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An Operator’s Point of View (“From Rags to Riches”)

David Miller
SLC2 Programme Director
Southeastern

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Context

London & South Eastern Railway Ltd

(LSER, trading as Southeastern)

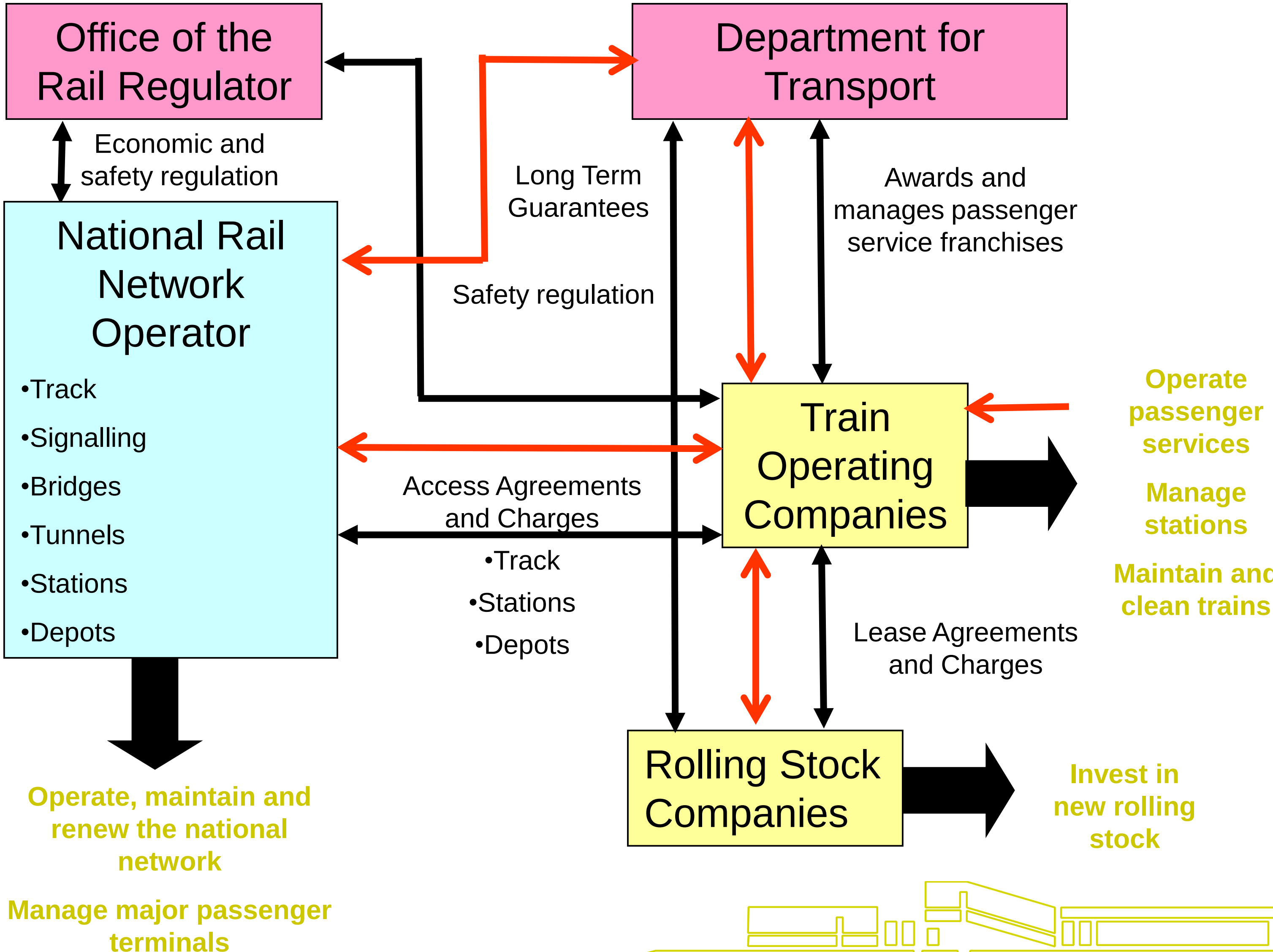
Govia

Go-Ahead
65%

Keolis
35%

-

The UK Rail Industry Structure



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The Integrated Kent Franchise

