

# PART C

## LONG TERM VISION



Liege Guillemins

## 8 STATIONS OF TOMORROW

### 8.0 Super Hubs

This Review has concentrated so far on ways in which Britain could achieve better rail stations by 2020. We conclude by projecting our recommendations to the stations of 2030 - a time as near to us as the late 1980s.

We focus on the big interchange stations because they carry the heaviest traffic and will see the biggest increases in traffic. That will demand the construction of new high-speed lines and new hub interchanges – not to mention the reconstruction of our existing major stations.

Our vision for 2030 is therefore of a new generation of Super Hub stations, catering for the 60% growth predicted in the 2007 White Paper *Delivering a Sustainable Railway* which - once the current recession is over - will take rail demand to a level never seen before in Britain. These Super Hubs will be located at key points in the hearts of our great cities and medium-sized towns, where the new high-speed railway interacts and interchanges with an upgraded traditional railway.

They will however be much more than train stations: they will be the nodes delivering seamless, fast, comfortable interchange with networks of other networks of public transport – bus, tram – and cycling. And in the process they will offer an attractive variety of services to the customer, from retailing to catering and basic public services.

Planning these future Super Hubs cannot be done in isolation: it will demand a new level of cooperation between the rail industry and local planners to deliver the enhanced levels of access, information, facilities and environment that future generations will expect.

### 8.1 Super Access

This seamless network will involve four key modes of access to the Super Hub stations.

- Cycling, including electric cycles, will have become far more normal for the trips of up to 3 miles to the stations by 2030, thanks

both to the web of cycle routes built in the previous two decades and the quality cycle hubs available on arrival. Secure cycle storage will be included in the ticket price to encourage up to 20% of passengers to access their station by cycle and will additionally offer cycle repairs and cycle hire at both ends of the journey.

- Public transport will offer high-frequency 60mph express Bus Rapid Transit (BRT) services to the Super Hubs from major interchange bus stations close to motorway junctions at the edge of towns, linked there to free 'green' buses from local neighbourhoods and offering cycle storage together with Park and Ride facilities for those coming from longer distances. These express buses will deliver passengers under a sheltered roof into an integrated station concourse. There will be easy level access from the bus to the train, preferably by placing the bus platforms within the station itself, otherwise by ramp, travelator, escalator or lift.
- Taxis will be accessed from a level route leading from 'no queue' loading bays with taxis continuously accessing up to twenty loading islands.
- Car access will still be critical to attracting motorists off the motorways, but most motorists will leave their cars at the outer Park and Ride stations to travel by BRT. Shorter-distance motorists will be encouraged to use small electric cars which will enjoy cheaper access into the large car parks together with free charging facilities. Smartphones will advise motorists how many spaces are left in car parks before they arrive and the car parks will operate by vehicle recognition, billing owners electronically both for their length of stay and their eco-friendly index. Premium parking will offer guaranteed spaces with special support for the disabled and women returning alone at night. The larger car parks will also offer adjacent valet servicing, fuelling and repairs.

**Case Study: Local Neighbourhood Stops**

Overseas Models: Curitiba, throughout the city

UK Example: London Southgate

To develop integrated networks of high-quality public transport, it will be vital to plan the first and last stage of the journey: the local bus stop. A very few cities across the world, led by London in the 1930s, have taken a deliberate decision to develop a standard pattern of bus shelter, combining practical convenience and highest-quality design, in effect marketing the system and the city to the world. The most spectacular recent example is the revolutionary shelter design developed by Curitiba (Brazil) in the 1970s, where passengers enter at one end through a turnstile while exiting passengers leave at the other end, via a platform at the same level as the bus. Brilliant in logistical and aesthetic terms, it has become an icon for the city, recognised worldwide. But it could be improved in terms of comfort and convenience

**8.2 Super Information**

Smartphone technology will have joined with highly-capable, widely-available personal computers to put all passengers in constant contact with remote information systems.

