



Southern train services – where are we now and what do we want from the next franchise?

Passenger views, notes and presentations

Southern trains – passenger views

Passenger Focus held a special event for users of Southern rail services on 28 March 2007. Aimed at representatives from rail user groups, stakeholders and actively engaged passengers - especially those on Sussex Coast routes - the theme was 'Southern train services – where we are now and what do we want from the next franchise'.

The purpose of the meeting was to review industry progress towards meeting passenger needs and, particularly in light of the forthcoming re-franchising, to determine significant issues which need to be addressed in future service provision. Speakers included Chris Burchell, Managing Director for Southern and Chris Curtis, Route Enhancement Manager at Network Rail. Passenger Focus also highlighted current areas of work and presenting our approach to the forthcoming re-franchise. The event included a Q&A session as well as other exercises to capture views that will inform our work over the coming months.

We asked passengers to share their views at our meeting on 28 March 2007 by leaving sticky notes on maps of Southern trains route maps. The results are below:

Brighton mainline services

- consider 'early bird' discounts for departures before 06.30 (Sat) (or arrivals in London before 08.00)

- better evening and Sunday services between Brighton and Gatwick for ALL stations (for Sunday shopping, theatres etc)

Preston Park - more Hove to Vic services should serve station during AM/PM peak

Lewes - better staff announcements (especially when things go wrong)

Hassocks

- abolish Monday – Friday minimum Network Card fare – it disincentivises local journeys by train (use car instead)

- season ticket rates for part-time workers/travellers

- better Sunday services - as good as Saturday services

- better late night trains for Brighton on Fridays and Saturdays (presently stop earlier than most Mon to Thurs trains)

- frequency is important

- stop on Victoria West Coastway service for direct travel to Hove, Shoreham, Worthing, Chichester etc

- better connections at Brighton for East and West Coastway trains

- better connections at Three Bridges for Horsham and Arun Valley lines

- reliability - penalties for cancelling trains

- communicating with FCC so we have good overall joined up train service

- managing engineering works so causes less disruption to passengers

Gatwick - capacity issue

Purley >Redhill>Gatwick corridor - improved off-peak services

Purley to Horley- all stations should have 2 tph to Gatwick every day of week

Coulsdon South, Merstham and Redhill should have improved off-peak service

Norwood Junction - should have 2 tph to Gatwick

Reigate should have a through off-peak service to London. Attach to Tonbridge trains

Reigate - improved off-peak services

Tonbridge service should be transferred to Southern

Clapham Junction - all trains should stop to maximise connections

Watford to Gatwick -should be 2tph and call at more stations in South London

East Coastway services

- reconsider cycle policy on ECoastway (does not seem to be an issue by 09.00)
- consider extending 'Unizone' boundaries to include Eastbourne/Hastings
- 2 car Brighton > Ashford service overcrowded

Haywards Heath- joining of trains increases journey times and causes delays

LEWES:

- Good access out of station via car park from London trains - quicker than going through station
- Ashford >Brighton overcrowding

NEWHAVEN/SEAFORD: better CCTV to deter bad behaviour (by non-passengers) in evenings

POLEGATE- long walk from car park; second entrance required?

NEW STATIONS:

- Langney/Stoney Cross; mega population increase
- Glyde (nr Pevensey?)

MISSING WILLINGDON CHORD:

- delays Bexhill >London trains by 20 min
- 30 minutes each way going nowhere
- replace direct Polegate > Pevensey link (save 15-18 minutes and reduce car parking at Polegate)

HAMPDEN PARK - Finite connections not held

PEVENSEY > ORE- implement Multi-modal study and start 'Metro' between stations

HASTINGS - poor station announcements

MARSHLINK:

- electrify and double
- Single line restricting service frequency and recovery times
- ability to stop sometimes at smaller station that have lost services
- support most trains as Expresses (THWART)

ASHFORD - keep international/stop Eurostar closure by stealth [x2]

West Coastway services

- Reconsider cycle policy on W Coastway; does not seem to be an issue after 09.00
- Bikes banned from services which don't have a problem with overcrowding

Larger Running In Boards required at most Coastway stations

Better evening and Sunday services- especially for smaller stations (to reflect Sunday trading and leisure market, theatres etc)

Under-used off-peak services. Above inflation fare increases & minimum fare on network card suppressing demand?

Keep station booking offices open, rather than expect staff to do station cleaning

Cheapest fares from other TOCs not available at local stations
Bike reservations on other TOCs not available at local stations

Metro and fast services - blend

Extend 23.15 Brighton>Chichester to Havant/Fareham

Too many tiddly stations Brighton>Havant. Needs rationalising and closing several. & Need 3 aspect signalling

BRIGHTON:

- SN suggests using two cycles (one at each end of journey) but staff trying to remove bikes left for more than 2 days
- overcrowded peak hour services with empty first class accommodation

ARUNDEL CHORD needed- for direct Arun Valley to Brighton services

SOUTHAMPTON - why no Southern trains form Gatwick on Sundays?

PORTSMOUTH/HARBOUR - wot no Southern trains

SWT REPLACEMENT:

- need for new Brighton (or Littlehampton) > Winchester service. Possibly a portion form Brighton>Southampton? 24% of passenger on Brighton - Basingstoke/reading service [to be withdrawn in December] cross Fareham and will have to change in future
- Extend Gatwick services terminating at Chichester to Winchester/Basingstoke to replace Brighton > Basingstoke

CONSULTATION: with rail user associations. PF is all well and good but local associations reflect the local knowledgeable view but DfT doesn't consult END USERS

Redhill, Tonbridge and Oxted Services

- Later evening service from London - Uckfield and East Grinstead
- Early morning Sunday service

- Improvement to rural station safety and timetables

HURST GREEN - increased car parking capacity

ASHURST - improved station facilities

CROWBOROUGH? - increased car parking capacity

REINSTATE UCKFIELD TO LEWES

ELECTRIFY UCKFIELD LINE

Watford to Clapham Junction and Gatwick Airport services

General:

- West London Line service to be 2 tph to Gatwick (if possible) > Croydon > Watford with 1 tph extended to Milton Keynes
- establish more toilet discharging facilities on the Watford to Gatwick route
- *have designated area for cycles and buggies on Electrostars*
- *restore graphic representation of engineering works on Southern website*

WEMBLEY CENTRAL:

- to be served by all Watford trains
- to be terminal of additional Gatwick/East Croydon to Shepherds Bush/Wembley Central (Platform 7)

WILLESDEN JUNCTION (not served by Southern):

- low level platform to be rebuilt and linked to extended high-level platform

Service extensions:

- Extended to Milton Keynes by 2008 at latest
- Extended to (Wolverhampton), Birmingham New Street, Birmingham International, Coventry, Rugby and Northampton by 2012

Sutton and Mole Valley services

West Croydon to Epsom - should have 2 tph every day of the week

Metro services (all London TravelWatch)

Generally – later evening services.

Sunday frequencies to be the same as weekday off-peak

Minimum of 6 tph to be retained on metro line into London Bridge with ELL trains in addition

* nb: suggestion that future map presentation should show connections with underground and other lines

Facilitator notes from group discussion workshops

Facilitator's name: James Topic for discussion: Ticketing / Retail / Smartcards

What are the issues / what do passengers want?

Buying a Ticket

Accessibility – location, speed, both very important

Machines – at stations →

Differing needs → Commuters: information - when are the quiet times at the tills.



Internet or at stations

Same day / further travel → different requirements

- No standardisation across ToCs. Different machines are confusing

Railcards – do people get the cheaper tickets available on machines?

Understanding on board if delayed at ticket purchase, so on train without ticket

Complex fare structure – can it be simplified

Internet purchases – National Rail – disabled reservations are good

Where are these issues most acute now?

Operability – all working

Only buys 1/12 times a year

Some booking offices only open at limited times

→ Not helpful

Passenger charter in franchise

Time limits on queues

& compensation for delays

Car park tickets only from booking office!

Is inconvenient

How can this best be addressed / provided

Do we really need smartcards?

“Ticketing” issue low on priorities for some
More reliable service far more important!

Off-peak travellers

Senior citizens – usage

Staff available to help – machines are difficult

More shops / retailing at stations

Cafe/ coffee shops

- more people at station



range is limited

- rail tickets from other nearby stores and newsagents too at stations

Simplified machines are more easy to use – but often too complicated for some passengers

What are the pros and cons of options?

Smartcards – fine, but must be nationally compatible

Some discounts offered, ie in London Zones
Or national rail card

Certain passengers/OAPs worried about
Fraud / credit card



Inc. Free buses for passengers

Must not be only method of holding ticket.
Paper alternative must still be available

Facilitator's name: Chris Curtis

Topic for discussion: Service Patterns

What are the issues / what do passengers want?

Where are these issues most acute now?

Annual programme of engineering works

Co-ordination of engineering works on complementary routes

More stops on late / last trains of the day

More later services to allow late departures (eg Theatre) especially from London and Brighton

More early morning services to Gatwick

Better counter-peak services (longer)

Occasional stopping services at poorly serviced stations (specifically Ashford – Hastings) also Uckfield line

Even spacing of services / (certain stations)

Clockface timetabling – predictability

Christmas Day / Boxing Day services – particularly to airports

Better advertising / access of engineering works publicised

-
- online
- At stations (not separate notices for separate ToCs)
- Timetables

Engineering works: - trade off of demand to needs of engineers

- trade off weekends vs week nights for engineering works

Engineering works – get it done and over with
- needs long notice and good alternative

Even spacing / clockface- pro - easy to understand / con - possibly reduce range of destinations

Facilitator's name: Andy Barton

Topic for discussion: Getting a seat

What are the issues / what do passengers want?

Where are these issues most acute now?

Problem

Do it !!

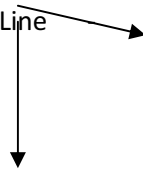
User groups & Lines

- Marsh Link

- School children – leaving times are patchy
- Brighton

- Uckfield Line

- New stock & fast service – been a large attractor.
– need more rolling stock
“Victim of success” – certain commuter times are problem



- Diesel services – are badly over crowded (ie overall fleet size small due to short forming and lack of flexibility)

- BML

- Chaos at peak times. Disagreement and misuse of capacity – especially at northern end of lines

Solutions

- BML

- stopping patterns & stock usage (ie Gat Ex)

- Uck/M Link

- Fleet & capacity of diesel services (ie nice coaches in some way shape or form Diesel or Elec)

- ? Possibility

- remove first class (?) – review case for retain seats

- 3 + 2 setup

- tables? Do you delete

Platform

- lengthening

- need to think about routes, services & how you enable

Double Deckers

- possible case versus platform lengthening

Facilitator's name: Sharon Hedges **Topic for discussion:** Stations

What are the issues / what do passengers want?

Staff - Safety & info
Ease of ticket purchase - links to staff
TVMs cant deal as person can /full range not available

Wait in comfort

Toilets - clean! - available all time station staffed
Ideally full service hours (but vandalism/drugs)

Security & safety - light, bright, CCTV (but not inside toilet cubicles!)

Graffiti free - clean and presentable – station & lineside

Clear info when unstaffed (SWT car parking payable at TVM)

Real time travel info (SWT has at all stations)/ next train

Local info esp. Interchange eg: bus TT at local stations

Car parking and capacity

Secure cycle storage

Where are these issues most acute now?

Ticket sales/Internet Sales -
still need ticket office

Safer stations
Not just car park, but footpaths
- Who is responsible for eg: lighting CCTV
(map showing who has which bits of station/surrounding area)
Local station adoption scheme

Make them bigger
Rural areas parking problems (only way to access station)
And Outer Urban areas
£ (cost) -

Positive view that NR should pay for works & reclaim through franchise

Challenge TOC lies that can't make car park investment pay
- potential return should give profit

NR needs to release land

Disabled Access / where new developments LA input needed to get co-ordinated role and s106 money secured

- access to station & platform/train interface

- NR/TOC to improve levels and reduce steps

Clapham Junction Platform 17 curvature

Demarcation issues - clarify in – TOC/NR relationship on station
Cd be structured better (e.g roofs where maintenance needs track access)

Need horses for courses- different facilities for different circumstances

Cost analysis – try to make additional improvements when work underway
e.g Wimbledon relaid platform 6 should have made level higher at same time

- some LA partnerships eg: CCTV / crime & safety partnerships

Franchises – more proactive between environment

- how to improve

- community engagement eg: provide RUG poster space & info

NR modular approach to stations seen as positive and cost-effective

Suggested use plastic facades to meet local context

Retail – less imp factor than other points identified but good when it is available and increases activity at stations

At larger stations, eg Victoria, Waterloo improves attraction

(***** less at stations) - layout input

- are expectations too low?