- 8 year Franchise commencing April 2006
- 182 stations
- 773 km of track
- 3,900 employees
- 120,000 people into London (morning peak)
- Circa 1,700 train journeys every day
- 140 million passenger journeys every year
- Approximately 400 trains in service

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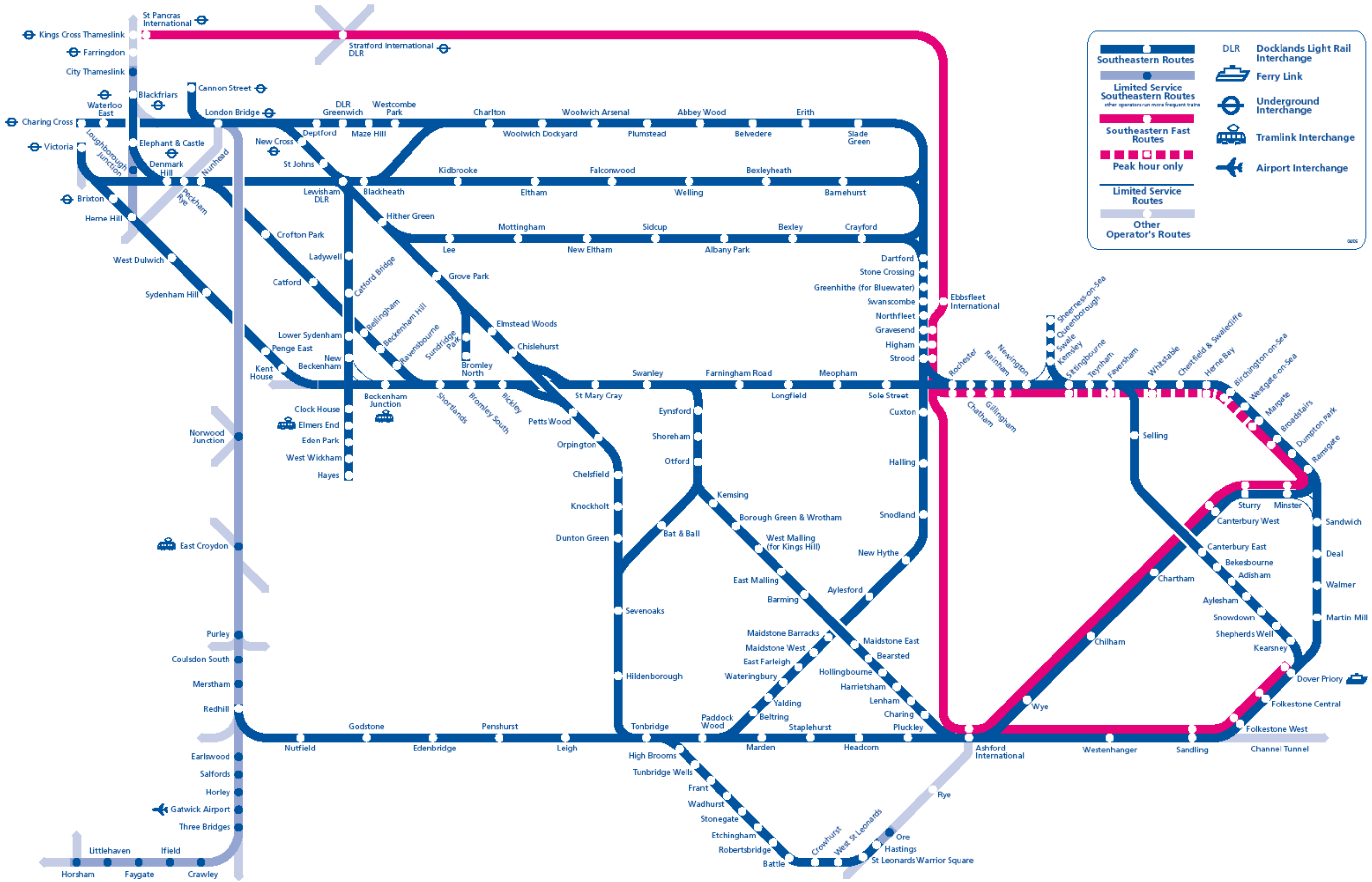
Current & Future Network Map



southeastern High speed trains network map

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A Growing Railway for a Growing Region

