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Rail Delivery Group
STATIONS SUMMIT 2014

Update #1

17 December 2014

Introduction

This note is a follow-up to Rail Delivery Group's (RDG) Station Summit held on 3rd December 2014 at Network Rail's Westwood Leadership Centre.

It is intended to provide participants with immediate feedback from the Summit and its constituent workshops. The document also contains a description of the immediate next steps to the development of RDG's Vision for Stations.

Station Summit – a reminder

The summit was attended by 64 participants out of a confirmed attendee list of 72 and total number of invitations approaching 150.

Three keynotes were provided:

- Mike Goggin, SDG – Stations in context
- Huw Thomas, Foster & Partners – stations as part of Great Britain's infrastructure base
- Sharon Hedges, Passenger Focus – the passenger experience of stations

There were six workshops each of which was run twice. The six workshop themes were:

1. Contributing to a safe, performing railway
2. Station design
3. Realising commercial value
4. Contribution to communities
5. Interchange and accessibility to the network
6. Station user experience

Contents of this pack

- **Station Summit feedback** – a summary of the comments we received during and after the event about the Summit itself

- **Next Steps** – confirmation of programme of development for the Vision for Stations

- **Workshop feedback** – a summary of the key points of discussion and conclusion from the workshops

- **Summit participants** – a note of who attended the summit

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Stations Summit 2014

Participant Feedback and Future Ideas

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Initial feedback on Station Summit itself

RDG is considering the merits of further conferences or summits and therefore is keen to understand how this first Station Summit was perceived.

During the event we picked up positive feedback in regard to:

- The Welcome Pack and its workshop briefing papers was well received

- The Key Notes speeches were considered to be appropriate and stimulating

- The workshop sessions were considered to work well partly because their size of (6-10) people was small enough to stimulate discussion

After the Station Summit we asked for feedback via an email to all participants. After the event we did receive some unsolicited feedback which included the following:

- "I found it both fascinating and thought provoking" (Designer)

- "just wanted to say I thought the Summit was very well organised" (Train Operator)

- "Great event – well done" (Consultant)

- "Congratulations and a big thanks to both of you on what I thought was a successful day. Mike, your speech was very engaging and the workshops well thought out." (RDG)

- "The atmosphere was very positive and we had a really useful and productive day." (RDG)

- "Thoroughly enjoyable and stimulating event" (Government)

- "I thought it very useful and wondered if there will be a further session in the future." (Retailer)

- "I also enjoyed the day especially the breakout sessions" (Network Rail)

We continue to invite feedback on the nature, arrangements or any other aspect of the Station Summit. Please email us at stationsrdg@sdgworld.net or if you prefer email jonathan.chatfield@raildeliverygroup.com

Future ideas for any further events

We have not yet received any negative comments or suggestions for areas of improvement. However, the following are SDG's ideas for where future events might seek to do things differently to build upon this initial Station Summit:

- Increase the proportion of non-industry participants – the summit clashed with a few other events and a longer planning period might provide for wider engagement

- Gain an increased view of retailers and station tenants (e.g. ACORP) by increasing their participation at any event

- Focus events on different types of station to provide greater emphasis on their needs and challenges and to support focus on action planning industry responses

- Create an event focussed on a specific topic to be able to discuss in more detail and draw in wider perspectives, e.g. an event on station contribution to safe and performing railway might include people not directly associated with station management or development

- Increase the participation of front-line employees in problem identification and solution development

As RDG's Stations Strategy Group develops the vision statement the nature of future engagement to help support its realisation will be one element of enablers that will be considered.

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Stations Summit 2014

Next Steps

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Next steps to developing the Vision for Stations

Contracted Support

SDG has been commissioned to support the drafting of the Vision for Stations which is being led by RDG's Station Strategy Group and its Executive Steering group.

At this stage, the commission does not include material outreach beyond the conference nor the development of multiple iterations of the vision. SDG will however, consider email comments from the wider stakeholder community in relation to the two vision drafts that will be delivered in the process of its development.

It is in this context that RDG has agreed with SDG the following programme of activities to develop and refine a vision statement.