Suggest Post Operations in local stations

For new franchise group looking for improvements to what provided not fundamental changes

Seat reservations?

Real time punctuality

1. Issues – Connections between trains

- Many problem areas – particularly the East Coastway
- Problem particularly at unstaffed stations.
- Many passengers are not making connections at all.
- Problems also prevalent in Barnham and Redhill

How can this best be addressed/provided?

- The issues are timetable based
- Southern's connection policy needs to be looked at, particularly in rural areas and at unstaffed stations.

Pros and cons

n/a

2. Issues – connections between buses and trains

- No information on trains
- No information at stations.
- Brighton/ Three Bridges have very good information.

How can this best be addressed/provided?

- TOCs, bus companies and local authorities all need to work more closely together to become more integrated.
- Need to look at the door-to-door service, not just the train journey.
- Solutions need to ensure that rural areas are included – some of the most excluded groups.

Pros and cons

- Hard to get all parties to commit to working together.
- A joined up approach would be the most sensible and possibly cost-effective approach

3. Issues – bicycles on trains and at stations

- Lack of provisions at some stations – particularly secure places to lock up bicycles

- No peak time travelling on trains – even in rural areas
- Cannot reserve bikes on trains at small stations with no ticket office.

How can this best be addressed/provided?

- For on train services the policy needs to be reviewed. Some parts of the network do not suffer overcrowding as they are not commuter routes. The rules for London should not apply for the entire network. Therefore Southern should take a similar approach to SWT and look at alternatives to a blanket approach.
- There needs to be a different approach to reservations – maybe by phone for those who do not have stations with ticket office staff.
- TOCs need to work together to have a more integrated bicycle reservation systems so that passengers can book for the entire journey.
- Cycle lockers are used at some stations and are hugely successful. Maybe Southern could look more closely at stations that could benefit from such facilities.

Pros and cons

- Hard to get all TOCs to commit to working together.
- Costs associated with more secure cycle parking.

4. Issues – accessibility

- Lack of usable accessible toilets
- Bexhill – there is a gate at the High Street end of the station that could be opened to make the station more accessible. Instead, passengers have to walk to the other end of the station to get in.
- There are problems with disabled assistance not turning up when it has been booked.

How can this best be addressed/provided?

- Disabled assistance – Southern want a more turn-up-and-go network so that disabled passengers have more freedom to use the network

Pros and cons

n/a

5. Issues – car parks

- Many car parks are full by 0800

How can this best be addressed/provided?

- Promotion of alternative modes of transport
- Demand responsive buses – like on the Chiltern Valley Lines

Pros and cons

- People like their cars!

6. All other integration/access issues

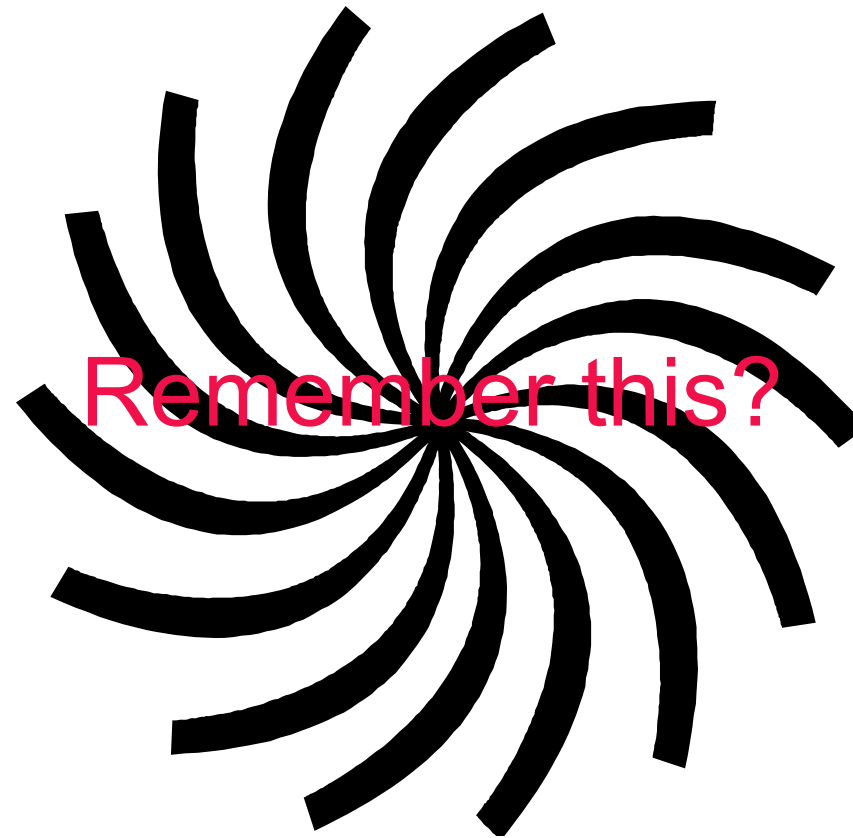
- Very little access and interchange at some stations – Arun Valley Line
- Big stations better for integration
- Disabled access a problem at some stations
- Crawley station – very good

Southern – progress to date

Chris Burchell, Managing Director
Gatwick, 28 March 2007



The way we were...





working beyond our customers EXPECTATIONS



working beyond our customers **EXPECTATIONS**



working beyond our customers EXPECTATIONS

Just five years ago....

- Performance was appalling (and getting worse)
- Stakeholders were openly hostile
- Staff morale was low
- Passengers were fed up with poor service
- Stations and depots were run down with poor facilities
- Trains were old, vandalised and dirty





SOUTHERN

Expect MORE



working beyond our customers **EXPECTATIONS**

Expect MORE - in practice

- A £1bn programme to deliver for passengers:
 - A punctual, reliable train service
 - Clean and well maintained facilities
 - Easy ticket purchases
 - A safe and secure travel environment
 - Friendly and welcoming staff
 - A listening and responsive company



A punctual, reliable train service

Where we were:

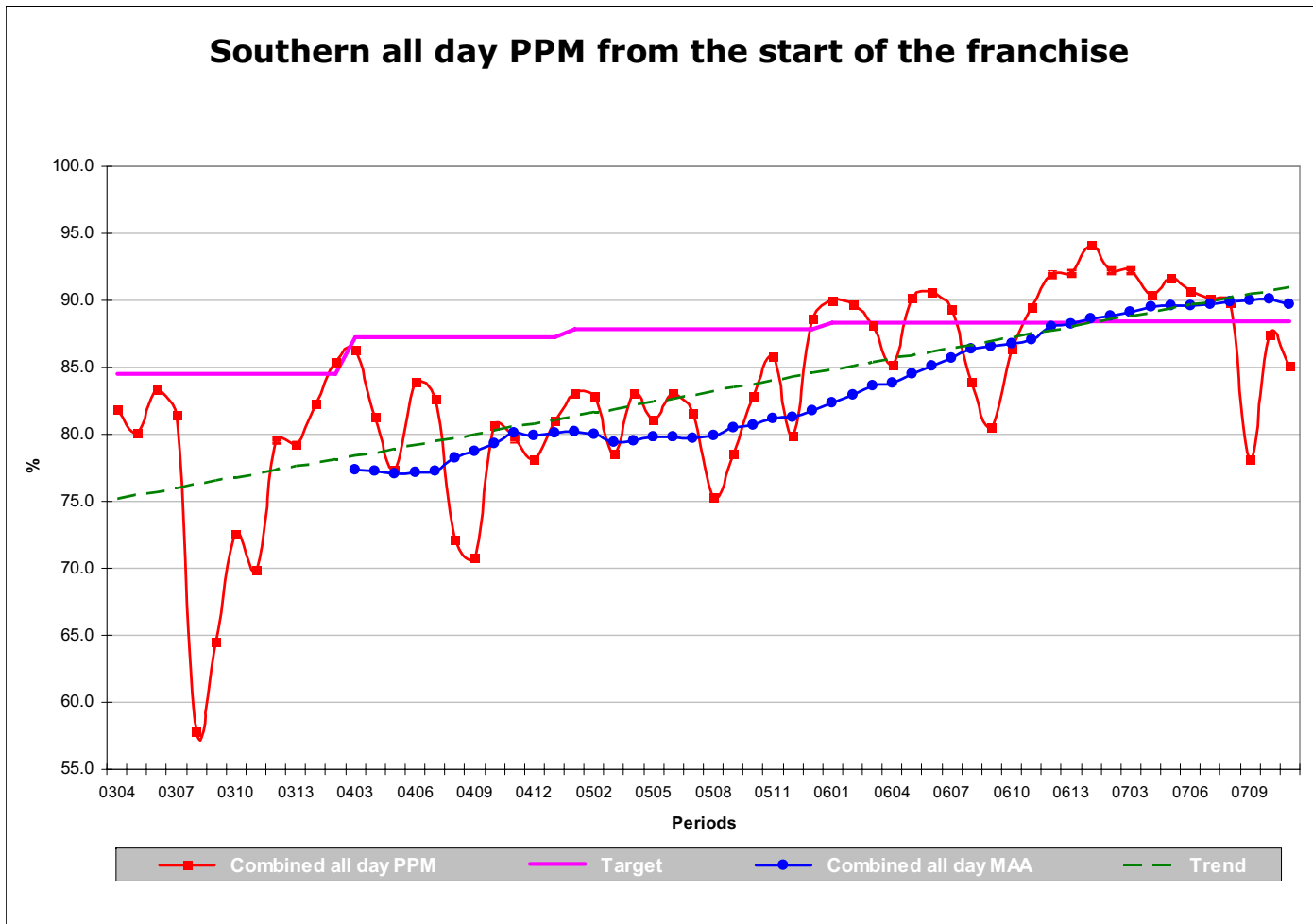
- Driver shortages leading to cancellations and reactionary delays
- Shortages of engineering maintenance staff with:
 - Poor reliability
 - Short formations
- Slam door trains nearing the end of life
- Performance at **78.3%** PPM MAA

Where we are:

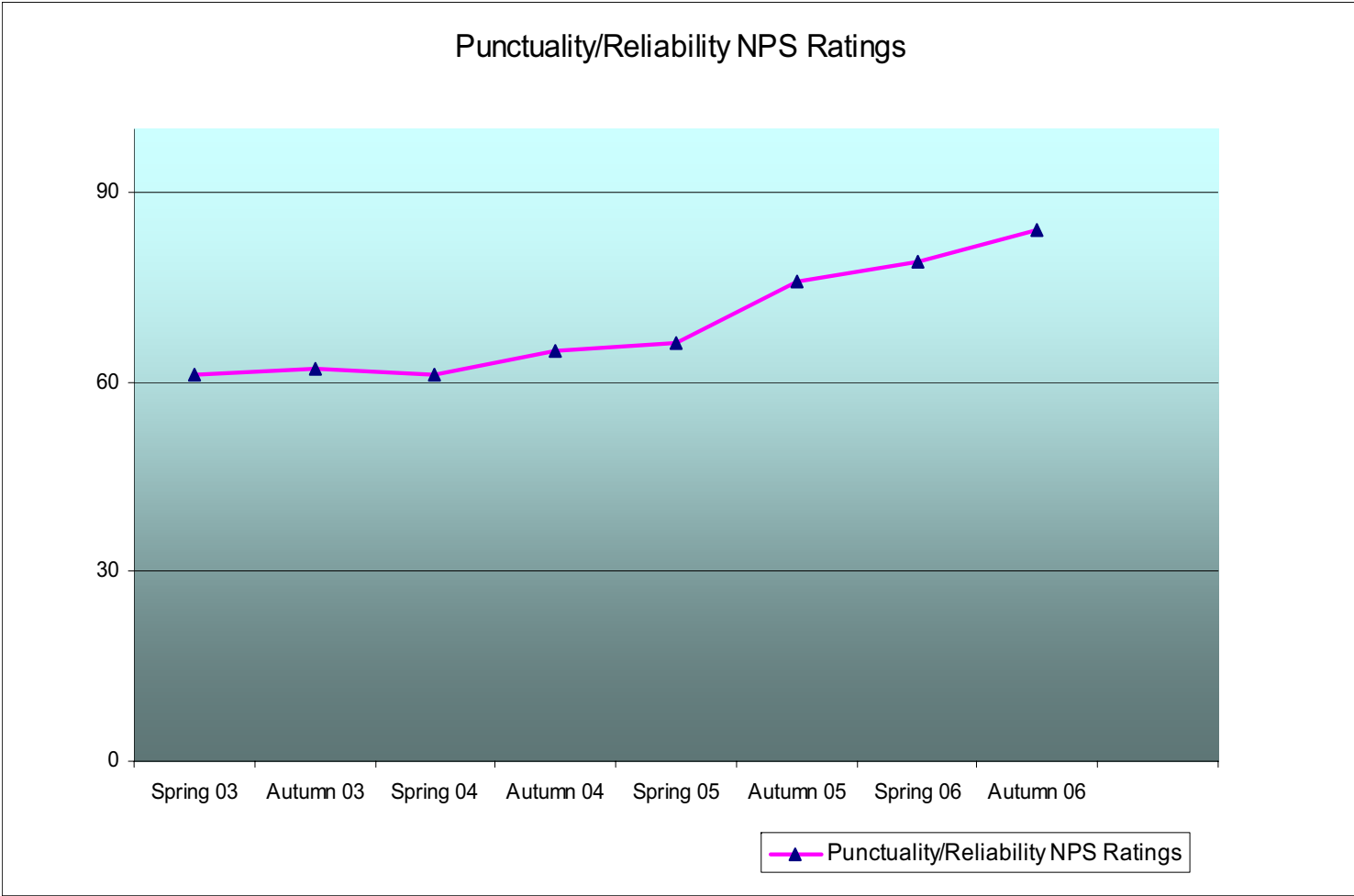
- Full establishment of drivers & engineering staff
- Introduction of industry leading performance management system
- Reduction of delays caused by ourselves of 33% for 2 years in a row
- Performance reached **89.9%** PPM MAA (best in 7 years)



