Rail franchising: what passengers want

transport**focus**

Contents

1. Version control

- Nov 2016: published, including updated 3.7.2 to reflect research into *Rail delays and compensation - what passengers want.*
- April 2017: Updates to fares and ticketing sections
- July 2017: Updates to document format
- August 2017: LSE drivers of satisfaction/dissatisfaction charts update

2. Transport Focus

Transport Focus is the independent transport user watchdog. Our mission is to get the best deal for passengers and road users. With a strong emphasis on evidence-based campaigning and research, we ensure that we know what is happening on the ground. We use our knowledge to influence decisions on behalf of passengers and road users, to secure improvements and make a difference.

3. Introduction

Here we set out research evidence and our policy positions on a range of topics relevant to the refranchise of passenger rail services. It is designed to complement our response to specific consultations on individual franchises and is intended to be read alongside these submissions.

We have structured this guide around the passenger journey, set out by 'topics' alongside some high-level, overarching themes. For each stage of the journey we set out major findings from our extensive research base and include references to key publications.

Our research, including information about the passenger experience from the National Rail Passenger Survey (NRPS)[1] and *Rail Passengers' Priorities for Improvement*[2] can be found on our website, alongside specific pages relating to individual rail franchises[3]. Selected national-level findings from our passengers' priorities and satisfaction research can be found at the end of this document.

Information in this guide will be updated to reflect the findings of any new research or policy changes.

4. The passenger journey

3.1 Journey planning

Our research suggests that there are two key aspects to journey planning: building an original journey, checking routes, fares, options and so on, and checking to see if a planned or regular journey is running as it should.

Passengers planning their journey will have different requirements depending on their individual situation and preferences. Pre-journey information should therefore be available through a variety of channels.

We know that **websites** are the first place many passengers go when planning a journey.

Websites need to be easy to navigate and kept up to date. Passengers want a site that gives them clear information on which they can make an informed decision,

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[1] *National Rail Passenger Survey*
[2] *Rail passengers' priorities for improvements*, October 2014
[3] Transport Focus franchising website pages http://www.transportfocus.org.uk/key-issues/franchising/

uses language that they understand and instils confidence (primarily that they have bought the right ticket)[4].

Information on planned disruption is a key requirement during the journey planning stage. Passengers need to know if there is engineering work causing extended journey times, additional changes or bus replacements. Ensuring that passengers know in advance of buying a ticket, or are informed far enough out that they can plan around the disruption, is key to managing expectations on the day. It is also an important component of trust and building a relationship with passengers.

Information is also essential during **unplanned disruption**. Accurate, timely information can help to empower passengers during such times[5]. Passengers want this information to be personalised (in other words 'what does the delay mean to me') so that they can rearrange meetings, alert family members and so on. Some passengers will welcome the option to sign up for journey alerts.

Our research looking at how train companies use **social media** found that Twitter was seen as a useful channel for pushing information out to people[6]. However, it was essential that this information could be filtered to suit individual requirements; passengers want a tailored solution rather than an overwhelming amount of detail that is not directly relevant to their journey.

Some passengers may prefer to speak to a **member of staff** at their local station for information. This option offers reassurance, about both journey details and fares, especially to a passenger who is not a regular rail user or who is making an unfamiliar journey. Contact centre services should have good local area and network knowledge to deal with enquiries made by phone and email.

There are also specific journey planning implications for **passengers with disabilities**, not only in terms of accessing the information above but also in arranging assistance on the day of travel[7]. The latter requires up-to-date, trusted details about facilities at stations and en route. This will become even more relevant with an increasingly ageing population.

Journeys rarely begin and end at rail stations. Passengers will welcome a joined-up approach to offering information about other train operators, other public transport services, cycling or walking options, taxis and parking and drop-off facilities.

[4]*Ticket retailing website usability*, July 2011
[5]*Passenger information when trains are disrupted*, September 2014
[6]*Short and Tweet. How passengers want social media during disruption*, June 2012
[7]*Passenger Assist*, March 2014

3.2 Ticketing

3.2.1 Value for money for passengers

Passengers are paying an increasingly high proportion of the costs of the railway and this makes the delivery of value for money a significant challenge. It is the top priority for improvement nationally.

Our fares and ticketing study investigated what influences passenger perceptions of value for money[8]. We found that, while intrinsically linked to the price of the ticket, value for money is also influenced by several other significant factors. These link directly to the findings of priorities research and NRPS drivers of passenger satisfaction:

- punctuality and reliability
- being able to get a seat
- passenger information during service disruption.

3.2.2 Making buying a ticket easier

New franchises must make ticket purchase easier for passengers, who can be confused by the complexity of the fares system.

Clear **information about the validity** of tickets and any applicable **restrictions** must be readily available. Passengers should be offered the most appropriate ticket for their intended journey, regardless of whether this is at a ticket office, online, at a ticket machine or through any other method.

New franchises should provide a **wider range** of tickets for passengers. They should take advantage of developments in ticketing such as smartcards or contactless bank cards and mobile phone products.

New franchises should also require the introduction of **innovative** new products such as carnet-style tickets that will enable passengers who cannot benefit from season ticket discounts (for example part-time workers) to achieve some economies from repeat travel. Schemes to spread the cost of annual season tickets should also be available.

Future franchises should also look at **simplifying the fare structure**. We believe a single-leg fare structure is easy to understand, removes the confusion of a return being £1 more than a single and allows passengers to mix and match different tickets (for example an Advance ticket for the outward leg and a semi-flexible ticket for the return).

New franchises should bring in systems that allow for **sales of Advancetickets closer to the time of travel**, as has been successfully introduced on the Cross Country franchise (subject to adequate protections for people occupying 'empty'

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[8] *Fares and ticketing study*, February 2009

seats that can be booked). Information about the availability of Advance tickets and the number remaining for specific journeys should also be readily available. This helps give passengers confidence that such tickets exist.

Passengers should be given a **range of options for ticket purchase** so they can choose the method which is simplest and most convenient for them. This includes using the ticket office, ticket vending machines (TVMs), website, mobile and smartcard or contactless bank cards.

Many passengers prefer to buy from a **ticket office** because it offers the full range of tickets and staff can provide advice and reassurance on the best ticket to buy. Any proposals by bidders to significantly change ticket office opening hours must involve proper consultation and demonstrate that passengers will not suffer (for example no reduction in the range of tickets sold or the time it takes to buy them).

The value of Permit to Travel (PERTIS) machines, which we acknowledge are increasingly a thing of the past, lies in providing passengers with **evidence of an attempt to pay** and reassurance against allegations of ticketless travel. If there is to be greater reliance on TVMs, or other methods, then some fundamental safeguards must be put in place. These include:
- ease of use and clear details of about the validity of, and any restrictions applicable to, tickets offered
- offer of a comprehensive range of tickets and/or ability to tell passengers what to do should the ticket they want not be available
- capability of remote monitoring so that any faults are identified and can be rectified.

In addition revenue protection strategies must set out:
- procedures for alerting revenue protection staff if there is a fault with the machine
- systems for monitoring queue length – passengers should not be penalised for queue lengths in excess of the three/five minutes targets set out in the Ticketing and Settlement Agreement (TSA).

Transport Focus's research has identified a number of **issues** with both TVMs and websites – much of which was reflected in Government's own Fares and Ticketing Review consultation in 2012, and subsequently in the industry's own retail information code of practice[9]. We are taking an active role in a task force, set up by the Government, to tackle these issues. The task force published its *Action plan for information on rail fares and ticketing*[10] in December 2016, and is reviewing progress on a monthly basis. A final report will be published in December 2017.

Key issues to focus on include:

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[9] *A Code of Practice on retail information for rail tickets and services,* March 2015,
http://www.nationalrail.co.uk/times_fares/ticket_types/93747.aspx
[10] *Action plan for information on rail fares and ticketing,* December 2016

- printing any restrictions on passengers' tickets to remove confusion over validity
- displaying outward and return ticket restrictions on TVMs prior to a passenger committing to purchase
- making it impossible to buy an Advance ticket on the internet at a higher price than the 'walk-up' fare available on the same train
- making TVMs capable of accepting cash as well as card payments.

More details of the **problems** passengers experience, and recommendations about how to improve retailing through these channels, can be found in our research into ticket vending machine usability and ticket retailing website usability[11].

The key is to ensure that passengers have all the necessary information on which to make an 'informed purchase'.

3.2.3 Smart ticketing

We know, from our research programme on smarter travel[12], that passengers across modes and throughout the country do see real benefits in smart ticketing.

When thinking about the introduction of smart ticketing, and preferences for how this will work, there are seven key attributes that drive attitudes and views.

- **Value for money**
  Value for money is a key driver for ticket choice at the moment, and remains an important factor when considering smart ticketing. Passengers expect that smart ticketing will involve some kind of cost saving either via cheaper fares or new cost-effective tickets and products.

- **Convenient**
  Smart ticketing needs to be a convenient option that is easy to use. The research participants told us they look for a ticketing system that makes life easier, rather than complicating their commute. When thinking about convenience, they want a system where it is easy to buy tickets, to manage their smart ticket account and use their ticket.

- **Simple**
  Simplicity is important, especially for those unfamiliar with smart technology or smart ticketing. These people are most likely to need education regarding how smart ticketing will work, and a simple system is likely to support them in moving to smart ticketing.

- **Secure**

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[11] *Ticket vending machine usability*, July 2010 and *Ticket retailing website usability*, July 2011
[12] http://www.transportfocus.org.uk/research-publications/research/smarter-travel/

Our research participants had some concerns about the security of smart ticketing. When thinking about smart cards, people expect that their personal data will be kept safe – especially any details that will be printed and visible on the card.

