BETTER RAIL STATIONS

An Independent Review Presented to
Lord Adonis, Secretary of State for Transport

By Chris Green MA Oxon, FCIT
and Professor Sir Peter Hall FBA Hon MRTPI

November 2009

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REMIT

Objective
To advise the Government on ways to improve stations, focusing on getting the basic facilities right as well as considering the broader role of stations in the future.

Geographical scope
England and Wales, recognising that specifying and funding certain rail and station services is 'devolved' to the Welsh Assembly Government, Merseytravel and Transport for London.

Remit
The review should consider and recommend:

(i) The minimum levels of service that should be set at stations, appropriate to their passenger flows, so that passengers feel confident that stations will meet set standards;

(ii) How developments such as better station management, future franchise agreements, Network Rail initiatives and longer term investment can help to deliver better stations; and

(iii) What else can be done to enhance stations as transport interchanges and community institutions?

Proposed composition of reference group

The stations review is to be led by two 'station champions', Chris Green and Sir Peter Hall who are being engaged in a personal capacity. They will seek advice from the Joint Stations Board (comprising Network Rail and train operators) and other key stakeholders such as Passenger Focus and Cycling England.

Any recommendations for additional expenditure at stations operated by Network Rail will be made by Sir Peter Hall alone, given Chris Green's position as a non-executive director of Network Rail.

Timescale and Reporting arrangements
The station champions will report by 1st December 2009
DfT will provide the secretariat function for the Review

INTRODUCTION

There are over 2,500 stations on the national rail network. Most of these stations are over one hundred years old and 15% of them are also Listed Buildings, requiring additional care and funding. 2.6 billion passengers[1] pass through these stations every year, a third of whom are occasional travellers. London Victoria, Liverpool St, Waterloo and Euston *each* handle more passengers daily than the whole of Heathrow Airport.

Britain's stations are divided into six categories with almost half falling into the unstaffed group, which account for only 2% of daily journeys. The Department for Transport specifies and funds all stations in England, other than Merseytravel and Transport for London. Network Rail is landlord for virtually all the stations and has a building organisation that is funded to maintain, repair and renew this huge asset portfolio.

Network Rail leases out the daily operation of almost all the stations to the franchised train companies through station leases. These companies operate the station, deliver face-to-face customer service, develop the facilities and carry out light maintenance and repairs. Network Rail retains a landlord's involvement in property development at all stations. Network Rail also remains the station operator at the eighteen large 'Managed Stations', primarily because of the scale of the retail and commercial developments.

Stations cannot be seen in isolation – they are part of the total journey experience. This was dramatically demonstrated to us in Spain where the new high speed lines offer a consistent world-class travel experience from modern stations to modern trains and re-generated cities. Stations are deeply entwined with their local community and effectively act as the gateway to both town and railway. They leave passengers with their lasting impressions of both – a dilapidated station is bad business for both town and railway.

The last decade has seen the rail industry focus successfully on restoring reliability and investing in a record number of new trains. The next decade should build on this foundation to deliver the total journey experience – but to do this it will have to focus more on its stations.

We have structured our review to address the three key outputs proposed in our remit: consistent standards, smart delivery and long-term vision. We have also built on the excellent library of consumer research now available from Passenger Focus. Our team visited all the large stations and a wide cross section of the medium and small stations.

We took evidence from a wide range of stakeholders both inside and outside the rail industry, and we would thank all these organisations for their time, advice and support. The overwhelming impression from our interviews was one of highly professional managers committed to improving their stations. Where there were concerns, they were invariably over the frustration of not being able to do more, faster.

[1] 1.3bn *return* trips per annum

We have been guided by a Reference Group of stakeholders which greatly helped our understanding of a complex industry. This included representatives from Network Rail, the Association of Train Operating Companies, Passenger Focus, Cycling England and the Department for Transport. We benchmarked our findings through study tours to the Swiss and the Dutch railways, together with shorter visits to the German, French, Belgian and Spanish railways.

We hope that this Review will provide a useful lead into the forthcoming Network Rail stations consultation through its Route Utilisation Strategies (RUS) process. This will give the industry more opportunity to debate specific long-term investment in future station access, facilities and trading in time for the next five year funding cycle.

Finally, we would also like to record a special vote of thanks to our small team - Deborah Richards of Travel Point Trading, David Jones, customer service consultant, together with Sharon Goodsell and Mike Biskup at the DfT - for their tireless support in researching and editing this study.

The conclusions represent our independent view of how stations could be improved to deliver the total journey experience and we would emphasise that we have both been acting in a private capacity and that the views and recommendations expressed are ours alone.

Chris Green
Professor Sir Peter Hall

EXECUTIVE SUMMARY

Only two thirds of customers are satisfied with Britain's stations. This is a mediocre result, and a demanding service industry should be seeking to lift this to at least the Overall Satisfaction level of 80%. The passenger's first priority is clearly the journey itself; but a smart, modern station is an important adjunct which can make or break the public transport experience.

The customer requirement is for easy access through a safe and pleasant station environment. The cause of the dissatisfaction is not face-to-face service - which is highly rated when provided - but the physical station facilities, which are only scored at 50% satisfaction. If stations are to be improved, the solution must lie in finding affordable ways of bringing their facilities and environment up to a consistent modern standard.

We recognise that additional funding will be very limited up to 2014 and we propose that the time is used to introduce minimum station standards into every new franchise and exploit all existing funding channels to prioritise the problem stations we have highlighted. Beyond 2014, we propose a ten year catch-up period for stations to bring them up to the standard of the modern train fleets.

We suggest that this two-part strategy is delivered in the following ways:

Key Recommendations

A. We have developed detailed Minimum Station Standards for each station category and recommend that these should be made a mandatory requirement in all future franchise specifications to help to deliver an 80% station satisfaction.

B. We find that the National 'B' Interchange stations are not adequately funded to meet the Minimum Standards and represent the biggest 'gap' in station consistency. We have reviewed this group in detail and recommend the top ten priority stations for priority funding through imminent franchise tenders, supplemented by a new 'Challenge Fund'.

C. We recommend that the current spending rate on station upkeep and improvement should be stepped up by 25% for the ten years 2014 – 24 to approx £800m per annum to catch up on the backlog of nineteenth century buildings awaiting upgrading. Total station funding is running at approx £600m per annum for the current five year plan, but this is only sufficient to hold most stations at their current condition.

D. The access to stations is becoming an obstacle to further rail growth and we recommend the creation of 5,000 cycle spaces per annum, together with 10,000 additional car parking spaces per annum. The car parking should be self-funding over the life of the assets.

E. Rail stations cannot be planned in isolation and should be developed as transport hubs in close cooperation with local authorities, PTEs, Transport Authorities and Local Planning Authorities. The 'Manual for Streets' should be revised at an early date to offer better access to stations for pedestrians, cyclists and public transport.

Detailed Recommendations

Consistent Standards

1. The rail industry should aspire to achieve an 80% Station Satisfaction score over the next five years that matches the existing 'Overall' Satisfaction rating

2. The station priorities should be focused on improving Access, Information, Facilities and Environment in future franchises

3. The National Passenger Survey should provide a more detailed breakdown of 'Station Facilities' to help drive improvements

4. The existing six station categories are fit for purpose and should be retained as amended in Annex C. They should be owned and updated annually by Network Rail as landlord and all train companies should adopt the same six categories henceforth for consistency

5. The 'B' category of stations should be re-titled *National 'B' Interchanges* to focus attention on their core role. The 'C' and 'F' categories should be sub-divided to create more flexibility, as proposed in Annex C

6. The proposed Minimum Standards in Figure 8 should be adopted for each station category and these should be owned by the DfT as the franchise specifier and reviewed with each five year plan

7. Station name signs should use henceforth the standard format proposed, to avoid expensive re-branding when franchises change ownership

8. Minimum Station Standards should become mandatory in all future franchise tenders, to deliver a more consistent station experience and should be published as a public document and reviewed before each five year plan

9. The Minimum Station Standards, together with the 80% Station Satisfaction targets, should become franchise KPIs and should include firm commitments to year-by-year incremental improvements

10. The KPIs should be self-audited by the operators using third party evidence, and the DfT should commission occasional process audits. Penalties should be paid as additional investment in stations

Funding the 'Gaps'

11. The 'A' stations are adequately funded to deliver the Standards, but special action is needed at London Waterloo, where the DfT and Network Rail should take the lead in bringing the various partners together to create an agreed master plan with staged outputs over the next ten years

12. The 'B' stations are *inadequately* funded to deliver the Standards and represent the prime 'gap' in consistency. Ten 'B' stations have been identified for inclusion in imminent franchise tenders or for priority funding

13. The 'C' to 'F' stations should be progressively brought up to minimum standards through franchise tenders. Additional catch-up should be provided beyond the current five year funding by extending both the *National Stations Improvement Programme* (NSIP) and *Access for All* funding beyond 2014

14. This extended NSIP-2 funding beyond 2014 should include a one-off initiative to remove redundant buildings and to upgrade the remaining station facilities

Better Access

15. Station car park investment should be minimised in inner city areas with good public transport and cycling access. Investment in Station Travel Plans should be focused on other areas where demand indicates that an additional 10,000 spaces per annum should be created over the next ten years on a self-funding basis. Longer term parking plans should be reviewed in the RUS Stations Study

16. Certainty of parking should be offered through a new 'Premium Parking' scheme which would allow passengers to reserve a space at railhead car parks in advance, for both long distance and commuting journeys

17. Cycle access should be targeted to double at individual stations over the next five years – with a national target of 5% of passengers cycling to stations. This should be achieved through the specification of secure storage and extension of the cycle hub concept in future franchises, and through joint initiatives with local authorities to create segregated cycle routes. These initiatives should be reviewed after two years of experience

18. Public transport access should be improved through a closer partnership with local authorities and bus operators, to encourage the re-location of bus stations closer to railway stations and to provide seamless bus/rail ticketing. PlusBus should be accepted by all bus, tram and PTE operators and City Shuttle services should be encouraged at all main stations

19. Taxi access from large stations should be accelerated by adopting the Singapore Airport use of 'loading islands' where space can be made available

20. Disabled access is required for all train fleets by 2020, and Britain should match this EU directive by also making all 'A' to 'D' stations accessible by the same date. This will require the *Access for All* funding to be extended by a further five years. There should also be one telephone number for 'Assisted Travellers' to ring.

21. Customer security concerns at the smaller stations should be met through the measures in the Minimum Station Standards, supported by a policy of creating more community activity on stations

Better Management

22. A strategy should be developed to capture a potential 60% increase in station trading worth up to £44m pa at 'A' – 'C' stations. This should help to fund station improvements, and the industry's forthcoming Route Utilisation Strategy (RUS) Stations Study could usefully address these opportunities in more detail

23. Train companies are encouraged to experiment more widely with joint Ticket-and-Shop' convenience stores, where the retailer sells rail tickets at the check out

24. Funding beyond 2014 should recognise that the current rate of investment is inadequate to convert the large stock of Victorian stations into modern stations that match the new train fleets. NSIP-2 and NSIP-3 'catch-up' programmes will be needed beyond the Minimum Standards, backed by a 25% step-up in the current rate of station investment for the ten years 2014-24

25. The forthcoming Route Utilisation Study consultation into Stations should be used to follow through the long-term upgrading and funding of station facilities and to identify the detailed priorities in each category in time for the 2012 funding discussions (HLOS)

26. A detailed study should be commissioned to identify the wider social-economic benefits for better stations in time to influence the next five-year funding discussions

27. The 2009 Southern Franchise Agreement should be adopted as the template for the future and the relevant proposals in this review should be incorporated into this model

28. Network Rail should take the lead in presenting the rail industry with a comprehensive plan within two months for further improving the management of stations across the industry. The issues addressed in the plan should include:
    a) Making station upgrades easier
    b) Making station upgrades cheaper
    c) Creating more responsive regional property teams
    d) Reviewing the role and operations of Managed Stations

Long Term Vision

29. The DfT, in cooperation with Communities and Local Government, should revise the '*Manual for Streets'* with a new chapter on planning for integrated networks of urban streets around stations, prioritising pedestrians, cyclists and public transport. The rail industry, transport authorities and local planning authorities should cooperate in revising Local Development Frameworks to include such integrated street networks with urgency

30. The large stations should become the Hubs and Super Hubs for transport activities in their area. They should become the natural place to locate bus/tram stations which could also include Bus Rapid Transit routes to outer interchange stations incorporating local bus feeder services, cycle storage and Park & Ride car parks at the edge of towns

31. The medium and small stations should evolve into community hubs, providing local services such as small supermarkets, collection points for undelivered mail, sub post-offices and community services

32. The Super Hub stations should become the focus for large-scale mixed-use developments. Planning these developments should begin now, ready for the opportunities that will arise as the economy grows again

Conclusions

This Review seeks to point the way to better station facilities for a growing rail demand over future decades. We would hope that the Department for Transport and the rail industry will take this work forward to ensure that it culminates in a programme of improved station facilities for customers, supported by a clear partnership with local planning authorities to provide better long-term transport interchanges.

PART A
CONSISTENT STANDARDS

Utrecht Zuilen

1. CUSTOMER PERSPECTIVE

1.0 The Big Picture

Passenger Focus publishes the National Passenger Survey bi-annually based on a survey of 26,000 passengers across all train companies. Their latest research is presented in Fig 1 and shows that customers expressed an 81% satisfaction with their overall journey experience, but only a 65% satisfaction with their station experience. Satisfaction with stations has risen by almost 2% since 2007, but the more frequent travellers remain the least satisfied, with commuters scoring their stations as low as 60%.

1.1 Consistent Branding

Consumer expectations are rising steadily and there is a belief that large brands will provide consistent and predictable standards. These brands manage customer expectations by introducing sub-brands (Tesco Metro v Express etc). At rail stations, the sub-brands are potentially the six station categories, but there is unfortunately no clear set of station standards to go with these categories. What should passengers expect at an interchange station? Can they be sure of catering, toilets and lifts? The rail industry is currently raising its game with modern train fleets, but stations of similar size still have widely different facilities and environments.

Figure 1 Customer Satisfaction

%	Total	Commuter	Business	Leisure
Overall Satisfaction	81	74	84	88
Station Satisfaction	65	60	66	71

National Passenger Survey Spring 2009

Part of the problem seems to lie in the inconsistency of the product. For example, satisfaction scores for train companies range from 78 to 54%, and satisfaction between the station categories range between 68 and 46%. Satisfaction with personal service at stations (how staff handled requests) is rated at 82% - but station facilities only score 50%. A quality rail network has to deliver a far more consistent product.

Customers' top importance rating will always be for a safe and punctual train journey, but they also rate three station attributes in their top ten requirements, and these are rising in importance now that punctuality is being consistently achieved. We recommend setting a station satisfaction target of 80% in line with the Overall Satisfaction score to focus more attention on improving station standards. One commuter franchise has recently committed to similar targets over five years.

1.2 First Impressions Count

Research also confirms the importance of first impressions. Northern Rail conducted market research before and after modernising four of their stations and this demonstrated just how far passengers are both aware and appreciative of improvements. The case study below shows the impact of a station upgrading, with satisfaction levels shooting up from 48 to 76% and income rising by 3%. The best justification for investing in station upgrading should lie with the consumer, and 'Before and After' customer research should become the norm for all significant station schemes with a review of lessons learnt.

1.3 What Needs to be Done?

If rail travel is to become the mode of choice over air and road, rather than a forced sale, passengers will demand much higher levels of comfort, convenience and environment from their station facilities. Consumer Research can help to identify the consumer priorities for station upgrading. For example, the main areas of dissatisfaction with stations in the 2009 Faber Maunsell research were not with face-to-face customer service, but with physical facilities such as shabby environments, deteriorated stations and lack of real-time information.

Passenger Focus research breaks down the 65% Station Satisfaction score as shown in Fig 2. This shows that customers want to see improvements in environment and facilities together with the maximum possible staff presence. It is encouraging to find railway staff scoring such high marks, but equally disturbing to find the provision of basic facilities and car access receiving the worst customer ratings. A number of important investment issues such as toilets and catering are hidden in the overall 'Facilities & Services' score and we would recommend that future research should break 'Facilities' down further to help identify the remedial action.

Case Study: Rochdale Before and After

Northern Rail conducted 'Before and After' research when upgrading ticketing and waiting facilities at four of their stations. The average satisfaction for the four stations rose from 61 to 72%, but Rochdale had the most thorough upgrade and its satisfaction rose from 48 to 76%. Even more encouragingly was a halo effect from the upgrade in which customers perceived *all* other attributes to have improved even if they had not been changed (eg staff helpfulness rose from 74 to 82%).

The train company identified an increase of 2.6% in income at Rochdale following these improvements and 3% at Harrogate. They now use these results, together with the new 2009 Passenger Demand Forecasting Handbook predictions for improved facilities, to help support future investment.

Figure 2 Satisfaction by Station Category

Attributes above 65%	%	Attributes below 65%	%
How staff handled requests	82	Overall environment	64
Information on train times/platforms	78	Upkeep of station buildings/platforms	63
Connections with other transport	73	Personal security at station	63
Ticket buying facilities	72	Availability of staff at station	58
Attitude/helpfulness of staff	69	Facility & services	50
Cleanliness	69	Car parking	44

Passenger Focus Spring 2009

1.4 Satisfaction by Station Operator

Passenger Focus was also able to provide an analysis of satisfaction by train operator and Fig 3 shows how valuable this can be in identifying where the future station investment should be focused. Two companies are already close to our 80% station satisfaction target, whilst eight companies are operating stations below the 65% satisfaction average. Our visits confirmed that the investment priority should lie in helping the low-rated routes to remedy their inheritance of ageing facilities.

1.5 Satisfaction by Station Category

Fig 4 analyses customer attitudes to the six station categories and shows, unsurprisingly, that satisfaction is highest where the range of facilities is greatest and then falls away steadily. Whilst the whole base needs to be raised towards an 80% satisfaction level, there should be concern over the exceptionally low 46% score at the unstaffed 'F' stations.

Figure 3: Satisfaction by Station Operator

No.	Operator	Satisfaction %	No.	Operator	Satisfaction %
1	NX East Coast	78	10	Arriva Trains Wales	64
2	Chiltern Railways	77	11	Southern	62
3	First TransPennine	74	12	South West Trains	62
4	First ScotRail	73	13	Southeastern	61
5	East Midland Trains	71	14	NX East Anglia	61
6	Virgin West Coast	70	15	London Midland	60
7	First Great Western	69	16	First Cap Connect	59
8	Merseyrail	68	17	Northern Rail	58
9	c2c	65	18	London Overground	54

National Passenger Survey Spring 2009

London Overground (LOROL) now has robust TfL station funding for its inner suburban stations and Southern has made significant investment commitments in its recent re-franchising. But both Northern Rail and Arriva Trains Wales franchises were let with virtually no capital investment despite having over 700 stations between them – virtually as many as the Swiss national network - and many in dire need of improvement.

They are clear priorities for additional investment until the underlying problems can be addressed in future franchise re-bids.

The concern is that unstaffed stations represent half the station stock in the country and these modest stations should be capable of quick and proportionate improvements. Unstaffed stations can win high approval levels if kept smart and secure, as DLR, First ScotRail and Dutch Railways have proved, to name just three exemplars we visited. They just need a different funding strategy compared to the larger staffed stations.

Figure 4: Station Satisfaction by Category

Above 65% Average	%	Below 65% Average	%
National Hub A Stations	68	Medium Staffed D Stations	62
Regional Hub B Stations	66	Small Staffed E Stations	60
Large Feeder C Stations	65	Unstaffed F Stations	46

Passenger Focus 2009

1.6 Managed Stations

Eighteen of the National Hub 'A' stations are operated by Network Rail and generally get high NPS scores. Network Rail also commissions its own more detailed station research through Pragma, and whilst this operates on a slightly higher scale than NPS, it confirms a consistently high satisfaction at the Managed Stations as Figure 5 shows:

1.7 Ingredients for Success

We conclude from this, and other supporting research, that future station standards and investment should be focused on four core areas to maximise satisfaction levels - Access; Information; Facilities and Environment. We believe that the consistent delivery of these attributes across the network will lead to 80% Customer Satisfaction for stations – or better.

Figure 5: Customer Overall Satisfaction

Managed Station	Satisfaction %	Managed Station	Satisfaction %
Leeds	86	Birmingham New Street	77
Glasgow Central	85	Edinburgh	77
Manchester Piccadilly	85	London Charing Cross	77
Liverpool Lime Street	84	London Victoria	77
Gatwick Airport	82	London Fenchurch Street	76
London Liverpool St	81	London Kings Cross	75
London Paddington	81	London Bridge	74
St Pancras International	79	London Waterloo	72
London Euston	78	London Cannon Street	64
		Average Score	**78**

Pragma February 2009

We recommend that:

RI The rail industry should aspire to achieve an 80% Station Satisfaction score over the next five years that matches the existing Overall Satisfaction rating

Action: DfT/NR/TOCs

R2 The station priorities should be focused on improving Access, Information, Facilities and Environment in future franchises

Action: DfT/NR/TOCs

R3 The National Passenger Survey should provide a more detailed breakdown of 'Station Facilities' to help drive improvements

Action: Passenger Focus

2. MINIMUM STANDARDS

2.0 Station Categories

Station Standards need to be built on a robust station categorisation. Fig 6 shows that there are over 2,500 stations in Britain - with the top 4% accounting for 57% of all rail trips. At the other end of the scale, almost half of the nation's stations fall into the Unstaffed 'F' category which account for just 2% of the journeys. This makes it very important that the station portfolio is well categorised so that scarce funding can be targeted in some proportion to the stations' role and usage. The stations were classified into six categories (A – F) at rail privatisation in 1996 on the basis of passenger footfall and annual income. A full list of individual stations is shown in Annex C. The categorisation is owned by Network Rail as landlord and is used to manage asset condition, maintenance and renewals as well as to prioritise customer enhancements. Fig 6 is based on our revised station allocations in Annex C and these will be used henceforth throughout this Review for consistency.

2.1 Number of Categories

We have reviewed the existing station categories both in consultation with the UK rail industry and with operators in other countries. We found that German Railways has six categories for a larger network than Britain; Switzerland has four categories for a smaller system; Holland effectively has three categories for a still smaller network, but chooses to subdivide each category.

Our interviews within the UK rail industry did not reveal any great appetite for radical changes to the existing six category system. The categories are logical and identify the very different station products that exist within the national rail network. They also match other large European benchmarks. It would be possible to argue for three categories - Major, Medium and Small – but this would produce huge variations within each category and make any linkage to minimum standards unnecessarily expensive.

Figure 6: Station Analysis

Description	No. Stations	%	Av Daily Passengers (per station)	% of Customers	Criteria (per annum)
A. National Hub[2]	25	1	90,000	42	Over 2m trips: over £20m
B. National Interchange	66	3	13,000	15	Over 2m trips: over £20m
C. Important Feeder	275	10	5,000	20	0.5 – 2m trips: £2-20m
D. Medium Staffed	302	12	2,500	13	0.25-0.5m trips: £1-2m
E. Small Staffed	675	27	700	8	Under 0.25m trips: under £1m
F. Small Unstaffed	1,192	47	100	2	Under 0.25m trips: under £1m
Total	**2,535**	**100**	**111,300**	100	

Association of Train Operating Companies (ATOC) and National Audit Office

Case Study: Swiss station categories

The 798 Swiss stations are categorised into four groups which reflect footfall:

A Major	9	Major 'RailCity' station with big developments
B Large Regional	23	Big regional interchanges but less development
C Middle Stations	217	Large suburban station minimum 1m CHF (£0.6m)
D Small Stations	549	Unstaffed with redundant buildings demolished
Total	**798**	

This categorisation works well for the Swiss network and their A, B and C categories are similar to Britain. However the British network is three times bigger and needs more categories for its much wider range of commuter and rural stations

[2] Includes 18 Network Rail Managed stations and 7 franchised station (Annex C)

We therefore propose that the existing six categories are retained with the following adjustments:

- Regional Hub 'B' Stations to be re-named National 'B' Interchange stations to better reflect the role of the majority of these important stations. They tend to lie in the shadow of the high-earning 'A' stations and are under-invested for their daily role as major transport interchanges.

- Categories 'C' and 'F' to be sub-divided to reflect the wide range of stations in each category. This has been requested by both train companies and the DfT to avoid applying standards wastefully at lesser used stations. We have provided an initial split of both 'C' and 'F' stations in the new 2009 Station List in Annex C with the advice of train companies.

- Just over a hundred individual stations have changed categories to reflect changed circumstances (e.g. unstaffing). Footfall and income are not always sufficient to put stations into sensible categories for minimum standards and we have reviewed the entire portfolio with stakeholders to weight stations for their role and location. The resulting changes are identified in Annex C.

- At the top end, Cardiff Central becomes a National Hub 'A' station and some large stations move from 'A' to 'B' to better reflect their roles as Interchange stations (Crewe, Doncaster, Gatwick Airport, Preston, Reading, and Stockport).

We are aware that a few companies have introduced their own station category systems, but we recommend that all operators should adopt the national classifications henceforth to create a consistent foundation stone for future standards.

2.2 Consistent Standards

Customers have expectations of consistent retail standards from their contact with supermarkets, hotels, motorway service stations and airports. They are used to having their supermarket expectations sub-branded into Express, Metro or Superstore – and they would find it quite unthinkable that any of these brands would be presented for business with dilapidated buildings, peeling paint, graffiti or inadequate toilets and car parking.

The same applies to customers on the railway network, where the six categories are effectively station sub-brands. Unfortunately these sub-brands have not been consistently developed and the result is a curate's egg in which adjacent stations can present extreme inconsistencies (e.g. Luton/Luton Parkway or Manchester Victoria/Manchester Piccadilly). Customer satisfaction has to be built around consistent standards of service and this will always be challenging in the rail industry with its legacy of Victorian buildings.

An example would be station name signage which is tending to fragment into different lettering styles and colours through individual branding. This lack of consistency makes it harder for customers to focus on the relevant information, and can cost up to £2m in re-signing when franchises change hands. We recommend that a standard name sign is adopted henceforth as proposed in Figure 9.

Barnsley Bus-Rail Interchange

Case Study: Station Standards

There have been several attempts to introduce station standards across the train companies, but these have never been fully successful.

- The Office of Rail Franchising (OFRAF) tried to impose minimum standards after 1996 but these were lightly enforced in the mistaken belief that train companies could be left to operate on a self-enforcing basis
- The Strategic Rail Authority (SRA) developed a *Modern Facilities at Stations* code in 2003 which provided gap funding for the more expensive renovations, but ran out of funding
- Passenger Focus published a Stations Report in 2005 which drew attention to the under-funding of stations
- The DfT strengthened minimum station standards in franchise agreements after 2004, but these were still not comprehensive and only came into force at renewal time. The 2009 Southern franchise finally brought more emphasis on station standards.

2.3 Minimum Station Standards

We found a general acceptance amongst train companies that a set of core standards is needed for stations. The suggestion was that these should be called 'Minimum Station Standards' as this would leave the individual train companies free to go further if they wished. For example, the minimum standard might require a heated waiting area at a major station, but the addition of a business lounge would be optional. Minimum Standards will also bring clarity to the landlord/tenant relationship at stations and will help Network Rail to understand the commitments that train companies have to deliver to their customers.

We propose that the DfT should introduce a set of Minimum Station Standards which can be applied progressively to each train company as they are re-franchised. We know that most train companies wish to bring their stations up to these standards in any case, and early delivery should score as a credit when re-bidding for franchises.

We also pay tribute to the work of the many Passenger Transport Executives, Transport Scotland, Transport for London and other independent operators, who have gone further and effectively developed 'maximum' station standards. These maintain the spirit of the Squire customer quality regime and go beyond our proposed Minimum Standards. We have studied the Squire standards with Transport Scotland, TfL and LOROL and we have incorporated many of their core standards. We hope that they will recognise these Minimum Standards in the spirit of a national base-line, whilst continuing to exceed them in their own regimes.

