

# PART A

## CONSISTENT STANDARDS



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## 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
		<b>Average Score</b>	<b>78</b>

Pragma February 2009

### We recommend that:

- R1** 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 <sup>2</sup>	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
<b>Total</b>	<b>2,535</b>	<b>100</b>	<b>111,300</b>	<b>100</b>	

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
<b>Total</b>	<b>798</b>	

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

<sup>2</sup> 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.

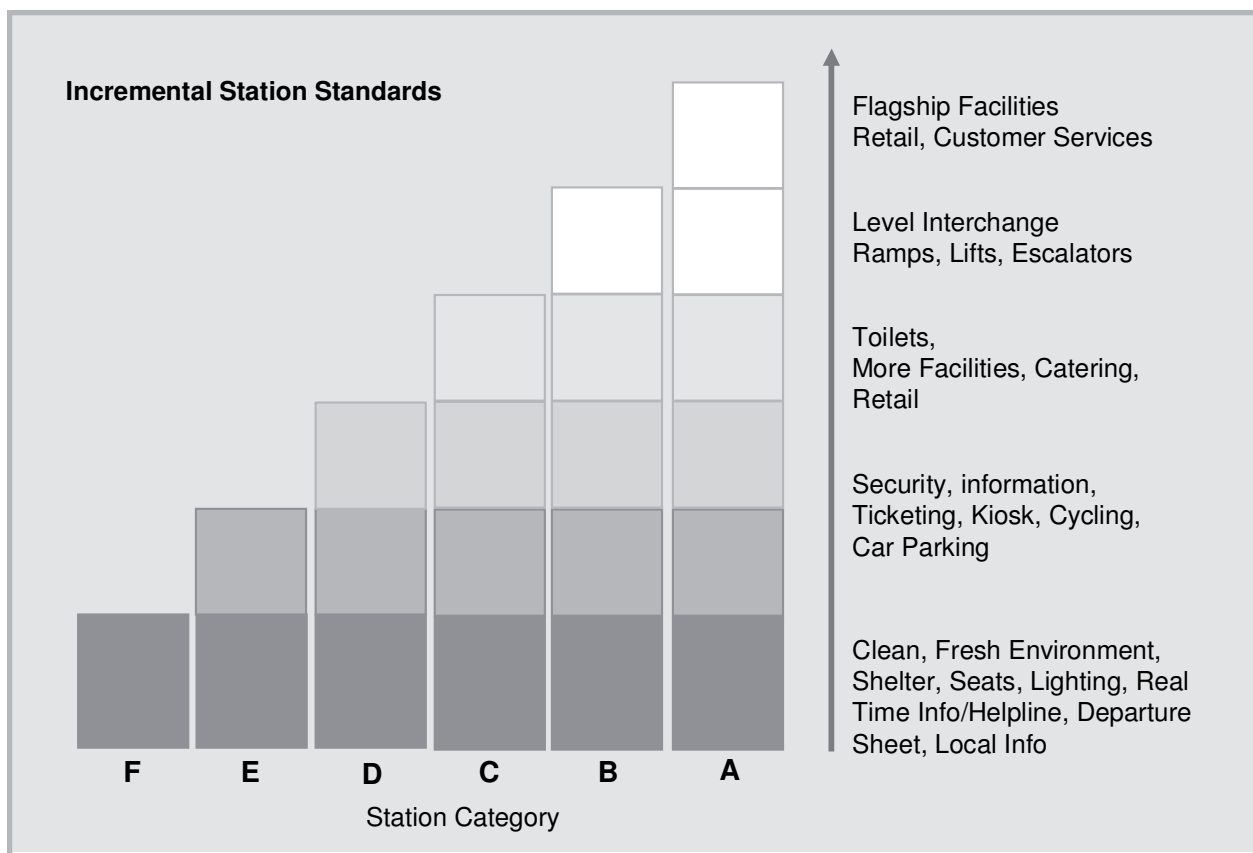
We have consulted all station-operating train companies together with Network Rail on the proposed Standards, and we have visited a wide range of other providers from Swiss, Dutch and German Railways to TfL, Motorway Service Stations and Airport Authorities. There is a strong consensus that 'smart stations 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 <i>Emergency</i> and <i>Information</i> 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 F1 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

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

### Information

Real-time information	Indicator(s) with real-time information
Help-Point	Both <i>Emergency</i> and <i>Information</i> 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

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

### Environment

<b>Cleaning</b>	<b>Station regularly cleaned &amp; graffiti free: litter bins (at least daily)</b>
<b>CCTV Security</b>	<b>Station platforms</b>
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**

Street direction signs  
 Station signs  
 Totem Pole  
 Cycle Parking  
 Car Parking  
 Bus information