SSG = Station Strategy Group

SSG-Executive = Dominic Booth, Fiona Taylor, Mark Rose, Simone Bailey, Alex Foulds, Jonathan Chatfield

Programme of development

The programme is based around the pre-existing RDG and SSG meetings

- **w/c 12 January** – share outline vision structure with SSG-Executive

- **w/c 19 January** – share outline vision structure to SSG and Station Summit attendees for email comment

- **w/c 26 January** – provide an update at SSG on 26 January and revise structure and emerging content as necessary

- **w/c 2 February** – meet with Passenger Focus, Department for Transport and ORR

- **w/c 5 March** – share first full draft vision with SSG-Executive for circulation to SSG and Station Summit participants on 9 March (paper deadline for SSG)

- **w/c 16 March** –discuss at SSG on 16 March for second version vision by 20 March (deadline for RDG Board papers)

- **w/c 31 March** – presentation of vision to RDG Board

- **By end April** – RDG update to SSG and Station Summit participants on next steps

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Stations Summit 2014
Initial Workshop Feedback

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Workshop 1 - What contribution could stations make to a safer, higher performing railway that continues to carry ever more passengers?

Broad themes

- Excessive gaps between platform edges and trains remain a big challenge for the industry.

- Better utilisation of platforms areas to reduce crushing and spread queues/waiting passengers along platforms would help improve safety.

- A minimum requirement should be a shelter at every station. Canopies should be provided to an equivalent of train length. Lighting and CCTV should also be considered as a minimum.

- There is a need for a network-wide consistency for signage and its placement.

- Development of Crowd Management Plans should be mandated, practiced and non-operator specific, i.e. follow a consistent template approach of good practice.

- The use of designated walking routes through stations and the use of "fast flow" areas would help with safety at stations.

- Lifts and escalators have the potential to alter the risk profile of a station. Lifts can reduce risk but there's a common tendency for them to be obscured by other infrastructure and not well signed.

- Gatelines remain vitally important and not solely for revenue protection. They are important when managing crowds and periods of exceptional demand and offer a degree of security protection.

- The role some stations play could be enhanced potentially collocating other uses in stations to help make stations better used and enhance (perceived) passenger safety.

Potential enablers / tactics

- Better knowledge sharing between staff that fully understand stations and there role should be fully engaged during the franchise mechanism and when planning for the future/enhancements.

- There should be a functional performance specification for stations type. There could be a role for Government to mandate the minimum requirements. A minimum standard is to be established and all stations below this should be prioritised for enhancement.

- Community Rail Partnerships will continue to play an important and valued role in the future. ACoRP needs to do more to ensure an minimum standard and consistency across all CRPs is achieved.

- In terms of funding of enhancements attendees thought levies on (Category A) retailers should be made. NR attendees confirmed that this already happens but could not confirm where this revenue is allocated/spent.

- There is likely to be very limited investment and therefore great care required in where to best target it.

Other details

- Reference made to the utilisation of existing Network Rail (SDG) Guide to Station Planning & Design.

- The significant improvements made on London Over ground were discussed briefly. It was recognised that the funding made available was substantial and transformational.

- More assured/consistent train breaking and therefore positioning would allow for better passenger movement on and off train/platforms.

Workshop 2 - What should the station asset look and perform like in 2030 and how could asset management differ from today?

Broad themes

- Discussion revolved around key themes of:
  - Focusing station provision on customer's needs
  - Aligning funding with contractual mechanisms
  - Enabling stations to be used flexibly and responsively
  - Taking a more strategic view of poorly-used stations
- Recognition that different stations had different needs and that a 'one size fits all' approach would not be appropriate
- Recognition that consumer expectations had changed significantly and that, where practicable, station designs needed to build in flexibility for internal layout changes to accommodate changes in use
- Seek to keep asset management simple - create clear accountabilities and appropriate responsibilities. Reporting and management of station assets and the need to simplify the mass of data where possible. Data should only be collected on the things that really matter
- Design stations for future maintainability. Station infrastructure should be designed for easy inspection and maintenance
- The core theme in this discussion was flexible building design to both expand and contract with emerging needs. In this context, brick skinned buildings were seen as potentially better than modular buildings with bespoke panels which were considered difficult to maintain and have a short lifespan

