

Network Rail
CP4 Delivery Plan 2009
Stations Delivery Plan

March 2009



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Introduction

Our proposed stations strategy was published in October 2007 and underpins our approach to the management, stewardship and development of stations for the next five years and beyond. The environment and facilities at stations are significant drivers of overall passenger satisfaction. Our plans are designed to provide tangible improvements which will be of benefit to end users.

The purpose of the stations delivery plan is to describe our approach to planning and delivering station specific outputs, which are driven by our customers' aspirations and our own business objectives, as well as contractual and regulatory obligations. At the heart of our strategy is a commitment to work closely with our immediate customers – the train operators – at a local level to plan and prioritise our joint work at the portfolio of stations whilst minimising disruption to users.

We intend to coordinate the different elements of funding in the periodic review to achieve maximum value, and to leverage other sources of funding, with the delivery of work being undertaken by the party best placed to do so.

Network Rail is the owner and operator of 18 stations: Birmingham New Street, Edinburgh Waverley, Gatwick Airport, Glasgow Central, Leeds, Liverpool Lime Street (High Level), London Bridge, London Cannon Street, London Charing Cross, London Euston, London Fenchurch Street, London King's Cross, London Liverpool Street, London Paddington, London St Pancras International (Low Level), London Victoria, London Waterloo and Manchester Piccadilly. We also own the stations on the network which are leased to franchised train operating companies as station facility owners (SFOs).

Outputs

The management of our stations portfolio impacts on the delivery of several regulatory outputs during control period 4 (CP4). These include:

- safety – a significant proportion of safety incidents affecting passengers take place at stations – we are responsible for the operation of 18 major stations and have landlord responsibilities at stations operated by train operating companies;
- station stewardship – a new regulatory measure for CP4; and
- delivery of enhancement schemes defined in the High Level Output Specifications (HLOS).

We measure our own performance in terms of customer satisfaction, and the perceptions of the end users of station facilities. We must also comply with the contractual and statutory obligations which govern our stewardship of station assets.

Safety

The regulatory output target is to achieve a three per cent reduction over the control period in the risk of death or injury from accidents on the railway for passengers and rail workers. The measurement of this risk will be by reference to the Rail Safety and Standards Board's (RSSB) Safety Risk Model (SRM).

The key safety risks to be managed at stations relate to crowd control, trips, slips and falls, boarding and alighting, fire and security. We have direct responsibility for safety management at Network Rail managed stations, and can also improve safety risk at franchised stations through the renewals and enhancements programmes.

Station stewardship measure

The station stewardship measure (SSM) is a new regulatory measure for station asset condition. SSM measures the asset condition of a station's building fabric and building services (including canopies, platforms and lighting). The measure does not include the suitability and quality of facilities. Prior to CP4, station asset condition was assessed using the station condition index (SCI) which showed a steady state through CP3. The SSM is an improved measure and is a development of the SCI methodology which includes a weighting for each station asset category, to represent the importance of each asset to the overall station condition.

SSM is a weighted measure of the asset remaining life against the asset life expectancy, as a percentage, split as shown in Figure 1.

Figure 1 SSM condition ratings

| Remaining life as a percentage of expected full life | Condition rating |
|--|------------------|
| 76% - 100% | 1 |
| 46% - 75% | 2 |
| 16% - 45% | 3 |
| 1% - 15% | 4 |
| 0% | 5 |

Our maintenance and renewal plan activity will maintain current condition and facilitate delivery of

the target of average steady condition within each station category across the network, and average condition (across all station categories) in Scotland. The targets as agreed by ORR are shown in Figure 2.

| Figure 2 SSM outputs | |
|--|--|
| Station Category | Station stewardship measure average rating at end of CP4 |
| <i>All network (by station category)</i> | |
| A | 2.48 |
| B | 2.60 |
| C | 2.65 |
| D | 2.69 |
| E | 2.74 |
| F | 2.71 |
| <i>Scotland</i> | |
| All stations | 2.39 |

The rating is an average across all stations in each category and individual stations will vary above or below this average. Appendix 1 shows the indicative average SSM by SFO and category, and demonstrates the possible level of variance underlying the achievement of the top-level regulated output.

Enhancements

National Stations Improvement Programme

The National Stations Improvement Programme (NSIP) will deliver improvements to the passenger environment at medium sized stations in England and Wales. It is a cross-industry programme involving Network Rail, TOCs, DfT, ORR, ATOC, Passenger Focus and other stakeholders working together at national and local level. We expect to secure significant third party funding contributions to the programme.