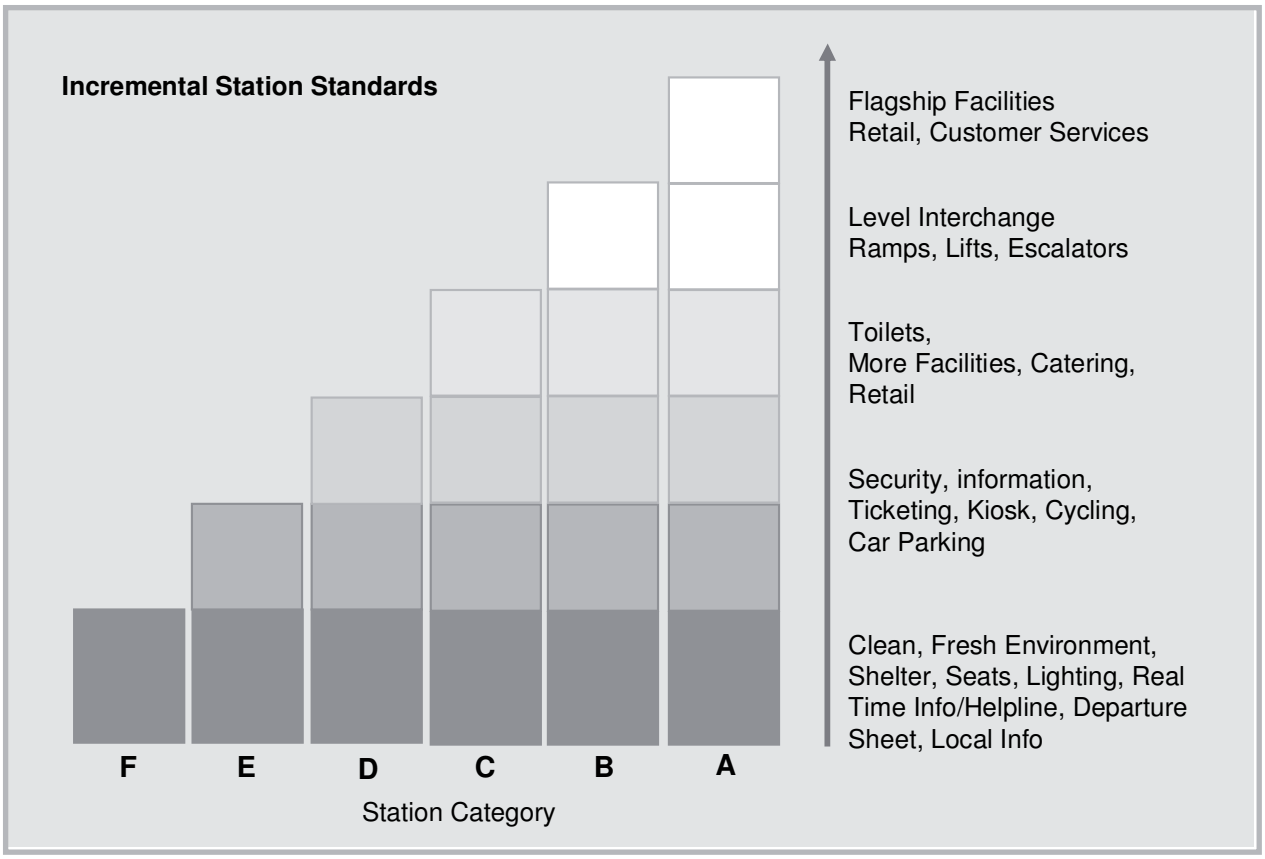
We have consulted all station-operating train companies together with Network Rail on the proposed Standards, and we have visited a wide range of other providers from Swiss, Dutch and German Railways to TfL, Motorway Service Stations and Airport Authorities. There is a strong consensus that 'smart stations are smart business' - but also a recognition that 'smart' needs defining and funding through agreed standards. We have therefore built our Minimum Standards around the customer priorities for Access, Information, Facilities and Environment.

2.4 Incremental Standards

We have presented the Minimum Station Standards in an incremental way, as illustrated in Fig 7. The starting point is a small unstaffed 'F' station and the standards progressively rise up to the National Hub stations with their flagship facilities. We present our six proposed Minimum Station Standards in Figure 8, followed by detailed Explanatory Notes in Figure 9.

The Standards should be owned by the DfT as the franchiser and should be reviewed and updated with every five year plan. The Station Lists should be owned by Network Rail as the landlord and should be updated annually with the rail industry.

Figure 7: Incremental Standards



We recommend that:

R4 The existing six station categories are fit for purpose and should be retained, as amended in Annex C. They should be owned and updated annually by Network Rail as the landlord and all train companies should adopt the same six categories henceforth for consistency

Action: NR/TOCs

R5 The 'B' category should be re-titled *National 'B' Interchange* to focus attention on their core role. The 'C' and 'F' categories should be sub-divided to create flexibility, as proposed in Annex C

Action: NR

R6 The proposed Minimum Station Standards in Figure 8 should be adopted for each Station category and these should be owned by the DfT as the franchise specifier and reviewed with each five year plan

Action: DfT/ORR/NR

R7 Station name signs should henceforth use the standard format proposed, to avoid expensive re branding when franchises change ownership

Action: TOCs

FIGURE 8: MINIMUM STATION STANDARDS

These are Minimum Station Standards - the start point is a basic unstaffed 'F' station - each category adds incrementally to the previous one - incremental items are shown in bold print when they first appear - for details see Fig 9 Explanatory Notes

F: Unstaffed Station

Sub-divided into F1 and F2 (below 100,000 journeys per annum)
See Fig 9 for Explanatory Notes

Access

Street direction signs	Station signed from main road(s) with local authority
Station signs	Standard signing in Brunel alphabet
Totem Pole	Rail symbol and station name (+ PTE/TfL symbol where required)
Cycle Parking	Where practical minimum 4 cycle racks at F1
Car Parking	Where practical small car park at F1

Information

Real-time information	Indicator(s) with real-time information
Help-Point	Both *Emergency* and *Information* buttons
Train service	Poster with all current train services and engineering work advice
Local information	Local road map & useful information (e.g. bus/taxi phone numbers)
Useful information	Mandatory rail industry information including 'contacts' details

Facilities

Ticket machine	At all FI stations unless derogation or PayTrain operation
Lighting	Adequate to give security on approaches/platform
Shelter or canopy	On each platform with a scheduled service
Seating	On each platform with a scheduled service (minimum 8 seats F1)

Environment

Cleaning	Station regularly cleaned & graffiti free: litter bins
Maintenance	Prompt repairs & kept well painted
Smart Environment	Station approaches look smart & buildings used or demolished

E: Small Staffed Station

See Fig 9 for Explanatory Notes
Bold print highlights an additional / enhanced feature in this category

Access	
Cycle Parking	**Space for up to 5% of joining passengers**
Car Parking	**Space for up to 15% of joining passengers (except inner city stations)**
Bus information	**Displayed in or near station entrance (where practical)**
Taxis	**If no taxi rank, phone number(s) prominently displayed**
Street direction signs	**Station signed from main road(s) and pedestrian/cycle routes**
Station signs	**Standard signing in Brunel alphabet and pictograms**
Totem Pole	**Rail symbol and station name (+ PTE/TfL symbol where required)**

Information	
Real-time information	Indicator(s) with real-time information
Help-Point	Both *Emergency* and *Information* buttons
Train service	Poster(s) with current train services and engineering work advice
Local information	Mandatory local road map & useful information (e.g. bus/taxi phone numbers)
Useful information	Mandatory rail industry information including 'contacts' details

Facilities	
Staffing	**Part-time presence with opening hours published for ticketing**
Clock	**Each platform with scheduled service (discretionary if built into CIS)**
Seating	**On each platform with a scheduled service minimum 12 seats**
Staff accommodation	**Smart and well cared for**
Ticket machine	Unless derogation
Lighting	Adequate to give security on approaches/platform
Shelter or canopy	On each platform with a scheduled service

Environment	
Cleaning	**Station regularly cleaned & graffiti free: litter bins (at least daily)**
CCTV Security	**Station platforms**
Maintenance	Prompt repairs & kept well painted
Smart Environment	Station approaches look smart & buildings in use or demolished

FIGURE 8: MINIMUM STATION STANDARDS

D: Medium Staffed Station

See Fig 9 for Explanatory Notes
Bold print highlights an additional / enhanced feature in this category

Access	
Taxis	**Well-signed taxi rank outside station if possible**
Street direction signs	Station signed from main road(s) and pedestrian/cyclist routes
Station signs	Standard signing in Brunel alphabet and pictograms
Totem Pole	Rail symbol and station name (+ PTE/TfL symbol where required)
Cycle Parking	Space for up to 5% of joining passengers
Car Parking	Parking for up to 15% of joining passengers (except inner city stations)
Bus information	Displayed in or near station entrance (where practical)

Information	
Real-time information	Indicator(s) with real-time information
Help-Point	Both *Emergency* and *Information* buttons
Train service	Poster(s) with current train services and engineering work advice
Local information	Mandatory local road map & useful information (e.g. bus/taxi phone numbers)
Useful information	Mandatory rail industry information including 'contacts' details

Facilities	
Staffing	**Presence most of day with opening hours published for ticketing**
Assisted travel	**Wheelchair and boarding ramps if DDA accessible**
Ticket gates	**Supervised where installed and operational. Staff to give advice/help**
Toilets	**Appropriate for demand, smart & regularly cleaned to high standard**
Catering	**Vending machines for hot/cold drinks and cold snacks**
Clock	Each platform with a scheduled service
Ticket machine	Unless derogation
Lighting	Adequate to give security on approaches/platform
Shelter or canopy	On each platform with a scheduled service
Seating	On each platform with a scheduled service minimum 12 seats
Staff accommodation	Smart and well cared for

Environment	
CCTV security	**Station approaches and car / cycle parking**
Secure Station	**Secure Stations Accreditation**
Cleaning	**Station cleaned throughout the day & graffiti free: litter bins**
Maintenance	Prompt repairs & kept well painted
Smart Environment	Station approaches look smart & buildings in use

FIGURE 8: MINIMUM STATION STANDARDS

C: Important Feeder Station

See Fig 9 for Explanatory Notes
Sub-divided in C1 (mainline) and C2 (suburban)
Bold print highlights an additional / enhanced feature in this category

Access	
Station Travel Plan	**Lead local authority/PTE in agreeing local access plan (C1)**
Cycle Parking	**Space/secure storage for up to 5% of joining passengers**
Premium Parking	***Premium Parking* as well as parking for up to 15% of joining passengers**
Plus Bus	**Through ticketing promoted to local public transport**
Access for All	**Step-free access (with DDA surfacing) from entrance to platforms (C1)**
Street direction signs	**Comprehensive signing from main road(s) plus cycle/pedestrian routes**
Taxis	**Well-signed rank outside station if possible. 'Accessible Taxis' at C1**
Station signs	Standard signing in Brunel alphabet and pictograms
Totem Pole	Rail symbol and station name (+ PTE/TfL symbol where required)
Bus information	Displayed in or near station entrance (where practical)

Information	
Real-time information	**Indicators with summary screens and audible announcements**
Help-Point	Both *Emergency* and *Information* buttons
Train service	Posters with current train services and engineering work advice
Local information	Mandatory local road map & useful information (e.g. bus/taxi phone numbers)
Useful information	Mandatory rail industry information including 'contacts' details

Facilities	
Toilets	**Mandatory, open all day (C1) and well cleaned every 2 hours (hourly C1)**
Ticket Purchase	**Face-to-face purchase for most of service as agreed and published**
Catering	**At least 1 staffed unit at agreed core times (C1) + vending machines**
Retailing	**Best possible choice (C1) – possibly combined with catering unit (C2)**
Waiting Room	**On well used platforms**
Luggage trolleys	**Good supply with system to re-balance regularly (C1)**
Staffing	**Most of day (first to last train C1)**
Seating	**Plentiful with 50% under cover**
Ticket machines	**More than one machine to provide reliability**
Assisted travel	Wheelchairs and boarding ramps (if DDA accessible C2)
Ticket gates	Supervised where installed and operational. Staff able to give advice/help
Clock	Each platform with scheduled service
Lighting	Adequate to give security on approaches/platform
Shelter or canopy	On each platform with a scheduled service
Staff accommodation	Smart and well cared for

Environment	
Secure Car Park	**Park Mark Accreditation**
Secure Station	Secure Station Accreditation
CCTV security	Station, approaches and car / cycle parking
Cleaning	Station cleaned throughout the day & graffiti free: litter bins
Maintenance	Prompt repairs & kept well painted
Smart Environment	Station approaches look smart & buildings in use

FIGURE 8: MINIMUM STATION STANDARDS

B: National Interchange Station

See Fig 9 for Explanatory Notes
Bold print highlights an additional / enhanced feature in this category

Access	
Totem Pole	**Comprehensive external station signing & illuminated totem pole**
Access for All	**Full access from entrance to all platforms, including lifts if feasible**
Modal Interchange	**Bus / tram interchange where practical in or near forecourt**
Internal station signs	**Standard signing in Brunel alphabet with emphasis on large pictograms**
Cycle Hub	**Cycle Hub or secure store with combined storage for 5% passengers**
Street direction signs	Comprehensive signing from main road(s) plus cycle/pedestrian routes
Station Travel Plan	Lead local authority in agreeing local access plan
Premium Parking	Parking & *Premium Parking* for up to 15% of joining passengers
Plus Bus	Through ticketing promoted to local public transport
Bus Information	Displayed in or near station entrance (where practical)
Taxis	Well-signed taxi rank outside station with Accessible taxis

Information	
Real-time information	**Indicators with real-time information and summary screens inc bus/tram**
Help-Point	**Staffed facility in addition to an emergency button**
Train service	Posters with current train services and engineering work advice
Local information	Mandatory local road map & useful information (e.g. bus/taxi phone numbers)
Useful information	Mandatory rail industry information including 'contacts' details

Facilities	
Interchange (major)	**Escalators/lifts for heavy flows of encumbered people where feasible**
Interchange (minor)	**Lifts and ramps for lesser flows**
Staffing	**First to last train (platforms and face-to-face ticket purchase)**
Canopies	**At least half length of heavily used platforms**
Catering	**Best possible choice with at least one unit open for agreed core times**
Waiting Room	**On well used platforms. Must be available from first to last trains**
Assisted Travel	Wheelchairs and boarding ramps
Luggage trolleys	Good supply with system to re-balance regularly
Ticket gates	Supervised where installed and operational. Staff able to give advice/help
Toilets	Mandatory, open all day and well cleaned every hour
Retailing	Best possible choice – possibly combined with catering unit
Clock	Each platform with scheduled service
Ticket machines	More than one to provide reliability
Lighting	Adequate to give security on approaches/platform
Seating	Plentiful with 50% under cover
Staff accommodation	Smart and well cared for

Environment	
Secure Station	Secure Station Accreditation
Secure Car Park	Park Mark Accreditation
CCTV security	Station, approaches and car / cycle parking
Cleaning	Station cleaned throughout the day & graffiti free: litter bins
Maintenance	Prompt repairs & kept well painted
Smart Environment	Station approaches look smart & buildings in use

FIGURE 8: MINIMUM STATION STANDARDS

A: National Hub Station

See Fig 9 for Explanatory Notes
Bold print highlights an additional / enhanced feature in this category

Access	
Access for All	**Full access to all trains & facilities and Assisted Travel buggy**
Street direction signs	Comprehensive signing from main road(s) plus cycle/pedestrian routes
Totem Pole	Comprehensive external station signing & illuminated totem pole
Internal station signing	Standard signing in Brunel alphabet with emphasis on large pictograms
Station Travel Plan	Lead local authority in agreeing local access plan
Cycle Hub	Cycle Hub or Secure Store with combined storage for up to 5% of passengers
Premium Parking	Parking & *Premium Parking* for up to 15% of passengers outside London
Plus Bus	Through ticketing promoted to local public transport
Modal interchange	Bus/tram interchange where practical in or near forecourt
Bus information	Displayed in or near station entrance (where practical)
Taxis	Well-signed taxi rank outside station with Accessible taxis

Information	
Real-time information	Indicators with real-time information and summary screens incl bus/tram
Train service	Posters with current train services and engineering work advice
Local / Useful information	Mandatory local road map and useful information/telephone numbers
Useful information	Mandatory rail industry information including 'contacts' details

Facilities	
Flagship Ticket Shop	**Full range tickets/information with plenty of ticket machines**
Flagship Help/Info Point	**All companies information – staffed for most of day**
Flagship retailing	**Most of day**
Flagship catering	**Most of day – at least one unit first to last train**
Flagship toilets	**Toilets staffed all day with high cleaning regime**
Flagship Meeting Point	**For passengers requiring special assistance**
Flagship waiting rooms	**Quiet, secure area for any passenger to wait**
Flagship left luggage	**Screening and storage**
Assisted Travel	**Disabled buggies, wheelchairs and ramps readily available**
Interchange (major)	Escalators and lifts for heavy flows of encumbered people
Interchange (minor)	Lifts and ramps for lesser flows
Canopies	Long enough to spread passengers along platform – at least half length
Ticket gates	As required by train companies. Staff able to give advice/help
Luggage trolleys	Good supply with system to re-balance regularly
Clock	Each platform with scheduled service
Lighting	Adequate to give security on approaches/platform
Seating	Plentiful with 50% under cover
Staff accommodation	Smart and well cared for

Environment	
Security Control Room	**Visible security patrols**
CCTV security	Station, approaches and car / cycle parking
Cleaning	Station cleaned throughout the day & graffiti free: litter bins
Secure Station	Secure Station Accreditation
Secure Car Park	Park Mark Accreditation
Maintenance	Prompt repairs & kept well painted
Smart Environment	Station approaches look smart & buildings in use

FIGURE 9: MINIMUM STATION STANDARDS: NOTES

EXPLANATORY NOTES

Our recommended service delivery benchmarks are listed below

ACCESS STANDARDS

Bus Information

Displays must include a map showing location of bus stops and up-to-date timetables of all buses serving the station or nearby. A process to be in place, agreed with local authority / bus operators, for ensuring updated information / timetables are displayed promptly.

Car Parking

Car parks should be well lit and free from litter, overgrowth and weeds. They should have clearly marked car bays. Disabled parking bays should be highly visible, marked with 'hatched' areas and, not involve using a driver-operated barrier area if possible. Derogations should be procured to avoid more disabled bays than are needed. Pricing tariffs that favour car sharing are recommended.

Cycle Hub

Where provided, Hubs should offer a staffed facility for secure storage, repairs and hire on or adjacent to the station. Cyclists should be able to pre-book assured space.

Cycle Parking

Where no Cycle Hub is provided, aim is for racking in sheltered location where feasible. The area should be well lit and located as close as possible to the station entrance and should be easy to use by all passengers. All facilities should be monitored by CCTV (where practical at 'E' and 'F' stations). A standard disclaimer "cycles left at owner's risk" must be clearly displayed. Station staff should offer assistance to passengers using cycle facilities. Any cycle lockers provided must be accessible to station staff in an emergency. Cycle parking facilities should meet the Bike Parking and Security Association standards. Train companies / Network Rail should make best efforts to work with local authority / SUSTRANS to arrange cycle routes to the station.

PlusBus

All train companies must actively promote PlusBus inter-modal ticketing and include the scheme in their retail strategy. Bus links to the city centre etc should be well signed.

Premium Parking

Option for passengers to pre-book / pay for assured space – can be a secure compound within the existing car park or a separate facility.

Street Directional Signage and Station Travel Plans

Train companies / Network Rail are expected to work closely with local authorities to ensure good street directional signage at every station. Station Travel Plans should be prepared for all stations in C1 category and above.

FIGURE 9: MINIMUM STATION STANDARDS - NOTES

Station Signage
To ensure network consistency and reduced franchise costs, all signage should be in standard 'Brunel' script with white letters on a dark blue background. Thereafter, name signs should not be changed when train company ownership changes.

Large pictograms are to be encouraged to avoid multi-lingual signing and excessive wording. The Network Rail Architect has issued Design Guides for both Managed and Franchised station signing which should be expanded and included in Franchise Agreements. Any ownership branding should be on a strip immediately below station name signs, as adopted by many PTEs, local authorities and train companies already.

Taxis
Accessible vehicles should be available at 'C1' stations and above. When granting licences to use station ranks, train companies/Network Rail should explore ways to incentivise taxi operators to incrementally provide fully accessible vehicles.

INFORMATION STANDARDS
Real-time information is of prime importance to passengers and is especially important at the smaller unstaffed stations. Customer research carried out by the joint ATOC and Passenger Focus 'Passenger Information Strategy Group' (PISG) has shown that accurate and timely real-time information, for both passengers and staff, is absolutely vital during periods of train service disruption.

Help Point
'F', 'E' and 'D' stations
Long line public address not needed if electronic Help Point provided (on each platform with a scheduled service 'E' and 'D' stations) with Emergency button to a railway Control, and Information button to National Rail Enquiries. Must be operational at all times, with calls answered promptly and preferably within 30 seconds.

'C' stations
As for 'E' and 'D' stations above. In addition a signed, 'Customer Service' office, with an 'open door' policy whilst staff are in attendance, is recommended for passengers who may need assistance or information at the busiest times for travel.

'B' stations
Electronic Help Points on each platform with a scheduled service – with an Emergency button to a railway control room. In addition a staffed 'Help' / Information Point should be provided at 'B' stations. This can be a suitably signed office or a dedicated booth. An Information button is not required.

'A' stations
Electronic Help Points with Emergency button not required if platform staff are always in attendance and Flagship Help / Information Point is staffed first to last trains.

Real-time Information
Customer Information Screens (CIS) and audible announcements are customer priorities.

FIGURE 9: MINIMUM STATION STANDARDS - NOTES

'F' stations
Recommended application is a small WebCIS real-time indicator needing no hard wiring. It should show current time to save need for clock. Must be operational, regularly maintained and accurate.

'E' and 'D' stations
At least one CIS indicator on each platform with a scheduled service and in ticket hall / concourse. Platform clock(s) not required if built into CIS at 'E' stations. All must be operational, regularly maintained and accurate.

'C' stations
At least one CIS indicator and Departure Summary screen on each platform with a scheduled service – and in ticket hall / concourse. Summary screens should provide at least the next 45 minutes of departures and should not skip over to special notices. All must be operational, regularly maintained and accurate. Audible announcements must also be provided for most of the day. They can be automated or manual but must be timely and include information about delays / cancellations.

'B' and 'A' stations
At least two CIS indicators and one Summary screen of Departures on each platform with a scheduled service. Summary screens showing Arrivals and Departures provided in ticket hall / concourse. Summary screens should provide at least the next 45 minutes of Departures and should not flip over to special notices. All must be operational, regularly maintained and accurate. Audible announcements from first to last trains. High-volume train services should have automated announcements. Must be timely and include information about delays / cancellations.

Train Service
'A-Z' format for printed train Departures is preferred ('F', 'E' and 'D' stations), and mandatory for 'C', 'B' and 'A' stations. Displays at 'B' and 'A' stations should include at least the 'top 50' destinations, including interchange flows. Standard font size (to be determined) for industry consistency. Current / forthcoming Engineering Work information displayed for all train companies serving the station.

Useful Information
Mandatory Useful Information for all train companies serving the station (and Network Rail at Managed stations) should include local network map, contact details for Assisted Travel, British Transport Police, Customer Relations, National Rail Enquiries and Passenger Focus / London TravelWatch. 'Smartcard' validity information where appropriate.

FACILITY STANDARDS
Access for All
The expectation is that by 2014 all 'C1' stations and above will have level access to all platforms in some form and that a growing number of 'C2' and 'D' stations are equipped by 2020.

FIGURE 9: MINIMUM STATION STANDARDS - NOTES

Assisted Travel
Wheelchairs and boarding ramps (suitable for all types of train) provided in sufficient numbers to meet demand at 'D' and above which are DDA accessible. All ramps should be in good working order and well maintained. Staff should be familiar with the different types of ramps and how to use them. Training should enable staff to understand the different requirements of disabled passengers, including those with invisible disabilities. Staff should check with each individual what level of assistance they require. There should be a clearly marked reporting point for passengers who have pre-booked assistance. A low-access counter should be provided at ticket/enquiry office windows at upgraded stations.

Staff must keep a written record of all pre-booked assistance provided (including 'no shows') with the station Assisted Passenger Reservation System (APRS) records and should promptly notify train crew / destination station staff as appropriate of any un-booked assistance provided to passengers. Any special arrangements for pre-booked staffed assistance at 'E' and 'F' stations must be well publicised and included in industry systems that feed into APRS.

ATOC should be working towards a single freephone telephone number for disabled passengers to book assistance. Recent Passenger Focus research has revealed that customers can be confused and deterred by the current plethora of APRS booking numbers, particularly when passengers are making journeys with more than one train company.

Catering
'D' stations and above should have vending machines offering 24 hour service of hot & cold drinks and cold snacks. These machines must be kept fully stocked, clean and in good working order. 'C' stations and above should be providing a staffed catering unit, ideally combined with a separate waiting room to give a sense of security with vending machine back up. 'B' and 'A' stations should provide first to last train catering from at least one staffed unit.

Interchange Major and Minor
All escalators and lifts, where provided, must be operational during the hours when stations are staffed. Train companies / Network Rail should incrementally increase the provision of escalators at 'B' and 'A' stations to assist all encumbered passengers.

Left Luggage
Whilst only mandatory at 'A' stations, train companies are encouraged to provide additional Left Luggage stores and lockers at affordable prices at 'B' Interchange stations and at popular tourist destinations. Transec will require all luggage to be screened before storage and this could be combined with Cycle Hubs were provided

Lighting
All stations must have adequate lighting which is switched on throughout the hours of darkness whilst trains are scheduled to call, and for reasonable periods before the first and after the last trains. All lighting installations must comply with Railway Group Standards.

FIGURE 9: MINIMUM STATION STANDARDS - NOTES

Public Telephones
Public telephones are encouraged if viable demand exists, but are not mandatory.

Retailing
The vision is to make the station a natural community hub. Minimum provision at 'C' and 'B' stations is a newsagent and 'free of charge' cash machine(s). In addition a convenience store and photo booth is recommended at 'C1' and 'B' stations. 'A' stations should feature a convenience store, pharmacy, photo booth and Left Luggage facility. 'B' and 'A' stations should strive to encourage the provision of additional commercial facilities such as Bureau de Change, Car Rental, Dry Cleaners, Bar and Impulse retail (accessories, cards, flowers etc).

Seating
Seating can be in the form of 'perches' at 'F' and 'E' stations to deter vagrancy.

Staffing
'E', 'D' and 'C' stations
Staff must be readily available and approachable during advertised hours of attendance. If no dedicated staffed 'Help' / Information Point is provided, signage must direct passengers to a staff location for assistance and information, e.g. 'Customer Service' office.

'B' and 'A' stations
Staff at dedicated 'Help' / Information Points must be visible, readily available and approachable. When such designated Points are closed, or if ticket gates (where installed) are unsupervised, signage must clearly direct passengers to the location of alternative staff who can provide assistance and information.

Ticket Machines
Must be able to sell full range of 'walk up' tickets for all train companies serving the station. They should also be capable of issuing and adding credit to Smartcard products where relevant. Where multiple machines are provided, at least one machine should be 'low access'.

Toilets - including disabled
Must be serviced hourly ('B' and 'A') and two-hourly ('D' and 'C'). Quality assurance notices should advise passengers who to contact on the station if there are deficiencies. 'C1' and above stations should provide baby change facilities. Toilets at 'D' stations and above must be accessible or progressively upgraded. Toilets at 'E' 'D' and 'C2' stations must advertise opening times if they are not continuously available. All toilets must be available for use by passengers and other users of all stations. They must be adequately stocked with soap, toilet tissue and hand towels. All fixtures and fittings (including the toilet pan and seat, panels, hand driers and mirrors) must be kept in good repair, undamaged and securely attached. All toilets should be operational.

Waiting Room
A standard facility should include heating, CCTV with a visible CIS indicator and audible train announcements, where a station is equipped with these facilities.

FIGURE 9: MINIMUM STATION STANDARDS - NOTES

ENVIRONMENTAL STANDARDS

CCTV

All CCTV should be visible, operational and regularly maintained. Images from CCTV must be clear and fit for the purpose of improving passenger security and reducing vandalism. All CCTV must have compliant CCTV signage, including an up-to-date contact phone number for the system operator.

Cleaning

All fixtures, fittings and surfaces, including platforms, footbridges, subways, forecourt, shelters, waiting rooms, entrance halls and seating, must be clean and free from graffiti and litter. Litter bins should be emptied regularly. Target is litter bins at all stations, preferably with see-through bags on metal hoops, subject only to local security advice. Floors should be easy to clean and feature no trip hazards. Walls should be graffiti resistant.

Maintenance

All fixtures and fittings (including station shelters, waiting rooms, seating, barriers and lighting) must be kept well painted and in good repair, not damaged and securely attached. Appliances, including air conditioning and heating units, must be operational and capable of carrying out the function for which they are intended. Train companies are expected to make every effort in getting partners (e.g. Network Rail and local authorities) involved for major repairs and renovation schemes.

Secure Station and Park Mark Accreditation

Station and Car Park Security Standards are placed within newer franchise agreements. They look at a wider range of safety issues than just CCTV. All stations should strive to achieve and maintain Secure Station Accreditation, which can be as much about good management as investment.

Smart Environment

The 'Adopt a Station' initiative, and other community involvement to get buildings occupied and cared for, is strongly encouraged. Train companies should make every effort to include station buildings which are outside the station lease area in any Adoption scheme.

Staff Accommodation

Staff accommodation should be modernised to the standard of the rest of the station and should be part of any refurbishment programme.

FIGURE 9: MINIMUM STATION STANDARDS

Rufford - Standard Station Sign

York Combined Bus Train Information

Chester – Better Facilities

FIGURE 9: MINIMUM STATION STANDARDS

Liverpool Interchange Access

Great Malvern Cycle Access

Chester Information

Rugeley Information

Liverpool South Parkway Disabled Facilities

Coleshill Parkway Low Level Access

Saunderton Community Station

Birmingham Moor Street Heritage Environment

3 APPLYING THE STANDARDS

3.0 Applying the Standards

There is no point in creating Standards if they are not applied and monitored consistently across the network. We have identified a number of ways in which this could be achieved, ranging from inclusion in Franchise Agreements to public transparency, awards for delivery and penalties for persistent failure.

- Inclusion in Franchise Agreements
  Our core recommendation is that the Minimum Station Standards should be included in all future Invitation to Tender/Franchise Agreements so that train companies are bidding to deliver a consistent railway. The current franchising programme will lead to almost half the stations being re-bid by 2014 and bidders should be progressively judged on their track record in delivering the Standards. Train companies who invest in customer improvements in the last years of their franchise should know that this will be recognised in future bidding. These are Minimum Standards and bidders should be encouraged to exceed them.

  We recommend that the Minimum Station Standards should be published as a transparent public information document outlining the customer expectations for both the rail industry and the wider public.