- This will guarantee seamless journey planning across all modes of transport, but also provide constant real-time support for the chosen journey once the passenger is on the move. Disruptions to the transport plan will be announced together with alternative options.
- Ticketing will normally be electronic and will have been purchased at home as part of the smartphone enquiry. The ticketing will be seamless and will cover all modes of transport from bus and tram to train and car park. Machines will be available at stations to act as an alternative, and a prominent Information Point will have trained staff ready to offer a ticketing facility for anyone with a problem, including changes. The smartphone will be presented to the ticket gate scanner for clearance – and the ticket gates will normally be open unless a problem is detected. Staff will be also be available at the gate area to offer assistance.
- Passengers arriving before their booked services will be able to use their smartphones to change their reservations at no cost for an earlier train. All ticket machines on the station offer the same service.
- Assisted Travel will not be restricted to the disabled and will not have to be booked in advance. Well-trained staff will be available to anyone who needs assistance at the Information Point. Electric buggies will take passengers to the trainside on request.
- Real-time Information will be integrated for all forms of transport, so that passengers are continuously aware of the running of trains, buses, trams, tubes and flights as relevant. Platform numbers will be available on smartphones.

### 8.3 Super Facilities

The Super Hubs will be designed around the needs of the customer.

- The concourse will offer uncluttered access to the trains with the support facilities grouped around the sides. The only facility in the centre of the concourse will be a large Information Point, well-staffed from first to last train. Ticket machines and train information screens will spread around the sides of the concourse, together with a small back-up ticket office where glass screens are no longer needed.
- The smartphone ticket will give access to quality lounges for both Standard and Business travellers, offering a range of support services such as computer access/charging and meeting facilities. Quality toilets will be available in the lounges, and additional toilets of equally high quality will be available around the station.
- The whole station will have been developed to provide a wide range of retailing and related services. Basic shops and catering facilities will be easily to hand at the sides of the concourse; a much wider range of high-quality shops and restaurants and entertainment, equivalent to the best offer in European airports, will be available in an adjacent large-scale shopping mall.

### 8.4 Super Environment

The Super Hub will be not merely an efficient people mover; it will also be a model building embodying all that is best in 21st-century design.

- It will be eco-friendly, using the maximum amount of re-usable energy including solar and wind power. It will minimise the need for air-conditioning and heating through good architectural design and the surrounding environment will be well planted with trees and grass.
- It will be a building of architectural merit which acts as a landmark for the area: an iconic symbol of the new age of rail and a

gateway to both the new transport systems and the regenerated communities that they serve. It will form part of a web of Super Hubs that symbolise high-quality intercity transport both across Britain and on via Stratford International to the continent.

- It will be maintained throughout to the highest possible standards of cleanliness and repair, with special attention to high-quality toilets.
- It will be integrated into its local area through a mixed development of offices, housing and supporting activities such as cinemas and restaurants. The aim is to bring the high-demand activities such as stadiums into walking distance of the station.

### 8.5 Future Categories of Super Hubs

This is the general vision for the Super Hub stations of the future. In practice, there will be an entire hierarchy of hub stations, ranging all the way from the giant Capital Super Hub in the heart of London, down to the local Bus Rapid Transit station.

The central point is that all will play their logical part in securing an integrated, smooth, comfortable pattern of interchange from one stage of the journey to another.

## 1. Capital Super Hub

*European Model: Berlin Hauptbahnhof*

*UK Example: proposed London International*

A high speed line to the north will generate a surge in inter-connecting traffic in the centre of the capital. The existing stations are forecast to come under increasing pressure by 2030 and this points to a long-term strategy to rebuild them with additional capacity for next fifty years. A *London International* station should provide this. The key would be to combine redevelopment at Euston, St Pancras and King's Cross into a single London International hub with Terminals A, B & C connected by a 500-metre airport-style underground people-mover



Berlin Hauptbahnhof



Berlin Hauptbahnhof

## 2. Suburban Super Hub

*European Models: Amsterdam Bijlmer Arena; Amsterdam Zuid; Stockholm Flemingsberg*

*UK example: Stratford International*

The future High Speed lines will need to provide through services from mainland Europe to English cities such as Birmingham and Bristol. European cities like Amsterdam and Stockholm have developed new interchange train stations in their suburbs offering interchange between high-speed, local and metro trains, and serving as the basis for large urban regeneration and development projects. A similar role could be played for through services by Stratford International or its equivalent in West London, both of which will offer CrossRail and Heathrow Airport links.



