across the entire network this year which should alleviate some of these issues, while other plans such as the removal of wet beds across the East Kent and Medway sections will reduce delays on the network. There was a worsening in cancellations performance for fixed infrastructure this year; this was in a large part down to a single incident over several days that caused 0.07% of cancellations across the entire year to date.

External factors have seen an increase over the previous years. Despite trespass performance getting better, there was high impact from fatalities during the autumn and winter periods. The fatality numbers have been some of the worst we have experienced, especially in the London area, which ultimately results in higher impact to both T-3 and cancellations. There has been an increase to pass comms being pulled on trains, with 2025/26 experiencing the highest impact in four years. These are also happening at key, busy locations in the Lewisham and London Bridge area, resulting in higher-impact incidents from which it is more challenging to recover.

Fleet performance is being primarily driven by the reliability of the ageing Southeastern Networker fleet, which over the past three years has seen incidents increase by 21% a year on average. While replacement is now planned during CP8, the fleet remains a significant risk to performance, with some key

parts now obsolete or with an extended lead time. We have also seen a worsening in performance of other unit types, with GTR's 700 fleet doubling their performance impact over the previous year.

People impact has seen an improvement over the previous year for both T-3 and cancellations, largely driven by improvements to Southeastern traincrew resourcing levels. Cancellations on SER are primarily being driven by GTR drivers, with over 50% of total cancellations this year. There has been some improvement to GTR driver impact over the last year, and plans are in place to fill the vacancy gap which will see this drop significantly over the remainder of CP7.

Performance management has been worse than the previous year, with the key cause behind this being unexplained delay, which correlates strongly with sub-threshold delay. SER have seen significant impact from speed restrictions this year, with Gillingham and Herne Hill both experiencing four-year highs following restrictions that have impacted trains through these sections.

The operating plan has seen less impact to T-3 Loss this year compared to last year and has seen significant improvement to cancellations. This improvement to cancellations has been primarily driven by Southeastern Driver resourcing being in a much better position and resulted in an 86% improvement over last year.

Weather impacts this year has been better across both T-3 and cancellations. Performance was impacted during the summer months due to the high temperatures we experienced and subsequent lineside fires at several key locations, the most serious of which were due to litter fires with this risk likely to remain as we face hotter summers. A more integrated litter clearance strategy is being developed across SER. SER have benefited from a low number of named storms over the past two years – a trend that is unlikely to continue and poses a significant risk when they do happen. Storm Ciaran in November 2022, for example, caused 0.05% of Time to 3 Loss across the entire year.

Appendix 2: Performance Risks, Opportunities, and Key Events

WSM category	Risk	Horizon	Impact
Operating plan	Timetable change - training and traincrew diagrams not being fully understood	Short term	Improved punctuality
Fixed Infrastructure	Critical failure to a component in the Thameslink Core	Short - long term	Worsening performance & reliability
External Weather	Failure to prepare for inclement weather conditions that can cause disruption to our network	Short - long term	Worsening reliability
External Factors	Failure to prepare for increase in anti-social behaviour due to societal factors outside of our control	Short - long term	Worsening performance
Fixed Infrastructure	Failure to prevent or recover from crime against the railway assets	Medium - long term	Worsening reliability
Fleet	Failure to have sufficient suitable rolling stock to deliver timetable	Medium - long term	Worsening reliability
People	Failure to prevent industrial action	Medium - long term	Worsening performance & reliability
Fixed Infrastructure	Failure to provide railway available assets to run trains on the network	Medium - long term	Worsening performance & reliability
Fixed Infrastructure	SER renewals and enhancement delivery partner underdelivers	Medium - long term	Worsening performance & reliability

Appendix 3: Committed Performance Outcomes

There are two regulatory / contractual elements of which SER must be cognisant when setting targets for future years. Network Rail Southern Region is funded by the ORR and as part of this has T-3 and All Cancellations metrics regulatory targets. SETL is funded by DfT through the Business Planning process and has committed targets for T-3 and Stations Cancellations as part of the Services Agreement with DfT.

The Southern Region regulatory targets have been broken down into the SER (Kent) and SETL elements, with the SETL element aligned with the low-level targets proposed to DfT.

Committed performance outcomes:

South Eastern Railway (Kent Route)

Metric	24/25	25/26 to P12	26/27	27/28	28/29
Time to 3	85.1%	86.0%	86.0%	86.5%	87.2%
Cancellations	3.4%	3.1%	3.1%	3.0%	2.9%
ORR Regulatory target*			85.2% / 3.4%	85.1% / 3.1%	85.1% / 3.1%

* Note that the ORR regulatory target is for Southern Region overall. The ORR numbers in the above table represent the SER (Kent) portion of the Southern target.

Southeastern Trains (SETL)

Metric	24/25	25/26 to P12	26/27	27/28	28/29
Time to 3	84.4%	85.5%	85.5%	86.2%	86.8%
All Cancellations	2.4%	2.1%	2.3%	2.2%	2.1%
Expected DfT target levels (T-3) – pending DfT confirmation	High		86.8%		
	Mid		85.5%		
	Low (aligned to ORR Southern Region targets)		84.6%		
Expected DfT target levels (Stations Cancellations) – pending DfT confirmation	High		2.0%		
	Mid		1.8%		
	Low		1.5%		

The overall target numbers build-on the current performance position, the levels of funding currently agreed, and the current and future improvement activity. The different DfT levels also consider known risks, such as the ageing Networker Fleet, and the Network Rail Southern Region funding settlement and efficiency challenges.