- Standards become KPIs
  We also recommend that the Minimum Station Standards should become Key Performance Indicators (KPIs) for the Franchise Agreements. The four customer issues of Access, Information, Facilities and Environment are natural KPIs and there should be incentives for exceeding them, together with penalties for serious breaches. The over-arching 80% Customer Satisfaction for stations should form a fifth KPI and train companies will need to demonstrate delivery through year-by-year commitments.

- Rewarding Success
  Some franchises can be extended by two years where train companies can demonstrate a good track record. Consistent delivery of the Station Standards should become one of the tests for winning a successful extension.

We would also like to see more public recognition for station operators who deliver the full Standards for customers. A four-star award could be presented as a wall plaque for medium/large stations that fully meet the Minimum Standards - and a five-star plaque where the operator has gone well beyond the minimum. We have seen many stations that have deserved a five-star award. The plaque should be withdrawn if standards are allowed to fall without remedial action.

3.1 Auditing Delivery

There are two schools of thought on how the Station Standards should be implemented and audited. The PTEs have generally chosen input specifications supported by monthly inspections, whilst the DfT has moved towards output specifications where train companies self audit themselves against franchise - commitments and third party research.

Input specifications are linked to the 'Squire' regime which PTEs established at privatisation. We took Transport Scotland as our benchmark and were impressed with the quality of station presentation, especially in the difficult urban areas. Detailed specifications are made right down to how many pieces of litter or graffiti are acceptable on a station - and mystery shoppers then make unannounced monthly visits to score stations. If the failures exceed an agreed threshold, a penalty is imposed and if they exceed expectations, an incentive payment is made. First ScotRail has become used to operating a tight Squire contract and acknowledges that customers have benefited - although they point out that extra cost had to be built into the franchise bid.

Output specifications have increasingly become the norm in recent DfT franchises and the 2009 Southern Franchise is by far the best example to date. It has gone a long way towards setting robust standards for the 157 stations - and has differential standards for Suburban and Country stations.

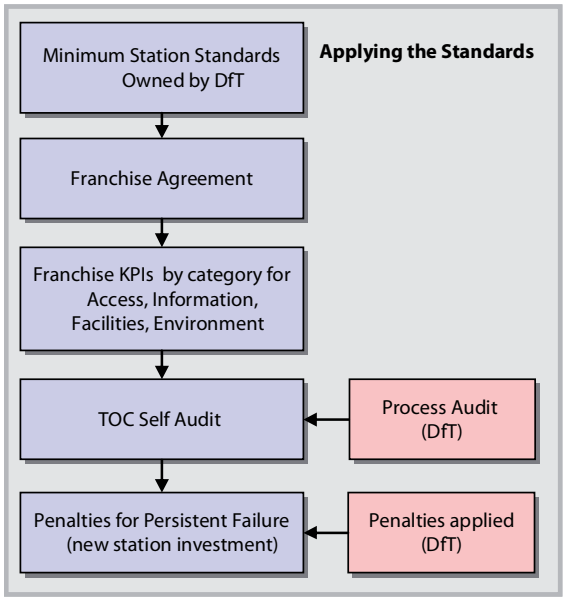
It applies the standards through NPS annual satisfaction scores for Suburban and Country stations, with the winning bidder committed to raising station satisfaction to 77% (Suburban) and 82% (Country). The Southern Franchise also required bidders to commit to specific levels of investment at specific stations, and the winner has committed to invest £25m in station enhancements, involving 34 station upgrades (21% of the stations).

3.2 The Way Forward

We have witnessed excellent examples of both input and output standards on our visits and we have to conclude that both systems can be made to work. ScotRail, London Overground (LOROL) and the PTEs have achieved big improvements through closely monitored input specifications. But Chiltern and Merseyrail are also good examples of what can be achieved without external auditing and penalties.

The prime concern is to get a consistent minimum station specification agreed across all the train companies. The Squire system goes beyond this and we would not recommend that the DfT needs to apply this level of monitoring to the remaining franchises. Fig 10 summarises our recommended route for applying the Minimum Station Standards in an affordable way:

Figure 10: Applying the Standards



We would therefore recommend that the Standards are applied in the following way:

- Bidders commit to delivering the Minimum Station Standards as a series of KPIs with agreed thresholds of achievement.
- Train companies should self-monitor against both Minimum Standard KPIs and NPS Customer Satisfaction scores for their stations, with both incentives and penalties flowing from their performance. Penalties for missed KPIs should be paid as additional station investment.
- The DfT should commission process audits to ensure that the system is being applied correctly. This should be a proportionate

Case Study: Station Satisfaction (Southern commitments)

	South London (Suburban) %	**Sussex & Coast** (Country) %
2010	67	73
2011	71	76
2012	74	79
2013	76	80
2014	76	81
2015	77	82
2016	77	82

audit with a mystery shopper checking delivery at suburban stations every six months and country stations annually.

3.3 'Gap' Stations

Another key task is to identify the 'Gap' stations which are undermining the impact of the modernised stations. The 'gap' can be a station that detracts from a line-of-route upgrade such as Luton; or a half-modernised station such as Stockport; or an excess of empty buildings and decaying fabric as at Wakefield Kirkgate. The down-sizing of nineteenth century stations has not been tackled comprehensively, and many stations need one-off investment in reducing or removing redundant buildings to make them both more user-friendly and cheaper to maintain.

If evidence is needed that the challenge is deliverable, it lies in Scotland. First ScotRail has entered 2009 without a single gap station in a network of 341 stations – this is the result of consistent standards and stable management and it has taken 25 years to deliver.

If we apply the Scottish approach to stations in England and Wales, we find that specific support will still be needed in a number of areas for the next ten years as the following analysis shows.

prove to be linked to disruptions from major developments - or where congestion relief is planned but not yet implemented. We conclude that both the Managed and the Franchised 'A' stations are fully capable of meeting consistent flagship standards and that the plans and funding are generally in place to achieve this.

The exception is London Waterloo, where we are concerned that there is still no agreed master plan to bring together the many initiatives planned by a wide range of interests - both within and without the rail industry. Waterloo concourse already suffers some of the worst passenger congestion problems in London and this is before the inner suburban trains are all lengthened to ten-car in the current five year plan. The ex International platforms still stand unused and are owned by BRB Residual Properties, whilst Network Rail owns the rest of the station. Opportunities exist for property development adjacent to the station, and for major retail development within the station. The new Airtrack services to Heathrow may well be operating into Waterloo by 2014 – and it is only a matter of time before the new ten car platforms will need to be lengthened to 12-car.

Case Study: First ScotRail Stations

First ScotRail has 341 stations and currently does not have a single station left on its 'problem' list. Work has just started at Gourock – the last station on the list. This is the result of twenty five years of consistent investment in closing the gap. Clear standards have been set and station upgrades have included the whole station rather than cherry picking. Rural stations have been dealt with by line-of-route and maintenance has been stepped up. Monitoring is through the monthly Squire inspection. Government and local communities have joined the rail industry to get high standards and pride back into their stations.

3.4 National Hub 'A' Stations

The NPS research shows that the National Hub 'A' stations score the highest level of customer satisfaction at 68%: Pragma research puts the Managed 'A' stations at 78% satisfaction. The Managed Stations have seen consistent heavy investment for the last decade and our mystery shopping confirms that this group achieves a very high delivery rate for the Minimum Standards. Where scores are lower, they usually

There have been numerous studies of the options for Waterloo – the urgency now lies in getting the various partners together to agree a master vision and delivery plan. This should be based on a ten year plan with early action to relieve congestion on the following lines:

- Phase I: clear concourse circulating area of all retail to ease congestion and lengthen

remaining platforms to ten-car as agreed in CP4

- Phase II: start work on adjacent property schemes together with expansion and upgrading of station retailing

- Phase III: use unique opportunity of Waterloo area resignalling in CP5 from 2014 to re-design the track layouts to absorb the ex International platforms into the domestic workings and to deliver twelve-car platforms across the whole station, together with Airtrack to Heathrow Airport.

We recommend that the DfT and Network Rail should take the lead together as a catalyst to bring all potential partners together to create an agreed master plan with staged outputs over the next ten years.

3.5 National 'B' Interchange Stations

The National 'B' Interchange stations are not so well placed and have some serious gaps which are neither funded nor scoped. They are often very large Victorian buildings which lack the commercial potential of the 'A' stations. The problem is that these 66 stations play a pivotal role as major interchange stations used by almost a million passengers daily.

We used mystery shopping visits to mark these stations against our proposed Minimum Standards and Fig 11 reveals that almost half the 'B' stations fell below a 70% threshold. Ten stations actually scored below 50% - with Manchester Victoria at just 32%, At least two of these stations were proposed for upgrade in the current five year plan, but funding was rejected in the final settlement.

We strongly recommend that a 'Station Priority Fund' should be created to fund the 'B' station catch-up - perhaps with the support of Network Rail, as the problems are about large building assets. This would create a sinking fund for helping the priority 'B' stations to reach minimum standards. Manchester Victoria and Crewe are both extreme examples of large Victorian stations which are top priority for special funding, but they are not alone. This could become a Challenge Fund in which train companies bid to get their 'B' station funded, involving third party funding wherever possible. Fig 11 also identifies additional potential retail income which could support an upgrading programme.

These are Britain's 'Priority Stations' and they would have been upgraded many years ago if they did not have special problems of size, planning, listing or funding. They have been left behind – often with the land around them awaiting regeneration. Scotland is almost unique in resolving this problem through determined funding over the past two decades. England and Wales have fallen behind and now urgently need to find similar solutions if they are not to be left with a disintegrating stock of 'B' stations which detract from the good work around them.

Luton Gap Station

Clapham Junction Gap Station

Figure 11: Priority National 'B' Interchanges

'B' stations scoring below 70% on mystery shopper assessment of fabric/environment

Note: table omits 'B' stations which are already committed for upgrade (e.g. Newport)

Station	Score %	Franchise Ends		Extra Retail Potential pa £K
1 Manchester Victoria	**32**	**2013**	**Stage 1 upgrade; Stage 2 redevelop**	**177**
2 Clapham Junction	**39**	**2017**	**Stage 2 upgrade, retail expansion**	**900**
3 Crewe	**42**	**2012**	**Major upgrade**	**45**
4 Warrington Bnk Qy	**44**	**2012**	**Upgrade**	**39**
5 Barking	**45**	**2011**	**Upgrade**	**40**
6 Preston	**46**	**2012**	**Upgrade / interchange**	**40**
7 Wigan Nth Western	**47**	**2012**	**Upgrade**	**39**
8 Luton	**48**	**2015**	**Upgrade**	**40**
9 Liverpool Central	**49**	**2028**	**Congestion relief/upgrade**	**10**
10 Stockport	**50**	**2012**	**Upgrade & major car park**	**40**
11 Vauxhall	51	2017	Escalators / interchange	200
12 Colchester	52	2014	Upgrade	65
13 Watford Junction	52	2016	Upgrade	140
14 Wimbledon	53	2017	Congestion relief/upgrade	450
15 Shenfield	57	2014	Upgrade	50
16 Bromley South	58	2017	Upgrade/disabled lifts	20
17 Southampton Cen	59	2017	Upgrade / interchange	50
18 Peterborough	60	2011	Upgrade & redevelopment	35
19 Surbiton	61	2017	Upgrade	50
20 Nottingham	63	2015	Upgrade/Interchange	40
21 Tonbridge	63	2017	Upgrade	50
22 East Croydon	64	2015	Upgrade / interchange	250
23 Woking	64	2017	Upgrade / interchange	80
24 Huddersfield	65	2017	Upgrade	30
25 Leicester	65	2015	Upgrade	50
26 Didcot Parkway	66	2015	Upgrade	30
27 Sevenoaks	66	2017	Upgrade	25
28 Carlisle	67	2012	Roof / develop retail	20
29 Chester	68	2018	Upgrading of platforms and parking	50
30 Wolverhampton	68	2012	Modal interchange	100
			Total	**£3,052**

We have taken the ten Priority 'B' stations in Fig 11 with the biggest gap against the Minimum Standards and shown in Fig 12 the works which we consider are needed to bring them up to an acceptable quality. We recommend that these are tackled quickly by making up to £50m of funding available immediately so that the work can get under way, augmented by third party contributions and re-franchising.

with the Railway Heritage Trust to respect listed buildings. The red dots in Figure 13 show how many low satisfaction stations are already being tackled by NSIP funding. This is in addition to investment from franchise commitments etc.

Figure 12: Funding top ten 'B' Priority' stations

Station	Gap Summary
c2c Franchise 2011	
Barking	Upgrade Concourse & Interchange with Master Plan
West Coast Franchise 2012	
Warrington Bank Quay	Extend ticket hall upgrade throughout station
Wigan North Western	Extend ticket hall upgrade throughout station
Stockport	Extend ticket hall upgrade and double car parking
Preston	New interchange footbridge between all platforms
Crewe	Major upgrade & rationalisation of existing station
Priority Funding	
Luton	Upgrade to match £145m town master plan
Manchester Victoria	Stage 1 upgrade; Stage 2 redevelop
Clapham Junction	Upgrade interchange: new entrances & more retail
Merseytravel Franchise (not DfT	
Liverpool Central	Congestion relief and upgrade – station not DfT funded

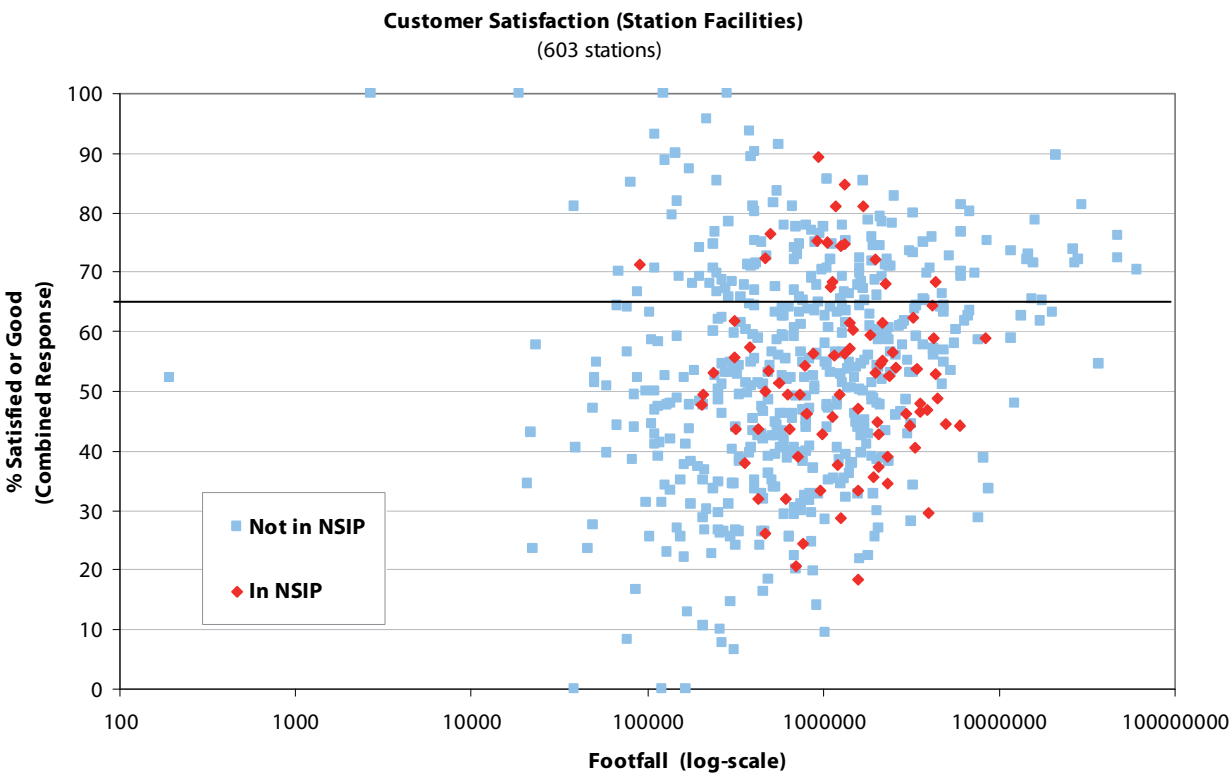
3.6 'C' and 'D' Medium Sized Stations

There are over 570 'C' and 'D' medium-sized stations, and the blue dots in Fig 13 below shows just how many of these fall well below the 65% average satisfaction level. Part of the problem lies with earlier franchises that were let with fewer commitments to invest in specific station upgrading. The 'C' and 'D' stations have therefore become dependent on special funding such as the National Stations Improvement Programme (NSIP) and Access for All which have been introduced to close the gaps in these categories by attracting matching funds from third parties.

In many cases it is a case of reducing or replacing worn-out nineteenth century buildings with simpler structures, whilst working

Manchester Victoria Gap Station

Figure 13: Station Satisfaction cluster
Red dots show NSIP investment at low satisfaction stations



NSIP will deliver 64 station upgrades by the end of 2009/10 and this will rise to 250 schemes by the end of the five year funding. Access for All will deliver 17 more level access stations this year as part of the planned 145 station access upgrades to be achieved in the same five year period. Many of these Access schemes involve lifts or long ramp overbridges and will need funding beyond 2014.

We recommend that the remaining gaps at C and D stations should be closed by 2020 through a mixture of franchise agreements and the creation of an NSIP-2 fund, matched by an Access for All (2), for a further five years from 2014.

We would however recommend that the Joint Stations Board should keep a small priority list of the more difficult 'C' and 'D' station upgrades which may need special management attention and we would see Hampton Court, Pontypridd and Salford Crescent as early candidates for this list. Hampton Court is also an example of a station that has been waiting 20 years for a redevelopment scheme which has a very low probability of happening, and NSIP should be used to rescue the situation. Other 'C' and 'D' priorities would include important TfL interchanges such as Ealing Broadway, Finsbury Park, Highbury & Islington, West Ham and West Hampstead.

3.7 Small 'E' and 'F' (unstaffed) Stations

These small stations account for three quarters of the network and score the lowest customer satisfaction at 46% for unstaffed stations and 60% for small staffed ones. These stations are very dependent on the ingenuity of train companies and Network Rail maintenance teams in painting and repairing stations as line-of-route initiatives. We have met impressive examples of this route treatment around the country and many have additionally attracted third party funding and community support from restoring gardens and attracting tenants to fill and restore empty buildings.

The immediate solution lies in applying the Minimum Standards through franchise agreements and this will eventually bring these stations up to a consistent standard. However,

NSIP can accelerate the process. It has been so successful in triggering additional third party funding at the smaller stations that we would recommend creating an NSIP-2 fund beyond 2014 which would also embrace 'E' and 'F' stations such as Wakefield Kirkgate.

These small stations should also be prioritised by the Joint Stations Board for NSIP funding and special support and the current NSIP requirement for a station to have an annual footfall of 500,000 passengers or more should be waived in special cases in any future funding to achieve a catch-up on the smaller problem stations. The lesson from Switzerland is that if a tenant cannot be found after three years, it may make sense to demolish the building and create a more modern and secure environment for the twenty-first century passenger, as Merseyrail is attempting to do.

Ten Priority Stations

Crewe

Liverpool Central

Barking

Luton

Wigan North Western

Stockport

Warrington Bank Quay

Preston

Clapham Junction

Manchester Victoria

We recommend that:

R8 Minimum Station Standards should become mandatory in all future franchise tenders to deliver a more consistent station experience and should be published as a public document and reviewed before each five year plan

Action: DfT

R9 The Minimum Station Standards, together with the 80% Station Satisfaction target, should become franchise KPIs and should include firm commitments to year-by-year incremental improvements

Action: DfT

R10 The KPIs should be self-audited by the operators using third party evidence, and the DfT should commission occasional process audits. Penalties should be paid as *additional* investment in stations

Action: DfT

R11 The 'A' stations are adequately funded to deliver the Standards, but special action is needed at London Waterloo, where the DfT and Network Rail should take the lead in bringing the various partners together to create an agreed master plan with staged outputs over the next ten year

Action: DfT/NR

R12 The 'B' stations are *inadequately* funded and represent the prime 'gap' in consistency. Ten 'B' stations have been identified for priority funding or for inclusion in imminent re-franchises, or for priority funding

Action: DfT/NR/TOCs

R13 The 'C' to 'F' stations should be progressively brought up to Minimum Standards through franchise tenders. Additional catch-up should be provided by creating an NSIP-2 fund, together with a matching Access for All (2) fund, beyond 2014

Action: DfT/ORR/Third Parties

R14 NSIP-2 funding beyond 2014 should include a one-off initiative to remove redundant buildings and upgrade the remaining facilities at small stations

Action: DfT/NR/TOCs

PART B
SMARTER DELIVERY

Nelson Rail-Bus Interchange

4 BETTER STATION ACCESS

Smarter Delivery is about offering customers better access, better retail & catering – and better management of a complex industry. We will start with better station access.

4.0 Accessing Stations

Ease of access is a critical issue for all forms of public transport. Whilst the car journey begins at the front door, the train journey only begins after the passenger has first accessed the station, and then gone through a further process to reach the train. The waiting time on the station is a critical period for customer perceptions. Fig 14 compares the way that passengers access stations in Britain and Holland. The big difference between the two countries is that the British tend to walk to their station and the Dutch tend to cycle. This is partly explained by the large number of London suburban stations included in the survey and partly by the extensive cycle track infrastructure that Holland has created over the last fifty years.

4.1 Station Travel Plans

The 2007 Rail White Paper required the DfT to introduce Transport Plans and Station Travel Plans in which local businesses, including station operators, agree access plans for the extra demand that their activities generate. The White Paper required the rail industry to undertake pilot exercises with the objective of reducing CO2 emissions, achieving a modal shift from the car and encouraging more people to use rail.

Fig 15 shows the relative emissions values for accessing stations. ATOC and RSSB have produced an excellent document showing station operators how to prepare a Station Travel Plan. Train companies have shown us some good examples of recent Station Travel Plans leading to new car/cycle parks at large stations and we have included these in our proposed Minimum Station Standards for all A – C1 stations.

Figure 14: Accessing the Station

National Average	Britain (National average)	Holland (National average)
Walk	53%	24%
Bus/tram	24	24
Car (park or drop-off)	20	13
Cycle	2	39
Other (taxi, motorbike etc)	1	-

NRTS Survey for DfT 2008

Figure 15: Emission Values

	Kg $C0^2$ /pass km	Access Leeds Stn		Kg $C0^2$ /pass km	Access Leeds Stn
Walk	0	45%	Car share (2 people)	0.1038	2%
Cycle	0	3	Motor cycle	0.1067	0
Rail	0.0540	6	Park & Ride (car & bus)	0.1483	0
			Car – drive alone	0.2075	9
			Car – drop off	0.2075	17
			Taxi	0.2635	5
Non Car access		**67%**	**Car access**		**33%**

Source Association of Train Operating Companies

4.2 Better Cycle Access

Although half the nation owns a bicycle and 60% live within a 15-minute ride of a station, only 2% of passengers currently use their cycle to access the local station. ATOC estimates that there are over 22,000 cycle spaces at rail stations and that 55% of stations provide cycle racks. The average distance for a cycle trip to the station is up to 3 miles as against about 500 yards for pedestrians. These distances cover the vast majority of station journeys and support the TfL view that additional car parking should not be provided at inner city stations where there is good public transport, unless there is a special reason.

Case Study: Cycling Leiden style

All major stations in Holland provide extensive cycle parking, usually based around a cycle hub which also offers additional secure storage for a fee of about £1 a day, together with repairs and cycle hire for as little as £3 a day. The facilities effectively take over at least one floor of an underground car park. A typical Dutch intercity station would store 4,000 cycles, but at Leiden this rises to 9,000 and the plan is to more than double this to 22,000 in the near future.

It is clearly beneficial to encourage as many motorists as possible to convert to cycling, not only because it is carbon-friendly but also because a parked cycle consumes far less space than a car. A cycle is also far cheaper to store, with a double-deck cycle rack costing about £300 compared to £6-10,000 for a new car park space. The Dutch have also encouraged cyclists to keep a cycle at both ends of their journey to disencourage cycles being taken onto crowded trains.

4.3 DfT Cycling Initiative

The rail industry needs to be more proactive in encouraging a breakthrough in the 2% of passengers accessing their stations by cycle. We see no reason why cycle access should not double to 5% over the next five years – and the government has already kick-started a £14m initiative with Cycling England and the rail industry to do just this.

The funding will create an additional 10,000 cycle spaces at 350 stations, together with ten new Cycle Hubs which will offer staffing, secure storage, repairs and cycle hire. These will be built on the lines of the very successful ventures in Holland, Belgium and Switzerland at stations including Grimsby, Hull, Leeds, Liverpool, London St Pancras, Scunthorpe, Sheffield and York.

We recommend that individual rail stations should be targeted to double their current cycle access over the next five years. This could translate into the wider national target of 5% of passengers arriving by cycle, but would need to be individually addressed in franchise tenders to ensure that sensible targets are set and consistent cycle access and storage is provided at each station.

But providing the extra storage at stations is only the first step. The second step is to segregate cycle routes to busy stations, together with better signing and road traffic management. This will require a strong partnership with local authorities and Cycling

Case Study: Swiss Cycle Hubs

Station cycle hubs are owned and operated by each Swiss city as an extension of their integrated transport policies. We visited the Zurich Velostation in a modern underground carpark and found excellent storage conditions for 650 cycles. The owners could either pay 2 CHF (£1.20) a day or 120 CHF (£72) per annum to use a secure area under direct supervision, or park free in the extremities of the store. The Cycle Station is open from 0630 – 2300hrs and will offer both repair and hire services.

England, and we would recommend encouraging demonstration projects in future franchises.

The c2c Invitation to Tender in 2011 should challenge bidders to work with the local authorities to deliver segregated cycle routes to such railheads as Basildon, Benfleet and Southend. This would fit very well with the new Station Travel Plan process.

Leeds Cycle Point

Case Study: winners in the cycle initiative

Merseyrail

Investing £1m in a line-of-route installation of cycle racks together with a new Cycle Hub at Southport for 200 cycles staffed by the local authority.

Northern Rail

Bespoke cycle facilities will be created at satellite stations serving the Leeds City region and integrating with the new Leeds Cycle Hub being developed with Network Rail

South West Trains

Secure cycle stores at 35 stations accessed with a fob season ticket

Virgin West Coast

Virgin Bikes will deliver a line-of-route cycle upgrade between Stoke and Manchester with a Cycle Hub at Stoke and upgraded facilities at Manchester Piccadilly

4.4 Better Public Transport Acces

Switzerland offers the most streamlined delivery of public transport and is Europe's best practice for bus, tram and private railway interchange. The Swiss have effectively integrated access to their entire public transport system around a clockface hourly railway timetable with seamless ticketing. Trains are timed to converge on an interchange station at the same moment - and other forms of transport, including even lake steamers and mountain railways are timed to connect in and out of them. Britain has never aspired to deliver this level of integration as it would require massive infrastructure investment in extra platforms, tracks and flyovers, but there are various ways we could have better access to our public transport.

Liverpool South Parkway

4.5 Closer planning

Britain can learn the lesson of developing much closer links between its railways and its local authorities. A closer alliance with local bus companies and local planners would undoubtedly produce easier interchanges between public transport in the medium term. Contrast the world-class bus/rail interchanges achieved at Barnsley and Doncaster with the long walk at Peterborough, Preston and Stockport. We were impressed to find that bus stations have been physically moved closer to rail stations at a number of locations including Nelson, Doncaster, Partick and Liverpool South Parkway.

Barnsley Bus-Rail Interchange

Case Study: Barnsley bus interchange

South Yorkshire PTE has delivered an inspired public transport access to Barnsley station. An upgraded station takes passengers via an escalator to a brand new bus station which includes a travel centre and a 24hr information service. Passengers wait for their buses at 18 airport-style gates in a warm, seated environment and the gate doors are opened by the arriving bus driver. Extensive real-time bus information is displayed in the train station and vice versa.

4.6 Joint Ticketing

Rail passengers arriving in a strange city will often take a taxi rather than face the rigours of researching the bus/tram service and its ticketing complexities. The recent PlusBus initiative is a huge step forward and offers rail passengers the chance to buy a bus add-on which gives unlimited travel in a town or city of their choice for as little as £1 - £3.30. The new product is being well marketed at every staffed station and deserves to succeed. It is however disappointing that a few operators have still not joined PlusBus and this needs to be remedied. The ultimate aim should be to evolve PlusBus into a smart card for UK public transport, which can be purchased and topped up online.

4.7 City Shuttle

Some city authorities have created shuttle buses – free or paid – between their city centres and hub stations such as Manchester, Leeds, Chester, Stockport etc. We would recommend that every opportunity is taken to extend this into a consistent customer expectation at large stations with long walking distances.

4.8 Joint Signing and Real Information

We have come across an encouraging number of stations where real-time bus information is displayed inside the shelter of the train hall – and vice versa for train information. We have found real-time bus and train information integrated onto the same monitors (eg Milton Keynes, Bristol Parkway) and future franchise agreements should encourage all parties to work closely to make these features standard. A surprising gap occurs with London Underground, where there is very little display of shared real time information in either London Underground or mainline stations.

4.9 Taxi Interchange

Taxi access should also be fast, convenient and hassle-free, but at many British stations it is none of these. Passengers wait in long queues for taxis which are also stacked in equally long lines. One of the few places to solve this logistical challenge is Singapore's Changi airport, where taxis are guided to a series of herring-bone bays so that up to eighteen people can join their taxis simultaneously in a matter of seconds. This 'Nobel Prize' solution which deserves to be copied at every large station where there is space.