Amsterdam Bijlmer Arena



Amsterdam Bijlmer Arena

### 3. Regional Super Hubs

*European Models: Zürich Hauptbahnhof, Munich Hauptbahnhof, Strasbourg, Utrecht*

*UK Example: Birmingham New Street/Moor Street, Manchester, Leeds, Bristol*

The North West is debating a 'hub' station at the existing Manchester Piccadilly station with improved services and connections to both Yorkshire and Lancashire. The decision to electrify the Liverpool – Manchester line via Newton-le-Willows gives greater relevance and urgency to this proposal and new rail junctions are being considered locally to make this possible. This is a case where short-term improvements need to be integrated with long-term planning. High Speed Two could bring a two-level interchange to central Manchester on the lines of the new Berlin Hauptbahnhof.



Strasbourg



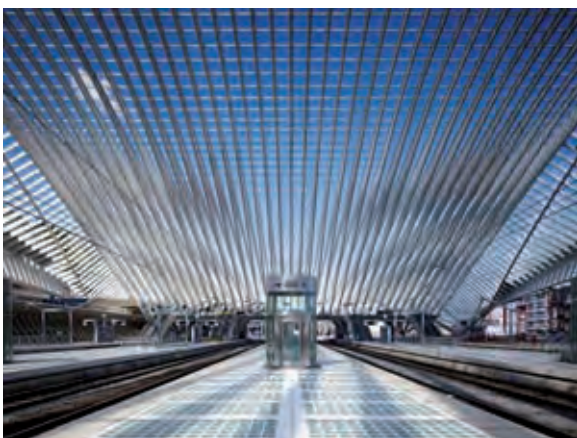
Zurich Hbf

#### 4a. Sub Regional Super Rail Hubs

*European Models: Liège Guillemins, Leiden, Karlsruhe, Malmö*

*UK Examples: Cambridge, Preston, York*

Rail lines converge at a few key medium-sized cities to create sub-regional hubs with access to a wide surrounding area. Many of these stations are rather remote from their local centres and they should be supported by new rail-bus interchanges, connected where practicable to new BRT busways on abandoned rail rights of way. One UK model is the new Cambridge guided busway, which should be joined by a new central section via the train station.



Liège Guillemins



Leiden

#### 4b. Sub Regional Super Bus Hubs

European Models: Brisbane Cultural Centre, Brisbane Roma Street

UK Examples: none

This is the complement to 4a: a bus station at the inner end of a BRT (Bus Rapid Transit) services, integrated with the adjacent train station to provide a seamless connection from bus to train. Ideally, as at Brisbane Roma Street, it should form part of the train station itself; otherwise it should be connected in a simple user-friendly way, with intermediate shopping and catering services.



Brisbane Cultural Centre Interchange



Brisbane Cultural Centre Interchange

#### 4c. Bus Rapid Transit Terminal Hubs

Overseas Models: Curitiba Cabral; Bogotá Portal de las Américas; Brisbane Eight Mile Plains; Adelaide Tea Tree Plaza; Ottawa Blair

UK Example; Cambridge - St Ives

This in turn is a complement to the Sub-Regional Bus Rapid Transit Hub (category 4b): a form of interchange well developed elsewhere, especially in Latin America and Australia, but so far unknown in the UK. St Ives in Cambridgeshire will be the first example on opening in late 2009. It is a major edge-of-city interchange between express buses running at high speed on dedicated tracks with local feeder services running on ordinary streets from surrounding neighbourhoods, and also offering park-and-ride and bicycle storage facilities. Some, as in Bogotá, are outstanding examples of urban design. They may also incorporate cafe, shopping and public service facilities.



Bogota Portal de las Americas



Bogota Portal de las Americas

### 5. City Parkway Superhub

European Models: Valence TGV, Avignon TGV, Haute-Picardie TGV

UK Examples: Bristol Parkway; Warrington Parkway

Out-of-town locations may become little-used “beetroot field” stations. In a very few places, where a key station on the existing network and the planned high-speed system occupies a congested site, there may be a case for an additional station with good motorway access, with development potential. We recommend a study of such locations.