We will be reporting SSM separately against stations funded by the NSIP programme.

Access for All

The Access for All programme seeks to deliver a defined level of accessibility within stations selected by DfT and Transport Scotland. At this time, our projected output suggests six per cent (145 stations) of the network will be made more accessible with one per cent completed in CP3, and the remaining five per cent will be completed in CP4 and the first year of CP5 (subject to funding).

Other station enhancements

The HLOS for England and Wales defines individual enhancement schemes, some of which involve significant station redevelopment. It also defines schemes to increase capacity on parts of the network, some of which will require station enhancement works.

Journey experience

The National Passenger Survey (NPS) provides regular monitoring of passenger satisfaction, and includes measures specific to journey experience at stations.

We are also implementing a business-wide KPI scorecard framework in CP4, which will enable us to measure company performance across a range of indicators, including the end-user passenger journey experience.

The NPS and KPI indicators will provide valuable insights as to the success of our plans in contributing to overall passenger satisfaction at stations.

Contractual and statutory obligations

The current contractual station access regimes have governed relationships between industry parties since 1996.

The key relationship documents are:

- the “SACs” – the regulated National Station Access Conditions and their station-specific annexes (which list assets in detail at each station and the responsibilities for them) for franchised stations; and
- the “ISACs” – the regulated national Independent Station Access Conditions and their annexes for managed stations.

Stations Code

The Stations Code was created with a view to addressing widely perceived flaws in the existing contractual relationships. It sought to address two key deficiencies in particular:

- the split responsibility for maintenance, repair and renewal of a number of assets at stations; and
- the Station Change process which is extremely complicated and time-consuming.

The process for the development of Stations Code began in 1998 but despite widespread industry support since that time has not been introduced.

The industry has recently reviewed whether the Stations Code should be taken forward, particularly in light of the difficulty in finding a generally accepted solution to the issue of maintenance, repair and renewal responsibilities.

The Industry Steering Group (ISG) has recommended that the code is not implemented and that the industry should consider what amendments may appropriately be made to the existing arrangements. The next steps are for ORR to consider ISG's recommendation and, if appropriate, formally consult the industry.

Contracts management

Network Rail is using technology to better manage its contractual relationships with customers and has developed a new web-based application to manage the Landlord's Consent process. This online system allows customers (both train operators and station retailers at managed stations) to submit, track and provide feedback for any application to carry out alterations or work to stations.

Delivery

This section sets out the delivery principles we will use for cross-industry planning and management of the asset. It then describes our specific plans to deliver the outputs.

Integrated stations planning

The integrated stations planning initiative builds on previous cross-industry work and results from a growing need for better integration of station works. Within the rail industry, stations are dealt with by many different organisations and disciplines. Due to the station contractual framework, and the diversity of disciplines dealing with stations (operations, maintenance, external interfaces, etc.), a range of planning and delivery mechanisms has evolved. Previously, activity has been disjointed, complex and fragmented and may not always provide best value for the industry.

To support the development of this cross-industry work, a Joint Stations Board (JSB) has been established which is similar in composition to the NSIP National Programme Board. This has a wider remit extending to all stations, but its role is facilitative, rather than directive. Reporting to and advising the JSB is a Joint Stations Working Group (JSWG), again with TOC and Network Rail members who work in the station environment.

Local Delivery Groups (LDGs), initially formed under NSIP, now have a wider role across the

whole country as the central part of the Integrated Station Planning (ISP) initiative which aims to optimise the planning and delivery of all station works. The initiative will improve the way we work together and thereby give rail industry and external stakeholders greater confidence that current and future requirements for stations can be properly considered and effectively delivered by the rail industry.

The LDG will act as a primary focus for ensuring the alignment of all plans relating to stations. It will also enable such plans to meet customer and stakeholder aspirations, within the context of the contractual and legal delivery requirements of the parties involved. It will be expected to consider the prioritisation and allocation of resources across a TOC's station portfolio. It is important that where delivery is mandated by primary requirements (e.g. works necessitated by legislation, time-related contractual commitment, or high-risk safety or operational assessment), these works are fixed and identified within the plan at an early stage.

Our renewals investment plans will also feature greater flexibility in respect of annual budget constraints across CP4 than was the case in CP3. This is in order to improve the identification and delivery of efficiency opportunities through more flexible plan integration. However, some constraints will remain in order to:

- encourage prudent long term planning and protect out-turn; and
- maintain resource viability and efficiency.

Where budget changes are identified on the basis of improved operational or delivered efficiency they must be formally agreed by the LDG.

