Design Manual
NR/GN/CIV/100/09

NetworkRail

Implementation Strategy for Medium to Small Stations


Widmerpool

Document Verification

Authorisation

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How to use this document

Introduction:

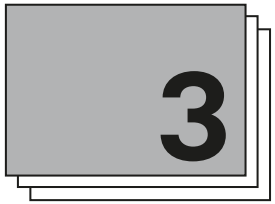
Describes the background, purpose, and scope of the document and sets out guiding principles for engaging with local communities.

Section 1
Stage One:

Covers the development of early site and community stakeholder research and analysis.

Section 2
Stage Two:

Provides details on statutory stakeholders, timelines, and processes for gathering and handling initial community feedback.



Section 3
Stage Three:

Describes the introduction of design options and how to balance these with community needs through feedback, engagement, workshops, and testing.

Section 4
Stage Four:

Covers opportunities for continued community engagement throughout delivery via supply chains, handover, and community partnerships.

Appendices:

Provides useful tools for engagement and implementation including: project work stage comparisons, identifying stakeholders, and station categories classification.

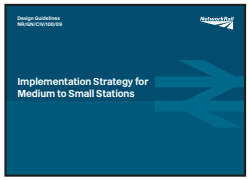
Hint and tips:
To quickly navigate this document click on any of the sections or titles on this page.

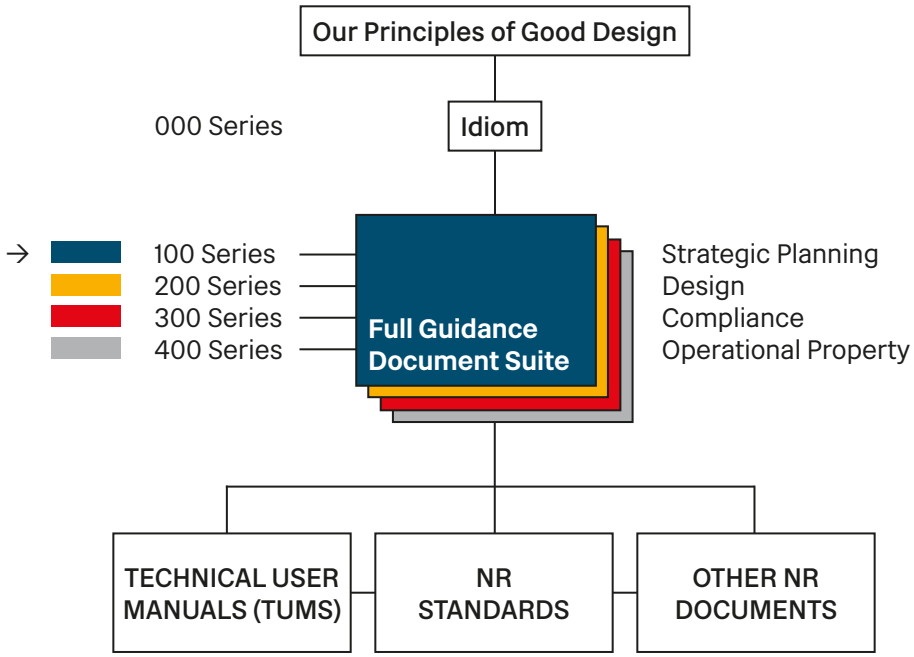
To return to the contents page you can click on the Double Arrow symbol.

How to use the guidance suite

The Network Rail Document Suite

You are here





References to other documents

- Code of Practice Guidance
- National Standard
- Network Rail document
- European Standard

Example:

Standards Reference

Project Acceleration in a Controlled Environment (PACE)
NR/L2/P3M/201

This guidance has a Network Rail standards Green status, and the contents do not require derogation

A full list of relevant documents, and other guidance suite documents is contained in the appendix.

Contents

Implementation Strategy for Medium to Small Stations
Introduction

Image 01
Passenger Hub Design Workshop

Creating Networks Beyond the Rails

This handbook was commissioned by the Technical Authority - Buildings & Architecture Team with the aim of producing a clear, go-to-guide for creating successful Community Hub Stations.

Crystallising the key concepts behind the new Hub roll-out, it offers an accessible overview to the stages of work, to confirm all the essentials are addressed in sequence.

Trust and transparency go hand-in-hand. This document is being made available to the very communities and stakeholders that Network Rail is looking to serve, to encourage engagement from both directions. The ultimate success of the Community Hub program may be measured in its enduring human connections, as much as the physical infrastructure it provides.

Standards Reference

The Association of Community Rail Partnerships (ACoRP) & The Rail Delivery Group (RDG)
Community Stations: Innovative Uses for Railway Stations and Land

NR Guidance Suite Reference

Design Manual for Medium to Small Stations
NR/GN/CIV/200/02

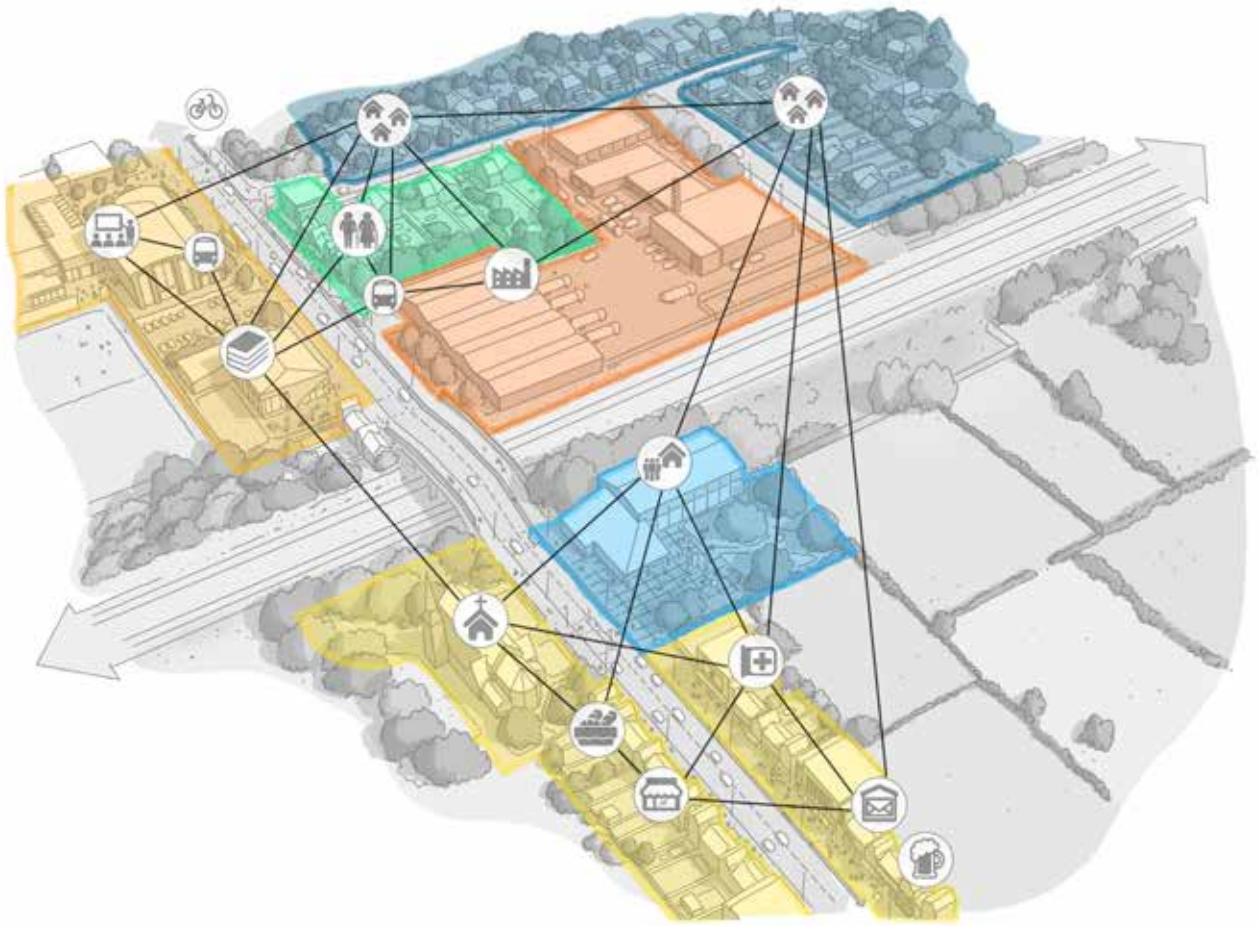


Image 02
Local community amenities present opportunities to establish Networks Beyond the Rails

Purpose

This guidance should be the constant companion of all Project Sponsors and senior management, tasked with delivering medium and small stations. This document is intended as any easy aide-mémoire, to assure a methodical and effective approach to community engagement - to identify and create the best option.

Each project can generate a complex network of contributors and stakeholders, and this handbook offers the means to identify, map, and track the growth of that community of interested parties. Engaging with the right bodies, at the right time, and in the right way, is the key to avoiding obstacles and delays in project delivery... and ultimately delivering stations that are far more than the sum of their parts.

Scope

This document only sets out the steps required to engage local community and stakeholders impacted by the creation of a medium to small station, prior to construction of the station on site.

Defining specific design deliverables such as materials, accessibility, sustainability, and security are beyond the scope of this document. However, such topics may be identified as important in the brief, thereby shaping how they are designed on a site to site basis, responding to place not a standardised approach.

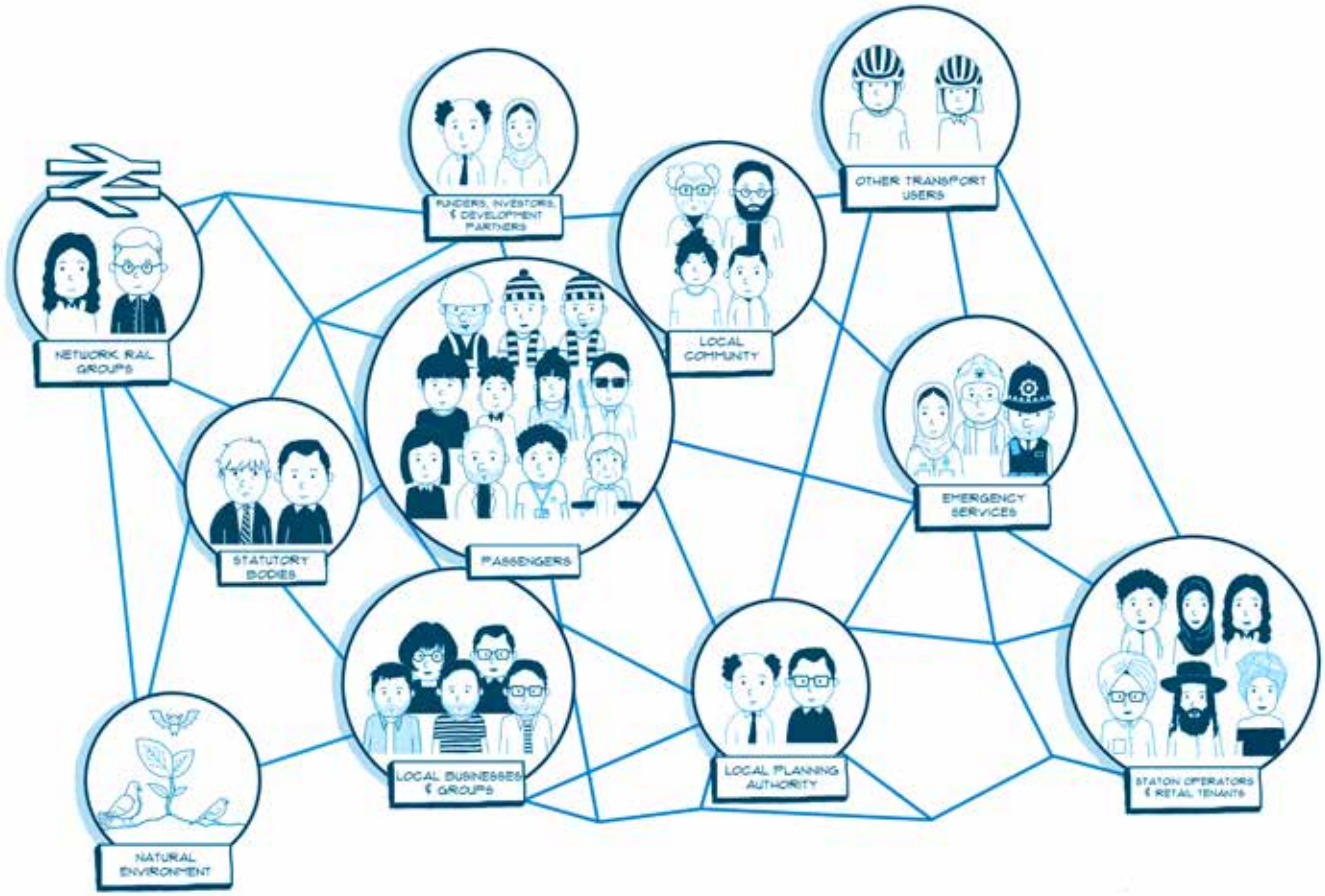


Image 03
Network of potential stakeholders

Understanding People & Communities

This document is intended to be read in conjunction with other Network Rail guidance and includes references where relevant.

The HUB Station concept is intended primarily for small to medium category D, E, and F stations. This includes approximately 80% of UK railway stations – over 2,000 stations.

- → D - Medium-sized staffed stations with 0.25–0.5 million passenger trips per year. There are approximately 300 across Britain.
- → E - Small staffed stations with under 0.25 million passenger trips per year. There are nearly 700 across Britain.
- → F - Small unstaffed stations with under 0.25 million trips per year. There are approximately 1,200 across Britain.

Standards Reference

Rail Delivery Group
Transformational Partnerships: National Station Improvement Programme

Look Beyond the Numbers

Successful Community Hub Stations are focused on people, not passengers. While the business case for station building is anchored in the economics of passenger numbers, the design of Hubs requires a far more intimate understanding of the people they may ultimately serve.

Older generations of stations tended to concentrate on the pragmatic engineering of platforms and concourses, and too little on the people who populate them. Designers and Project Sponsors should follow a process where they engage directly with diverse communities, containing different sexes and ages, ethnicities and cultures, and mental and physical abilities.

Genuine understanding comes from first identifying people's needs and aspirations, before offering potential solutions and services. There can be no design without research.

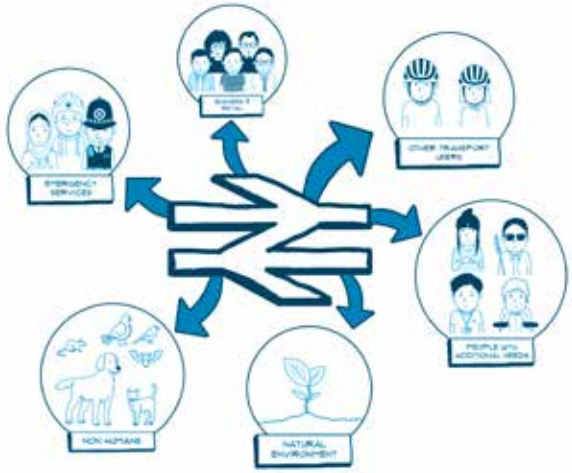


Image 04
Looking beyond the numbers toward potential stakeholders

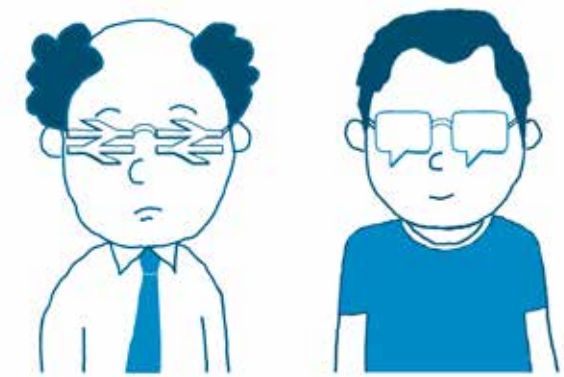


Image 05
See stations through different eyes

See Stations Through Different Eyes

It's here that empathy and role-play can offer fresh perspectives on inclusive design.

'One of the tools I use in discussion with engineers is to ask them to put themselves in the shoes of a 16-year-old girl, walking to and through this station, on a dark October evening. Ask yourself: 'Would you feel safe'? If the answer is 'No', then we need to redesign'.

— David Ubaka, Network Rail Consultant

A Hub needs to welcome the community in. Steep stairs, blind corners, hiding places, limited street lighting and poor links to local services... all of these are potential barriers, that could exclude some members of society, and effectively fail a portion of the community whose station this should be.

Only by going out into the surrounding community can these fresh perspectives be drawn into the design process, and then inform the best 'place specific' solution. First-hand knowledge paves the way to first-rate design.

