



Rail Executive

# East Anglia Rail Franchise Consultation

December 2014

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## Introduction

We are seeking the views of all stakeholders, including passengers, businesses and representative organisations, on the future of rail services in East Anglia.

Rail passenger services in East Anglia are currently provided under the Greater Anglia franchise. This franchise is due to expire on 16 October 2016. The Department for Transport's Rail Executive currently anticipates that this will be replaced by a new East Anglia franchise.

The current rail services in East Anglia have remained unchanged for many years. There is now an opportunity to revisit the services to ensure they meet the needs of passengers and businesses in this important region of the UK which contributes significantly to the UK economy.

We want to know what you think the rail services in East Anglia should look like in the next franchise. It is important that you have your say, as we are seeking your views to inform the specification that is being developed for the East Anglia rail franchise which we anticipate to issue to bidders in summer 2015.

Therefore we hope that passengers, interested members of the public and all stakeholders will take the opportunity to respond to this consultation, which runs from 9 December 2014 to 16 March 2015.

The context, background, timeline and objectives for this franchise are set out in Chapters 1 to 3 of this document.

Respondents are invited to comment on aspects of the proposed approach to the specification set out in Chapters 4, 5 and 6 of this document, and the key questions that are posed.

Following the close of consultation, Rail Executive intends to publish in summer 2015 a report summarising stakeholder views and Rail Executive's conclusions on them. This will form a key reference document for the franchise bidders. Rail Executive will endeavour to acknowledge each consultation response but will not be in a position to respond to each response in detail.

## How to respond

The consultation period runs until 16 March 2015. Please ensure that your response reaches us before then. If you would like further copies of this consultation document, it can be found on the DfT website at <https://www.gov.uk/dft#consultations> or you can contact the address below if you need alternative formats (Braille, audio, CD, etc.)

Please submit your views and answers via:

Email to: [EAconsultation2014@railexecutive.gsi.gov.uk](mailto:EAconsultation2014@railexecutive.gsi.gov.uk)

[Our online consultation survey](#)

Or in writing to:

East Anglia Franchise Consultation  
Rail Executive  
Department for Transport  
Great Minster House  
London SW1P 4DR

Please help us to analyse your responses by providing the following information:

- Name
- Surname
- Postcode (first half only)
- Age Range 18-25; 26-38; 39-45; 46-55; 55-64; 65+
- Reasons for Travel: Leisure/Commute/Business
- Most frequently used route: From/To
- Do you require reduced mobility access when travelling?

If responding on behalf of a larger organisation, please make it clear who the organisation represents and, where applicable, how the views of members were assembled.

## Freedom of Information

Information provided in response to this consultation, including personal information, may be subject to publication or disclosure in accordance with the Freedom of Information Act 2000 (FOIA) or the Environmental Information Regulations 2004.

If you want information that you provide to be treated as confidential, please be aware that, under the FOIA, there is a statutory Code of Practice with which public authorities must comply and which deals, amongst other things, with obligations of confidence.

In view of this it would be helpful if you could explain to us why you regard the information you have provided as confidential. If we receive a request for disclosure of the information, we will take full account of your explanation, but we cannot give an assurance that confidentiality can be maintained in all circumstances. An automatic confidentiality disclaimer generated by your IT system will not, of itself, be regarded as binding on the Department.

The Department will process your personal data in accordance with the Data Protection Act (DPA) and in the majority of circumstances this will mean that your personal data will not be disclosed to third parties.

## Data protection

It would be very helpful to Rail Executive if, as part of its analysis of responses to this consultation, it was able to take into account certain **sensitive** personal data (for example, information provided in response to Question 12) that you may wish to provide in response to this consultation. In providing your responses to the Department for Transport (DfT) by email or post please indicate whether you consent to the DfT, or third parties contracted to the DfT, processing your sensitive personal data for the purposes of analysing responses to this consultation.

By providing personal data in response to this consultation, you consent to the DfT, or third parties contracted to the DfT, processing your personal data for the purpose of analysing responses to this consultation.

Information provided in response to this consultation, including personal information, may be subject to publication or disclosure in accordance with the Freedom of Information Act 2000 (FOIA) or the Environmental Information Regulations 2004. However, the DfT will at all times process your personal data in accordance with the Data Protection Act (DPA) and in the majority of circumstances this will mean that your personal data will not be disclosed to third parties for other purposes.

# 1. The Department for Transport and rail franchising

- 1.1 Rail Executive, within the Department of Transport, was formed on 1 April 2014 to optimise effective and efficient delivery of government rail functions. Passenger Services, a new directorate within Rail Executive, brings together all our work on passenger services, including franchise award, management and rolling stock.
- 1.2 The Department for Transport's Rail Franchising Programme supports Rail Executive's ambition of leading a world-class railway that creates opportunity for people and businesses. The Department and Rail Executive will seek to make awards to train operating companies who will support the Department's vision in delivering an improvement in the rail services offered to passengers. We will seek a cost effective, value for money operation of passenger train services from the operator. Details on the programme can be found at: <https://www.gov.uk/government/collections/rail-franchising>
- 1.3 We will be running a competition to procure an operator to run the East Anglia franchise from October 2016. We are now beginning the process of developing what we want for passengers in the new franchise.
- 1.4 Over the coming months we will compile the Invitation to Tender (ITT) for the franchise. The ITT will provide the basis upon which bidders who have passed the pre-qualification process must submit their proposal and will reflect what Rail Executive wishes to procure. It will additionally set out how the proposals will be evaluated.
- 1.5 Your responses to this consultation will help the Department inform what we ask for in the franchise, which in turn will form part of the ITT for bidders to consider when submitting proposals to operate the franchise.
- 1.6 This consultation document contains information about the franchise that will help inform you and allow you to provide responses to our questions.
- 1.7 Rail Executive proposes to engage in a process from March 2015 of short-listing potential bidders for the East Anglia franchise. This pre-qualification process will set out in very

general terms Rail Executive's objectives for the new franchise.

1.8 Anticipated milestones for the East Anglia franchise procurement are:

Anticipated Procurement Milestones	
Target for issue of the Official Journal of the European Union (OJEU) Notice; Pre-Qualification Questionnaire and Prospectus in order to preselect bidders	March 2015
Target release of the Invitation to Tender	August 2015
Target contract signature	June 2016
Current franchise expiry	16 October 2016

## 2. The current Greater Anglia franchise

### Current Routes and Services

2.1 The Greater Anglia routes and services are self-contained within the East Anglia region, including the densely populated areas of Essex, regional hubs connecting Cambridgeshire, Hertfordshire, Norfolk and Suffolk, as well as rural communities and coastal routes of East Anglia.