**Well-signed taxi rank outside station if possible**

Station signed from main road(s) and pedestrian/cyclist routes  
 Standard signing in Brunel alphabet and pictograms  
 Rail symbol and station name (+ PTE/TfL symbol where required)  
 Space for up to 5% of joining passengers  
 Parking for up to 15% of joining passengers (except inner city stations)  
 Displayed in or near station entrance (where practical)

**Information**

Real-time information  
 Help-Point  
 Train service  
 Local information  
 Useful information

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

**Facilities****Staffing****Assisted travel****Ticket gates****Toilets****Catering**

Clock

Ticket machine

Lighting

Shelter or canopy

Seating

Staff accommodation

**Presence most of day with opening hours published for ticketing****Wheelchair and boarding ramps if DDA accessible****Supervised where installed and operational. Staff to give advice/help****Appropriate for demand, smart & regularly cleaned to high standard****Vending machines for hot/cold drinks and cold snacks**

Each platform with a scheduled service

Unless derogation

Adequate to give security on approaches/platform

On each platform with a scheduled service

On each platform with a scheduled service minimum 12 seats

Smart and well cared for

**Environment****CCTV security****Secure Station****Cleaning**

Maintenance

Smart Environment

**Station approaches and car / cycle parking****Secure Stations Accreditation****Station cleaned throughout the day & graffiti free: litter bins**

Prompt repairs &amp; kept well painted

Station approaches look smart &amp; 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

<b>Station Travel Plan</b>	<b>Lead local authority/PTE in agreeing local access plan (C1)</b>
<b>Cycle Parking</b>	<b>Space/secure storage for up to 5% of joining passengers</b>
<b>Premium Parking</b>	<b>Premium Parking as well as parking for up to 15% of joining passengers</b>
<b>Plus Bus</b>	<b>Through ticketing promoted to local public transport</b>
<b>Access for All</b>	<b>Step-free access (with DDA surfacing) from entrance to platforms (C1)</b>
<b>Street direction signs</b>	<b>Comprehensive signing from main road(s) plus cycle/pedestrian routes</b>
<b>Taxis</b>	<b>Well-signed rank outside station if possible. 'Accessible Taxis' at C1</b>
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

<b>Real-time information</b>	<b>Indicators with summary screens and audible announcements</b>
Help-Point	Both <i>Emergency</i> and <i>Information</i> 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

<b>Toilets</b>	<b>Mandatory, open all day (C1) and well cleaned every 2 hours (hourly C1)</b>
<b>Ticket Purchase</b>	<b>Face-to-face purchase for most of service as agreed and published</b>
<b>Catering</b>	<b>At least 1 staffed unit at agreed core times (C1) + vending machines</b>
<b>Retailing</b>	<b>Best possible choice (C1) – possibly combined with catering unit (C2)</b>
<b>Waiting Room</b>	<b>On well used platforms</b>
<b>Luggage trolleys</b>	<b>Good supply with system to re-balance regularly (C1)</b>
<b>Staffing</b>	<b>Most of day (first to last train C1)</b>
<b>Seating</b>	<b>Plentiful with 50% under cover</b>
<b>Ticket machines</b>	<b>More than one machine to provide reliability</b>
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

<b>Secure Car Park</b>	<b>Park Mark Accreditation</b>
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**

<b>Totem Pole</b>	<b>Comprehensive external station signing &amp; illuminated totem pole</b>
<b>Access for All</b>	<b>Full access from entrance to all platforms, including lifts if feasible</b>
<b>Modal Interchange</b>	<b>Bus / tram interchange where practical in or near forecourt</b>
<b>Internal station signs</b>	<b>Standard signing in Brunel alphabet with emphasis on large pictograms</b>
<b>Cycle Hub</b>	<b>Cycle Hub or secure store with combined storage for 5% passengers</b>
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 & <i>Premium Parking</i> 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**

<b>Real-time information</b>	<b>Indicators with real-time information and summary screens inc bus/tram</b>
<b>Help-Point</b>	<b>Staffed facility in addition to an emergency button</b>
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**

<b>Interchange (major)</b>	<b>Escalators/lifts for heavy flows of encumbered people where feasible</b>
<b>Interchange (minor)</b>	<b>Lifts and ramps for lesser flows</b>
<b>Staffing</b>	<b>First to last train (platforms and face-to-face ticket purchase)</b>
<b>Canopies</b>	<b>At least half length of heavily used platforms</b>
<b>Catering</b>	<b>Best possible choice with at least one unit open for agreed core times</b>
<b>Waiting Room</b>	<b>On well used platforms. Must be available from first to last trains</b>
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

Street direction signs  
Totem Pole  
Internal station signing  
Station Travel Plan  
Cycle Hub  
Premium Parking  
Plus Bus  
Modal interchange  
Bus information  
Taxis