When thinking about mobile ticketing and contactless, many were concerned about the safety and security of their mobile phone or credit card, and the potential for theft when using these. However, a benefit of smart ticketing is that the ticket details are thought to be safer – for instance if a card is lost or stolen then it will be easier to get the product cancelled and reissued.

- **Flexible**
  Alongside a convenient and easy-to-use system, people want smart ticketing to be flexible. They want the ability to choose and purchase new products and tickets that offer flexible travel options. They also want flexibility with regards to managing their smart ticketing account, including being able to make ticket purchases at the last minute and being able to upload tickets at a range of stations.

- **Tailored management**
  In addition to new products that would enable people to tailor their smart ticket products to their needs, people also want tailored smart ticketing accounts. Many want to manage them online and via an app. They want the ability to choose how they prefer to manage their account (online, app, text message), and reassurances that this will be tailored to be compatible with the technology they own (for example, Apple or Android-compliant).

- **Leading edge**
  People feel that the introduction of smart ticketing is a shift into a more technology-focused way of ticketing. With this in mind they are keen that the technology used is forward-thinking. This is particularly noted by those who are familiar with smart technology and smart ticketing, and who see this as an opportunity for train operating companies (TOCs) to lead the way in ticketing technology rather than replicate existing systems.

Some key principles have emerged from our smart ticketing work:
- designing good systems, where passengers are consulted from the outset and their views are fully incorporated
- making sure that communications to both customers and staff are clear, easily-accessible, consistent and comprehensive
- ensuring that staff are fully trained when systems are introduced, so that they can sympathetically deal with any issues, problems or queries that their passengers may have.

3.2.4 Ticketless travel

Research has shown that passengers find the issue of fare evasion very frustrating[13]. There is a strong sense of injustice amongst those who have paid for a ticket when some passengers are known to be travelling without a ticket. They also felt that this reduced the amount of money available for investment.

Passengers believe that the main solution to fare evasion would be to make better provision for the purchase of tickets at stations and on board, and to implement better checking procedures and enforcement. This must include:

- clarity and consistency over when it is permissible to buy a ticket on board a train – the current system is felt to be too arbitrary
- managing ticket queues effectively (at TVMs and offices)
- providing ticket restrictions in an easy-to-access form and in plain English
- providing the passenger with verification of permission to travel without a ticket
- providing the passenger with verification of attempt to purchase a ticket if a card is declined due to bank security measures or signal issues.

Further roll-out of ticket barriers and ensuring that ticket barriers, where provided, are in use consistently can be helpful in ensuring that all travellers pay for the journey they are making. It is important that there are sufficient numbers of staff available to ensure that barriers in place are used effectively and not left open. Gate-line staff also provide the visible staff presence that passengers value.

There need to be sufficient barriers to cope with the number of passengers passing through them, particularly at peak times. Where problems arise staff should be empowered to take appropriate action to ease congestion at the gates.

Where remote staffing for barriers is a consideration, there will need to be proper consultation to look at demand, the suitability of this approach for each location and any implications for disabled passengers.

Transport Focus believes ticketless travel is an important issue and one that needs to be addressed. Passengers who avoid paying for their ticket are in effect being subsidised by the vast majority of fare-paying passengers.

However, the revenue protection strategy must provide safeguards for those who make an innocent mistake and whose intention was never to defraud the system. We believe this requires:

- clear consistent guidelines explaining when staff should show discretion in the enforcement of penalties (for example, when passengers do not have their railcard with them)
- commitment not to go straight to any form of criminal prosecution unless operators suspect (or have proof) that there was intent to defraud

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[13] *Passenger views on Northern and TransPennine rail franchises,* December 2012

- penalties that are proportionate to the actual loss suffered by the operator
- operators to work with others in the industry to create a national system that is transparent and supports the honest passenger who makes a mistake
- giving passengers charged a penalty or a fine a genuine opportunity to appeal against that decision, via an independent, binding appeals mechanism, before any action is taken (including the addition of administration fees).

We recommend that operators develop and publicly consult on a revenue protection strategy. In doing so they should be mindful of the recommendations within our *Ticket to Ride* publications[14].

The Government has announced plans to ensure that passengers who have received a penalty fare are treated fairly, with an independent appeals process in place. The plans include:
- simpler rules on deadlines for payments and appeals
- creation of a third-stage independent appeals panel
- existing appeals bodies must be independent of train operators
- better government oversight of appeals process through an annual audit of penalty fares data.

3.2.5 Fares regulation
Passengers have experienced years of above-inflation fare increases. We were pleased when Government agreed to peg increases to regulated fares in England to the rate of inflation (RPI) for the duration of the current Parliament. Transport Focus supports the concept of fares regulation as it provides some degree of protection to passengers, many of whom are captive consumers.

We recommend that new franchises incorporate these recommendations on ticket retailing within the requirements:
- increases to unregulated fares should be capped at the same level applied to regulated fares
- the journey opportunities of off-peak passengers should be protected and there should be no further dilution of periods of validity of off-peak tickets.

3.3 Travelling to the station
When passengers decide what mode of transport to take they are swayed by three overwhelming factors: how convenient will the journey be, how much will it cost and how long will it take[15]. This applies to the whole door-to-door journey. Improving access to stations should therefore drive rail usage and provide some additional revenue.

The way passengers access the station can affect both overall journey cost and time. If getting to the rail station becomes too inconvenient passengers will often

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[14] *Ticket to ride?*, May 2012 and *Ticket to ride – an update*, February 2015
[15] *Integrated transport – perception and reality*, January 2010

choose to make their whole journey by car, adding congestion to the roads and to transport's carbon footprint. Similarly, car parking charges can add sometimes substantial sums to the price of a journey and can create disincentives to choosing rail. There should be restrictions within each franchise that limit the level of increase in those costs that fall within the operator's own control.

At some locations the solution to station access needs will be to improve public transport links and parking provision; but at others the solution will be more complex and could be more creative.

With limited space for car parking at some stations, and the industry's desire to look at more sustainable options, Transport Focus supports the use of Station Travel Plans. Local groups and Community Rail Partnerships (CRPs) should be involved in developing proposals to improve station access.

Franchise specifications should encourage commitment to station travel plan schemes, with rollout dispersed across the network and throughout the life of the franchise. The stations selected should not just be those with the highest footfall; we know that congestion does not just occur at those stations with the highest number of passengers starting or ending their journeys.

Franchise bidders might also be asked to explore the potential to develop 'virtual branch lines' using existing scheduled bus services, with bus times and through fares available through railway journey planning and retail systems to and from towns with no railway station or limitations in service provision.

Bidders may also need to address the absence, or potential loss, of access via public transport in places, particularly rural areas, where there is little or no funding for bus services. Bidders should be encouraged to explore how they can contribute to potential initiatives for demand-led schemes.

The bidders should be able to demonstrate how they will work in partnership with local authorities and other agencies to improve accessibility to stations by all modes, including cycling and walking. Where identifiably beneficial schemes for passengers can be delivered by other partners, they should be encouraged and their future assured. Franchises should accommodate commitments to the future operation of any facilities provided.

3.4 At the station
3.4.1 Station investment
While Transport Focus is supportive of the principle of funding streams allocated to specific purposes, it is important that **passenger needs** are central to the investments made.

Resources should be directed to the things that users of specific stations, and the rail services from them, value. To this end, proposals should be include information on how the bidder will address the findings of research into passenger requirements and perceptions of stations, including NRPS satisfaction scores.

Transport Focus research conducted at Clapham Junction, Barking and Luton stations following the *Better Rail Stations* report shows that at individual stations there are often specific areas of improvements that passengers want to see and that priorities can vary according to location and circumstance[16]. Bidders should seek station feedback from local passengers and CRPs to identify aspirations for specific locations, and to gather information about relevant accessibility issues.

Other research looked at passenger satisfaction at stations benefitting from investment under the National Station Improvement Programme[17]. The positive impact of doing work at each of the stations was clear to see. The factors with most impact on overall passenger satisfaction were: improvements to the appearance of the booking office, the condition of platform shelters, the footbridges, ticket sales points, the main entrances/exits, and the waiting rooms.

Franchise specifications should require bidders to commit to ensuring that **minimum standards** - appropriate for the size, footfall, location and reflecting local passenger aspiration - are delivered and maintained at all stations. Cycles of investment should be planned throughout the life of the franchise to maintain and progressively improve upon the station environment and facilities.

We suggest consideration is given to specifying a **rolling programme** of steady improvement to stations, on a line-by-line basis, to concentrate benefits in a way that should create a bigger impact than spreading improvements around randomly. This should also create greater synergies in the works.

In addition to using all available industry funding schemes, operators should also look beyond these and work with stakeholders and other partners to seek opportunities to bring in funding for allied improvements where these address wider objectives such as promoting economic development, improving transport integration, increasing safe access or enhancing the public realm. Holistic approaches to investments in and around stations are likely to deliver better results and increase efficiency and value.

3.4.2 Passenger information requirements at stations
The first requirement for passengers at the station is **navigation** and wayfinding. Signs and directions from all entrances should make it simple to find key locations such as ticket facilities, shops, toilets, and, of course, platforms and trains.

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[16]*Better Rail Stations*, Department for Transport, November 2009 identified ten of the worst category B stations in the country. Clapham Junction, Barking and Luton, all featured in that list.
[17]*National Station Improvement programme – summary report*, January 2010

Research with passengers at Euston and Edinburgh Waverley stations highlights the importance of **real-time information about train times**, **platforms** and **information during disruption**, which were the top two priorities for improvement in both studies[18]. Beyond actually locating the train, other information - such as length of time the train will be at the platform and where to stand for easy access to the carriages - can both assist passengers and contribute to calm, smooth boarding and therefore safe operations and timely departures.

The way the industry manages **delays** is the biggest single driver of rail passenger dissatisfaction; the key to improving this is through the provision of accurate, timely and consistent information.

