

Project Overview

Idea Number:	R615			
Project Number:	T1074			
Project Title:	Developing a Sustainable Stations Framework			
Reporting Topic:	Sustainable Development			
Workflow Topic:	Operations and Management			
Description:	To develop an evaluation framework, set of metrics and categorisation of national rail stations across Great Britain for use by all rail industry partners.			
Abstract:	There are over 2,500 stations on the rail network in Great Britain, which are maintained, enhanced or renewed at a very high cost. However, there exists no holistic framework to evaluate investment decisions on railway stations and to ensure that they provide value for money. This project seeks to address this gap by developing a framework which will include a set of factors, provide key metrics for these factors and a categorisation of the stations based on this framework.			
Primary Client Group:	Sustainable Development Steering Group			
Work Package Title:	Sustainable Station Framework			
Work Package Number:	T1074-01			
Estimated Schedule:	Start:	Sep 2015	Duration:	52 weeks
			Finish:	Sep 2016

Specification for Work Package T1074-01

1 Work Package ID

1.1 T1074-01

2 Work Package Title

2.1 Developing a sustainable stations framework

3 Background

3.1 There are over 2,500 stations on the rail network in Great Britain ranging from large stations at the heart of Britain's cities dealing with tens of thousands of passengers a day through to small rural stations that might only see a handful of passengers a week. Stations are the gateway between the railway network and local communities and have a key role in determining the reality and perception of quality of the train services that lie beyond them. Stations can instil a sense of pride in local ownership, or conversely, be an embarrassment to their local communities and Local Authorities. A well-situated, high-performing station will integrate seamlessly with the part of a town or city that it serves and is a key facility, particularly for rural communities.

In recent years, stations have benefitted from considerable investment (over £3.8bn during the last Control Period) and an increased profile both in terms of passengers' increased expectations – driven by the success of stations such as St Pancras and Kings Cross – and through discrete programmes of investment such as the National Stations Improvement Programme and Access for All.

However, despite a perception (and some limited evidence from National Rail Passenger Survey and Station Stewardship Measure) that stations have 'improved' both in terms of the condition and level of facilities offered and passengers' general levels of satisfaction with the station environment, there is an absence of effective indicators that provide evidence for, and a narrative of, the better provision of station services.

Similarly, the rail industry continues to grapple with the principle of differentiating between the service offering, and the supporting level of facilities, to passengers across the range of stations on the network.

The aim of this project is to develop a framework to track and report on progress towards the achievement of the industry's key strategic outcomes around stations. The framework should cover, among other things: the cost of provision of station services, levels of customer satisfaction with the quality of these services, the inclusivity of these services and the wider commercial and exploitation of stations in the communities they serve.

As part of this the project will also revisit the industry's current A to F system of categorisation which is widely regarded as being not fit for purpose.

4 Work Package Objectives

4.1 This work will provide an industry framework to:

- measure and contextualise (ie within the local area) current industry performance across the spectrum of operational scenarios at stations, from retailing right through to the energy consumption of assets provided
- Classify stations based on agreed criteria
- inform the process of franchise specification development to target investment in the portfolio of stations to drive improvements for the customer at stations across the network;
- similarly, inform the process of 'rightsizing' the provision of station services to suit the market served;
- provide a series of performance benchmarks at stations that identify and drive improvements in the management of the services provided, delivering best performance at lowest cost to the passenger and taxpayer – for example by seeking performance improvements through the franchising process; and
- inform and harmonise with current RDG Stations work stream on differentiating the customer offering at stations

5 Scope

The project is national in scope and the framework should cater for all stations on Network Rail controlled infrastructure. This includes all the railways stations on the mainline network, including all those managed by Network Rail and TOCs.

The research project should include:

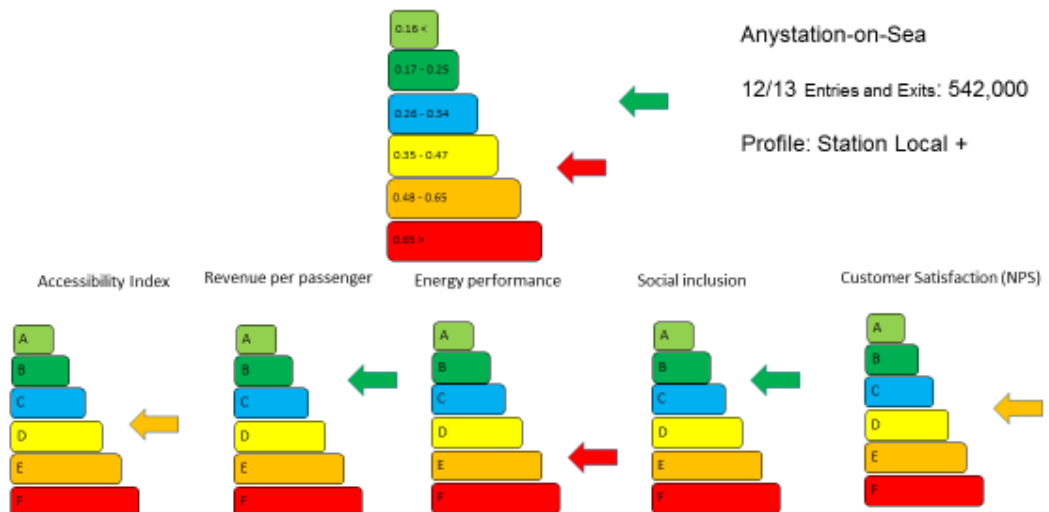
- Identifying good practice that the rail industry can use with regard to metrics and/or asset service framework (including from other sectors such as retail, airports, shopping centres etc.);
- Defining and recommending a framework for classifying stations based on agreed criteria;
- Defining and recommending a framework/dashboard of metrics to measure station performance
- Defining and recommending service level expectations ('core' station services) and appropriate measurement/metrics for each classification level;
- Addressing areas with exceptions eg stations near hospitals, listed buildings etc.;
- Collecting anonymised data to build the framework based on agreed criteria with support from industry stakeholders, the level of data needs to be large enough to provide a robust basis to inform the development of the framework;
- Agreeing framework and dashboard with industry stakeholders;
- Piloting the framework