Image 06
People not Passengers - Community performance in Newcastle station

Start With a Blank Sheet of Paper

The Community Hub Stations are more than a kit of parts, to be configured purely for convenience in construction. They are flexible components, with which to realise communities' potential.

Many Community Hubs may be built on the sites of existing stations, but it would be wrong to presume that the previous station is the only template for the future. Take the opportunity to test the functionality of the existing station, both in person, and through consultation with the community. Regular passengers can offer valuable insights into existing issues, which would otherwise take many site visits to distil.

Be prepared to move location or shift orientation, to achieve a workable plan that delivers. Logical layouts and greater community connectivity help minimise signage, which in turn increases accessibility. Over-reliance on written signage places non-English speakers at a disadvantage.

'Signage prevails where architecture fails'
— Eric Kuhne, Architect & Masterplanner

Make Your Hub a Home: Offer Your Station for Adoption

Stations have the potential to be a focus of community pride, if the community is allowed to adopt them at the outset. Finding community partners means approaching people from across the social spectrum. Scouts groups and craft circles, worshippers and gardeners, pensioner clubs and youth centres… a Hub can become a home for a multi-generational cross-section of the community. The challenge is to think beyond the needs of peak-time commuters, and find the local people, for whom a Hub Station could be more than simply a point of departure.

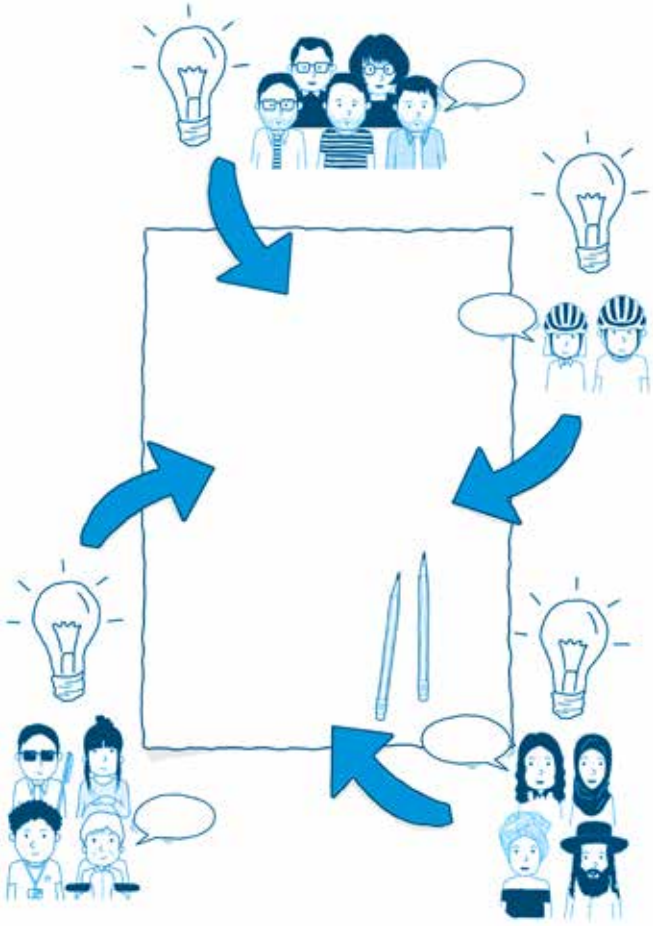


Image 07
Starting with a 'blank sheet' allows for community contributions

Understand your catchment area

The unique character of each Hub Station is drawn from the communities they serve. Every station may be different, because it sits within a unique catchment area, largely defined by the distances between neighbouring stations along the line.

Accurately mapping the community for whom this may be the nearest station creates a catchment area which becomes the foundation for structuring future community engagement.

Exploring what lies within the station's catchment boundary should be your first order of business. The goods, services and amenities a station offers should complement, rather than compete, with those in the existing community. Duplication leads to dilution. For many communities, a well-planned Hub station could be the missing piece of the puzzle that stitches their services together.

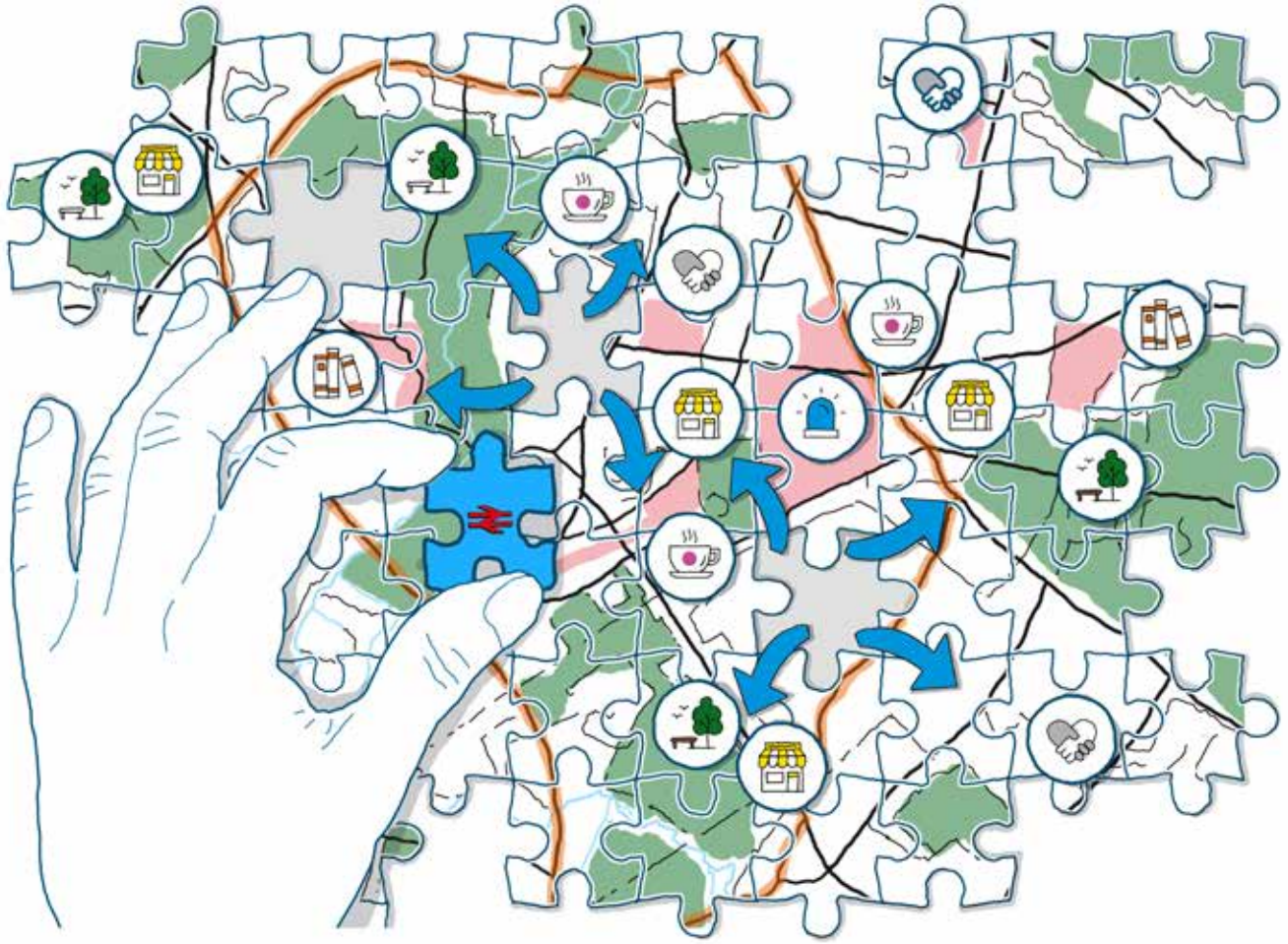


Image 08
HUB stations present opportunities to stitch existing local services together

Be Place Specific

First-hand Knowledge

Successful place making begins with the place. The first priority of any Project Sponsor should be to get their boots on the ground. To delegate this primary research to others is to dilute your ability to understand the community in which you build.

Project teams should visit their sites multiple times, at different times of day and year. A station concourse that seems inviting in early May, may be a wasteland in late October. Seasonal variations expose a station's successes and failures, and the Community Hub station should work effectively 365-days of the year.

Bespoke Design

The Hub Stations are created from a kit of parts. They give standardisation in some areas but also designers the flexibility to adapt to local conditions, but those conditions should be known. Prevailing winds, risk of flooding, weekly markets, seasonal tree cover… all these things are best experienced in-situ, not second-hand.

Walking streets, watching people, waiting to see what is working… This is the essence of 'Tasting the Dirt', (Section 2.1.2.). Pinpointing that sense of place gives a project a sense of purpose. It should make the design process better and define which elements are site specific.

Image 09
First Hand Knowledge

Image 10
Adapting to Local Conditions

Plan – to Succeed

While every station can be unique in how it responds to its surroundings, the core principles remain constant. The overriding ethos is to plan from day one.

If you fail to plan, you plan to fail. The required level of community involvement in a Hub Station demands a corresponding level of planning. Failing to engage with the right partners, and report back to them in a timely manner, can compromise both the construction timeframe and ultimate success of the station.

Be meticulous. Be methodical. Sequence and understanding when to loop back to revisit specific topics or stakeholders in the engagement sequence is key.

This document gives you that key. To use it effectively, project teams should be open to revisiting topics later in the sequence of chapters, for example when creating and reconsidering the brief. The brief may need to be considered again in different ways in later chapters, when optioneering design solutions.

Engagement is 'Cyclically Linear' - so be prepared to visit the same topics while moving forward as a way to stress test your solutions against your brief and stakeholder/community requirements.

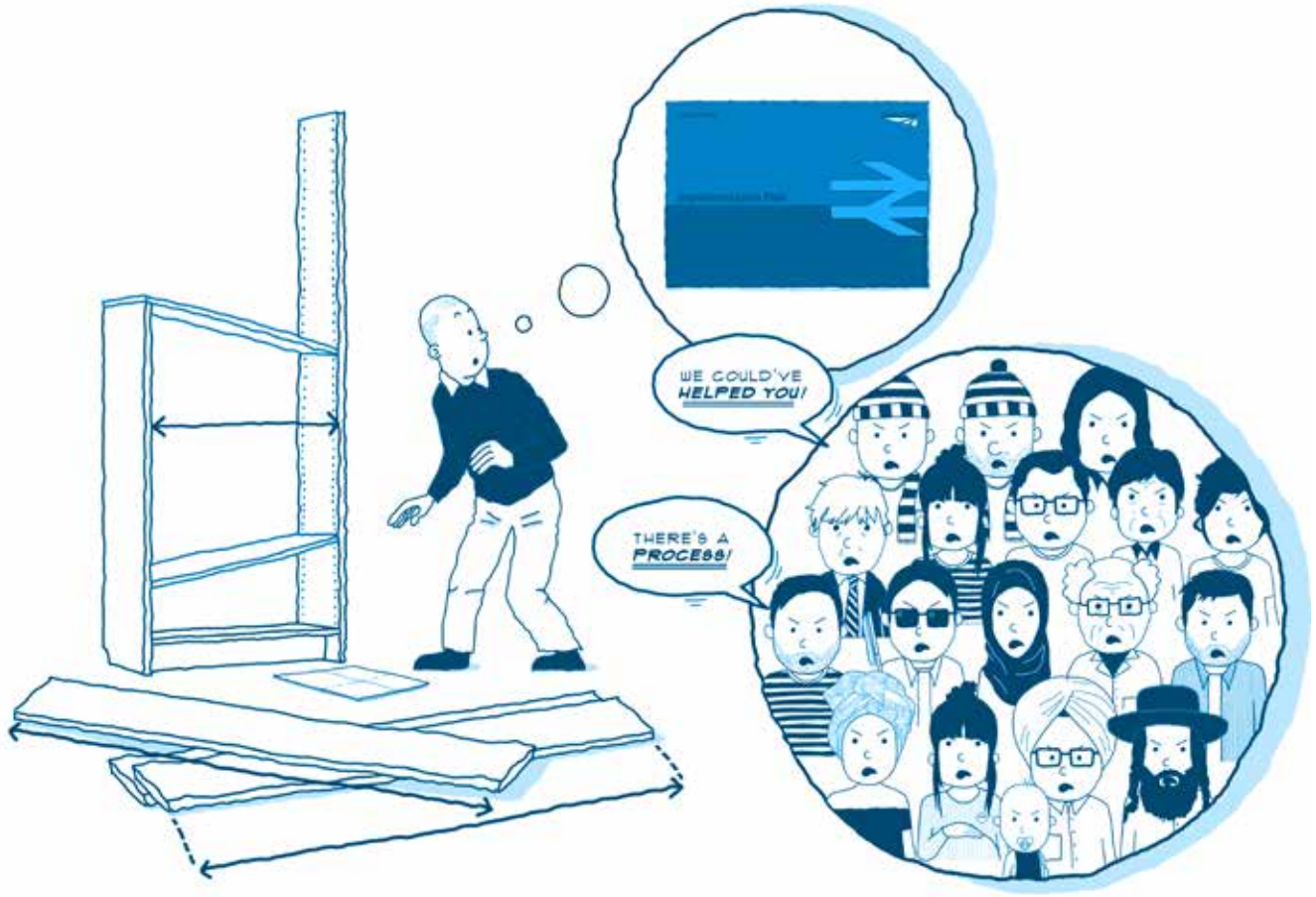


Image 11
Failing to engage with the right partners at the right time can compromise your project

1

Implementation Strategy for
Medium to Small Stations
Stage One

Image 1.1
Engagement Workshop

1.1 Site Analysis

1.1.1 Site Analysis

You can never do too much site analysis. Taking short cuts here can only store up problems for the future. Any successful implementation plan hinges on having an intimate knowledge of all aspects of a site - social and physical.

The more complex the community and its culture, the more analysis is required. Complexity comes in many forms. The fabric of historic town centres presents heritage challenges. Multi-ethnic communities require a greater number of consultations across different faith and social groups. Areas where major pieces of infrastructure intersect can be tangled webs of roads and utilities to be negotiated.

Projects Managers are advised to know what's above and below the ground, before a spade touches soil. This section outlines the different strands of research that you should weave into your site analysis, to carry the project forward successfully.

Image 1.2
Site analysis helps to develop your social and physical knowledge of the site

1.1.2 Do Your Homework

Before touring the site for the first time, build your own itinerary. Research the area through books and the Internet, and create lists of local landmarks and noted places. Plot a walking route between them. They form a network of natural way-finders, for both residents and guests, of which your station may become a part.

Compiling historic maps into timeline is one of the most reliable ways to understand the evolution of an area, and begin appreciating the underlying logic of the present street plan. Walk every street, over successive visits, to understand how your site can be accessed from every corner of the catchment area. Putting your feet in the community's shoes is the most direct path to understanding their needs.

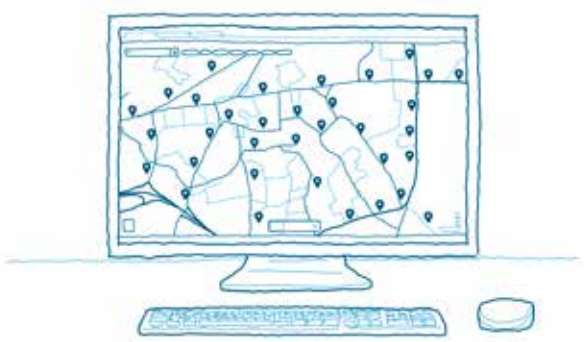


Image 1.3
Desk research - plotting walking routes between landmarks

1.1.3 Learn Lessons From History

Having an outline of the local history and culture in your head provides a scaffold on which to build, so you can appreciate the significance of what you see before you. Local history groups are valuable sources of information, and should be approached at the earliest opportunity. Local partners and communities respond positively to people taking a pro-active interest in their neighbourhood.

Take to time to speak to older local residents, whose memories can help fill in many details of the post-war period, which saw a major rebuilding of many British cities. As we move towards a greener, more active travel society, many car-centric places are evolving again. Knowledge of the older patterns of public spaces that came before may offer design solutions with greater longevity. The activity frame in a Hub Station could fill a historic local requirement, but you should know what has been lost, in order to replace it.

Begin at the beginning. You can never go too far back. Victorian developments may provide a natural backstop, as they tended to demolish everything before building, but older sites may stretch back to the Roman times. Historical analysis just keeps giving. Opening presentations with old maps and images demonstrates to stakeholders that you are serious about adding positively to the place. A Hub station should be framed as the latest chapter in the local history, by responding directly to that history.