Despite the increasing use of technology many passengers still only tend to find out about disruption once they have arrived at the station. Passengers need to know what is happening, how long the delay will be, what the problem is, and what alternatives there might be, so that they can make other plans if necessary. Communications need to be up-to-the-minute, as lack of information contributes to stress and a sense of powerlessness.

Customer Information Systems (CIS) at stations play an important part in keeping people informed. Our work shows that CIS screens generally perform well in meeting passengers' needs because they provide confirmation of departure time, platform number, destination and calling points and act as a 'focal point' for passengers entering a station[19].

Passengers also welcome what is seen as a broadly 'standard' approach to CIS design across the network – something that provided a degree of reassurance/continuity when in an unfamiliar station. Real-time information provision at all stations should be a core requirement of franchises.

Announcements are also important. However they are often felt to be automated and inaccurate, and sometimes may be at odds with the display boards.

Staff play a vital role in information provision. It is important that, at all times when trains are running, passengers can have access to someone who can provide useful and appropriate information, particularly during disruption. Staff are thought to be too often 'out of the loop', not having access to the up-to-the-minute information that some passengers have (via smartphones)[20]. Staff must have the appropriate technology to enable them to provide information but this must be accompanied by suitable training so they can use that technology confidently and effectively and communicate well with passengers.

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[18]*Improving Euston Station*, October 2011 and *Edinburgh Waverley Station Improvements Research*, June 2014
[19]*Passenger information screens at railway stations*, November 2014
[20]*Passenger information when trains are disrupted*, September 2014

More generally, bidders should be required to propose strategies that maximise the effective use of evolving technology to consistently improve the information available to passengers at stations.

3.4.3 Staffing at stations

The pressure on the industry to reduce costs inevitably places a focus on the overheads associated with staff. However, Transport Focus is concerned that the very significant roles staff play and the value passengers attach to a visible staff presence, especially at stations, is not overlooked[21]. We urge that franchise specifications are mindful of the many benefits derived from staffing and that bid evaluation ensures sufficient credit for initiatives to make proposals viable.

Changes to retailing practices have seen a trend towards moving staff out from behind the glass of the ticket office and into sometimes multi-functional roles on the station concourse. Transport Focus has no intrinsic objection to this evolving role, provided that passengers still have access to the full range of tickets, it does not take any longer to buy a ticket and that the current regulatory safeguards (in other words changing the hours that staff are present) are retained. It must not become a back-door means to cutting staff.

Passengers with **assistance needs** are particularly dependent on staff to deliver the help they require and to fulfil requests made through Passenger Assist. Disability awareness training should be considered for all staff and regarded as essential for anyone in a passenger-facing role.

Many station facilities and services are available only while staff are present. Feedback indicates significant concern about the lack of **access to toilets and waiting rooms** if staff are withdrawn from stations or hours are significantly reduced.

Passengers also cite the lack of staff as a major reason for their feelings of concern over **personal security** and consistently identify a visible staff presence as being important to providing reassurance to those travelling on the railway. It is vital that those staff receive the appropriate training both in terms of managing the station environment and personal security within it, and customer service.

The industry needs to give serious consideration to how it can best use staff and make best use of the different types of complementary policing available to it. Our research sets out passengers' concerns in more detail[22]. The specification should include a requirement to set out how these issues will be addressed across the franchise.

It is important that staff are trained, managed and supported to deliver the highest possible levels of **customer service**. Expectations of customer service continue to

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[21] *Passenger attitudes towards rail staff*, February 2016
[22] *Passenger perceptions of personal security on the railways*, May 2016

rise as standards do across the range of passenger experience, both within and beyond the rail industry.

3.5 On the train

3.5.1 The onboard experience

Beyond the core journey requirements relating to the timetable, service delivery and information, the key influencer of passenger satisfaction on trains is the cleanliness of the inside of the train. Franchise specifications should require bidders to demonstrate how high standards for this important aspect of experience will be established and maintained.

Toilet facilities can be important to passengers, particularly those travelling for longer distances or with specific needs. Consideration should be given to the adequate provision of onboard toilets and the arrangements for maintaining and cleaning them.

Our research shows that connectivity is important to passengers. 'Free **Wi-Fi** available on the train' is the tenth priority for improvement nationally[23]. This can be even higher for passengers of some train operators or those with a particular journey purpose. For example, for business long-distance passengers it is the fourth highest priority for improvement.

Many passengers now want a free and reliable connection to the internet to be available as standard on trains. The provision of Wi-Fi, mobile reception and power sockets play an important role in allowing passengers to use their travel time productively.

Given the ongoing advance of technology and expectations, bidders should be asked to produce flexible plans to provide future connectivity through the most appropriate channels available.

Other areas of the onboard experience such as luggage storage, provision of power sockets and charging points, tables and catering are also important. We recommend that passengers are involved at an early stage in discussions about rolling stock design.

3.5.2 Train design

Ultimately, passenger views on the suitability of particular 'rolling stock' set-ups are likely to be driven by personal circumstances related to the type of journey being made and the likelihood of a seat, or even standing room, being available when they get on.

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[23]*Rail passengers' priorities for improvement*, October 2014

Transport Focus has conducted several research projects on rolling stock design and, where capacity has proved to be a driving force for change, there are two areas that passengers consistently point to in terms of need for improvement:

- the design of the **aisle and gangway** running the length of the carriage
- the **vestibule area** and entrance to the carriage.

Research among Thameslink passengers indicated that on busy peak trains the design should allow passengers who have to stand to do so in complete safety and as comfortably as possible[24]. This could include improved provision of **grab handles and rails**. Passengers welcomed designs that showed wider gangways and aisles between each coach, as they were felt to greatly enhance freedom of movement along the train, and provided more standing space; but only if coupled with something to hold on to when doing so.

These findings were echoed in Merseyrail rolling stock research[25]. Congestion in the vestibule area was identified as an issue. Passengers are reluctant to stand in the aisles, primarily due to a lack of usable grab poles in this part of the carriage. The narrowness of the space also creates the perception that there is a risk of those who move down the aisle becoming trapped there. This creates concerns about being able to get off quickly enough and perhaps missing the intended stop, especially for those making relatively short journeys.

Aspirations for the type and layout of trains will differ according to passenger characteristics across various routes. The best way of capturing these is with bespoke research.

3.5.3 Train service specification

The specification for future franchises should ensure that train service provision is based on passenger needs and priorities and is linked to measures of passenger satisfaction.

The key issue is whether passengers at each station have the required **level of service** to and from the places they want or need to travel, at the times they wish to do so. The starting point should be to optimise rail services based on passenger demand and any new opportunities that become available. The provision of sufficient capacity must be addressed, particularly for times of peak demand.

Our view is that origin and destination data should be used as the basis for understanding existing travel requirements. This data is available to the industry, but not generally to stakeholders. Without access to this key data and other relevant information, particularly about network capacity, timetabling options and comprehensive assessments of stakeholder views, it is not possible for others to derive a properly balanced judgement about service options.

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[24] *Thameslink rolling stock qualitative research*, September 2008
[25] *Future Merseyrail rolling stock – what passengers want*, April 2014

It is therefore important that, when considering choices and bringing forward proposals, the decision makers, whether Government, Network Rail or the operator, should ensure that the rationale that underpins them is properly set out to all who have an interest.

Transport Focus supports a specification which is flexible enough to allow the operator to review usage and how station calls are allocated to train paths in order to improve overall capacity and efficient use of resources.

However, while acknowledging the need for some flexibility to adapt the train service to respond to current and changing demands, Transport Focus is clear that there must be sufficient detail in the specification to protect key journey opportunities. These must include journeys to/from school and work and, at key locations, to retain or improve connection opportunities.
This should also include consideration of the appropriate capacity and frequencies required for earlier and later in the day as well as **weekends and bank holidays**. In respect of the latter, invitations to tender should give strong encouragement for bidders to explore the potential for services to run on 26 December and other dates where there is identifiable demand.

The service specifications and service options developed by bidders for the franchise must demonstrate full consideration of the capacity implications of all proposals.

Whatever the plans for the train service it is essential that the timetable proposals are subject to proper consultation, including the initial proposals for the specification.

Engagement with passengers and local communities should be regarded as a starting point for service developments. There must be a requirement for timely, transparent and meaningful consultation that allows all stakeholder views to be listened to prior to changes being finalised. Feedback, irrespective of whether it has been possible to accommodate the recommendation or request, must be provided.

From the outset, and throughout the life of the franchise, there are some principles that should be embedded, to be followed whenever timetables are revised:
- early consultation with passengers, followed by honest feedback about why the ultimate decisions were made
- existing basic features such as first and last trains, if satisfactory, should remain
- aspirations for improvements should be met if possible
- capacity and resources should be matched as closely as possible.

The service specification should take a holistic view of the needs of all passengers; commuter, business and leisure, from all parts of the network. Timetable opportunities must be optimised with passenger interests placed at the heart of planning and ahead of operational convenience.

Within the acknowledged capacity constraints of the franchise, the distribution of train services should be appropriate to passenger demand. Where possible there should be clearly differentiated services for different markets.

3.5.4 Making better use of capacity

The capacity available to accommodate passengers is a combination of the timetabled frequency of services and the length and layout of the trains that operate them. Our priorities work shows the significance to passengers of these factors, with 'passengers always able to get a seat on the train' and 'trains sufficiently frequent at the times I wish to travel' ranking second and third for improvement. Maximising capacity must therefore be a fundamental requirement for the new franchise.

Transport Focus believes that the franchise specification should require the bidders to take all reasonable steps to provide sufficient capacity across all services throughout the life of the franchise. We recognise this will present some challenges but this issue is too important to passengers to be ignored. The established principle that 'it is reasonable for passengers to expect to get a seat for journeys of more than twenty minutes, and to have sufficient space even if they are standing for shorter journeys' should be the benchmark for capacity provision.