Avignon TGV



Ebbsfleet International

### 6. Rail-Air Super Hubs

European Models: Amsterdam Schiphol, Paris Charles de Gaulle, Zürich Flughafen, Frankfurt Flughafen Fernbahnhof, Stockholm Arlanda, Copenhagen Kastrup

UK Examples: London Heathrow, Birmingham International, Manchester Airport

An increasing number of European cities have successfully integrated their airports into their national rail systems, providing seamless access to both their city centres and to all parts of the country. We are lagging in this respect and the cancellation of the link to Glasgow Airport leaves it as the largest European airport without a rail connection – although shining examples exist at Birmingham International and Gatwick Airport. It is very important that the new high-speed network takes full account of the need for speedy and simple air-rail connections



Frankfurt Flughafen Fernbahnhof



Frankfurt Flughafen Fernbahnhof

## 8.6 Planning the New Network

This is the vision – but how is it to be achieved? It is vital that key principles are consistently applied to the planning and design of these stations and we offer the following ideas.

### The Super Hubs

These are the nodes of the entire system and must be designed to serve not merely any new high-speed system, but also the existing rail network. Thus, with few special exceptions, they will be located in city centres close to the existing terminals. The French have experimented with new stations in open countryside, but these have been derided as Gares des Betteraves (beetroot-field stations) and have proved a failure. We should learn the lesson and not let the good become the enemy of the best.

### Consistent High-Level Design

The Dutch railways are now developing a consistent approach: a great variety of stations are being rebuilt according to a coherent overall scheme of high-quality planning and design, with the conscious intention of improving the station experience for the passenger and enhancing the commercial value of the station retail and service facilities. One model is the new Amsterdam Bijlmer ArenA on the Dutch Railways, designed by Nicholas Grimshaw. But it is only an outstanding example among many, not only in the Netherlands but also in France, Germany and Switzerland.

### Seamless Regional Networks

Stations do not exist in isolation; they need to be planned as parts of integrated transport networks. Super Hubs should be places where train services connect smoothly with each other – and other public transport. A website train enquiry to Germany or Switzerland will automatically include connections together with platform numbers at interchange stations. A similar enquiry on Central Japan Railways will produce a detailed 'blow-up' plan of the interchange station. All this should be possible in Britain for virtually no cost.

### Physical Integration

More effort and investment will be needed to create cross-platform connections for the

growing numbers of passengers who are mobility-impaired or encumbered with luggage – and if this requires the occasional flyover at problem locations such as Preston, then these should be given the priority that they get in Holland, Switzerland and Germany. It is equally important to produce seamless-interchange with bus, tram and metro services at all key interchange stations – not just at the Super Hubs. One weak link weakens the whole system. Again the same issues arise: physical access and timetabling.

### Easy Access

Transport interchanges must bring the bus/tram station next to the rail station with a weatherproof, step-free connection between the two. The precise solution will depend both on traffic volumes and on the particular geographical constraints, especially at older heritage stations. It may sometimes involve long gentle pedestrian ramps – as at the large Swiss stations and the new German high-speed-train station at Kassel-Wilhelmshöhe – or it may involve a mix of escalators and lifts.

### Integrating Train Services

Many studies have shown just how difficult it is to coordinate the timetabling of trains and buses: buses invariably have their own schedules designed to produce bus interchanges at key points. But we believe that it should be possible to generate new forms of bus feeder connection which put the needs of the rail traveller at the forefront. The key to these is to plan service patterns around the new kinds of rail-to-bus and rail-to-tram interchange.

### Bus Rapid Transit (BRT)

These new interchanges should be designed to carry big passenger flows speedily and efficiently into and out of our cities and towns, thus providing a really efficient and effective congestion-free alternative to the private car. The major sub-regional interchanges in medium-sized cities such as Cambridge, Doncaster, York and Preston should ideally be built around dedicated Bus Rapid Transit (BRT) routes offering high-speed shuttle services between the station and large Park & Ride bus stations near motorway interchanges – and beyond, to places within a wide radius,

permitting a 'Heineken effect' in which the buses would reach the places that rail cannot. This model is successful in Brisbane and Bogotá.