Potential enablers / tactics

- There was frustration that station funding was piecemeal from different sources and was often not aligned to the way the industry contractual mechanisms are set up
- Long Term Planning Process needs to be joined up with the franchising system, so that there is a coherent approach to stations
- Poorly-used stations raised in the context of recognising that some stations fulfil a societal role, but others might for commercial reasons be closed. All recognised political resistance and challenge to undertaking a closure.
- Concept of a Stations Operating Company in order to help passengers (and others) know who was responsible for the stations, and to align responsibility for longer term investment with longer term contracts. Suggested that 7-year franchises are not best placed to hold 99 year Full Repairing and Insuring leases

Other details

- Additional use of simple wind and rain shelters positioned along the platform which would help with operations on poor weather days. Other ideas included re-working the existing buildings to provide more weather protection
- Enthusiasm for environmentally-beneficial or low-energy initiatives, but not at any price. The difficulties of retrofitting either ruled out modifications or made them too expensive. New developments were seen as opportunities to include environmental measures cost-effectively but there was concern that payback may not benefit the TOC making the investment

Workshop 3 - What associated commercial value could stations create over the next 15 years? What should the retail offer look like in 2030?

Broad themes

- Retail needs and consumer expectations change rapidly and industry needs to support rapid evolution

- Retail should seek to meet local community needs as well as those of passengers – "click & collect" is one way to provide a community needed hub

- There needs to be a more holistic approach to space planning and allocation at stations, which identifies future retail, operational and passenger requirements based upon future passenger numbers.

    - Relocation of 'operating activities' away from prime locations

    - Changing access points to direct passengers past retail

    - Removing redundant space to reduce liabilities or conversion to cultural /societal use

    - A priority is to fit the retail offer to available space and the local environment/context

- Where a station would otherwise be unstaffed it would be helpful if retail outlets could sell train tickets

- Category B stations were felt to be the obvious target for commercial exploitation (on the basis that Category A stations are already being fully exploited or actively managed)

- At some locations, residential uses may be the most appropriate form of development, particularly on redundant rail land

- Mix of uses at station might create better overall value to the local community and wider economy, particularly if it is related to nearby non-residential uses.

Potential enablers / tactics

- A champion to undertake the station planning

- Greater dialogue and insight sharing between NR, TOCs and retailers

- To increase retail value it maybe appropriate to encourage extended dwell by providing additional waiting areas/seating

- A socio-economic cost-benefit approach to the provision of new commercial space at stations may result in a longer list of opportunities although the weaker ones would need to be subsidised, for instance through lower rents etc.

- Leasing mechanisms which are attractive to retailers, i.e. long enough to recoup tenant investment, not tied to franchise terms, not tripartite

- A franchise residual value mechanism tied to longer leases would encourage TOCs to develop more commercial space

Other details

- Better Customer Information Screens seen as important as mobile coverage is not universal and free Wifi at stations would assist with providing information

- "Click-n-Collect" at stations is seen to be increasingly relevant

- Potential role of pop-up retail to be sympathetic to pedestrian movement at peak times

- Impact of ticket gates – retail on paid side to make getting through them easier but also seen as a general barrier to wider public use of the station

Workshop 4 - What contribution could and should stations make to their communities?

Broad themes

- Can provide community function in different ways – the nature of the contribution reflecting the location of the station, and the nature and size of the adjacent community

- Station can influence community if a large %age of community use the station, even if in absolute terms the number is low

- A driver of the role a station can play for the community is the space available. With available space opportunities for uses such as click-collect service, police community posts, Post Offices, Libraries, crèches, etc.

- The presence and 'behaviour' of staff can contribute to the community – acting as a point of general information (and knowing the names of people)

- Challenge of determining the community need – what engagement do they have – likely to be with the Rail Users Group, but what about non-travellers, those with interests beyond the timetable and quality of the rolling stock. Perhaps franchises might mandate the franchisee to review the needs of the communities and be outward facing (beyond rail passengers)

- Experience has shown that local communities can have strong 'ownership' connection with stations – adopter schemes, gardening clubs. Local pride in seeing station as 'advert' for their community and gateway to their town.

- Relating to categorisation – DfT could buy specific investments in stations that are located in areas of high IMD, e.g. health facility, training offer that serve 'public need'

Potential enablers / tactics

- Should develop station categorisation in order to inform decisions on investment

- Do communities see the station as an asset and know who they could approach with ideas?