- £9.5bn of mixed use development along HS1 route
- 120,000 new homes in Thames Gateway area
- 29,000 new homes and 30,000 new jobs in Ashford
- London’s population forecast to grow by one million by 2025

Service Level Commitment 2 (SLC2)

In December 2009, Southeastern must deliver an integrated timetable which combines:

- the existing Metro and Mainline network in Kent, East Sussex and South East London, and

- the new high speed commuter service on the Channel Tunnel Rail Link from December 2009

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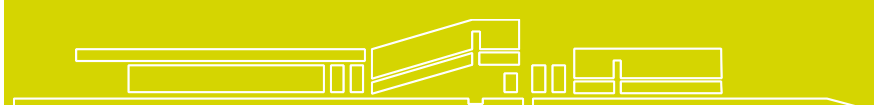
“From Rags to Riches”



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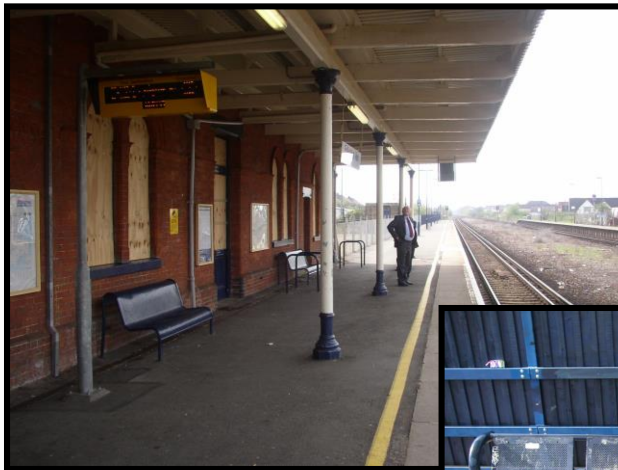
Stations – ‘Rags’



SNCF UIC

Stations – 'Riches'

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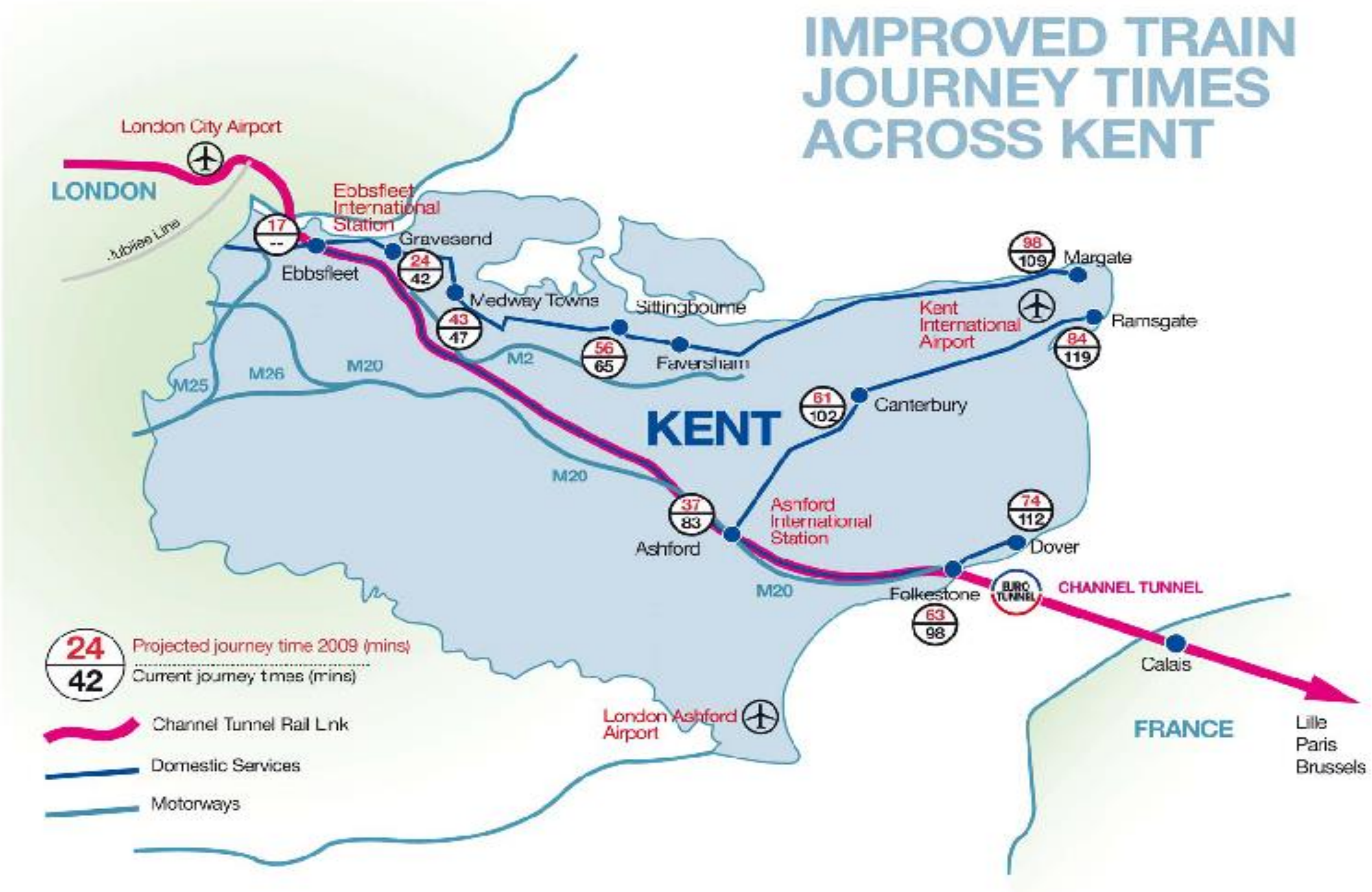
High Speed Service
A new generation