There should be a requirement for the next operator to generate and utilise a range of data and information to **monitor and continually improve** the response to capacity pressures. Bidders should be required to demonstrate plans to ensure sufficient resources within the franchise to enable a sophisticated and responsive approach to train service development. This should be combined with a positive strategy of **stakeholder engagement** to explain the rationale for service proposals.

Operators should be required to monitor and publish the extent and **frequency of short-formations and cancellations**. There should be increasingly punitive penalties (to be reinvested in measures that will strengthen capabilities) where there are regular failures to provide the programmed diagrams to operate timetables. The future operator should be incentivised to ensure that available rolling stock is never sitting in sidings when there is evidence of need for additional capacity on services where it could be used.

Where appropriate to franchise journey patterns, **fares incentives** for passengers to sometimes swap journeys and travel in the shoulder or off-peak, or perhaps work closer to home on some days, may also make a contribution to capacity pressures.

Transparent **information** about the 'loadings' of specific trains provides passengers with the knowledge that may enable them to make an informed decision. Research has found that over two thirds of passengers who had seen information about the levels of crowding on specific train services had found it useful. Just over a fifth of

these people had made a regular or occasional change to the trains they used as a result of the information[26].

Where further investment in **additional rolling stock** would provide the necessary capacity to meet identified requirements during the life of the franchise, the onus should be on the operator to build a business case to enable this to happen. If there is a commercial case then there should be prompt action to deliver the necessary vehicles. Where additional subsidy will or may be required, Transport Focus expects the operator and the DfT to work together to seek an affordable solution. Where required, assessments should look beyond the immediate franchise into the longer term to create a viable mechanism to respond to identified demand.

Over the lifetime of the franchise the operator must be required to work with Network Rail and within wider industry processes to develop **proposals to further increase capacity** to meet the expected rise in demand, and ensure this information is available to inform future High Level Output Specification (HLOS) plans and investment cycles.

In line with the recommendations of the Shaw report, network planning decisions must be determined with passenger interests in mind and in consultation with local passenger groups[27].

3.5.5 Performance and reliability

The actual journey is central to the overall passenger experience. Our work on passenger priorities reinforces the importance of a punctual, reliable journey[28].

Passengers rely on the railway to get to work, for business and for leisure purposes and when it goes wrong it can be very frustrating. As such they see a punctual service as the key success criterion for their journey and a vital prerequisite for building trust between passengers and a train company. The NRPS shows that punctuality is currently the biggest overall driver of satisfaction – so running trains on time gives a much better chance of increasing overall satisfaction.

To reinforce these points, our 2015 research on train punctuality shows the high value that passengers place on performance and the provision of a service that they can rely on[29]. Overall we found:

- **Average lateness** experienced by passengers can be worse than that recorded for train services. This is because of the effect of cancellations and because many trains that are on time at their

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[26]*The impact of publishing more information on seat availability: South West Trains case study*, Office of Rail and Road, July 2012

[27]*Shaw report: final report and recommendations*, Department for Transport, March 2016

[28]*Rail passengers' priorities for improvement*, October 2014

[29]*Train punctuality – the passenger perspective*, November 2015

destination are late at intermediate stations. As public performance measure (PPM) measures performance at the final station, it is possible for passengers to be late arriving at their station along the way only for the 'empty' train to arrive on time – in other words the train is on time despite most of the passengers being late[30].

- Passenger **satisfaction with punctuality** reduces by between two and three percentage points with every minute of delay.

- Passengers notice delay well before the technical threshold. Commuters notice lateness after one minute rather than the five minutes allowed; while business and leisure users tend to change their level of satisfaction with punctuality after a delay of four to six minutes.

This shows that passengers do not view a train arriving up to five or 10 minutes after its scheduled time as being 'on time'. A significant degree of passenger satisfaction is 'lost' when trains are officially 'on time' according to the industry measure of PPM, but late in passengers' eyes.

Transport Focus recommends that franchise specifications set out a requirement for a strong focus on delivering excellent operational performance, a commitment to a 'right-time' culture and to working with Network Rail to drive sustained improvements in performance and ensuring an ethos of genuine **transparency** about how well things are going.

As well as helping engender trust among passengers and stakeholders, we believe transparency will increase the incentive on the operator to drive up performance.

3.5.6 Managing service disruption
Our work on passenger priorities shows that keeping passengers **informed** when there is disruption is one of the top five priorities for improvement. The impact of not doing so can be seen in our work on passenger satisfaction where, typically, how well the operator dealt with delays is the highest driver of overall dissatisfaction with the journey.

The provision of high-quality and effective passenger information during disruption is vitally important. However, it is intrinsically linked to the broader topic of managing or, better still, minimising the disruption that blights far too many passenger experiences.

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[30]The public performance measure of train punctuality means trains arriving at their terminating station within five minutes for commuter services and within 10 minutes for long distance services.

3.5.7 Unplanned service disruption

In 2014 Transport Focus published research looking at passengers' needs and experiences during unplanned disruption, including around the **provision of information**[31].

We made a number of recommendations we would encourage bidders to make credible plans to address. However, there are two key points that must be tackled from day one of new franchises:

- the cultural issue, across the industry, that deficiencies in passenger information at times of disruption persist in a way that would not be tolerated if they were operational or safety failures
- operators must **measure the quality** of information provided during disruption on a robust and ongoing basis.

In addition to the recommendations within that research, we encourage Government to secure as part of new franchises two important factors in providing effective passenger information during disruption:

- **visual and audible information** at all stations
- train movement data sufficiently detailed to deliver accurate **live departure predictions** for all stations – this could mean fitting GPS devices to all trains. Allowing positional data to be fed to Darwin via the 'GPS gateway' currently under development would seem likely to be the best solution.

3.5.8 Resilience

Transport Focus recommends that new franchises have a strong emphasis on service resilience, including in the face of **severe weather**.

Specifically, we feel bidders should be required to:

- set out the extent to which they will rely on **overtime** and rest-day working to deliver the service, including on **Sundays and at Christmas**
- show they have effective **maintenance and repair** facilities balanced with reasonable rolling stock availability assumptions that are not so optimistic that passengers are at continual risk of experiencing short-formed and cancelled trains.

Recent research into passengers' views and expectations of rail services during extreme weather found three core principles that the rail industry must embrace[32]:

- provide timely, accurate **information** so passengers can make informed decisions about their journeys
- be **transparent** – help passengers understand why timetable changes and service suspensions have been made

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[31] *Passenger information when trains are disrupted*, September 2014
[32] *Reacting to extreme weather on the railways*, July 2015

- demonstrate that train companies and Network Rail are doing their best on behalf of passengers, despite the weather.

3.5.9 Engineering works

Engineering works are inevitable in maintaining the infrastructure that supports rail operations and allowing future improvements. As such, the **planning**, scheduling and management of this disruption is part and parcel of regular business. There should be structured procedures for managing this activity that are regularly reviewed, then adapted and refined in the light of experience.

Regardless of scale, and as a core principle, it is vital that passengers receive **appropriate and timely information** about the effect that engineering works will have on their particular journey and are given appropriate advice about alternatives. It is important that revised timetables are robust and achievable.

More generally, bidders should be required to set out how they will work with Network Rail to minimise the use of 'all line' engineering blocks. Culturally, the default assumption must be that routes remain open while maintenance, renewal and enhancement takes place, with exceptions made where there is compelling need.

Bidders should recognise that 55 per cent of passengers say they would not travel at all if a **replacement bus** is involved[33]. We encourage a joint, public commitment from future operators and Network Rail that, wherever practically possible, they will keep passengers on trains and transfer them to buses only as a last resort. Decisions should not be based on mere operational convenience.

Use of diversionary routes and/or using shuttles to move passengers as far along the route as possible is an important way to minimise the number of passengers needing to use replacement buses or the length of this element of the journey.

Transport Focus encourages bidders to have credible proposals for regularly submitting a high-quality bid to Network Rail 18 weeks out from work starting, so accurate **amended timetables** are in the public domain and reservations open 12 weeks before. We recommend that operators should be required to report, period by period, on the level of changes to the train plan after this 12-week point.

Recent Transport Focus research looks at passengers' experiences from two sets of planned works, at Reading and Bath Spa, in 2015[34]. While the nature and impact of the two engineering projects were very different, the research findings provide useful insight into passengers' core information needs and offer valuable lessons for the rail industry as a whole.

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[33] *Rail passengers' experiences and priorities during engineering works*, September 2012
[34] *Planned rail engineering work – the passenger perspective*, December 2015

The research indicates the need for a **flexible approach to communications** planning in the build up to scheduled disruption. The fact that every project and the associated disruption is different means that the onus is on train companies and Network Rail planners to know what their passengers want and understand how a specific project will affect different passenger types.

The results of that assessment should then allow them to tailor communications to give the right level of detailed information when passengers want it, using the most effective communications channel.

The research makes five key recommendations for planning and delivering engineering schemes:
- consider how the various elements of the engineering work are likely to affect individual passengers' journeys: who does it affect and how?
- build this insight into your planning approach so that you are able to deliver a tailored information campaign: tell passengers what they want to know about their journey, when they need to know it
- tailor your message
- timing of information: every project is different so be prepared to be flexible
- use full range of information channels to reach different types of passengers.

3.5.10 Staffing on board trains
The impact on passengers of recent high-profile disputes about the role and responsibilities of a second staff member of staff on the train cannot be overlooked. **Safety** is of paramount importance. The safety regulator ORR has said that, as long as suitable equipment, proper procedures and competent staff are in place then Driver Only Operation is safe; rail unions disagree.

The precise duties of staff on board will clearly require negotiation and agreement on a franchise by franchise basis; but what should not be at stake is the presence of that member of staff. Passengers value the information and assistance they provide, especially in times of disruption, and their presence also enhances feelings of personal security.