Asset management

Network Rail is responsible for maintaining the overall asset condition of all Network Rail owned stations. Effective asset management optimises the performance of station assets, delivered at an optimum whole life cost. This approach supports improved customer satisfaction, minimisation of operational delays and enables a safe environment for passengers, customers and staff.

Asset policy

Network Rail's asset policy for operational property assets such as stations operates at three levels:

- *Policy A*: asset management encompassing the renewal of complete assets which deliver greater functionality and business value;

- *Policy B*: asset management maintaining current levels of functionality and business value; and
- *Policy C*: asset management representing the minimum level of intervention to efficiently maintain health and safety and operability in the short-term.

Policy A is only applicable to enhancement schemes whereas Policy B and C are applied for maintenance and renewal. Intervention decisions at an asset level are informed through the use of prioritisation criteria which include the level of risk and station size.

The factors considered in the application of policy to a proposed intervention will be informed by the requirements of our regulatory outputs, any enhancement programme objectives, ISP consultation, budget availability, contracting strategy and deliverability, possession constraints and other programme synergies.

Asset condition monitoring

We have developed the Operational Property Asset System (OPAS) with the aim of optimally managing operational property assets and their associated performance, risks and expenditures over their lifecycle. The system development will be complete in 2009 and will maintain asset information in a structured form, using a central core and processed through a series of modules. The system holds a detailed structure of information about the assets at each station including:

- risks to safety, operations and the asset;
- asset remaining life; and
- defects.

Data within the system is kept up to date through a variety of sources:

- cyclical operational property inspections, through the civils examinations framework agreement;
- structural assessments;
- Network Rail building surveyor and building services engineer site visits;
- feedback from planned preventative maintenance;
- feedback from reactive and minor works; and
- hand back data from renewals and minor planned works.

Cyclical inspections represent the primary data source. All station assets are inspected in detail

every five years, and condition data is uploaded into OPAS. In addition, structural elements such as train-shed roofs, footbridges, canopies and platforms are visually inspected annually and data uploaded into the system.

Maintenance and renewals

Overview

Our maintenance and renewals plans represent the most important set of activities in support of the station stewardship output.

The maintenance and renewal programme for stations in CP4 is based on a detailed five year work bank for both managed and franchised stations. The managed stations portfolio includes significant renewals schemes at Edinburgh Waverley, London Victoria, London Paddington and renewals components of the London King's Cross development.

Franchised estate investment totals £702 million (2009/10 prices). The plan features significant investments at London Marylebone, Gourock, Paisley Gilmour Street, Wemyss Bay and York as well as hundreds of lower value schemes and cyclical maintenance activities. We have made a commitment that the stations charge will provide a reasonable expectation of spend at the portfolio level, and have consulted with Joint Stations Board on the approach we would take in the event of significant variance from this profile of expenditure. Should such a requirement emerge during the control period, train operators would be advised through ATOC on a six-monthly basis and adjustments made to year-end forecasts and future years' budget. Any such changes would also be confirmed in the Annual Return.

Network Rail stations maintenance and renewal expenditure represents a significant proportion of overall station investment and requires careful planning and programming to ensure the necessary volume of activity can be delivered in CP4. An essential part of planning and programming of these works is the integrated stations planning initiative. Ultimately we expect that this will lead to more substantial interventions being undertaken, but less frequently. This will allow cost efficiencies to be achieved in delivering the outputs, reducing overall cost to the industry and reducing customer and passenger disruption.

The tables below show the planned CP4 maintenance and renewals expenditure, by year, for each station facility owner and for managed stations.

Figure 3 Maintenance and renewals expenditure: franchised stations £k (2009/10 prices)