### Geographical Area and Markets Served

2.2 The geography of the Greater Anglia routes can be divided into the following market segments:

- Intercity services (the "Great Eastern Main Line") between London and Norwich and connecting the regional hubs.
- Great Eastern services into London from Braintree, Colchester, Ipswich and Harwich (for ferry services to Holland), the coastal resorts of Southend, Clacton and Walton-on-the-Naze, and the recently developed Southend Airport.
- West Anglia services through North East London, Cambridgeshire, Essex and Hertfordshire.

- Regional services from Cambridge, Ipswich and Norwich, with connections to the Midlands and North of England as well as connections from Suffolk and Norfolk that link to services into London.
- Stansted Express providing dedicated rail services from the airport to London.

2.3 Passenger journeys in the franchise are dominated by peak journeys to and from London Liverpool Street on the West Anglia and Great Eastern Main Line routes. This market is influenced strongly by employment in central London. The largest passenger flows into London are from Chelmsford, Southend, Shenfield, Billericay, Colchester, Bishops Stortford, Wickford and Witham. Leisure travel includes journey opportunities to travel destinations and coastal resorts in Essex, Suffolk and Norfolk.

2.4 On 31 May 2015 a number of inner suburban services and some stations will be devolved from the Greater Anglia franchise. These will include:

- Liverpool Street to Shenfield stopping services which transfer to MTR Corporation (Crossrail);
- Liverpool Street to Enfield Town, Cheshunt and Chingford which transfers to London Overground; and
- Romford to Upminster which transfers to London Overground.

2.5 Regional stakeholders are clear about their long term aspirations for the franchise to support sustained economic performance in the East Anglia region, and to act as a catalyst for further growth. In particular they are keen to see reductions in journey times. The "Great Eastern Main Line Task Force" has been established to promote faster services between Norwich and London.

## 3. The new East Anglia franchise

### Purpose of this consultation

3.1 The aim of this document is to inform you of the Department's planned approach for securing rail passenger services on the Greater Anglia franchise when the current franchise ends on 16 October 2016. We are seeking your views on the future franchise specification with a focus on the changes you would like to see to services. In particular, the Department would like to:

- provide background information about the services on the current franchise;
- provide information about the impact of planned major projects on the future railway operation;
- advise stakeholders of the Rail Executive's objectives and aspirations for the new franchise; and
- provide potential promoters of schemes that have an impact on the services with the opportunity for meaningful engagement in the re-franchising process.

This consultation document should be considered within the context of the broader transport policy environment.

Stakeholders should be aware of a number of other studies that are considering, or have recently considered, this area of the rail network. These studies, along with your responses, will assist the Department develop the specification for the franchise. A list of the most relevant studies can be found in Appendix D.

3.2 Rail Executive is committed to engaging widely with all interested parties in the development of the franchise specification for passenger services, and this public consultation forms a critical part of the process. Rail Executive will continue to engage with stakeholders, including those that we have identified in Chapter, until proposals are finalised in the summer of 2015.

3.3 The figure in Appendix E depicts the current routes and geography within the existing Greater Anglia franchise.

## Franchise objectives

3.4 When potential operators bid for the franchise they will be asked to consider delivering the following objectives for the franchise.

- Help the economy of East Anglia thrive by offering higher quality rail services for passengers to and from the region and across the region with service levels that reflect the specific requirements of the different markets served, while working within the affordability constraints on public funding;
- Realise the benefits from rail investment in East Anglia through a transformation in operations, ensuring journey time, frequency, reliability and connectivity benefits for passengers are delivered;
- Deliver excellence in customer service through an innovative approach to all aspects of the passenger journey. Achieve consistently high standards of performance in the operation of rail services and minimise passenger inconvenience in the case of disruption;
- Secure whole industry efficiencies and help reduce overall industry costs by working in partnership across the rail industry;
- Support local communities to help deliver local transport integration, local regeneration and investment in and around stations; and
- Improve social and environmental sustainability to reduce carbon emissions, use resources effectively, and build skills and capability within the business and supply chain.

## Franchise specification

3.5 Rail Executive is committed to developing a specification for the East Anglia franchise that achieves a step change both for passengers and stakeholders in East Anglia. As such, bidders will be invited to come up with an innovative and transformational approach to operations and the customer service proposal.

## 4. Stakeholders

### Local authorities and transport bodies

- 4.1 In addition to Transport for London, local government organisations and Local Enterprise Partnerships take a keen interest in the rail services to be provided under the East Anglia franchise. Rail Executive recognises the importance of rail services to the economy and well-being of the areas the franchise serves.
- 4.2 Rail Executive will continue to work with the authorities and bodies served by the East Anglia franchise as we consider the specification for the new franchise. Should any intend to sponsor increased services, we will consider incorporating these services into the franchise requirements as set out in the Invitation to Tender to be issued to bidders, either as part of the base specification or as priced options. Any proposal for increased services must comply with the conditions set out at paragraph 5.22 and be identified in response to Question 7 of this consultation.

### Passenger Focus, London TravelWatch and stakeholder groups

- 4.3 We work with Passenger Focus and London TravelWatch in considering how best to incentivise train operators to deliver improved passenger services - in terms of service quality and passenger information - and link improvements to monitored results.
- 4.4 Passenger Focus provides independent advice to the Secretary of State, based on research and consultation with wider stakeholders on the key issues that the new franchise should consider.
- 4.5 As part of the franchising process, Passenger Focus conduct specific research on customer expectations for the East Anglia franchise, analysing responses from passengers representing the services operated on the franchise area as well as potential users. Findings from this research, together with information from the regular National Rail Passenger Survey (NRPS) and other research into passenger views and priorities, will be used to inform the development of the

specification where possible. Information on the Passenger Focus research and surveys can be found on their website at: <http://www.passengerfocus.org.uk/>

**4.6** Research by Passenger Focus in 2014 identified key passenger priorities, including:

- Delivering value for money;
- Providing a punctual and reliable service;
- Provision of sufficient capacity, both in terms of train frequency and the availability of seating on board the train;
- Effective management of disruption, especially through information to passengers;
- The availability of accurate information about trains and platforms;
- The comfort and adequacy of accommodation on the train, especially on longer distance journeys;
- The availability of train and station staff;
- The ease of buying the most appropriate ticket for the journey at a ticket office, online, or via a ticket machine;
- The ease of access to services for passengers with reduced mobility;
- Free wi-fi available on trains.