A punctual, reliable train service



A punctual, reliable train service



Clean and well maintained facilities

Where we were

- Train maintenance facilities run down and unsuitable for new trains
- Stations dirty, graffitied and poorly maintained
- Train cleaning depots with primitive facilities and poor working conditions

Where we are

- World class depot facilities for maintenance and cleaning
- **132** stations painted
- **120** stations refurbished
- **47** stations with accessibility improvements
- **27** car parks improved
- **1865** cycle spaces installed
- Additional resource & quality system for on-board service quality (toilets / graffiti etc)



Clean and well maintained facilities



East Croydon Station of the Year
London Transport Awards 2006

Rail Operator of the Year
National Transport Awards 2006



London Operational Team of the Year
National Rail Awards 2006

Crime Prevention Award

Network Rail Environment Awards 2006

Overall station environment award
Rail Heritage awards 2006



Up keep/Repair of
Station Buildings
& Platforms

2003 - 48%

2006 - 61%



Easy ticket purchases

Where we were

- Life expired ticketing equipment mostly dating back to the 1980s
- Staff shortages and and poor product knowledge
- Confusing and complicated fares structure

Where we are

- Ticket office and self service machines completely replaced with new credit card enabled / 'chip n pin' facilities
- Mobile ticket machines replaced
- Zonal fares structure implemented in London area
- Additional sales staff recruited, improved training and enhanced retail briefing arrangements
- Ticket on departure on trial, internet and telesales introduced



Easy ticket purchases



Ticket buying facilities

2003 -61%

2006 – 62%



A safe and secure travel environment

Where we were

- Run down stations, slam door trains and staff shortages leading to a sense of neglect
- Graffiti and vandalism across the network
- High levels of staff assaults and significant passenger concerns about safety and security

Where we are

- Lighting upgraded at all Metro area stations and new fencing provided at 'hot spot' depots/stations
- New and refurbished trains with security/safety features including TPWS, CCTV, 'black box' recorders, vandal resistant surfaces
- CCTV monitoring and information centres established at Hove and Streatham Hill
- An increase of **613** CCTV cameras over Southern Network
- Record low staff physical assaults leading to injury
- Help points introduced at **69** stations



A safe and secure travel environment



Personal Security on Board

2003 – 54%

2006 - 70%



Personal Security whilst using Station

2003 – 52%

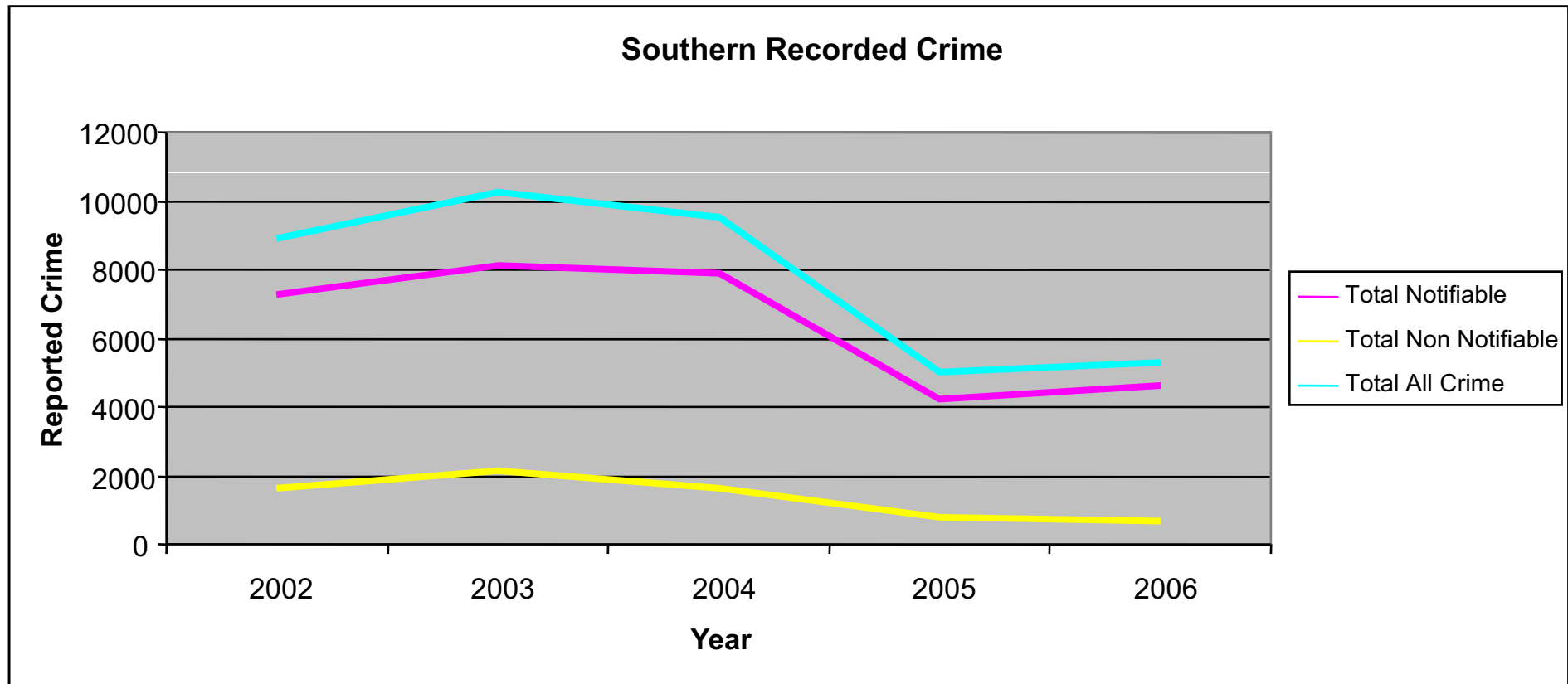
2006 – 56%



Southern has achieved
24 Park Mark and 50 Secure Stations Accreditations, with 35 pending



Recorded Crime



Friendly and welcoming staff

Where we were

- Low morale and staff shortages
- Lack of staff training and development opportunities with no sustained investment in people
- Focus only on training in skills necessary to 'do the job'
- No management training or development opportunities

Where we are

- Targeted recruitment against aptitudes and role
- Leadership development programme for all managers
- Customer service training programme for all front line staff
- **216** staff have received service excellence award recognition for 'going the extra mile'
- Pioneering Coaching diploma
- Rail Care Team introduced
- Adult learning partnership with the Trades Unions (P2L) **1182** course places have been taken up by staff



Friendly and welcoming staff



Provision of information during the journey

2003 – 35%

2006 – 73%



Attitude and helpfulness of staff at station

2003 – 64%

2006 – 68%



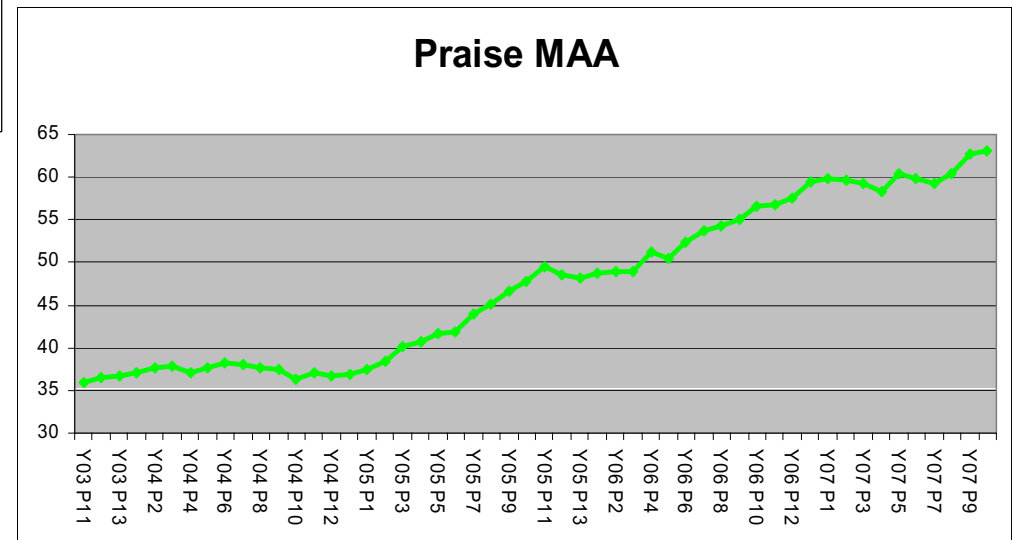
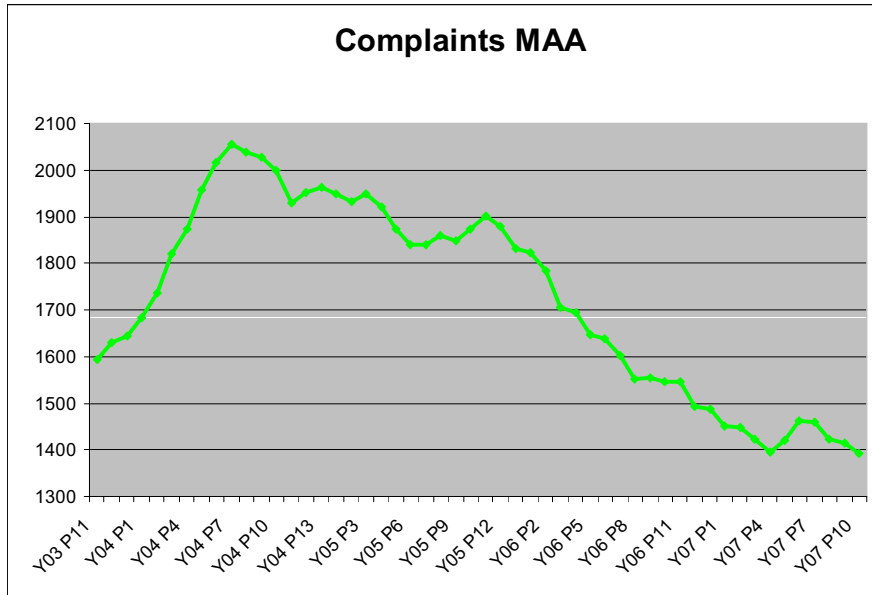
Helpfulness and attitude of staff on train

2003 – 47%

2006 – 59%



Complaints and Praise Trends



A listening and responsive company

Where we were

- Open hostility from stakeholders and universally negative media coverage
- Passengers cynical about prospect of improvement
- Relationship with the Trades Unions difficult and staff lacking any real engagement with the company
- No formal mechanisms for listening and responding to feedback

Where we are

- Stakeholder Advisory Board with effective staff and passenger representation
- Stakeholders now generally positive and supportive of Southern
- Regular programme of communication with passengers, including Meet the Manager, newsletters, on track magazine
- Stakeholder relations managers employed to look after key interest groups
- Relationships with Trades Unions transformed
- Staff morale and engagement with company significantly improved with focused surveys and involvement at all levels
- Website redesigned for ease of access



A listening and responsive company



working beyond our customers EXPECTATIONS

Southern – today and tomorrow

Current and future challenges

- Capacity

- growth from success
- constraints & solutions
- Capacity provided in am and pm peak
2003 - 161,469 2006 - 195,175 an increase of 21%
- Passenger growth (Autumn 2006 against previous year)
AM peak – 9.2% PM peak – 5.2%
- PIXC for all peak (Autumn 2006)
Down 3.1% to 2.9%



Southern – today and tomorrow (2)

Current and future challenges

- Next level of punctuality
 - Consistency of delivery
 - Reduced impact of disruption when it occurs



Southern – today and tomorrow (3)

Current and future challenges

- Next level of retailing
 - Smartcards
 - Simplification of products



Southern – today and tomorrow (4)

- Sustainability – the environmental imperative
- Maintain & improve service quality details
- Maintain & improve facilities where feasible, with focus on accessibility
- Maintain & improve safety & security arrangements



Saving energy is a team effort. We challenge you to do your bit by doing a few simple everyday actions.