3.6 Arrival and interchange
To some extent the issues with leaving a station mirror those of getting to the station in the first place: **cost** and **convenience** again feature strongly. Passengers need information on local buses (including prices and real-time departures), clear **signposting** of where to catch buses or taxis, safe walking routes and so on. This can be particularly important when passengers are unfamiliar with the destination station and for passengers with disabilities.

It is also important to identify key passenger flows within the station and then to ensure good physical access and good signage on the main thoroughfares and exits.

Connecting onto other trains is another stress-point for passengers. In this country passengers very much favour direct services. This is again an issue of perceived convenience – one of the main barriers to using public transport[35]. Direct trains avoid the scenario of having to know which platform you need, manoeuvring heavy suitcases or young children up and down staircases, only to discover that the train is late or that you have missed it altogether.

Where passenger journeys are reliant on connections, whether planned or in response to disruption, the operator must provide good-quality information for all circumstances relating to the journey. Well-timed connections with sufficient, but not excessive, time between arriving and departing trains and ease of transfer between the platforms are also important. Where possible this should be a level transfer, with minimal distance between arrival and departure points.

If there are delays to trains approaching common interchange stations then consideration should be given to the practicalities of holding connecting services and passengers should be informed about this in advance of arrival.

3.7 After the journey
3.7.1 Lost property
Every year passengers lose a huge number of items on the rail network. Many of those passengers never manage to locate the items, even if they have been handed in.

From our preliminary investigation into this subject we have concluded that some operators' systems are not efficient or consistently effective in managing lost property. It is therefore important that operators develop systems that will:
- register and **track** an item of lost property from the point it comes into their possession and allow it to be open to enquiry within 24 hours
- provide **secure storage** from the point an item is handed in at the station until its arrival at the location where it will be held
- **register** the item with an accurate description including any distinguishing marks, brands or serial numbers
- **make it simple** for the passenger to try and locate items – at minimum, operators should provide a phone number and an online service with a reasonable response time advertised and stuck to
- **recheck** the register on a regular basis and inform the passenger promptly by their preferred method of contact if their item is located.

Transport Focus also recommends that operators:
- **cap any charges** to reunite the passenger with their item at a reasonable level
- actively seek to **increase** the number of items repatriated to their owner

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[35]*Integrated transport – perception and reality*, January 2010

- define a **process** for dealing with 'live incidents' in which a passenger reports that they have left an item on a train that is about to depart
- ensure the system can work with British Transport Police to identify any items held by the operator that have been reported as **stolen**
- monitor and measure the system to ensure it is effective in meeting the above objectives
- actively work towards the establishment of a national lost property system and, if established, participate in the scheme. This could be either a national system or the ability to ensure that local schemes can 'talk' to other lost property systems.

3.7.2 Passenger compensation

Transport Focus believes that new franchises should have Delay Repay style compensation but with the following additional **safeguards**:

- Not more than 464 journeys are used to calculate annual season ticket holders' fare per journey for Delay Repay purposes – that is, two trips per day, five days a week for 52 weeks, less 5.6 weeks (leave and bank holidays – see https://www.gov.uk/holiday-entitlement-rights). To be fair to passengers, calculations must reflect that people do not work and travel every day of the year.
- Additional safeguards for passengers who experience **regular delays below the current 30-minute threshold**. This can be achieved by lowering the 'trigger' from 30 minutes to 15 in line with that announced by the Government.

These safeguards should be established and available at the outset, ready to address any persistent shortcomings in performance that may arise from planned or unplanned disruption on the franchise. It is important that mechanisms to respond to potential problems are available to provide equitable recompense and demonstrate that the industry will put its money where its mouth is in the event of persistent failure.

Our 2016 report into passengers' experience of delays and compensation found that two thirds of those eligible for compensation for their delay did not make a claim[36]. While this shows a welcome improvement since earlier research in 2013 there remains a great deal to be done to increase passengers' **awareness of their rights** to claim compensation.

Train operators should take further steps to raise general awareness that compensation schemes exist and to familiarise passengers with the eligibility requirements. Posters on trains and at stations are a key part of achieving this, supported by information on the train company's website.

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[36] *Rail delays and compensation - what passengers want,* November 2016

It is also vital to **inform passengers each time they experience a qualifying delay**. Announcements should be made on trains and at stations, claim forms handed out and electronic notifications issued to let passengers know about their individual eligibility and provide the information they need to make a claim.

Some passengers are put off claiming because they think the process will be complicated or take too long. Where a delay has already inconvenienced passengers the process of claiming compensation should not create additional frustration. Franchise bidders should offer solutions that will **make the process swift and simple**.

There should be a range of options both for making the claim and receiving the payment. Many passengers say they would value a refund to their card or bank account. There is also a clear desire for compensation to be paid automatically, using technology to make the compensation process easier for passengers.

The research found that passengers are increasingly unsatisfied with the **length of time** it takes to process compensation claims. Bidders should look to speed up this process to meet passengers' expectations.

Transport Focus recommends that franchise specifications should contain an explicit requirement for the introduction of an **automatic compensation scheme**.

3.7.3 Complaints handling
In our role as the statutory appeals body (outside London) Transport Focus has extensive experience of working with passengers and rail operators to seek resolution of unresolved complaints[37].

We have found a number of recurring issues with either the operators' complaints processes or response quality. We work with the industry in an effort to improve customer service, reduce complaint handling times and focus on operators providing quality complaints handling. This should, in turn, decrease the number of passenger appeals to train companies.

It is important that franchise specifications ask for detailed information about **policies and procedures** for dealing with complaints. These should demonstrate a clear commitment to best practice and should encompass the points set out in the two sections below.

Transport Focus has previously conducted audits of train operators' complaints-handling functions. These have enabled us to provide feedback on specific issues identified and recommendations for improvements to be adopted more generally. It may be appropriate to require future operators to commit to commissioning similar reviews at appropriate stages within the life of the franchise.

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[37]For British rail passengers outside of London.

3.7.3.1 Process issues

We recommend that operators should:

- empower front-line staff to deal with complaints on the spot, with processes in place to obtain approval for goodwill there and then
- ensure any complaints that can't be resolved by front-line staff can be fed into customer relations on the passenger's behalf
- make it easy for passengers to get in contact by providing a variety of contact methods and by being pro-active when things go wrong
- empower customer service advisors to apply 'natural justice' when dealing with poor passenger experiences and allow redress to go beyond the minimum levels of the Passenger Charter or National Rail Conditions of Travel
- monitor and manage response times, and acknowledge complaints if they cannot be resolved within the target time; this information should be published
- have a process for customer service advisors, and other relevant staff members, to proactively investigate issues and share findings with passengers
- establish mechanisms to feed complaints into service improvements, where possible, and feed information about this back to the passenger
- ensure a clear and well-communicated escalation process is in place for complaints handling, including referral to, and cooperation with, Transport Focus or London TravelWatch. This should comply with ORR guidance on Complaints Handling Procedures that sets out requirements for reference to the passenger body and establishment of a protocol with these organisations for the entire appeal handling process[38].

3.7.3.2 Response quality

We recommend that operators should:

- train and empower customer service advisors to identify and address all the points in the complaint and give heavy weighting to 'addressing all issues raised by the passenger' in internal quality monitoring processes – this focus on first time resolution reduces 'comebacks' and the need for a subsequent response by the operator
- provide clear explanations about why the passenger is/ is not receiving compensation and/or gesture of goodwill
- make careful use of appropriately worded standard paragraphs, supplemented as necessary by bespoke responses
- ensure customer service advisors use clear, jargon-free English with correct spelling, grammar and punctuation when writing responses
- use complaints handling as an opportunity to restore a customer's faith in the train operator

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[38]*Guidance on complaints handling procedures for licence holders*, Office of Rail and Road, 2015

- seek feedback from passengers on the quality of responses and use this to contribute to ongoing quality monitoring and implementing a culture of continuous improvement.

3.7.3.3 Legacy complaints
In advance of a new franchise, a clear process for handling legacy complaints should be established. Transport Focus recommends that all complaints should be dealt with by the new operator from the first day onwards, with appropriate recompense mechanisms from the outgoing operator established to enable this. This should extend to honouring any complimentary journeys or vouchers which remain within their expiry date after the new franchise operation starts.

Making the incumbent responsible for handling complaints reduces confusion and complexity for the passenger. It also ensures that complaints are handled by the operator with an ongoing interest in retaining the passenger, and who is best placed to resolve any issues and implement any changes as a result of the complaint.

5. Overarching themes
4.1 Accessibility, the Equality Act 2010 and minor works fund
We expect franchise specifications to include requirements to comply with equalities and discrimination legislation and to produce a Disabled People's Protection Policy (DPPP). Transport Focus also recommends a minor works fund and advocates that consultation with relevant groups should include inviting suggestions about how this money might best be spent to meet identified needs.

In addition to the provisions set out in DPPP guidance, Transport Focus believes that a franchise specification should also require the following provisions:

- **Scooter policy**
  Ensure that a suitable scooter acceptance scheme is in place for smaller, lighter and more manoeuvrable machines such as Scootercards. Blanket bans are no longer acceptable – always understanding that some models will be too wide/heavy ever to be accepted on to trains.

- **Priority seat cards**
  Provide a priority seat card scheme (as initiated by Southern and now adopted as good practice by a number of operators) to help passengers demonstrate a specific need for a seat, backed up by publicity on stations and greater prominence made of which seats are priority seats so that they are easily located and recognised. This is especially important in the case of trains where no reservation facility is available.

- **Clarify priorities**
  Clarify the priority of use of priority seating and the groups considered eligible for it.

Clearly clarify priority of usage in 'shared' spaces, in other words wheelchairs have absolute priority over prams.