- Issue that adopter groups tend to comprise older people. Need to engage younger people to 'refresh' the groups. Provision of cyber cafes may help to attract different demographic

- To encourage action and address franchise duration – idea of social capital that can add value and be transferred across franchises

- Should seek to demonstrate the benefit of getting properties back into use – reducing maintenance costs

- Rail Industry could consider centralised 'marketing' of redundant buildings and performance could be measured through a metric of take-up of available space. Correlating use with social need and over time, if properties remain unwanted, they could be considered for removal from the station estate

Other details

- TOCs could give 6 months trials to new businesses to see if they work out

- Consideration of how stations can develop should consider how petrol stations have evolved over the last 20 years or so – redefinition of their offer

- Communities should not just comprise local residents, but be communities 'of interest', e.g. doctors doing outreach

Workshop 5 - How will access to station differ in 2030?

Broad themes

- Anyone who wants to should be able to access a station/the network (inc. door-to-door if needs prevail)

- Integration is not just physical – it includes timetables, information in and outside of stations, ticketing, etc.

- No one size fits all – there is a need to be context specific

- Regardless of the level of provision passengers need to have a consistent experience and expectation

- Integration should be modally agnostic with services based on user needs.

- Link local needs to stations in their context while being flexible/adaptable and outward looking, i.e. avoid investing in access infrastructure which is unlikely to be used

- Consider emerging technologies and approaches, e, g. car clubs/car sharing/and charging points for electric cars and bikes

- Consider use of technology (ticketing) as a mechanism to manage/support behaviours, e.g. providing connecting services such as DRT or car share for people in remote areas connected to smart card technologies for a complete/joined up journey experience

- Think about the target audience – e.g. airports tailor the offer to the target market – can stations/the railway do something similar?

- Consistently meet with minimum universal access requirements

- Anticipate shift in attitudes to environment and impact of pollutants (esp. diesel)

Potential enablers / tactics

- Strategy will need clear (railway industry) leadership and 'ownership' to deliver

- Integrate activity across ownership of issues across property thresholds and collaboration across agencies/industry/and local government

- Promotion/ use of public transport requires an integrated policy approach that includes cars/cycling etc. to develop the business case for improved modal integration

- Solutions should understand and address underlying political and spatial needs linked to local, regional and national policy.

- The planning process is fragmented which results in poorly integrated outcomes

Other details

- Modal choice includes time of journey, i.e. employees outside 9-5 may not have personal travel options

- Can demand responsive services provide better access to the network than stations with low service levels?

- Change user behaviours – data sharing and impact of social media networks

- Use of big data on travel movements/patterns to inform planning and customer choice

- Multi-modal access needs to be universally accessible and support ageing in place which will result in more people having more time for leisure travel

Workshop 6 - What should the future user experience of stations be like?

Broad themes

- The particular context for a station (who uses and why) will affect what can/should be done with it. Key is to obtain the passenger view on what's needed at a station – what they want AND what they're prepared to pay for!

- We can't expect to know what the future holds so have to ensure that a station can adapt as necessary

- We can't expect to get everything right first time and should not be afraid to try things out and learn from them

- We need to be aware of the hierarchy of needs: every station should have the basics (clean, safe, reasonably nice to spend time in within the context of the journey) then we can look to move up the hierarchy as appropriate to the station

- Considerations of getting to and from the station should be regarded as a core part of the station itself. This usually means working in partnership with the relevant local authority

- We need to focus on desired outcomes and leave solutions to the experts - this will engender greater innovation

- Some kind of grading of stations is inevitable – this does mean that expectations need to be managed so passengers aren't disappointed

- The priority is for stations to act as effective access points for the network

- Need to be flexible to cope with uncertainty. Need to keep in touch better with trends and changing needs & expectations. Do horizon scanning as to long term passenger trends – living longer etc.