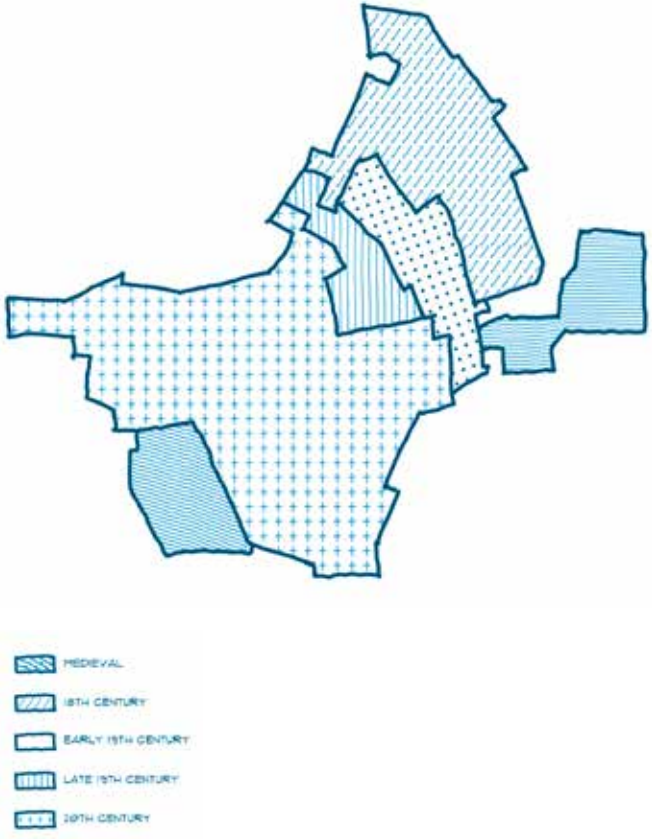


Image 1.4
Mapping helps to uncover and understand a place's historic development

1.1.4 Laying the Ground Work

Understanding the physical site condition runs parallel with the societal/cultural research. The present streetscape may contain no clues to what lies beneath the surface, but asking the right questions of local authorities and utility companies can. Discovering an ancient river was redirected underground (as many have been in our towns and cities), or that an area was once a centre for mining or quarrying, should place the requirement for ground surveys shooting up your list of priorities.

Similarly, learning the constraints of the local infrastructure may alter how the station is delivered in its construction phase. What loads and vehicle heights the local roads, tunnels and bridges can safely accommodate, may alter how materials are delivered to site, and what equipment can be deployed. Construction schedules can be significantly delayed if a crucial crane can't get to site or worse damages local infrastructure doing so. Insufficient site analysis can quickly come back to haunt you.

1.1.5 Start Early

All this research takes time, and even station lead-times are not infinite. Your research should combine the practical and prosaic, with the cultural and creative. The sooner you start, the sooner your stakeholder partners can help.

1.1.6 The Importance of 'Tasting the Dirt'

Professional trackers know how to read the land. One traditional technique is to literally taste a handful of soil, to see what it reveals. A smoky tang might betray the presence of a recent campfire, confirming they are on the right trail.

Deploying such back-woods skills may be optional, but the principal of gaining first-hand site knowledge is sound. As a Project Sponsor, you should to get out and visit site as often as possible. Getting to know your area takes time. Make use of your project lead-times to visit site in spring, summer, autumn and winter. Each season can reveal different aspects of a site and its catchment area's character. Be willing to walk the boundary of your station's hinterland, to understand the distances and gradients involved. 'Walkable cities' should be just that. What looks like an easy stroll in plan, may not be so in practise. A convenient short cut might turn out to be an uncomfortable or dangerous experience.

Getting your boots dirty should happen in parallel with the Desktop Analysis. It may throw up new avenues of investigation. You may spot an unmarked drain cover or gas main, an obscure historic plaque, or fragments of a Tudor stonewall. Take your fieldwork back to the office, and cross-reference your findings against your stack of plans and maps. Chance encounters can lead to long-term legacies.

Be curious, be thorough, and by the time the excavators arrive, you won't have to taste the soil to know it can take their weight.

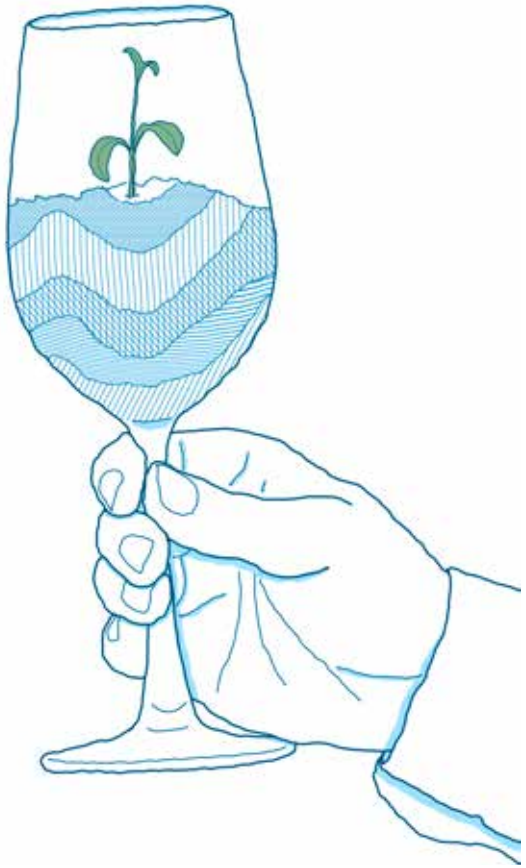


Image 1.5
Tasting the Dirt

1.2.1 Community & Other Stakeholder Analysis

People make places. Finding ways to identify stakeholders, and gather local knowledge effectively, is a key component of your site analysis. Pick the brains of colleagues who may have worked in the area previously, and scroll through their contact lists. Most local authorities have a Community Liaison Officer whom you can approach for suggestions on local groups and charities that might take an active interest. Start compiling a list of organisations that sit within your catchment area, and use that to open the conversation. They may be able to highlight any obvious omissions, and often offer you a direct introduction. Go to visit them in their community, rather than inviting them to your office. Informal gatherings break the ice better than formal meetings.

1.2.2 Raising a Hub-bub

Regularly walking your catchment area is a way to build more personal relationships. Strike up conversations in local pubs and shops, and take the time to tell them what you are working on. Being seen to be listening and receptive to local opinion may encourage people to share suggestions and contacts. Get people talking, and be ready to record their ideas.

Remember, you are creating a vital piece of infrastructure, whose lifespan may be measured in hundreds of years. Getting it right can improve local life for generations. Your station may be at the heart of a community, so learning to feel the pulse of the people who might use it should be a top priority.

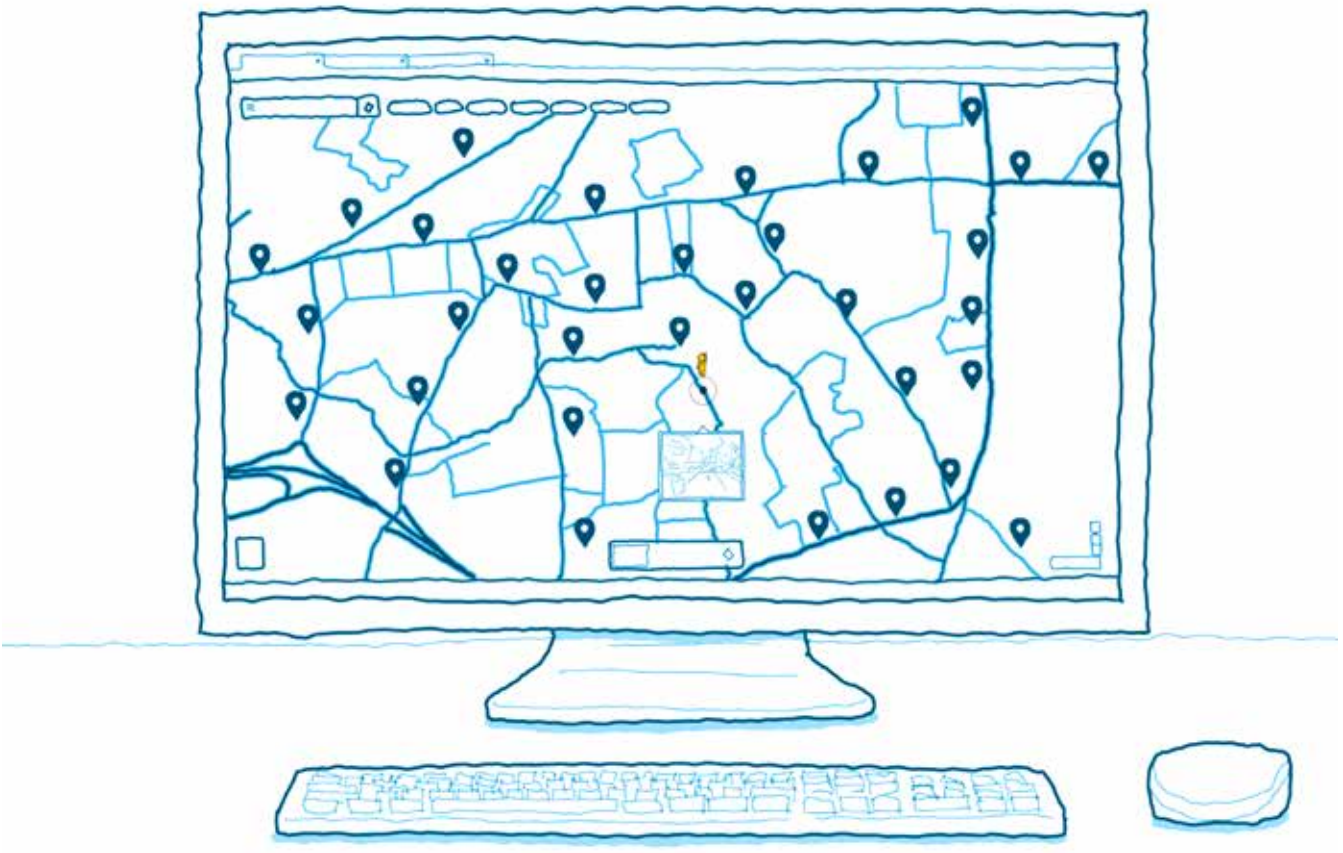


Image 1.6
Find and list the organisations within your project catchment area

1.2.3 Mapping

Mapping your station's catchment is a science, and one that has to be worked through afresh, from first principles, for every project. Do not take shortcuts. Mapping is a necessary tool for visualising the information you're gathering, and can quickly repay the time you invest.

1.2.4 Think Big

Communities are bigger than computer screens. Confining ideas to the narrow confines of a PDF may not do justice to their scale. Think big, and plan big.

As soon as you've identified the rough boundaries of your station's catchment area print the map out, and pin it to your team's office wall, as large as you can. Be ready to refine the area as new data comes in. You should aspire to find out everything you can about the community within the boundary you've drawn.

Add the locations of landmarks, services, and the contacts you've made on your site visits. Don't be precious about the presentation. This is an active working surface, like a wartime operations table, and can be constantly updated as ideas occur. Use highlighters, pins and post-it notes, until you have a collage of the potential community partners and stakeholders that might help drive your project forward.

Taking in your whole project, at a glance, can encourage you to think holistically, and identify the underlying patterns and connections in the community.

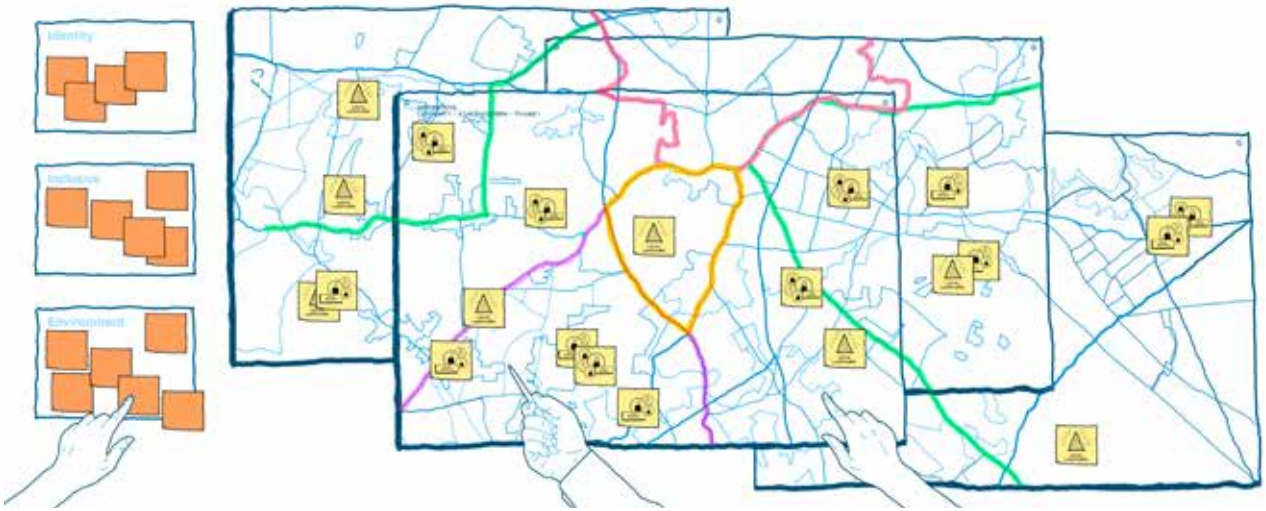


Image 1.7
Thinking Big and Holistically - pinning your Catchment Area map to the wall helps get fingerprints on the plan.

Later all this information may be distilled into more polished digital format for sharing by email, but consider a physical map to start brainstorming ideas. Getting fingerprints on the plans makes people feel a genuine part of the process.

1.2.5 Connect to your community

The physical Catchment Map is a great ideas generator. Located where the whole team can casually interact to share their experiences could identify and/or fill the gaps in local community and physical site understanding.

Try colour-coding your lists of partners and stakeholders into categories on post-its to highlight where clusters of certain groups have formed. The map also serves as a useful visual prompt to pick up the phone, and keep key people or groups informed. If site visits have thrown up questions, you can quickly identify which contacts are likely to be able to provide answers. Utilising regular council liaison meetings to review and update the list if required may also be useful.

This map based List of Stakeholders provides a tool to deliver a station and it's environs, designed appropriately to be a positive addition to the catchment area it serves.

1.2.6 Making Contact

All stakeholder communications should to be tailored to your audience. Do not assume that one size fits all. Start with a physical, face-to-face meeting with key people in an organisation. Be informal where possible. Consider meeting in local cafes or venues that set them at ease, instead of inviting them to your office. This is a conversation, not a conference.

Tailor your approach for sharing news and collecting comments to suit the needs of each community. Media consumption tends to be divided along generational lines. Few people under the age of twenty use Facebook, so engaging with youth groups may require a different platform like TikTok or Instagram which are currently popular. Local history groups or pensioner clubs may prefer news in a local paper, or to attend a slideshow talk, with a Q&A afterwards. Certain groups like young mothers or working parents prefer different times of the day for in person meetings. So be flexible.

Create a pool of content that your team can dip into, and share across different platforms. Be approachable. Social media runs on imagery, so take your own photos on site visits, and don't be shy of a selfie with your stakeholders. You are a guest in their community, working towards a common goal – a successful Community Hub Station. The message should be clear: We are here to listen and engage not impose a pre-conceived design.