High Speed Service
Massive journey time reductions



Three Different Service Propositions

Metro

- Frequent (‘turn up and go’)
- No frills (single class, no on-board services)
- Short journeys
- Public or own transport dominates
- Serves areas of dense population
- Generally areas of social/economic deprivation
- Crowded in peak, busy in off-peak

Mainline

- Less frequent services
- Connects main towns/centres of population
- On board services (ticket sales, catering)
- First and standard class
- Comfortable seating/air conditioned
- Crowded in peak, under utilised in off-peak

High Speed (from 2009)

- Dramatic savings in journey time
- Frequent services
- Better connections to national/international network
- Less frequent services
- Connects main towns/centres of population
- On board services – not yet decided
- Single class, air conditioned

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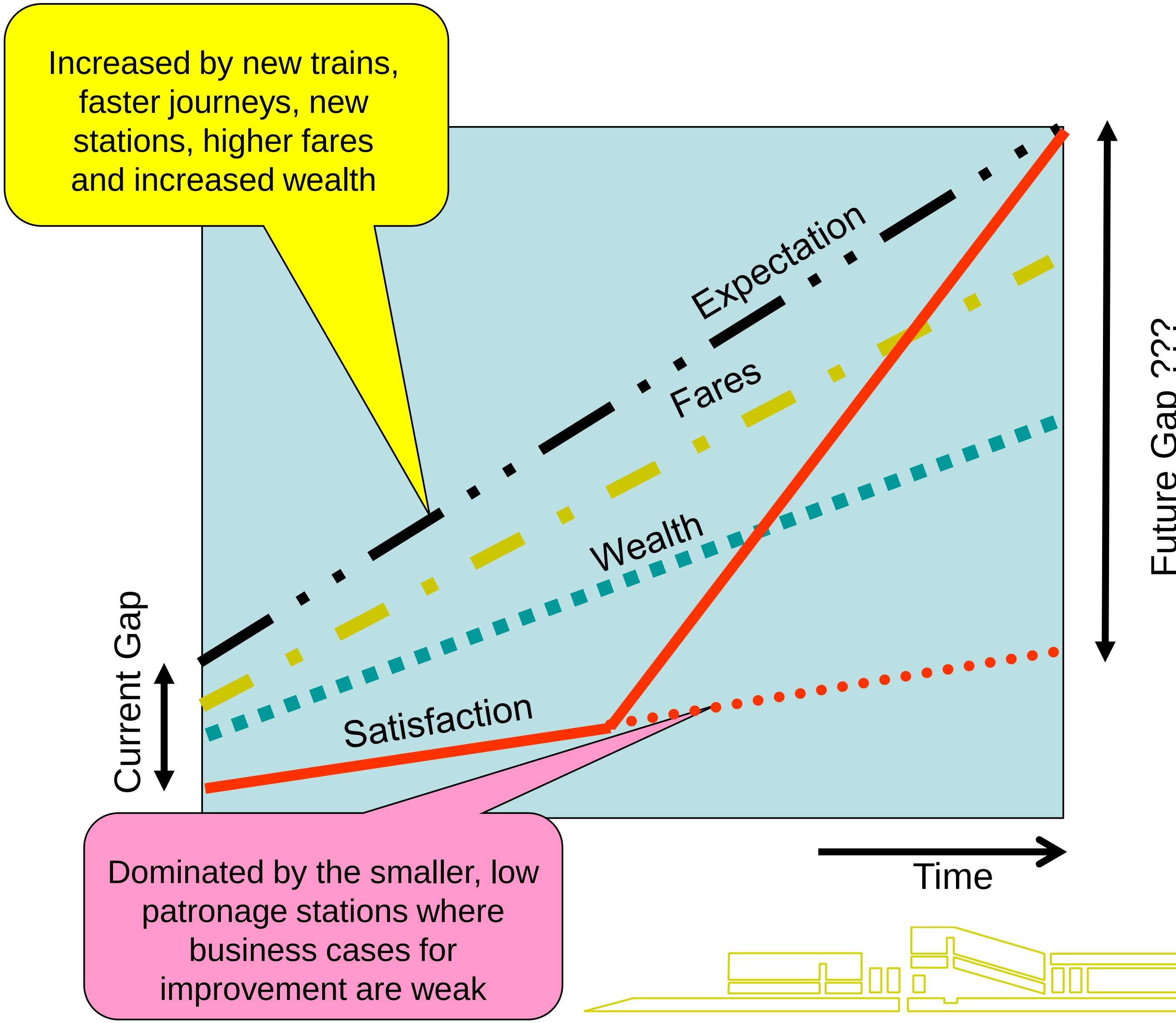
Higher Fares – Perception or Reality

- Perception is that fares are increasing because:
  - We are obliged to apply RPI + 3 % for the first five years of the Franchise, and
  - There will be a premium of up to 35% for the high speed services
- But the reality is that this is simply redressing the balance:
  - Of RPI -1% in the early years after privatisation (a perverse incentive)
- But, nevertheless, value for money is in the eye of the beholder!

Customer Expectation Gap



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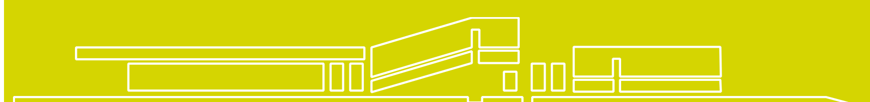
The Stations Challenge



The Stations Challenge (1)

- Station development lags that of permanent way infrastructure and rolling stock
- Has been for long the ‘ignored problem’ of the UK rail industry
- But ..all of our London termini will soon be redeveloped into integrated shopping/leisure/rail sites
  - Destinations in their own right
- Our franchise has regeneration and substantial demand growth (24%) at its heart
- Regeneration means increase in wealth

The Stations Challenge (2)