Britain is just opening its first major busway, a guided system between Cambridge rail station and St Ives, and Transport for London has started work on an East London Transit non-guided busway through the Barking town centre. These models should be widely emulated around a number of key interchange stations where old rail rights of way could provide an economic and effective solution. We recommend that DfT should develop a policy, accompanied by funding, to local PTEs and participants in Multi-Area Agreements to develop such integrated sub-regional networks.

#### Tram-Trains

The few British cities with tram systems have generally integrated them well with their train stations and their city centres, as at Manchester, Sheffield and Nottingham. Exceptions are the West Midland Metro which does not yet serve either Birmingham New Street or Wolverhampton stations. In Germany, the cities of Karlsruhe and Kassel have pioneered the concept of the tram-train, whereby trams start outside the main interchange station and then run through the city streets on to national rail tracks to connect with smaller towns and villages in the surrounding city region. This has proved very successful in terms of patronage and is beginning to be widely copied in other European countries, including the UK where a national trial is being initiated in the Sheffield area.

An imaginative scheme is being developed at Blackpool to allow the upgraded tram system to run over the Blackpool South line to Preston and this has won European matched funding - although agreement has yet to be reached on connecting it into the local rail routes and adapting the main station for a better interchange. We believe that these experiments should be vigorously followed up so that urban tram systems, where they exist, are connected effectively to the rail systems of their surrounding areas to become effective sub-regional transport networks, focussed on central train station interchanges.

#### Cycling

Investment for the bicycle needs to go beyond the station limits. Dutch cities like Amsterdam, The Hague and Utrecht have led the way by radically redesigning their urban street spaces, taking capacity away from private car movement and relocating it to reserved tram tracks and bike lanes leading seamlessly into underground bicycle stores, with direct escalator access up to the station platforms. These and other models require an altogether different kind of cooperation between the rail industry and local authorities.

We recommend continued work by the DfT, with Communities and Local Government, to produce an updated Manual for Streets, with a new chapter outlining a coherent overall strategy for urban street networks linking stations to other key destinations, with priority for public transport, bicycles and pedestrians on the Dutch model. We further recommend that local planning authorities work with the rail industry and transport authorities, should use the revised Manual in revising their Local Development Frameworks to include such integrated networks around all urban stations.

#### Car Interchange

There will always be a substantial number of train travellers, especially those living at some distance from the station, who will want to drive their cars to station Park and Ride facilities. Some very successful Parkways have been built to solve this problem, starting with Bristol Parkway, Birmingham International and now Ebbsfleet International, and we believe that more of these will be needed in the future. They would ideally be located near the points where major rail routes cross major highways, and would form interchange points at the outer ends of local BRT systems.

#### Integrated Ticketing

The Transport Authority for Zürich has bucked a general European trend by keeping car growth static from 1990 – 2007. The Canton recently gave an 82% 'Yes' vote to fund yet another mega transport investment plan in the city. The secret has been to keep fares low and performance standards high, supported by a 64% subsidy. Public transport use has actually

doubled – the equivalent demand to a 14-lane motorway. British cities should be able to achieve the same shift.

It will soon be possible to integrate area-wide ticketing as in Zürich with the smartcards now being introduced in Amsterdam, combining these with access by smartphone to produce a total system of information and ticketing available at any point before or during travel.

### **8.7 Stations as Centres for their Communities**

To most people, large stations are probably not seen as very 'communal'. They are places to hurry through in the rush to catch a train or a connecting bus or taxi and could benefit from bonding more closely with their community. These same communities are concerned about the closure of amenities in local towns and villages. Suburbs as well as villages have lost their local post offices, which not only provided valuable personal services but also served as informal social centres for older and less mobile people to collect benefits and do essential business. The village store, which often served as an adjunct to the post office, has likewise been lost as more affluent and mobile people drive ten or twenty miles across country to the big superstore.

#### **From Shops to Community Anchors**

We have earlier discussed the striking exemplars in Switzerland and the Netherlands, where there is a proliferation of retail outlets on even quite small suburban and rural stations. In the Dutch case, the rail company's subsidiary Servex has formed an alliance with Albert Hein retailing to create mini-supermarkets on their larger stations. Their unique feature is that they also sell rail tickets at their tills.