- **Assistance cards**
  Provide assistance cards which disabled passengers can show to staff to explain their disability – for example hearing-impaired, speech-impaired, learning difficulties, so that staff can react and provide the necessary additional assistance.

- **Monitor service**
  Carry out comprehensive Passenger Assist monitoring – proper management, for example, perhaps the number of assistance requests delivered, rather than satisfaction, which can be deceptive. This could be included in the Passenger's Charter and the DPPP.

  Make best use of the management information gained from Passenger Assist – for example enabling TOCs to plan assistance provision better.

- **Training**
  Carry out training with staff – especially front-line staff in immediate customer contact, whether face-to face or by telephone.

- **Physical changes**
  Examine all possibilities to improve station accessibility: for example induction loops, help points, adjustable-height counters, automatic doors.

And on long-distance services:
- ensure that on-train staff have booking details of passengers using Passenger Assist on that service and that staff make themselves known to such passengers during the journey
- where only a static catering counter is provided, encourage onboard staff to fetch refreshments for those disabled passengers who cannot reasonably make their way through the train.

4.2 Safety and security
There can often be a gap between someone's general perception of an issue and their actual experience. Crime might be relatively low on the railway, but the perceptions of passengers can be very different.

We know from the NRPS that around 10 per cent of passengers nationally felt they had cause to worry about personal security while making a train journey. The main reasons for concern at both stations and on trains is **anti-social behaviour** by other

people and also a **lack of staff**. Our research sets out passengers concerns about personal security in more detail[39].

A visible staff presence is a key part of allaying passenger concerns about personal security[40]. The industry needs to consider how it can best use staff across the rail network to meet this need. Cutting the number of staff, either at stations or on the train, runs counter to what passengers say they want and could jeopardise their confidence in their ability to get to their destination safely.

Passengers tell us that technology is no substitute for a visible, trained and engaged member of staff. However, where this cannot be provided, franchise bidders should confirm they will provide **CCTV and linked help points** at all stations. These should meet the current British Transport Police (BTP) 'Output Requirement Specification' for CCTV and be linked into BTP's CCTV hub. Where possible, CCTV should also be linked into local authority systems, which would allow suspects to be tracked beyond the station.
Stations that are unstaffed when trains are scheduled to call at them should be prioritised for such investment. Ideally the CCTV would be 'live' monitored but where this is not possible CCTV footage should be retained for at least 31 days to allow 'after the event' enquiries to be made.

We believe that every station should have appropriate technology to enhance personal security, although we acknowledge that it may be necessary to exempt very low footfall stations in order to ensure best use of limited resources. However, it is often at those stations with fewer passengers present that perceptions of personal security are lowest.

Transport Focus supports the **Secure Stations Scheme** and would urge the future franchise operators to ensure that all of the stations on their network are accredited – not just those with the highest footfall.

Where station car parking is provided, **car parks** should also be accredited under the Safer Parking Scheme administered by the British Parking Association. Research undertaken by the Rail Safety and Standards Board (RSSB) suggests that where Secure Station and Safer Parking Accreditation are provided in tandem, the number of crimes committed is significantly lower.

Transport Focus recommends that franchise bidders make use of the RSSB's best practice guides on managing different aspects of personal security[41].

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[39]*Passenger perceptions of personal security on the railways*, May 2016
[40]*Passenger attitudes towards rail staff*, February 2016
[41]*A Good Practice Guide for Managing Personal Security on Board Trains*, RSSB, 2014

4.3 Managing major events

During major events, significant numbers of passengers may be travelling on trains that are already crowded and through stations not designed to cope with these increased numbers. In addition, passengers may well be making journeys for the first time and therefore not be familiar with stations, routes and timetables. Provision of sufficient capacity, sensible demand-management strategies, joint working with other organisations and good-quality, timely information are all key to managing and delivering successful transport plans for major events.

It is essential that agencies work together to develop a strategy that is tailored to each event. This could include liaison with other train operators, other public transport providers and British Transport Police, as well as discussions with Network Rail about the scheduling of engineering works and with local councils about planned roadworks.

Provision of sufficient capacity for major events presents a challenge where services are already busy. **Travel demand forecasting** will allow organisers to understand which times and routes are likely to be busiest and to target any available capacity where it is most needed.
Letting passengers know which services are likely to be more or less crowded will help them make informed travel choices. Many may be happy to travel slightly earlier or later to benefit from a more comfortable journey, especially if they are told of the options for passing any extra time before or after an event. Relaxing ticket restrictions can be a useful tool to manage capacity for major events, letting passengers travel earlier than planned or with another operator.

Where demand is forecast to exceed capacity, **alternative transport** options such as coaches must be considered.

Passengers need good-quality, useful **information** that they can rely on when planning their journey and to help them when they are travelling to and from the event. Information should be available as early as possible and kept up to date. The train operator must work with other agencies to push information out to people who are known to be, or even those who are likely to be, attending events.

It is sensible to try and manage the expectations of passengers in advance of travel. If they must get an early train to guarantee arriving in time then let them know; if they may have to queue for a long time to leave the event then advise them of this and confirm the later trains that will get them home. On event days, a strong and well-informed **staff presence** is essential at both stations and on trains to provide passengers with the information and reassurance they desire.

In 2015 fans travelling to the Rugby World Cup matches in Cardiff experienced severe difficulties with transport. As a result the National Assembly for Wales Enterprise and Business Committee launched an inquiry to investigate the planning and delivery of transport provision to see what lessons could be learned for future

events. The findings of that inquiry contain many useful recommendations which should be considered by the industry when planning travel for major events[42].

4.4 Local communities and the railway

Passengers expect the stations they use to be welcoming and attractive. Local involvement, typically by 'friends of' groups and supported by the railway industry and local government, can achieve significant improvements in the attractiveness of stations. It can also stimulate **community engagement** with the railway and promote the use of redundant station buildings by local businesses and organisations, including those involved in local tourism.

Educational schemes, event sponsorship and engagement with local businesses are examples of ways in which the railway can be brought closer to local communities and potentially drive patronage. More ambitious business models are also developing in other parts of the rail network to create commercial conditions in a way that enables them to prosper and to deliver benefits to the **regional economy**.

Key opportunities to enhance service provision can be realised through funding channels and sponsorship that may not otherwise be available to train operators – from Passenger Transport Executive (PTEs), county councils, Local Enterprise Partnerships, local businesses and match funding.

CRPs can also play an effective role in building links and increasing passenger numbers, particularly where there is funding to support dedicated officers to pursue a range of activities. They can bring distinctive attributes to local rail compared with other parts of the national rail network, including:
- creating a sense of involvement
- information and marketing activities
- implementing local schemes
- providing a focus for investment.

The 2015 report on the Value of Community Rail Partnerships shows that they can be extremely successful[43]. Focusing on the regional and local level, results can be seen in increased footfall at stations along CRP lines. The report goes on to show that the costs of running CRPs are less than the value of additional revenues earned by their lines and they therefore present a commercial case.

Franchise specifications should consider what scope there might be for support of existing, or development of new, CRPs across the franchise network. They should require bidders to make appropriate provision in their proposals.

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[42]*Rugby World Cup Transport Planning*, National Assembly for Wales (Enterprise and Business Committee), December 2015

[43]*Value of Community Rail Partnerships*, Association of Community Rail Partnerships, January 2015

4.5 Passenger trust in the rail industry

In 2014 Transport Focus carried out a study exploring passengers' relationship with the rail industry[44]. The main finding is that to improve **passengers' trust** in the rail industry, train companies not only need to get the basic service right day-to-day, they need to put effort into building long-term relationships with their passengers.

Trust consists of three elements: service, relationship and judgement. **Service** elements include day-to-day issues such as punctuality, reliability, helpfulness of staff and value for money. They are the foundations for building passengers' trust.

It is important to focus on **relationship factors** to build passenger trust once the service elements are in place. Communicating directly and proactively with passengers goes down well with them. The research identified particular problem areas for communication, including confusion over ticketing options and when there are delays or cancellations. Communicating and acting honestly, with integrity and transparency, and seeking to build long-term relationships with passengers can inspire trust.

Many train companies score well on the third trust element – **judgement**. They are seen to have high principles, a good reputation and show leadership. However, judgement does not contribute as much to trust as service and relationship.
To build greater trust with passengers it is important to get the basic service right ahead of everything else. Then, building on closer relationships with their passengers is important. One way is through high quality communication. Passengers should feel that train companies are 'on their side'.

4.6 Culture, customer service, reward and recognition

The organisational culture must recognise that passengers are the very reason the organisation exists, ensuring that passengers are **valued and appreciated** at every level of the operation.

This approach needs to be driven from the top to achieve exemplary staff behaviour among a workforce that is genuinely empowered. The ethos must be that passenger interests are central to the decisions and actions of the business. There should be a genuine and consistent demonstration of care for whether a passenger returns to travel again.

We believe that empowering frontline staff to proactively address passenger needs, and giving them the authority and tools to respond to issues where and when they arise, will do much to improve perceptions of customer service.

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[44]*Passengers' relationship with the rail industry*, August 2014

The focus for good customer service should not solely be on staff at stations and on trains. Customer service is about every aspect of interaction the passenger has with the operator. Provision of adequate journey-planning tools, a useful, easy-to-use website and a helpful, knowledgeable contact centre are all vital to the overall experience. If a customer has cause to make a complaint then how it is handled can have a substantial impact on overall impressions of customer service.

Passengers' experiences on rail are clearly also influenced by the services they experience in the wider aspects of their lives. Our work on trust identified a hierarchy of need. The base level relates to delivery of the core service and is fundamental for building any degree of trust. Beyond this, the middle tier emphasises communication and customer service, while the higher levels rely on a more individualised experience and a sense of being valued.