If you're the last one out, make sure all the lights are off, all the windows are shut and all equipment has been turned off.

SWITCH OFF – it's worth your energy



SOUTHERN



Summary

- Southern has gone from ‘lost cause’ to ‘most improved’
- Overall Passenger Satisfaction has risen from 65% to 84% in 3 years (NPS)
- Our challenge is now to be ‘the best’
- Expect **MORE**

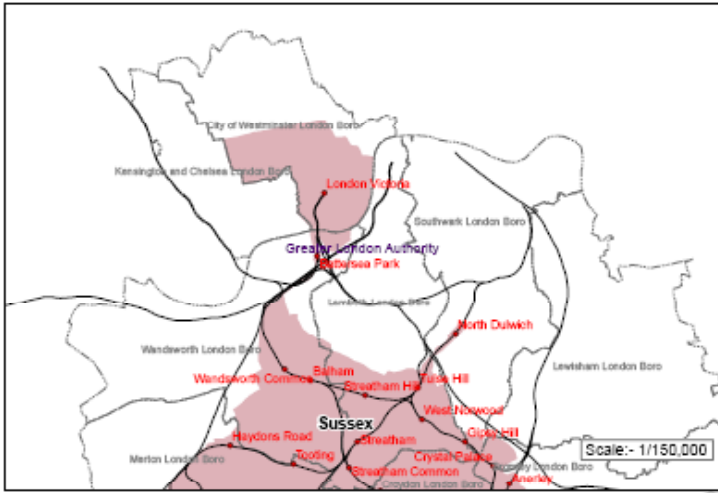




Investing in the Rail Network
Chris Curtis

Passenger Focus
28 March 2007

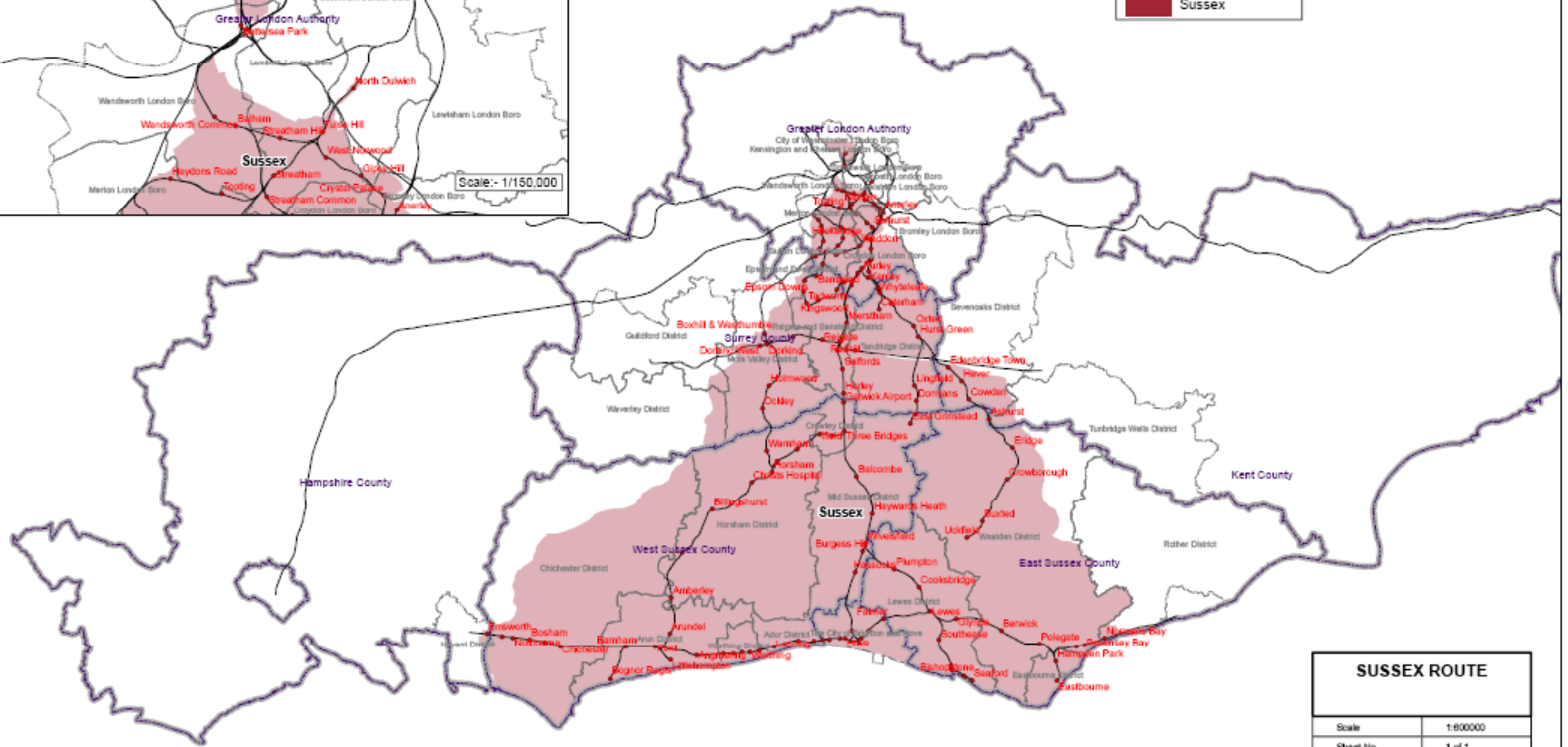
- 1) Sussex Route & Recent Developments**
- 2) Investment Decisions**
- 3) Future Priorities**
- 4) Questions**



Legend

- Station selection
- ELR
- County selection
- District selection
- Sussex

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Sussex Route

SUSSEX ROUTE	
Scale	1:600000
Sheet No.	1 of 1
Date	17 Jul 2008
Prepared By	adaybank
Plan No.	62884
	
<small> Mapping services 1 Newport Street 2nd Floor LONDON W1R 3JH GC 54 5528 8468 7 Tel: 0181 538 1273 Fax: 020 557 9880 </small>	

The basics

For last three years, Network Rail has concentrated on the basics :

- Safety at best ever levels (*but more to do*)
- Operating, maintenance and renewal costs reduced by 20% on like for like basis (*much more to do*)
- Reliability now at best for 7 years (*a lot, lot more to do*)
- Condition of infrastructure improved
 - e.g. broken rails at half rate of BR days

The shifting focus

The industry focus is turning to **enhancing** the railway for our customers and stakeholders ...
... whilst continuing the improvement to the basics

Enhancement is any works to rail infrastructure that results in an improvement to :

Safety

Reliability

Journey times

Customer Satisfaction

Capacity or Capability

Industry Finances

The growing railway

Chart 1.2a Passenger Journeys

Great Britain quarterly data 1998-99 to 2006-07 (millions)

■ London and SE operators ■ Regional operators ■ Long distance operators

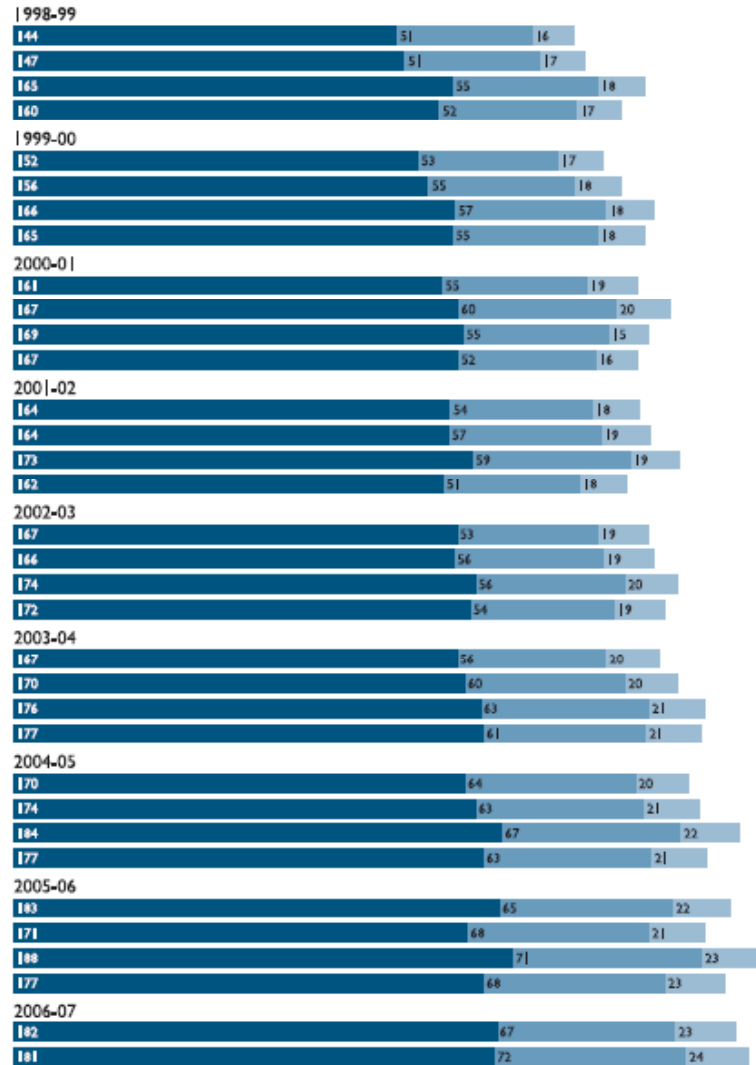
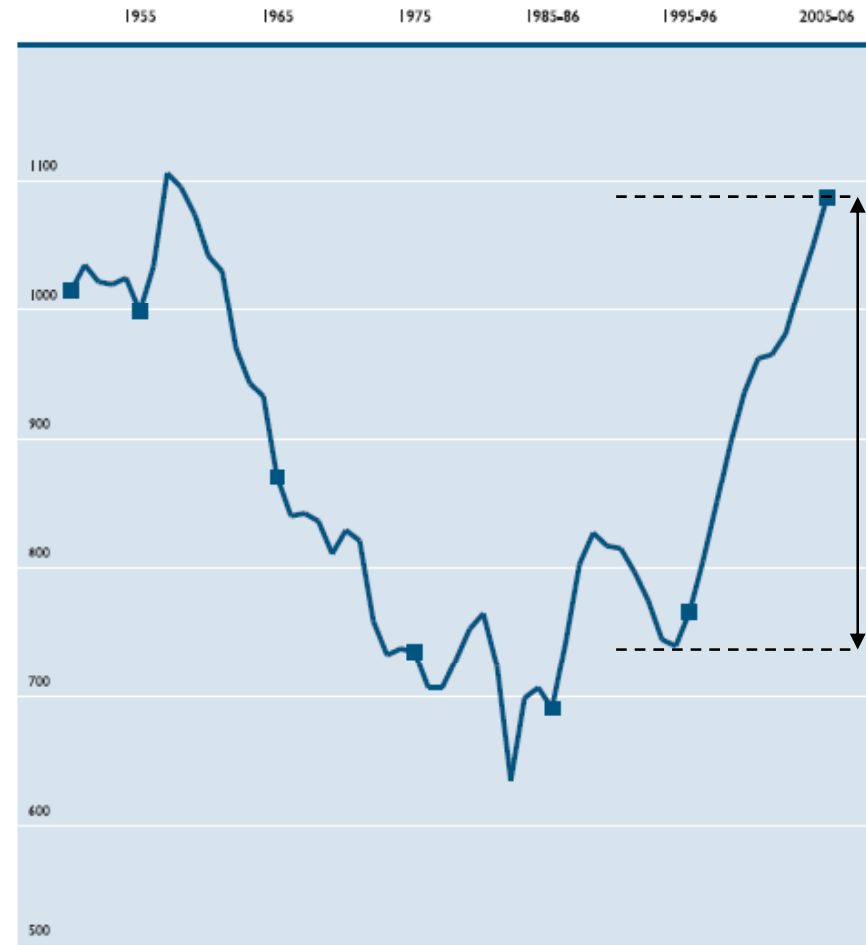