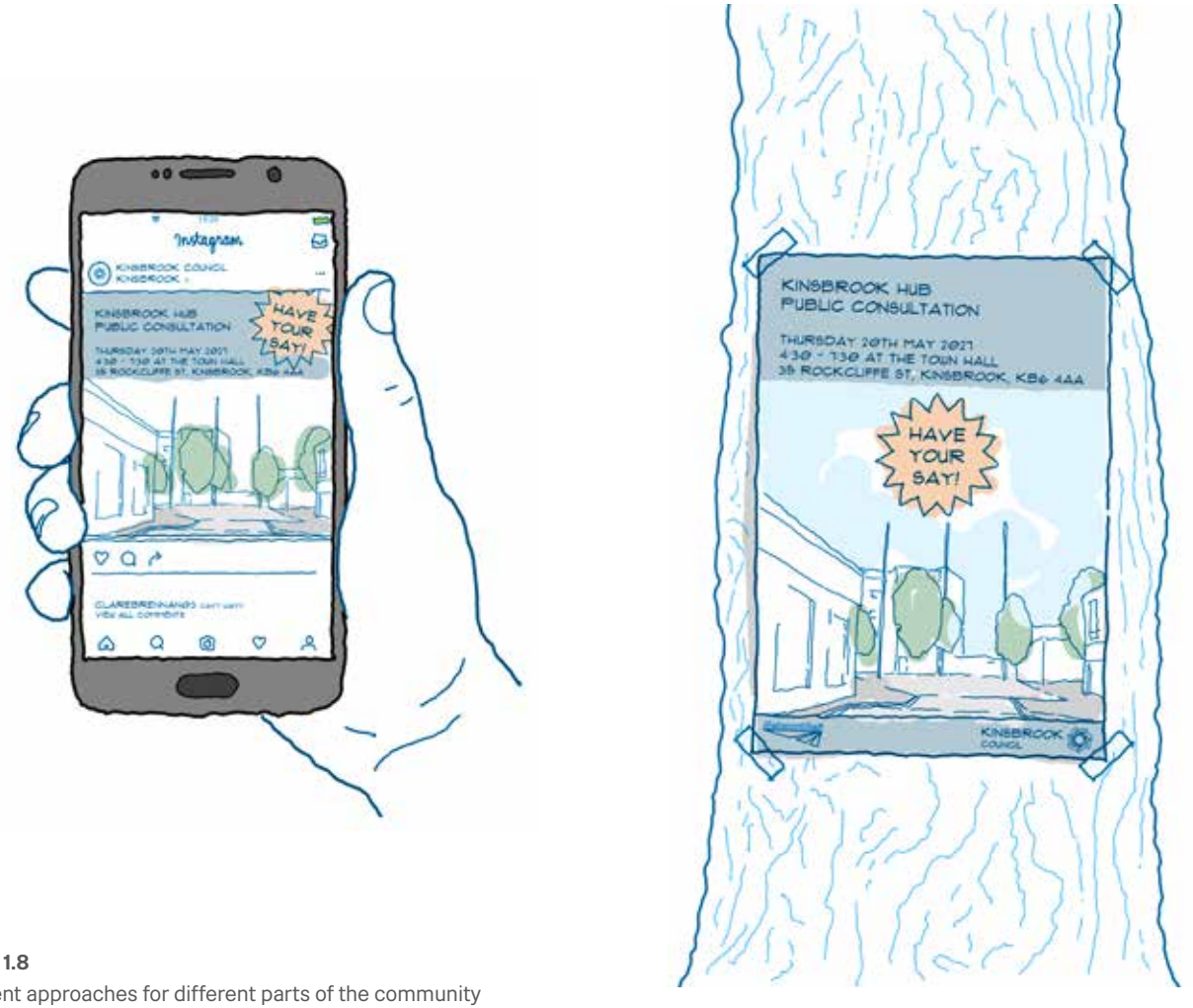


Image 1.8
Different approaches for different parts of the community

1.2.7 Establishing a Hierarchy Map

How do you decide who to contact, and when? Creating a 'Hierarchy Map' is a useful way to visualise your communications priorities.

The tempo of communications is not uniform across all stakeholders. You should gauge who should be on your speed-dial, and who might be perfectly content with being added to your monthly mail-out list.

A simple graph lets you place all your stakeholders in context. A y-axis records their degree of influence/impact on the project, while the x-axis determines how frequently you should check-in with them for an opinion, or with an update.

As a discipline, every organisation, group or individual should start in the top right hand corner, with high influence and high contact frequency, As your mutual relationship develops, adjust stakeholder positions on the map to more accurately reflect both their own preferences, and the assessed needs of contacting them.

'Influence' should not be confused with 'importance'. All stakeholders are important, but once consulted, and given input to a stage of work, they should not be inundated with updates, unless they are relevant. Some may be looking for weekly or monthly news bulletins, while others might be perfectly content with being contacted once a quarter.

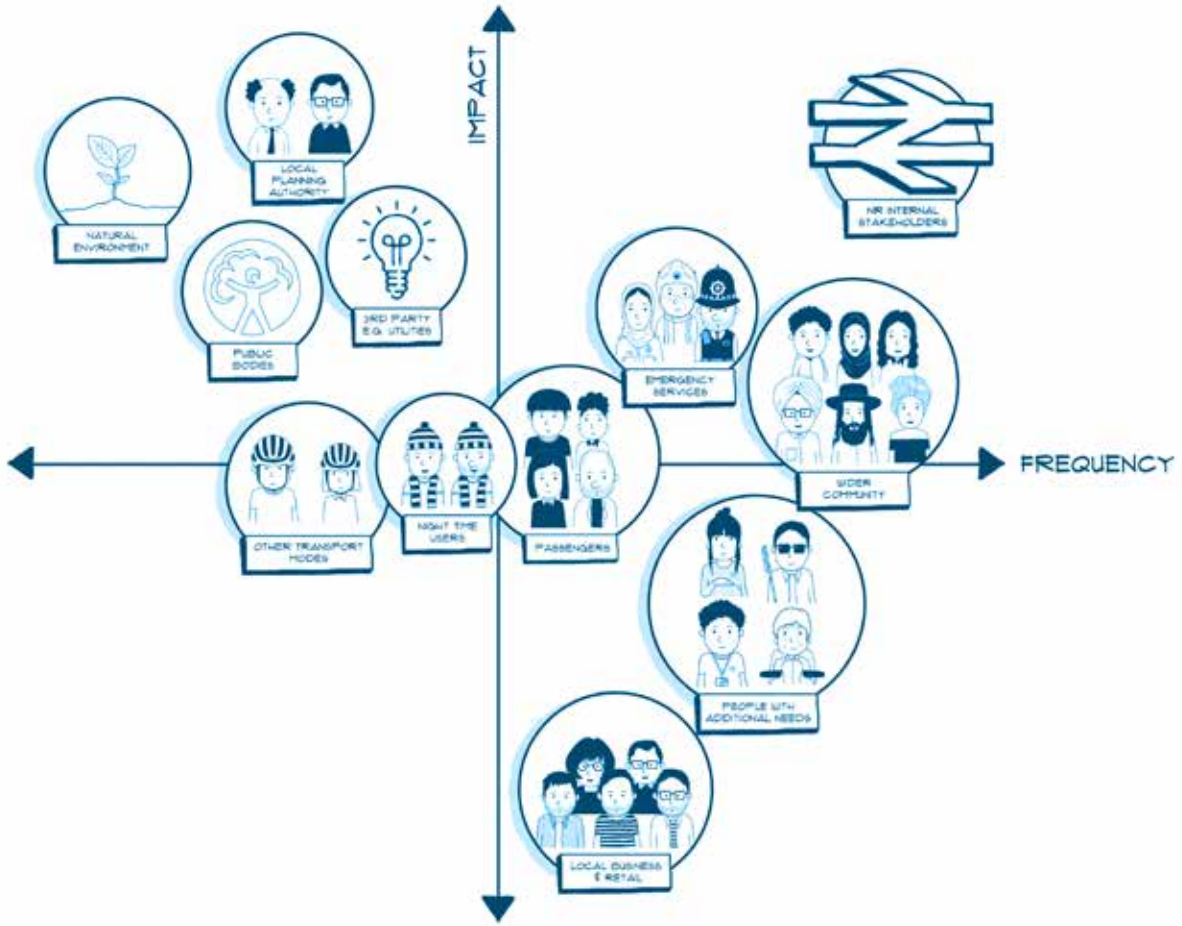


Image 1.9
Hierarchy Mapping

1.2.8 Talk to Everyone

Keeping everyone on board and informed, through the right medium, should be the core principle of your communications team. Everyone in your office needs to be in the loop, so that enquiries are handled correctly when you are unavailable. Have your hierarchy map to hand by every desk, along with a directory of stakeholders. Casual, off-hand comments, or sluggish response times, can sour relationships you've worked hard to build. Knowing your stakeholders, and documenting your correspondence, is a sensible approach when engaging with the wider community.

The question you should always ask is: What are the consequences of failing to communicate successfully with this stakeholder? If they have the ability to raise objections, and stop your project delivery in its tracks, then they should be kept well informed. Concerns are best addressed promptly, while the decision making process is still 'live', and alternative solutions can be found. Stakeholders who find out after the event are less likely to be sympathetic and can rightly feel overlooked.

For stakeholders to feel a part of the process, they should be there at the sign off stage. Legitimate concerns can become major problems, if the ink is already dry.

Image 1.10
Keeping everyone informed

2

Implementation Strategy for
Medium to Small Stations
Stage Two

Image 2.1
Application of new mural at Smethwick Rolfe Street Station

2.1 Initial Community Engagement

2.1.1 Initial Community Engagement

There is no 'one size fits all' model for engaging with the community. Each stakeholder is different, and the ultimate success of your engagement with them may hinge on your sincerity, which is reflected in how you tailor your approach to that stakeholder's needs, and interests.

Your on-site and desktop research can open up conversations with all the relevant local community and statutory bodies that have influence over your project. By providing their knowledge and expertise, they effectively become partners in defining the design brief that you can share with the community

The most important task of the Project Sponsor in this phase is to identify and document the constraints that come with the site and the kit of parts that may make up the future station. Here you define the boundaries within which all future discussions should take place. This is your opportunity with stakeholders to set out the 'realms of the possible'. Your aim should be to present a clear summary of the issues governing your site, Be clear what elements are fixed and why, and which are changeable. Lay out the criteria that these external organisations expect you to meet, and what legislation you are duty-bound to comply with.

Image 2.2
Tailored approaches to local community engagement

No community partner is likely to contest the requirement for emergency services to have proper access, or a national heritage body safeguarding local assets. But your responsibility is to demonstrate that site specific constraints are the result of a process the community is equally part of.

Be clear and thorough in making accurate summaries of engagement sessions. Doing so can allow you to retrace your steps, and demonstrate that your decision-making process has been guided throughout by pre-conditions, not pre-conceptions.

Remember, you may have to hand this project on to another sponsor before conclusion or others in the team may have to represent you, so clear concise summaries can avoid delays and facilitate delivery at speed later.

2.1.2 Defining the 'Art of the Possible'

In working with stakeholders, avoid over promising then under-delivering. Enthusiasm generated by creative 'blue sky thinking' with community partners can be short-lived, if those ideas fail to take into account known constraints that later prove undeliverable. Be disciplined and constrain thinking 'within the size of your canvas'. Imagination and creativity with known constraints can reduce wasted time.

2.1.3 Watch your language

Document the response of all stakeholders during engagement, statutory bodies especially. During engagement, language is important. Avoid blunt negative responses like 'That's not possible' instead saying 'That may not be possible, because…' demonstrates commitment to exploring every realistic avenue. The right simple language brings stakeholders closer to the planning process, enabling them to understand constraints that limit ambitions.

2.1.4 Honesty at all times – Stakeholders never forget

Half promises to 'think about that', or 'I'll take that on board', when you already know an idea to be undeliverable, is storing up disappointment for later. The longer a popular but unrealistic idea stays on the table, the greater stakeholder upset when it has to be rejected. Your willingness to be honest from the outset - based on constraints - can speed up delivery later.

Image 2.3
Manage expectations by clearly outlining, and working within, known constraints

2.1.5 Listen

Listening is the core skill for consultation. Project Sponsors should tune their ears to comprehend the different approach by which each stakeholder pitches their requirements.

Local businesses, being profit-driven, may lean towards commercial concerns, such as footfall and access. Community members may view the site through the lens of their specific individual or group interests.

Having done your desktop research, and 'Tasted the Dirt', you should arrive at your initial meetings well prepared. Start by presenting a short selected overview of your research to date, to demonstrate your current understanding. Remember, this is an engagement, not a lecture. You are there to listen.

Give stakeholders enough time to speak. It's a good idea to have a standard set of questions to guide the discussion if needed, but allow each stakeholder to talk about their own view on their community, and how they experience it every day. Take notes, as their opinions and ideas may help you to start establishing the hierarchy of stakeholders as discussed earlier.

Image 2.4
Tune your ears to the variety of individual needs and proposals

2.1.6 An Ensemble Performance

This is time to build the one-to-one, interpersonal relationships that may be your sounding boards throughout the lifetime of the project.

Any audience can tell you that the best theatre is witnessing a cast or choir working perfectly in unison. The secret to a seamless play is not in the individual performances, but collective ability to listen to each other and their director/ conductor having established a deep rapport through rehearsal.

Wherever possible, speak to key people one-to-one, in an informal setting. While some people thrive in group discussions or public meetings, others may be more comfortable presenting their ideas away from the spotlight. Understanding how best to engage with each group can lead to greater insight and involvement.

For your part, leave stakeholders in no doubt that this is a genuine engagement, not a reluctant formality. Nothing corrodes a community project more deeply than the lack of sincerity.

You are trying to build a stakeholder team to see the project through. Community consideration has to be primary in the briefing, delivery and operation of the station. There is no place for tokenism. A set of printed info boards, left on easels in a local library, is box ticking, not team building.

Image 2.6
Establish rapport through genuine collaboration

2.1.7 Feedback

At the end of every meeting with stakeholders summarise what you think you've heard. Ask them whether you've formed an accurate impression, or if there's anything you've missed. Taking the time to review the session allows ideas to be clustered and clarified, to form clear lines of action.

Be ready to correct your notes, and demonstrate you've absorbed the issues they care about. This editing process is best done live, in the moment, to confirm that misconceptions are ironed-out at source, rather than allowed to linger and take hold. It also underlines that it is their ideas and aspirations that are shaping the scheme, rather than them being railroaded to approve an off-the-shelf product.

Many partners may be delighted simply to be listened to at length, and have their ideas recorded – their enthusiasm can assure you get the maximum value from every meeting.

Image 2.6
Listen to and summarise stakeholder ideas

2.2.1 Internal & Statutory Requirements and Timescales

Statutory requirements should be addressed in parallel with stakeholder consultation. Beginning these two lines of enquiry in series runs the real risk of significant delays, as large, national bodies cannot be expected to adjust to your project timescale.

The nitty-gritty of statutory requirements is best tackled head-on, at the earliest opportunity. A firm grasp of the Network Rail internal sign-off process is necessary for anticipating the stages of work that should be completed. For example, Network Rail will require a Diversity Impact Assessment (DIA) to be undertaken, refer to the Inclusive Design Manual for further information on this process.

This approach correlates directly with Network Rail's PACE structure, which helps Project Sponsors identify the key milestones in the planning process.

While Network Rail's requirements and sign-off stages are more likely to alter the physical shape, and internal timeline of the project, there are external organisations that govern the wider statutory obligations you should meet.

The list of statutory bodies goes beyond the immediate Local Authority in whose district your site falls. It encompasses any organisation that can object to, or have a say in your application for a Community Hub Station. They cover all aspects of the wider area, from heritage and conservation to emergency services, including major players such a Historic England, Natural England (and their equivalent bodies in Scotland and Wales), the Police, and the Fire Brigade.

Project Sponsors should have a firm grasp of the different response times these bodies may have when responding to enquiries, as these are pivotal in planning your own engagement with their processes. Even national bodies are subject to regional and local variations in these timings.

Site specific issues may also impact response times. For example in a historic town centre, where many buildings are listed, the turn-around time for Historic England and the Local Authority may be much longer, simply due to the greater demand for consultation and approval across the whole planning system. (This is a pertinent example of the research needed in section 1.2 Community & Other Stakeholder Analysis.)

Establishing an early understanding of the impact these bodies' timescales could have on your own timeline can help you prioritise the order in which you engage, avoiding roadblocks to project delivery as you wait for them to sign-off on your scheme.

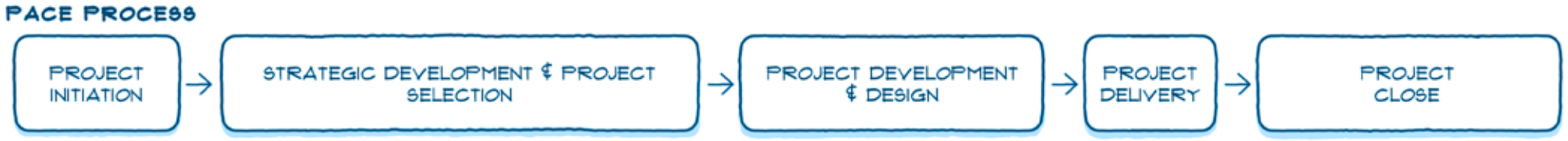


Image 2.7
PACE stages mapped against GRIP stages

2.2.2 Network Rail Requirements/Gateways

As the overall body instigating the Community Hub Station program, Network Rail has developed the appropriate design guidance documentation to act as reference manuals for Project Sponsors. As of September 2022 these include:

- → Station Design Guidance – Design Manual NR/GN/CIV/100/02
- → 155-7N - Re-Imagining Railways - DAP 02 Presentation – 220216

Plus, selected titles from the NR Design Guidance Manuals:

- → 100 Series – Strategic Planning
- → 200 Series – Design
- → 300 Series – Compliance
- → 400 Series – Property and Assets

The Network Rail delivery approach now embraces PACE (Project Acceleration in a Controlled Environment) which is the successor to GRIP. Familiarity with this body of documentation is necessary for meeting Network Rail's requirements and following due process.