But the potential goes even wider. Stations could usefully develop Post Office facilities for places that have lost their sub-post offices in recent years. Since people often depend on train or connecting bus services to meet their travel needs, stations are the most convenient places to provide Post Office services. A closely-related function for larger stations could be to serve as deposit or pickup locations for premier courier services such as DHL or UPS – and for the Post

Office itself. For busy people, it is often impossible to stay at home to await delivery of a parcel. A depot conveniently located inside a rail station, perhaps as part of a cycle hub or left luggage store, could remedy this problem and allow people to drop or collect packages on their way through the stations.

#### **Integrating Travel, Work and Leisure**

One of the key changes now occurring in the transition to the knowledge-based economy is a new pattern of nomadic working, whereby managers and professionals spend long periods away from their home offices working through laptop computers and smart phones while on the move. The airlines have long grasped the significance of this change in the generous lounges they provide for their premium passengers and the Super Hubs will need to offer similar back-up.

It should also be possible to incorporate large-scale artistic works into train stations. Large display screens can be used to combine constantly-changing displays with commercials, to the mutual benefit of both artists and advertisers, and greatly enhancing the passenger experience on the transit through the station.

#### **Stations as Development Nodes**

Stations are not just places to catch trains – they are geographical nodes and offices tend to locate next to them. This trend has intensified over the last quarter-century as old factories closed and the land was redeveloped for new uses. Such processes can be shaped both by planning policies and market forces, especially where these work in the same direction. It is no accident that locations like London's Paddington and King's Cross are now the centres of major commercial redevelopment. The existence of High Speed One, the UK's only high-speed line, was a key factor in winning the 2012 Olympic Games for London, with all that has followed for the regeneration of East London.

It is also significant that three of the biggest rail-related regeneration schemes in the UK, at King's Cross, Stratford and Ebbsfleet, are all on High-Speed One and have resulted from the

special government-private partner deal that has allowed London and Continental Railways, the owner-operator, to enjoy the profits from land development around the stations. This suggests that if schemes are to happen around other stations, a similar special regime may be necessary.

This is particularly important because the stations themselves may offer only limited potential for redevelopment. As seen in Dutch and Swiss examples, stations are essentially occupied by tracks and platforms, and major development often requires that these be decked over. With rare exceptions, the value of the resulting development will seldom justify this high cost. The real opportunities will therefore occur only on operationally-redundant parts of the station, as at Manchester Victoria. Generally, therefore, redevelopment will take place on sites adjacent to the station, sometimes on former operational land that has been relinquished, and this will require a comprehensive master plan involving many different owners and interests, in which Network Rail needs to take the lead.

## 8.8 Conclusion

Our over-riding message is that long-term planning is crucial to the future of our stations. At present too little thought is being given to long-term traffic growth both at stations and on the railway network. It is vital that we do not now repeat the dysfunctional approach that has too often characterised our previous approach to transport planning. This does not mean postponing long-overdue improvements to existing stations. It merely says that they must be planned and carried out in such a way that they will form a piece of the jigsaw in longer term schemes.

A long-term vision can always be modified in response to unforeseen events; but it is critical to develop one in the first place. And the need is urgent: as the economy lifts out of recession, it is highly probable that we shall see the construction of High Speed Two. We need to start planning tomorrow's stations today.

### We recommend that:

**R29** The DfT, in cooperation with the Communities and Local Government, should revise the *Manual for Streets* with a new chapter on planning for integrated networks of urban streets around stations, prioritising pedestrians, cyclists and public transport. The rail industry, other transport authorities and Local Planning Authorities should cooperate in revising Local Development Frameworks to include such integrated street networks with urgency

**Action: DfT, CLG, Transport Authorities, Local Planning Authorities**

**R30** The large rail stations should become the Hubs and Super Hubs for transport activities in their area. They should become the natural place to locate bus/tram interchange stations which could also include Bus Rapid Transit to outer interchange stations incorporating local bus feeder services, cycle storage and Park & Rides at the edge of towns

**Action: DfT/NR/Transport Authorities**

**R31** The medium and small stations should evolve into community hubs, providing local services such as small supermarkets, collection points for un-delivered mail, sub post-offices and community services

**Action: TOCs/NR**

**R32** The Super Hub stations should become the focus for large-scale mixed-use developments. Planning these developments should begin now, ready for the opportunities that will arise as the economy grows again