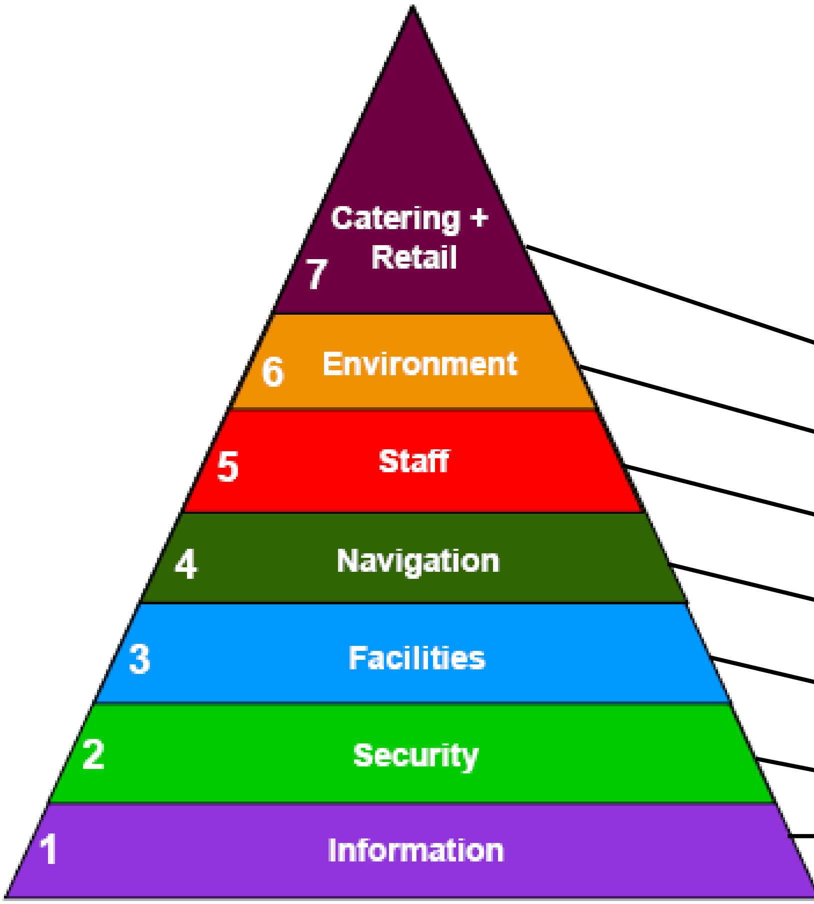
- As wealth increases so does customer expectation
- Some of our stations will serve more than one of our three services
  - But many will remain a *'necessary evil'* to start or end a train journey
  - Car parking is a major constraint but the most difficult to solve
- How do we ensure that we do not increase the expectation gap?
- Station environment is a key driver in this

Where Should the Focus Be (1)?

METRO

- Reduce train crowding
- On-train improvements (clean toilets, power sockets, Wi-Fi)
- Improve perceptions of station security (more staff)
- Keep stations clean
- Multiple channels for ticket purchasing
- Improve accessibility
- Service updates and electronic information at all stations
- Improve regional rail and bus links and car-parking

Where Should the Focus Be (2)?



Priority	
On Board Trains	In Stations
2	1
2	1
1	1
	1
1	1
2	1
2	1

Where Should the Focus Be (3)?

- More staff – cited by 56% of people
- More police/security staff – 35%
- More CCTV/camera surveillance – 34%
- Better lighting – 28%
- Emergency telecommunications – 15%

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Barriers and Constraints(1) Stakeholders

Station Type	No	Asset Owner	Operator	Maintain	Repair	Car Park	Retail	Local Transport
Current								
London Termini	5	NR	NR	NR	NR	NR	NR	LA/NR
All the Others	177	NR	SE*	Shared	Shared	NR	SE	SE/LA
…and in 2009, three new ones								
CTRL (HS1)	3	LCR	NR	NR	NR	LCR	LCR	LCR/LA

* Includes ticket sales, train dispatch, customer facing activities

SE: Southeastern

NR: Network Rail

LCR: London & Continental Railway Ltd

LA: Local Authority

Barriers and Constraints (2)