**4.7** The franchise area has the benefit of a number of dedicated and knowledgeable stakeholder groups (see Appendix C for full list), who complement the work of Passenger Focus.

**Question 1**

Please select 3 of the Passenger Focus recommendations set out in paragraph 4.6 above which you believe require particular attention in order to improve your end to end journey?

If relevant, please identify the rail line to which your answer relates.

## Trade Unions

- 4.8 Rail Executive acknowledges that many of the people employed in the delivery, maintenance and operation of the East Anglia franchise are members of trade unions and recognises the value that this perspective can bring. We will seek to positively engage with trade unions to understand insights they may have on the franchise skills base, the development and investment it needs, and any further areas where they feel they can contribute.

## Freight

- 4.9 Freight operators are an important stakeholder in the East Anglia region, where train timetabling requires regulating freight and passenger services.
- 4.10 There are significant volumes of different types of traffic to and from Felixstowe, which either use the Great Eastern Main Line as far as Stratford or use the east-west route between Ipswich and Peterborough. The construction of the Bacon Factory Curve allows freight trains direct access from Felixstowe without reversing at Ipswich. There are other freight flows between North Walsham and Harwich and from Middleton Towers near Kings Lynn. Freight services from the North London Line to Tilbury and London Gateway need to cross the Great Eastern Main Line between Stratford and Forest Gate Junction. The electrification of Gospel Oak to Barking should however relieve freight pressure between Barking and Stratford.
- 4.11 In developing the specification for the new East Anglia franchise we will have due regard to the needs of freight.

## Other consultee groups

- 4.12 We place high value on the insight and knowledge that all stakeholders can bring to the franchising process, and appreciate the contributions already made. We will continue to engage positively with interested parties

**Question 2**

Are there any examples of outstanding customer service experiences, related or unrelated to passenger rail services, which you believe the new East Anglia rail franchise should aspire to? If so, please provide supporting details or evidence in your answer.

## 5. The service specification

- 5.1 This section sets out the proposed approach to the specification of the services that the operator of the East Anglia franchise will be required to deliver from October 2016. It contains details of how the franchise objectives may be addressed through the specification of passenger services, and seeks consultees' views.
- 5.2 Rail Executive will consider how to best incorporate your responses to this consultation into the future franchise specification. This will be developed, and tested with specialist advisors. The overall specification for the new East Anglia franchise will need to be both affordable against Rail Executive's future budget, and deliver value for money for the passenger and the Department.

### Rail service specification

- 5.3 The intention is to specify a minimum level of passenger services to be operated in response to stakeholder, passenger and market needs. In developing this specification we wish to provide flexibility for the operator to respond to the growing demographics of the region, market changes, and future commercial opportunities. We also expect that the passenger service specification will enable the operator to deploy rolling stock to optimise fleet and infrastructure. We will consider the value for money and financial impacts of all proposals for the service specification before we proceed with them.

### Infrastructure schemes

- 5.4 The rail infrastructure is owned and operated by Network Rail who manage their investment in infrastructure over 5 year control periods. Network Rail's Control Period 5 (CP5) Delivery Plan (2014-19) was published in March 2014 which includes the following schemes planned for the East Anglia area:
- Ely North Junction capacity improvement is planned to be completed by May 2017;

- Great Eastern Main Line capacity improvement (Bow Junction) is planned to be completed by January 2019;
- Gospel Oak to Barking electrification is planned to be completed by June 2017 which will avoid the need for electric traction to cross the Great Eastern Main Line at grade at Forest Gate Junction in order to access the North London Line;
- West Anglia Main Line capacity improvement (three tracking between Tottenham Hale and Angel Road) is planned to be completed by March 2018;
- Power traction supply upgrade in order to accommodate the service increases for West Anglia Main Line & Great Eastern Main Line to be completed by March 2019;
- A new station at Lea Bridge is expected to open in December 2015 and will be served by the Stratford to Bishop's Stortford service; and
- A new station at Chesterton, north of Cambridge, close to the Cambridge Science Park, St John's Innovation Centre and Cambridge Business Park is expected to open during CP5.

5.5 Other schemes that are in the early stages of development but are not yet committed projects include:

- the potential creation of a new east-west rail route from Cambridge to Milton Keynes and Oxford (utilising the old varsity line).

5.6 Network Rail are currently undertaking a consultation of schemes to be included in Control Period 6 (2019-24) entitled "Anglia Route Study – Draft for Consultation". The consultation is open until 3 February 2015 and can be found at <http://www.networkrail.co.uk/long-term-planning-process/anglia-route-study/>.

## The passenger rail service

5.7 This section contains questions about specific aspects of the passenger service and how it may need to change during the franchise. The actual service specified will take into account your responses to this public consultation with regard to the factors identified in paragraph 5.3. You are encouraged to consider the service components set out below. Comments

on this section will be examined by Rail Executive and will also be provided for bidders to consider. This public consultation will form a critical part of Rail Executive's development of the service specification for the East Anglia franchise and accordingly we would encourage you to consider whether any changes to the current passenger service specification are desirable.

**5.8** The December 2014 timetable for weekday off-peak passenger rail services, in each direction, is broadly the following:

### **InterCity**

- . Two trains per hour from Liverpool Street to Norwich

### **Great Eastern:**

- Trains to and from Liverpool Street:
  - . Three trains per hour to Southend Victoria
  - . Hourly to each of Braintree, Colchester Town, Clacton-on-Sea and Ipswich

### **Great Eastern Branches:**

- . Every 40 minutes from Wickford to Southminster
- . Hourly from Marks Tey to Sudbury
- . Hourly from Manningtree to Harwich Town
- . Two trains per hour Colchester to Colchester Town, extending hourly to Walton-on-the Naze

### **West Anglia and Stansted Express**

- Trains to and from Liverpool Street via Tottenham Hale:
  - . Two trains per hour to Hertford East
  - . Two trains per hour to Cambridge
  - . Every 15 minutes to Stansted Airport
- Trains to and from Stratford via Tottenham Hale:
  - . Two trains per hour to Broxbourne
- Hourly Cambridge to Stansted Airport

### **Regional**

- Trains to and from Norwich:
  - . Hourly to Sheringham
  - . Hourly to Great Yarmouth via Acle
  - . Hourly to Lowestoft
  - . Hourly to Cambridge

- Trains to and from Ipswich:
  - . Hourly to Felixstowe
  - . Hourly to Lowestoft
  - . Hourly to Cambridge
  - . Every two hours to Peterborough

5.9 The December 2014 timetable for weekend services is broadly similar to the above on Saturdays with some reductions on Sundays.

