Next Station

2nd international conference on railway stations
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

Keolis

65%

35%
The UK Rail Industry Structure

Office of the Rail Regulator
- Economic and safety regulation

National Rail Network Operator
- Track
- Signalling
- Bridges
- Tunnels
- Stations
- Depots
- Operate, maintain and renew the national network
- Manage major passenger terminals

Department for Transport
- Long Term Guarantees
- Safety regulation
- Awards and manages passenger service franchises

Train Operating Companies
- Access Agreements and Charges
- Operate passenger services
- Manage stations
- Maintain and clean trains

Rolling Stock Companies
- Lease Agreements and Charges
- Invest in new rolling stock

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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
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
December 6&7 2007
2nd INTERNATIONAL CONFERENCE
ON RAILWAY STATIONS

“From Rags to Riches”
Stations – ‘Rags’
Stations – ‘Riches’
High Speed Service
A new generation
High Speed Service
Massive journey time reductions

IMPROVED TRAIN JOURNEY TIMES ACROSS KENT

Projected journey time 2009 (mins)
Current journey times (mins)

Channel Tunnel Rail Link
Domestic Services
Motorways
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
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

Increased by new trains, faster journeys, new stations, higher fares and increased wealth.

Dominated by the smaller, low patronage stations where business cases for improvement are weak.
December 6 & 7 2007
2nd INTERNATIONAL CONFERENCE ON RAILWAY STATIONS

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)?

<table>
<thead>
<tr>
<th>Priority</th>
<th>On Board Trains</th>
<th>In Stations</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>Catering + Retail</td>
<td>2</td>
</tr>
<tr>
<td>6</td>
<td>Environment</td>
<td>1</td>
</tr>
<tr>
<td>5</td>
<td>Staff</td>
<td>1</td>
</tr>
<tr>
<td>4</td>
<td>Navigation</td>
<td>1</td>
</tr>
<tr>
<td>3</td>
<td>Facilities</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>Security</td>
<td>1</td>
</tr>
<tr>
<td>1</td>
<td>Information</td>
<td>1</td>
</tr>
</tbody>
</table>
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%
## Barriers and Constraints (1)
### Stakeholders

<table>
<thead>
<tr>
<th>Station Type</th>
<th>No</th>
<th>Asset Owner</th>
<th>Operator</th>
<th>Maintain</th>
<th>Repair</th>
<th>Car Park</th>
<th>Retail</th>
<th>Local Transport</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>London Termini</td>
<td>5</td>
<td>NR</td>
<td>NR</td>
<td>NR</td>
<td>NR</td>
<td>NR</td>
<td>NR</td>
<td>LA/NR</td>
</tr>
<tr>
<td>All the Others</td>
<td>177</td>
<td>NR</td>
<td>SE*</td>
<td>Shared</td>
<td>Shared</td>
<td>NR</td>
<td>SE</td>
<td>SE/LA</td>
</tr>
<tr>
<td><strong>...and in 2009, three new ones</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CTRL (HS1)</td>
<td>3</td>
<td>LCR</td>
<td>NR</td>
<td>NR</td>
<td>NR</td>
<td>LCR</td>
<td>LCR</td>
<td>LCR/LA</td>
</tr>
</tbody>
</table>

* 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?

<table>
<thead>
<tr>
<th>Route/Infrastructure Performance (Shared)</th>
<th>Station Performance (Train Operator only)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Performance Measure</td>
<td>National Passenger Surveys</td>
</tr>
<tr>
<td>Joint Performance Improvement Plans</td>
<td>Service Quality Standards</td>
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<tr>
<td>Delay Attribution and Penalties</td>
<td></td>
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</tbody>
</table>
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