##### Full access to all trains & facilities and Assisted Travel buggy

Comprehensive signing from main road(s) plus cycle/pedestrian routes  
Comprehensive external station signing & illuminated totem pole  
Standard signing in Brunel alphabet with emphasis on large pictograms  
Lead local authority in agreeing local access plan  
Cycle Hub or Secure Store with combined storage for up to 5% of passengers  
Parking & *Premium Parking* for up to 15% of passengers outside London  
Through ticketing promoted to local public transport  
Bus/tram interchange where practical in or near forecourt  
Displayed in or near station entrance (where practical)  
Well-signed taxi rank outside station with Accessible taxis

#### Information

Real-time information  
Train service  
Local / Useful information  
Useful information

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

#### Facilities

**Flagship Ticket Shop**  
**Flagship Help/Info Point**  
**Flagship retailing**  
**Flagship catering**  
**Flagship toilets**  
**Flagship Meeting Point**  
**Flagship waiting rooms**  
**Flagship left luggage**  
**Assisted Travel**  
Interchange (major)  
Interchange (minor)  
Canopies  
Ticket gates  
Luggage trolleys  
Clock  
Lighting  
Seating  
Staff accommodation

##### Full range tickets/information with plenty of ticket machines

##### All companies information – staffed for most of day

##### Most of day

##### Most of day – at least one unit first to last train

##### Toilets staffed all day with high cleaning regime

##### For passengers requiring special assistance

##### Quiet, secure area for any passenger to wait

##### Screening and storage

##### Disabled buggies, wheelchairs and ramps readily available

Escalators and lifts for heavy flows of encumbered people

Lifts and ramps for lesser flows

Long enough to spread passengers along platform – at least half length

As required by train companies. Staff able to give advice/help

Good supply with system to re-balance regularly

Each platform with scheduled service

Adequate to give security on approaches/platform

Plentiful with 50% under cover

Smart and well cared for

#### Environment

##### Security Control Room

CCTV security  
Cleaning  
Secure Station  
Secure Car Park  
Maintenance  
Smart Environment

##### Visible security patrols

Station, approaches and car / cycle parking  
Station cleaned throughout the day & graffiti free: litter bins  
Secure Station Accreditation  
Park Mark Accreditation  
Prompt repairs & kept well painted  
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.

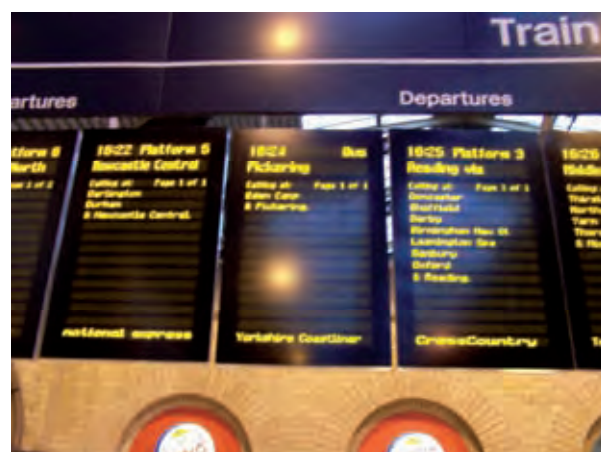
#### **Staff Accommodation**

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.

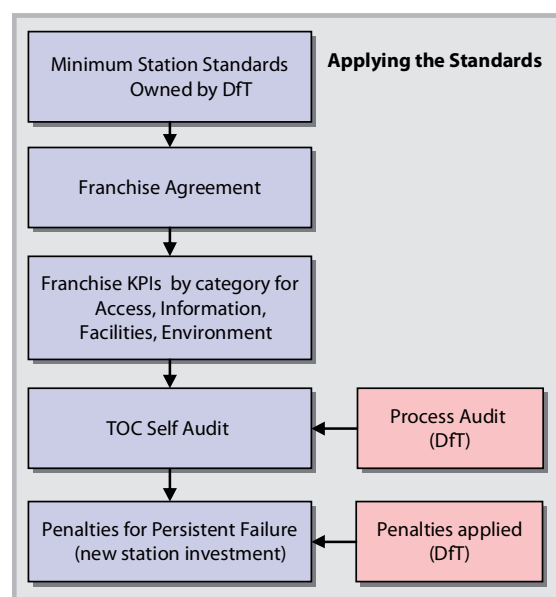
It applies the standards through NPS annual satisfaction scores for Suburban and Country stations, with the winning bidder committed to raising station satisfaction to 77% (Suburban) and 82% (Country). The Southern Franchise also required bidders to commit to specific levels of investment at specific 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	Gap Summary	Extra Retail Potential pa £K
<b>1 Manchester Victoria</b>	<b>32</b>	<b>2013</b>	<b>Stage 1 upgrade; Stage 2 redevelop</b>	<b>177</b>
<b>2 Clapham Junction</b>	<b>39</b>	<b>2017</b>	<b>Stage 2 upgrade, retail expansion</b>	<b>900</b>
<b>3 Crewe</b>	<b>42</b>	<b>2012</b>	<b>Major upgrade</b>	<b>45</b>
<b>4 Warrington Bnk Qy</b>	<b>44</b>	<b>2012</b>	<b>Upgrade</b>	<b>39</b>
<b>5 Barking</b>	<b>45</b>	<b>2011</b>	<b>Upgrade</b>	<b>40</b>
<b>6 Preston</b>	<b>46</b>	<b>2012</b>	<b>Upgrade / interchange</b>	<b>40</b>
<b>7 Wigan Nth Western</b>	<b>47</b>	<b>2012</b>	<b>Upgrade</b>	<b>39</b>
<b>8 Luton</b>	<b>48</b>	<b>2015</b>	<b>Upgrade</b>	<b>40</b>
<b>9 Liverpool Central</b>	<b>49</b>	<b>2028</b>	<b>Congestion relief/upgrade</b>	<b>10</b>
<b>10 Stockport</b>	<b>50</b>	<b>2012</b>	<b>Upgrade &amp; major car park</b>	<b>40</b>
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
			<b>Total</b>	<b>£3,052</b>