Standards Reference

Project Acceleration in a Controlled Environment (PACE)
NR/L2/P3M/201

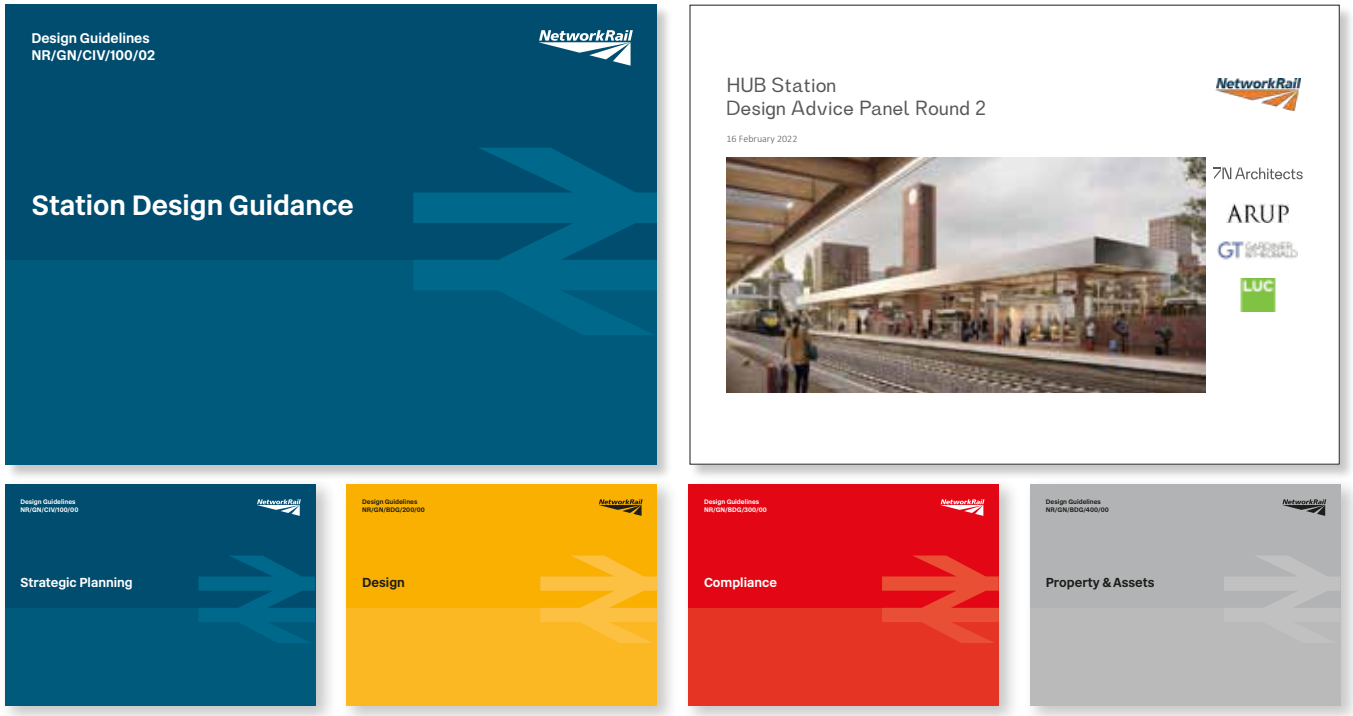


Image 2.8
NR Guidance suite and specific documents to reference

NR Guidance Suite Reference

Station Design Guidance NR/GN/CIV/100/02	Design Manual for Medium to Small Stations NR/GN/CIV/200/02
Investment in Stations NR/GN/CIV/100/08	Inclusive Design Manual NR/GN/CIV/300/04

2.2.3 Local Authority Requirements/Timelines

The Local Authority (LA) remains one of the most important partners in any consultation, as they control much of the infrastructure surrounding your site, and are the main body directly accountable to the local community.

The Planning Department and Community Liaison officers should be on every Project Sponsor's speed dial, but the onus remains on the sponsor to do their own primary research. A Project Sponsor should take responsibility to identify potential community partners, and not simply receive all information second-hand through official channels.

Correlating the LA's requirements and timelines with that of your project, and those of external bodies and Network Rail requires detailed scheduling, as these are inter-dependent.

2.2.4 Dealing with the Other 'Big Four'

The 'Big Four' represent the biggest hitters in the planning process, whose statutory duties have the greatest impact on the planning and delivery of your project. Close attention needs to be paid to their timescales for queries and responses, for without a green light from all parties your project might find itself stuck on the starting grid. Their professional insights can also suggest ways to support the overriding ethos of the Community Hubs. Obstacles can become opportunities, with creative consultation.

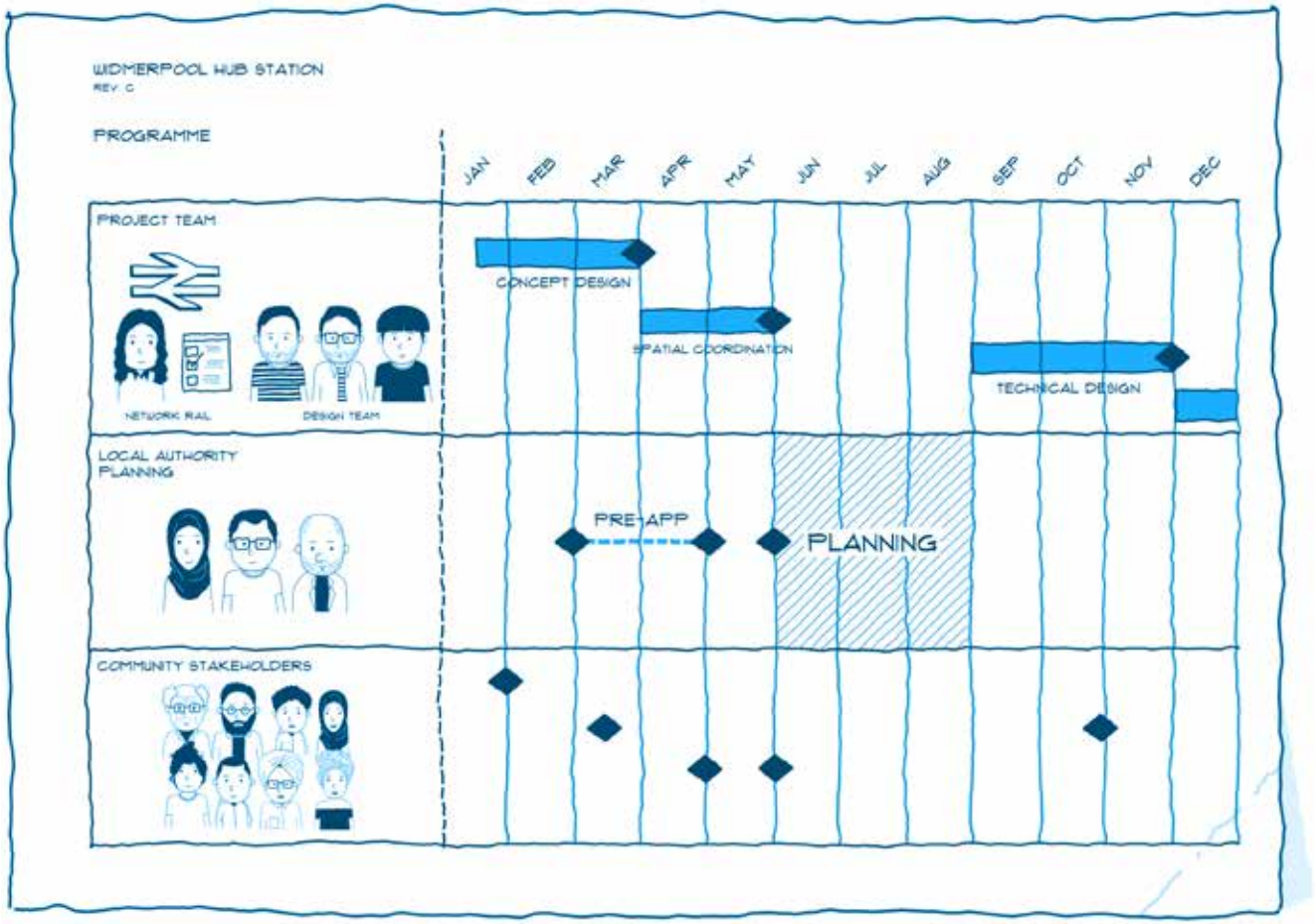


Image 2.9
Mapping out the timeframes for interfacing with Local Authorities and other statutory authorities at the planning stage of the project.

1) The 'Blue Lights' – The Emergency Services

Fire, Ambulance and Police should be consulted as part of any design process. The chaos of the 7/7 attacks in London demonstrated the very real necessity for pre-determined emergency actions plans, which should be shared between services, so that responses can be anticipated, and coordinated.

The emergency services require clear access routes hard-wired into every station design, to enable a reliable means for rapid response. This includes checking that roads widths, bridge loads, tunnel heights and turning circles all permit access for the appropriate fleet of emergency vehicles, and that controls for fire hydrants, or isolating power supplies, are clearly mapped and accessible to reduce response times when on site.

2) Environmental Protection Bodies – The Lay of the Land

With ever more extreme weather patterns attributed to climate change, the governmental environment agencies are an important partner in ensuring that vital rail infrastructure can remain undisrupted. Wind, fire and flood present the most pressing concerns, especially in rural areas, with proximity to rivers, or large bodies of trees or crops. Factoring in sustainable drainage to mitigate flooding of low-lying tracks and underpasses; positioning power lines to reduce potential damage from tree fall in storm conditions; creating firebreaks for protection during periods of drought… All these considerations can be made easier with the benefit of the agency's insight.

3) Heritage Bodies – Heritage and Opportunity

Given the age of much of Britain's Victorian rail network, it is unsurprising that a number of stations are rightly designated heritage assets. Locally listed features can be discussed with the Local Authority, but the discussion quickly widens to Historic England, Historic Environment Scotland, or Cadw (Wales) when the listing grade is at a national level. The listing of a station may prevent it being reconfigured as a Community Hub, In such a scenario, it's legitimate to consider relocating the new station to a fresh site or if space allows re-purposing the original building for the benefit of the community and sensitively placing Hub elements adjacent to it. This would effectively be a double-win, both preserving heritage and increasing local amenities.

4) Natural Asset Agencies – The Habitat

Increased uptake of rail travel is often cited as one method of reducing climate change, through a reduction in road vehicle emissions. Rail's reputation for environmental sustainability is undermined if its infrastructure is not sensitive to its own immediate environment. As a starting position, avoid removal of natural site elements especially trees. Natural England, NatureScot, or Natural Resources Wales' officers should be able to help identify habitats, watercourses, and protected trees that are necessary for local wildlife and eco-systems. In some sites, a proximity to wildlife habitats could prove a real boon, as the Hub can become home to community groups focused on conservation, and a base for educational activities with local schools.

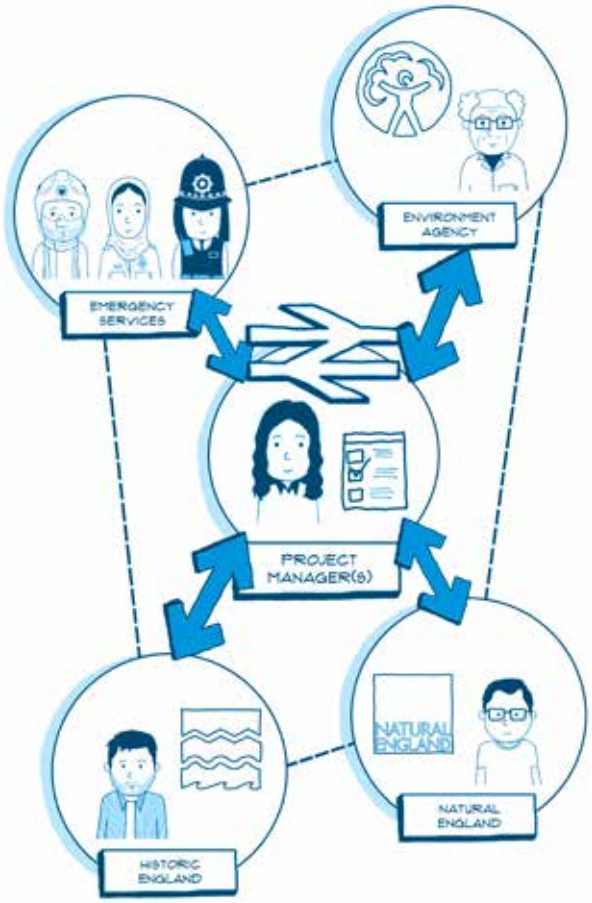


Image 2.10
The 'Big Four' provide key advice and constraints, they should be included as early as possible

2.3.1 Set Brief & Define Required Outcomes

Having researched and consulted for months, the moment should finally arrive when the Project Sponsor can sit down to write a detailed brief.

The fact this stage is only arrived at now, halfway through this guidance, should clearly underline the central importance of community engagement within the whole process. A brief for the landscaping, place making, and community facilities, cannot be written without the methodical acquisition of local knowledge and the recruitment of enthusiastic community partners.

Your brief should be realistic because is drawn from the real world. It is not a set of preconceived ideas, simply shoe-horned into a site boundary. It should take into account the timescales and criteria of all the local and national statutory bodies whose sign-off is needed. The constant loop of engagement and feedback with the community should have generated a good list of potential partners, some of whom may populate and look after the Hub itself.

This is going to be their station – A bespoke piece of community infrastructure.

Above all, what your brief should be is deliverable.

This is the essence of SMART design: to be Specific, Measurable, Achievable, Realistic, and Timely.

Specific: Is it delivering what this community needs? Engagement is the key.

Measurable: What are the quantifiable outcomes you hope to achieve for the community?

Achievable: Can the brief actually be delivered, given the constraints and considerations you've identified?

Realistic: If you promise the community a station within a given time frame with certain specific functionality, can that deadline or functionality be realistically met?

Timely: Can the project be delivered in a time frame that makes its contribution meaningful to the community? An over-long gestation and construction period may cause local support to dissipate in the interim.

2.3.2 Meanwhile Use

The adoption of PACE should help reduce the time it takes to deliver stations. From business case through project initiation and culminating in delivery, a new station may take anywhere up to 5 years to come into service.

The host community should be made aware that rail can have long lead times, but one that promises an even longer legacy. If there is an opportunity to introduce interim facilities on site to provide and/or test potential community uses, plan it now to deliver part of the legacy early.

Image 2.11
Loughborough Junction arches

Image 2.12
Network Rail Arches tenant

2.4 Feedback — 'You Said, We Did'

2.4.1 Feedback — 'You Said, We Did'

The engagement process does not end with the brief. Detailed though your first draft might be, it is still subject to debate and alteration. Consider it as a working document, that needs to pass through many hands.

At this stage you are still refining a brief, not designing a station. Taking your ideas back the community allows the brief to be fine-tuned in light of any new information gathered.

Talk through the draft with your community partners, to highlight the extent to which you took their ideas on board. There should be that crucial recognition of their words in your document.

Don't try to please everyone. The most realistic briefs are the ones that are honest about the compromises they make, and strike the right balance between desire and deliverability. Aim to include the broadest cross-section of society, rather than catering to a series of unconnected, niche interest groups.

A brief may be subject to further adjustment in the design phase, but the document you produce now should become the touchstone against which the final product can be judged - especially by the community.

Image 2.13
Continuously examine and refine the balance that your brief strikes between competing interests

2.5 Establish Risk Register & Define Mitigations

2.5.1 Establish Risk Register and Define Mitigations

Stakeholders may express concerns upon first reading as the brief balances competing requirements. Creating a risk register is a mechanism for compiling these concerns. List potential means of mitigating the risks. Assign a RAG system (Red, Amber, Green) to define which issues pose a major risk to progressing the scheme through the planning process. Always document, never ignore. A risk that goes undiscussed is storing up problems for later that may delay the project.

Every mitigation strategy is bespoke, as each site is different. Strategies do not necessarily work consistently across all locations, so do not be tempted to cut and paste between projects. Deal with each situation on its merits and utilise the trust established in the one to one engagement sessions.

Mitigations may take the form of further engagement and feedback (cyclically linear) as you seek compromise with competing issues. Certain concerns may be hard to resolve with words alone and might be better addressed on paper with initial designs - if so make this the mitigation.

2.5.2 Be a champion

As a Project Sponsor, you are the champion of this scheme and the community it intends to serve. This comes with the responsibly to challenge any pre commencement assumptions in say a regional investment strategy which without engagement may have defined a station type/ configuration for the site. The detailed brief may suggest an alternative typology, and it is beholden on you to explore every possibility, and fight for the best solution.

Engagement and resultant brief is the bedrock of a Community Hub Station. The time for detailed design is when that foundation is secure.