**Action: Network Rail**

## 9 SUMMARY of RECOMMENDATIONS

No.	Para	Recommendation	Lead <sup>1</sup> (in bold)
R1	1.0	The rail industry should aspire to achieve an 80% Station' Satisfaction score over the next five years that matches the existing Overall Satisfaction rating	<b>DfT</b> NR/TOC
R2	1.7	The station priorities should be focused on improving Access, Information, Facilities and Environment in future franchises	<b>DfT</b> NR/TOC
R3	1.3	The National Passenger Survey should provide a more detailed breakdown of 'Station Facilities' to help drive improvements	<b>PF</b>
R4	2.1	The existing six station categories are fit for purpose and should be retained, as amended in Annex C. They should be owned and updated annually by Network Rail as landlord and all train companies should adopt the same six categories henceforth for consistency	<b>NR</b> TOC
R5	2.1	The 'B' category of stations should be re-titled <i>National Interchanges</i> to focus attention on their core role. The 'C' and 'F' categories should be sub-divided to create more flexibility, as proposed in Annex C	<b>NR</b>
R6	2.4	The proposed Minimum Station Standards in Figure 8 should be adopted for each station category and these should be owned by the DfT as the franchise specifier and reviewed with each five year plan	<b>DfT</b> ORR/NR
R7	2.2	Station name signs should henceforth use the standard format proposed, to avoid expensive re-branding when franchises change ownership	<b>TOC</b>
R8	3.0 3.2	Minimum Station Standards should become mandatory in all future franchise tenders to deliver a more consistent station experience and should be published as a public document and reviewed before each five year plan	<b>DfT</b>
R9	3.2	The Minimum Station Standards, together with the 80% Station Satisfaction target, should become franchise KPIs and should include firm commitments to year-by-year incremental improvements	<b>DfT</b>
R10	3.2	The KPIs should be self-audited by the operators using third party evidence, and the DfT should commission occasional process audits. Penalties should be paid as <i>additional</i> investment in stations	<b>DfT</b>

<sup>1</sup> TOC = Train Operating Companies; NR = Network Rail PF = Passenger Focus; LA = Local Authority; DCLG = Department for Communities and Local Government; ORR = Office of Rail Regulator

No.	Para	Recommendation	Lead
R11	3.4	The 'A' stations are adequately funded to deliver the Standards, but special action is needed at London Waterloo, where the DfT and Network Rail should take the lead in bringing the various partners together to create an agreed master plan with staged outputs over the next ten years	<b>DfT NR</b>
R12	3.4 3.5	The 'B' stations are <i>inadequately</i> funded to deliver the Standards and represent the prime 'gap' in consistency. Ten 'B' stations have been identified for inclusion in imminent franchise tenders or for priority funding	<b>DfT NR TOC</b>
R13	3.6 3.7	The 'C' to 'F' stations should be progressively brought up to Minimum Standards through franchise tenders. Additional catch-up should be provided by creating an NSIP-2 fund, together with a matching Access for All (2) fund beyond 2014	<b>DfT/ORR/ Third Parties</b>
R14	3.7	This extended NSIP-2 funding beyond 2014 should include a one-off initiative to remove redundant buildings and to upgrade the remaining facilities at small stations	<b>DfT NR/TOC</b>
R15	4.10 4.11 4.13	Station car park investment should be minimised in inner city areas with good public transport and cycling access. Investment in Station Travel Plans should be focused on other areas where demand indicates that an additional 10,000 spaces per annum should be created over the next ten years on a self-funding basis. Longer term parking plans should be reviewed in the RUS Stations Study	<b>DfT NR/TOC</b>
R16	4.14	Certainty of parking should be offered through a new 'Premium Parking' product which would allow passengers to reserve a space at railhead car parks in advance for both long distance and commuting trips	<b>TOC/NR</b>
R17	4.4 4.5	Cycle access should be targeted to double at individual stations over the next five years – with a national target of 5% cycling to stations. This should be achieved through the specification of secure storage and the extension of the cycle hub concept in future franchises and through joint initiatives with local authorities to create segregated cycle routes. These initiatives should be reviewed after two years of experience	<b>DfT NR/TOC LA</b>
R18	4.6	Public transport access should be improved through a closer partnership with local authorities and bus operators, to encourage the re-location of bus stations closer to railway stations and to provide seamless bus/rail ticketing. PlusBus should be accepted by all bus, tram and PTE operators and City Shuttle services should be encouraged at all main stations	<b>NR/TOC LA</b>
R19	4.9	Taxis access from large stations should be accelerated by adopting the Singapore Airport use of 'loading islands' where space can be made available	<b>NR/TOC</b>