### Question 3

Are there any changes to the current passenger rail service (i.e. number or trains per hour/day), as set out in paragraph 5.8, which you feel should be considered?

If so, please explain your rationale. For example, please identify specific local factors which might influence the future level of passenger demand which you consider should be reflected in the specification.

### Question 4

Results indicate that rail is not the preferred mode of transport when travelling to Stansted Airport. What improvements do you believe should be made to the rail service in order to make this your first choice of travel?

5.10 In order to improve connectivity between Cambridge and the north of England, Rail Executive is currently assessing the case for the diversion of the current Liverpool Lime Street to Norwich East Midlands Trains to Cambridge and a new hourly East Anglia operated service between Norwich and Peterborough providing good connections to the East Coast Mainline services to Yorkshire, North East England and Scotland. The assessment will equally include a sub-option where the current Ipswich to Peterborough service would be limited to Ely and connections would be provided with the new Norwich to Peterborough service. The option to retain the current Norwich through service to Liverpool Lime Street will be included within this assessment.

### Question 5

If you have a view on or would be affected by the proposal set out in paragraph 5.10, please answer the following:

Which direct service would you most value? Where possible please explain your rationale when responding to this question.

- a direct service between Norwich and Liverpool
- a direct service between Norwich and Peterborough providing connections to Liverpool
- a direct service between Norwich and Peterborough providing connections to the East Coast Main Line
- a direct service between Ipswich and Peterborough
- a direct service between Ipswich and Ely providing connections to Peterborough
- a direct service between Ipswich and Ely providing improved connections to the East Coast Main Line via Peterborough

## Conclusions of the Great Eastern Main Line Taskforce

- 5.11** In November 2013 the Great Eastern Main Line Taskforce was established with the objective of defining how to achieve a faster, better journey time between Essex, Suffolk and Norfolk, and to provide evidence of the economic benefits to be had from investment in the railway.
- 5.12** In November 2014 the Taskforce published its plan for a regular, more reliable rail service between London and Norwich with a headline journey time of 90 minutes and no reduction in current stopping patterns.
- 5.13** The Government supports the key recommendations of the Great Eastern Main Line Taskforce, including upgraded infrastructure and the latest rolling stock. Bidders will be incentivised to submit plans for achieving these recommendations for services to Norwich in 90 minutes and associated benefits along the Great Eastern Main Line.

## Regional and rural services, and community rail

- 5.14 For regional and rural services, the main challenge to be addressed is the passenger rail service and in particular the connections to the main lines in East Anglia to London and to the East Coast Main Line to the north and Scotland. There may also be the possibility of improved passenger rail services that make the best use of infrastructure enhancements, such as Ely Junction and electrification to Felixstowe.
- 5.15 We will assess bidders' rolling stock proposals to ensure that sufficient capacity is planned to meet the forecast demand.
- 5.16 We want to see a continuation of the improvements in the financial performance and usefulness of local and rural railway lines delivered through the application of the Community Rail Development Strategy. The strategy (published in November 2004) sets out pragmatic and practical steps that can be taken to increase revenue, reduce costs, and increase community involvement in local and rural railways.

<https://www.gov.uk/government/policies/expanding-and-improving-the-rail-network/supporting-pages/community-rail>

- 5.17 Within the East Anglia franchise area there are Community Rail Partnerships supporting the following community rail lines and services:
- Bittern Line
  - Crouch Valley Line
  - East Suffolk Lines
  - Flitch Line (Witham to Braintree)
  - Gainsborough Line
  - Hereward Line (Ely to Peterborough)
  - Mayflower Line
  - Sunshine Coast Line
  - Wherry Lines



## Question 6

Do you have any proposals to improve Community Rail Partnerships so as to deliver more of the beneficial outcomes for passengers achieved so far? Please provide any evidence in support of your proposal.

### Potential third party promoted schemes

- 5.19 In addition to the base specification for the franchise, we may consider proposals for third party promoted schemes that can be implemented in the franchise. These proposals could involve the provision of additional services or, in certain circumstances, a reduction in the level of service.
- 5.20 The operator will be required to work with the promoters of third party schemes that will be implemented during the franchise period, and also with promoters of schemes that are expected to be implemented beyond the franchise period. Third party promoted schemes include additional stations at Beaulieu Park (Chelmsford), Waterbeach and Soham.
- 5.21 Any proposals for third party promoted schemes must:
- comply with the objectives of the franchise (as set out in section 3);
  - be operationally deliverable;
  - demonstrate value for money for the passenger and the Department; and
  - be funded by promoters for at least an initial three year period (for which the promoter will need to provide evidence of funding).
- 5.22 We welcome proposals for any future third party schemes. For further information, please see "Conditions relating to the funding of new or enhanced services promoted by Local Bodies", which is included at Appendix A. If you are a local authority wishing to submit a proposal, please also consider paragraphs 4.1 and 4.2

### **Question 7**

Do you wish to submit a proposal for a future third party promoted scheme that would involve a change to the current rail service in the franchise?

If so, please include any supporting business case or value for money analysis together with your proposal.

## **Managing disruption**

- 5.23** The future operator of the East Anglia franchise will be expected to work with Network Rail and other operators to develop the 'seven-day railway' initiative which aims to increase the amount of time the network is available for trains to run. The seven-day railway initiative seeks to achieve an optimal trade-off between the efficient use of engineering resources and journey opportunities, taking into account forecast growth in demand for travel, particularly at weekends.
- 5.24** The bidders for the franchise will be expected to demonstrate their approach to the provision of services at times of engineering work, including how they will work with Network Rail to minimise 'all line' blocks and using diversionary routes to reduce the need for replacement road services.
- 5.25** Bidders for the franchise will be required to set out how they will continue to deliver high-quality, accessible and well-managed rail replacement services during periods of disruption.

### **Question 8**

How can the franchise operator help you better during a) planned disruption, such as engineering works and forecasted bad weather, and b) unplanned on-the-day disruption? Please provide separate answers for both cases.

## **Capacity**

- 5.26** Passengers generally expect to be able to get a seat on trains, though there are times where some standing is necessary, particularly on shorter, busier journeys.

- 5.27 Bidders for the East Anglia franchise will be required to include detailed operational plans in their proposal, which should demonstrate the efficient allocation and deployment of available rolling stock to ensure that appropriate capacity is matched to demand, addressing existing and forecast crowding to the maximum extent possible.
- 5.28 Where additional capacity can be provided by the bidders, they may be expected to take steps to meet forecasted demand. However, if public subsidy would be required to support the provision of additional capacity we would need to decide whether this is affordable and delivers value for money before imposing such a requirement on the operator.

