

Welcome to East Coast



May 2010



EAST COAST



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1.1 The basics

Ownership and relationship with the government

Directly Operated Railways Limited will 'own' any Train Operating Company temporarily returning to the public sector. It took over the existing National Express East Coast franchise at 23.59hrs on Friday 13th November 2009 through a new subsidiary company called East Coast Mainline Company Limited ("East Coast").

Directly Operated Railways oversees the activities of East Coast on the Government's behalf until a new private sector franchisee takes over, currently anticipated to be in 201<.

East Coast Main Line Company is wholly owned by Directly Operated Railways Limited which is wholly owned by the Department for Transport.

1.2 Where have we come from?

The franchise name and history

The East Coast main line is a 393 mile (632 km) long electrified high-speed railway linking London, Peterborough, Doncaster, Leeds, York, Newcastle, Edinburgh, and beyond.

The route forms a key north-south artery on the eastern side of Britain. It also carries key commuter flows for the north side of London. It's therefore hugely important to the economic health of a number of areas of the country. It handles cross-country, commuter and local passenger services and carries heavy tonnages of freight traffic.

The line dates back to 1846 and was built by three railway companies, the North British Railway, the North Eastern Railway and the Great Northern Railway, each serving their own area – but with the intention of linking up to form the through route that became the East Coast main line.

The three main companies were amalgamated into one company (the London North Eastern Railway) in 1923. In 1948 the LNER became part of British Railways split between Scottish Region (north of the border), North Eastern Region (effectively the old North Eastern Railway area) and Eastern Region (south of Doncaster). Later in the mid 60s the North Eastern and Eastern regions were amalgamated into one Eastern Region.

The line has been the backdrop for a number of famous rail journeys and locomotives. It was

worked for many years by Pacific locomotives, including the famous steam locomotives Flying Scotsman and Mallard.

Through Government investment, the line was electrified in the late 1980s and electrification to Glasgow and Leeds was completed in 1990. Given its place in Britain's railway heritage, East Coast is a straightforward and appropriate name for the new franchise whilst it is in public ownership.

1.3 East Coast Services

Here are some key facts to help everyone understand the scale of East Coast:

Passenger numbers carried	18 million passengers a year
Length of lines	936 miles
Number of stations called at	53
Number of own managed stations	12
Number of staff (approx.)	2,800
Number of depots	3
Train fleet	31 x Class 91 locomotives 30 x InterCity 225 train-sets 13 x InterCity 125 train-sets 5 x Class 180 Adelante units
Total number of train services operated each weekday	155 (156 Friday)

Managed stations

East Coast is responsible for the management of 12 stations. These are:

- Dunbar
- Berwick-upon-Tweed
- Newcastle
- Durham
- Darlington
- York
- Wakefield Westgate
- Doncaster
- Retford
- Newark Northgate
- Grantham
- Peterborough

Depots

The East Coast fleet is managed from three principal train depots.

These are located as follows:

- Bounds Green, London
- Craigentiny, Edinburgh
- Clayhills, Aberdeen

1.4 Where are we going?

The East Coast Vision

Our vision for East Coast is to provide the best possible journey experience for East Coast customers, and a great place to work.

This is a vision we want everyone in the company to share and will contribute to delivering. It is our ultimate purpose over the course of the franchise and we aim to achieve this by reaching a number of goals:

The East Coast goals

There are seven key goals for the East Coast franchise. These are:

1. *Get the basics right*

- Day in, day out, East Coast customers deserve the best on every journey.
- There is always an opportunity to do better. Let's keep finding ways to improve.

2. *Continue to keep East Coast staff and customers safe*

- Build on the current safety performance.
- Understand how further improvements can be made to customer and staff safety – and then do it.

3. *Improve the value of the East Coast business and handover the franchise in better shape*

- Just like most businesses, the 2008/9 recession has had a major impact on the franchise and financial performance must be turned around.
- Maximise every opportunity to generate revenue.
- Understand where innovation and further efficiencies can deliver meaningful financial improvement.

4. *Manage East Coast major projects well*

- A number of major projects, such as the King's Cross re-development and *Eureka!* will deliver substantial customer benefits.
- Both projects require careful planning and attention to detail. East Coast must get it right first time and ensure there is no impact to existing services.
- There are no excuses for non-performance or non-delivery.

5. *Every East Coast customer is important*

- Whether customers are travelling with East Coast every day on a regular commute or it's their first time; whether they're travelling first or standard class; all customers will be treated with the respect they deserve.
- East Coast customers have a choice of how they travel; take pride in delivering a customer service that is second to none.

6. *Be a strong team*

- After a period of uncertainty there's now a clear path forward and the best results will be achieved by working together.
- Everyone in East Coast has individual strengths – we will use them to the best advantage of the whole team.

7. *In a world of change, look for innovation and continual improvement*

- East Coast has a wealth of knowledge. We will put that to good use and understand how each individual can make a difference.
- The world is constantly changing. East Coast must change with it.