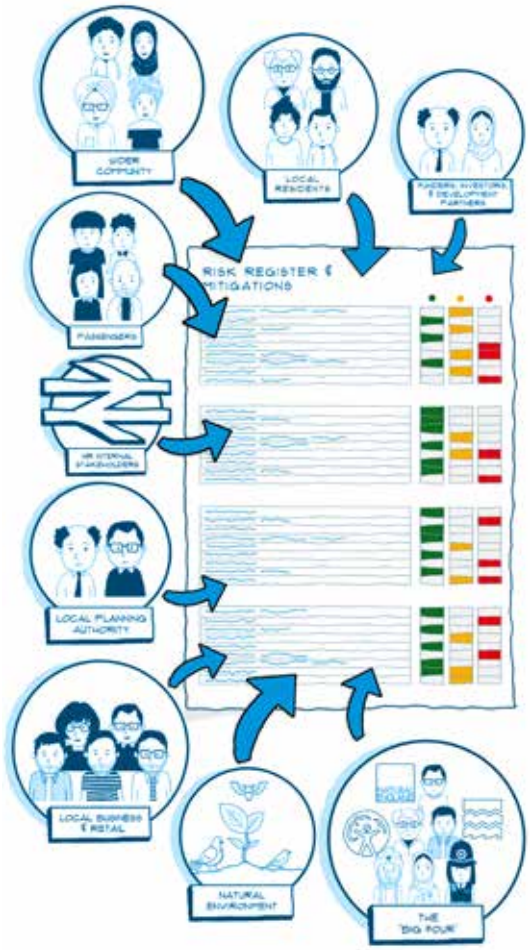


Image 2.14
Document the concerns and potential problems of your stakeholders

3

Implementation Strategy for
Medium to Small Stations
Stage Three

Image 3.1
Weekly market at Tynemouth Station

3.1.1 Layout Optioneering

Developing options is a discipline. Having invested such time and thought into writing a detailed brief, it is highly likely that the design team may create the optimal site layout the first time. The discipline lies in then taking that initial scheme, putting it in the bottom drawer, and developing a set of alternatives. Exploring these brief compliant alternatives, picking up the risk mitigations identified as part of Stage two, can help generate the necessary material to interrogate the initial solution.

Options are inherent in the kit-of-parts construction. Each element of the design, from pods, to welcome mat, to canopy, can all be configured in different ways. Successful optioneering is the rigorous exploration of all these permutations, so that the final scheme is place specific. A credible scheme can emerge, which balances the technical and operational requirements with the desired place and community performance criteria.

3.1.2 Hidden Figures

Take the time to assess projected growth of an area that could occur in the lifespan of a station. Developments that are still in their genesis are just the kind of hidden figures that can help future-proof a design. So ask the right questions of local experts and decision makers.

An assessment of the present Community Catchment Area demographic may factor in a small percentage of annual growth, but Project Sponsors should have their ear to the ground for more seismic shifts in their station's locality.

3.1.3 The Rigour of Choice

One proven method for refining a design is by deliberately creating more radical options, as opposed to making modest changes to a standard template. Don't be constrained by the pre-conceptions of the pre-consultation stage. e.g. Your site may be tagged for a Type F station - explore what a Type D could look like - with stakeholder ideas central to the process,

Challenge all preconceptions to how and where standard elements like the tower, and welcome mat are configured on the site. Design options should respond to the topography and surrounding urban fabric. So if the welcome mat can't be perpendicular to the Hub or the Tower impedes important townscape views, investigate options to make it work.

Optioneer while keeping the big picture in mind. Working through each option to rebalance the scheme back to an acceptable alternative solution is part of the rigour of mastering the best place specific design.

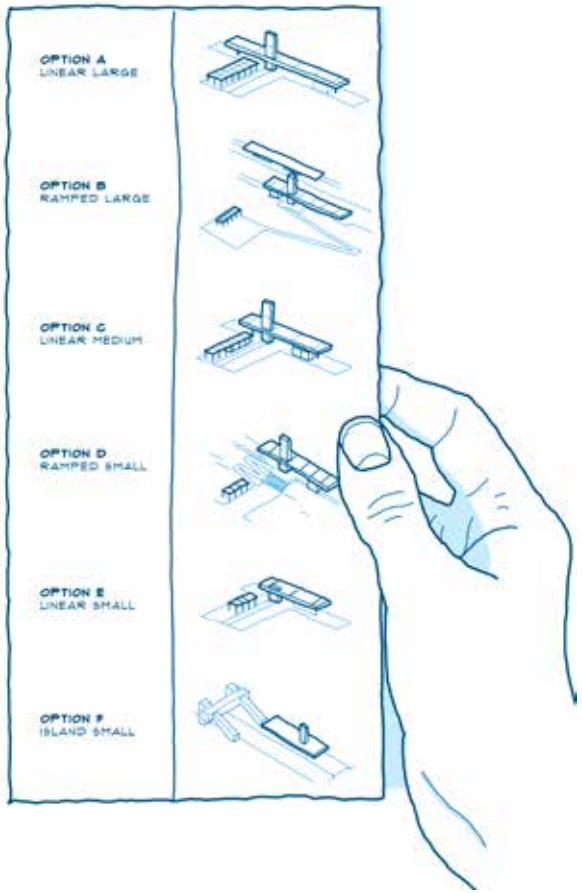


Image 3.2
Balance design options against the non-physical constraints you've documented as part of your research

3.2.1 Utilise Design Review & Workshops

If the local authority has its own design review process (as required in the National Planning Policy Framework), then engage with it at the earliest opportunity. Present a summary of the full brief, physical or statutory planning constraints, and all stakeholder feedback on aspirations for the Hub, to enable critique that is focused and doesn't open up impossible to achieve options.

As a first review, request a workshop rather than a full review, as fresh eyes can help to bring a different perspective to the optioneering process and design development. You may have a preferred option already, but bring all your alternative ideas with you to spread across the table. Be ready to listen to the feedback, and maximise the value of so many sets of eyes running over your ideas.

The review needs to be seen to be conducted within the same community that this station may ultimately serve. Network Rail has its own internal design reviews process, utilise that as well as the Local Authority's one if the project timeline allows. Some Local Authorities now have Community Development Review panels made up of passionate locals - which carry equal planning weight to the professional design panels The same review material can be used for all but be conscious of terminology/language when presenting to the different audiences.

Remember 'Cyclically Linear' - you might be back to these reviews again to demonstrate progress.

Image 3.3
Network Rail Design Reviews can help shape the best outcomes

3.3 Community Need & Engagement Workshops

3.3.1 Community Need & Engagement Workshops

Once the various review panels' input has been absorbed, it's time to go back out into community using a bespoke workshop format to suit attendees. You can be clear that you have a preferred option, but bring all the schemes to the table, to show the team's thought processes.

Highlight to your stakeholders how you've addressed the needs that they specifically put into the brief. You should be equally clear about which aspirations you've not been able incorporate into the design, and why they have been excluded. Honesty is appreciated.

3.3.2 Time and Format

These events have to be arranged at the right time of day to reach the broadest range of community partners and contributors. Evenings and weekends give communities greater freedom to attend out of work hours.

Wherever possible, mix all groups in a large event (online or in person) to allow people of the chance to hear what other sections of the community are thinking. This an effective way of getting them to appreciate and debate competing priorities.

These events are ideally filmed (with prior consent) to allow you to recap with your team afterwards. Once the workshops have been completed, explore the possibility of making that content available online, as a means of reaching any community partners who may have been unable to attend. Include a means for people to submit sketches and ideas if they wish, as not everyone is comfortable speaking in front of a large audience. The broader the audience you reach, the greater the interest and acceptance the scheme may generate. People should be aware to be involved.

3.3.3 How many options on the menu?

Though you may lead the presentation with your preferred option, demonstrate why you have this preference. Aim to present a minimum of three to four options. Some of these may be permutations of each other, where only certain elements differ. Clearly title them as different options and consider subheadings which describe key drivers of the option.

The overriding aim of an engagement workshop is to demonstrate there is an opportunity to contribute. Fresh thinking can continue to feed the process, and seeing a design evolve in direct response to their input can increase that sense of community ownership.

Image 3.4
Take options and information from the design team and reviews back to the local community for further input

3.4.1 Selecting the Preferred Option

Having presented your options to the community, this is the point where the internal sign-off process begins in earnest. Throughout your workshops and consultations, you should have been clear about the timetable for planning process, and to whom you might be reporting to after the first phase of community consultation is complete.

Check that all your Public Relations (PR) / media is clear about the time frame of internal process that is taking place. The public should know why things may have gone quiet, while Network Rail digests all the detail.

It may always come down to Network Rail to sign-off on a scheme, but the kit of parts nature of the Hub, inclusion of Network constraints, and proof of proper engagement as part of the process to this point should make the approval gateway straightforward to pass.

3.4.2 Laying out the road to optimal

The stations options report should be concise and reflect the constraints and desires of the stakeholders, demonstrating how they as well as technical requirements have shaped the options.

If the preconstruction approvals process alters the scheme go back to the community and stakeholder partners to update them. Utilise your hierarchy map to be sure that key people consulted have been invited to these sessions, and that face-to-face relationships have been refreshed.

3.4.3 You can't please everyone all the time

While no scheme is every going to garner 100% acceptance, a 70% approval rating is considered an achievable and acceptable threshold. The great thing about the engagement process is the level of trust and approval it generates.

While some may not be 100% happy with the final design, almost everyone can appreciate being genuinely consulted, and may be more willing to accept concessions, knowing that all avenues were considered.

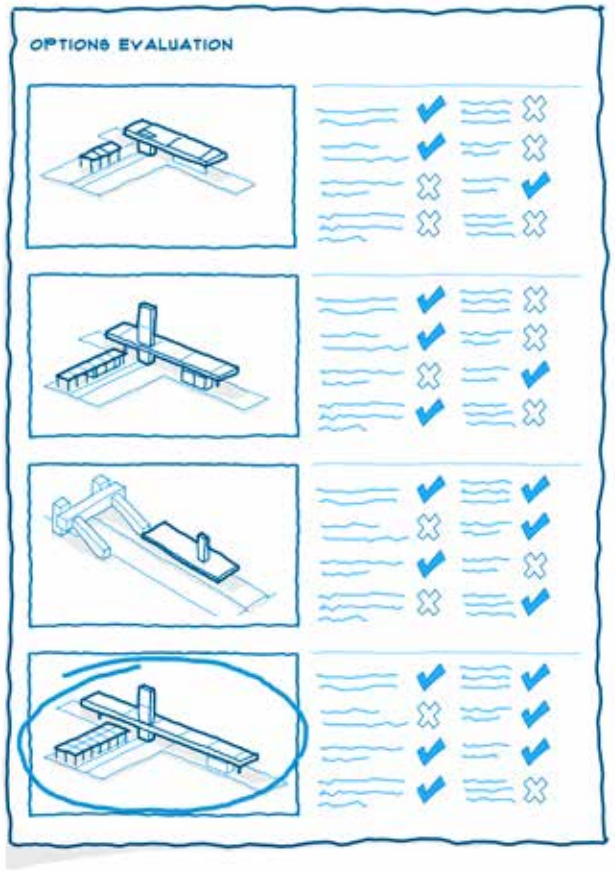


Image 3.5
Comparative analysis of options against known constraints and community preferences

3.5.1 Testing the Preferred Option

When the design is effectively fixed and only subject to technical changes in the planning and delivery stage, the final testing process does not have to be very long, but it's an important final check to confirm nothing glaring has been missed.

Consider a further series of individual meetings with stakeholders like the fire, police and ambulance services, where you can work through the final scheme and allow them to adapt their own plans rather than at this stage you changing yours.

Talking with stakeholders and communities repeatedly throughout reduces the risk of sudden operational shocks later down the line. They may not approve of every aspect of the scheme, but familiarity softens attitudes and shifts the focus to the positives.

3.5.2 Engagement is a science - both cyclical and linear

Many sponsors pay lip service to engagement viewing it as a series of repeated conversations. In reality, it doesn't take as long as you might think. More importantly, it may save significant time later. Unaddressed concerns may inevitably re-emerge, and have a more serious impact on the delivery schedule.

Engagement is not a curb to creativity. Simply launching into a design phase without doing the necessary homework stores up risks for later. Having the discipline to work methodically with your community and stakeholders can still require you to be highly creative, but with the added bonus of greater certainty of outcome. This increases the likelihood that the scheme works, for almost everyone.

If you skip the professional rigour of thoroughly testing the preferred option then, nine times out ten, it won't function when you try to integrate it into the wider community.

You should be prepared to think beyond purely technical and architectural concerns, and view the station through a planner's eye. Being alive to these broader sensitivities is what elevates a station from being a simple building, into a vital community asset.

That foresight is crucial to future-proofing your Hub. The ultimate test is whether you've left the door open for expansion at a later date. You may have started with a Type F station, but it may one day grow to become a Type D, when demand for cycle racks, toilet blocks and other amenities increase. Longevity is a legacy of good design.

Checking and re-checking in a linear loop with partners should give you the confidence to weather any criticism, and be a champion for your stakeholders in the decision making process.

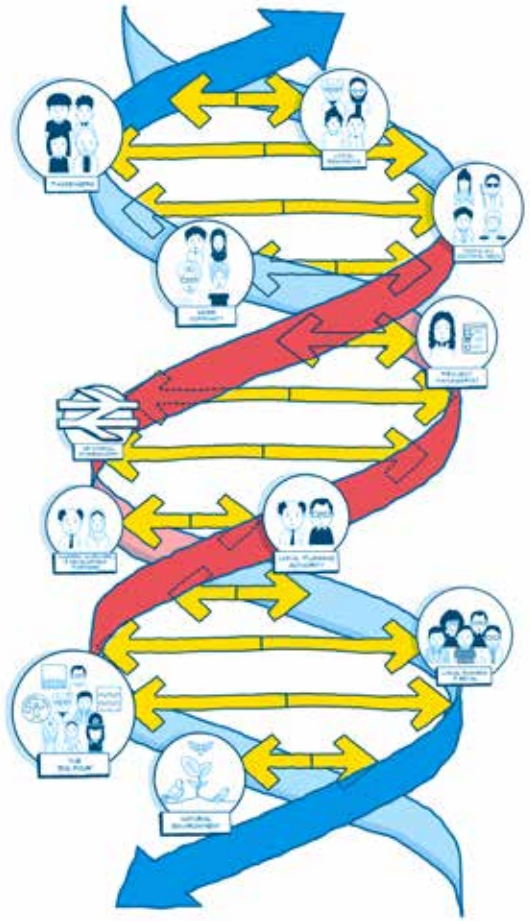


Image 3.6
Both cyclical and linear, engagement is the DNA of every HUB project

3.6.1 Feedback Engagement — 'You Said, We Did, & Here's Why We Couldn't Do'

The final feedback engagement sessions may be the last time you speak directly to the community partners and stakeholders you've worked so hard with over many months. The recommend format is a series of in-person meetings that mirror those at the very start of the process. Take the opportunity to thank them for their contributions before signing off, and demonstrate how much their insights have been valued. The most meaningful way to do this is by offering the fullest possible explanation of the final option, to show how thoroughly the design has been thought through.

There might always be parties raising objections, and you should accept that you can't ever please all of the people, all of the time. Documenting and dating your correspondence provides you with a paper trail of accountability. If an objection is raised later down the line, you can say with all honesty: 'We invited you to come and talk to us on this date, we sent you a detailed set of plans on this date, and you chose not to respond'. If you have reached out, they cannot kick back.

The discipline of having worked through every permutation should allow you to show why some ideas could be accommodated, and why others had to be set aside. Taking ideas seriously means trying them out on paper, and sharing the results. Even ideas that cannot be realised can still contribute towards the final proof of concept.

Image 3.7
Test ideas on paper and keep a record of these, some may come back later to inform the final scheme

Every partner in the project is part of this final feedback engagement. No individual party should be able to simply dismiss another's requirements, and that goes from top to bottom, both internal and external. You may find even yourself in the position of needing to challenge an existing Network Rail standard. That should never be off the table.

If there's a requirement to do something on behalf of the emergency services, or for a section of the community, you should be prepared to make the case for an exception to be granted for this particular context. No rulebook can anticipate every scenario, and your research should provide the justification for flexible thinking.

4

Implementation Strategy for
Medium to Small Stations
Stage Four

Image 4.1
Market and Community led retail units at Kilmarnock Station

4.1 Enabling Works

4.1.1 Enabling Works

This section isn't about constructed enabling elements, but rather the stage when you return to the initial Desktop Research and plan for the efficient delivery of the next PACE stage.

Having had the discipline to follow stage 1 to 3, the site analysis, stakeholder/community engagement, and design development - all this background information should be utilised to help you to plan the enabling work for your scheme.

When planning your scheme, have an eye to future. This is especially true when constructing an entirely new station, as your enabling works may be breaking new ground. Having identified the type/size of buildings, landscape etc. the enabling works have to support it. When considering those enabling works, you should be alive to what might lie over the horizon.

If your research suggests an expansion might be likely in the 10-15 years' time, then your enabling works should leave that door open - especially if those expansion plans have been considered and agreed in the earlier stage. Planning to deliver as much as is possible and practical now, should avoid unnecessary expense and disruption to later, and enable Network Rail to respond faster to community and commercial pressure to expand.

