



Category: Best Publication

Company: Great Western Railway

Entry title: WesternLines: Our Greatest Journey Yet

Brief and objectives:

WesternLines is GWR's colleague magazine, produced six times a year for 6100 colleagues sent to home addresses. It aims to help colleagues understand the key changes taking place in the business, and what it means for them so they can make a difference for customers by delivering great experiences.

GWR is transforming our customer experience as we move from having one of the oldest fleets in the UK to the youngest in the space of the year. Together, we are working to revalue rail in the hearts and minds of the traveling public.

With an investment of £7.5 billion, we're transforming 2 million journeys a week and over 100million a year. But it isn't just our journeys that are changing. It is our people.

Cultural change is a key driver, as we shift from a service-focused business to one that emphasises improving the whole customer experience. Our challenge is to shift old habits, mindsets and behaviours to new ways of working.

WesternLines plays a key part. As well as sharing information, it celebrates colleague's delivery of great experiences for our customers, cementing a social norm for new behaviours.

Each publication:

- Outlines transformation milestones, highlights people behind projects, links to the wider business priorities
- Recognises colleagues who adopt new ways of working
- Celebrates colleagues who live GWR values
- Is relevant for front line colleagues and helps them understand the bigger picture and their role within it.

The entry edition from November 2017 supported a specific business aim of reminding colleagues that together we were creating history by realising the benefits of our

transformation. We wanted them to feel proud of being part of GWR and confident in our future. Appendix 1

WesternLines objectives:

- 60% of colleagues to agree that WesternLines gives relevant and useful information
- 90% of colleagues to read WesternLines

Overall outcomes

Support improved 2017 Your Voice scores of colleagues who:

- feel proud to work for GWR
- recommend GWR as a place to work
- have confidence in the long-term success of our future

Rationale behind publication, including research and planning:

Audience insight:

Colleagues in GWR are mobile, working in offices, depots, stations and on board at locations from Swansea and Penzance to Paddington to the Cotswolds and the London Thames Valley. Appendix 2

At mid-point of the transformation we knew that colleagues were weary, frustrated with the volume of challenges and that morale was dipping. The Executive team was concerned that colleague engagement was dropping, along with confidence in our future.

The colleague survey scores in 2016 showed that:

- Overall engagement was 77%, up seven points from 2015
- 72% of colleagues were proud to work for GWR down two points from 2015
- 79% would recommend GWR as place to work, up two points from 2015
- Confidence in long term success was down one point from 2015 to 54%

The next survey was taking place in November 2017. See Appendix 3.

The Internal Communications review in Spring 2017 evidenced WesternLines was well read and well thought of by colleagues, 90% who took part in the survey read it, and 55% agreed it gave useful and relevant information.

Business challenge:

The first new Intercity Express Trains on high speed routes in South Wales and the West to Paddington went into service in mid-October with mixed reviews from customers and colleagues. It was an exciting and challenging time for everyone. Transformation isn't just

about new trains, there are lots of changes to services and ways of working, all aiming to improving the customer experience. There was, and still is, lots going on.

We knew we had an opportunity with WesternLines to do something different to help address the concerns of the Exec and help colleagues understand the bigger picture, as well as feel engaged and have confidence in our future.

Strategy and tactics, including creativity and innovation:

We decided on a special edition that celebrated the stories of the people behind the projects. Using the GWR Famous Five marketing campaign artwork we branded the publication 'Our Greatest Journey Yet'.

With a pull-out page at the front we brought the publication life by using AR links to additional content, like longer interviews and short films. The home address insert replicated the cover for added impact.

We featured the whole business and included photographs of as many people as possible. We followed the layout of the usual publication and presented stories in a range of ways, using infographics, and interviews with teams.

Understanding our audience, we included a pull-out map of all the changes to fleet (one for the train spotters!) and we used the Ask the MD feature to tackle some tough questions and bust circulating myths. Appendix 4

Implementation of tactics:

July – initial planning meeting with IC team and external designers

September – interviews and copywriting; critical review

October - approval of content, design, artwork and proof

November - print and distribution; debrief and learn lessons

Measurement and evaluation, including engagement of target readers:

Content was balanced and included all regions and areas of the business. It all linked to wider business priorities and involved and celebrated colleagues who are living the GWR values. Appendix 5.

Baseline IC review results from 2017 showed that 55% of colleagues surveyed agreed that WesternLines gives relevant and useful information about GWR and that it was read by 90%.

Both results improved in 2018's review with 68%, up 13% (target 60%) of colleagues surveyed agreed that WesternLines gives relevant and useful information about GWR and it is read by 93%, up 3% (target 90%) of colleagues surveyed. Appendix 6.

See Appendix 7 for colleague comments.

Business objectives

Despite concerns about morale and lack of engagement, the 2017 Your Voice survey carried out as WesternLines was published showed:

- overall engagement was 79%, up two points from 2016
- 75% of colleagues were proud to work for GWR, up 3 points
- 80% of colleagues recommend GWR as place to work, up 1 point
- Confidence in long term success was up four points from 2016 to 58%. See Appendix 3

Budget and cost effectiveness:

The IC team: project management, research, interviews, copywriting.

Photography: £1000

Design, print/postage for 6,200 copies: £13,800

AR app: £250

Total cost: £15,050. Cost per colleague: £2.43