Singapore Taxi Queue System

4.10 Better Car Access

More than half of rail customers are dissatisfied with their station car parking, which holds the lowest satisfaction score of 44%. The main causes of the dissatisfaction are concerns over vehicle/personal security and a shortage of parking spaces. The Station Travel Plan process rightly starts with the option of converting passengers to the most eco-friendly means of access, but for many people outside inner cities, the car is the only realistic option. If spaces or security are not adequate, the reality is that many drivers will opt to make the entire journey by car – thus perpetuating the worst environmental scenario. There is a big environmental advantage in diverting long-distance motorists into station car parks, as the resulting trip to the station only averages 4 miles.

The Managed Stations have an exceptionally low satisfaction for car parking at 23% and this probably reflects the high cost of city centre parking as much as the limited space.

It is clearly not realistic to increase car parking at most of the large London termini, but we would recommend that the Joint Station Board should review what more can be done at 'A' stations outside London to ensure that limited spaces are prioritised to rail travellers. This could include a discount on expensive car parking tickets when a rail ticket is purchased over a certain price.

4.11 Secure Car Parking

Customer concerns over car park security should be resolved through accreditation schemes such as Park Mark, which requires train companies to provide the correct lighting, fencing and surveillance. Train companies such as Merseyrail have brought every station in their area up to this standard, but they are in the minority. The requirements do not involve a lot of work or cost and meet an important customer need. They have been included in our Minimum Standards for 'A' – 'D' stations.

Case Study: NCP East Anglia

National Express East Anglia station car parks are run by NCP who have achieved accreditation at 21 out of 62 car parks – together with an escort service for lone passengers late at night. They are also investing £1m in providing additional spaces.

4.12 More Car Park Spaces

There are about 150,000 car parking spaces at stations and this is clearly inadequate at many stations, where it is impossible to park after 0800hrs. Research at one train company revealed that when an intercity car park is full, 17% of passengers just drive the whole way to their destination to be sure of arriving. The off-peak situation is especially concerning, as there is a growing mis-match between filling empty capacity on trains and being able to access the car park. For example, on the c2c route from Fenchurch St to Shoeburyness half the car parks are already full before the off-peak starts and three-quarters are 75 - 100% full.

A recent ATOC study has estimated that an additional 200,000 spaces would have to be provided to meet suppressed demand and ensure that everyone found a free space. It is clearly important to meet as much of this suppressed demand as possible where the alternative is for motorists to drive the whole journey.

We would recommend taking the ATOC prediction as a long term ambition, but focusing the immediate target on providing an additional 10,000 spaces per annum over the next ten years on the basis that they should be self-funding over the life of the assets. This fits fairly well with First Group's calculation that they currently need an extra 3,740 car parking spaces - which would extrapolate to 13,000 spaces per annum nationally, on the basis that they own 28% of the rail stations.

The business case for car parks is not so much the parking fee as the suppressed rail travel income that can be generated in the off-peak for a volume-hungry industry. We would also recommend that the longer term ATOC target should be reviewed on a line-of-route basis in the RUS Stations Study.

4.13 Investing in Car Parks

As railway land near stations is used up, the most likely source of affordable additional spaces lies in building additional decks on the existing car parks. Technology now means that a car park can be double-decked in just two weeks. Double decking works out at about £10,000 per space as against about £6,000 on flat land. Car parking companies will provide the capital funding and this is a good way of getting third party funding into the industry. Examples would be NCP investing £1m to increase spaces in East Anglia, and Condek providing extra spaces at Bicester North - and now also at Harpenden, Leigh-on-Sea, Scarborough and York by 2010.

Payback on a car park can be as long as 15 – 25 years, but the DfT is willing to negotiate funding deals which take the payback period into the next franchise. West Coast have demonstrated that it is possible to make a £50m investment in car parking only a few years away from the end of the franchise, provided there is a back-to-back deal with the DfT for a future franchise to pick up the higher Station Charges. It is also important that these car park extensions achieve a seamless connection to the station with a well-finished and secure pedestrian route to the station entrance and are not treated as isolated project sites.

More attention needs to be given to car parks at stations such as Chester and Wilmslow where an intercity company is dependent on a local station operator to increase capacity. These particular schemes are currently in stalemate and need revenue sharing agreements between the train companies, together with DfT agreement to continue the payback period into the next franchise.

Preston Multi Storey Car Park

Case Study: Virgin West Coast car parks

Virgin Trains is adding over 3,800 spaces to West Coast car parks. They offered this as part of their Amended Franchise in 2007 and the deal includes:

- Network Rail financing the investment and building the car parks
- Network Rail recovering its costs by increased Long Term Charge to franchisee
- DfT funding the extra charge until franchise renewal in 2012 where it will be passed on in the form of a higher Long Term Charge in the next franchise

4.14 Premium Parking

It will never be possible to provide sufficient car parking spaces to provide the 95% certainty of parking that some passengers need. Business travellers catching a long distance train from railheads just cannot risk being unable to park in time for their train. One solution would be to develop a Premium Parking product, where places can be pre-booked for an extra fee giving both the long distance traveller and the commuter an assured access to the rail system in a reserved area – much as an airport. Train companies would also have the choice of making this an inclusive offer within their First Class travel package.

We would recommend that pilot schemes are developed immediately with volunteer train companies and car park firms to test the feasibility and market for this service, which should be self-funding over time. We envisage a separate car park (or inner car park compound) to which the motorist gets access from on-line websites. The Premium Parking could also offer car wash, valet and repair services as well as the additional security of a compound. Smart delivery would include payment by mobile phone, smart card and access through Automatic Number Plate Recognition systems. York, St Albans, Luton, Stevenage and Watford would all be early priorities
for piloting Premium Parking.

Bootle Oriel Road Access Lift

4.15 Better Access for All

Over a quarter of the population will be over sixty by 2030 and the ease of station access is going to become an increasingly important issue. The EU Passenger Rights Regulation, which becomes law in December 2009, will require operators to meet the access needs of any passenger with reduced mobility, such as the elderly, those with heavy luggage or buggies and anyone whose first language is not the native one. This makes good customer sense, but means that the existing Access for All work needs to be accelerated to completion.

The DfT Access for All team is responsible for delivering the current DDA legislation. They have a ring-fenced investment budget of £370m for the ten years 2005-14 with a mission to invest in accessible, obstacle-free routes to, from and between trains. They interface with the rail industry through a specialist Network Rail team who provide the technical advice, whilst the station work is increasingly prioritised through bids from the joint Local Delivery Groups.

Access for All suffered a slow start, but the DfT/Network Rail processes have been streamlined and 145 stations have now been identified for completion by 2014, with 28 currently completed and contracts awarded at 59 others. This programme is really making a difference to disabled and encumbered passengers alike, with lifts now being installed at many stations. 50% of stations currently have some form of level access and this should rise to about 65% by 2014.

We would recommend that the EU deadline of 2020 for all trains to be accessible to disabled people should also apply to DfT stations – and hopefully all British stations. The target should be full access at the 668 'A - D' stations and some form of level access at the remainder. The

Disabled Persons Transport Advisory Committee (DPTAC) would rather fund the delivery of fewer stations, but with total DDA access, e.g. lifts to all platforms. Our only concern is that there is still so much left to be done that it could be better to provide partial access (e.g. at least some form of level access to platforms) at the maximum possible stations by 2020.

DPTAC have produced a check list of features that make life easier for the disabled/encumbered passenger, and we recommend that these are adopted in the Minimum Station Standards:

- One telephone number for Assisted Travel (currently 28 different numbers)
- Disabled toilets to show opening hours
- More use of pictograms for the non-English speakers
- A low access counter and ticket machine at upgraded stations
- More consistent training for staff in different types of disability

4.16 Access Made Easy

We commend the 'Stations Made Easy' website which went live on the ATOC/NRES site in October 2009. This is an interactive website which will allow a passenger to select any large or medium station in the country and then follow the route through the station using a series of colour photos.

4.17 Safer Access for All

Passenger Focus's research indicates that 13% more people would travel by train if they felt more secure. Fig 16 shows that almost half the passengers at the smaller 'D' to 'F' stations feel insecure – and this rises to 39% at unstaffed stations.

Everyone feels safer at staffed stations, but it is obviously unaffordable to staff all the 1,192 'F' stations, together with the 675 partially staffed 'E' stations. Passenger concerns at the less-used stations can be partly resolved through the physical solutions suggested in the Passenger Focus research, such as 'Secure Station' and 'Park Mark' accreditation. But the research is clear that passengers particularly want more staff presence at the smaller stations, and affordable solutions are urgently needed.

Whilst there is no hope of staffing all the smaller stations, there is a good chance that third parties could be persuaded to create a presence on the stations in return for a peppercorn rent. Many train companies now offer station trading or building tenancies at a nominal rent to get this local 'presence'. A station café or a business tenant can make all the difference to social behaviour, and most train companies are working closely with Network Rail to extend the opportunities further to provide a better sense of security at small stations.

We have been impressed with recent initiatives in this direction, and would particularly like to highlight the work of the sixty Community Rail Partnerships (CRPs) throughout the country who work closely with the voluntary sectors to get a presence onto their local stations. CRPs have brought redundant station buildings back into productive use and have contributed to better security and environmental upgrades around their stations.

Figure 16: Personal Security at Stations

Above 65% Average	%	Below 65% Average	%
'A' National Hubs	68	'C' Feeder stations	61
'B' Interchanges	67	'D' Medium stations	56
		'E' Small stations	54
		'F' unstaffed stations	39

Passenger Focus: Passenger Perceptions of personal security March 2009

Case Study: Saunderton waiting room
The station buildings on one platform at Saunderton station were out of use for years, and London-bound passengers had to use the opposite platform for shelter. The local CRP brought the redundant buildings back to life as a new waiting room. The station lighting was also partially blocked by overhanging trees and bushes so the National Trust joined forces to carry out vegetation clearance which increased passenger perception of security.

The Association of Community Rail Partnerships (ACoRP) project for Community Stations is making a real difference. An example would be the community-based scheme at Northwich station which led to a 70% drop in reported crime. Research also shows that every £1 spent through a CRP scheme generates benefits to a value of over £4.60. This puts CRP schemes in the Department's high value-for-money category. ACoRP represents 4,000 volunteers who contribute 1.2 million hours of work for the benefit of communities and rail passengers. The DfT calculate that their voluntary contribution is worth £27m per year – a figure used by the DfT in its socio/economic benefits model.

More and more local stations are being used by their local communities. For example, Scotland's Adopt a Station CRP scheme has resulted in 82 of the 341 stations having volunteer gardeners and many are also being used as Rotary Clubs, Community Councils and Art Societies. The station gardens at Forres, North Berwick, Pitlochry and Uddingston have helped their local town to success in both the 'Beautiful Scotland' and 'Britain in Bloom' competitions.

Case Study: Northwich youth club
This station was very run down and prone to repeated vandalism, graffiti and anti-social behaviour, with an element of the local youth using it as a hang-out. The local CRP turned vacant station buildings into a cyber café and training centre for young people at a location where there was little alternative. The train operator reports that vandalism is down by 75% and passengers perceive it is a safer place to wait for their train. Footfall has increased by 9% since the youth centre opened.

Examples of ingenious ways of getting a presence at previously unstaffed or partially staffed stations include:

- Peppercorn rents for catering, retailing and building tenancies
- Station cafés with takings fed back into the local Community Rail Partnership
- Waiting rooms reopened as cafés
- Use of buildings as community meeting rooms for local groups
- Opening ticket offices in stations which would otherwise be unstaffed
- Creating and managing station gardens
- Social Education and Training Centres located on the local station
- Art Centres and Studios for local artists

Uddingston Community Garden

Case Study: ScotRail *Adopt a Station*

10% of ScotRail stations are now Community Stations with local activity. As an example, the Friends of Wemyss Bay began planting in Autumn 2008 and moved into empty rooms in time for open days in March 2009 where they signed up 76 members. A second hand bookshop opened in April, open six days a week, raising £6,000 in a few weeks. The work of the Friends has been the subject of a motion in the Scottish Parliament, and through the Railway Heritage Trust they persuaded Network Rail to commence a £5m station repairs programme.

We commend the efforts being made to bring people from the community onto stations and would recommend encouraging these initiatives more consistently across the network in franchise tenders, by continuing to allow around 10% of NSIP funding to be invested in these smaller stations.

Great Malvern Community Station

Leamington Spa Community Project

Riedbach Access Ramp

Leiden Bicycle Store Entrance

Leiden Bicycle Store Interior

We recommend that:

R15 Station car park investment should be minimised in inner city areas with good public transport and cycling access. Investment in Station Travel Plans should be focused on other areas where demand indicates that an additional 10,000 spaces a year should be created over the next ten years on a self-funding basis. Longer term parking demand should be reviewed in the RUS Stations Study

Action: DfT/NR/TOCs

R16 Certainty of parking should be offered through a new 'Premium Parking' product which would allow passengers to reserve a space at railhead car parks in advance for both long distance and commuting trips

Action: TOCs/NR

R17 Cycle access should be targeted to double at individual stations over the next five years - with a national target of 5% cycling to stations. This should be achieved through the specification of secure storage and extension of the Cycle Hub concept in franchises and through joint initiatives with local authorities to create segregated cycle routes. These initiatives should be reviewed after two years of experience

Action: DfT/NR/TOCs/Local Authorities

R18 Public transport access should be improved through a closer partnership with local authorities and bus operators to encourage the re-location of bus stations closer to railway stations and to provide seamless bus/rail ticketing. PlusBus should be accepted by all bus, tram and PTE operators and City Shuttle services should be encouraged at all main stations

Action: NR/TOCs/Local Authorities

R19 Taxis access from large stations should be accelerated by adopting the Singapore Airport use of 'loading islands' where space can be made available

Action: NR/TOCs

R20 Disabled access is required for all train fleets by 2020 and Britain should match this EU directive by also making all 'A' – 'D' stations accessible by the same date. *Access for All* funding should be extended by a further five years from 2014. There should also be one national telephone number for "Assisted Travellers" to ring

Action: DfT/ORR/NR/TOCs

R21 Customer security concerns at the smaller stations should be met through the security measures in the Minimum Station Standards, supported by a policy of creating more community activity on stations

Action: TOCs/NR

5. BETTER RETAIL & CATERING

5.0 A £135m business

Retail and Catering income is worth approximately £135m per annum to the rail industry and is generally well delivered across the network with a standard of choice and presentation that stands comparison with most European countries. Network Rail is responsible for retail and catering at the large Managed Stations and has been attracting higher yield traders onto their sites wherever this is compatible with the growing congestion on concourses as passenger numbers increase. Fig 17 shows the size of the footfall at the top five London stations compared to the airports.

The trading opportunities only account for a small percentage of train company income at these limited trading sites, but the £135m national total is equal to four times the annual NSIP station investment funding and is clearly worth developing.

Hoofddorp: convenience store with ticket sales

Figure 17: Footfall Managed Stations v Airports

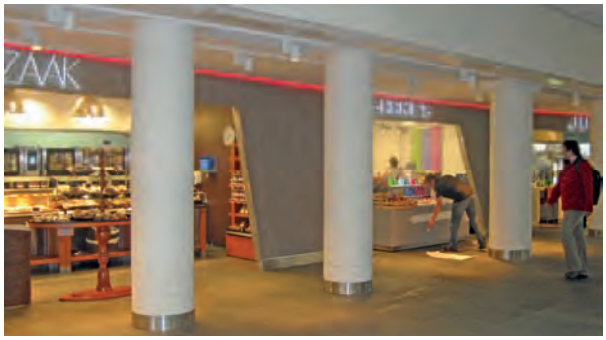
Station	Annual Footfall	Airport	Annual Footfall
London Liverpool St	148m	London Heathrow	67m
London Victoria	136m	London Gatwick	34m
London Waterloo	125m	London Stansted	22m
London Euston	71m		
London Bridge	67m		

Source: Network Rail/BAA

Train companies are responsible for developing Retail and Catering at all other stations, and Network Rail takes a landlord's cut of the existing annual income when a franchise is signed (First Reserve Revenue), but then allows train companies to keep 100% of all additional trading that they attract during the course of the franchise. This is intended to be a positive incentive for train companies to develop new trading opportunities and most train companies are satisfied with this arrangement.

The importance of Retail & Catering is often underestimated within the industry. They are seen as secondary to the rail journey – a place for distress purchases or an isolated shopping centre to be managed at arms length from the railway. Passengers, by contrast, see them as an integral part of the total journey experience and station retailers are very clear that their trading performance is as closely linked to the station environment as it is to footfall. A dilapidated station is not going to attract strong high street brands or an upmarket store.

Retail Segmentation at Manchester Piccadilly



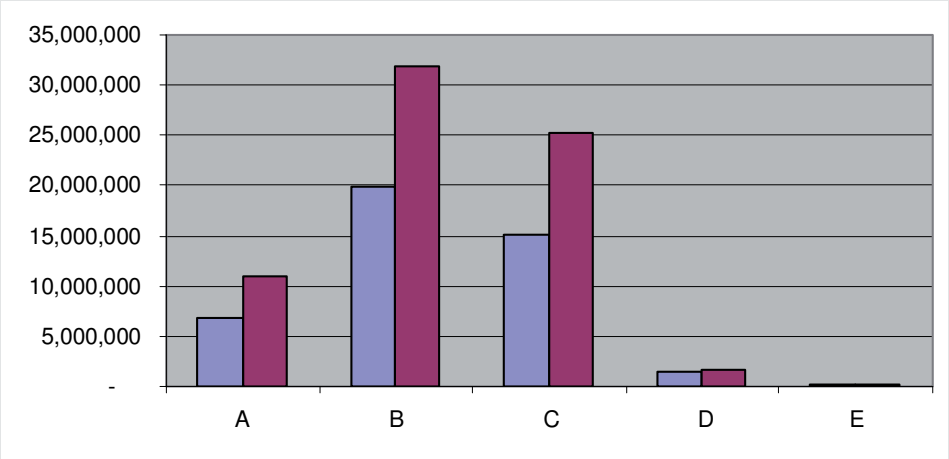
Leiden Consistent Retail Design

5.1 The Income Gap

The challenge is how the existing Retail & Catering income could be expanded across the network to support the funding of more station upgrading. One way of doing this is to take the best-performing stations in each category and then extrapolate their achievement across the rest of the category to identify their theoretical potential. The computer model calculates each individual station against local characteristics and can give low, medium and high potential. The results of this extrapolation are shown in Fig 18, where the large 'A' stations emerge as generally well developed and the medium 'B' – 'C' stations offer the scope for expansion.

Fig 19 shows that if every category performed to benchmark, the total retail income could be 33% higher and the larger A, B and C franchised stations could be 60% higher. The missing income represents a £44m gap and even if this is halved for optimism, it would fund twenty small station improvements. It represents net income for train companies, as they have already paid for the station through the Station Facilities Charge. The potential extra retail income at 'B' stations is particularly encouraging, as these are also the priority stations for improvement.

Figure 18: Potential Retail & Catering Income
Average per station



Source; Travel Point Trading 2009

Figure 19: Retail & Trading income potential[1] -Total rail industry income per category

Category (£m)	Current Income	Potential Increase	Potential Total	Potential Uplift %
A. Managed Station	90.7	18.1	108.8	+20
A. Train Company	6.8	4.1	10.9	+60
B. Interchange	20.0	12.0	32.0	+60
C. Feeder	15.1	10.0	25.1	+66
D. Medium	1.4	0.3	1.7	+21
E. Small	0.2	0.1	0.3	+50
Total	**134.2**	**+44.7**	**178.9**	**+33**

Source; Travel Point Trading 2009

5.2 Large station benchmarks

We benchmarked these internal rail results against three comparable organisations - motorway service stations, petrol stations and airports. BAA is the market leader for high yields and Fig 20 shows what can be achieved with premium retailing at a quality airport. Stations will always have a lower yield because of shorter customer dwell times and frequency of travel, but the lesson is that rail operators should aspire to stretch their yields by providing appropriate retailing for the dwell time and there is an opportunity to stretch the 51p at Managed Stations by 20% and at other large stations by up to 60%.

Rail is an attractive sector for retailers because of its healthy growth trend, its ABC1 customer base and its 'green' transport credentials. We have met large quality retail organisations who would be keen to trade on more of the franchised stations. Their two concerns are the poor image of many stations for trading and a perceived low priority within the rail industry for developing retail opportunities (e.g. installing the necessary utilities to potential trading sites).

The external benchmarks all indicate that rail is failing to realise its potential because it is not concentrating on trading within the total passenger experience and is failing to create sufficient high-quality station environments for high yield traders. These operators require smart stations to match their image and they do not expect to be asked to pay the full cost of site preparation and provision of services when they are taking all the risks and the rail industry is taking a percentage of future turnover.

5.3 Small Station Benchmarks

The potential market for the smaller C2 and D stations is quite different. The big retailers and caterers need an annual station footfall in excess of 1,000,000 p.a. but the Dutch railways have found an interesting solution for the smaller stations with their Ticket-and-Shop stores. These can be small supermarkets or platform kiosks which sell a wide range of rail tickets at the check-out. The operation has been successfully transplanted to Britain and NedRailways is now opening four stores on its Merseyrail franchise with Nisa under the title 'MtoGo''.

Figure 20: Comparative Yields per passenger

Operator 2004/05	Retail & Catering	Advertising	Av dwell time
UK Airports (land side)	154p	32p	60 mins
Managed Stations	51p	6p	17 mins
Rail Stations Average	6p	-	7 mins

Source; Travel Point Trading 2009

Case Study: Airports

The privatisation of BAA in the 1980s brought specialist high street retailing and luxury brands into airports. Terminals were merchandised according to passenger profile and this led to more expensive brands and products. Units are let as concessions which relieve them from paying business rates. This allows the operator to achieve higher rents, and new airport terminals are designed to maximise retail income as well as customer convenience.

[1] This is the income that Network Rail/train companies receive as % of turnover

Self-service machines are also a good solution at 'C' and 'D' stations and provide a catering service right up to the last train. But vending operators such as Selecta often find that they are not viewed as a priority by the rail industry and that commitment can be low - although c2c is a good example of successful line-of-route installation of vending machines at every station with Selecta providing and maintaining the machines.

5.4 Lessons for Rail Retailing

The retail culture is weak across the rail industry compared with our external benchmarks. For example, neither retail nor property is generally represented in chief executive groups or boards. Commercial facilities are not considered core to the provision of customer service and are not included in franchise tenders as a specific core service element.

As one senior retailer told us: *'In 15 years I have never been called by a railway MD to ask about our station units – but I am called every week by airport managers'*. As a result commercial activities are generally an afterthought: retrofitted rather than planned on a holistic basis with all the other station facilities.

5.5 High Yield Trading

A small station can only justify the universal one-stop shop, but the larger stations can raise earnings significantly by developing a range of high-yield specialist shops. This segmentation will only occur where footfall is high enough to attract and hold this range of specialist retail uses. Most of the franchised 'A' and 'B' stations could be increasing their income by up to 60% from this source and London St Pancras is the UK benchmark for what can be achieved, with Leipzig (Germany) and Leiden (Holland) both providing good continental benchmarks.

Fig 11 has already identified potential additional trading income of over £3m pa at the top thirty priority 'B' stations once they are upgraded, and this should provide further justification for the station investment.

Retail concepts that that have transferred well to rail over recent years include: clothing (UK Bennett, Monsoon, Fatface); cosmetics (Rituals, Body Shop); hair stylists (Toni & Guy); Supermarkets (M&S Simply Food, Sainsbury's) and niche catering (Yo! Sushi, To Maki). As the critical mass increases, stations will be considered less as convenience stores and more as shopping destinations in their own right.

Case Study: Motorway Service Areas (MSAs)

Operators lease service stations for 50 years and fund their development through private investment companies. There are four major operators in the UK (Moto, Welcome Break, Roadchef and Extra), backed by venture capitalist groups. They are regulated to provide toilets, parking, food and fuel on a 24 hour basis and this inevitably reduces operating margin.

Faced with a reduction in spend per visit, the operators replaced their unbranded outlets with better known high street brands such as Burger King. M&S Simply Food and WHSmith have recently rolled out stores across the Motorway network and this has enhanced customer spend per visit.

Case Study: Petrol station forecourt retailing

Petrol stations have been reduced by 50% since the 1990s. This coincided with a shortage of out-of-town supermarket sites and led to new retailing partnerships. Petrol stations became supermarkets – and over 93% now have a convenience store. Over 30% of people now visit petrol stations for the convenience store alone.

The Esso/Tesco partnership is based on Esso leasing sites to Tesco. The fuel offer is branded Esso and the convenience store Tesco. Where Tesco doesn't wish to participate, Esso operates the store, using their 'On the Run' brand. M&S Simply Food is a recent entrant to the market and operates a franchise with BP.

5.6 Managing Congestion

The recent 50% growth in passengers, together with the need to introduce gate-lines into more concourses, has inevitably led to a few lost trading opportunities and the forthcoming Network Rail RUS Stations consultation could usefully review long-term opportunities for expanded concourses and booking halls to allow for:

- passenger growth
- the provision of adequate gates
- expanded station trading

The ideal situation lies in re-development - and both London Kings Cross and Birmingham New St are about to triple the size of their concourses, creating space for both passengers and shoppers. Concourses work best when they are kept clear for passenger movements, but still provide space for large stores around the perimeter. London Paddington and Manchester Piccadilly are both examples for the way ahead.

Windsor & Eaton Central 'D' Station

Convenience Store at Richmond

Case Study: Guildford 200% growth

South West Trains led and funded an innovative upgrading of Guildford concourse and its retailing in a situation where it could keep 100% of all incremental income.

2007: Guildford ('B' station) had a standard mix of catering including a Gourmet Coffee platform catering, dry cleaner, car rental, tailor and poorly located cash machines.

2009: Guildford is now earning 200% more with newly merchandised offer reflecting flows – including a second Gourmet Coffee; platform catering; an upmarket baker; a hot food kiosk; a dry-cleaner; a generic caterer and more cash machines.

2010: Guildford is opening a high-yield convenience store and a florist

We recommend that:

R22 Strategies should be developed to capture a potential 60% increase in station trading worth up to £44m pa at 'A' – 'C' stations. This should help to fund station improvements and the industry's forthcoming RUS Stations Study could usefully address the opportunities in more detail

Action: TOCs/NR

R23 Train companies are encouraged to experiment more widely with joint Ticket-and-Shop convenience stores and kiosks, where the retailer sells rail tickets at the check out

Action: TOCs

6. FUNDING & FRANCHISES

6.0 Funding Investment

Station funding equates to £653 million per annum for the next five years. Whilst this is a large sum, it is effectively spread very thinly over one of the largest building portfolios in the country. Over a third of the funding is actually routine asset renewal, repair and renewal of a complex portfolio of stations which are mostly over a hundred years old. A further third will be invested in enhancing the high-payback large stations such as Birmingham New St, London Kings Cross and Reading.

Only a third will remain for enhancing the remaining 99% of stations – and this is the area where the industry is under-funding its stations. Several desirable enhancements to decaying or congested stations were removed from the current five year funding deal (e.g. Crewe and Liverpool Central) and these are simply adding to the backlog of large 'B' – 'D' stations in need of investment.

Fig 21 gives a more detailed breakdown of the station funding currently available to the industry for the next five years which comes from eleven different sources:

6.1 Station Catch Up

The problem area is the relatively low investment in enhancements. The ORR is required to regulate the operational property budget to fund the maintenance of station assets to their current condition – not to improve them. The Network Rail enhancement budget was reduced to upgrading a handful of major stations in the recent ORR review, and train company investment through the franchises is just 4% of total station funding for the coming five years.

The addition of NSIP and Access for All funding has provided a 'sinking fund' for some investment catch-up at the smaller stations, and the proposed Minimum Standards are just that – the minimum acceptable. This will be nowhere near enough to reverse the tide of ageing stations. It has taken twenty five years of sustained funding to bring Scotland's stations up to a consistent standard and England and Wales both need and deserve the same level of attention.

Figure 21: Integrated Station Funding 2009-14 Average Annual Spend

Funding Source	Description	£m avg pa	%
1. NR Operational Property	Station maintenance/repair across network	226	35
2. Major Projects (Managed Stns)	Network Rail major station upgrades	107	16
3. NR Enhancements	Network Rail upgrades in 5 Year Plan (CP4)	77	12
4. DfT *Access for All*	DfT ten year fund	55	8
5. DfT/Transport for Scotland	Specific station grants	40	6
6. Commercial Development	Section 106 planning gains etc	39	6
7. DfT NSIP Programme	National Stations Investment Programme	31	5
8. TOC Investment (SFO)	Franchisee station commitments	26	4
9. Third Party funding	External contributions	25	4
10. NR Non Operational Property	Telecoms etc	25	4
11. Railway Heritage Trust	Top-up funding for heritage buildings	2	0
	Total	**653**	100

Source; Network Rail

There is no 'do nothing' plan, as many stations are already over a hundred years old and the nation cannot afford to maintain them all as historic buildings. There is no problem in proving that passengers both notice and appreciate station upgrades: London Overground, for example, is already achieving a 10% increase in customer satisfaction for station facilities and environment following refurbishments. The issue is how to prioritise and justify scarce resources to deliver a lasting improvement.

6.2 NSIP-2 and NSIP-3

We believe that as the country comes out of recession, the stock of 'B' – 'D' stations will need targeting with a rolling NSIP programme of investment for the ten years from 2014 to 2024 to replace ageing Victorian structures with simpler, modern buildings with better facilities and interchanges. The Swiss one-off investment treatment, in replacing unwanted buildings with simpler modern structures where appropriate, is urgently needed for the E – F stations in twenty-first century Britain.