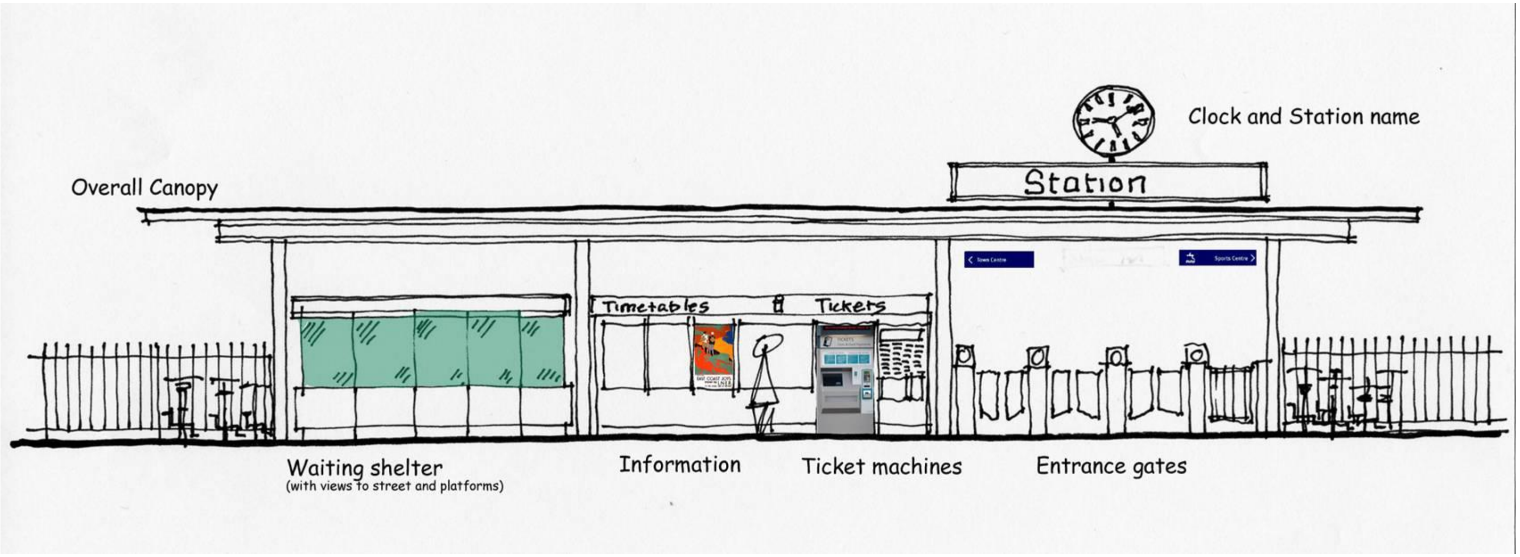
- (Lack of) sensitivity to customer expectation / needs
  - Too easy to be seduced by retail when other more basic needs are not being served
- Recognising the role of stations in raising customer satisfaction
  - No less than for trains and infrastructure
- Increasing customer satisfaction at stations relies as much on the Infrastructure Owner as the Train Operator
  - The Infrastructure Operator is not incentivised to do this
  - There exists only a ‘cold’ contractual relationship

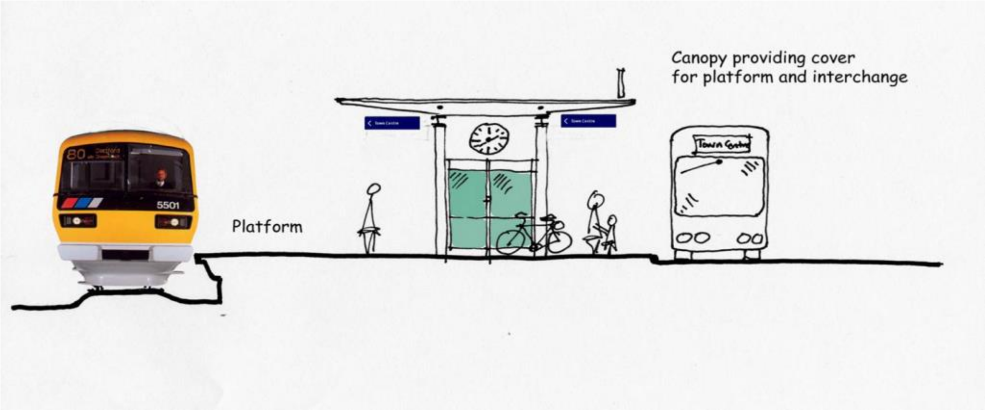
Solutions?

- A better way of co-operating for the sake of good public transport must be found
- Engage with local authorities and private sector developers
- Should the route or infrastructure performance model be applied to stations?

Route/Infrastructure Performance (Shared)	Station Performance (Train Operator only)
▪ Public Performance Measure ▪ Joint Performance Improvement Plans ▪ Delay Attribution and Penalties	▪ National Passenger Surveys ▪ Service Quality Standards

Hopeful Signs for the Future (1)





Hopeful Signs for the Future (2)

- Modular Stations
- Major termini redevelopment
  - Eg St Pancras
- Modular decked car parks
- Expenditure on franchised stations will be
  - In CP4 (2009 – 2013) 50% more than CP3 (2004 – 2009)
  - At the end of CP4 the spend is nearly double the current level
- Discussions in progress to:
  - Prioritise the spend
  - Coordinate between stakeholders for best value
  - Agree the most efficient delivery route

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Questions & Answers