| Station facility owner | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | CP4 total |
|-------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Arriva Trains Wales | 8,248 | 8,686 | 8,501 | 8,251 | 7,186 | 40,871 |
| c2c | 2,571 | 2,534 | 2,478 | 2,298 | 1,979 | 11,859 |
| Chiltern | 3,773 | 4,122 | 3,634 | 3,369 | 2,899 | 17,796 |
| East Midlands Trains | 4,689 | 4,623 | 4,980 | 4,192 | 3,613 | 22,096 |
| First Capital Connect | 6,903 | 6,841 | 6,731 | 6,279 | 5,466 | 32,219 |
| First Great Western | 13,953 | 12,475 | 11,896 | 11,041 | 9,438 | 58,803 |
| First ScotRail | 15,027 | 15,185 | 15,164 | 14,120 | 11,628 | 71,123 |
| First TransPennine Express | 2,648 | 2,607 | 2,546 | 2,358 | 2,026 | 12,184 |
| Glasgow Prestwick International Ltd | 2 | 2 | 2 | 2 | 2 | 11 |
| GMPTE | 12 | 12 | 11 | 10 | 9 | 54 |
| London Midland | 9,377 | 9,538 | 8,339 | 8,168 | 7,286 | 42,708 |
| London Overground | 1,311 | 1,291 | 1,262 | 1,169 | 1,005 | 6,038 |
| London Underground | 1,214 | 1,197 | 1,172 | 1,086 | 937 | 5,606 |
| Merseyrail | 5,427 | 5,071 | 5,083 | 4,801 | 4,895 | 25,277 |
| National Express East Anglia | 11,962 | 11,415 | 10,958 | 10,365 | 8,718 | 53,418 |
| National Express East Coast | 3,168 | 3,127 | 3,064 | 2,844 | 2,458 | 14,660 |
| Northern Rail | 14,344 | 14,374 | 13,699 | 13,298 | 11,108 | 66,824 |
| South Eastern | 14,908 | 14,684 | 14,592 | 13,286 | 11,524 | 68,995 |
| South West Trains | 14,723 | 14,502 | 14,933 | 13,580 | 12,167 | 69,906 |
| Southern | 11,597 | 11,423 | 11,159 | 10,792 | 8,888 | 53,860 |
| Virgin Trains | 6,372 | 5,644 | 6,416 | 5,185 | 4,456 | 28,073 |
| Total | 152,226 | 149,352 | 146,620 | 136,496 | 117,688 | 702,382 |

Figure 4 Maintenance and renewals expenditure: managed stations £k (2009/10 prices)

| Station | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | CP4 total |
|---|--|---------------|---------------|---------------|---------------|----------------|
| Birmingham New Street | 756 | 964 | 973 | 732 | 1,191 | 4,616 |
| Edinburgh Waverley | 7,014 | 37,240 | 37,387 | 34,140 | 249 | 116,030 |
| Gatwick Airport | 471 | 1,212 | 714 | 863 | 955 | 4,216 |
| Glasgow Central | 459 | 3,627 | 3,855 | 5,005 | 4,570 | 17,517 |
| Leeds | 1,582 | 1,317 | 3,276 | 1,487 | 629 | 8,292 |
| Liverpool Lime Street (High Level) | 1,573 | 1,142 | 607 | 803 | 1,052 | 5,178 |
| London Bridge | 1,460 | 2,688 | 1,557 | 1,526 | 884 | 8,115 |
| London Cannon Street | 298 | 1,246 | 790 | 555 | 192 | 3,081 |
| London Charing Cross | 1,807 | 2,424 | 1,594 | 604 | 725 | 7,154 |
| London Euston | 1,294 | 1,106 | 1,077 | 1,048 | 957 | 5,481 |
| London Fenchurch Street | 997 | 3,151 | 1,809 | 275 | 258 | 6,490 |
| London King's Cross | Renewals at King's Cross are included in the station enhancement programme | | | | | |
| London Liverpool Street | 1,348 | 2,658 | 1,676 | 519 | 1,007 | 7,208 |
| London Paddington | 29,966 | 12,375 | 7,391 | 1,116 | 1,086 | 51,934 |
| London St Pancras International - Low Level | 218 | 202 | 192 | 185 | 214 | 1,011 |
| London Victoria | 21,840 | 5,231 | 3,365 | 1,054 | 1,027 | 32,518 |
| London Waterloo | 3,179 | 4,729 | 4,824 | 1,146 | 992 | 14,869 |
| Manchester Piccadilly | 858 | 1,208 | 938 | 760 | 1,236 | 5,000 |
| Total | 75,122 | 82,520 | 72,023 | 51,818 | 17,224 | 298,706 |

Planning methodology and activity prioritisation

Our maintenance and renewals work bank and plan has been developed by our building engineers' teams and the managed station national specialist team, and will be maintained on the same basis through CP4. This work is consistent with our company safety management system and asset management processes. It entails the detailed evaluation of condition as represented by a series of inspection regimes ranging from full structural assessment through to planned maintenance inspection. Also featured are fault trend analysis, customer requests and other business evaluation.

The work bank is developed into a plan proposal which takes into consideration development requirements, deliverability, possession constraints and programme synergies.

The work bank evaluation is underpinned with risk evaluation and prioritisation to ensure that the work is undertaken according to safety, operational, business and industry priority, including consideration of the needs of our customers and end-users. In the first instance the work bank is planned by delivery year with consideration of, but not constraint to, affordability.