We would recommend that the existing NSIP and Access for All programmes are extended into a major station investment programme which increases the current station funding by 25% for the ten years 2014 – 24 to deliver the NSIP-2 and NSIP-3 five year catch-up programmes outlined in Fig 22 at an additional annual cost of £163m. The RUS Station Study could usefully identify long term station investment by route in more detail.

6.3 Financial impact

The challenge is to achieve a better understanding of the benefits which should sustain long-term station investment funding. The newly updated August 2009 Passenger Demand Forecasting Handbook now includes growth projections for the financial impact of improvements to existing facilities – as well as for the impact of investing in new-build improvements such as waiting rooms. This provides a consistent base for supporting investment in stations and concludes that 'total long-term net demand uplifts above 2% (income growth) are unlikely'. This is not too far off Northern Rail's experience of a 2.6% – 3% uplift immediately after a significant refurbishment. Additional trading opportunities from the improved station environment should be added to these figures.

6.4 Socio Economic Impact

The direct financial benefits are far from being the end of the story. Many station investment benefits are indirect and harder to capture in a business case. These include a heightened sense of personal security, increased willingness to exchange the private car in favour of public transport, the value of a seamless-web public transport interchange, the availability of new services at stations and environmental benefits. Government is already recognising some of these benefits, but they would benefit from a detailed review and we would recommend that the DfT should commission a detailed study into the socio-economic benefits for better stations in time to influence the 2012 HLOS five year funding discussions.

Figure 22: Proposed NSIP 2 and NSIP 3 2014 – 24 Station catch-up funding beyond franchise agreements

Station Category	Catch Up Plan	No. Stations p.a.	£m p.a.
'B' Interchange	Three Priority 'B' Station upgrades pa	3	60
'C' – 'D' Medium	Ten 'C' – 'D' station upgrades pa	10	30
'E' – 'F 'Small	Sixty one-off clearance of old buildings	60	1
Access for All	Thirty *Access for All* stations pa	30	72
	New Funding p.a.	**103**	**163**
	Current Funding p.a.		653
	New Total p.a.		**818**

Case Study: First ScotRail graffiti campaign
Transport Scotland's requires First ScotRail to keep graffiti on stations and trains down to a very low level, as a threatening public transport environment is known to deter passengers from travelling. First ScotRail believes that sustained investment in improving the environment in this way has led to increased revenue. The converse would also be true if graffiti was to be allowed to return to the network.

At the end of the day, there is no 'do nothing' option. A large portfolio of nineteenth stations is visibly ageing and will simply require emergency funding at some time in the future if the rate of modernisation cannot be stepped up from 2014.

6.5 New Investment Sources

European funding for stations has unfortunately contracted in recent years. The EU's European Regional Development Fund (ERDF) financed over €5 billion of investment in England between 2000 and 2006, helping to produce a world-class station upgrade at Sheffield and significant investments on stations in Merseyside, but only support €3.2 billion between 2007 and 2013 as funds are diverted to more needy Eastern European countries which joined the EU in 2004. However, we were pleased to find that regional planners and the rail industry are now working in a much closer partnership and the Regions are increasingly using ERDF to fund rail schemes – a welcome new resource for stations.

Regional Funding Agreements are to be encouraged, as they bring the local station into closer partnership with the community. We were pleased to find that the Regions are increasingly funding rail schemes now, and the current five-year programme includes significant investment in stations. This is new funding and is the result of a much closer partnership between regional planners and the rail industry.

Third Party funding for car park extensions is available, and most of the big car parking companies are willing to provide the investment, but it is usually more expensive than borrowing from Network Rail. If the payback is below 20 years, the DfT will support extending the additional station charges into future franchise agreements.

Section 106 development gains are often seen as the solution to station upgrades where railway property is available for development. This may still be true in some cases, but a recent change in the rules has meant that local authorities can now choose to divert these payments away from a station scheme and into other local activities such as education and wider transport issues. Section 106 will be supplemented and even replaced by the fixed-tariff-based approach (Community Infrastructure Levy) now going through Parliament. However there remains an anomaly that Network Rail remains liable to pay the levy for schemes which it could then itself develop or support – a circular process.

We have reviewed further retail and property potential elsewhere. Network Rail has a large estate of operational property around stations, but land values outside central London rarely make decking over rail tracks an economic proposition. This means that most of the realistic future development opportunities will be on railway land adjacent to stations – and this in turn will usually involve a joint development with another landowner. This will limit future opportunities, and when viewed against a period of cyclic downturn, means that there can only be a limited expectation of additional income or benefits from property development in the next five years.

We conclude that direct subsidy and borrowing through the Network Rail debt will always be the cheapest sources of funding. The key to success is for the DfT to continue to allow the payback period for these station loans to be extended into future franchises to reflect the long payback period on station schemes.

6.6 Franchise Agreements

The early franchises from 1996 made few requirements on train companies for the upkeep of stations. This was part of a philosophy which assumed that market pressures would force

train companies to invest in station enhancements. The Strategic Rail Authority realised that more specific commitment to station enhancements was needed, but then ran out of the funds. Both the Northern Rail and Arriva Trains Wales franchises were let with virtually no investment for over 700 stations. The Department for Transport took over the franchising process with the closure of the SRA and initially maintained the minimalist approach to stations and service standards in their early franchises.

6.7 Franchise Issues

Fig 23 shows the opportunities for implementing these changes through planned franchise re-bidding. Whilst this helps to spread any additional cost, it will also mean that some customers will not see the improvements for a decade. Possible solutions are to introduce the proposed Minimum Standards at a break point in a franchise - and otherwise to use NSIP funding to ensure that at least the priority stations are covered without undue delay.

'Value' is an issue for station facilities in franchises, where an accountancy approach can actually score an offer of additional investment in stations as a negative in the bidding - because it is difficult to definitively prove that there are enough income benefits to go with the costs. Mandatory minimum standards will partly solve the problem, but the proposed research into the socio-economic value would bring a more formulaic approach to an area that is inevitably linked to perceptions and a willingness to travel.

Longer franchises are much debated, and they would certainly encourage train companies to take a longer-term view on slow payback schemes such as station modernisation. This would simplify the problems of funding payback periods of 15-20 years across short franchises, whilst encouraging train companies to take a longer term view of the industry. Longer franchises will also reduce the temptation for train companies to limit investment to the first three years of a short franchise.

Figure 23: Franchise Renewal Programme

	Franchise	Initial Expiry	Franchise End	Length (years)	Owner	SFO* Stations
1	c2c	-	2011	15	National Express	24
2	Virgin West Coast	-	2012	15	Virgin Rail	17
3	Northern Rail	2011	2013	7 + 2	NedRail/Serco	471
4	Nat Express East Anglia	2011	2014	7 + 3	National Express	167
5	Southeastern	2012	2014	8 + 2	Govia	173
6	First ScotRail	-	2014	10	First Group	341
7	Nat Express East Coast	2013	2015	7 + 2	National Express	12
8	London Midland	2013	2015	6 + 2	Govia	149
9	East Midlands Trains	2013	2015	6 + 2	Stagecoach Hldgs	87
10	First Capital Connect	2010	2015	4 + 5	First Group	79
11	First Great Western	2013	2016	7 + 3	First Group	210
12	CrossCountry	2013	2016	6 + 3	Arriva	0
13	London Overground	-	2016	9	Chiltern	45
14	First Trans Pennine	2012	2017	13 + 5	First Group	30
15	South West Trains	2014	2017	10 + 3	Stagecoach Hldgs	177
16	Southern Railway	2015	2017	6+ 2	Govia	157
17	Arriva Trains Wales	-	2018	15	Arriva	244
18	Chiltern Railways	2014	2021	13 + 7	DB Regio	31
19	Merseyrail	-	2028	25	NedRail/Serco	66

* Table excludes 55 stations managed by London Underground, Network Rail, Island Lines, Heathrow Express and London & Continental Railways

6.8 'Southern' Franchise as Future Model

A breakthrough came in 2008, when the DfT tendered the franchise for Southern with far tighter customer standards for stations. Bidders had to commit to delivering specific customer satisfaction standards as well as investing in specific station enhancements. The Southern Franchise became operational in September 2009 and set more specific station input standards, whilst requiring train companies to commit to specific output measures on customer satisfaction which are close to our proposed 80% station satisfaction target. The Southern Franchise should be the building block for future station franchising.

We would recommend that the Southern Franchise is adopted as the template for the future and that the proposals in this review are built into future versions. Our check list of items recommended in the review for inclusion would include:

- The Minimum Station Standards should become the template for franchise tenders and agreements. This will make the standards non-negotiable for bidders and the issue will then be about encouraging the best value for money in their delivery.

- The 'Value' of incremental station investment over and above the Minimum Standards should count as a positive benefit to the bidder – and not be mechanistically downgraded. The proposed study in the wider socio-economic benefits should support this process.

- There should be a list of Priority Stations which require specific investment commitments from bidders.

- Bidders should be required to commit to an annual delivery plan for upgrading their stations and delivering the standards. The major investment should be front-loaded to ensure the maximum customer benefit from the franchise.

- There should be financial incentives for exceeding the KPIs and a good track record of delivery should score for both franchise extensions and track record in bidding. Penalties should be imposed for persistent shortcomings on the KPIs and should be paid as additional station investment.

- Future agreements should require franchisees to demonstrate that they will form a close partnership with local planning authorities throughout their franchise to develop medium term plans to the mutual benefit of the train company and the community: e.g. town master Plans; Station Developments: Cycle paths to stations; location of bus stops/bus stations, transport plans, station travel plans etc.

Brighton Southern Franchise

Case Study: Southern Franchise commitments

- All 157 stations to be given deep cleans
- All South London stations to be staffed first to last train (4 exceptions)
- 1,100 extra car parking spaces
- 1,500 additional secure bicycle spaces
- £25m investment in 34 station enhancements – of which 7 are major
- All stations fitted with CCTV security by 2011
- Train company sets Customer Satisfaction – penalty paid as additional investment
- 22 additional stations gated and 120 extra ticket machines
- Station Travel Plans at 30 Stations

We recommend that:

R24 Funding beyond 2014 should recognise that the current rate of investment is inadequate to convert the large stock of Victorian stations into modern stations that match the new train fleets. NSIP-2 and NSIP-3 station catch-up programmes will be needed beyond the Minimum Standards, backed by a 25% step-up in the current rate of station investment for the ten years 2014-24

Action: DfT/ORR

R25 The forthcoming Route Utilisation Study consultation into Stations should be used to follow through the long-term upgrading and funding of station facilities and to identify the detailed priorities in each category in time for the 2012 five year funding discussions (HLOS)

Action: NR

R26 A detailed study should be commissioned to identify the wider social-economic benefits for better stations in time to influence the next HLOS five year funding discussions in 2012

Action: DfT

R27 The 2009 Southern Franchise Agreement should be adopted as the template for the future and the relevant proposals in this review should be incorporated into this model

Action: DfT

Ormskirk - recent NSIP upgrade

Runcorn – recent NSIP upgrade

7 BETTER MANAGEMENT

7.0 The Big Issue

The biggest issue in all our interviews with train companies, Network Rail and third parties, was the question of how to manage the complex stations portfolio better. The issue has nothing to do with the front-line staff who serve the customers – staff and customers are getting on fine. Rather, it involves the delays and frustration that all parties have recently experienced when trying to invest in station improvements and station property developments.

We have taken much evidence on the extent of the problem and the degree of frustration that this has caused and we have concluded that the problems come down to four issues which need to be fully resolved in the interests of both Better Rail Stations and relationships within the industry. These four challenges are:

- Making station upgrades easier
- Making station upgrades cheaper
- Making 'Commercial Property' more responsive
- Resolving the role and operation of Managed Stations

7.1 The Solution

Improvements in these realms are very much in the domain of Network Rail as the station landlord, and we found that they have already taken a number of important steps - some of which are still in the pipeline. We believe that they can go further and we would strongly recommend that Network Rail presents the rail industry with a comprehensive programme for delivering an improved stations management framework so that the industry fully understands the action being taken and can collaborate in the processes of change.
This could usefully include a proposed revision of the Station Code to end the confusions over responsibilities for specific items of station maintenance, repair and renewal. An industry agreement over a simpler formula which splits responsibility by asset might be preferable to all parties.

We therefore recommend that Network Rail responds within two months with an action plan that confirms its views of the problems to be solved: the gaps that it perceives to exist: the initiatives that are already underway: the further changes that are needed and the process by which the industry can help to shape and deliver these changes.

With this recommendation in mind, we shall use this chapter to offer our views on the outcomes that we believe are important to the industry, based on the evidence we have taken in our interviews.

7.2 Making Station Upgrades Easier

Stations lie across a fault-line between Network Rail, train companies and local authorities. However the industry is organised, this problem will re-appear in some form - and this means that successful station management is always going to depend on collaborative project management. Winning will mean encouraging a shared understanding of objectives, as well as joint teamwork in delivering fast and effective outcomes. This is particularly true in projects such as NSIP and Access for All, where third party involvement is actively sought.

A further complication is that these collaborative partnerships will still have to be defined through legal contracts which protect the players and ensure that stations are upgraded in a safe and enduring manner. This makes for complex processes which are both time-consuming and require high levels of supportive behaviour – for example, one large station scheme recently required 139 formal 'permissions' before work could start.

The outputs required to make station upgrades easier will clearly include:

- organisational changes that simplify relationships
- streamlined processes that transcend company barriers
- more transparency and ownership for any blockages to consent
- more collaborative behaviours that deliver a 'can-do' culture

The most promising organisational change we discussed was the proposal to transfer the ownership of all Merseyrail's 66 stations from Network Rail to Merseytravel for the remaining

nineteen years of the franchise. This would include a transfer of responsibility for maintenance, repair and renewal and would leave Merseytravel in full control of its station upgrades. Merseyrail is an unusual franchise as it both enjoys a 25 year term and is let by Merseytravel PTE - not the DfT.

We would therefore recommend that at least one more franchise should be developed in a similar way – and this would probably need to be with a legal entity such as a PTE, or Transport Scotland/Transport for London which is willing to take on full station renewals. We are also aware that Nexus would like to take ownership of Sunderland Station and GMPTE of Altrincham – where they both account for 85% of the travel.

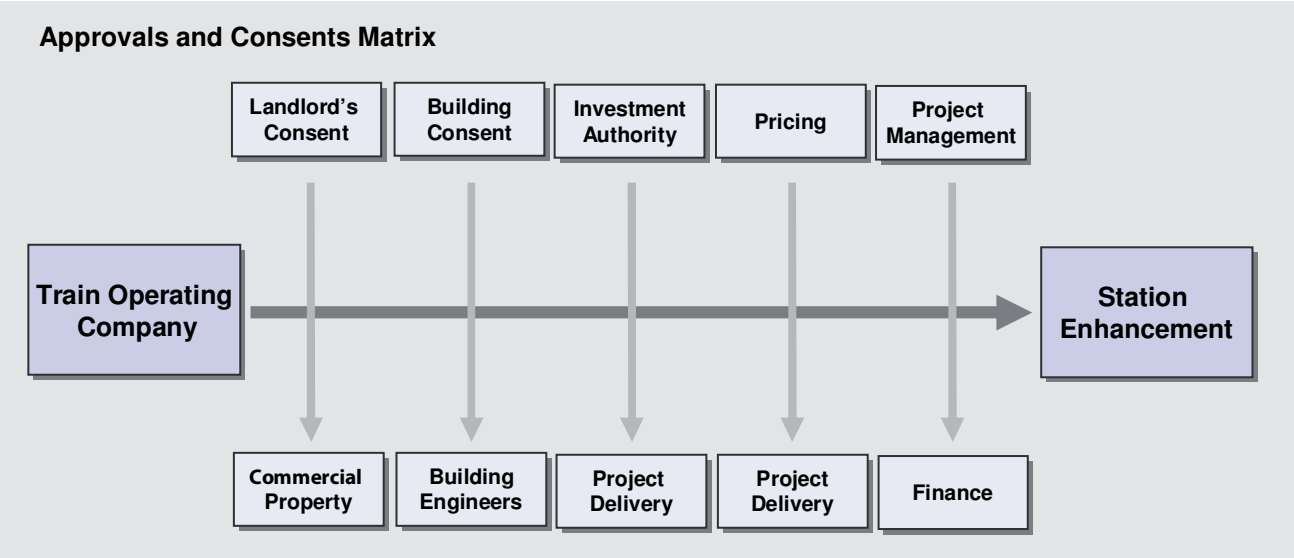
We were also pleased to hear that Network Rail is considering an internal re-structuring which would bring together as many station issues as possible under a new 'Stations' team. This would not only strengthen the Managed Stations expertise, but would potentially create a centre of excellence for the whole rail industry, whilst offering train companies one-stop shopping for station changes.

Anything that can bring 'Landlord Consent' and 'Building Consent' together into one-stop shopping will be of the greatest help to train companies. Streamlined station processes will generally still need to transcend organisation and company barriers and Fig 24 shows the complexity of the problem to be solved. We were therefore encouraged to find that Network Rail has now set a 28 day target for completing Landlord Consent on a new website that can be monitored by customers – and is committed to halving this again to 14 days for straight forward schemes. The delivery performance is now far more transparent with train companies able to track their own schemes. Consents are currently averaging 33 days, with 77% of respondents rating the new system Good or Excellent. This has been accompanied by an acceleration and delegation in the investment process for smaller station schemes.

We found that a more collaborative management style was being achieved through a new Joint Stations Board which brings ATOC and Network Rail together to decide the big priorities. An even bigger breakthrough has been the creation of Local Delivery Groups (LDGs), which are built around each individual train company and are chaired jointly by the train company and the Network Rail route director. These LDGs are now the foundation stone for any station investment and ensure that all parties now plan their work and funding at stations jointly.

Behavioural issues are critical in partnerships and an important output for future success will be to extend this work further to develop a 'can-do' culture amongst all parties. Building engineers, for example have a heavy, but specialist, workload in inspecting and repairing 11,000 structures across the country, but their support for train company upgrading schemes is mission-critical. Conversely, Network Rail is

Figure 24: Route to a Station Upgrade



concerned that train companies are often tempted to use the 'Station Change' process as financial 'ransom strips' when asset upgradings arise. These two teams need to get a better understanding of each others problems and work together in a more collaborative style.

7.3 Making Station Upgrades Cheaper

We were presented with numerous examples of station projects being procured more cheaply by train companies in their local areas. Train companies are smaller organisations and have lower overhead costs: they are also willing to take more risk on unexpected problems arising on small schemes. The output required for station upgrades is therefore twofold: to find sensible ways of making scarce funding resources stretch over more schemes – and to allow train companies and third parties as much freedom as possible to test the market independently of Network Rail.

There is now cross-industry agreement that it makes sense for train companies to manage both the procurement and the project management of station upgrade work. This decision recognises that Network Rail is organised to deliver very large infrastructure schemes and that the overheads from this process tend to swamp the smaller schemes. It does also mean, however, that train companies will need to take more risk for the overruns on their schemes.

There is still scope to stretch these cost reductions further and Network Rail's commitment to a 28% cost reduction over the next five years should clearly flow through into reduced process and project costs. The reality, however, is that many station improvement schemes will still need to be project managed by Network Rail - for example where 'possessions' of the operational railway are involved. The most important next output could therefore be for Network Rail to introduce a free-standing 'Small Project' process which picked up far lower indirect costs and general overheads. This would demonstrate value for money to a market that currently still tends to feel trapped in having to accept a monopoly supplier's costings. It would also make investment go further and would keep future Station Charges lower.

7.4 Making 'Commercial Property' More Responsive

Network Rail's Commercial Property has inherited a narrow portfolio of operational land at stations which it can usually only develop in partnership with third parties such as adjacent landowners, local authorities and train company tenants. This inter-dependence has created stresses between the various players in a market that is disaggregated across the regions by its very nature.

The over-riding improvement desired by all players is a mechanism that enables Network Rail's Commercial Property team to respond swiftly and professionally to a wide range of regional initiatives. A second improvement would be for Network Rail to raise its game when the property market picks up again, and to be ready with both a re-vitalised structure and detailed proposals for new developments. These are important outputs for achieving better stations, because rail property development can still trigger Section 106 planning benefits that lead to a modern station or better customer facilities – as long as local authorities do not divert them to alternative priorities.

The perceived lack of responsiveness to rail property opportunities in the regions was frequently raised by opinion formers in local authorities, Enterprise Boards and Chambers of Commerce. The outputs needed include reviewing the size and skills of the regional response teams available, together with their ability to make decisions without constantly referring back.

We were very interested in the recent Joint Venture between Network Rail and Kier Development. This innovative regional deal has bridged the gap between the rail industry and the property development world. The objective is to regenerate a cluster of stations in London & the South East and it is just unfortunate that it has coincided with a major down-cycle in the market. We would recommend developing more of these Joint Ventures as one solution to both forging a stronger presence in the regions and working in closer partnership with developers.

7.5 Resolving the Role of Managed Stations

We were concerned at the strength of opposing views over the role and operation of Managed Stations. This is not an issue for passengers, who give both train company and Network Rail 'A' stations an identical 81-82% Overall Station Satisfaction score as shown in the NPS scores in Fig 25 below. Passengers tend to mark down individual station attributes, and the Managed Stations get marked down for city centre parking problems, whilst the franchised stations for poorer facilities and services.

Fig 26 shows the scale of upgrading and development that is involved in running the Managed Stations, with investment in upgrading committed at almost every station. Network Rail's Pragma research gives a more detailed analysis of the Managed Stations (as previously shown in Fig 5), but there is no Pragma research data to allow their work to be compared to the Franchised 'A' stations.

We have however identified two outputs which would improve internal relationships over the Managed Stations from our interviews. The first is to operate the stations in a more collaborative and empowered management style, and the second is to identify a five year plan with train companies to remove the uncertainties about which stations Network Rail proposes to operate directly.

It would be worth reviewing roles and management style at the Managed Stations with train companies as whilst some are content, others feel that there are areas for improvement, including a perception that the Station Managers are really facility managers with no investment budget and little expert support above them. The local investment issue has already been addressed, and Station Managers are now being given budgets for small expenditures. The decisions on which stations are to be directly operated by Network Rail are important to train companies. It would ideally lead to a more transparent understanding of objectives and a stable agreement on the next five years. This might simply result in agreeing a 'no change' position on the basis that the status quo is roughly right, or it could lead to ground rules that only a small number of large stations would change hands in the period and then only a) by mutual consent with the train company concerned or b) at franchise re-bidding with DfT and ORR support.

Figure 25 Managed Station Satisfaction versus National Average

	NR Managed Stations %	7 Franchised 'A' Stations[2]	Comparison Managed %
Overall Satisfaction	**81**	**82**	**- 1**
Interchange with public transport	84	77	+ 7
Information on train/platform	81	81	0
Cleanliness	74	72	+ 2
Overall environment	72	71	- 1
Upkeep & repair of buildings	69	64	+ 5
Personal security	68	70	- 2
Facilities & Service	65	50	+ 15
Staff attitude/helpfulness[3]	64	72	- 8
Availability of staff	59	65	- 6
Car parking facilities	24	46	- 22
Mean Score with Car Parks	**66**	**69**	**- 3**
Mean Score without Car Parks	**71**	**71**	**- 0**

National Passenger Survey Spring 2009

[2] Currently Bristol, Cardiff, Glasgow Queens St, London Blackfriars, Marylebone, Newcastle & York

[3] Includes both Network Rail and train company staff

Figure 26: Summary of Managed Stations Review

Passenger Environment	Retail Income	Developing Property
Birmingham New Street Major station development expanding both retail and station concourse	Major development expanding retail / concourse	£600m scheme completed by 2013 in CP4
Edinburgh Waverley Major work station fabric & roof during CP4 including platforms, concourse, travel centre	Awaiting development scheme	£132m scheme in CP5
Gatwick Airport New platform and walkway with entrance to airport roadway. More escalators and concourse refurbishment.	£50m scheme to refurbish concourse and platforms during CP4.	Concourse refurbishment during CP4. Major scheme being developed
Glasgow Central Possible relocation of travel centre to new module on the concourse. Provision of new first class lounge at 1st floor level.	Complete	Complete
Leeds New Southern Entrance 2012	Additional retail in Wellington Quarter. Cycle Point 2010.	Upgraded in 2002
Liverpool Lime Street Virgin information point and lounge Retail units relocated	Retail development in Cab Road. New Left Luggage.	£ 3.4m refurbishment completed 2009
London Bridge Upgrade facilities and transport interchanges for Thameslink 2011	Expansion of retail in vaults area to compensate for loss of units (Shard/Thameslink)	Interim concourse. £400m upgrade to be completed 2014 CP4 as part of Thameslink
London Cannon St Refurbishment of toilets, ticket office and 1st Class lounge; new information point; relocation of retail units	New retail offers when station completed	£20-30m refurbishment funded by commercial development to be completed early 2011 CP4.
London Charing Cross Completed	Minor retail re-furbishment	Upgraded 1992. CP5 bid to include significant development
London Euston Current upgrade of retailing, ticket shop and new DDA lift from taxis complete 2009	Additional retail units in Western Colonnade	Redevelopment planned CP5 in partnership with British Land
London Fenchurch St Plans for upgraded entrance to Tower Hill	Minor retail re-furbishment	Completed (1992)
London St Pancras Completed	Introduction of new deli market	£800m refurbishment competed 2009
London Kings Cross Deck over LUL staircase on main concourse 2009 to provide more circulation space. New Western concourse 2012	Temporary retail units to maintain customer offer	£450m redevelopment completed 2011 CP4
London Liverpool St Completed	New outlets planned	Completed (1992)
London Paddington Span 4 refurbishment completes Aug 2010. Major repairs to drainage (£350k+) by end 2009	New Cycle Hub integrated with Left Luggage. Potential for more retail units	Concourse and main roof completed 1999. Span 4 and new station entrance 2010
London Victoria New Eastern Concourse roof, repainting of Central Concourse. More seats, new Cycle Hub and improved passenger information	Two new retail units & station reception upgrade. Centralise Lost Property in London	Potential redevelopment in CP5 in partnership with Hammerson
London Waterloo Decongest concourse, more seating, Cycle Hub & 230 cycle racks. Develop WIT undercroft ;re-develop Elizabeth House	Proposal to refurbish first floor with new balcony and retail space of over 20,000 sq ft.	10 car upgrade to be delivered CP4. Comprehensive re-development proposed for CP5
Manchester Piccadilly Completed	More retailing planned	Completed 2002

Case Study: Joint Venture Kier Development

Network Rail has signed a Joint Venture with Kier Development to re-develop seven stations in the South East at Epsom, Guildford, Twickenham, Enfield, Maidstone East, Walthamstow and Wembley.

This is a 50/50 venture in which Kier has paid Network Rail an option fee for the right to develop the sites and Kier can propose to add more sites as it identifies them. The majority of schemes involve re-developing existing car parks and then replacing them with new multi-storey car parks and station upgrades.

R28 We recommend that:

Network Rail should take the lead in presenting the rail industry with a comprehensive plan within two months for further improving the management of stations across the industry. The issues addressed in the plan should include:

a) Making station upgrades easier
b) Making station upgrades cheaper
c) Creating more responsive regional property teams
d) Reviewing the role and operation of Managed Stations

Action: NR

Salford Central Station Upgrade

Manchester Piccadilly Redevelopment

PART C
LONG TERM VISION

Liege Guillemins

8 STATIONS OF TOMORROW

8.0 Super Hubs

This Review has concentrated so far on ways in which Britain could achieve better rail stations by 2020. We conclude by projecting our recommendations to the stations of 2030 - a time as near to us as the late 1980s.

We focus on the big interchange stations because they carry the heaviest traffic and will see the biggest increases in traffic. That will demand the construction of new high-speed lines and new hub interchanges – not to mention the reconstruction of our existing major stations.

Our vision for 2030 is therefore of a new generation of Super Hub stations, catering for the 60% growth predicted in the 2007 White Paper *Delivering a Sustainable Railway* which - once the current recession is over - will take rail demand to a level never seen before in Britain. These Super Hubs will be located at key points in the hearts of our great cities and medium-sized towns, where the new high-speed railway interacts and interchanges with an upgraded traditional railway.

They will however be much more than train stations: they will be the nodes delivering seamless, fast, comfortable interchange with networks of other networks of public transport – bus, tram – and cycling. And in the process they will offer an attractive variety of services to the customer, from retailing to catering and basic public services.

Planning these future Super Hubs cannot be done in isolation: it will demand a new level of cooperation between the rail industry and local planners to deliver the enhanced levels of access, information, facilities and environment that future generations will expect.

8.1 Super Access

This seamless network will involve four key modes of access to the Super Hub stations.

- Cycling, including electric cycles, will have become far more normal for the trips of up to 3 miles to the stations by 2030, thanks both to the web of cycle routes built in the previous two decades and the quality cycle hubs available on arrival. Secure cycle storage will be included in the ticket price to encourage up to 20% of passengers to access their station by cycle and will additionally offer cycle repairs and cycle hire at both ends of the journey.

- Public transport will offer high-frequency 60mph express Bus Rapid Transit (BRT) services to the Super Hubs from major interchange bus stations close to motorway junctions at the edge of towns, linked there to free 'green' buses from local neighbourhoods and offering cycle storage together with Park and Ride facilities for those coming from longer distances. These express buses will deliver passengers under a sheltered roof into an integrated station concourse. There will be easy level access from the bus to the train, preferably by placing the bus platforms within the station itself, otherwise by ramp, travelator, escalator or lift.