Everyone in East Coast has a role in delivering these goals as a team. With each of us helping achieve these seven goals, our aim is for the business to be in great shape for the long-term when it transfers to a new franchisee.

1.5 How are we going to get there?

The East Coast values

To 'live' the vision and achieve the goals of East Coast four key values have been developed. These values are very important to the company: they guide us as to how we want to behave in East Coast – towards our customers, other stakeholders, and each other. The four values are:

Focussed

As a company we are focussed on what the business is trying to achieve and how each of us can personally contribute and make improvements.

Consistent

As a company we are known for being reliable in everything we do.

Human

We are a company that puts people at the centre, ensuring we are open, approachable, caring and trustworthy.

Progressive

We are a company that embraces change and maximises opportunities to develop and grow the business. We will keep what is good today and build on it for tomorrow.

1.6 Our commitments

1.6.1 Our commitment to safety

As you would expect from any Train Operating Company, East Coast's commitment to safety is absolute; the safety of our staff and customers will remain at the heart of everything that East Coast does.

The goal is:

- Zero incidents, and
- Zero injuries

Through continuous improvement, the company is committed to providing a safe operation – preventing injury to customers, to colleagues, and the general public – in fact everyone who is affected by the East Coast business.

East Coast will continue to prioritise development of a safe environment for all its staff and customers, wherever they are on the network.

Directly Operated Railways will continue to support East Coast's investment in safety. There

are specific safety initiatives that are being developed across the whole of the Company including:

- Developing an annual safety plan, building on the work done by the previous business and incorporating the key components from those plans;
- A focus on depot shunting;
- Enhancing and developing staff safety training at all levels of the organisation;
- Undertaking a full review of the Safety Management System; and
- Undertaking a full external safety audit.

1.6.2 Our commitment to customers

Today, more than ever before, providing excellent customer service is central to the success of the railway in a very challenging economic climate. Customers must remain at the heart of everything we do in East Coast. The franchise has a good track record in delivering customer service and Directly Operated Railways wants to build on that success. Our goal is for East Coast to become the leading long distance TOC in every aspect of our customers' journey experiences, from being able to find information before they travel, to using East Coast stations, travelling on board East Coast trains and arriving at their destinations.

We recognise that our customers have a choice in how they travel. We want them to choose us again and again and recommend us to their friends, family and colleagues because of the consistently excellent service that we provide.

We know that our customers' priorities are:

- Ability to get a seat;
- Punctuality and reliability of the train;
- Being kept informed of any delays or changes to the journey;
- Speed of journey;
- Train cleanliness; and
- Train toilet facilities

Our goal is to make sure we are the leading long distance operator in every category important to customers. We will do this by:

- Focusing on delivering the 'basics' of our service to a consistently high standard;
- Recognising that every individual customer matters to us and the future of our business;
- Empowering our managers and teams to deliver great customer service; and
- Putting customer service at the heart of everything East Coast does.

1.6.3 Our commitment to performance

Research undertaken by Passenger Focus shows that punctuality and reliability of the train service is uppermost in customers' requirements of us, and of course improved satisfaction with performance translates into extra revenue over time. We plan to drive further improvements in performance.

We will continue to work very closely with Network Rail to encourage further improvements in their assets on the route.

We will seek to make improvements to the effectiveness of the existing route control activity which we believe will enable further improvements in performance to be unlocked.

There will be some risks arising during the next two years which we will need to manage carefully. These risks will need to be carefully managed to avoid significant adverse impact on service delivery.

1.7 The future of East Coast

A key aim of the franchise is to increase the number of passengers who choose to travel with East Coast. Future licences for new Open Access Operators on the East Coast line, in addition to cheap air travel and competitive road travelling times, will mean that increasing numbers of our customers will have a choice of how they wish to travel. That means our service has to be second to none.

Over the next two years, East Coast will continue to make significant investments to boost service quality. The overall strategy will focus on each individual element of the passenger journey, from general awareness of the East Coast service, through to arrival at the customers' final destination. We want to ensure that every customer's experience with East Coast:

- Satisfies the customer's requirements;
- Encourages more frequent travel on East Coast services; and
- Reinforces the company's goals, vision and values.

Just as importantly, East Coast will continue to invest in its employees and, under the ownership of Directly Operated Railways, will continue with the commitments made by National Express and undertake to deliver the Committed Obligations not completed at the point of transfer.

The environment

It is also important that East Coast continues to play a central role in protecting the environment and maximising the environmental advantages of rail travel. East Coast will behave responsibly towards the environment. In recent years, the rail industry as a whole has made strides towards understanding its impact on its surroundings. One of the greatest areas where we can influence the environment is in the area of energy consumption. Better management of this will lead to a reduced carbon footprint for our customers and improve the environmental credentials for customers travelling by rail.

As a result we will be developing plans to accommodate the ORR's aspirations on environmental reporting. To help us in doing this we will be moving towards BS.EN 16001 accreditation for the company.



EAST COAST

East Coast Main Line Company

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