No.	Para	Recommendation	Lead
R20	4.15	Disabled access is required for all train fleets by 2020 and Britain should match this EU directive by also making all 'A' – 'D' stations accessible by the same date. This will require the <i>Access for All</i> funding to be extended for a further five years from 2014. There should also be one telephone number for 'Assisted Travellers' to ring	<b>DfT</b> <b>ORR</b> <b>NR/TOC</b>
R21	4.17	Customer security concerns at the smaller stations should be met through the measures in the Minimum Station Standards, supported by a policy of creating more community activity on stations	<b>TOC</b> <b>NR</b>
R22	5.2	A strategy should be developed to capture a potential 60% increase in station trading worth up to £44m pa at 'A' – 'C' stations. This should help to fund station improvements, and the industry's forthcoming RUS Stations Study could usefully address these opportunities in more detail	<b>TOC</b> <b>NR</b>
R23	5.3	Train companies are encouraged to experiment more widely with joint Ticket-and-Shop convenience stores and kiosks, where the retailer sells rail tickets at the check out	<b>TOC</b>
R24	6.2	Funding beyond 2014 should recognise that the current rate of investment is inadequate to convert the large stock of Victorian stations into modern stations that match the new train fleets. NSIP-2 and NSIP-3 'catch-up' programmes will be needed beyond the Minimum Standards, backed by a 25% step-up in the current rate of station investment for the ten years 2014-24	<b>DfT</b> <b>ORR</b>
R25	6.2	The forthcoming Route Utilisation Study consultation into Stations should be used to follow through the long-term upgrading and funding of station facilities and to identify the detailed priorities in each category in time for the 2012 funding discussions (HLOS)	<b>NR</b>
R26	6.4	A detailed study should be commissioned to identify the wider social-economic benefits for better stations in time to influence the next HLOS discussions in 2012	<b>DfT</b>
R27	6.8	The 2009 Southern Franchise Agreement should be adopted as the template for the future and the relevant proposals in this review should be incorporated into this model	<b>DfT</b>
R28	7.0	Network Rail should take the lead in presenting the rail industry with a comprehensive plan within two months for further improving the management of stations across the industry. The issues addressed in the plan should include: <ul style="list-style-type: none"> <li>a) Making station upgrades easier</li> <li>b) Making station upgrades cheaper</li> <li>c) Creating more responsive regional property teams</li> <li>d) Reviewing the role and operations of Managed Stations</li> </ul>	<b>NR</b>

	<b>Para</b>	<b>Recommendation</b>	<b>Lead</b>
R29	8.6	The DfT, in cooperation with Communities and Local Government, should revise the <i>Manual for Streets</i> with a new chapter on planning for integrated networks of urban streets around stations, prioritising pedestrians, cyclists and public transport. The rail industry, other transport authorities and Local Planning Authorities should cooperate in revising Local Development Frameworks to include such integrated street networks with urgency	<b>DfT</b> <b>CLG</b> <b>LPA</b>
R30	8.0	The large stations should become the Hubs and Super Hubs for transport activities in their area. They should become the natural place to locate bus/tram stations which could also include Bus Rapid Transit routes to outer interchange stations incorporating local bus feeder services, cycle storage and Park & Ride car parks at the edge of towns	<b>DfT</b> <b>NR</b> <b>TA</b>
R31	8.6	The medium and small stations should evolve into community hubs, providing local services such as small supermarkets, collection points for un-delivered mail, sub post-offices and community services	<b>TOC/NR</b>
R32	8.7	The Super Hub stations should become the focus for large-scale mixed-use developments. Planning these developments should begin now, ready for the opportunities that will arise as the economy grows again	<b>NR</b> <b>DfT</b>