- Taxis will be accessed from a level route leading from 'no queue' loading bays with taxis continuously accessing up to twenty loading islands.

- Car access will still be critical to attracting motorists off the motorways, but most motorists will leave their cars at the outer Park and Ride stations to travel by BRT. Shorter-distance motorists will be encouraged to use small electric cars which will enjoy cheaper access into the large car parks together with free charging facilities. Smartphones will advise motorists how many spaces are left in car parks before they arrive and the car parks will operate by vehicle recognition, billing owners electronically both for their length of stay and their eco-friendly index. Premium parking will offer guaranteed spaces with special support for the disabled and women returning alone at night. The larger car parks will also offer adjacent valet servicing, fuelling and repairs.

Case Study: Local Neighbourhood Stops
Overseas Models: Curitiba, throughout the city
UK Example: London Southgate
To develop integrated networks of high-quality public transport, it will vital to plan the first and last stage of the journey: the local bus stop. A very few cities across the world, led by London in the 1930s, have taken a deliberate decision to develop a standard pattern of bus shelter, combining practical convenience and highest-quality design, in effect marketing the system and the city to the world. The most spectacular recent example is the revolutionary shelter design developed by Curitiba (Brazil) in the 1970s, where passengers enter at one end through a turnstile while exiting passengers leave at the other end, via a platform at the same level as the bus. Brilliant in logistical and aesthetic terms, it has become an icon for the city, recognised worldwide. But it could be improved in terms of comfort and convenience

8.2 Super Information

Smartphone technology will have joined with highly-capable, widely-available personal computers to put all passengers in constant contact with remote information systems.

- This will guarantee seamless journey planning across all modes of transport, but also provide constant real-time support for the chosen journey once the passenger is on the move. Disruptions to the transport plan will be announced together with alternative options.

- Ticketing will normally be electronic and will have been purchased at home as part of the smartphone enquiry. The ticketing will be seamless and will cover all modes of transport from bus and tram to train and car park. Machines will be available at stations to act as an alternative, and a prominent Information Point will have trained staff ready to offer a ticketing facility for anyone with a problem, including changes. The smartphone will be presented to the ticket gate scanner for clearance – and the ticket gates will normally be open unless a problem is detected. Staff will be also be available at the gate area to offer assistance.

- Passengers arriving before their booked services will be able to use their smartphones to change their reservations at no cost for an earlier train. All ticket machines on the station offer the same service.

- Assisted Travel will not be restricted to the disabled and will not have to be booked in advance. Well-trained staff will be available to anyone who needs assistance at the Information Point. Electric buggies will take passengers to the trainside on request.

- Real-time Information will be integrated for all forms of transport, so that passengers are continuously aware of the running of trains, buses, trams, tubes and flights as relevant. Platform numbers will be available on smartphones.

8.3 Super Facilities

The Super Hubs will be designed around the needs of the customer.

- The concourse will offer uncluttered access to the trains with the support facilities grouped around the sides. The only facility in the centre of the concourse will be a large Information Point, well-staffed from first to last train. Ticket machines and train information screens will spread around the sides of the concourse, together with a small back-up ticket office where glass screens are no longer needed.

- The smartphone ticket will give access to quality lounges for both Standard and Business travellers, offering a range of support services such as computer access/charging and meeting facilities. Quality toilets will be available in the lounges, and additional toilets of equally high quality will be available around the station.

- The whole station will have been developed to provide a wide range of retailing and related services. Basic shops and catering facilities will be easily to hand at the sides of the concourse; a much wider range of high-quality shops and restaurants and entertainment, equivalent to the best offer in European airports, will be available in an adjacent large-scale shopping mall.

8.4 Super Environment

The Super Hub will be not merely an efficient people mover; it will also be a model building embodying all that is best in 21st-century design.

- It will be eco-friendly, using the maximum amount of re-usable energy including solar and wind power. It will minimise the need for air-conditioning and heating through good architectural design and the surrounding environment will be well planted with trees and grass.

- It will be a building of architectural merit which acts as a landmark for the area: an iconic symbol of the new age of rail and a gateway to both the new transport systems and the regenerated communities that they serve. It will form part of a web of Super Hubs that symbolise high-quality intercity transport both across Britain and on via Stratford International to the continent.

- It will be maintained throughout to the highest possible standards of cleanliness and repair, with special attention to high-quality toilets.

- It will be been integrated into its local area through a mixed development of offices, housing and supporting activities such as cinemas and restaurants. The aim is to bring the high-demand activities such as stadiums into walking distance of the station.

8.5 Future Categories of Super Hubs

This is the general vision for the Super Hub stations of the future. In practice, there will be an entire hierarchy of hub stations, ranging all the way from the giant Capital Super Hub in the heart of London, down to the local Bus Rapid Transit station.

The central point is that all will play their logical part in securing an integrated, smooth, comfortable pattern of interchange from one stage of the journey to another.

1. Capital Super Hub

European Model: Berlin Hauptbahnhof

UK Example: proposed London International

A high speed line to the north will generate a surge in inter-connecting traffic in the centre of the capital. The existing stations are forecast to come under increasing pressure by 2030 and this points to a long-term strategy to rebuild them with additional capacity for next fifty years. A *London International* station should provide this. The key would be to combine redevelopment at Euston, St Pancras and King's Cross into a single London International hub with Terminals A, B & C connected by a 500-metre airport-style underground people-mover

Berlin Hauptbahnhof

Berlin Hauptbahnhof

2. Suburban Super Hub

European Models: Amsterdam Bijlmer ArenA; Amsterdam Zuid; Stockholm Flemingsberg

UK example: Stratford International

The future High Speed lines will need to provide through services from mainland Europe to English cities such as Birmingham and Bristol. European cities like Amsterdam and Stockholm have developed new interchange train stations in their suburbs offering interchange between high-speed, local and metro trains, and serving as the basis for large urban regeneration and development projects. A similar role could be played for through services by Stratford International or its equivalent in West London, both of which will offer CrossRail and Heathrow Airport links.

Amsterdam Bijlmer ArenA

Amsterdam Bijlmer ArenA

3. Regional Super Hubs

European Models: Zürich Hauptbahnhof, Munich Hauptbahnhof, Strasbourg, Utrecht

UK Example: Birmingham New Street/Moor Street, Manchester, Leeds, Bristol

The North West is debating a 'hub' station at the existing Manchester Piccadilly station with improved services and connections to both Yorkshire and Lancashire. The decision to electrify the Liverpool – Manchester line via Newton-le-Willows gives greater relevance and urgency to this proposal and new rail junctions are being considered locally to make this possible. This is a case where short-term improvements need to be integrated with long-term planning. High Speed Two could bring a two-level interchange to central Manchester on the lines of the new Berlin Hauptbahnhof.

Strasbourg

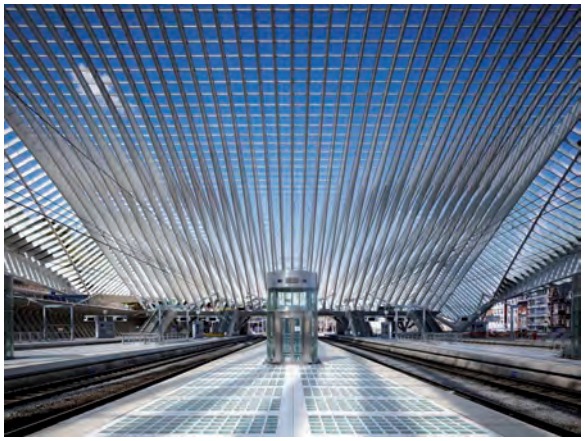
Zurich Hbf

4a. Sub Regional Super Rail Hubs

European Models: Liège Guillemins, Leiden, Karlsruhe, Malmő

UK Examples: Cambridge, Preston, York

Rail lines converge at a few key medium-sized cities to create sub-regional hubs with access to a wide surrounding area. Many of these stations are rather remote from their local centres and they should be supported by new rail-bus interchanges, connected where practicable to new BRT busways on abandoned rail rights of way. One UK model is the new Cambridge guided busway, which should be joined by a new central section via the train station.



Liège Guillemins

Leiden

4b. Sub Regional Super Bus Hubs

European Models: Brisbane Cultural Centre, Brisbane Roma Street

UK Examples: none

This is the complement to 4a: a bus station at the inner end of a BRT (Bus Rapid Transit) services, integrated with the adjacent train station to provide a seamless connection from bus to train. Ideally, as at Brisbane Roma Street, it should form part of the train station itself; otherwise it should be connected in a simple user-friendly way, with intermediate shopping and catering services.

Brisbane Cultural Centre Interchange

Brisbane Cultural Centre Interchange

4c. Bus Rapid Transit Terminal Hubs

Overseas Models: Curitiba Cabral; Bogotá Portal de las Américas; Brisbane Eight Mile Plains; Adelaide Tea Tree Plaza; Ottawa Blair

UK Example; Cambridge - St Ives

This in turn is a complement to the Sub-Regional Bus Rapid Transit Hub (category 4b): a form of interchange well developed elsewhere, especially in Latin America and Australia, but so far unknown in the UK. St Ives in Cambridgeshire will be the first example on opening in late 2009. It is a major edge-of-city interchange between express buses running at high speed on dedicated tracks with local feeder services running on ordinary streets from surrounding neighbourhoods, and also offering park-and-ride and bicycle storage facilities. Some, as in Bogatá, are outstanding examples of urban design. They may also incorporate cafe, shopping and public service facilities.

Bogota Portal de las Americas

Bogota Portal de las Americas

5. City Parkway Superhub

European Models: Valence TGV, Avignon TGV, Haute-Picardie TGV

UK Examples: Bristol Parkway; Warrington Parkway

Out-of-town locations may become little-used "beetroot field" stations. In a very few places, where a key station on the existing network and the planned high-speed system occupies a congested site, there may be a case for an additional station with good motorway access, with development potential. We recommend a study of such locations.

Avignon TGV

Ebbsfleet International

6. Rail-Air Super Hubs

European Models: Amsterdam Schiphol, Paris Charles de Gaulle, Zürich Flughafen, Frankfurt Flughafen Fernbahnof, Stockholm Arlanda, Copenhagen Kastrup

UK Examples: London Heathrow, Birmingham International, Manchester Airport

An increasing number of European cities have successfully integrated their airports into their national rail systems, providing seamless access to both their city centres and to all parts of the country. We are lagging in this respect and the cancellation of the link to Glasgow Airport leaves it as the largest European airport without a rail connection – although shining examples exist at Birmingham International and Gatwick Airport. It is very important that the new high-speed network takes full account of the need for speedy and simple air-rail connections

Frankfurt Flughafen Fernbahnhof

Frankfurt Flughafen Fernbahnhof

8.6 Planning the New Network

This is the vision – but how is it to be achieved? It is vital that key principles are consistently applied to the planning and design of these stations and we offer the following ideas.

The Super Hubs

These are the nodes of the entire system and must be designed to serve not merely any new high-speed system, but also the existing rail network. Thus, with few special exceptions, they will be located in city centres close to the existing terminals. The French have experimented with new stations in open countryside, but these have been derided as Gares des Betteraves (beetroot-field stations) and have proved a failure. We should learn the lesson and not let the good become the enemy of the best.

Consistent High-Level Design

The Dutch railways are now developing a consistent approach: a great variety of stations are being rebuilt according to a coherent overall scheme of high-quality planning and design, with the conscious intention of improving the station experience for the passenger and enhancing the commercial value of the station retail and service facilities. One model is the new Amsterdam Bijlmer ArenA on the Dutch Railways, designed by Nicholas Grimshaw. But it is only an outstanding example among many, not only in the Netherlands but also in France, Germany and Switzerland.

Seamless Regional Networks

Stations do not exist in isolation; they need to be planned as parts of integrated transport networks. Super Hubs should be places where train services connect smoothly with each other – and other public transport. A website train enquiry to Germany or Switzerland will automatically include connections together with platform numbers at interchange stations. A similar enquiry on Central Japan Railways will produce a detailed 'blow-up' plan of the interchange station. All this should be possible in Britain for virtually no cost.

Physical Integration

More effort and investment will be needed to create cross-platform connections for the growing numbers of passengers who are mobility-impaired or encumbered with luggage - and if this requires the occasional flyover at problem locations such as Preston, then these should be given the priority that they get in Holland, Switzerland and Germany. It is equally important to produce seamless-interchange with bus, tram and metro services at all key interchange stations – not just at the Super Hubs. One weak link weakens the whole system. Again the same issues arise: physical access and timetabling.

Easy Access

Transport interchanges must bring the bus/tram station next to the rail station with a weatherproof, step-free connection between the two. The precise solution will depend both on traffic volumes and on the particular geographical constraints, especially at older heritage stations. It may sometimes involve long gentle pedestrian ramps - as at the large Swiss stations and the new German high-speed-train station at Kassel-Wilhelmshöhe - or it may involve a mix of escalators and lifts.

Integrating Train Services

Many studies have shown just how difficult it is to coordinate the timetabling of trains and buses: buses invariably have their own schedules designed to produce bus interchanges at key points. But we believe that it should be possible to generate new forms of bus feeder connection which put the needs of the rail traveller at the forefront. The key to these is to plan service patterns around the new kinds of rail-to-bus and rail-to-tram interchange.

Bus Rapid Transit (BRT)

These new interchanges should be designed to carry big passenger flows speedily and efficiently into and out of our cities and towns, thus providing a really efficient and effective congestion-free alternative to the private car. The major sub-regional interchanges in medium-sized cities such as Cambridge, Doncaster, York and Preston should ideally be built around dedicated Bus Rapid Transit (BRT) routes offering high-speed shuttle services between the station and large Park & Ride bus stations near motorway interchanges – and beyond, to places within a wide radius,

permitting a 'Heineken effect' in which the buses would reach the places that rail cannot. This model is successful in Brisbane and Bogotá .

Britain is just opening its first major busway, a guided system between Cambridge rail station and St Ives, and Transport for London has started work on an East London Transit non-guided busway through the Barking town centre. These models should be widely emulated around a number of key interchange stations where old rail rights of way could provide an economic and effective solution. We recommend that DfT should develop a policy, accompanied by funding, to local PTEs and participants in Multi-Area Agreements to develop such integrated sub-regional networks.

Tram-Trains

The few British cities with tram systems have generally integrated them well with their train stations and their city centres, as at Manchester, Sheffield and Nottingham. Exceptions are the West Midland Metro which does not yet serve either Birmingham New Street or Wolverhampton stations. In Germany, the cities of Karlsruhe and Kassel have pioneered the concept of the tram-train, whereby trams start outside the main interchange station and then run through the city streets on to national rail tracks to connect with smaller towns and villages in the surrounding city region. This has proved very successful in terms of patronage and is beginning to be widely copied in other European countries, including the UK where a national trial is being initiated in the Sheffield area.

An imaginative scheme is being developed at Blackpool to allow the upgraded tram system to run over the Blackpool South line to Preston and this has won European matched funding - although agreement has yet to be reached on connecting it into the local rail routes and adapting the main station for a better interchange. We believe that these experiments should be vigorously followed up so that urban tram systems, where they exist, are connected effectively to the rail systems of their surrounding areas to become effective sub-regional transport networks, focussed on central train station interchanges.

Cycling

Investment for the bicycle needs to go beyond the station limits. Dutch cities like Amsterdam, The Hague and Utrecht have led the way by radically redesigning their urban street spaces, taking capacity away from private car movement and relocating it to reserved tram tracks and bike lanes leading seamlessly into underground bicycle stores, with direct escalator access up to the station platforms. These and other models require an altogether different kind of cooperation between the rail industry and local authorities.

We recommend continued work by the DfT, with Communities and Local Government, to produce an updated Manual for Streets, with a new chapter outlining a coherent overall strategy for urban street networks linking stations to other key destinations, with priority for public transport, bicycles and pedestrians on the Dutch model. We further recommend that locals planning authorities work with the rail industry and transport authorities, should use the revised Manual in revising their Local Development Frameworks to include such integrated networks around all urban stations.

Car Interchange

There will always be a substantial number of train travellers, especially those living at some distance from the station, who will want to drive their cars to station Park and Ride facilities. Some very successful Parkways have been built to solve this problem, starting with Bristol Parkway, Birmingham International and now Ebbsfleet International, and we believe that more of these will be needed in the future. They would ideally be located near the points where major rail routes cross major highways, and would form interchange points at the outer ends of local BRT systems.

Integrated Ticketing

The Transport Authority for Zürich has bucked a general European trend by keeping car growth static from 1990 – 2007. The Canton recently gave an 82% 'Yes' vote to fund yet another mega transport investment plan in the city. The secret has been to keep fares low and performance standards high, supported by a 64% subsidy. Public transport use has actually

doubled – the equivalent demand to a 14-lane motorway. British cities should be able to achieve the same shift.

It will soon be possible to integrate area-wide ticketing as in Zürich with the smartcards now being introduced in Amsterdam, combining these with access by smartphone to produce a total system of information and ticketing available at any point before or during travel.

8.7 Stations as Centres for their Communities

To most people, large stations are probably not seen as very 'communal'. They are places to hurry through in the rush to catch a train or a connecting bus or taxi and could benefit from bonding more closely with their community. These same communities are concerned about the closure of amenities in local towns and villages. Suburbs as well as villages have lost their local post offices, which not only provided valuable personal services but also served as informal social centres for older and less mobile people to collect benefits and do essential business. The village store, which often served as an adjunct to the post office, has likewise been lost as more affluent and mobile people drive ten or twenty miles across country to the big superstore.

From Shops to Community Anchors

We have earlier discussed the striking exemplars in Switzerland and the Netherlands, where there is a proliferation of retail outlets on even quite small suburban and rural stations. In the Dutch case, the rail company's subsidiary Servex has formed an alliance with Albert Hein retailing to create mini-supermarkets on their larger stations. Their unique feature is that they also sell rail tickets at their tills.

But the potential goes even wider. Stations could usefully develop Post Office facilities for places that have lost their sub-post offices in recent years. Since people often depend on train or connecting bus services to meet their travel needs, stations are the most convenient places to provide Post Office services. A closely-related function for larger stations could be to serve as deposit or pickup locations for premier courier services such as DHL or UPS – and for the Post Office itself. For busy people, it is often impossible to stay at home to await delivery of a parcel. A depot conveniently located inside a rail station, perhaps as part of a cycle hub or left luggage store, could remedy this problem and allow people to drop or collect packages on their way through the stations.

Integrating Travel, Work and Leisure

One of the key changes now occurring in the transition to the knowledge-based economy is a new pattern of nomadic working, whereby managers and professionals spend long periods away from their home offices working through laptop computers and smart phones while on the move. The airlines have long grasped the significance of this change in the generous lounges they provide for their premium passengers and the Super Hubs will need to offer similar back-up.

It should also be possible to incorporate large-scale artistic works into train stations. Large display screens can be used to combine constantly-changing displays with commercials, to the mutual benefit of both artists and advertisers, and greatly enhancing the passenger experience on the transit through the station.

Stations as Development Nodes

Stations are not just places to catch trains – they are geographical nodes and offices tend to locate next to them. This trend has intensified over the last quarter-century as old factories closed and the land was redeveloped for new uses. Such processes can be shaped both by planning policies and market forces, especially where these work in the same direction. It is no accident that locations like London's Paddington and King's Cross are now the centres of major commercial redevelopment. The existence of High Speed One, the UK's only high-speed line, was a key factor in winning the 2012 Olympic Games for London, with all that has followed for the regeneration of East London.

It is also significant that three of the biggest rail-related regeneration schemes in the UK, at King's Cross, Stratford and Ebbsfleet, are all on High-Speed One and have resulted from the

special government-private partner deal that has allowed London and Continental Railways, the owner-operator, to enjoy the profits from land development around the stations. This suggests that if schemes are to happen around other stations, a similar special regime may be necessary.

This is particularly important because the stations themselves may offer only limited potential for redevelopment. As seen in Dutch and Swiss examples, stations are essentially occupied by tracks and platforms, and major development often requires that these be decked over. With rare exceptions, the value of the resulting development will seldom justify this high cost. The real opportunities will therefore occur only on operationally-redundant parts of the station, as at Manchester Victoria. Generally, therefore, redevelopment will take place on sites adjacent to the station, sometimes on former operational land that has been relinquished, and this will require a comprehensive master plan involving many different owners and interests, in which Network Rail needs to take the lead.

8.8 Conclusion

Our over-riding message is that long-term planning is crucial to the future of our stations. At present too little thought is being given to long-term traffic growth both at stations and on the railway network. It is vital that we do not now repeat the dysfunctional approach that has too often characterised our previous approach to transport planning. This does not mean postponing long-overdue improvements to existing stations. It merely says that they must be planned and carried out in such a way that they will form a piece of the jigsaw in longer term schemes.

A long-term vision can always be modified in response to unforeseen events; but it is critical to develop one in the first place. And the need is urgent: as the economy lifts out of recession, it is highly probable that we shall see the construction of High Speed Two. We need to start planning tomorrow's stations today.

We recommend that:

R29 The DfT, in cooperation with the Communities and Local Government, should revise the *Manual for Streets* with a new chapter on planning for integrated networks of urban streets around stations, prioritising pedestrians, cyclists and public transport. The rail industry, other transport authorities and Local Planning Authorities should cooperate in revising Local Development Frameworks to include such integrated street networks with urgency

Action: DfT, CLG, Transport Authorities, Local Planning Authorities

R30 The large rail stations should become the Hubs and Super Hubs for transport activities in their area. They should become the natural place to locate bus/tram interchange stations which could also include Bus Rapid Transit to outer interchange stations incorporating local bus feeder services, cycle storage and Park & Rides at the edge of towns

Action: DfT/NR/Transport Authorities

R31 The medium and small stations should evolve into community hubs, providing local services such as small supermarkets, collection points for un-delivered mail, sub post-offices and community services

Action: TOCs/NR

R32 The Super Hub stations should become the focus for large-scale mixed-use developments. Planning these developments should begin now, ready for the opportunities that will arise as the economy grows again

Action: Network Rail

9 SUMMARY of RECOMMENDATIONS

No.	Para	Recommendation	Lead[1] (in bold)
R1	1.0	The rail industry should aspire to achieve an 80% Station' Satisfaction score over the next five years that matches the existing Overall Satisfaction rating	**DfT** NR/TOC
R2	1.7	The station priorities should be focused on improving Access, Information, Facilities and Environment in future franchises	**DfT** NR/TOC
R3	1.3	The National Passenger Survey should provide a more detailed breakdown of 'Station Facilities' to help drive improvements	**PF**
R4	2.1	The existing six station categories are fit for purpose and should be retained, as amended in Annex C. They should be owned and updated annually by Network Rail as landlord and all train companies should adopt the same six categories henceforth for consistency	**NR** TOC
R5	2.1	The 'B' category of stations should be re-titled *National Interchanges* to focus attention on their core role. The 'C' and 'F' categories should be sub-divided to create more flexibility, as proposed in Annex C	**NR**
R6	2.4	The proposed Minimum Station Standards in Figure 8 should be adopted for each station category and these should be owned by the DfT as the franchise specifier and reviewed with each five year plan	**DfT** ORR/NR
R7	2.2	Station name signs should henceforth use the standard format proposed, to avoid expensive re-branding when franchises change ownership	**TOC**
R8	3.0 3.2	Minimum Station Standards should become mandatory in all future franchise tenders to deliver a more consistent station experience and should be published as a public document and reviewed before each five year plan	**DfT**
R9	3.2	The Minimum Station Standards, together with the 80% Station Satisfaction target, should become franchise KPIs and should include firm commitments to year-by-year incremental improvements	**DfT**
R10	3.2	The KPIs should be self-audited by the operators using third party evidence, and the DfT should commission occasional process audits. Penalties should be paid as *additional* investment in stations	**DfT**

[1] TOC = Train Operating Companies; NR = Network Rail PF = Passenger Focus; LA = Local Authority; DCLG = Department for Communities and Local Government; ORR = Office of Rail Regulator

No.	Para	Recommendation	Lead
R11	3.4	The 'A' stations are adequately funded to deliver the Standards, but special action is needed at London Waterloo, where the DfT and Network Rail should take the lead in bringing the various partners together to create an agreed master plan with staged outputs over the next ten years	**DfT** **NR**
R12	3.4 3.5	The 'B' stations are *inadequately* funded to deliver the Standards and represent the prime 'gap' in consistency. Ten 'B' stations have been identified for inclusion in imminent franchise tenders or for priority funding	**DfT** NR TOC
R13	3.6 3.7	The 'C' to 'F' stations should be progressively brought up to Minimum Standards through franchise tenders. Additional catch-up should be provided by creating an NSIP-2 fund, together with a matching Access for All (2) fund beyond 2014	**DfT/ORR/ Third Parties**
R14	3.7	This extended NSIP-2 funding beyond 2014 should include a one-off initiative to remove redundant buildings and to upgrade the remaining facilities at small stations	**DfT** NR/TOC
R15	4.10 4.11 4.13	Station car park investment should be minimised in inner city areas with good public transport and cycling access. Investment in Station Travel Plans should be focused on other areas where demand indicates that an additional 10,000 spaces per annum should be created over the next ten years on a self-funding basis. Longer term parking plans should be reviewed in the RUS Stations Study	**DfT** NR/TOC
R16	4.14	Certainty of parking should be offered through a new 'Premium Parking' product which would allow passengers to reserve a space at railhead car parks in advance for both long distance and commuting trips	**TOC/NR**
R17	4.4 4.5	Cycle access should be targeted to double at individual stations over the next five years – with a national target of 5% cycling to stations. This should be achieved through the specification of secure storage and the extension of the cycle hub concept in future franchises and through joint initiatives with local authorities to create segregated cycle routes. These initiatives should be reviewed after two years of experience	**DfT** NR/TOC LA
R18	4.6	Public transport access should be improved through a closer partnership with local authorities and bus operators, to encourage the re-location of bus stations closer to railway stations and to provide seamless bus/rail ticketing. PlusBus should be accepted by all bus, tram and PTE operators and City Shuttle services should be encouraged at all main stations	**NR/TOC** LA
R19	4.9	Taxis access from large stations should be accelerated by adopting the Singapore Airport use of 'loading islands' where space can be made available	**NR/TOC**

No.	Para	Recommendation	Lead
R20	4.15	Disabled access is required for all train fleets by 2020 and Britain should match this EU directive by also making all 'A' – 'D' stations accessible by the same date. This will require the *Access for All* funding to be extended for a further five years from 2014. There should also be one telephone number for 'Assisted Travellers' to ring	**DfT** ORR NR/TOC
R21	4.17	Customer security concerns at the smaller stations should be met through the measures in the Minimum Station Standards, supported by a policy of creating more community activity on stations	**TOC** NR
R22	5.2	A strategy should be developed to capture a potential 60% increase in station trading worth up to £44m pa at 'A' – 'C' stations. This should help to fund station improvements, and the industry's forthcoming RUS Stations Study could usefully address these opportunities in more detail	**TOC** NR
R23	5.3	Train companies are encouraged to experiment more widely with joint Ticket-and-Shop convenience stores and kiosks, where the retailer sells rail tickets at the check out	**TOC**
R24	6.2	Funding beyond 2014 should recognise that the current rate of investment is inadequate to convert the large stock of Victorian stations into modern stations that match the new train fleets. NSIP-2 and NSIP-3 'catch-up' programmes will be needed beyond the Minimum Standards, backed by a 25% step-up in the current rate of station investment for the ten years 2014-24	**DfT** ORR
R25	6.2	The forthcoming Route Utilisation Study consultation into Stations should be used to follow through the long-term upgrading and funding of station facilities and to identify the detailed priorities in each category in time for the 2012 funding discussions (HLOS)	**NR**
R26	6.4	A detailed study should be commissioned to identify the wider social-economic benefits for better stations in time to influence the next HLOS discussions in 2012	**DfT**
R27	6.8	The 2009 Southern Franchise Agreement should be adopted as the template for the future and the relevant proposals in this review should be incorporated into this model	**DfT**
R28	7.0	Network Rail should take the lead in presenting the rail industry with a comprehensive plan within two months for further improving the management of stations across the industry. The issues addressed in the plan should include: a) Making station upgrades easier b) Making station upgrades cheaper c) Creating more responsive regional property teams d) Reviewing the role and operations of Managed Stations	**NR**

	Para	Recommendation	Lead
R29	8.6	The DfT, in cooperation with Communities and Local Government, should revise the *Manual for Streets* with a new chapter on planning for integrated networks of urban streets around stations, prioritising pedestrians, cyclists and public transport. The rail industry, other transport authorities and Local Planning Authorities should cooperate in revising Local Development Frameworks to include such integrated street networks with urgency	**DfT** CLG LPA
R30	8.0	The large stations should become the Hubs and Super Hubs for transport activities in their area. They should become the natural place to locate bus/tram stations which could also include Bus Rapid Transit routes to outer interchange stations incorporating local bus feeder services, cycle storage and Park & Ride car parks at the edge of towns	**DfT** NR TA
R31	8.6	The medium and small stations should evolve into community hubs, providing local services such as small supermarkets, collection points for un-delivered mail, sub post-offices and community services	**TOC/NR**
R32	8.7	The Super Hub stations should become the focus for large-scale mixed-use developments. Planning these developments should begin now, ready for the opportunities that will arise as the economy grows again	**NR** DfT