- Stations must be relevant (implies closing irrelevant stations)

- The vision has to be grounded in order to be accepted

- There should be room for stations to reflect the locality in which it sits – includes using local suppliers

Potential enablers / tactics

- A station categorisation needs to be developed (and communicated to customers so they know what to expect at a station), but this is only a starting point as there will then be a need to take account of local considerations. Categorisation to reflect volumes, journey purposes, access/egress/interchange needs, availability of local facilities

- Involving local people in helping to tailor a station to reflect local needs, though within the realistic constraints of the relevant station category

- Appropriate use of information technology to support at-station staff and minimise the impact of unstaffed stations (including stations which are only staffed part time)

- Use of modular designs for cost efficiency ,.but with flexibility built in to cope with change and local needs

Other details

- More efforts are required to understand and deal with issues around the ageing population

- Need to deal with serious unexpected disruption which is a particular challenge at unstaffed stations

- Increasing use of mobile technology will continue

Stations Summit 2014

Participants

Rail Delivery Group

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Station Summit 2014 - Participants

Organisation	Name	Job Title
Abellio	Simone Bailey	Director of Asset Management
Abellio	David Rose	Head of Retail (Leasing)
Arriva	Julian Moosia	Head of Stations
Arriva	Lynne Milligan	Customer Services Director
Atlantic Design	Graham Love	Director
British Transport Police	John McBride	Chief Superintendent
British Transport Police	Peter Holden	Chief Superintendent
British Transport Police	Sue Peters	Superintendent
DfT	Mark Rose	Stations Policy Advisor
Doddle	Richard Taylor	Property Director
East Coast	Debbie Ambler	Station Projects Manager
First Group	Gareth Rees	Project Manager
First Group	Ronnie Maher	Head of UK Property, Projects and Asset Management
Gesynto Consulting	John Chappell	Managing Director
Heathrow Airport	Barry Weekes	Head of Design
HS1	David Fielding	Customer Relationship Manager
Keolis	Ruud Haket	COO
Keolis	John Davidson	Customer Excellence Manager
LCR	John McNulty	Property Manager
London Travel Watch	Janet Cooke	CEO
Merseytravel	Wayne Menzies	Head of Rail
MTR	Jeremy Long	CEO - European Business
National Express	Stuart Parker	Property and Environmental Director
Network Rail	Fiona Taylor	Director - Station Strategy
Network Rail	Peter Collins	Senior Stations Specialist
Network Rail	Nigel Faircloth	Leasing Manager
Network Rail	Christina Thompson	Personal Assistant
Network Rail	Simon Chapman	Route Enhancement Manager
Network Rail	Rubina Greenwood	Programme Manager (Sustainability)

Station Summit 2014 - Participants

Organisation	Name	Job Title
Network Rail	Richard Kirkman	Head of National Customer Relationships
Network Rail	Gemma Playford	Project Manager
Network Rail	Hamish Kiernan	Commercial Director - Retail
Network Rail	Nicole Ledwith	Customer Manager (Anglia)
Network Rail	Mel Foster	Route Commercial Manager (Kent & Sussex)
Network Rail	Malcolm Pitt	Route Stations Manager (LNW)
Network Rail	Susan Anderson	Route Commercial Manager (Scotland)
Network Rail	Alexia Samborne	Route Commercial Manager (Wales)
ORR	Gerry Leighton	Head of Stations, Depots and Network Code
Passenger Focus	Sharon Hedges	Passenger Issues Manager
R and SH Consultants	Roger Tunnicliffe	Director
RDG	Jonathan Chatfield	Manager - Regulation
RDG	Patrick Kenyon	Graduate
RDG	Nick Ellins	Director of Policy
RDG	Edward Welsh	Director of Communications
RSSB	Chris Fenton	CEO
Select Service Partner	Joel Brook	Director, Property
Stagecoach	Jonny Wiseman	Route Manager North
Stagecoach	Malcolm Page	Station Property - Development Manager
Steer Davies Gleave	Julian Sindall	Head of Engineering
Steer Davies Gleave	Adrian Cole	Director – Development Planning
Steer Davies Gleave	Mike Goggin	Director – Stations, International & Advisory
Steer Davies Gleave	Phil Berczuk	Director – Design for Movement
Steer Davies Gleave	Tony Duckenfield	Head of Behavioural Insight
Steer Davies Gleave	Ed Dawson	Consultant - Stations
Steer Davies Gleave	Euan Mackay	Associate – Transport Planning & Integration
Steer Davies Gleave	Chris Whitehouse	Associate – Economics & Appraisal
Transport Scotland	Frazer Henderson	Head of Rail Policy
Virgin	Richard Shotton	Stations Director
Welsh Government	Dafydd Munro	Policy Team
WH Smith	Chris Welch	Business Development Manager, UK