### **Question 9**

To improve the railway's ability to match growth in demand with appropriate levels of capacity, we recognise that an increase of carriages per train, or in the number of services per hour, would help. However, we are confined by limited timetabling and infrastructure constraints and are therefore looking for other innovative ways to resolve the issue. When travelling on a service where capacity is stretched, what opportunities do you see which would improve your on board experience?

### **Question 10**

What are your views on removing first class seating in order to provide more overall seating and reduce standing?

## **Reliability and performance**

- 5.29 The operator will be expected to demonstrate how they would deliver improved punctuality, especially for arrivals at stations where timely connections with other transport services are important. When evaluating any proposal, Rail Executive may give additional credit in evaluation for alternative measures that could deliver improved passenger connections and service performance, greater capacity or improved journey times. Where these involve timetable changes, it should be noted that, as with all timetable

changes, the operator will be required to consult fully with interested parties.

- 5.30 It is imperative that the operator works collaboratively with industry partners to improve the performance of the overall railway.
- 5.31 The Government is working towards greater transparency from the rail industry, both in relation to the public money spent on rail services and the outcomes that any subsidy delivers. For example, we believe that by breaking down the performance data by the different types of services the Train Operating Companies (TOCs) operate, this will encourage them to achieve a more consistent delivery across the services they run. This is particularly important for East Anglia due to the diverse markets that the railway serves.

#### **Question 11**

Are there any specific stations or services that you feel could improve on reliability or punctuality?

Where possible, please explain your reasoning when responding to this question.

### **Rail value for money**

- 5.32 The Government aims to secure a sustainable and efficient railway. In May 2011, Sir Roy McNulty published the independent Rail Value for Money Study. Rail Executive continues to work with the rail industry in Great Britain to improve its efficiency.
- 5.33 Rail Executive and the rail industry are examining options for better aligning the incentives of those organisations responsible for the management of track and trains. The aim is to encourage closer working relationships between these organisations to drive down the cost to passengers and taxpayers while improving the quality of services. A number of operator and Network Rail 'alliancing' arrangements are now being developed.
- 5.34 The new operator will be expected to work with Rail Executive, Network Rail and the Office of Rail Regulation on initiatives for bringing costs down and improving co-operation

between the management of track and trains. Any work undertaken in this area will need to reflect the diverse use of the infrastructure in the East Anglia franchise area and to take into account the interests of all users, including freight operators.

## 6. Delivering improvements for passengers

- 6.1 Bidders for the East Anglia franchise will be asked to make proposals aimed at improving the overall quality of service delivered to passengers. They will be encouraged to find innovative ways to increase the level of passenger satisfaction over and above current levels, and will be free to propose alternative approaches to those noted below.

### Better railway stations

- 6.2 Stations ought to be attractive gateways to the railway system, as well as being modern, user-friendly interchanges with other forms of transport.
- 6.3 The new operator will be expected to consider and propose appropriate enhancements to be made at stations. They will be expected to have considered how best to enhance the quality of all aspects of station services in their proposals, and are also encouraged to facilitate any proposed enhancements in the most cost-effective way.

#### **Question 12**

What sort of improvements would you like to see prioritised at the station(s) you use? Please provide details and reasoning for these as well as the name of the station(s).

### Access for All (A4A) and National Stations Improvement Programme (NSIP)

- 6.4 The A4A scheme is a programme to improve access at stations in England, Scotland and Wales through to 2019. Improvements under the A4A scheme are planned over the franchise period for a number of stations within the franchise area, as set out in Appendix F.
- 6.5 The new operator will be expected to co-operate with, and reasonably assist, the implementation of improvements under the A4A scheme. Further information can be found on the Department's website at:

<https://www.gov.uk/government/policies/making-transport-more-accessible-to-all/supporting-pages/accessible-transport-for-all>

- 6.6 The National Stations Improvement Programme (NSIP) provided funding of £150 million to improve approximately 150 medium-sized stations in England and Wales during Control Period 4. A further £100 million has been made available for Control Period 5 (for the period 2014 to 2019) and the operator will be expected to co-operate in the implementation of works at stations designated by the Local Delivery Group (LDG) for improvement under this fund. These schemes will be expected to deliver the objectives established in the 2012 High Level Output Statement, which sets out what the Secretary of State wants the railways to achieve in each five year investment period. In particular LDGs have been asked to develop schemes that are able to attract additional third party funding from appropriate stakeholders and the operator will be expected to continue this initiative. Details about the NSIP programme can be found on Network Rail's website at: <http://www.networkrail.co.uk/nsip/>

## Health, safety and security

- 6.7 The new franchise should have a proactive, positive, open and inclusive health and safety culture, so that staff members feel they have an important part to play in achieving the highest levels of health and safety for customers, staff and suppliers.
- 6.8 Research by Passenger Focus has identified that personal security is very important to passengers, and they have produced a publication on this subject entitled Passenger Perceptions of Personal Security on the Railways. The new franchise provides an opportunity for bidders to develop plans to improve passenger perceptions of health and security on trains and at stations. This could include, and may go beyond, security enhancements such as extensions to CCTV coverage, lighting improvements and closer working with the British Transport Police. It could also extend to the appropriate deployment of staff on trains and stations (and elsewhere).

### **Question 13**

Do you have any proposals to improve security and safety at stations or on trains that you would like us to consider? Please provide any supporting evidence and details of any specific stations and/or rail services which you feel merit consideration for future improvement under these schemes.

## **Passenger information**

- 6.9 Research by Passenger Focus has also highlighted that the provision of timely and accurate information is a key priority for passengers, and this is especially true during periods of disruption. In recent years considerable improvements to information provision have been made with the introduction of real-time information at stations, and improved access via mobile phones and the internet. The National Rail Enquiry Service (NRES), which all train operators use as a standard licence requirement, now provides a large amount of high-quality information on all aspects of the rail journey.
- 6.10 We may seek proposals from the new operator that fully utilise existing channels of communication, such as real-time information, both at the station and on the train, to provide accurate and up-to-date information, especially where there is disruption to services.
- 6.11 We may also encourage consideration of new ways in which the operator can communicate with their passengers, and will ask the operator to consider linking information on rail journeys on websites and smart technology to allow end-to-end journey planning.

### **Question 14**

Are there areas of improvement in customer information and engagement you would like to see before, during and after your journey?