The theme of recognition and reward has become increasingly evident in our work with passengers. There is a real sense that they wish to be known as individual customers, with information and contact personalised to their own requirements and relevant to the interactions they have with the operator. In a world where loyalty schemes and benefits linked to base purchases are common currency, passengers expect similar from their experience on rail.

Franchise specifications should encourage the next operator to demonstrate how they will rise to the challenge of delivering improved customer service and build strong and positive relationships with passengers.

4.7 Passenger and stakeholder communication and engagement

Effective passenger and stakeholder engagement is central to improving the passenger experience - particularly for gathering intelligence on local aspirations and developments, and for consulting on future proposals.

We carried out research on passenger **understanding** of the franchise process and their appetite for engagement with it[45]. It is clear from this work that passengers have unanswered desires to contribute their thoughts, both about priorities for franchise specifications and the performance of the train operator. There is also a desire for greater **two-way communication** about what each franchise promises – and what is actually achieved.

Our research exploring reactions to the **Customer Reports** required as part of new franchises found that passengers welcomed this additional channel of engagement[46]. The Customer Report provides a clear statement of promises and addresses passengers' desire to understand what a new franchise will deliver and what they can expect over the months and years to come. This is a positive step towards a train operator building a relationship with passengers and generating trust.

[45]*Giving passengers a voice in rail services*, June 2013
[46]*What passengers want from Customer Reports*, March 2015

When negotiations with a successful bidder are concluded we recommend that there is a **clear public statement** about key elements of the franchise, particularly how they address passenger requirements. It is important that the contract announcement does not simply cover the 'good news' and high-profile initiatives but also covers any aspects of the new franchise which may have the potential to be detrimental. This would demonstrate an appropriate level of transparency and avoid the negative impact and distrust that can follow when less-good news emerges further down the line.

We also recommend the DfT should publish a redacted version of the franchise agreement and associated documents as soon as possible after the winning bidder is announced, and certainly by the time the new franchise begins.

New franchisees should demonstrate a clear **engagement strategy** that accommodates the needs of different passengers. Transport Focus advocates that a wide range of means should be employed to communicate with passengers and wider communities to allow people to access information and provide input in the ways that are most suited to each individual or group. This should not overlook the various needs of passengers with disabilities.

Transport Focus recommends that franchise specifications continue to require the establishment of a Customer and Communities Investment Fund, the production of an initial customer report and a commitment to regular updates, or revisions, at key stages of the franchise. These reports should include information about performance on the factors important to passengers and, particularly where targets are missed or results fall, plans for improvement.

The contract should also require the next incumbent to establish mechanisms that, at the appropriate time, will be used to alert passengers to the prospect of changes as a result of the forthcoming competition when the franchise approaches its end.

4.8 Transparency and monitoring service quality

We recommend a transparent approach to making information about all aspects of the franchise available in the public domain.

Specifications should set out clear expectations for publication of **franchise performance** in all areas of interest to passengers, particularly those relating to service quality. This should include commitments to disaggregation of data which will also make it easier for passengers to find information that is more relevant to the journeys they make and meaningful to them. Bidders should be encouraged to demonstrate how they will take steps to **personalise information** to make it most relevant to passengers

Transparency will promote greater **accountability** by making clear to rail passengers, staff, management and other parties how key aspects of the rail service are performing at different places and at different times. The provision of detailed information will enable rail passengers and others to hold the train company to account and to ask what is being done to improve services in return for the fares paid.

Good management should not feel threatened by this. Indeed the availability of accurate data may actually help them as a particularly bad journey can linger in the memory and distort passengers' perceptions. Accurate, relevant data can help challenge these negative perceptions and is also a vital management tool.

The ultimate measure of whether a train company is performing well is whether passengers are happy with the quality of service provided. This is good from a commercial perspective as well as a customer service one, as evidenced by the conclusions on passenger demand forecasting which suggest that service quality does have an impact on levels of demand[47].

Specifications for new franchises must stretch the successful bidder to take passenger satisfaction to higher levels. This should apply both for the franchise as a whole and at a building-block level. The goal should be to achieve greater consistency of performance across the component parts of each franchise and to drive satisfaction on all aspects of service delivery upwards, to bring the whole operation up to the achievements of the best comparators and to meet the reasonable expectations of passengers.

Targets, measurements, monitoring and transparent reporting are fundamental to delivering improvements to service quality. The balance between input and output measures is a fine one and Transport Focus recognises the value of both provided that they are based on passengers' priorities and needs. We strongly support the principle of monitoring and improving service quality through a combination of NRPS results and periodic reviews of train operating company Key Performance Indicators (KPIs).

Passenger responses to the consultation should be used to further inform the targets and measures that go into the franchise specification. Financial penalty regimes should apply, with resources ring-fenced for additional investment into service quality measures that are most likely to improve passenger satisfaction.

4.9 National Rail Passenger Survey
We have long advocated more use of **quality-focused targets** within a franchise. Our strong preference is for targets based on what passengers think, the best judge of quality being those who have used the services in question.

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[47] *Revisiting the elasticity based framework: rail trends report*, Department for Transport, April 2012

The NRPS is ideally suited to capture information that directly reflects the customer perspective. NRPS has a large sample size, currently covering over 54,000 rail passengers in two waves each year, providing for a fair assessment of measures across identified franchise building blocks. The sampling plan ensures that it is representative of day of travel, journey purpose (commuter, business and leisure), and, of course, by a range of demographic attributes (age, sex, ethnicity and so on).

Transport Focus will continue to discuss the application of NRPS targets for franchises with the DfT, devolved administrations, other stakeholders and bidders as required. We may also explore the scope for boosting sample sizes in particular areas, in line with practice in some other PTE areas. In some circumstances it may be appropriate to consider increasing the frequency of surveys.

We recommend bespoke NRPS targets should be established on each of the franchise building blocks to measure passenger satisfaction with station, train and customer service attributes. Doing so simply at a global level risks masking the poorer performing areas.

Existing levels of satisfaction should be the starting point for establishing targets which should generally become more stretching as the franchise progresses and also increase to reflect the outcomes delivered by investment (for example in capacity improvements). An annual assessment of the combined spring and autumn results would provide a fair measure of the overall passenger satisfaction within each given year.

In line with existing DfT policy, bidders for new franchises should be asked to submit bids that include plans on how they will improve NRPS scores.

4.10 Key Performance Indicators

Franchise specifications should require operators to conduct KPI assessments across the entire franchise and include all stations and representative samples of the major train service groups.

Standards of satisfaction with the customer services function, Passenger Assist, complaints handling, and the level of appeals to Transport Focus should also be measured and reported, as should the level of adherence to Schedule 17 ticket office opening times. All assessments should be conducted regularly to provide ongoing management information as well as a basis for regular reviews based on collated information.

4.11 Performance targets

Given the very high significance of these factors to passengers, the specification must include traditional 'hard' performance targets covering punctuality, reliability

and crowding. However, we believe that there is a need for much more **transparency** surrounding these targets.

4.11.1 Punctuality

Punctuality data provided only at the overall operator level can easily mask significant differences between routes and times of day. Transport Focus supports the provision of performance data (PPM, 'on time'/'right time', and cancellations) in a **fully granular** way, allowing data to be aggregated as required. This would allow those who use, for example, only the 07:19 and 17:20 service to see the performance of those trains – because that is all that matters to them.

In the medium term we also see value in looking more closely at the choice of performance measurement used. The existing measure (PPM) allows a five or ten minute leeway on late arrival; a train is not late until it exceeds this allowance. However, we know from our research exploring passenger perspectives on train punctuality that a delay can have an effect on passengers well before that. This might mean addressing the suitability of the current thresholds or even introducing a new measure based on **right-time** arrival. Recent steps by the industry towards publication of right-time data on particular trains make this increasingly feasible and more likely to be the measure on which performance is publicly judged.

Within new franchise contracts we feel there should be:

- Targets to improve PPM, 'on time'/'right time' and cancellations across all routes and to report these at a disaggregated level. Reliance on service group averages, let alone a whole TOC average, risks exposing passengers on individual routes to poor performance.

- Targets for PPM and 'on time'/'right time' at key intermediate stations in addition to at the train destinations and a commitment to report these regularly.

- A requirement to make **historic train performance information** easy to obtain and understand. Passengers should be able to view the performance of individual trains they catch (or a group of trains) between the stations they use. When journey planning, the performance record of individual trains should be one of the elements presented to assist passenger decision-making.

- A requirement to report publicly the number of trains each period that appear in the public timetable, but are excluded from the 'plan of the day' and therefore do not count officially as cancellations. The fact that any cancellation – if declared by 10pm the day before – does not appear in performance statistics fuels many passengers' underlying suspicion and mistrust of the industry. Being open about what is going on would help.

4.11.2 Crowding

There is generally next to nothing in the public domain about crowding. This is another fundamental aspect of a passenger's journey and an area where greater transparency can generate improvements for passengers.

The future operator must be required to adopt and publish appropriate crowding measures that are more representative of individual passenger's experiences across the range of routes and services. Published data should make the crowding levels on different services easily comparable so that decisions about allocation of resources can be scrutinised. NRPS **satisfaction measures** for relevant factors, including overall satisfaction and room to sit and stand, should be published alongside capacity data to demonstrate the impact this has on passengers.

Technological solutions should also be adopted. Crowding can now be monitored in real time and information systems and apps are becoming available to indicate where available seats on trains are located[48].

A **traffic-light system** of information should be made available to passengers to help them understand the likelihood of getting a seat, or even getting onto, a particular train. This allows passengers who have more flexibility to make an informed choice about their travel options. Even where there are more defined patterns of travel, some passengers may appreciate the option of being able to make small adjustments or trade-offs to have a more comfortable journey.

Monitoring and publishing the extent and frequency of short-formations and cancellations should also be a requirement.