The risk evaluation methodology is applied by the territory teams to understand relative risk and priority of schemes in the work bank and then by the central team to review the national picture; this enables a local and national evaluation of scheme priority. The national view of priority enables us to compare the assumption of steady state condition with an asset risk / condition sensitive evaluation.

Further to the risk evaluation at a national level consideration is given to the relative condition of station facility owner portfolios as defined under 2007/08 SSM scores. This is one of the factors that allows us to validate the size, nature and priority of each SFO work bank.

Where specific scheme expenditure is disproportionately high compared to the size of the portfolio, the renewals budget allocations have been adjusted to accommodate this. This only features on schemes at London Marylebone, Coventry, York and Derby stations.

The renewals work bank represents a substantial part of CP4 investment in stations and as such is a key consideration in optimising the planning and delivery of all stations works. The cross industry

integrated stations planning initiative described above facilitates consultation on all station investment and gives customers the opportunity to view our work bank and share their programme plans. It presents an ideal forum for all parties to influence and come to agreement on intervention priorities and programme planning.

Efficient delivery

The 23.8 per cent efficiency target in CP4 poses an enormous efficiency challenge for Network Rail. To date, efficiency for operational property has been measured using variance reports on annual budgets. We have developed a range of new or existing ongoing efficiency initiatives which will reduce costs, improve remaining asset life and contribute to a sustainable asset policy

The efficiency strategy for stations is underpinned by five key themes:

1. Reducing change
 - robust long term work banks;
 - increased opportunities for packaging & resource levelling;
 - reduced re-design and variations; and
 - optimisation of the plan with possession utilisation and seasonal constraints.
2. Delivering more with the resources available
 - incentives and productivity targets for contractors; and
 - improved staff utilisation through longer term planning, streamlined processes and exploiting synergies with civils activities.
3. New market engagement strategy
 - increased volume of tendered works;
 - new improved framework contracts;
 - use of second tier suppliers; and
 - improved opportunities for contractor efficiency (integrated planning etc).
4. Identification and utilisation of best practice
 - increasing capacity and capability of the new in-house design team;
 - identification of new and innovative materials and methods; and
 - increasing use of optimised/ standard designs and design details.

5. Budget management strategy

- protected budgets for franchised stations by SFO portfolio across control period rather than year;
- protected budget lines for major schemes or programmes managed across control period rather than year;
- introducing flexibility to improve operational performance and deliver efficiency; and
- budget changes agreed by LDG.

We intend to work with our customers – as we have under the NSIP and ISP initiatives – to look a better ways of delivering best value and efficiency for the industry. This may feature Network Rail investment being delivered by the train operator or a third party, or alternatively may feature Network Rail delivering a scheme or programme on behalf of others.

Delivery by TOCs may well prove an efficient approach for certain schemes, but we do expect that the majority of our station investment, particularly the larger, more complex station investment schemes will be delivered through Network Rail in CP4.

Station safety plans

Overview

Our stations strategy described the recent safety performance at stations, and our approach to assessing and managing the risks which arise in this part of our operation.

We are required to achieve our safety outputs for passenger and staff safety in challenging circumstances, including:

- increased passenger numbers;
- increased number of trains, service frequency and network capacity;
- changes in passenger age profiles;
- extended peak periods;
- more variable weather conditions;
- increase in serious crime;
- uncertain threat from terrorism; and
- future large scale international events (e.g. Olympics).

As well as the specific risks which have been identified, there has been a recent increase in passenger concern regarding personal safety and security which our measures also seek to address.

Our safety plan describes the full range of initiatives which are to be delivered and their contribution to the achievement of the two safety output targets. Those initiatives relating to stations are summarised here.

Managed station safety initiatives

Station design, lighting and signage

Renewals of station facilities provide the opportunity to reduce safety risk through the application of modern standards. For example, replacement or refurbished stairs would incorporate non-slip nosings, colour contrasting steps, adequate handrails and tactile tiles in line with DDA requirements.

We will also assess the relationship between station lighting levels and accident hotspots, with a view to providing additional lighting where this might reduce safety risk.

Other initiatives include the installation of appropriate signage on escalators and lifts, installation of measures to prevent trolleys and pushchairs being taken on escalators, and additional warning signage to reduce the incidence of passengers crossing the railway lines at stations.

Boarding and alighting trains

Initiatives to reduce the risk of slips, trips and falls when boarding alighting trains include the provision of additional and improved “Mind the Gap” signage and markings, and trialling modified warning announcements and customer information displays.

We will also undertake further investigation of incidents to identify hazards and implement mitigations where relevant.