Chart 1.2b Passenger Journeys

Great Britain annual data 1950 to 2005-06 (millions)



50% growth since 1994

Investment Decisions

Industry Process

- Route Strategy Planning Group (internal)
 - Reviews and co-ordinates all investment work
- Route Investment Review Group (external)
 - Main Forum for industry consultation on projects
- Route Plans
 - Formal collation of projects on route into a strategic plan. 2007 Route Plans imminent.
- Route Utilisation Studies
 - Detailed assessment of future demand and capacity

Route Utilisation Studies (RUS)

- Brighton Main Line
 - DfT led, outputs imminent
- South London
 - NR led, draft for consultation June 2007, final Nov 2007
 - Covers inner suburban network Kent and Sussex routes
- Sussex
 - NR led, process commences late 2007, final early 2009
 - Covers outer suburban network in Sussex

RUS Process

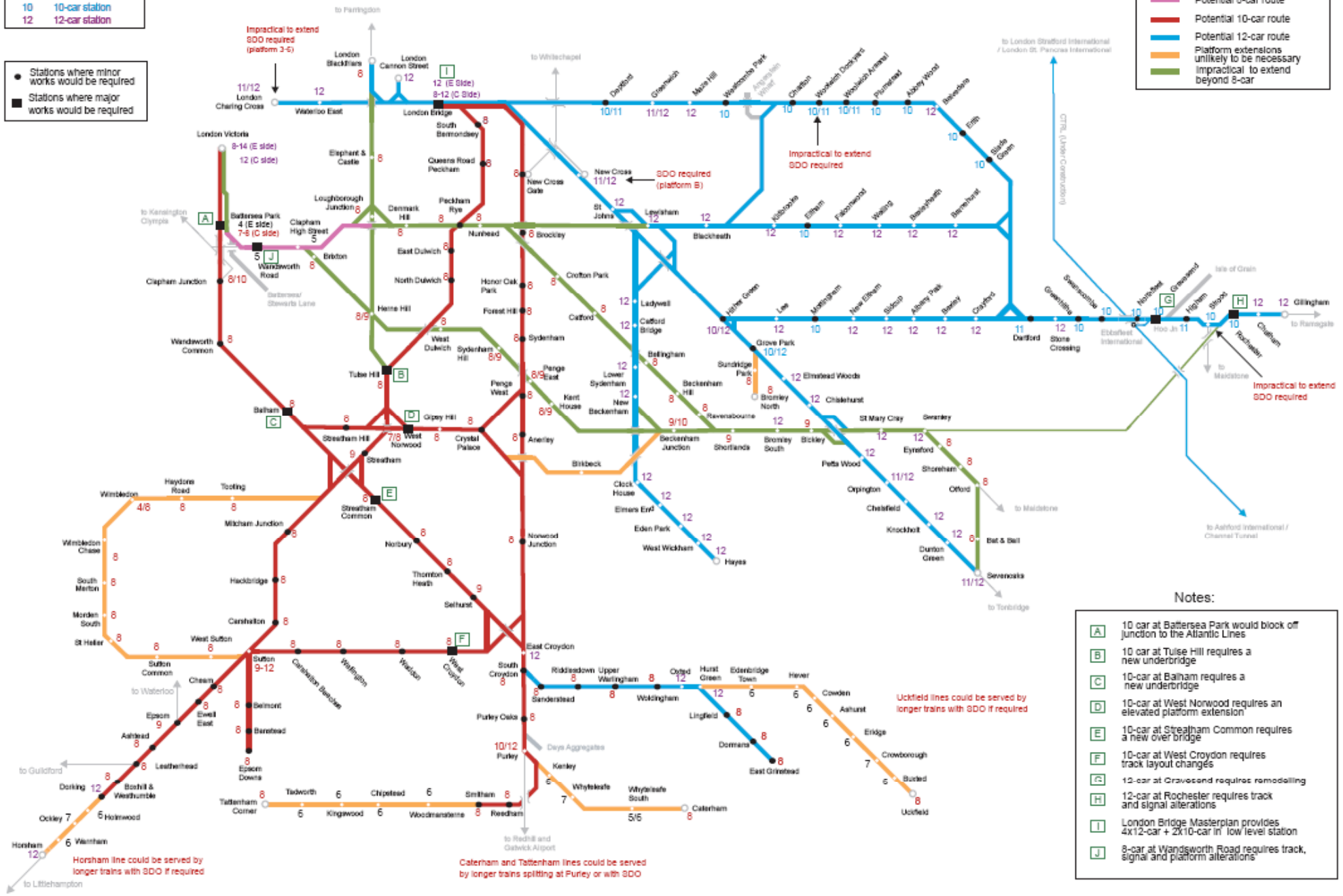
- Large data gathering phase
 - Current demand; drivers of growth
 - Current capacity constraints
- Gap Analysis
- Timetable analysis and principles constructed
- Identification of potential solutions
- Extensive consultation with industry stakeholders throughout
- Wider consultation between draft and final reports

South London RUS – Platform Extension Options

- 6 6-car station
- 8 8-car station
- 10 10-car station
- 12 12-car station

- Stations where minor works would be required
- Stations where major works would be required

- Potential 8-car route
- Potential 10-car route
- Potential 12-car route
- Platform extensions unlikely to be necessary
- Impractical to extend beyond 8-car



Notes:

- A** 10 car at Battersea Park would block off junction to the Atlantic Lines
- B** 10 car at Tulse Hill requires a new underbridge
- C** 10-car at Balham requires a new underbridge
- D** 10-car at West Norwood requires an elevated platform extension
- E** 10-car at Streatham Common requires a new over bridge
- F** 10-car at West Croydon requires track layout changes
- G** 12-car at Crayford requires remodelling
- H** 12-car at Rochester requires track and signal alterations
- I** London Bridge Masterplan provides 4x12-car + 2x10-car in low level station
- J** 8-car at Wandsworth Road requires track, signal and platform alterations

Rail Industry funding structure

- Network Rail is funded by DfT/ORR to **Operate, Maintain** and **Renew** the rail infrastructure
- **Enhancement** is funded by specific agreement with a funder, typically a government body, TOC or external developer
- NR can fund enhancements where there is a good return on the investment

Typical funding sources

- Adjustment to the Regulated Asset Base (RAB)
 - ‘The Network Rail Credit Card’
- Grant from national / local government
 - Direct
 - Local Transport Plan
 - Transport Innovation Funding
 - Regional Funding allocation
- TOCs, other industry partners
 - usually for a franchise commitment
- Third Party developer contributions

Funding – NR sources

Network Rail Discretionary Fund (NRDF)

- Funded by allowance in last ORR settlement
- Total pot £200m to 2009/10
- Small scale projects <£5m
- For use where no party/parties can justify investment on a commercial basis, but there is a case using HM Treasury assessment criteria
- Example – junction linespeed improvements

Network Rail Outperformance Fund

- Network Rail is a 'not for dividend' company
- All profits made are reinvested in the network – and we are **ahead of target**
- Allocated £200m over next 3-4 years to spend on projects that increase capacity
- Similar assessment criteria to NRDF
- Intended to lever in external sources of funding
- Example - Gatwick

Summary

For an enhancement project to proceed the following must apply:

- 1) A business case demonstrating a good return on the investment
 - Government backed funders may factor in non-financial benefits, e.g. value of time saved
- 2) Compatibility with rail industry strategy
- 3) Confirmed funding to cover project and risk
- 4) All industry and external consents

Future Priorities

What we're working on

Stations

Parking

Thameslink Programme

Gatwick

Newhaven

Uckfield Line

And much, much more...

Stations

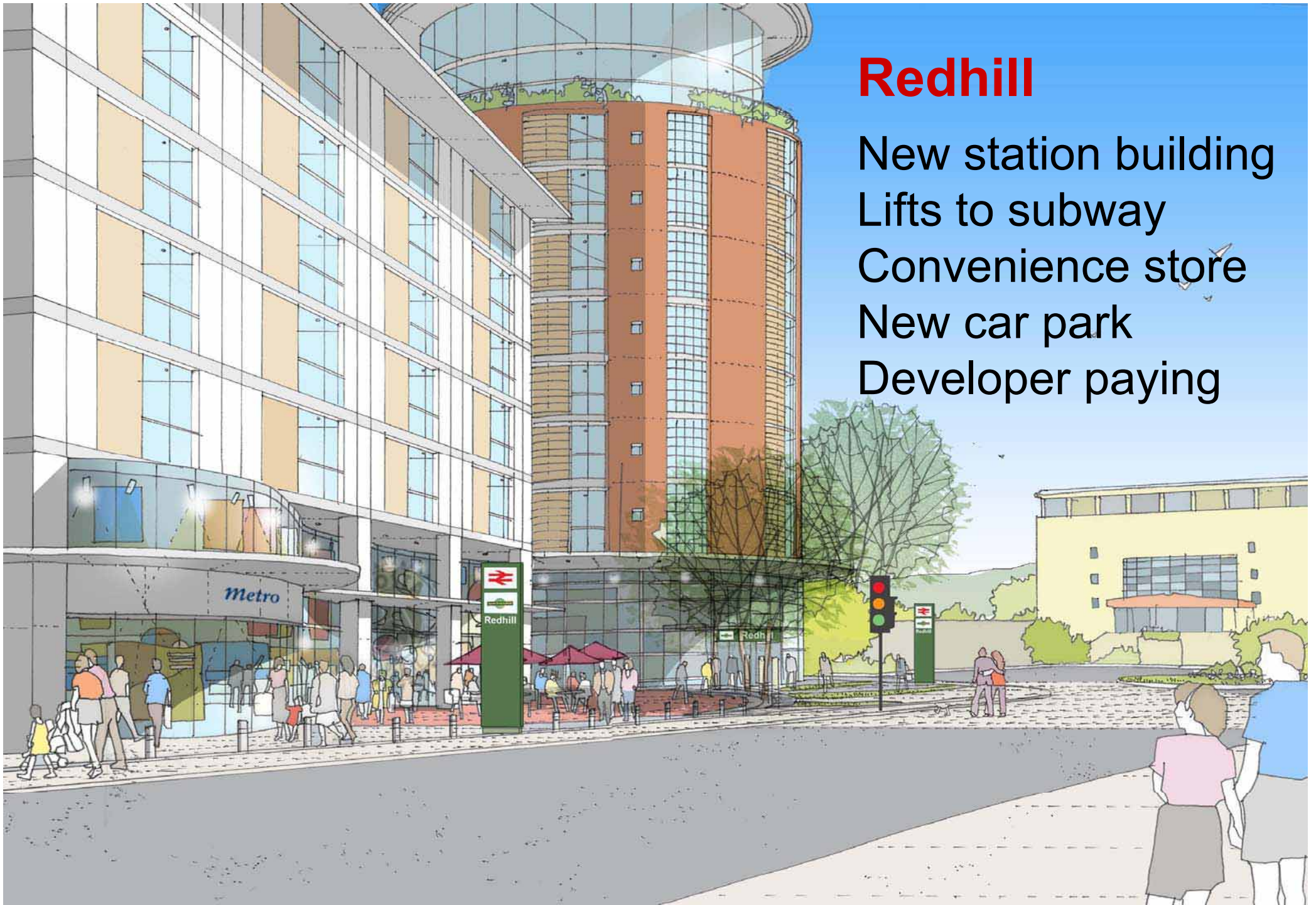
- Every rail journey involves at least 2 stations
- Many offer poor environment
- Lack of modern facilities
- High maintenance costs

Station Concept 2030

Station Concept 2030

- Three sizes – S, M, L
- Standard components
- Production line manufacturing off site
- Quick assembly on site
- Toilets, information screens, CCTV, bike racks, covered waiting shelters, seating, ticket office and ticket machines
- Solar panels and rainwater harvesting
- Low maintenance costs
- First example opens this year





Redhill

New station building
Lifts to subway
Convenience store
New car park
Developer paying

Parking

- TOCs find it difficult to get return on investment within franchise term
- Network Rail / ORR agreement for NR to fund, and recover from current and future franchisees
- ‘Modular’ parking designs to speed up delivery
- Working with Southern to investigate :