4.1.2 Hidden Services (Where's that drain?)

All your enabling works should be accurately mapped, especially those that may then be covered, and lie dormant till needed for expansion. No time should be wasted later searching for services at a later date. In the event construction inaccuracies alter designs later, make budget allowance for accurate as-built drawings to be part of the hand-over package. You may even consider including capped pop-up drain points, to minimise construction later. This is a necessary piece of legacy admin, and your gift to any successor in your role. However, if expansion occurs in a short time frame, it might be you retracing your steps.

Costing is important. Do as much as you practically can within your budget, but don't add unnecessary infrastructure, if your detailed brief does not warrant it. A constrained site may never expand beyond its first iteration.

Planning enabling works is the starting point for producing the technical drawings that you can pass to the construction team. Work methodically through all the design elements, from pods, to activity frame, to tower. Be sure to cost your options at every stage, to confirm that you are prescribing something that is deliverable, within the given budget for the scheme.

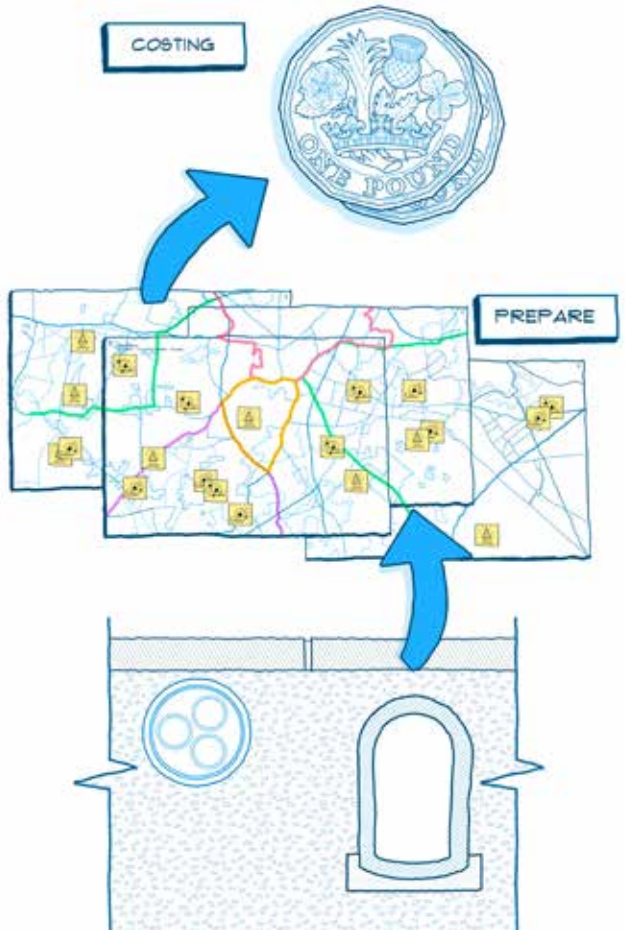


Image 4.2
Combining all of your existing information with empirical site knowledge can help to plan for the future

4.2.1 Engaging Local Supply Chains

The supply chain for constructing Community Hubs may operate in two different ways. If a number of stations are being developed simultaneously along a line, then pre-fabricated components could be made and stored in a centralised depot, or regional centre, to then be distributed to site over several months. Alternatively, Network Rail may choose to decentralise, and put the fabrication out to tender, sharing templates and specs with local suppliers, to shorten the delivery distances. Sourcing materials locally promises more tangible benefits for the community as a whole, creating local jobs from construction through to commissioning… but it requires the first steps to be taken early.

Contacting local suppliers at the very start of the process increases their chances of successfully tendering, by giving them time to adapt their capacity and working methods to meet Network Rail's requirements. Without crucial early conversations, suppliers may not be able to react fast enough to meet the construction timetable later on. The Hub programme has the potential to be a potent driver for new training, skills and recruitment, if local firms are given sufficient time to step-up and expand, driven by the genuine prospect of winning the work. It also taps into latent civic pride, as local firms work on 'their station', which they and their families might see and use on a regular basis.

Local sourcing also boosts a station's sustainable credentials, through reduced haulage and delivery times, and plugs into the national 'levelling-up' agenda to spread employment and infrastructure spend more evenly.

Supply and manufacture may form a key part of the enabling works, if there is the option to build a temporary compound or construction hub, for components to be fabricated on site. Moving components 50 metres, from mould to installation, represents a massive time and cost saving over closing highways to truck in pre-fab sections with heavy hired plant.

Careful forward planning now should enable your project to deliver more, across every criterion.

Image 4.3
Decentralised local supply chains can promote local materials and employment opportunities

4.3.1 Embrace a chance to educate

Constructing a Community Hub has an impact on that community. An important part of your implementation planning process is finding ways to maintain community interest, while minimising the inevitable disruption that construction can bring. Be conscious that you are cordoning off a site at the heart of their community, through which a steady flow of vehicles, materials and plant may pass. Converting potential irritation into eager anticipation requires a creative approach to construction management.

The obvious starting point is the site perimeter. A temporary hoarding can be far more than security barrier, if it's used as canvas for the community, as opposed to a corporate billboard. Whether it's been decorated by a local artist to a brief, or classes of school children with brush and crayon, the large expanse of plywood is going to be your public face for months. Use genuine pull quotes from your consultations to express the ambitions and expectations of the stakeholders who may eventually populate the pods. Try to include transparent viewing sections, so that passers-by can see the progress for themselves. Add a porta cabin to use as a teaching room, and invite local school and interest groups to view models, plans and samples, to appreciate the level of detail being invested in their future station.

Community engagement does not have to be expensive. Offering opportunities for active engagement and expression is a way of tapping into a stream of willing volunteers, keen to be a part of something new.

4.3.2 Plan in flexibility

Keeping the community engaged could mean inviting them onto site. Or even if space and phasing allows inserting pop-up interim units to test proposed community uses adjacent to the final station. Evaluate your list of stakeholders, to see which might be interested in different stages of construction, using pop-ups etc. If a local gardening club wish to get involved, then explore ways to safely sub-divided the work-site, so they can begin cultivating the landscape while concrete is poured elsewhere.

4.3.3 Know your routes and roads

You should always be alive to the little things that so easily annoy residents. Over and above standard wheel cleaning equipment and times of operation , think carefully about placing site entrances, to minimise disruption to pedestrians on pavements and footpaths, or potential tailbacks on key roads to schools and workplaces. Considerate construction gets a project off on the right foot.

Always consult with the local authority, to confirm you understand the established patterns of traffic flow, and calendar of street markets and heritage events that your works could potentially disrupt. Understand the best access routes for HGVs to minimise local road disruptions and enforce them contractually. Every community is different, and assumption is the author of all errors.

Image 4.4
Inviting the local community can present opportunities to educate

Image 4.5
More than a security barrier - hoardings can also act as opportunities for the community

4.4.1 Plan for complaints - Keep talking

However thoroughly you plan for delivery, issues can still arise. Trust and transparency are the keys to good community relations, and putting set procedures in place for dealing with problems is a priority.

Just as with the engagement process, the discipline of planning for complaints and community queries during construction allows you to be proactive, consistent, and timely in responding and continuing community engagement.

Create a site complaints/comments log that if ideally an online facility, would be open to public viewing. Set out clear timelines and other parameters for addressing how, and when, they might be addressed, and by whom. Clear accountability and responsibility encourage problems to be dealt with, not buried. Always be ready to hold up your hands where mistakes are made, in order to preserve good will. Consider using an internal team traffic light system to prioritise complaints as they come in, so that the most urgent are dealt with swiftly.

Where you have made promises to the community on delivery timeslots, work-site hours, and which access roads are used, check that your contractors are aware, and stick to them. While noise, dirt, and dust are inevitable, they should not be allowed to dampen enthusiasm for a new station being constructed.

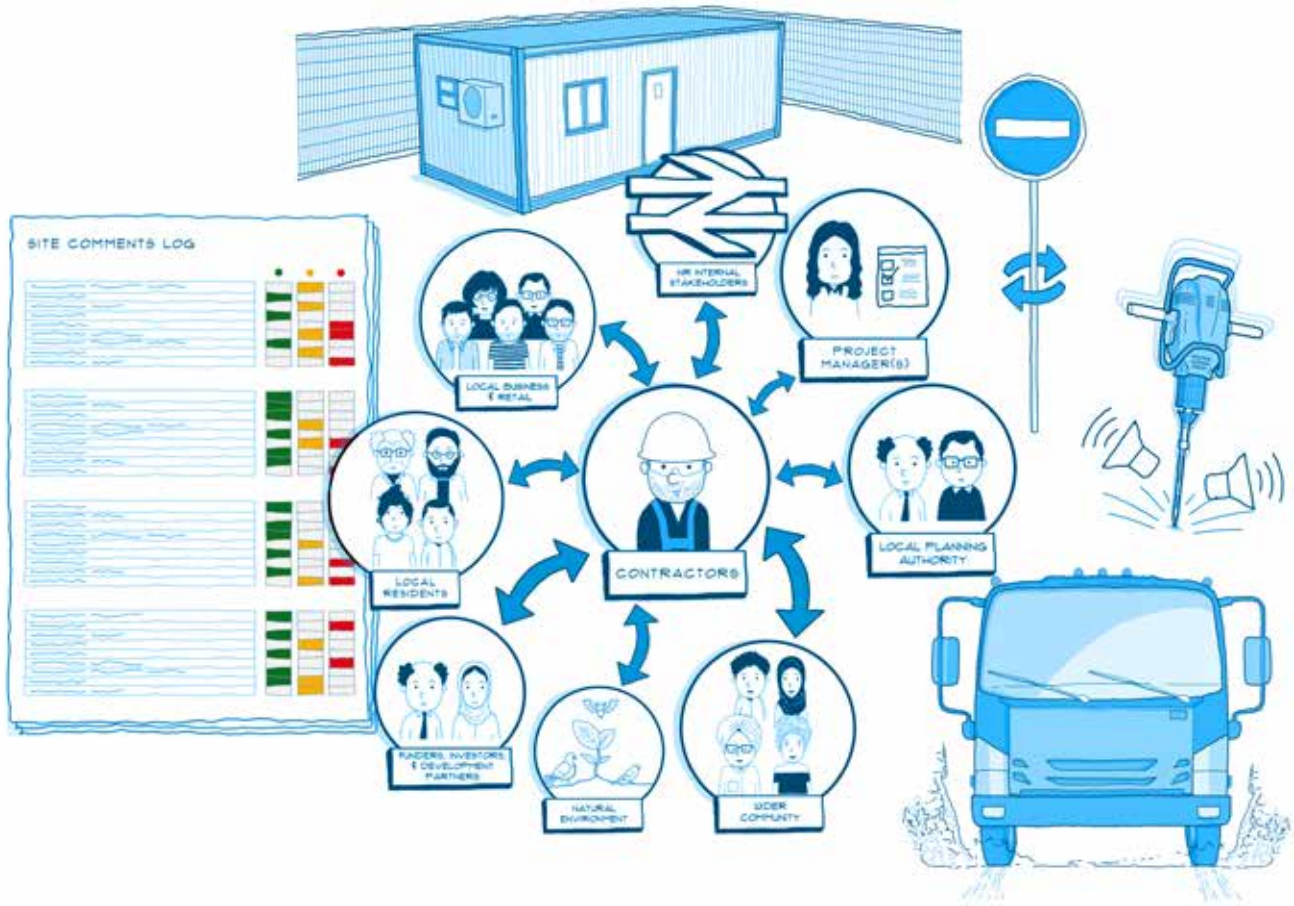


Image 4.6
Establish a process for dealing with site issues as they arise

4.5 Handover & Continued Community Partnership

4.5.1 Planning for Re-Opening

The concept of 'community engagement' does not end with the delivery of a station. The essence of the Community Hub program is a sustained dialogue between the community and Network Rail, forming a lasting partnership that shapes the life of a station.

One of the key events in this transition from construction site to community hub is the official re-opening. Planning for this should be started now. Compiling a guest list should not be an after thought. This is prestigious piece of infrastructure, and public officials have very busy diaries.

Return to your hierarchy diagram and list of contacts from your public consultation, and identify all the key people within each organisation. Pay special attention to those groups that have been most vocal, and are likely to occupy the pods, or care for the landscaping. Don't forget any volunteers or artists and who have helped beautify your hoardings to mask the diggers.

4.5.2 Cutting the Ribbon

The more thought you invest now, the more of an occasion it can become. Given sufficient notice, school bands may be happy to provide live music, or a local church supply a choir. Does a simple plaque require engraving, to be unveiled by a dignitary, or can a local artist be commissioned to produce a suitable installation?

If you have a realistic completion date now, contact your guest list to get that date in their diaries. If your construction schedule slips, it is far easier to ask people to reschedule a date, than to book an entirely new one at short notice. Asking far in advance shows you are keen for them to attend – last minute suggests they are an afterthought.

The priority is to assure the station opening brings the community together. Having a date in everyone's diary is a great incentive to meet your construction deadline.

4.5.3 The Legacy Gift

The handover package from Project Sponsor to Station Manager is the means to preserve all your accumulated knowledge, from 'Tasting the Dirt' to cutting the ribbon. Confirm all your work from these initial stages has been carefully titled and centrally filed, so that as-built information can be added in the next stages and handed over to station team successors. All your efforts to future proof this site should be there for future reference.

Success breeds success. A well-documented Community Hub project process can be a valuable reference tool for the stations of the future.

Image 4.7
Market outside West Hampstead Station

Image 4.8
Community partnerships can form a key aspect of a stations legacy

Image 4.9
'Nourish Hub' a successful community focussed project

Document References

Implementation Strategy for
Medium to Small Stations
Appendices

ACoRP	The Association of Community Rail Partnerships
BEAP	Built Environment Accessibility Panel (Network Rail)
CABE	Commission for Architecture and the Built Environment
DAP	Design Advice Panel (Network Rail)
DfT	Department for Transport
DIA	Diversity Impact Assessment
GRIP	Governance of Railway Investment Projects
LA	Local Authority
LCCA	Life Cycle Cost Analysis
Local Expert	An expert on the given location i.e., Long term residents, local historians, local interest groups etc.
NR	Network Rail
OGC	Office of Government and Commerce
PACE	Project Acceleration in a Controlled Environment
RDG	Rail Delivery Group
TfL	Transport for London
TOC	Train Operating Company
TS	Transport Scotland

Appendix

Reference Documents

Industry Standards
The rail industry has safety, technical and procedural standards that apply only to Railway Infrastructure, including stations. It is a legal requirement that all parties comply with these standards to the extent that their approved Safety Management System refers to and depends upon them.

Railway Group Standards (RGSs)
NR's Safety Management System is based on compliance with RSGs that are produced, managed and maintained by the Rail Safety and Standards Board (RSSB). These provide a framework for system safety and safe interworking across the rail industry.

Technical Specifications for Interoperability (TSIs)
The TSIs applicable to stations are the Persons with Reduced Mobility (PRM) TSI and the Infrastructure (INF) TSI.

Network Rail company standards
NR develops, publishes and maintains its own technical standards and guidance by which it mandates, through requirements and processes, its staff and contractors to uphold the commitments it has made in its Safety Management System. These standards are subordinate to the RGSs and TSIs. Some of these guidleines are listed on the following page.

Accessibility standards
Under Section 71B of the Railways Act 1993 the Secretary of State maintains a code of Practice to protect the interests of disabled people travelling by rail.

ORR and HSE Guidance
ORR guidance covers the enforcement of railway system safety and the minimum safety requirements to be taken into account in developing alterations to infrastructure, including stations.

HSE guidance covers Health and Safety other than where this relates to railway safety. Under the provisions of the ROGS the duty holder for the station (NR for Managed Stations and TOCs for leased stations) are required to appoint a "competent person" to assess the safety risks arising from any change to the station.

Fire Legislation
National legislation applies. Advice should always be taken from Network Rail's Fire Safety Engineer.