Station management

Initiatives to support the management of safety at stations include the introduction of policies and procedures which provide tools to identify “at risk” areas and to implement effective controls, and the production of guidance documents detailing best practices for cleaning regimes and decreasing accidents on steps, staircases and escalators.

Specific actions include the letting of new cleaning contracts with emphasis on improving the response level for spillages and the quality of cleaning for the different types of floor surface. We will also undertake station capacity modelling with

Figure 5 PR08 stations enhancement projects expenditure £m (2009/10 prices)

| Programme | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | CP4 total |
|-------------------------------|---------|---------|---------|---------|---------|-----------|
| NSIP (total fund) | 35.1 | 30.8 | 31.1 | 34.2 | 33.9 | 165.0 |
| Access for All | 48.7 | 42.7 | 47.2 | 48.9 | 45.1 | 232.5 |
| King's Cross | 126.5 | 105.7 | 71.8 | 10.7 | 13.9 | 328.6 |
| Birmingham New Street gateway | 1.3 | 2.4 | 16.1 | 84.9 | 30.7 | 135.4 |

a view to updating the current crowd management processes to mitigate potential overcrowding risks.

The national and station emergency plans have been updated with regular liaison meetings with industry partners established. The station emergency plans and contingency arrangements better enable each station to prepare for emergency situations and to quickly establish the suitable and sustainable contingency arrangements. This will improve the industry ability to respond to such situations as station evacuation in the event of fires, terrorism threats, etc.

Security

Many of the initiatives to improve the security of our passengers, staff and property require a partnership approach with other organisations. Examples include co-operation with local authorities to improve security at taxi ranks and to extend CCTV coverage, and working together with police forces on a range of crime reduction initiatives.

We plan to install additional CCTV, which has the benefit of combating a number of risks including staff/passenger assaults, vandalism, terrorism as well as providing a retrospective understanding or even early warning of other incidents that occur such as those at the platform train interface, or slips trips and falls.

We also plan to roll out an advertising campaign to highlight the issues surrounding violence on the railway, particularly at stations.

From the staff safety perspective, we are developing an improved conflict management training package for all customer facing staff, available both to new employees and as a refresher course for existing staff. We are also undertaking a further trial of personally worn surveillance systems issued to staff on duty, that record visual and audio media.

Franchised station safety initiatives

Our enhancements programme includes schemes to improve or redevelop stations, many of which

will contribute to the reduction in safety risk to passengers and rail workers. These include:

- design of new and upgraded facilities to modern standards;
- provision of additional passenger capacity to reduce overcrowding, e.g. circulation areas and longer platforms; and
- reduction in slips, trips and falls at NSIP and Access for All stations through improved access/egress and passenger information;

We will also work with the wider industry to consider the broader application of our safety initiative work on station design, lighting and signage and on boarding and alighting trains to assist in achieving higher level of safety across the franchised estate.

Enhancements

Network Rail has been funded in CP4 to deliver infrastructure enhancements to the network, many of which are specifically defined in the HLOS, or contribute to the achievement of HLOS outputs. A full statement of the outputs, scope and milestones for enhancements are provided in a separate supporting document to the CP4 delivery plan.

Major Station Programmes

A number of programmes exclusively concern enhancements at stations. The planned investment for these programmes is shown in Figure 5.

National Station Improvement Programme

In July 2007 a cross-industry National Programme Board was established to develop plans for the programme, demonstrating that the industry could work together to deliver efficiently.

Locally based joint Network Rail/TOC Local Delivery Groups (LDGs) have begun to develop and deliver plans for each NSIP candidate station – this work will continue through CP4. This will feature developing synergies between various workstreams including Access for All, train

operator and Network Rail maintenance, renewals and enhancements, and third party investment.

In February 2008 ORR confirmed that the industry's plans for the programme were deliverable and efficient. The full list of candidate stations, 269 in total, will be progressed with an anticipated third party funding forecast of £115 million in addition to the NSIP funding shown in Figure 5. Initially 150 candidate stations were envisaged but there are now significantly more because (i) there are a number of smaller, but locally significant, stations which can benefit from a relatively small amount of expenditure, and (ii) the success in attracting third party funding means that the programme is capable of supporting work at a greater number of stations.

The default position is that TOCs will deliver the NSIP works at stations except where a scheme is particularly complex, or where Network Rail is undertaking pre-planned renewals and it would be more efficient for Network Rail to deliver at the same time.

Success will be measured by improved passenger satisfaction with NSIP stations, measured through joint bespoke passenger surveys with Passenger Focus.