## **Service quality**

- 6.12 We are seeking improvements that, above all, are aimed at enhancing the overall quality of the service experienced by

passengers using passenger services in the new East Anglia franchise.

- 6.13 The operator will be required to propose how to improve aspects of the rail journey not covered elsewhere in this consultation document, such as the quality and cleanliness of stations and trains.
- 6.14 Approaches may include the setting of disaggregated annual NRPS targets by the operator, as summarised in Chapter 4 of this document.
- 6.15 We are considering the appropriate approach to monitor improvements in service quality for the new franchise, and believe a combination of NRPS results and periodic review of train operator Key Performance Indicators could provide a good solution.

### **Question 15**

On a scale of 1 to 9, how would you rate the following on board passenger facilities (1 = not important; 9 = very important):

Luggage holds

Cycle storage

Audio Passenger Information

Visual Passenger Information

Provision of different classes of service

Catering

Tables

Staff presence

Baby changing facilities

Plug sockets

Where possible, please explain your reasoning when responding to this question. Please also identify any other on board passenger facilities not listed above that you deem very important.

### **Question 16**

What areas of customer service within your end-to-end journey would you expect to see monitored and reported on in the new franchise, in order to improve the service quality for passengers?

## **Improving the environmental performance of the railway**

**6.16** The sustainable development of rail is a key focus for Rail Executive. We strongly support the Rail Industry Sustainable Development Principles and wish to see them embedded in the East Anglia Franchise. In addition to finding ways of helping passengers with their onward journeys, bidders are likely to be asked to set out how they will deal with some or all of the following issues:

- Environmental impact
  - . A focus on waste avoidance, waste reduction and increasing the proportion of waste sent for recycling

- . Improved energy and carbon management performance, with respect to both traction energy and non-traction energy
- . Increased focus on reducing water and resource consumption
- . Adoption of sustainable procurement policies and practices
- Socio-economic impact
  - . Demonstrable support for economic growth
  - . Engagement and empowerment of local communities, involving them in decisions which affect their lives
- Workforce development
  - . Supporting equality, diversity, health and wellbeing of the workforce
  - . Developing skills so that rail has the right people with the right skills for the long term

## Equality Act 2010

- 6.17 In specifying the new East Anglia franchise, we are considering the views of stakeholders, including those representing disabled passengers' needs, as well as the public sector equality duty under the Equality Act 2010:
- to eliminate unlawful discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act;
  - to advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it; and
  - to foster good relations between people who share a relevant protected characteristic and those who do not share it.

## Social Value

- 6.18 In line with the Public Contracts (Social Value) Act 2012, we will be considering:

- how the East Anglia franchise might improve the economic, social and environmental wellbeing of the area it serves; and
- how, in conducting the process of procurement, Rail Executive will act with a view to securing that improvement.

## The Family Test

6.19 In August 2014 the Government introduced a Family Test to ensure that all Government policy making takes into account the impact it may have on family relationships.

6.20 In developing the specification of passenger services for the new East Anglia franchise, we will consider how it may impact on families, having regard to the questions posed by the Family Test. Further details and guidance on the application of the Family Test to new Government policies may be found here:

<https://www.gov.uk/government/publications/family-test-assessing-the-impact-of-policies-on-families>

### **Question 17**

Based on your experience or knowledge of rail passenger services, do you have any observations that may assist us in our commitment to have due regard to the Environment, Equality, Social Value and the Family (as set out in paragraphs 6.16 to 6.20) in the development of the specification of passenger services for East Anglia?

## Conclusion

### **Question 18**

In summary, what three aspects of your current East Anglia rail journey would you like to see improved to enhance your overall travel experience?

### **Question 19**

Please indicate if there are any additional areas that you think it is important for us to consider and that have not already been addressed in this consultation.

## What will happen next?

Following the conclusion of the consultation process, Rail Executive will publish a report which will summarise stakeholder views and Rail Executive's conclusions on them. This will form a key reference document for the franchise bidders, and is expected to be published in summer 2015.

When the franchise competition is completed we will publish a document summarising how the winning bid has addressed the specification and what improvements they will deliver over the franchise term.

Those who respond to this consultation will receive a copy of this document via email when it becomes available. Paper copies will be available on request.

If you have questions about this consultation please contact:

East Anglia Franchise Consultation  
Rail Executive  
Department for Transport  
Great Minster House  
London SW1P 4DR

Or by email to: [EAconsultation2014@railexecutive.gsi.gov.uk](mailto:EAconsultation2014@railexecutive.gsi.gov.uk)

## Consultation Principles

The consultation is being conducted in line with the Government's key consultation principles. Further information is available at <https://www.gov.uk/government/publications/consultation-principles-guidance>

If you have any comments about the consultation principles please contact:

Consultation Co-ordinator  
Department for Transport  
Zone 1/29 Great Minster House  
London SW1P 4DR

Email: [consultation@dft.gsi.gov.uk](mailto:consultation@dft.gsi.gov.uk)

## Appendix A: Conditions relating to the funding of new or enhanced services promoted by Local Bodies

The Department for Transport will consider resourcing the provision of new and enhanced services where:

- The promoter has engaged at an early stage with the Department for Transport, the TOC and Network Rail, and all have indicated that there is merit in the scheme being developed further.
- The promoter demonstrates, and has Network Rail and TOC endorsement, that the enhancement is deliverable in planning, engineering and operational terms, including being consistent with Network Rail's Route Utilisation Strategy.
- The scheme is affordable at the time when funding is being sought.
- The enhancement package (including any service reductions proposed to fund it) must demonstrate a reasonable business case (Benefit to Cost Ratio (BCR) in excess of 1.5) before implementation.
- The promoter accepts the risk on any capital investment required and identifies a funding source.
- The promoter agrees to fund any additional subsidy requirements arising from the provision of the new service for a period of three years (and remains on risk for a Department for Transport decision not to support the scheme) OR identifies decrements elsewhere or new revenue sources (which would need to be agreed with the Department for Transport) on the local network including fares increases above RPI+1% or +3% (where

applicable) which would contribute to a reduced overall subsidy requirement.

- The promoter should provide information to the Department for Transport on usage throughout the three year trial period. After Year 2, the promoter would assess the financial and economic performance of the service based on Year 2's results.
- Should continuing the service demonstrate a BCR in excess of 1.5, subject to affordability within the available budget, the Department for Transport would consider taking on the responsibility of funding its continuation after Year 3 alongside other services within a franchise, OR if funding is not available, invite the promoter to identify decrements to enable the service to continue.
- Should continuing the service demonstrate a BCR of between 1.0 and 1.5, the Department for Transport and the promoter would negotiate but with no presumption of Government funding.
- Should the BCR be less than 1.0, the Department for Transport would not provide any funding.
- The Department for Transport would not propose to take any financial responsibility until October 2016.
- For new stations being served by existing services, although the promoter might have to provide some pump-priming funding until the station becomes established, the Department for Transport would expect that fare income would cover additional operating costs and that no additional subsidy would be required after 3 years.