4.12 The rail efficiency agenda and partnership working with Network Rail

Transport Focus recognises the importance of delivering **value for money** for taxpayers and passengers and the need to increase the efficiency of the rail industry. We made a detailed response to Sir Roy McNulty's rail value for money study, highlighting the important issues from a passenger perspective[49].

Passengers have some legitimate anxieties about cost-cutting. These are particularly around the **availability of staff** and ensuring that **station facilities** are available while trains are running. Reducing costs through genuine improvements to efficiency will be welcomed, but there will be negative impacts if this simply results in wholesale cutbacks that do not deliver on reasonable passenger expectations and a quality of experience that makes the railway a viable and safe environment in which to travel.

We are, however, supportive of strategies which enhance efficiency and create closer collaboration, reduce duplication and overlap and generate further income by increasing the attractiveness of rail.

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[48]For example, Dutch Railways - iNStApp
[49]*The rail value for money study: a passenger perspective*, July 2011

Closer working between Network Rail and the operator is an area where such opportunities are ripe to exploit and this should form part of the arrangements for new franchises. It will be particularly relevant when addressing the complexities of delivering future infrastructure and timetable improvements on the network. These challenges will require all parties to work cohesively and constructively together.

Beyond the demands of new developments, there are further operational challenges associated with large-scale franchises stretching across a wide geographical territory and abutting a number of other important rail operations. These circumstances will require an over-arching approach to **partnership** and service delivery, with formal structures providing a joint mechanism at senior level for strategic planning and co-ordination.

Aligning incentives and working more closely together can certainly help improve efficiency. We know from our research that passengers want a sense of someone being in charge when it comes to the delivery of services, especially during times of disruption. But it cannot just be a case of aligning Network Rail and train company processes to achieve cost savings; such processes must also be aligned with passengers' priorities.

If the aim is better services for passengers, then internal processes and systems must work towards this, rather than vice versa. Two particular areas stand out: increasing punctuality and reducing service disruption. Any approach must be mindful of the consequences for passengers when considering how to manage restoration of services following **disruption**.

Application of **whole-life costing** would significantly improve the chances that resilience projects secure a positive business case. The bidders should set out details of how they will start planning with all the relevant partners, firstly deciding where and what needs doing, then ranking in order of costs and time to implement, quickest benefits and greatest benefits.

Closer working may provide the opportunity to revisit previously successful practice and have the operator's staff, especially those on stations, trained as first responders to **minor local operational incidents**, for example signal and point failures or road vehicles hitting bridges. This could help to get trains moving without having to wait for the arrival of a Network Rail staff member who may be some distance away.

Network Rail's performance clearly has a huge bearing on an operator's punctuality and yet a franchise agreement typically creates an obligation only in relation to factors within the train company's direct control. Clearly there are limits to how far one organisation is willing to be held accountable for another's performance but, from a passenger's perspective, it is overall punctuality that matters - not just how well the train company did.

We would like to see the franchise specification encourage and cement appropriate **joint working mechanisms**. To this end we would ask DfT to consider the scope for introducing joint targets in new franchises, an approach that has the support of the Chief Executive of Network Rail.

A further opportunity presented by closer partnership is the achievement of a step-change in transparency. The **open data agenda** is driving the industry towards higher levels of information being in the public domain. A new, more responsive, alliance could make a very public commitment towards accountability by promising greater transparency from the outset.

6. Further information

For further information about this guide or Transport Focus's wider work on franchising please contact:

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Further details of all our publications exploring passenger perspectives on a range of issues can be found on the Transport Focus website:www.transportfocus.org.uk.

For specific information about franchising please see:
http://www.transportfocus.org.uk/key-issues/franchising/

7. Appendices

Appendix 1 Passengers' priorities for improvement

### A1.1 Passengers' priorities for improvement: Great Britain, Wales and Scotland

	GB		Wales		Scotland	
Price of train tickets offers better value for money	494	1	458	1	463	1
Passengers always able to get a seat on the train	367	2	402	2	404	2
Trains sufficiently frequent at the times I wish to travel	264	3	238	3	235	3
More trains arrive on time than happens now	178	4	150	5	146	5
Train company keeps passengers informed about delays	163	5	168	4	156	4
Less frequent major unplanned disruptions to your journey	161	6	133	7	131	6
Fewer trains cancelled than happens now	136	7	116	8	113	9
Accurate and timely information available at stations	132	8	140	6	130	7
Journey time is reduced	105	9	84	14	88	13
Free Wi-Fi available on the train	97	10	97	11	126	8
Inside of train is maintained and cleaned to a high standard	93	11	106	10	107	11
Accurate and timely information provided on trains	92	12	97	12	90	12
Less disruption due to engineering works	90	13	76	15	75	15
Well-maintained, clean toilet facilities on every train	89	14	106	9	109	10
Connections with other train services are always good	84	15	95	13	88	14
Good connections with other public transport at stations	62	16	71	16	66	17
Seating area on train is very comfortable	59	17	67	17	73	16
Train staff have a positive, helpful attitude	47	18	54	18	53	19
Station staff have a positive, helpful attitude	46	19	53	19	51	20
New ticket formats available	45	20	49	20	53	18
Improved personal security on the train	41	21	45	22	39	23
Improved personal security at the station	38	22	42	23	37	25
Sufficient space on train for passengers' luggage	37	23	47	21	48	21
Stations maintained and cleaned to a high standard	36	24	41	24	41	22
More staff available at stations to help passengers	29	25	33	25	31	27
There is always space in the station car park	27	26	31	26	38	24
Free Wi-Fi available at the station	24	27	25	27	33	26
More staff available on trains to help passengers	20	28	23	28	22	29
Reduced queuing time when buying a ticket	20	29	21	29	23	28
Access from station entrance to boarding train is step-free	15	30	18	30	18	30
Safe and secure bicycle parking available at the station	10	31	12	31	12	31
Sample size	3559		750		417	

A1.2 Passengers' priorities for improvement: commuter, business and leisure

	Commuter		Business		Leisure	
Price of train tickets offers better value for money	537	1	513	1	440	1
Passengers always able to get a seat on the train	282	3	496	2	408	2
Trains sufficiently frequent at the times I wish to travel	315	2	239	3	217	3
More trains arrive on time than happens now	218	4	137	5	150	5
Train company keeps passengers informed about delays	170	6	133	6	167	4
Less frequent major unplanned disruptions to your journey	198	5	123	7	134	7
Fewer trains cancelled than happens now	166	7	105	10	116	8
Accurate and timely information available at stations	133	8	110	9	139	6
Journey time is reduced	125	9	111	8	81	14
Free Wi-Fi available on the train	90	12	143	4	87	13
Inside of train is maintained and cleaned to a high standard	71	14	103	11	113	10
Accurate and timely information provided on trains	95	11	76	13	96	11
Less disruption due to engineering works	106	10	72	16	78	15
Well-maintained, clean toilet facilities on every train	61	15	100	12	116	9
Connections with other train services are always good	77	13	73	15	95	12
Good connections with other public transport at stations	56	16	52	18	72	16
Seating area on train is very comfortable	42	18	75	14	71	17
Train staff have a positive, helpful attitude	37	20	45	20	57	18
Station staff have a positive, helpful attitude	37	19	42	21	56	19
New ticket formats available	45	17	55	17	42	24
Improved personal security on the train	35	21	32	24	52	20
Improved personal security at the station	32	22	30	25	47	22
Sufficient space on train for passengers' luggage	23	25	40	22	51	21
Stations maintained and cleaned to a high standard	28	23	35	23	44	23
More staff available at stations to help passengers	23	26	23	27	37	25
There is always space in the station car park	18	28	52	19	26	26
Free Wi-Fi available at the station	24	24	30	26	23	28
More staff available on trains to help passengers	16	29	17	29	26	27
Reduced queuing time when buying a ticket	19	27	18	28	22	29
Access from station entrance to boarding train is step-free	11	30	12	30	21	30
Safe and secure bicycle parking available at the station	9	31	8	31	13	31
Sample	1754		431		1374	

London and South East drivers of satisfaction, Autumn 2016/Spring 2017 NRPS
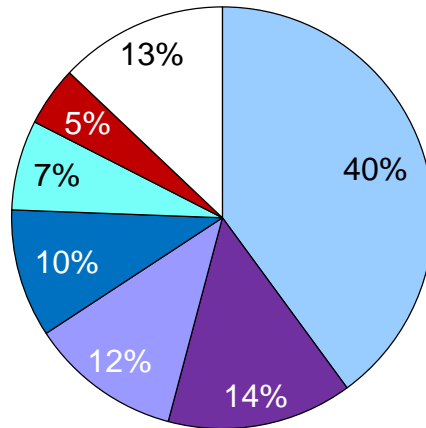
- Punctuality/reliability (i.e. the train arriving/departing on time)
- Cleanliness of the inside
- Length of time the journey was scheduled to take (speed)
- Frequency of the trains on that route
- Comfort of the seats
- Overall station environment
- Other

London and South East drivers of dissatisfaction, Autumn 2016/Spring 2017 NRPS
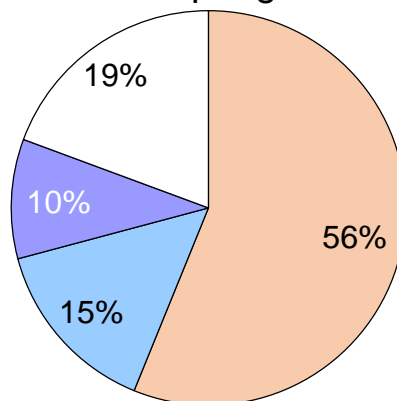
- Rating of how train company dealt with these delays
- Punctuality/reliability (i.e. the train arriving/departing on time)
- Length of time the journey was scheduled to take (speed)
- Other

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