Access for All

Access for All works will be planned through the Integrated Stations Planning framework by Network Rail and the TOCs. Network Rail has specific responsibility for the delivery of the programme.

The detailed scope of works will be determined for each station in the programme. These works are likely to include provision of lifts and/or ramps, as well as modifications to existing infrastructure.

King's Cross

The King's Cross project will provide a new western concourse, allowing improved passenger circulation within the station and better connectivity with London Underground and St Pancras International. Additional peak capacity is also to be provided with the addition of a new 12 coach platform. It is expected that the project will be completed in 2013.

Birmingham New Street gateway

This project includes significant enhancements to passenger capacity at the station through the provision of new and rebuilt facilities at platform and concourse level, and improved access and

passenger information systems. It is expected that phase one will be complete by Q4 2012, with completion by Q1 2015.

Major programmes with significant stations enhancement components

Thameslink

The Thameslink programme has three phased outputs to deliver increased capacity on the Thameslink routes between 2009 and 2015. The programme includes major redevelopment of the stations at Blackfriars and London Bridge, and remodelling at Farringdon.

Reading area redevelopment

This project will deliver significant capacity and performance benefits in the Reading area. It includes the provision of five new platforms by November 2012.

Other enhancements

Network Rail is required to deliver defined capacity outputs on a number of routes, particularly on the East Coast Main Line, in the London area, and in other urban areas. Many of these outputs require the provision of additional or extended platforms at stations. Work is underway to develop a robust scoping and delivery response to the requirements within the funding provided for this purpose.

Network Rail will also facilitate or deliver a significant amount of third party funded work on stations. A major upgrade to passenger facilities is currently taking place at Stratford station, funded by the Olympic Delivery Authority. This is due to be completed in 2010. Other works include TOC funded enhancements, TfL and Local Authority schemes.

Commercially funded development

The improvement of stations as a result of associated commercial development activity is a valuable component of our stations enhancement strategy. We have a CP4 target of £115 million of station renewal and enhancement works as a result of development activity – this is realised as hypothecated gains, and additional to our other funded developments.

Our plans include:

- projects at managed stations such as London Bridge, Cannon Street, Euston, London Victoria and Waterloo;

- our first property joint venture with Solum Regeneration which involves six stations in the South East, and
- further predominantly developer-led schemes at medium sized stations.

Property market conditions have deteriorated dramatically over the last 12 months which has required a realignment of our business plans both in the form of viable schemes and exit routes.

Further plans exist to undertake major developments at Euston and London Victoria stations, with associated station enhancements. We do not, however, expect these developments to be completed during CP4.

Strategically, the development and sales group within our Commercial Property team will continue to foster partnering relationships to be in the best position to take advantage when the economic climate improves. Partnering relationships (such as the Solum regeneration partnership between Network Rail and Kier Property) give us a significant element of control thereby allowing us to steer and facilitate such developments.

Charges for franchised stations

We have worked with the ORR and our industry partners in developing a strategy for setting charges for franchised stations for CP4. We have now agreed with ORR that the Long Term Charge will continue, and that the charge will have a portfolio focus, providing SFOs with a reasonable expectation of spend on their portfolio over the

control period.

Although we plan to deliver this level of investment on customers' portfolios, exceptions may arise where substantive urgent renewals or wider business requirements emerge during the control period. In these circumstances we would, following the methodology adopted by Joint Stations Board, adjust expenditure levels to accommodate the risk.

Should such a requirement emerge during the control period then Joint Stations Board would be advised at a 6-monthly review and adjustments made to year-end forecasts and future years' budget. Any such changes would also be confirmed in the Annual Return.

Following consultation on charges and the final determination published by ORR, the charges set for franchised stations are as shown in Figure 6 below.

| | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | CP4 total |
|------------------------------|------------|------------|------------|------------|------------|------------|
| Arriva Trains Wales | 8 | 7 | 7 | 7 | 7 | 37 |
| c2c | 2 | 2 | 2 | 2 | 2 | 11 |
| Chiltern | 3 | 3 | 3 | 3 | 3 | 16 |
| East Midlands Trains | 4 | 4 | 4 | 4 | 4 | 20 |
| First Capital Connect | 6 | 6 | 6 | 6 | 6 | 29 |
| First Great Western | 11 | 11 | 10 | 10 | 10 | 53 |
| First ScotRail | 13 | 13 | 13 | 13 | 13 | 64 |
| First TransPennine Express | 2 | 2 | 2 | 2 | 2 | 11 |
| London Midland | 8 | 8 | 8 | 8 | 8 | 38 |
| London Overground | 1 | 1 | 1 | 1 | 1 | 5 |
| London Underground | 1 | 1 | 1 | 1 | 1 | 5 |
| Merseyrail | 5 | 5 | 5 | 5 | 5 | 23 |
| National Express East Anglia | 10 | 10 | 10 | 10 | 10 | 48 |
| National Express East Coast | 3 | 3 | 3 | 3 | 3 | 13 |
| Northern Rail | 12 | 12 | 12 | 12 | 12 | 60 |
| South Eastern | 13 | 12 | 12 | 12 | 12 | 62 |
| South West Trains | 13 | 13 | 13 | 13 | 13 | 63 |
| Southern | 10 | 10 | 10 | 10 | 10 | 49 |
| Virgin Trains | 5 | 5 | 5 | 5 | 5 | 25 |
| Total | 131 | 126 | 125 | 125 | 125 | 634 |

Appendix 1 - Station Stewardship Measure

| Appendix 1 Station Stewardship Measure by Station Facility Owner and by Category | | | | | | |
|--|----------|------|------|------|------|------|
| Station Facility Owner | Category | | | | | |
| | A | B | C | D | E | F |
| Arriva Trains Wales | | 2.70 | 3.01 | 3.09 | 3.23 | 3.11 |
| c2c | | | 2.63 | 2.30 | 2.55 | 2.21 |
| Chiltern | 2.76 | 2.20 | 2.73 | 3.01 | 2.88 | 2.84 |
| East Midlands Trains | | 2.50 | 2.56 | 2.87 | 2.64 | 2.33 |
| First Capital Connect | 2.50 | | 2.21 | 2.35 | 2.46 | 2.46 |
| First Greater Western | 1.86 | 2.89 | 3.02 | 3.02 | 3.08 | 3.06 |
| First ScotRail | | 2.22 | 2.41 | 2.36 | 2.41 | 2.40 |
| First TransPennine Express | | 2.48 | 2.53 | 2.67 | 2.26 | 2.45 |
| GMPTE | | | | | | 2.67 |
| London Midland | | 3.01 | 2.73 | 2.86 | 2.90 | 2.92 |
| London Overground | | | | 2.58 | 2.63 | 2.60 |
| London Underground | | | 2.94 | 2.25 | 2.99 | 2.56 |
| Merseyrail | | 2.65 | 2.80 | 2.81 | 2.82 | 2.62 |
| National Express East Anglia | | 2.72 | 2.70 | 2.80 | 2.60 | 2.89 |
| National Express East Coast | 2.54 | 2.76 | 2.14 | | | |
| Network Rail | 2.38 | | | | | |
| Northern Rail | | 3.00 | 2.77 | 2.84 | 2.83 | 2.63 |
| South Eastern | | 2.81 | 2.48 | 2.67 | 2.77 | 2.88 |
| South West Trains | | 2.54 | 2.64 | 2.59 | 2.55 | 2.77 |
| Southern | | 2.32 | 2.54 | 2.88 | 2.70 | 2.80 |
| Virgin Trains | 2.94 | 2.69 | 2.83 | 2.58 | 2.26 | |

Appendix 2 - Description of Station Categories

The following definitions are taken from the report “What Passengers Want” published by the Rail Passenger Council (now Passenger Focus) in 2005.

Category A: National hub

e.g. London Euston, Newcastle and Leeds

Category A stations are major termini providing access to major centres and connecting major cities across the UK. They contain, and are perceived to provide, the highest number of facilities for all station types. Some category A stations have been developed into ‘flagship’ stations, refurbished to serve the increasing demand and needs of passengers. A good example of this is the refurbishment of Manchester Piccadilly station to serve the needs of visitors to the Commonwealth Games (2002), as well as to cope with the demands of existing and potential business and leisure passengers.

Category B: Regional hub

e.g. Cambridge, Oxford and Dundee

Category B stations or regional hub stations service important cities, towns or business centres.

Category C: Important feeder

e.g. Blackpool North, Hereford and Luton

Category C stations provide important regional connections as well as having the capacity and facilities to serve large numbers of passengers.

Category D: Medium-sized staffed

e.g. Frome, Aylesbury and Aberystwyth

These stations serve local populations acting as pick-up points and commuter stations.

Category E: Small staffed

e.g. Iver, Treherbert and Sandy

These serve areas with smaller populations than C and D stations, and mainly act as pick-up points.

Category F: Small unstaffed

e.g. Matlock, Bridge of Allan and Hawarden

Small unstaffed stations are mainly found in low-population or rural areas. For this reason services may be infrequent.