## Appendix B: Full list of consultation questions

### **Question 1 (Paragraph 4.6)**

Please select 3 of the Passenger Focus recommendations set out in paragraph 4.6 which you believe require particular attention in order to improve your end to end journey?

If relevant, please identify the rail line to which your answer relates.

### **Question 2 (Paragraph 4.12)**

Are there any examples of outstanding customer service experiences, related or unrelated to passenger rail services, which you believe the new East Anglia franchise should aspire to? If so, please provide supporting details or evidence in your answer.

### **Question 3 (Paragraph 5.8)**

Are there any changes to the current passenger rail service (i.e. number or trains per hour/day), as set out in paragraph 5.8, which you feel should be considered?

If so, please explain your rationale. For example, please identify specific local factors which might influence the future level of passenger demand which you consider should be reflected in the specification,

### **Question 4**

Results indicate that rail is not the preferred mode of transport when travelling to Stansted Airport. What improvements do you believe should be made to the rail service in order to make this your first choice of travel?

**Question 5 (Paragraph 5.10)**

If you have a view on or would be affected by the proposal set out in paragraph 5.10, please answer the following:

Which direct service would you most value? Where possible please explain your rationale when responding to this question.

- a direct service between Norwich and Liverpool
- a direct service between Norwich and Peterborough providing connections to Liverpool
- a direct service between Norwich and Peterborough providing connections to the East Coast Main Line
- a direct service between Ipswich and Peterborough
- a direct service between Ipswich and Ely providing connections to Peterborough
- a direct service between Ipswich and Ely providing improved connections to the East Coast Main Line via Peterborough

**Question 6 (Paragraph 5.17)**

Do you have any proposals to improve Community Rail Partnerships so as to deliver more of the beneficial outcomes for passengers achieved so far? Please provide any evidence in support of your proposal.

**Question 7 (Paragraph 5.22)**

Do you wish to submit a proposal for a future third party promoted scheme that would involve a change to the current rail service in the franchise?

If so, please include any supporting business case or value for money analysis together with your proposal.

**Question 8 (Paragraph 5.24)**

How can the franchise operator help you better during a) planned disruption, such as engineering works and forecasted bad weather, and b) unplanned on-the-day disruption? Please provide separate answers for both cases.

**Question 9 (Paragraph 5.27)**

To improve the railway's ability to match growth in demand with appropriate levels of capacity, we recognise that an increase of carriages per train, or in the number of services per hour, would help. However, we are confined by limited timetabling and infrastructure constraints and are therefore looking for other innovative ways to resolve the issue. When travelling on a service where capacity is stretched, what opportunities do you see which would improve your on board experience?

**Question 10**

What are your views on removing first class seating in order to provide more overall seating and reduce standing?

**Question 11 (Paragraph 5.29)**

Are there any specific stations or services that you feel could improve on reliability or punctuality?

Where possible, please explain your reasoning when responding to this question.

**Question 12**

What sort of improvements would you like to see prioritised at the station(s) you use? Please provide details and reasoning for these as well as the name of the station(s).

**Question 13 (Paragraph 6.8)**

Do you have any proposals to improve security and safety at stations or on trains that you would like us to consider? Please provide any supporting evidence and details of any specific stations which you feel merit consideration for future improvement under these schemes.

**Question 14 (Paragraph 6.11)**

Are there areas of improvement in customer information and engagement you would like to see before, during and after your journey?

**Question 15**

On a scale of 1 to 9, how would you rate the following on board passenger facilities (1 = not important; 9 = very important):

Luggage holds

Cycle storage

Audio Passenger Information

Visual Passenger Information

Provision of different classes of service

Catering

Tables

Staff presence

Baby changing facilities

Plug sockets

Where possible, please explain your reasoning when responding to this question. Please also identify any other on board passenger facilities not listed above that you deem very important.

**Question 16 (Paragraph 6.15)**

What areas of customer service within your end-to-end journey would you expect to see monitored and reported on in the new franchise, in order to improve the service quality for passengers?

**Question 17**

Based on your experience or knowledge of rail passenger services, do you have any observations that may assist us in our commitment to have due regard to the Environment, Equality, Social Value and the Family (as set out in paragraphs 6.16 to 6.20) in the development of the specification of passenger services for East Anglia?

**Question 18**

In summary, what three aspects of your current East Anglia rail journey would you like to see improved to enhance your overall travel experience?

**Question 19**

Please indicate if there are any additional areas that you think it is important for us to consider and that have not already been addressed in this consultation.

# Appendix C: List of Rail User Groups, Local Authorities and Local Enterprise Partnerships

**Table AC.1**

**Local authorities**

Cambridgeshire County Council	Ipswich Borough Council
Essex County Council	King's Lynn and West Norfolk Borough Council
Hertfordshire County Council	Maldon District Council
Norfolk County Council	Mid Suffolk District Council
Suffolk County Council	North Hertfordshire District Council
Babergh District Council	North Norfolk District Council
Basildon Borough Council	Norwich City Council
Braintree District Council	Peterborough City Council
Breckland District Council	Southend-on-Sea Borough Council
Brentwood Borough Council	South Norfolk District Council
Broads Authority	St Albans City and District Council
Broadland District Council	St Edmundsbury Borough Council
Broxbourne Borough Council	Stevenage Borough Council
Cambridge City Council	Suffolk Coastal District Council
Chelmsford City Council	Tendring District Council
Colchester Borough Council	Thurrock Council
East Herts Council	Uttlesford District Council
Epping Forest District Council	Waveney District Council
Fenland District Council	Welwyn Hatfield Borough Council
Forest Heath District Council	
Great Yarmouth Borough Council	
Hertsmere Borough Council	