PART D
ANNEXES

Karlsruhe Tram Train

ANNEX A

GLOSSARY

Access for All	DfT disabled access fund to create obstacle-free routes to, from and between trains
Assisted Passenger Reservation System (APRS)	The industry's electronic reservation system which provides assured assistance for disabled and mobility impaired passengers who are able to pre-book their journey
Association of Community Rail Partnerships (ACoRP)	A federation of 50 partnerships to improve local railways and stations. A charity with some funding from DfT, ATOC, Network Rail and the Welsh Assembly
Association of Train Operating Companies (ATOC)	An unincorporated association owned by its members, the train operating companies (TOCs)
CIL	Community Infrastructure Levy
CIS	Customer Information System (screens)
City Shuttle	Bus links from city rail stations to city centres
Community Rail Partnership (CRP)	A local community volunteer organisation set up to improve local railways and stations
Cycling England	The principal pro-cycling lobby group in England
DfT	Department for Transport
Derogation	Permission not to comply with a franchise requirement for a specific period of time
Disability Discrimination Act (DDA)	The Disability Discrimination Act 1995 required Station Facility Owners to make train services accessible to all
Disabled Passenger Transport Advisory Committee (DPTAC)	An independent group that provides advice on disabled transport issues direct to the Secretary of State for Transport
Franchise Agreement	The agreement between the DfT and a train company setting out the terms and conditions for operations and service levels
Franchised stations	Stations which are operated and managed by train companies

GRIP	Network Rail's eight-staged investment approval process. GRIP Light is an accelerated version for small schemes
HLOS	Network Rail's five-year funding plan (High Level Output Statement)
Joint Stations Board	The national group to integrate station policy, jointly chaired by Network Rail and ATOC
LCR	London and Continental Railways – owner of the UK's five 'International' stations
Local Delivery Groups (LDG)	Joint groups formedto deliver local projects with one LDG for each train operator. Chaired jointly by NR and TOC
Local Transport Authority (LTA)	The local government body responsible for overseeing local transport planning.
Local Transport Plan (LTP)	An LTA 5 year investment plan, covering all forms of local transport: buses, trains, roads, cycling and walking
LOROL	London Overground Rail
LTC	Long term charge
Manual for Streets	Department for Communities and local authorities handbook for urban street design standards
MGR	Minimum Guaranteed Rent
Managed Stations	The 18 stations managed by Network Rail
Merseytravel	The transport authority for Merseyside. Specifier of the Merseyrail franchise
Minimum Station Standards	Recommended set of core standards to ensure a consistent provision of facilities and services at Britain's stations
Mystery Shopping	Tests and assessments of station services carried out by surveyors anonymously
National Passenger Survey (NPS)	A six monthly survey of customer satisfaction conducted by Passenger Focus
National Rail Good Practice Guides	A suite of voluntary guides to good practice for TOC and Network Rail staff to help customers moving between different train companies

National Rail Travel Survey (NRTS)	Major customer research by DfT and Transport Scotland to understand reasons for a passenger's journey, how they accessed stations etc
National Stations Improvement Programme (NSIP)	Funding created by DfT specifically for upgrade schemes at stations through triggering third party investment
NCP	National Car Parks
Network Rail (NR)	The operator of Britain's rail infrastructure and owner of virtually all stations. A not-for-dividend company limited by guarantee
Network Rail Commercial Properties	The building landlord for virtually all Britain's stations
Network Rail Engineering	Creates engineering standards, inspects assets and holds budgets
Network Rail Infrastructure	Maintains and repairs assets
NRDP	Network Rail Development Partnership
NRES	National Rail Enquiry Scheme, provided by ATOC
Office of Passenger Rail Franchising (OPRAF)	A non-ministerial department, which awarded the franchises to run passenger rail services 1997 – 99
Office of Rail Regulation (ORR)	A non-ministerial government department which regulates Network Rail's stewardship of the national rail network
Park Mark	A voluntary scheme of accreditation to car parks which can demonstrate that they are designing out crime
Passenger Focus (PF)	Established Railways Act 2005 to ensure users' views are fully represented when decisions are taken that affect the rail network
Passenger Information Strategy Group (PISG)	A joint industry working group, comprising customer service representatives from each train company, Network Rail and Passenger Focus, with the remit to improve passenger information provision across Britain's rail network
Passenger Transport Executive (PTE)	Public bodies which are responsible for planning and developing public transport in seven of Britain's major conurbations

Permitted Development Rights	Powers which allow Network Rail to provide amenities and facilities for rail users on stations and operational railway land
PlusBus	Add-on ticketing scheme for local bus journeys, bought at origin of rail journey with rail ticket
Pragma	Independent survey carried out for Network Rail to monitor passenger satisfaction with services at Managed Stations.
Premium Parking	Option for passengers to pre-book an assured car parking space
Rail Safety and Standards Board (RSSB)	The RSSB (established in April 2003) leads and facilitates the railway industry's work to improvement health and safety performance
Route Utilisation Strategy (RUS)	A strategic review of future infrastructure requirements led by Network Rail in consultation with the rail industry
Regional Development Agency (RDA)	Eight non-departmental public bodies which aim to drive and co-ordinate regional economic development and regeneration
Regulatory Asset Base (RAB)	The ORR determines the value of Network Rail assets and approves all changes. Network Rail makes a return on its RAB
RUS Stations Study	Network Rail's proposed stations consultation through the Route Utilisation Strategy process
Secure Stations Scheme	A voluntary accreditation scheme launched in 1998 and directed by the Department for Transport and the British Transport Police
Service Quality Incentive Regime (SQUIRE)	A 'quality' monitoring and incentive regime covering stations which are used by certain Passenger Transport Executives
Station Access Agreement	A bilateral agreement between a Station Facility Owner and another train company for access, services and charges
Station Access Conditions	Rules which are incorporated in a station lease. Access Conditions are regulated by the ORR
Station Change	Rules which are incorporated in Station Access Conditions governing the processes by which NR and SFOs can make material changes to station fabric and facilities

Station Travel Plan	The 2007 Rail White Paper required DfT to introduce Station Travel Plans which require rail companies to agree eco-friendly travel plans with local authorities
Stations Code	A draft Stations Code developed by the ORR with the purpose of clarifying responsibilities for repairs and maintenance at stations
Station Condition Index	The ORR's measure of the structural condition of rail infrastructure, including stations.
Station Facility Owner (SFO)	The train company which leases a station from Network Rail and is responsible for its management and routine maintenance.
Station Lease	A lease between Network Rail as landlord and the Station Facility Owner to manage a station
Station Licence	A licence granted by the ORR to operate stations
Strategic Rail Authority (SRA)	The Transport Act 2000 set up the SRA to provide strategic direction and leadership for Britain's railway and to let franchises
Tactile paving	Dimpled paving which provides warning to sight-impaired passengers that they are approaching the edge of the platform
TOC	Train Operating Company
TGV	French High Speed Rail network
Train Operating Companies (TOCs)	The franchised train companies operate under franchise agreements with the DfT and lease stations from Network Rail
Transport for London (TfL)	The transport authority for London. Specifier of the London Overground Rail (LOROL) franchise

ANNEX B

INTERVIEWS AND VISITS

Reference Group

We thank the following for acting as our expert group and for providing so much information and advice:

Passenger Focus	Colin Foxall
Network Rail	Robin Gisby
Train Operators	Tom Smith
Association of Train Companies	Alec McTavish
Cycling England	Phillip Darnton

Consultation

We thank the following for very useful discussions, visits and advice:

Train Companies

Association of Train Companies	Michael Roberts & team
Arriva Trains Wales	Tim Bell
c2c	Julian Drury
Chiltern Railways	Adrian Shooter
Cross Country Trains	Andy Cooper
East Midland Trains	Tim Shoveller
Eurostar	Richard Brown
First Group (Rail Division)	Mary Grant
First Capital Connect	Jim Morgan
First Great Western	Mark Hopwood
ScotRail	Steve Montgomery
First TransPennine Express	Vernon Barker
Go-Ahead Group	Tom Smith
London Midland	Mike Hodson
London Overground	Steve Murphy/Howard Smith
Merseyrail	Bart Schmeink
National Express East Anglia	Andrew Chivers
National Express East Coast	Susan Goldsmith
NedRailways	Anton Valk
Northern	Heidi Mottram
Southern Railway	Chris Burchell
Southeastern	Charles Horton
South West Trains	Stewart Palmer
Virgin Trains	Tony Collins

Network Rail

Chief Executive	Iain Coucher
Director, Operations & Customer Service	Robin Gisby
Acting Head of Commercial Development	David Biggs
Director, Planning	Paul Plummer
Group Finance Director	Patrick Butcher
Director, Infrastructure Maintenance	Steve Featherstone
RUS Station Consultation	Richard Eccles/Julie Rickard
Principal Architect	Robert Thornton
Route teams	Various
Managed Stations	Euston, Kings Cross, Birmingham New St

Government

Secretary of State for Transport	Lord Adonis
Director General National Networks DfT	Dr Mike Mitchell
Director, Rail Strategy, DfT	Bob Linnard
Divisional Manager, Rail Franchises DfT	Roger Jones
Divisional Manager, Passenger Policy	Ian McBrayne
Disabled Passenger Advisory Committee	Dai Powell
Welsh Assembly, acting Head of Rail Unit	Carolyn Halbish/Dave Thomas

Regulatory/Advisory

Access for All, DfT	Neil Priest/Martin Holt
British Transport Police, Counter Terrorism	Philip Trendall
Disabled Passenger Transport Advisory Ctee	Dai Powell
ORR	Michael Beswick
Passenger Focus	Anthony Smith/Mike Hewitson
Merseyside Integrated Transport Authority	Cllr Mark Dowd
Passenger Transport Executive Gp (PTEG)	Neil Scales
Greater Manchester Passenger Transport Exec	David Leather/Chris Loader/Bob Morris
Nexus (Tyne & Wear Passenger Transport)	Bernard Garner/Gordon Harrison
South Yorkshire Passenger Transport Exec	David Young/David Friend
West Yorkshire Passenger Transport Exec	David Hoggarth
Centro (West Midlands Passenger Transport)	Peter Sargant
Railway Heritage Trust	Jim Cornell
RSSB	John Abbott
Transport for London	Ian Brown, Peter Field/Howard Smith
Transport Scotland	Bill Reeves
Transport Security, Transec DfT	Caroline Wood/David Elbourne

External Groups

Assoc of Community Rail Partnerships (ACoRP)	Neil Buxton
All Party Parliamentary Cycling group	Lord Berkeley
APCOA	Philip Herring
Argent Property Development	Roger Madelin
Atkins	David Tomkin
Balfour Beatty	Pradeep Vasudev
Bristol Cycle Hub	Paul Flook
Caffé Nero	Andrew Sanders
Caterleisure	Stuart Peacock
CB Richard Ellis	Mike Prentice
Chelsfield	Sir Stuart Lipton
Cycling England	Phillip Darnton
HSBC	Caroline Abrahams
Land Lease	Nigel Hugill
London Thames Gateway	Steve Oakes
London Borough Barking	Jeremy Grint
Manchester City Council	Sir Howard Bernstein
Manchester Regeneration	Pat Bartoli
Marks & Spencer	Paul Horwell
NCP	Derek Hulyer

Newcastle Business Improvement	Sean Bullock/Mike Parker
Newcastle City Council	Barry Rowland
Pendle Borough Council	Brian Cookson
Preston City Council	Peter Duig
Puccinos	Tony Brogden
Rail Estate	Dick Keegan/Henry Clark
Rail Consultancy Ltd	Richard Talbot
ReBlackpool	Dough Garrett
Select Service Partner	Robert Johnson/Tony Keating/Joel Brook
Southend Renaissance Development	Mike Lambert
Stanhope Properties	Sir Stuart Lipton
Travel Point Trading	Deborah Richards
Transport Solutions	Giles Fearnley/Jonathan Radley
Urbed	Dr Nicholas Falk
Vinci Park	Phillip Herring
WHSmith	Fin Casey

International visits

Swiss Railways	Station management; Zurich interchange & Airport
Dutch Railways	Station retailing, interchanges & local planning
Spanish Railways	New High Speed Line stations
German Railways	Karsruhe (Tram-Train): Frankfurt Airport station
French Railways	Strasbourg station development and tram interchange
Belgian Railways	Antwerp and Brussels Midi stations

UK station visits

A Stations	All 25 visited
B Stations	All 66 visited
Other Stations	Sample visited
LOROL	Demonstration of mystery shopping
Merseyrail	Southport Cycle Hub & M to Go ticket shop
c2c	Line of route planning opportunities
Newcastle, Sunderland	Master Plan briefing
ScotRail	Sample of stations
SYPTE, WMPTE	Sample PTE stations

ANNEX C

STATION LISTING 2009

Category	No	Type of Station	Criteria per annum
A	25	National Hub	Over 2m trips: over £20m
B	66	Regional Interchange	Over 2m trips: over £20m
C	275	Important Feeder	0.5 – 2m trips: £2-20m
D	302	Medium Staffed (1 Network Rail)	0.25-0.5m trips: £1-2m
E	675	Small Staffed	Under 0.25m trips: under £1m
F	1,192	Small Unstaffed	Under 0.25m trips: under £1m
Total	**2,535**		

Station Summary

106 Stations have changed categories as a result of the 2009 Stations Review. These are listed in light blue type below. For clarity individual details of each change are not included.

National Hub 'A' Stations

25 major stations providing a gateway to the rail network from a sizeable geographical area and also acting as a significant interchange location between different services. Will usually have more than 2 million journeys per annum and more than £20 million income. (Scottish stations have been excluded from the list.)

Birmingham New Street
Bristol Temple Meads
Cardiff Central*
Leeds
Liverpool Lime Street High Level
London Blackfriars
London Bridge
London Cannon Street
London Charing Cross
London Euston
London Fenchurch Street
London Kings Cross
London Liverpool Street
London Marylebone
London Paddington
London St Pancras International
London St Pancras Midland Mainline
London Victoria
London Waterloo
Manchester Piccadilly
Newcastle
York

*Key: station not specified or funded by the Department for Transport

National Interchange 'B' Stations

66 stations providing major interchange opportunities between both trains and other forms of public transport such as trams, buses and taxis. Likely also to offer major car parking and cycle hubs. Will usually have more than 2 million trips per annum and ticket revenue greater than £20m. (Scottish stations have been excluded from the list.)

Key: *Station is not specified or funded by the Department for Transport

Ashford International
Barking
Basingstoke
Birmingham International
Birmingham Moor Street
Brighton
Bristol Parkway
Bromley South
Cambridge
Carlisle
Chester
Clapham Junction
Colchester
Coventry
Crewe
Darlington
Derby
Didcot Parkway
Doncaster
East Croydon
Ebbsfleet International
Gatwick Airport
Guildford
Haywards Heath
Huddersfield
Hull
Ipswich
Lancaster
Leicester
Liverpool Central*
Liverpool South Parkway*
London Waterloo East
Luton
Manchester Airport
Manchester Victoria
Milton Keynes Central
Newport (Gwent)*
Norwich
Nottingham
Oxford
Peterborough
Preston
Reading
Richmond (Greater London)
Sevenoaks
Sheffield
Shenfield
Southampton Central
Stansted Airport
Stockport
Stratford (London)
Surbiton
Tonbridge
Vauxhall (London)
Wakefield Westgate
Warrington Bank Quay
Watford Junction
Wigan North Western
Wimbledon
Woking
Wolverhampton

Important Feeder 'C' Stations

275 stations providing important rail feeder services on a busy trunk route. These stations are sub-divided into C1 (city or busy junction e.g. Bath Spa) and C2 (other busy railheads). 'C' stations will usually have 500,000 to 2 million trips a year and ticket revenue between £2 and £20 million. (Scottish stations have been excluded from the list.)

*Key: Station not specified or funded by the Department for Transport

Abbey Wood C2
Aldershot C2
Alton C2
Altrincham C2
Andover C1
Ascot C2
Ashford (Middlesex) C2
Balham C2
Banbury C1
Bangor (Gwynedd) C1*
Barnehurst C2
Barnes C2
Barnsley C2
Basildon C2
Bath Spa C1
Beckenham Junction C2
Bedford C1
Benfleet C2
Berkhamsted C2
Berwick-upon-Tweed C1
Bexleyheath C2
Billericay C2
Birmingham Snow Hill C1
Bishops Stortford C2
Blackburn C1
Blackheath C2
Blackpool North C1
Bletchley C2
Bolton C1
Bournemouth C1
Bracknell C2
Bradford Interchange C1
Bradford Forster Square C2
Braintree C2
Brentwood C2
Bridgend C2*
Brockenhurst C2
Brookwood C2
Broxbourne C2
Burgess Hill C2
Bury St Edmunds C2
Canterbury East C1
Cardiff Queen Street C1*
Chadwell Heath C2
Chalkwell C2
Chatham C1
Chelmsford C1
Cheltenham Spa C1
Cheshunt C2
Chesterfield C1
Chichester C2
Chingford C2
Chippenham C1
Clacton-on-Sea C1
Dartford C1
Diss C2
Dorking C1
Durham C1
Ealing Broadway C1
East Grinstead C1
East Midlands Parkway C1
Eastbourne C1
Eastleigh C1
Edmonton Green C2
Egham C2
Eltham C2
Enfield Town C2
Epsom C1
Esher C2
Ewell West C2
Exeter Central C1
Exeter St Davids C1
Fareham C2
Farnborough C2
Farnham C2
Faversham C2
Feltham C2
Finsbury Park C2
Fleet C2
Folkestone Central C1
Forest Gate C2
Forest Hill C2
Fratton C2
Gidea Park C2
Gillingham (Kent) C1
Gloucester C1
Godalming C2
Goodmayes C2
Grantham C1
Gravesend C2
Grays C2
Great Yarmouth C2
Grove Park C2
Hackney Downs C2
Halifax C2
Hampton C2
Hampton Court C2
Harlow Town C1
Harold Wood C2
Harrogate C1
Harrow & Wealdstone C1*
Haslemere C2
Hassocks C2
Hastings C1
Hatfield C2
Havant C2
Hemel Hempstead C2
Hereford C1
Herne Hill C2
Hertford North C2
High Wycombe C1
Highams Park C2
Highbury & Islington LL C2*
Hitchin C2
Hither Green C2
Hockley C2
Horsham C2
Hove C2
Huntingdon C2
Ilford C2
Keighley C2
Kelvedon C2
Kensington Olympia C2
Kettering C2
Kingston on Thames C1
Laindon C2
Leamington Spa C1
Leatherhead C2
Leigh-on-Sea C2
Leighton Buzzard C2
Lewes C2
Lewisham C2
Lincoln C1
Llandudno Junction C2*
London City Thameslink C1
London St Pancras T'link C1
Loughborough C1
Lowestoft C2
Macclesfield C1
Maidenhead C1
Maidstone East C1
Manchester Oxford Road C1
Manningtree C2
Manor Park C2
Market Harborough C2
Meadowhall C2
Middlesbrough C1

Mortlake C2
Motspur Park C2
New Cross C2
New Cross Gate C1*
New Eltham C2
New Malden C2
New Milton C2
Newark North Gate C1
Newbury C1
Newton Abbot C1
Norbiton C2
Norbury C2
Northampton C1
Norwood Junction C2*
Nuneaton C1
Orpington C2
Oxted C2
Paddock Wood C2
Paignton C2
Palmers Green C2
Penzance C1
Petersfield C2
Petts Wood C2
Pitsea C2
Plymouth C1
Ponders End C2
Pontypridd C2*
Poole C1
Portsmouth & Southsea C1
Portsmouth Harbour C1
Potters Bar C2
Purley C2
Putney C1
Queens Park (London) C2*
Rainham (Essex) C2
Rainham (Kent) C2
Rayleigh C2
Raynes Park C2
Redhill C1
Retford C2
Rochdale C2
Rochford C2
Romford C2
Rugby C1
Runcorn C1
Salford Crescent C2
Salisbury C1
Scarborough C1
Seven Kings C2
Shrewsbury C1
Sidcup C2
Sittingbourne C2
Slough C1
South Woodham Ferrers C2
Southampton Airport Pkway C1
Southend Central C1
Southend Victoria C1
St Austell C2
St Margarets (Gt London) C2
St Mary Cray C2
Stafford C1
Staines C2
Staplehurst C2
Stevenage C1
Stoke-on-Trent C1
Stoneleigh C2
Stowmarket C2
Strawberry Hill C2
Streatham Common C2
Streatham Hill C2
Sunderland C2
Sunningdale C2
Sutton (Surrey) C2
Swanley C2
Swansea C1*
Swindon C1
Tamworth C2
Taunton C1
Teddington C2
Telford Central C2
Thornton Heath C2
Three Bridges C1
Torquay C2
Tring C2
Truro C1
Tunbridge Wells C1
Twickenham C1
Upminster C2
Wallington C2
Walthamstow Central C2
Walton-On-Thames C2
Wandsworth Town C2
Welling C2
Wellingborough C2
Welwyn Garden City C1
Wembley Central C2*
West Byfleet C2
West Croydon C2*
West Ham C1
Weston-super-Mare C2
Weybridge C2
Weymouth C1
Whitton C2
Wickford C2
Willesden Junction C2*
Wilmslow C2
Winchester C1
Windsor & Eton Riverside C1
Witham C2
Wokingham C2
Woolwich Arsenal C2
Worcester Foregate Street C2
Worcester Park C2
Worcester Shrub Hill C1
Worthing C

Medium Staffed 'D' Stations

302 medium-sized staffed stations with a core inter-urban business or a particularly high volume of urban commuting. Trips will be typically between 250,000 and 500,000 per annum and ticket revenue £1 to £2 million. (Scottish stations have been excluded from the list.)

* Key: Station not specified or funded by the Department for Transport

Abergavenny*
Aberystwyth*
Acton Central*
Albany Park
Alexandra Palace
Ash Vale
Audley End
Axminster
Aylesbury
Barnham
Barrow-in-Furness
Battersea Park
Battle
Beaconsfield
Bearsted
Beeston
Bexley
Bicester North
Bickley
Biggleswade
Bingley
Birchwood
Bodmin Parkway
Bognor Regis
Borough Green & Wrotham
Bourneville
Bridlington
Brockley*
Bromley North
Burnham-on-Crouch
Burton-on-Trent
Bush Hill Park
Caerphilly*
Camberley
Camden Road*
Canterbury West
Carmarthen*
Carshalton
Castle Cary
Caterham
Catford
Catford Bridge
Charlton
Cheadle Hulme
Cheam
Chelsfield
Chertsey
Chessington North
Chislehurst
Chorley
Christchurch
Clapton
Claygate
Cleethorpes
Clock House
Cobham & Stoke D'Abernon
Colwyn Bay*
Cosham
Coulsdon South
Crawley
Crayford
Crystal Palace*
Cuffley
Dalston Kingsland*
Dawlish
Deansgate
Denmark Hill
Dewsbury
Dorchester South
Dover Priory
Earlsfield
Earley
Effingham Junction
Elmers End
Elmstead Woods
Ely
Enfield Chase
Exmouth
Falconwood
Farncombe
Five Ways
Flitwick
Frome
Gerrards Cross
Gillingham (Dorset)
Glossop
Gordon Hill
Gospel Oak*
Great Malvern
Greenwich
Grimsby Town
Guiseley
Gunnersbury*
Hackney Central*
Hamilton Square*
Hampton Wick
Hampstead Heath*
Harlington
Harpenden
Harringay
Hartford
Hartlepool
Hatfield Peverel
Haverfordwest*
Hayes & Harlington
Hayes (Kent)
Hazel Grove
Headcorn
Herne Bay
Hersham
Hexham
High Brooms
Hildenborough
Honiton
Honor Oak Park*
Hook
Horley
Hornsey
Horsley
Hounslow
Huyton
Ilkley
Ingatestone
Kemble
Kent House
Kew Gardens*
Kidbrooke
Kidderminster
Kings Lynn
Kings Norton
Knutsford
Lancing
Leagrave
Lee
Letchworth Garden City
Leyland
Lichfield City
Liphook
Liskeard
Liss
Littlehampton
Liverpool Lime Street LL*
London Road (Guildford)
Longfield
Long Eaton
Luton Airport Parkway
Margate

Marks Tey
Marple
Martins Heron
Maryland
Maze Hill
Meopham
Merstham
Mexborough
Mill Hill Broadway
Moorfields*
Mottingham
Neath*
New Barnet
Northallerton
Oakleigh Park
Ormskirk*
Otford
Oxenholme Lake District
Oxshott
Peckham Rye
Penge East
Pewsey
Penrith
Plumstead
Polegate
Port Talbot Parkway*
Porth*
Portslade
Prestatyn*
Preston Park
Princes Risborough
Pulborough
Purfleet
Purley Oaks
Radlett
Ramsgate
Redditch
Redruth
Reigate
Rhyl*
Rochester
Royston
Sanderstead
Sandwell & Dudley
Scunthorpe
Seaford
Selhurst
Selly Oak
Seven Sisters
Shepherds Bush*
Shepperton
Sherborne
Shipley
Shoreham-by-Sea (Sussex)
Shortlands
Silver Street
Skipton
Solihull
South Croydon
Southall
Southend East
Southport*
St Albans
St Helens Central
St James Street (Walthamstow)
St Leonards Warrior Square
St Neots
Stalybridge
Stanford-Le-Hope
Stonebridge Park*
Stourbridge Junction
Stratford-upon-Avon
Streatham
Strood
Stroud
Sunbury
Sutton Coldfield
Sydenham*
Teignmouth
Thames Ditton
Theobalds Grove
Thorpe Bay
Tilbury Town
Tiverton Parkway
Todmorden
Totnes
Tottenham Hale*
Trowbridge
Tulse Hill
Twyford
University
Upper Warlingham
Virginia Water
Waddon
Wadhurst
Walsall
Wandsworth Common
Ware
Wareham
Warrington Central
Warwick
Warwick Parkway
Watford High Street*
West Hampstead*
West Malling
West Norwood
West Wickham
West Worthing
Westbury (Wilts)
Westcombe Park
Whitstable
Wigan Wallgate
Winchfield
Winchmore Hill
Windsor & Eton Central
Winnersh
Wood Street
Wrexham General*
Yeovil Junction

Small staffed 'E' stations

675 small staffed stations which typically have only one member of staff in attendance at any one time. Many stations will only be staffed for part of the day. Trips will be typically up to 250,000 per annum and revenue up to £1 million. (Scottish stations have been excluded from the list.)