Barnham

Hassocks

Haywards Heath

Horsham

Hove

Kingswood

Lewes

Pulborough

Redhill

Three Bridges

Uckfield

Upper Warlingham

Gatwick Airport Station

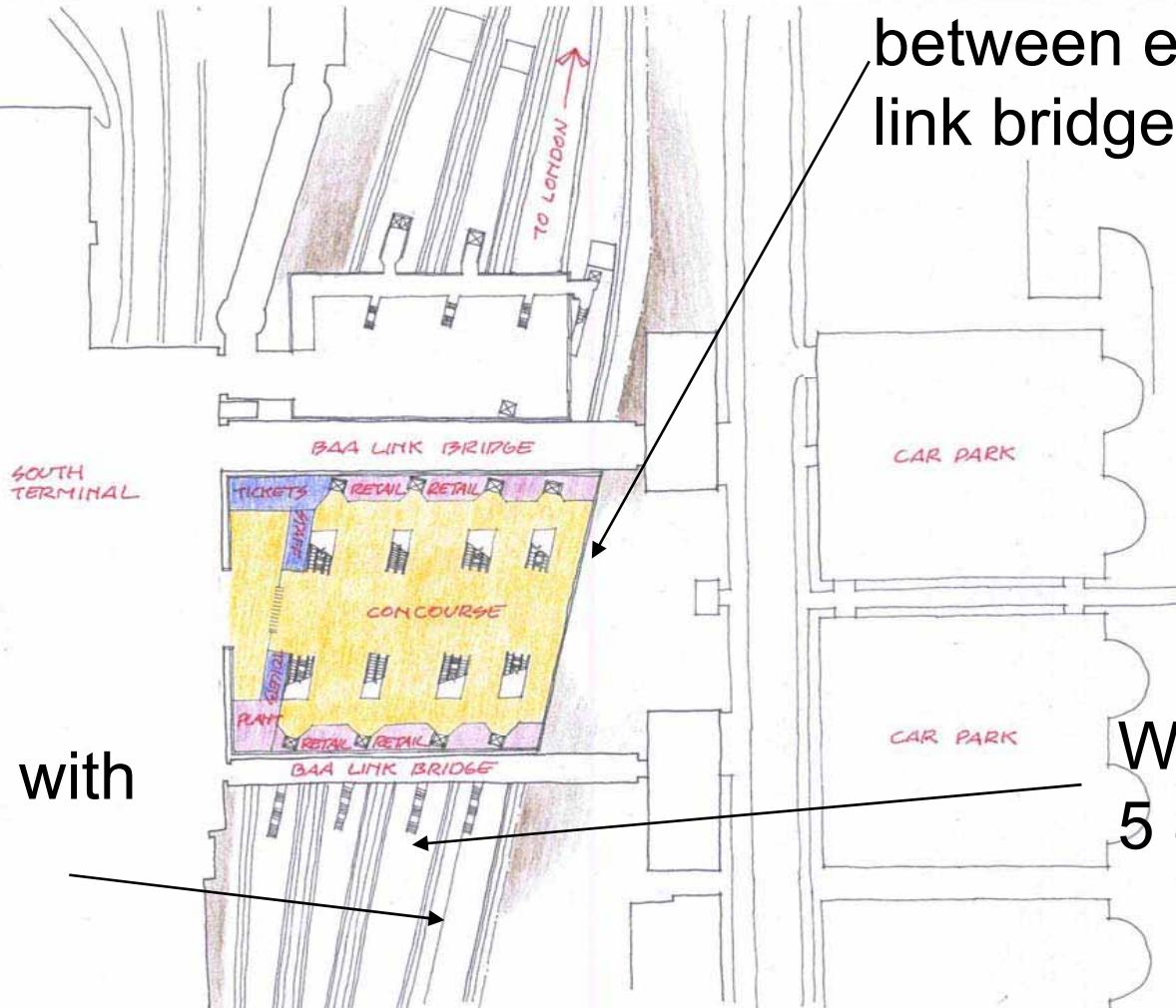
- 60% growth expected in rail passengers by 2015
- Station congested **now**
- Vertical circulation problems (not enough lifts)
- Thameslink Programme – 12 coach trains from 2011
- Track capacity limited by current Gatwick Express services crossing from fasts to/from Platforms 1 & 2
- Track and signalling renewals due by 2011

Project Business Objectives

- 1) Increase rail passenger capacity at the station by 60% with provision for future expansion
- 2) Increase track capacity to accommodate RUS service spec plus fast line terminating capability
- 3) Improved connectivity of all transport facilities
- 4) Improved passenger facilities and general environment at station
- 5) Creation of a world class gateway for the world's busiest single runway airport

Passenger Capacity Option 2

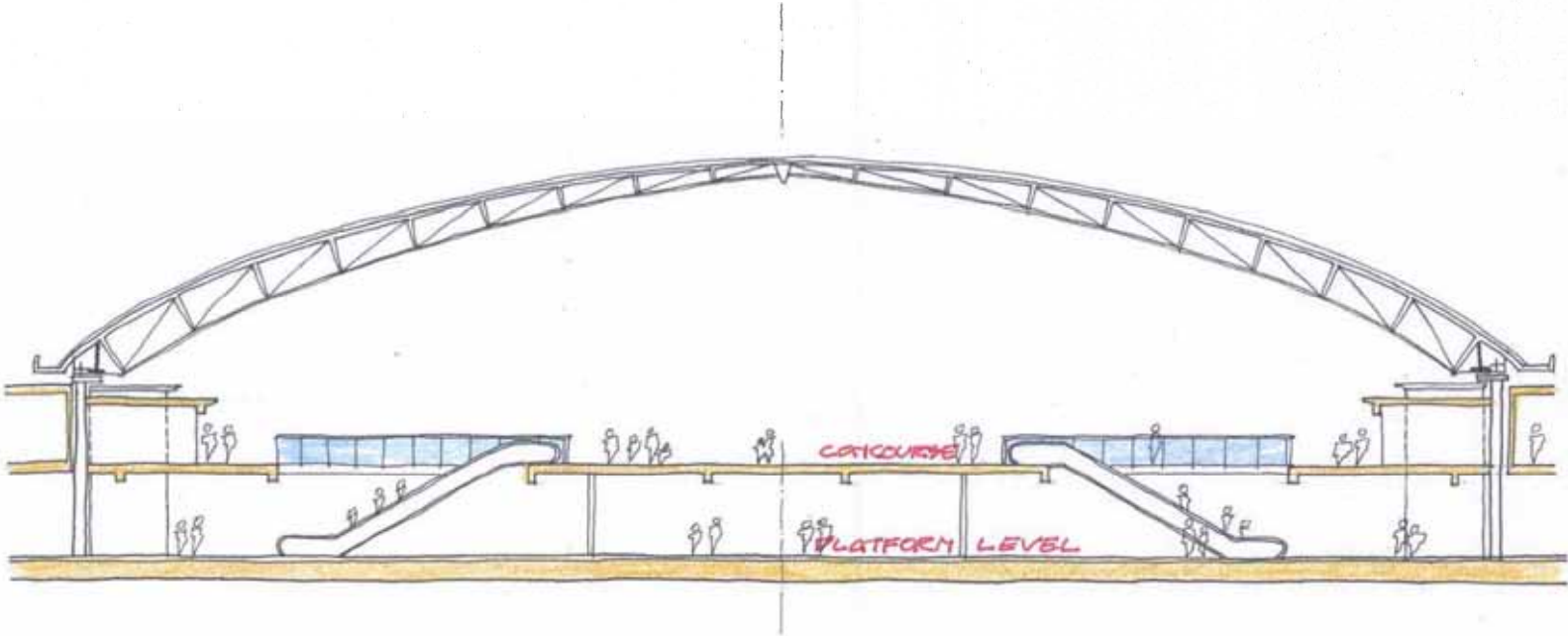
New Concourse, built between existing BAA link bridges



Compatible with Platform 7

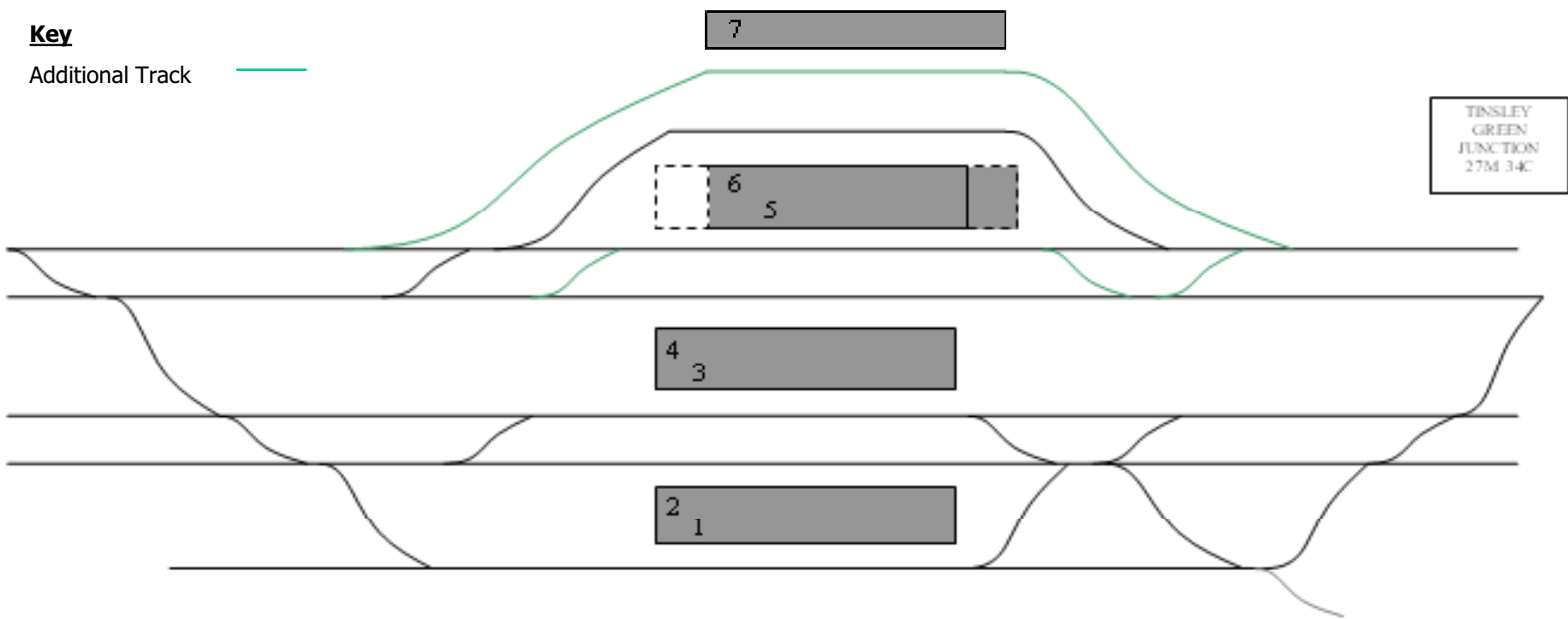
Widen platforms 5 & 6

Cross section



Track - Option B

Widen Platform 5 & 6
Creation of Platform 7
Retention of existing track layout



Funding – farepayer or taxpayer ?

Who are the beneficiaries ?