**Table AC.2****Rail User Groups**

Great Eastern Rail Taskforce	Hitchin Rail Users
Bishops Stortford Rail Users	Ingatestone Rail Users
Braintree and Witham Rail Users Association	Kelvedon Rail Users
Brentwood Bus and Rail Users Group	Letchworth Garden City Rail Users
Chelmsford Rail Users	Manningtree Rail Users
Chingford Rail Users	Marks Tey Rail Users
East Norfolk Travellers Association	Mid Anglia Rail Passengers On-track (Clacton Line)
East Suffolk Travellers Association (Lowestoft)	Peterborough to Norwich Rail Users
Enfield Rail Users	Railfuture
Essex Rail Users Federation	Royston Passenger Action Group
ESTA (Felixstowe)	Stevenage & Knebworth Rail User Group
Fen Line Users	Welham Green Rail User Group
Harlow Rail Users	
Hatfield Association of Rail Travellers	

**Table AC.3****Business and other Groups**

Cambridgeshire Chambers of Commerce
Essex Chambers of Commerce
Haven Gateway Partnership
Hertfordshire Chambers of Commerce
Norfolk Chamber of Commerce
Suffolk Chamber of Commerce

<b>Table AC.4</b>
<b>Local Enterprise Partnerships</b>
New Anglia
Hertfordshire
South East
Greater Cambridge Greater Peterborough

## Appendix D: Key relevant studies and documents

- [Network Rail's Network Specification 2014 Anglia published April 2014](#)
- [Network Rail's Route Specification 2014 Anglia published April 2014](#)
- [Network Rail's London and South East Route Utilisation Strategy published in July 2011](#)
- [Network Rail's Great Anglia RUS 2007 published December 2007](#)
- [The Brown Review of the Rail Franchising Programme, published December 2012, and the Government response published July 2013](#)
- [Network Rail's Control Period 5 Delivery Plan published in March 2014](#)
- [The Department for Transport's Rail Fares and Ticketing Review published October 2013](#)
- [Network Rail's London and South-East market study , Long Distance market study, Regional Urban market study and Freight market study – all published in October 2013](#)
- [The Government's High Level Output Specification \(HLOS\) 2012 Railways Act 2005 Statement, published July 2012](#)
- [The Government's publication Reforming our Railways: Putting the Customer First published March 2012](#)
- [Sir Roy McNulty's independent review, Realising the Potential of GB Rail – Report of the Rail Value for Money Study, published in May 2011](#)
- [The Department for Transport's response to the Reforming Rail Franchising consultation document published in January 2011](#)
- [Mayor of London's Transport Strategy published in May 2010](#)



## Appendix F: Table depicting A4A and NSIP station improvement programmes

Station Name	Scheme Type	Brief Description	Status
Audley End	A4A	Footbridge and 2 lifts; alterations to OHLE; platform works.	Completed March 2010
Billericay	A4A	New footbridge and lifts	Due to Complete Feb 2015
Billericay	NSIP	Remove existing station canopy; construct new lightweight extension onto existing station building to create new booking hall; new platform waiting shelter; improved transport interchange.	Completed Feb 2012
Bishop Stortford	NSIP	Cleaning & redecoration; passenger seating; customer information; time, lights & fittings; customer toilets; surfaces including floors & platforms; footbridges/subways; fences; street furniture; drainage & water dispersal.	Ongoing
Brentwood	A4A	3 lifts to existing footbridge and associated works	Completed June 2013

Brentwood	NSIP	Refurbished and enlarged ticket office / booking hall including new station frontage with glazed canopy; new male female and disabled toilet facilities on Platform 4 and 2/3; two new platform waiting rooms; platform cycle parking provision; station way finding signage; extension and enhancements to customer information and CCTV systems	Completed Nov 2011
Cambridge	NSIP	New ticket office; remodelled station entrance; new station square/taxi/bus interchange; new multi storey car park; new communication room; new toilets	Ongoing
Chadwell Heath	A4A	3 lifts and new footbridge; new link to existing station; removal of old bridge; power upgrade and associated platform works	Completed July 2012
Chelmsford	NSIP	NSIP to deliver refresh/reconfiguration of ticket office area and gateline; additional seating; improvements to existing staircases; improved CCTV and CIS; potential platform canopy extension.	Ongoing

Colchester	NSIP	Refurbishment of existing station building including booking hall and ticket office; new platform waiting shelters; toilet refurbishment; new platform canopy; station forecourt external works; installation of new cycle storage; extension and enhancements to customer information and CCTV systems.	Completed Dec 2011
Edmonton Green	A4A	2 lifts from existing station building to platforms	Mid Tier- Completed Sept 2014
Gidea Park	NSIP	New cycle facilities; bridge improvements; ticket office remodelling; car park improvements	Ongoing
Harold Wood	NSIP	New fencing; footbridge works; refresh station entrance; cycle facilities	Ongoing
Ilford	A4A	Funded and delivered by Crossrail	Completed May 2014
Ilford	NSIP	Crossrail - complete station redesign waiting room improvements; additional toilets; CCTV improvements	Ongoing
Ipswich	A4A	2 lifts installed to a new bridge and associated platform work, listed	Completed August 2011
Manningtree	A4A	In development - awaiting specification	CP5 - In Development

Marks Tey	NSIP	Construction of a new station building including booking hall and ticket office; refurbishment of island platform building, including toilets, waiting room and train crew mess facilities; new platform waiting shelters; platform widening works; station way finding signage; improvements to cycle parking; extension and enhancements to customer information and CCTV systems	Completed Feb 2012
Rayleigh	NSIP	CCTV improvements; upgrade/remodel/replace main station building; improved cycle facilities	Ongoing
Romford	NSIP	Crossrail - complete station redesign; waiting room improvements; additional toilets; CCTV improvements	Ongoing
Seven Sisters	A4A	In development - awaiting specification	CP5 - In Development
Seven Sisters	NSIP	Main identified problem is congestion. Separate paper being produced to engage specialist consultants before all scoping works can be completed	Ongoing
Southend Victoria	NSIP	Brick cleaning; external landscaping; brick repairs; toilet refurbishment; new entrance doors	Ongoing
Stratford	A4A	Ramped access between DLR, LUL and NXEA (Crossrail)	Completed Mid Tier - March 2014

Tottenham Hale	A4A	In development - awaiting specification	CP5 - In Development
Tottenham Hale	NSIP	Refurbishment to the customer toilets, by way of renewing sanitary ware and repositioning the existing layout to provide more privacy.	Completed July 2012
Waltham Cross	NSIP	New modular station building; accessibility improvements; additional waiting shelters; additional cycle storage	Ongoing
Wickford	NSIP	Seating; cctv/help point	Ongoing
Witham	NSIP	Investigate transferring the main entrance of the station to the newly created second access point and the removal of redundant buildings and their replacement with new passenger facilities.	Ongoing
Wood Street	NSIP	Seating; new station entrance/ticket office; possible modular building	Ongoing