* Key: Station is not specified or funded by the Department for Transport

Aberdare*
Accrington
Acocks Green
Acton Main Line
Adderley Park
Addlestone
Adlington (Cheshire)
Aigburth*
Ainsdale*
Aintree*
Alderley Edge
Alfreton
Alnmouth
Alresford
Anerley*
Angmering
Appleby
Apsley
Arlesey
Arundel
Ash
Ashtead
Ashton-under-Lyne
Ashwell & Morden
Aston
Atherton
Aughton Park*
Aylesbury Vale Parkway
Aylesham
Bagshot
Balcombe
Baldock
Bank Hall*
Bargoed*
Barming
Barmouth*
Barnstaple
Barry*
Bebington*
Beckenham Hill
Bedhampton
Bellingham
Belvedere
Bentley (Hants)
Berkswell
Berrylands
Berwick
Bescot Stadium
Beverley
Bexhill
Bidston*
Billingshurst
Birchington-on-Sea
Birkdale*
Birkenhead Central*
Birkenhead North*
Birkenhead Park*
Blackhorse Road*
Blake Street
Blundellsands & Crosby*
Bookham
Bootle New Strand*
Bootle Oriel Road*
Bosham
Boston
Bourne End
Bowes Park
Bradford-on-Avon
Bramhall
Branksome
Bredbury
Brentford
Bridgwater
Brimsdown
Brinnington
Brixton
Broad Green
Broadbottom
Broadstairs
Bromborough*
Bromborough Rake*
Bromley Cross
Brondesbury*
Brondesbury Park*
Brookmans Park
Brough
Bruce Grove
Brunswick*
Burnage
Burnham
Burnley Central
Bushey*
Butlers Lane
Buxted
Buxton
Byfleet & New Haw
Cadoxton*
Caledonian Road & Barnsbury*
Camborne
Canley
Carpenders Park*
Carshalton Beeches
Castle Bar Park
Cathays*
Chafford Hundred
Chandlers Ford
Charing
Charlbury
Chassen Road
Cheddington
Chessington South
Chester Road
Chestfield & Swalecliffe
Chipstead
Chiswick
Cholsey
Christs Hospital
Clandon
Colchester Town
Coleshill Parkway
Congleton
Conway Park*
Cooden Beach
Cookham
Corby
Coseley
Cradley Heath
Cressington*
Crewkerne
Cricklewood
Crofton Park
Cross Gates
Crouch Hill*
Crowborough
Crowhurst
Crowthorne
Cwmbran*
Dagenham Dock
Daisy Hill
Datchet
Davenport
Deal
Denham
Deptford
Dinting
Disley
Dormans
Dorridge
Dovercourt
Downham Market
Drayton Park
Droitwich Spa
Duddeston

Dudley Port
Durrington-on-Sea
Earlestown
Earlswood (Surrey)
East Didsbury
East Dulwich
East Tilbury
Eastham Rake*
Eccles
Eccleston Park
Eden Park
Edenbridge Town
Edge Hill
Elephant & Castle
Ellesmere Port*
Elsenham
Elstree & Borehamwood
Emsworth
Enfield Lock
Erdington
Eridge
Erith
Essex Road
Etchingham
Evesham
Ewell East
Eynsford
Falmer
Farningham Road
Farnworth
Farringdon*
Fazakerley*
Feniton
Finchley Road & Frognal*
Fishguard Harbour*
Flint*
Flixton
Folkestone Harbour
Folkestone West
Ford
Formby*
Four Oaks
Frant
Freshfield*
Frimley
Frinton-on-Sea
Fulwell
Furze Platt
Garforth
Garswood
Gatley
Gipsy Hill
Glazebrook
Gobowen
Gogar*
Goole
Goring & Streatley
Goring-by-Sea
Gorton
Grange Park
Grange-over-Sands
Gravelly Hill
Great Bentley
Great Chesterford
Great Missenden
Green Lane*
Greenfield
Greenhithe for Bluewater
Guide Bridge
Hackbridge
Hackney Wick*
Haddenham & Thame Parkway
Hadfield
Hadley Wood
Hag Fold
Hagley
Hale
Halewood
Hall Green
Hall Road*
Ham Street
Hampden Park
Hampton-in-Arden
Hamstead
Hamworthy
Handforth
Hanwell
Harlesden*
Harlow Mill
Harrietsham
Harringay Green Lanes*
Harwich International
Hatch End*
Hattersley
Haydons Road
Headstone Lane*
Heald Green
Heaton Chapel
Hebden Bridge
Hedge End
Hendon
Henley-On-Thames
Hertford East
Higham
Hightown*
Hillside*
Hilsea
Hinchley Wood
Hinckley
Hindley
Hinton Admiral
Holmes Chapel
Holyhead*
Homerton*
Hooton*
Hough Green
Hoylake*
Hunts Cross*
Hurst Green
Ifield
Imperial Wharf*
Iver
James Street*
Jewellery Quarter
Kearsney
Kenley
Kensal Green*
Kensal Rise*
Kentish Town West*
Kenton*
Kidsgrove
Kilburn High Road*
Kingham
Kings Langley
Kingswood
Kirkby*
Kirkdale*
Kirkham & Wesham
Knebworth
Knockholt
Ladywell
Langley
Langley Green
Lea Green
Lea Hall
Leasowe*
Ledbury
Lenham
Leominster
Levenshulme
Leyton Midland Road*
Leytonstone High Road*
Lichfield Trent Valley
Limehouse
Lingfield
Littlehaven
Llandaf*
Llandrindod Wells*
Llandudno*
Llanelli*
London Road (Brighton)
Long Buckby
Longbridge
Lostock
Loughborough Junction
Lower Sydenham
Ludlow
Lye
Lymington Town
Machynlleth*
Maghull*
Maidstone West
Malden Manor
Malton

Malvern Link
Manor Road*
March
Marden
Marston Green
Martin Mill
Mauldeth Road
Meldreth
Melton Mowbray
Menston
Meols*
Merthyr Tydfil*
Micheldever
Milford (Surrey)
Mitcham Eastfields
Mitcham Junction
Moorgate*
Moorside
Moreton (Merseyside)*
Moreton-in-Marsh
Morpeth
Mortimer
Mossley
Mossley Hill
Moulsecoomb
Muirend*
Narborough
Netley
New Beckenham
New Brighton*
New Mills Central
New Mills Newtown
New Pudsey
New Southgate
Newhaven Town
Newington
Newport (Essex)
Newton for Hyde
Newton-le-Willows
Newtown (Powys)*
North Camp
North Dulwich
North Sheen
North Wembley*
Northfield
Northfleet
Northolt Park
Northumberland Park
Northwich
Nunhead
Oakham
Ockendon
Old Hill
Old Roan*
Old Street*
Oldham Mumps
Olton
Orrell Park*
Overton
Pangbourne
Par
Parbold
Parkstone (Dorset)
Penarth*
Penge West*
Perry Barr
Pevensey & Westham
Pluckley
Plumpton
Pokesdown
Port Sunlight*
Portchester
Poulton-le-Fylde
Poynton
Prescot
Prittlewell
Pwllheli*
Queenborough
Queens Road, Peckham
Radyr*
Rainhill
Ravensbourne
Reading West
Rectory Road
Redcar Central
Reddish North
Reedham (Surrey)
Riddlesdown
Robertsbridge
Roby
Rock Ferry*
Romiley
Romsey
Rose Hill Marple
Rotherham Central
Rowlands Castle
Rowley Regis
Roydon
Runcorn East
Ryde Esplanade
Ryde Pier Head
Rye
Rye House
Salford Central
Salfords
Sandbach
Sandhills*
Sandling
Sandwich
Sandy
Sankey for Penketh
Sawbridgeworth
Seaforth & Litherland*
Seer Green
Selby
Settle
Severn Tunnel Junction*
Shanklin
Shaw & Crompton
Sheerness-on-Sea
Shelford
Shenstone
Shepherds Well
Shirley
Shoeburyness
Shotton (H Level & Low Level)*
Skegness
Slade Green
Sleaford
Small Heath
Smethwick Galton Bridge
Smethwick Rolfe Street
Smitham (for Coulsdon)
Sole Street
South Acton*
South Bermondsey
South Hampstead*
South Kenton*
South Tottenham*
Southbourne
Southbury
Southwick
Spalding
Spital*
Spring Road
St Annes-on-the-Sea
St Denys
St Erth
St Helens Junction
St Johns
St Margarets (Hertfordshire)
St Michaels*
Stamford
Stamford Hill
Stansted Mountfitchet
Stechford
Stoke Mandeville
Stoke Newington
Stone Crossing
Stonegate
Stonehouse
Stourbridge Town
Sturry
Sundridge Park
Swanscombe
Swanwick
Sway
Swaythling
Swinton (Gtr. Manchester)
Swinton (South Yorks.)
Sydenham Hill
Tadworth
Tame Bridge Parkway
Taplow

Tattenham Corner
Templecombe
Teynham
Thatcham
Thatto Heath
The Hawthorns
Theale
Thetford
Thirsk
Thorne North
Thorpe-Le-Soken
Tile Hill
Tilehurst
Tipton
Tisbury
Tolworth
Tooting
Totton
Town Green*
Trefforest*
Turkey Street
Tyseley
Uckfield
Ulverston
Upper Halliford
Upper Holloway*
Urmston
Walkden
Wallasey Grove Road*
Wallasey Village*
Walmer
Waltham Cross
Walthamstow Queens Road*
Walton (Merseyside)*
Walton-On-Naze
Wansted Park*
Warblington
Warminster
Waterloo Merseyside*
Watlington
Watton-At-Stone
Welham Green
Wellington (Salop)
Welwyn North
Wendover
West Allerton
West Brompton*
West Drayton
West Dulwich
West Ealing
West Hampstead (Thameslink)
West Horndon
West Kirby*
West St Leonards
West Sutton
Westgate-On-Sea
Whaley Bridge
Whiston
Whitchurch (Hants.)
White Hart Lane
Whitehaven
Whittlesford Parkway
Whyteleafe
Whyteleafe South
Widnes
Widney Manor
Windermere
Winnersh Triangle
Witley
Witton
Wivelsfield
Wivenhoe
Woldingham
Wolverton
Woodgrange Park*
Woodmansterne
Woodsmoor
Wool
Woolston
Woolwich Dockyard
Workington
Worksop
Worplesdon
Wye
Wylde Green
Wythall
Yardley Wood
Yatton
Yeovil Pen Mill
Ystrad Mynach*

Unstaffed 'F' Stations

1,192 unstaffed stations which form almost half the total number of stations. The 'F' stations are further sub-divided into F1 (basic) and F2 (below 100,000 journeys per annum) to avoid the provision of unnecessary facilities at the very small stations. Trips are typically up to 250,000 per annum and ticket revenue up to £1 million. (Scottish stations have been excluded from the list.)

* Key: Station not specified or funded by the Department for Transport

Aber F2*
Abercynon F1*
Aberdovey F2*
Abererch F2*
Abergele & Pensarn F1*
Acklington F2
Acle F2
Acton Bridge F2
Adisham F2
Adlington (Lancs) F2
Adwick F1
Albrighton F2
Aldermaston F1
Aldrington F1
Allens West F2
Alsager F1
Althorne F2
Althorpe F2
Alvechurch F1
Ambergate F2
Amberley F2
Ammanford F2*
Ancaster F2
Angel Road F2
Ansdell & Fairhaven F2
Appledore F2
Appleford F2
Appley Bridge F1
Ardwick F2
Armadale F2*
Armathwaite F2
Arnside F2
Arram F2
Ascott-under-Wychwood F2
Ashburys F2
Ashchurch for Tewkesbury F2
Ashley F2
Ashurst F1
Ashurst New Forest F2
Askam F2
Aslockton F2
Aspatria F2
Aspley Guise F2
Atherstone F2
Attenborough F2
Attleborough F1
Avoncliff F2
Avonmouth F1
Aylesford F2
Bache F2*
Baglan F1*
Baildon F1
Bamber Bridge F2
Bamford F2
Banstead F1
Bardon Mill F2
Bare Lane F1
Barlaston F2
Barnes Bridge F1
Barnetby F1
Barnt Green F1
Barrow Haven F2
Barrow upon Soar F2
Barry Docks F2*
Barry Island F1*
Barton-on-Humber F1
Bat & Ball F2
Batley F1
Battersby F2
Battlesbridge F2
Bayford F2
Bearley F2
Beaulieu Road F2
Beccles F1
Bedford St Johns F2
Bedminster F1
Bedworth F2
Bedwyn F1
Bekesbourne F2
Belle Vue F2
Belmont F1
Belper F1
Beltring F2
Bempton F2
Ben Rhydding F1
Bentham F2
Bentley (S. Yorks) F1
Bere Alston F2
Bere Ferrers F2
Berney Arms F2
Berry Brow F2
Bescar Lane F2
Betchworth F2
Bethnal Green F1
Betws-y-Coed F1*
Bicester Town F1
Bilbrook F2
Billingham F2
Bingham F1
Birchgrove F2*
Birkbeck F2
Bishop Auckland F1
Bishopstone F2
Bitterne F2
Blackpool Pleasure Beach F1
Blackpool South F1
Blackridge F2*
Blackrod F1
Blackwater F2
Blaenau Ffestiniog F1*
Blakedown F1
Blaydon F2
Bleasby F2
Bloxwich F2
Bloxwich North F2
Blythe Bridge F2
Bodorgan F2*
Bolton-on-Dearne F2
Bootle F2
Bordesley F2
Borth F2*
Botley F2
Bottesford F2
Bow Brickhill F2
Boxhill & Westhumble F2
Brading F2
Braintree Freeport F2
Bramley (Hants) F2
Bramley (West Yorks) F1
Brampton (Cumbria) F2
Brampton (Suffolk) F1
Brandon F2
Braystones F2
Bricket Wood F2
Brierfield F2
Brigg F2
Brighouse F1
Brithdir F2*
Briton Ferry F1*
Brockholes F2
Bromsgrove F1
Broome F2
Broomfleet F2
Brundall F2
Brundall Gardens F2
Bruton F1
Bryn F1
Buckenham F2
Buckley F2*
Bucknell F2

Bugle F1
Builth Road F2*
Bulwell F2
Bures F2
Burley Park F1
Burley-in-Wharfedale F1
Burneside F2*
Burnley Barracks F2
Burnley Manchester Road F1
Burscough Bridge F1
Burscough Junction F2
Bursledon F2
Burton Joyce F2
Bynea F2*
Caergwrle F2*
Caersws F1*
Caldercruix F2*
Caldicot F2*
Calstock F2
Cam & Dursley F2
Cambridge Heath F1
Cannock F1
Canonbury F1*
Cantley F2
Capenhurst F2*
Carbis Bay F2
Cardiff Bay F1*
Cark F2
Carlton F2
Carnforth F1
Castleford F1
Castleton (Gt Manchester) F1
Castleton Moor F2
Cattal F2
Causeland F2
Cefn-y-Bedd F2*
Chapel-en-le-Frith F2
Chapeltown F1
Chapelton F2
Chappel & Wakes Colne F2
Chartham F2
Chathill F2
Chelford F2
Chepstow F1*
Cherry Tree F2
Chester-le-Street F1
Chetnole F2
Chilham F2
Chilworth F2
Chinley F2
Chirk F2*
Church & Oswaldtwistle F2
Church Fenton F2
Church Stretton F1
Cilmeri F2*
Clapham F2
Clapham High Street F1
Clarbeston Road F2*
Claverdon F2
Clifton F2
Clifton Down F2
Clitheroe F2
Clunderwen F2*
Codsall F2
Cogan F2*
Collingham F2
Collington F1
Colne F1
Colwall F2
Combe F2
Commondale F2
Conisbrough F2
Conon Bridge F2*
Cononley F1
Conwy F2*
Cooksbridge F2
Coombe F2
Copplestone F2
Corbridge F1
Corkickle F2
Coryton F1*
Cosford F2
Cottingham F1
Cottingley F2
Cowden F2
Cramlington F2
Craven Arms F1
Crediton F1
Cressing F2
Creswell F2
Crews Hill F2
Criccieth F2*
Cromer F1
Cromford F2
Cross Keys F2*
Crossflatts F1
Croston F2
Crowle F2
Cuddington F2
Culham F1
Cuxton F2
Cwmbach F2*
Cynghordy F2*
Dalcross F2*
Dalston (Cumbria) F2
Dalton F2
Danby F2
Danescourt F2*
Danzey F2
Darnall F2
Darsham F2
Darton F1
Darwen F1
Dawlish Warren F2
Dean F2
Dean Lane F2
Deganwy F2*
Deighton F2
Delamere F1
Denby Dale F1
Denham Golf Club F1
Dent F2
Denton F2
Derby Road (Ipswich) F2
Derker F2
Devonport F2
Digby & Sowton F1
Dilton Marsh F2
Dinas Powys F2*
Dinas Rhondda F1*
Dingle Road F2*
Dinsdale F2
Dockyard (Devonport) F2
Dodworth F2
Dolau F2*
Doleham F2
Dolgarrog F2*
Dolwyddelan F2*
Dorchester West F1
Dore F2
Dorking Deepdene F1
Dorking West F1
Dove Holes F2
Dovey Junction F2*
Drayton Green F2
Driffield F1
Drigg F2
Dronfield F2
Duffield F2
Dullingham F2
Dumpton Park F2
Dunbridge F2*
Dunston F2
Dunton Green F2
Dyffryn Ardudwy F2*
Eaglescliffe F1
Earlswood (West Midlands) F2
East Farleigh F2
East Garforth F1
East Malling F2
East Worthing F1
Eastbrook F2*
Eastrington F2
Ebbw Vale Parkway F1*
Eccles Road F2
Edale F2
Edenbridge F1
Eggesford F2
Egton F2
Elmswell F2
Elsecar F1
Elton & Orston F2
Emerson Park F2
Entwistle F2

Epsom Downs F1
Euxton Balshaw Lane F2
Exeter St Thomas F1
Exton F2
Failsworth F2
Fairbourne F2*
Fairfield F2
Fairwater F2*
Falmouth Docks F1
Falmouth Town F1
Farnborough North F1
Faygate F2
Featherstone F2
Felixstowe F1
Fenny Stratford F2
Fernhill F2*
Ferriby F2
Ferryside F2*
Ffairfach F2*
Filey F1
Filton Abbey Wood F1
Finstock F2
Fishbourne F1
Fishersgate F1
Fiskerton F2
Fitzwilliam F1
Flimby F2
Flowery Field F2
Foxfield F2
Foxton F2
Freshford F2
Frizinghall F1
Frodsham F1
Furness Vale F2
Gainsborough Central F1
Gainsborough Lea Road F1
Gargrave F2
Garsdale F2
Garston (Hertfordshire) F2
Garth (Mid Glamorgan) F2*
Garth (Powys) F2*
Gathurst F1
Giggleswick F2
Gilberdyke F2
Gilfach Fargoed F2*
Glaisdale F2
Glan Conwy F2*
Glasshoughton F1
Glynde F1
Godley F2
Godstone F2
Goldthorpe F2
Gomshall F2
Goostrey F2
Gowerton F2*
Goxhill F2
Grangetown F2*
Grateley F1
Great Ayton F2
Great Coates F2
Green Road F2
Greenbank F1
Grimsby Docks F2
Grindleford F2
Grosmont F2
Guiseley F1
Gunnislake F1
Gunton F2
Gwersyllt F2*
Gypsy Lane F2
Habrough F2
Haddiscoe F2
Halesworth F1
Hall i' th' Wood F2
Halling F2
Haltwhistle F1
Hamble F2
Hammerton F2
Hanborough F2
Hapton F2
Harlech F1*
Harling Road F2
Harrington F2
Hartlebury F2
Harwich Town F1
Hatfield & Stainforth F1
Hathersage F2
Hatton (Warwickshire) F1
Havenhouse F2
Hawarden F2*
Hawarden Bridge F2*
Haydon Bridge F2
Hayle F1
Headingley F1
Healing F2
Heath High Level F2*
Heath Low Level F2*
Heckington F2
Hednesford F1
Heighington F2
Hellifield F2
Helsby F1
Hengoed F2*
Henley-in-Arden F1
Hensall F2
Hessle F2
Heswall F2
Hever F2
Heworth F2
Heyford F2
Heysham Port F1
Highbridge & Burnham F1
Highbury & Islington F1*
Hollingbourne F2
Hollinwood F2
Holmwood F1
Holton Heath F2
Honeybourne F2
Honley F2
Hope (Derbyshire) F2
Hope (Flintshire) F2*
Hopton Heath F2
Hornbeam Park F1
Horsforth F1
Horton-in-Ribblesdale F2
Horwich Parkway F1
Hoscar F2
Hoveton & Wroxham F1
How Wood (Herts) F2
Howden F1
Hubberts Bridge F2
Hucknall F2
Humphrey Park F2
Huncoat F2
Hungerford F1
Hunmanby F2
Hutton Cranswick F2
Hyde Central F1
Hyde North F2
Hykeham F2
Hythe (Essex) F2
Ince F2
Ince & Elton F2
Irlam F1
Isleworth F1
Islip F2
Ivybridge F2
Johnston F2*
Kearsley F2
Kempston Hardwick F2
Kempton Park F2
Kemsing F2
Kemsley F2
Kendal F1
Kennett F2
Kentish Town F1*
Kents Bank F2
Kew Bridge F1
Keyham F2
Keynsham F1
Kidwelly F1*
Kildale F1
Kilgetty F2*
Kings Nympton F2
Kings Sutton F2
Kintbury F1
Kirby Cross F2
Kirk Sandall F1
Kirkby in Ashfield F2
Kirkby Stephen F2
Kirkby-in-Furness F2
Kirkstall Forge F2*
Kirkby in Ashfield F2
Kirkby Stephen F2

Kirton Lindsey F2
Kiveton Bridge F2
Kiveton Park F2
Knaresborough F1
Knighton F1*
Knottingley F1
Knucklas F2*
Lake F2
Lakenheath F2
Lamphey F2*
Landywood F2
Langho F2
Langley Mill F1
Langwathby F2
Langwith Whaley Thorns F2
Lapford F2
Lapworth F1
Laurencekirk F1*
Lawrence Hill F2
Layton F2
Lazonby & Kirkoswald F2
Lealholm F2
Leigh (Kent) F1
Lelant F2
Lelant Saltings F2
Lidlington F2
Lingwood F2
Lisvane & Thornhill F2*
Little Kimble F2
Little Sutton F2
Littleborough F2
Littleport F1
Llanaber F2*
Llanbedr F2*
Llanbister Road F2*
Llanbradach F2*
Llandanwg F2*
Llandecwyn F2*
Llandeilo F1*
Llandovery F*1
Llandybie F2*
Llanfairfechan F1*
Llanfairpwll F2*
Llangadog F2*
Llangammarch F2*
Llangennech F2*
Llangynllo F2*
Llanharan F2*
Llanhilleth F2*
Llanishen F2*
Llanrwst F2*
Llansamlet F2*
Llantwit Major F2*
Llanwrda F2*
Llanwrtyd F2*
Llwyngwril F2*
Llwynypia F2*
Lockwood F2
London Fields F1
Long Preston F2
Longbeck F2
Longcross F2
Longport F2
Longton F2
Looe F1
Lostock Gralam F2
Lostock Hall F2
Lostwithiel F1
Lowdham F2
Luxulyan F2
Lydney F1
Lymington Pier F1
Lympstone Commando F2
Lympstone Village F2
Lytham F2
Maesteg F1*
Maesteg Ewenny Road F2*
Maiden Newton F1
Maidstone Barracks F1
Manchester United Halt F2
Manea F2
Manorbier F2*
Manors F2
Mansfield F1
Mansfield Woodhouse F2
Market Rasen F1
Marlow F1
Marsden F1
Marske F2
Marton F2
Maryport F2
Matlock F1
Matlock Bath F2
Melksham F2
Melton F2
Menheniot F2
Meols Cop F2
Merthyr Vale F2*
Metheringham F2
Micklefield F1
Middlewood F2
Midgham F2
Milford Haven F1*
Mill Hill (Lancashire) F2
Millbrook (Bedfordshire) F2
Millbrook (Hants) F2
Millom F1
Mills Hill F1
Milnrow F1
Minffordd F2*
Minster F1
Mirfield F1
Mistley F1
Mobberley F2
Monifieth F2*
Monks Risborough F2
Montpelier F2
Moorthorpe F1
Morchard Road F1
Morden South F2
Morecambe F1
Moreton (Dorset) F2
Morfa Mawddach F2*
Morley F1
Moses Gate F2
Moss Side F2
Moston F2
Mouldsworth F2
Mountain Ash F2*
Mytholmroyd F1
Nafferton F2
Nailsea & Backwell F2
Nantwich F1
Narberth F2*
Navigation Road F2
Needham Market F2
Nelson F1
Neston F2
Netherfield F2
Nethertown F2
New Clee F2
New Hey F2
New Holland F1
New Hythe F2
New Lane F2
Newark Castle F1
Newbridge F2*
Newbury Racecourse F1
Newhaven Harbour F1
Newhaven Marine F1
Newmarket F1
Newquay F1
Newstead F1
Newton Aycliffe F1
Newton St Cyres F2
Ninian Park F2*
Normans Bay F2
Normanton F1
North Berwick F1*
North Fambridge F2
North Llanrwst F2*
North Road F2
North Walsham F1
Norton Bridge F2
Nunthorpe F2
Nutbourne F2
Nutfield F2
Oakengates F2
Ockley F2
Oldfield Park F2
Oldham Werneth F1
Ore F2
Orrell F1
Oulton Broad North F2

Oulton Broad South F2
Outwood F1
Overpool F2*
Padgate F2
Pannal F1
Pantyffynnon F2*
Park Street F2
Parson Street F2
Parton F2
Patchway F1
Patricroft F2
Peartree F2
Pegswood F2
Pemberton F2
Pembrey & Burry Port F1*
Pembroke F1*
Pembroke Dock F1*
Penally F2*
Pencoed F2*
Pengam F2*
Penhelig F2*
Penistone F1
Penkridge F1
Penmaenmawr F1*
Penmere F1
Penrhiwceiber F2*
Penrhyndeudraeth F2*
Penryn F1
Pensarn (Gwynedd) F2*
Penshurst F1
Pentre-bach F2*
Pen-y-Bont F1*
Penychain F2*
Penyffordd F2*
Perranwell F2
Pershore F1
Pevensey Bay F2
Pilning F2
Pinhoe F2
Pleasington F2
Plumley F2
Polesworth F2
Polsloe Bridge F2
Pontarddulais F2*
Pontefract Baghill F1
Pontefract Monkhill F1
Pontefract Tanshelf F2
Pontlottyn F2*
Pontyclun F2*
Pont-y-Pant F2*
Pontypool & New Inn F1*
Poppleton F2
Porthmadog F1*
Portsmouth Arms F2
Prees F2
Prestbury F1
Prudhoe F2
Pyle F2*
Quakers Yard F2*
Queenstown Road (Battersea) F1
Quintrell Downs F2
Radcliffe (Nottinghamshire) F1
Radley F1
Rainford F2
Ramsgreave & Wilpshire F2
Rauceby F2
Ravenglass for Eskdale F2
Ravensthorpe F2
Rawcliffe F2
Redbridge F2
Redcar British Steel F2
Redcar East F1
Reddish South F2
Redland F2
Reedham (Norfolk) F1
Rhiwbina F2*
Rhoose - Cardiff Intl Airport F1*
Rhosneigr F2*
Rhymney F1*
Ribblehead F2
Ridgmont F2
Riding Mill F2
Risca and Pontymister F2*
Rishton F2
Roche F2
Rogerstone F2*
Rolleston F2
Roman Bridge F2*
Roose F2
Rose Grove F1
Roughton Road F2
Ruabon F1*
Rufford F2
Rugeley Town F2
Rugeley Trent Valley F1
Ruskington F2
Ruswarp F2
Ryde St. Johns Road F2
Ryder Brow F2
Salhouse F2
Saltaire F1
Saltash F2
Saltburn F1
Saltmarshe F2
Salwick F2
Sandal & Agbrigg F1
Sandhurst F1
Sandown F1
Sandplace F2
Sarn F2*
Saundersfoot F2*
Saunderton F2
Saxilby F1
Saxmundham F1
Sea Mills F2
Seaham F1
Seamer F2
Seascale F2
Seaton Carew F2
Sellafield F1
Selling F1
Severn Beach F1
Shalford F2
Shawford F2
Shepley F2
Shepreth F2
Sherburn-in-Elmet F2
Sheringham F1
Shifnal F2
Shildon F1
Shiplake F2
Shippea Hill F2
Shipton F2
Shirebrook F1
Shirehampton F2
Shireoaks F2
Sholing F2
Shoreham (Kent) F1
Sileby F2
Silecroft F2
Silkstone Common F2
Silverdale F2
Skewen F2*
Slaithwaite F2
Sleights F2
Smallbrook Junction F2
Smithy Bridge F1
Snaith F2
Snodland F2
Snowdown F2
Somerleyton F2
South Bank F2
South Elmsall F1
South Greenford F2
South Merton F2
South Milford F1
South Ruislip F1
South Wigston F2
Southease F2
Southminster F1
Sowerby Bridge F1
Spondon F2
Spooner Row F2
Squires Gate F2
St Albans Abbey F1
St Andrews Road F2
St Bees F2
St Budeaux Ferry Road F2
St Budeaux Victoria Road F2
St Columb Road F2
St Germans F2
St Helier (Surrey) F1
St Ives F1
St James' Park F2

St Keyne F2
Stallingborough F2
Stanlow & Thornton F2
Stapleton Road F2
Starbeck F1
Starcross F2
Staveley (Cumbria) F2
Steeton & Silsden F1
Stewartby F2
Stocksfield F2
Stocksmoor F2
Stockton F1
Stone F2
Streethouse F2
Strines F2
Styal F1
Sudbury & Harrow Road F1
Sudbury (Suffolk) F1
Sudbury Hill Harrow F2
Sugar Loaf F2*
Sunnymeads F2
Sutton Common F1
Sutton Parkway F1
Swale F2
Swinderby F2
Swineshead F2
Syon Lane F1
Syston F1
Tackley F2
Taffs Well F2*
Talsarnau F2*
Talybont F2*
Tal-y-Cafn F2*
Tees Airport F1
Tenby F1*
The Lakes (Warwickshire) F2
Thornaby F2
Thorne South F2
Thornford F2
Thorpe Culvert F2
Three Oaks F2
Thurgarton F2
Thurnscoe F2
Thurston F2
Tir-Phil F2*
Ton Pentre F2*
Tondu F1*
Tonfanau F2*
Tonypandy F1*
Topsham F2
Torre F2
Trafford Park F1
Trefforest Estate F2*
Trehafod F2*
Treherbert F1*
Treorchy F1*
Trimley F2
Troed-y-Rhiw F2*
Tutbury & Hatton F2
Ty Croes F2*
Ty Glas F2*
Tygwyn F2*
Tywyn F1*
Ulceby F2
Ulleskelf F2
Umberleigh F2
Upholland F2
Upton F2
Upwey F2
Uttoxeter F1
Valley F2*
Wainfleet F1
Wakefield Kirkgate F1
Walsden F2
Wanborough F2
Wandsworth Road F1
Wargrave F2
Warnham F2
Water Orton F2
Waterbeach F2
Wateringbury F2
Watford North F2
Waun-gron Park F2*
Wavertree Technology Park F1
Wedgwood F2
Weeley F2
Weeton F2
Welshpool F1*
Wem F1
Wembley Stadium F1
Wennington F2
West Ruislip F1
West Runton F2
Westcliff F1
Westenhanger F1
Westerfield F2
Westhoughton F1
Weston Milton F2
Wetheral F2
Whalley F2
Whatstandwell F2
Whimple F2
Whitby F1
Whitchurch (Cardiff) F2*
Whitchurch (Salop) F1
White Notley F2
Whitland F1*
Whitley Bridge F2
Whitlock's End F2
Whittlesea F2
Whitwell F2
Wickham Market F1
Widdrington F2
Wigton F1
Wildmill F2*
Willington F2
Wilmcote F2
Wilnecote F2
Wimbledon Chase F1
Winchelsea F2
Winsford F1
Woburn Sands F2
Wombwell F1
Wood End F2
Woodbridge F1
Woodhouse F2
Woodlesford F1
Woodley F2
Wootton Wawen F2
Worle F1
Worstead F2
Wrabness F1
Wraysbury F2
Wrenbury F2
Wressle F2
Wrexham Central F1*
Wylam F1
Wymondham F1
Yalding F1
Yarm F2
Yate F1
Yeoford F2
Yetminster F2
Ynyswen F2*
Yorton F2
Ystrad Rhondda F1*