Appendix
Reference Documents

Legislation:
DfT code of practice — Design Standards for Accessible Railway Stations (2015)
The Building Regulations
The Building Act (1984) Approved Document parts A to P
Scottish Building Standards
Technical Handbook Non Domestic (2013)
TSI PRM Technical Specification for Interoperability: Accessibility for Persons with Reduced Mobility for High Speed and Conventional Lines on the Trans-European Rail Network
BS 8300 Design of an accessible and inclusive built environment (2018)
Equality Act (2010)
CDM Regulations Construction and Design Management Regulations (2015)

Network Rail Guidance:
Our Principles of Good Design (2019)
Station Capacity Planning Guidance (2016)
Inclusive Design (2020)
Wayfinding (2020)
Operational Property Design & Construction Handbook (2010)
Guidance on the planning and management of station flooring to public areas (2015)
Station Safety Policy (2015)
Guide to Sustainable Design for operational Property (2012)
Sustainability Requirements for NR Buildings (2013)
Heritage: Care and Development (2020)
Whole Life Cost Manual
Arch Design Guide (commercial exploitation of Arches)
Investment in Stations — A guide for promoters and developers (2017)
Public Toilets in Managed Stations (2020)
Design Guide for Station Street Furniture (2009)
Implementing BIM principles for Railway Infrastructure Projects (2014)
Suicide Prevention Best Practice Guide

Appendix
Reference Documents

RSSB Standards: www.rgsonline.co.uk
RIS 7016 INS Interface between Station Platforms, Track, Trains and Buffer Stops
RIS 7700 INS Rail Industry Standard for Station Infrastructure
RIS 7701 INS Automatic Ticket Gates at Stations
GE/RT8025 Protective Provisions for Electrified Lines (2001)
GI/GN7520 Lighting in Railway Premises
GC/RT5212 Railway Clearances
GC/RT5033 Buffer stops and Impact Walls (2007)
GC/RT5633 Risk assessment of Buffer Stops (2007)
Wayfinding at Stations Good Practice Guide

Other Guidelines:
ATOC Motorcycle Parking at Rail Stations (2013)
ATOC National Rail & Underground CCTV Guidance (2010)
BTA Review of Customer Toilets for Network Rail (2011)
BTP Retail watch
BTP CCTV output requirements stations car-parks and trains (2009)
CPNI Integrated security
CPNI Operational Requirements for Security Measures
CPNI EBP 04/13: July 2013 (Blast Performance of Laminated Glass)
CPNI EBP 01/13 (Fixed Point Glass Fixings)
BRE Building Research Establishment New Construction Manual 2014
BPA British Parking Association
Park Mark Safer Parking Scheme
BSI BS 6180:2011 — Barriers in and about buildings COP
BSI PAS 2030:2012 — Improving the energy efficiency of existing buildings
CABE / Design Council Urban Design Principles
CABE / Design Council The Value of Urban Design
CIBSE Transportation Systems in Buildings (Guide D 2010)
Centre for Window & Cladding Technology
Technical note 66 — Safety and Fragility of Glazed Roofing — Specification
Centre for Window & Technical note 66 — Safety and Fragility of Glazed Roofing
Cladding Technology — Testing and Assessment
CIRIA C722 — Safer stairs in Public Places (2013)
CIRIA C652 — Safer Surfaces to walk on (2010)
DfT Better Rail Stations (2009)
DfT Inclusive Mobility (2011)
DfT Cycle Infrastructure Design 2008
DfT Security in Design of Stations (SIDOS) Guide
Dept of Health Preventing Suicide in England
English Heritage Protocol for Care of Government Estate
English Heritage Transport Buildings Selection Guide (2007)
European Lift Assoc. Escalator and Moving Walk Safety
HSE Railway Safety Principles & Guidance Part 2 Section B—
Guidance on Stations
HSE Guidelines for the safe operation of Escalators (2011)
HSE Assessing Slip Resistance of Flooring
HSE Workplace (Health, Safety and Welfare) Regulations 1992.
HSE HSG65 — Managing for health and safety (2013)
HSE L138 — Dangerous substances and explosive atmospheres
HSE INDG370 — Controlling fire and explosion risks (2013)
ISO 16933:2007 — Explosion-resistant security glazing
MENCAP Changing Places the Practical Guide
ORR Guidance on the application of the CSM on REA (2012)
RNIB Building Sight
RIBA Green overlay to Plan of Work
RIBA BiM overlay to Plan of Work
RIBA Good Loo Design (2004)
RSSB Station Capacity
TfL Interchange Best Practice Guidelines (2009)
TfL Colour Standard (2009)
TfL Parking Standards in Rail Stations Study (2010)
TfL Highways Design Index
TfL Climate Change and Mitigation
UK Power Networks Standards for Secondary Substations & Switchrooms

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Inside Cover Images

Front HUB Station Visualisation
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Back HUB Station Visualisation
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David Ubaka Placemakers and Weston Williamson + Partners.

Appendix

Station Categories Classification

The tables on the following pages set out the passenger amenities and facilities that should be provided at each station.

This is set out by the station categories which apply to this guidance document, with the largest these (Category D) requiring more amenities that the smallest (Category F).

Note: A step free route should be provided where average daily number of passengers embarking & disembarking exceeds 1000 people p/a.
This is unlikely to meet the requirements of the Equality Act 2010 and should be the subject of a site specific locality & demographic study.

	No.	Type	Criteria per annum
D	298	Medium Staffed	0.25–0.5m trips: £1–2m
E	695	Small Staffed	Under 0.25m trips: Under £1m
F	1,200	Small Unstaffed	Under 0.25m trips: Under £1m
Total	2,193		

Key

Mandatory PRM TSI Requirement	Highly Desirable	Desirable	Optional

Image A.1
Passenger amenitites and facilities by station category

	Station Category		
	D	E	F
Station Access/Station Egress			
Interchange mode: Car/Bus/Taxi/ Tram/Cycle/Tube			
Vehicle Pick Up/Set Down Areas			
Blue Badge Parking Area			
Level, Step-free Access			

Forecourt			
Landscaping (Trees, Planters, Shrubs)			
Weather Protected Walking Routes Between Modes			
Sheltered Waiting Areas for Buses, Taxis etc.			
Locality Information			
Train Service Information			
Station Identification Signage and National Rail Symbol			
Secure, Identifiable Boundaries			
Appropriate Security Devices, e.g. CCTV			

Appendix
Station Categories Classification

	Station Category		
	D	E	F
Secure Cycle and Vehicle Parking in Closest Proximity to Station	■		
Post Box	■		
Rail Replacement Bus Location	■	■	■
National Rail Symbol	■	■	■
Demarcated Accessible Route	■	■	
Passenger Help Point	■	■	■
Long Stay Car Park	■		
Other TOC Parking	■		
Parking Payment Machines	■		

Station Entry and Ticketing			
Concourse Building	■		
Station Reception	■	■	
Induction Loops	■	■	
Ticket Machines	■	■	■
Timetables, Leaflets, etc.	■	■	■
Station Clock	■	■	■

	Station Category		
	D	E	F
Wayfinding Signs (Platform Signs/Exit Signs)	■	■	
Summary Departures Board	■	■	■
Customer Information Screen	■	■	
Interchange Information	■	■	
Customer Seating	■	■	■

Waiting and Commercial			
Comfortable Waiting Areas and Facilities	■		
Waiting Lounges	■		
Range of Seating	■	■	■
Parent Room Baby Change	■	■	
Help Point	■		
Cash Machines	■		
Food Retail	■		
Other Retail			
Statutory Signage	■	■	■
Vending	■		

	D	E	F
Station Wayfinding	■	■	■
Evacuation Point Refuges	■	■	■
Ticket Office	■		

Platform Zone			
Station Toilets (paid side)	■	■	
Automatic Ticket Gates	■	■	
Canopies and Shelters	■	■	■
Lifts	■	■	
Help points	■	■	
Seating	■	■	■
Landscaping	■	■	■
Waste Management	■	■	■

Appendix
Project Workstages

About PACE
GRIP Stages have been replaced by PACE (Project Acceleration in a Controlled Environment). The key benefit of PACE is that it provides a more flexible control framework to tailor control points to suit the requirements of the project.

The timeline below shows a comparison between PACE and RIBA project stages when the PACE Milestones are delivered sequentially. This is not mandated and it is permissible to overlap the activities required to deliver individual milestones.

Further details on PACE are contained in NR/L2/P3M/201 'Project Acceleration in a Controlled Environment'. This document is available from Network Rail.

Comparative Timeline of Design Stages

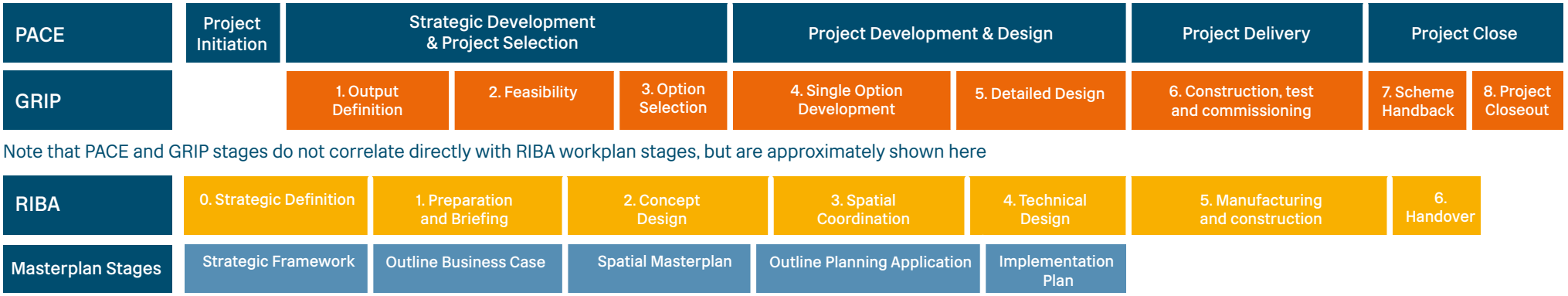

Image A.2
Comparitive timeline of different project management timelines

Appendix
Project Workstages

PACE (Project Acceleration in a Controlled Environment)

	Project Initiation	Strategic Development & Project Selection	Project Development & Design	Project Delivery	Project Close
Aims & Objectives	· Appoint the team required to plan and enter Phase 1. · Prepare the Project Management Plan	The purpose of this phase is to: · Determine the baseline requirements for the project · Identify constraints that will impact the feasibility of the project · Determine a single option (the project) that meets the client requirements within the identified constraints	The purpose of this phase is: · Undertake development of the single option to agree approval in principle and standards to which the project should be constructed, · Produce an approved ready for construction design.	The purpose of this phase is to: · Safe and efficient delivery of the project to the specification. · Testing and commissioning successfully undertaken · Asset enters service	The purpose of this phase is to: · Transfer of asset from the project team to the operator · Project Manager closes project systems and demobilises · Sponsor formally closes the project and related support systems

GRIP (Governance for Railway Investment Project)

	1. Output Definition	2. Feasibility	3. Option Selection	4. Single Option Development	5. Detailed Design	6. Construction, test and commissioning	7. Scheme Handback	8. Project Closeout
Aims & Objectives	Considers · The objective, scope, timing and specification of the enhancement · Funding for the project and any project risks · Procurement methodology: What should be undertaken in development and implementation works · Any likely interface with existing railway operations and other relevant projects and route strategies · Other stakeholders involvement	Following successful review and prioritisation of the investment proposal, stage 2 moves the project forward. Where a scheme changes the capability of the railway, for example it changes the timetable of operation of the network, or it integrates with existing major programmes of work, then Network Rail's System operator team is likely to sponsor the scheme. Tther schemes, such as investment in stations, will be sponsored by route enhancement teams.	Workstreams to be completed: · The various options available to complete the project will have been identified · Each of these available options will have been appraised · A single option and the outline design should be recommended. · The business case should confirm whether or not the project is affordable, including consideration of whole-life cost issues, whether it can be delivered in a reasonable timescale, and whether it will provide value for money	Development of the single option selected in stage 3 commences to create the outline design. Outline designs are produced. Any technical or legal issues that could cancel an options or a project are usually identified by this point	The completion of a robust engineering design that provides definitive costs, times, resources and risk assessments. The full design to which the project will be built is produced. This includes cost and time estimates	The project is built to the design and specification detailed during stage 5. It is tested to confirm everything is operating as specified and commissioned into use.	Transfer of asset responsibly from the contractor's project team to the operator and maintenance.	The project is formally closed. Contracts are settled and warranties agreed. Benefit assessments commence and the project team disbands.

RIBA (Royal Institute of British Architects)

	0. Strategic Definition	1. Preparation and Briefing	2. Concept Design	3. Spatial Coordination	4. Technical Design	5. Manufacturing and construction	6. Handover
Aims & Objectives	· Prepare Client Requirements · Develop Business Case for feasible options including review of project risks and project budget · Ratify option that best delivers client requirements · Review feedback from previous projects · Undertake site appraisals	· Prepare project brief including project outcomes and sustainability outcomes, Quality aspiration and spatial requirements · Undertake feasibility studies · Agree site information including site surveys · Prepare project programme · Prepare project execution plan	· Prepare Architectural Concept incorporating strategic engineering requirements and aligned cost plan, project strategies and outline specification. · Agree project brief derogations · Undertaken design reviews with client and project stakeholders	· Undertake design studies, engineering analysis and cost exercises to test architectural concept resulting in spatially coordinated design aligned to updated cost plan, project strategies and outline specification · Initiate change control procedure	· Develop architectural and engineering technical design · Prepare and coordinate design team building systems information · Prepare and integrate specialist subcontractor building systems information	· Finalise site logistics · Manufacture building systems and construct building · Monitor progress against construction programme · Inspect construction quality · Resolve site queries as required · undertake commissioning of building · Prepare building manual	· Handover buildings in line with plan for use strategy · Undertake review of project performance · Undertake seasonal commissioning · Rectify defects · Complete initial after-care tasks including light touch - Post occupancy evaluation

Masterplan Stages

	Strategic Framework	Outline Business Case	Spatial Masterplan	Outline Planning Application	Implementation Plan
Aims & Objectives	A statement of aims and objectives for the physical regeneration of large areas of land or parts of the urban area. It may consider a much wider area than the spatial masterplan. The strategic framework functions as the brief for the spatial masterplan. It is based on analysis of the baseline data and incorporates potential implementation processes.	Sets out the preliminary thoughts regarding a proposed project. it should contain the information needed to help the institution make decisions regarding the adoption of the project. It should state envisaged outcomes, benefits and potential risks associated with the proposal.	A three-dimensional proposal for development or redevelopment affecting physical, economic and social factors. It includes plans and written documents describing the proposed design approach and development.	Initial form of planning permission to gain feedback on the scale and nature of the proposed development for the local planning authority. Should include parameter plans and a design access statement.	A written strategy including, where appropriate, cost and programming or development and other proposals relating to the implementation of the masterplan.

Appendix

Identifying Stakeholders

Identify early on who the key stakeholder groups and sub-groups are likely to be to allow time to identify specific contacts and key decision makers at these groups. Image A.3 lists potential stakeholders for rail projects, separated into different types.

Consider the different ways of consulting and engaging with stakeholders, so that these suit the many different types of organisations and individuals that the project might interface with and recognize their diverse needs. Be aware that not all stakeholders may interface with or be relevant to the whole project development process, and that stakeholders are not static, these groups may change and develop over the course of the project.

→ Recognise the varying and diverse needs of different stakeholders

→ Be aware that stakeholders are not static and groups might change and develop over the duration of the project

→ Not all stakeholders may interface with or be relevant to the whole project development process.

Potential Stakeholders

Community Interests

- Pedestrians
- People passing through
- Shoppers / Diners
- Meeting and Drop Offs
- Train Spotters
- Deaf
- Elderly
- People with Hidden Disabilities
- People with Access / Mobility issues
- Visually Impaired
- Wheelchair Users
- People with Luggage
- Neurodiverse users
- People with Buggies / Pushchairs
- Passengers
- Those using other transport modes / adjacent interchange facilities
- Future Passengers / Future Occupants
- Local Businesses / Retailers
- Local Employers and Employees
- Local Resident Bodies
- Amenity Groups

Wider Community

- Adjacent Landlords
- Community Rail Partnerships
- Current and Future Local Residents
- Lineside Neighbours
- Local Community Groups
- Local Landowners

Wider Project / Client Team

- Network Rail groups
- NR Design Review Panel
- Train Operating Companies
- Station retail tenants and operators
- Project Team incl. Design Team

Potential Stakeholders

Natural Environment

- Biodiversity
- Community Growing Groups
- Local Wildlife

Public Interests

- Planning Authorities
- Local Council (Local Authority)
- Local Politicians
- Historic England, Historic Environment Scotland, Cadw
- Rail Heritage Trust
- Department for Transport
- Police Authorities & British Transport Police
- Police Community Support Officers (PCSO's)
- Security Staff
- Station IT - CCTV
- Fire and Emergency Services
- Buses and Taxi service providers
- Building Control
- Highway Authorities
- Public Funders, eg. Regional Development Agencies
- Building Control
- Local Service Providers
- Statutory Utilities
- Victorian Society & 20th Century Society

Other Tranport Modes

- Bikes
- Busses (Buses ?)
- Cars
- Ride Sharing
- Scooters

Private Interests

- Train Operating Companies
- Adjacent Landowners
- Funders (short-term)
- Investors (long-term)
- Developers / Development Partners
- OSD/ASD occupants
- Station retail / commercial tenants
- Business Improvement Districts

Image A.3
Potential stakeholders of a rail project


Widmerpool

100/

09