- Network Rail
- TOCs
- BAA
- Airport users
- Local community

Will be looking to representatives of these organisations to help secure sufficient funding

Provisional Timescales

Complete Pre-Feasibility	May 2007
Option Selection decision	Feb 2008
Agree Funding package	Jun 2008
Industry Consents obtained	Jun 2008
Planning Approval Submission	Jul 2008
Planning Approval Granted	Jan 2009
Construction start	Mar 2009
Construction complete	2011

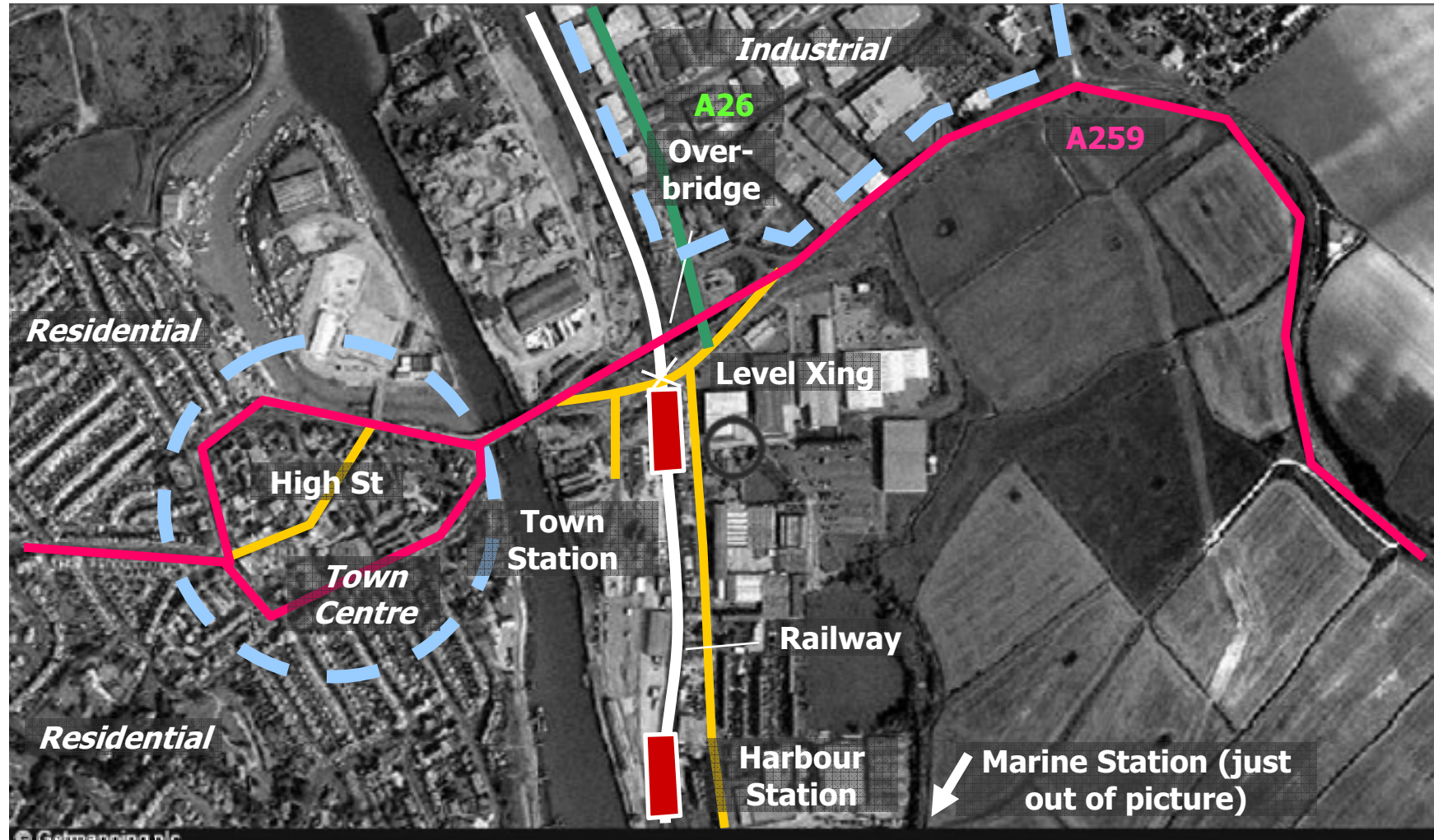
Thameslink Programme

- Powers obtained Dec 2006
- Good business case – better than 2:1
- Funding decision by DfT in July 2007

- Dec 2008: service changes to enable construction
- Dec 2011: 12 coach services Bedford - Brighton
- Dec 2015: Many existing London Bridge services through city to north of river destinations

More capacity ... more journey opportunities

Newhaven – one good station ?



Newhaven – Benefits

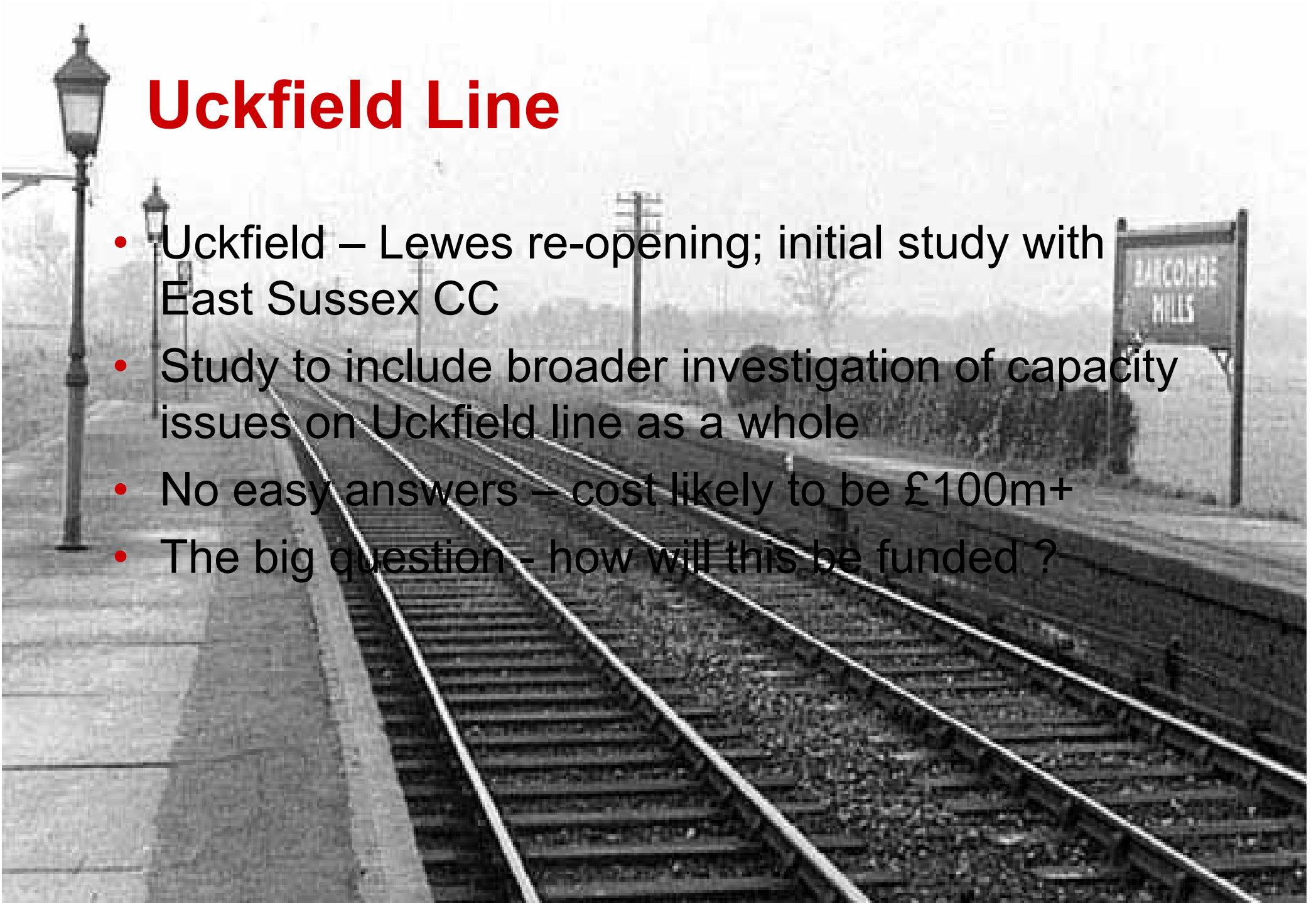
- A much better station for all Newhaven
- Improved journey times for passengers beyond Newhaven
- Reduced maintenance costs
- Significantly less infrastructure to go wrong

And much, much more.....

- Access for all works – rolling programme
 - Regenerative braking
 - Level Crossing abolition – Beddingham first
 - Barnham Resignalling
 - Victoria – Masterplan development
 - Major redevelopment of stations at
 - East Croydon
 - Three Bridges
 - Haywards Heath
- ... all subject to the investment decision criteria

Uckfield Line

- Uckfield – Lewes re-opening; initial study with East Sussex CC
- Study to include broader investigation of capacity issues on Uckfield line as a whole
- No easy answers – cost likely to be £100m+
- The big question - how will this be funded ?



Questions

Rail Franchising

- Why do we have them?
- How do we specify them?
- The Southern Franchise

Roger Jones
Head of Rail Franchise Specification

Possible Models

Who decides what services are provided?	Who provides the services?	Model	Pros & cons
Public sector	Public sector	Nationalisation	<p>It's a proven model. It gives Government a high degree of control.</p> <p>It could be costly to get there. It would be a major shift of policy. Would public sector operators be as efficient?</p>
Public sector	Private sector	Concession	<p>Current model (see next slide)</p>
Private sector	Private sector	Liberalisation	<p>Cuts subsidy bill? Maximises competition and entrepreneurship. But only works for profitable services. Market will disengage from unprofitable ones.</p>
			<p>TACs adjusted/eliminated to increase profitability?</p>

Current Model

Concession

Is a permanent, regulated monopoly?
Has to be competed for?

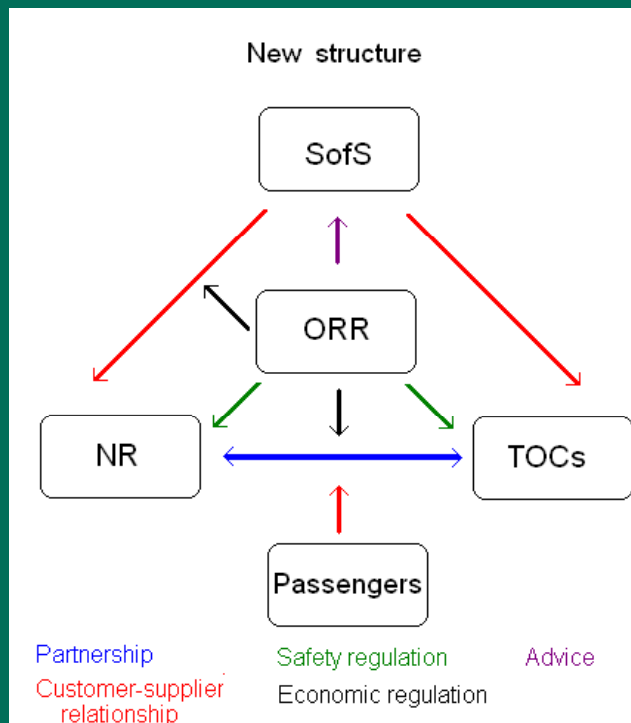
	Gross margin	Net margin
How does it work?	Government sets the fares and service pattern. TOCs collect revenue, and surrender it to HMG.	Government sets service pattern. TOCs set fares. TOCs take revenue-risk.
TOC incentivisation	To drive down cost.	To drive revenue up and cost down.
Optional extras	Bonuses and penalties for service quality.	

S of S – Challenges for rail

Department for
Transport

- Improving operational performance and reliability
- Capacity - HLOS
- Wider environmental issues

Context: New industry structure



- Government setting the overall framework with SoS setting strategy / rail budget and DfT letting franchises
- Network Rail delivering an efficient network and taking a lead on performance
- Train companies delivering services for their customers
- Office of Rail Regulation responsible for economic and safety regulation

DfT's franchising objectives

Department for
Transport

- To harness private sector commercial judgment and innovation to reduce the net cost and increase the VfM achieved from the Government's overall support for passenger rail services.
- We set a base specification for each franchise to:
 - ensure the minimum level of train services required where, otherwise, market forces would not normally deliver;
 - protect the passenger from monopolistic actions in specific markets;
 - protect the benefits of a national rail network;
 - provide a “level playing field” for procurement competition; and
 - within it, allow scope for things to vary over time.
- This approach is designed to achieve a balance between sufficient specification to deliver Government objectives and enabling benefits of private sector innovation and commercial judgment.

DfT's franchising objectives

- Our procurement process is designed to:
 - shortlist bidders with a proven track record
 - ensure we get the most competitive price
 - contract a deliverable bid
- Our franchise management process is underpinned by:
 - managers who seek to ensure benefits are realised
 - a lighter touch approach (i.e. avoidance of micro-management)
 - franchise contracts which:
 - focus on key outputs sought (i.e. operational and financial performance)
 - attempt to optimally balance the risk between the public and private sectors

Overall aim of franchising

Department for
Transport

- To reduce the net cost and increase the value for money achieved for both the passenger and taxpayer!
- With the supporting objectives of achieving:
 - a continuing improvement in rail services' operational performance, in line with the Public Service Agreement targets;
 - sufficient capacity to accommodate passenger demand – generally within existing infrastructure constraints; and
 - continued delivery of *Future of Rail* White Paper aims, including the new franchise map and allowing Local Decision Makers (e.g. TfL) to exercise their right to buy / propose savings

Why specify?