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

### 3.6 'C' and 'D' Medium Sized Stations

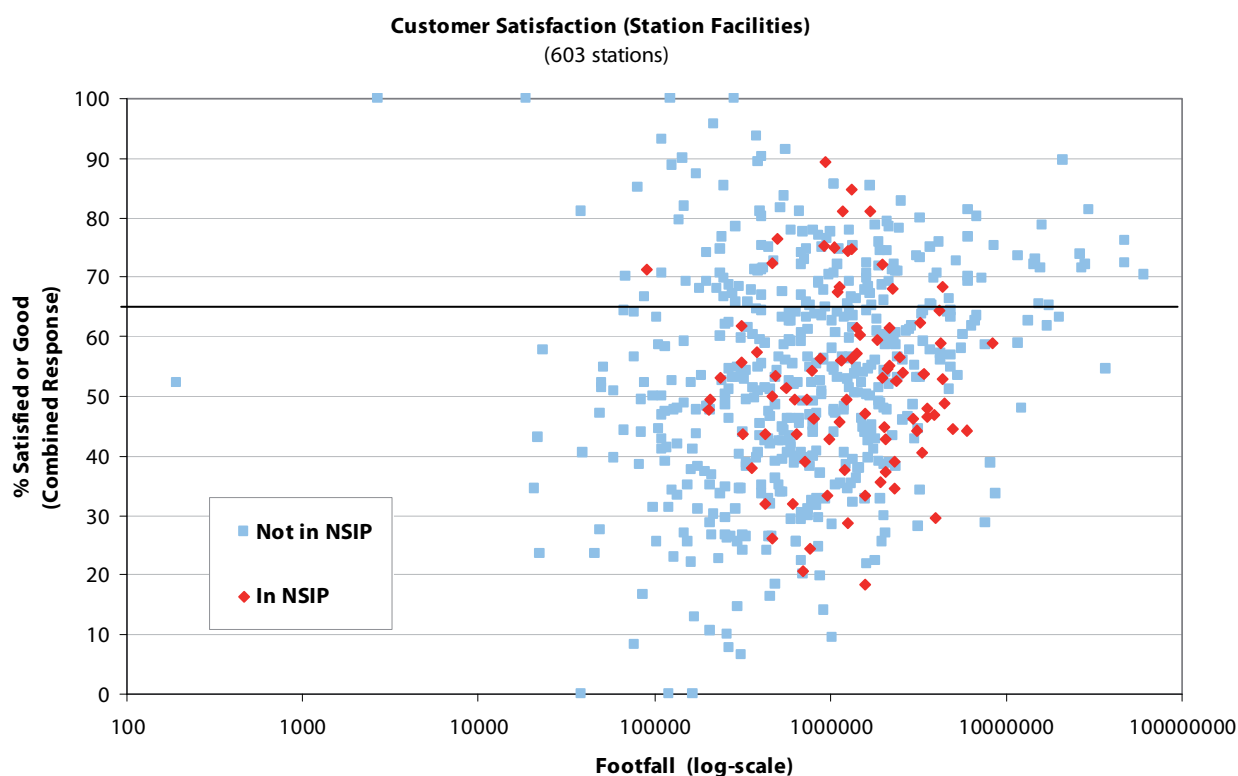
There are over 570 'C' and 'D' medium-sized stations, and the blue dots in Fig 13 below shows just how many of these fall well below the 65% average satisfaction level. Part of the problem lies with earlier franchises that were let with fewer commitments to invest in specific station upgrading. The 'C' 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**