Close cooperation with the RDG Stations Strategy Group will be essential in order to:

- Agree criteria for station classification
- agree a segmented offer to passengers and customers at stations - differentiated by the market served, type and size of assets, footfall (entries and exits) and community needs;
- define and agree on a menu of core services provided at stations based on classifications and other criteria such as the socio-economic profile of the area within which the station is situated, for example being in an area of social deprivation.

An example mock up 'station dashboard' is included below, this is for illustrative purposes only should not be considered as a recommended approach. The intention here is to provide a more meaningful narrative on the performance of an individual station by providing a range of other performance metrics. For example, if an individual station sits in the 'higher range' of the specified bandwidth, this could be explained by having a higher accessibility index (indicating that more accessible infrastructure/facilities are supported at that location).

Station Dashboard



Deliverables and Benefit Delivery Plans

The deliverables for this project include the following:

Deliverable Name	Type
T1074 Developing a sustainable stations framework	Final report
Description	
<p>This report should detail all the research and analysis undertaken as part of this work package.</p> <p>Contents should include:</p> <p>Introduction</p> <ol style="list-style-type: none"> 1. Methodology 2. Proposed classification framework for existing railway stations including agreed criteria 3. Proposed framework to evaluate railway station performance, including metrics framework 4. Benchmark values of metrics for different classifications 5. Analysis of classification and framework implementation, including risks, issues and costs 6. Recommendations and conclusions <p>This will be made available in RSSB's Knowledge portal (SPARK) for RSSB members. Report to be produced in RSSB template.</p>	
Publication Stream:	SPARK only: Confidential to RSSB members
Implementation Action Needed	
<p>The report will be used to support the industry in understanding the research into developing a sustainable stations framework.</p>	

Deliverable Name	Type
T1074 Developing a sustainable stations framework	Framework
Description	
<p>A framework/dashboard to effectively and efficiently evaluate station performance.</p> <p>The framework should include at least metrics for the following:</p> <ul style="list-style-type: none"> - customer satisfaction with service quality - levels of service accessibility: eg intermodal integration - energy efficiency: including fabric and M&E, operational - commercial offer: noting issues over commercial confidentiality - value to community: eg community accessibility, understanding/meeting needs, engagement (eg LDP to LAs) - level of inclusivity: eg disabled access, inclusivity of the infrastructure, cultural inclusivity - Defined unit costs covering operations, management and renewals <p>However this list is not exclusive and other metrics can be proposed.</p>	

Publication Stream:	All SPARK users and Web
Implementation Action Needed	
It is expected that this framework will be made publicly available once completed and be widely used by TOCs, DfT and Network Rail.	

Deliverable Name	Type
T1074 Developing a sustainable stations framework	Research Brief
Description	
This will be made available in RSSB's Knowledge portal (SPARK) and will also be published on the RSSB website. Report to be produced in RSSB template and is normally no more than 4 pages.	
Publication Stream:	All SPARK users and Web
Implementation Action Needed	
To communicate with the industry the results of the research and to provide a progress statement for broader industry engagement.	

7 Stakeholder Engagement

7.1 This project will be supported by the members of the Sustainable Development Steering Group, RDG Stations work stream group (made up of senior members of the rail industry) and Government.

This project will be overseen by a working group consisting of key stakeholders with the appropriate knowledge previously involved in Rail Sustainable Development Group and RDG Stations work stream.

8 Critical Success Factors

- 8.1
- Provision of an anonymised data to build the framework;
 - Usability and usefulness of the framework to industry will ensure it is used;
 - Industry must be engaged in development of the tool and understand how and why it will be useful;
 - Meeting DfT needs to ensure the framework can be used to inform future specifications;
 - Keeping the framework simple (not making 'the great the enemy of the good');
 - Clear link to implementation of the RDG stations vision

9 Dependencies

- 9.1
- This work package is dependent on the following:
 - The industry providing data and/or projects to test and pilot the framework;
 - General agreement amongst stakeholders involved.

10 Risks

- 10.1
- The following risks have been identified:
 - Data provided is not of a suitable quantity or quality for the framework;
 - No or limited engagement and input from industry stakeholders;
 - No agreement or reservations about the classification system and core services.

11 Benefits

11.1 This work will drive increased value from stations to passengers and the community through:

- Establishing a better understanding and agreement across the industry with regard to level of service expected at classified stations based on agreed specified criteria;
- Clarity at the DfT around franchise specification on what they want to buy with regard to stations;
- Indication to an agreed unit cost for classified stations which balance the needs of passengers with a 'rightsized' asset base and optimised operating costs;
- Improved communications with passengers and the community around stations.