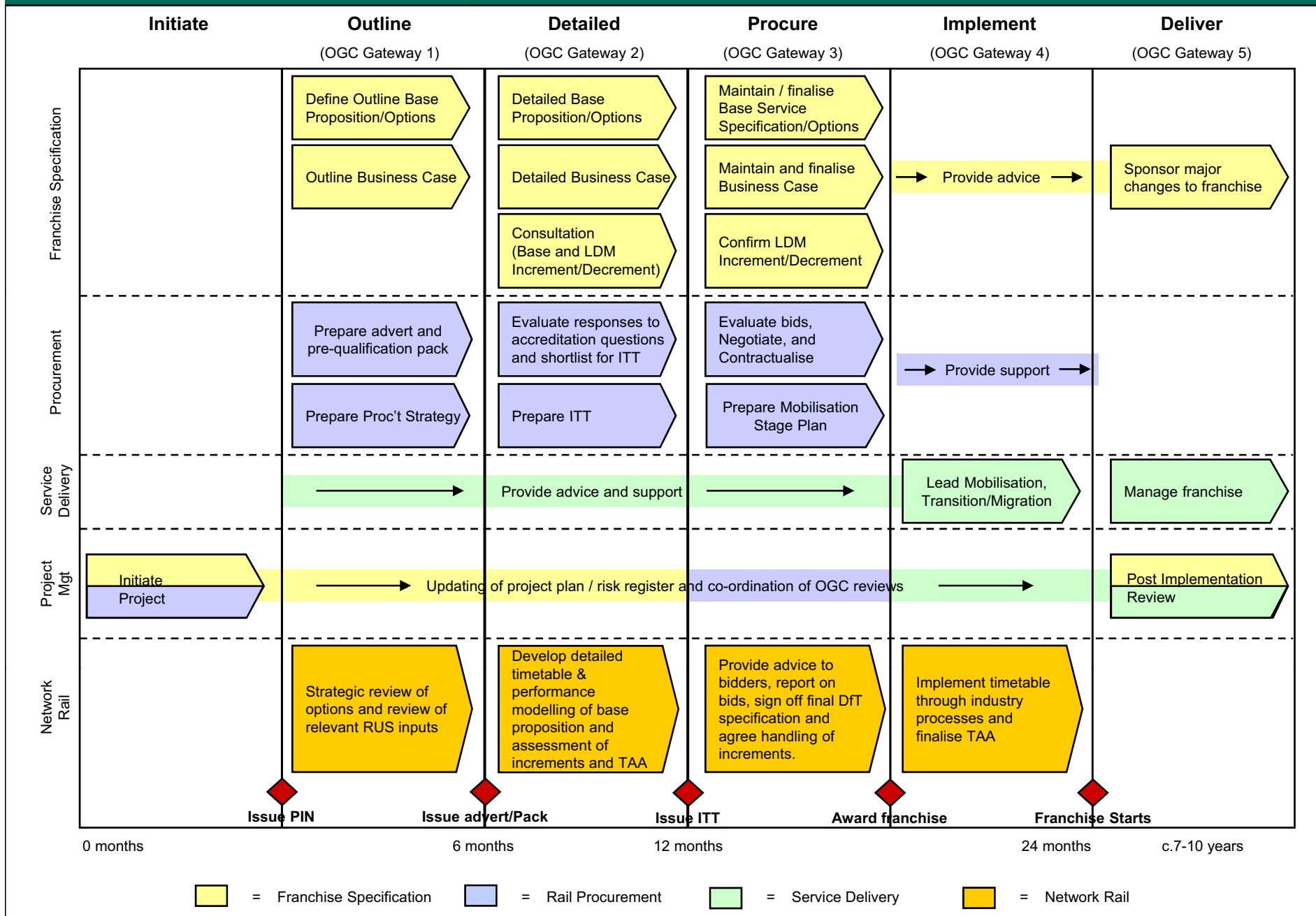
- Through setting a base specification for each franchise, the Government is seeking to:
 - set out the level of train service provision required (but not dictate a timetable);
 - protect passengers from monopolistic actions in specific markets (e.g. through fares regulation);
 - protect the benefits of a national rail network in the UK mainland;
 - provide a “level playing field” for franchise competitions; and
 - encourage flexibility so that, over time, private sector innovation and commercial judgment will enable it to evolve.

“Appropriate” balance of risk

Department for
Transport

- Provisions in the new franchise contracts, which seek to achieve the above are:
 - a variation mechanism to cope with changes during the life of the franchise;
 - revenue share / support arrangements so TOCs are not held accountable for major revenue risks beyond their control (e.g. GDP dips or Government action) whilst simultaneously ensuring that any windfall revenue gains are shared with Government;
 - pass through mechanisms so TOCs are not held accountable for certain cost risks beyond their control (e.g. Track Access Charge changes); and
 - *force majeure* provisions to cope with certain extraneous events beyond the TOCs’ operational control (e.g. natural disasters or terrorism).

Franchise Replacement Process



The Specification Process I

- Objectives for the franchise
 - Affordability
 - Performance
 - Market position
 - Market needs
- Review of current franchise
- Identify options/actions to deliver objectives compared to current franchise.
- Develop an outline base service specification and business case which meets franchise objectives, is value for money and which is agreed with Ministers.

The Specification Process II

- Consult with Stakeholders on base service specification and SLC
- Understand potential stakeholder increments and decrements
- Finalise
 - Base Service Specification and costed options
 - Specific costed increments and decrements
 - Service Level Commitments
 - Business Case and affordability
- Develop and secure Ministerial agreement to the final specification that is to be included in the ITT
- ITT will seek proposals for base service specification, costed options (including agreed stakeholder increments and decrements) and any bidder proposals for incremental changes to the base they would offer

Key Issues in the Development of the Franchise Specification

Department for
Transport

- Assess background growth using Government forecasts/PDFH
- Take a view on the likely impact of the revenue levers bidders hold
- Develop timetable options - narrowly defined in capacity critical areas of network and widely defined elsewhere
(NB timetable work is to prove the specification is deliverable and not necessarily a fixture which must be operated)
- Service Levels specified will reflect current and predicted market needs; they are not always a replication of today's timetable
- The specification will reflect a total product offer - not just a service level - including fares and ticketing, station access and egress, passenger safety and security and, in some cases, the rolling stock to be used
- Assess likely costs
- Calculate with Network Rail a realistic level of overall operational performance and actions necessary to deliver this

What does this mean for HLOS?

Department for
Transport

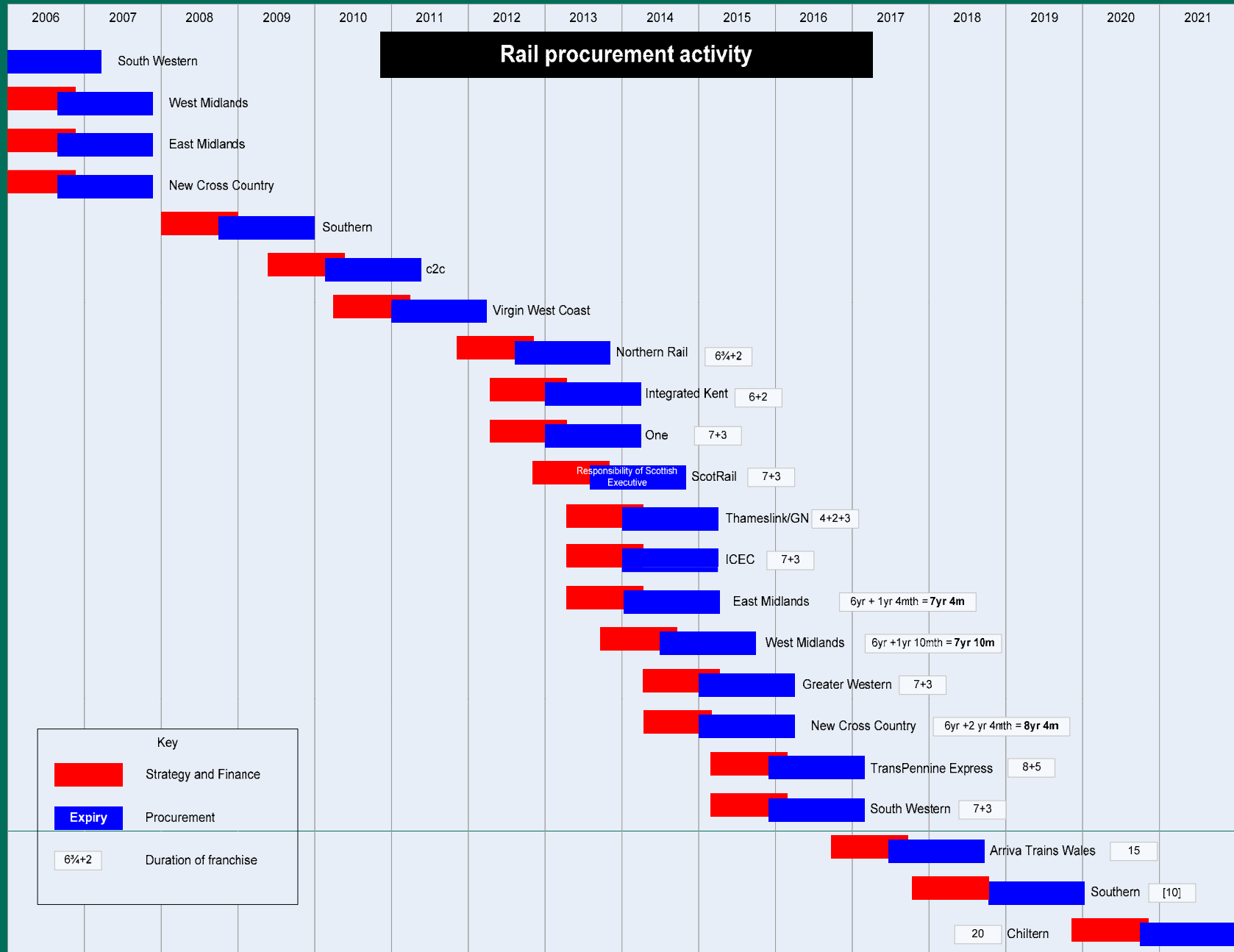
- What changes need to be introduced through the franchising process?
- Do any of these coincide with our franchising timetable?
- If not, how do we ensure that we are delivering VfM and a “good deal” for the taxpayer?

Southern Franchise –Planned Replacement Timetable

Department for
Transport

Announcement of new franchise	January 2008
Develop core proposition for new franchise (inc. discussion with key stakeholders)	January to July 2008
Consultation on new franchise specification	July to September 2008
Issue Advertisement seeking Expressions of Interest	October 2008
Issue ITT	January 2009
Bids Returned	April 2009
Announce successful bidder	July 2009
Mobilisation	August to December 2009
New franchise starts	December 2009

Franchise replacement cycle



Southern Franchise

- Implementing the BML RUS
- Brighton to Southampton
- East London Line Interface
- Network Rail's South London RUS
- Transport for London's requirements
- Delivery of HLOS outputs
- Thameslink Project : interface stage works and final service
- Perception management
 - We do not over-specify
 - Franchise length
 - Changes within franchises



Working with you: Our approach to the franchise process

Sharon Hedges & Rachel King

First steps towards the re-franchise

- Information gathering
- Identifying gaps and considering research needs
- Establishing Passenger Focus aspirations for the franchise
- Early influencing activities

Research - development

- Identify the main issues specific to the franchise
- Desk research – what is already available?
 - National Passengers Survey
 - Other
- Consultation with stakeholders
- Identification of the gaps/issues

Research - undertaking

- Gaps in the research
- Specific issues on the route?
- Predicted issues to arise out of the franchise consultation
- Clear steer on passengers wants and needs

Research - conclusions

- Research used to formulate our detailed consultation response
- To be used when meeting with bidders
 - particularly priorities for improvement
- To be used at the start of the franchise for influencing change and driving improvements

Partnership working

- Existing passenger and stakeholder issues for Southern routes identified
- Expectations and ambitions for future are sought
- PF 'Aspirations' document shared & finalised
- Franchise specification briefing circulated
- Stakeholder and passenger dialogue
- Meet with DfT, bidders and future operator

Responding to the consultation

- Information from passengers and stakeholders will be considered as Passenger Focus develops response
- Research and evidence used to inform conclusions
- Final response in Passenger Focus name only
- Other interested parties encouraged to submit views direct

Influencing the new franchise

- Formal functions of review
- Develop ongoing relationship and champion passenger interests
- Monitor performance, passenger satisfaction and complaint handling
- Franchise breaches!



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Freepost WA1521
Warrington
WA4 6GP

08453 022 022
www.passengerfocus.org.uk
info@passengerfocus.org.uk

Passenger Focus is the operating
name of the Rail Passengers Council