

## Silverlink Metro

### Picking the right battles

Silverlink Metro is one of seven United Kingdom Train Operating Companies (TOC's) within transport group, National Express (NX). Silverlink wished to improve their performance within its Revenue Protection department to improve customer service levels, increase revenue and standards and reduce fare evasion. Revenue protection is a key aspect of rail travel and unique within the transport industry due to the requirement of easy and fast access to trains.

National Express was familiar with Renoir through a number of successful projects throughout their group, and it was natural that

"The work Renoir have carried out now enables us to pick battles big enough to matter, and small enough to win."

**Stephen Mahoney**  
Assistant Manager  
Revenue Protection and Security

#### Key Results

£1,650,000 in revenue capture

Better employee review proformance appraisal

Sustainable & positive behaviour change

New forecasting model

#### ANALYSIS

A two-week analysis of the Revenue Protection systems and processes identified several areas where performance could be improved. These included:

- The revenue protection inspectors (RPI's) were regarded as a mobile "task force" to support the retail arm in revenue collection rather than a force to prevent ticketless travel and protect revenue at risk.
- There was a culture of leniency among RPI's and little management of their effectiveness.
- There was no formal process to identify ticketless travel hotspots.
- There were no processes in place to allow the management to easily control the activities and performance of individual inspectors.
- There was no accurate measurement of ticketless travel across the network.

#### PROJECT

The project proposed to address these issues, resulting in a reduction of ticketless travel between 20% to 30%, and a financial improvement of £ 660, 000 to £ 990, 000.

To achieve these objectives, Renoir needed to stimulate, within the existing management structure, a cultural and behavioral change in the way resources were assigned and managed.

Renoir, along with the management teams, defined the key issues that were restricting the effectiveness of the departments, developed the appropriate planning and management tools and in the process, the managers bought into and owned the new approach.

Key Project Actions included:

- Develop & implement a Closed-Loop Management Control System enables Management to prioritise where & when the RPI's are deployed to have the biggest impact
- Develop a Station Trend Analysis (traffic lights) that
- Identify & implement best

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- working practices
- Develop & implement a robust duty planning system
- Develop a sustainable performance monitoring system
- Improve the existing reporting systems

The implementation of these management tools, along with a significant behavioural shift, have resulted in a more focused planning approach from the management team, who are now in a position to better manage their teams and to ensure the sustainability of the improved levels of performance amongst the RPI's.

At the conclusion of the project, the level of ticketless travel was at a moving average of below 6%; an improvement of over 50%, or £1,650,000.

## THE RENOIR GROUP

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