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Rail Executive

# Delivering Transformation and Growth for Passengers

East Anglia Rail Franchise

Stakeholder Briefing Document and  
Consultation Response

September 2015

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Department for Transport  
Great Minster House  
33 Horseferry Road  
London SW1P 4DR  
Telephone 0300 330 3000  
Website [www.gov.uk/dft](http://www.gov.uk/dft)  
General enquiries: <https://forms.dft.gov.uk>

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# Secretary of State Foreword



Earlier this year my Department launched the competition for the next East Anglia franchise, setting out clear objectives that recognise the vital role the railway will play in securing the economic growth we are seeing in this vibrant region.

With continually growing passenger numbers, and people travelling into the capital, the growth of research parks in and around Cambridge, or the new East London Tech City development, finding the best franchise operator for the new East Anglia franchise

that meets the needs of these passengers is absolutely imperative.

The demand for rail will only grow and as part of our plan for passengers we must ensure that satisfaction grows with it. That is why it was so important that we listened to the people who use the railway, and who rely on it for getting to work, visiting friends and family or just exploring this beautiful part of the country.

To ensure we did just that, Rail Executive ran a public consultation to gather the views of individuals and wider groups of stakeholder organisations between December 2015 and March 2016.

Over 1300 passengers, businesses, local communities and their representatives across East Anglia took the time to respond and provide valuable insights into how best to improve their railway services.

This engagement is key to how we are continuing to put passengers at the heart of the rail industry.

I am really pleased that the consultation had such a great response. The franchise specification that we have published alongside this document is a better one because of it.

In particular, responses emphasised the importance of getting the basics right: rail services that are both punctual and reliable. Our specification ensures that the next franchise delivers.

Stakeholders in the Anglia region told us that they wanted a railway that goes far beyond that though. The Department recognises the need to increase investment in the future. With this franchise we are ensuring that the railway matches the standards its customers expect: modern trains with Wi-Fi; a better approach to managing stations; and an end to toilets that empty onto the tracks.

But our ambitions go further. Through this competition we are providing the incentives for Bidders to propose a modern service on state-of-the-art trains. It will mean a franchise in East Anglia that goes for growth, improves journeys and serves passengers.

In the Autumn Statement, the government announced support for the 'Norwich in 90' campaign and the recommendations of the Great Eastern Mainline Taskforce. Therefore, I am requiring Bidders to provide two London to Norwich services per day in each direction with a journey time of 90 minutes and one London to Ipswich service per day with a journey time of 60 minutes.

This specification means that passengers on the next franchise will experience less crowding and receive better customer experience. It allows the private sector Bidders the space to use their skills and experience to bring better services, increased frequency, faster journeys, greater capacity and a better experience for railway passengers in East Anglia.

A handwritten signature in black ink that reads "Patrick McLoughlin". The signature is written in a cursive, flowing style.

**THE RT. HON. PATRICK McLOUGHLIN MP**

Secretary of State for Transport

# 1. Introduction

- 1.1 Between December 2014 and March 2015 the Department for Transport's Rail Executive ran a public consultation to gather the views and aspirations of passengers in East Anglia for the future franchise.
- 1.2 The purpose of this Stakeholder Briefing Document and Consultation Response is to provide all of East Anglia's franchise stakeholders with Rail Executive's vision for the franchise, including the benefits we expect to see delivered, along with a summary of the consultation process and responses concerning the franchise. We have provided our responses to the views expressed in consultation and at Section 6 we have summarised the specification for the franchise, detailed in the Invitation to Tender (ITT) that has been issued to shortlisted Bidders on 17 September 2015.
- 1.3 Rail Executive is grateful to all the individuals and organisations who took the time and effort to respond to this consultation, and to those who attended the consultation events. Their valuable comments and suggestions have been considered and used to inform the development of the specification for the East Anglia franchise.
- 1.4 In considering consultation responses and developing the ITT, we have acted in accordance with the obligations under the Equality Act 2010 and taken account of the Public Contracts (Social Value) Act 2012.

## 2. Background

- 2.1** The East Anglia franchise region extends from a densely populated area at its southern end to regional hubs within the centre and the sparsely populated rural communities throughout Norfolk and Suffolk.
- 2.2** Currently the franchise is known as Greater Anglia. As of May 2015 two major service groups were transferred to TfL and Crossrail, and so the new franchise will be renamed the East Anglia franchise. The service groups transferred are the stopping service (Liverpool Street to Shenfield) which has been devolved to Crossrail Ltd, and the West Anglia Inners devolved to London Overground Operations Ltd (Liverpool Street to Chingford, Enfield and Cheshunt, Romford to Upminster). These transfers have included Transport for London (TfL) taking over management of 36 from the 167 franchisee operated stations, with no change to the geographic area of the franchise.
- 2.3** The passenger services can be broken down into five market segments:
- InterCity services which offer long distance rail services between London and Norwich operating on the Great Eastern Mainline.
  - Great Eastern rail services which operate between London and Southend Victoria, Southminster, Clacton-on-Sea, Ipswich, Harwich, Braintree and Sudbury.
  - West Anglia services which operate between London and Hertford East, Cambridge and King's Lynn.
  - Stansted Express which offers a link to Stansted airport with some peak commuting services.
  - Regional services which include interurban rail services between Norwich, Cambridge and Ipswich and rural services to Great Yarmouth, Lowestoft, Cromer and Sheringham that link into InterCity services. These services also provide some connections at Peterborough to the Midlands and the North of England.
- 2.4** The current franchise is operated by Abellio Greater Anglia, whose contract expires on 16 October 2016.
- 2.5** On 2 June 2015, the Government announced the shortlist of applicants for the East Anglia franchise competition who had successfully passed the pre-qualification stage. The shortlisted Bidders for the new East Anglia franchise are:
- Abellio East Anglia Limited (a joint venture of Abellio and Stagecoach);
  - First Group East Anglia Limited; and
  - National Express East Anglia Trains Limited.

2.6 Shortlisted Bidders for the East Anglia franchise have until December 2015 to submit their bids. Contract award for the franchise is scheduled for June 2016. The new franchise is scheduled to commence from October 2016.

Figure 1.1 – Map showing the current East Anglia Franchise





## 3. Our Vision for the Franchise

**3.1** Rail Executive has developed a specification for the East Anglia franchise that we believe achieves a step change for both passengers and stakeholders in East Anglia. As such, Bidders are being invited to devise innovative approaches to the operations and the customer service proposal.

**3.2** Bidders for the franchise are being asked how they will deliver 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.
- Improve social and environmental sustainability to reduce carbon emissions, use resources effectively, and build skills and capability within the business and supply chain.

### Summary of Benefits

**3.3** The new train operator will need to successfully deliver transformational improvements for the franchise. They will be required to deliver services in a cost-effective and efficient manner, whilst ensuring that the overall passenger experience improves through the life of the franchise.

**3.4** For the new franchise, we will be specifying our minimum requirements for improvements for passengers in the ITT as a baseline, with the expectation they will be exceeded through the way we have structured the bidding and evaluation process. Our minimum requirements include:

- Maintaining direct journey opportunities that are important to passengers (including both direct links with London Liverpool Street and non-London journey opportunities);
- Maintaining robust connections for interchanging passengers between train services;
- Providing services that are timed, as far as practicable, to meet the particular timing needs of passengers, such as commuting journeys to and from work or school;
- A package of train service frequency enhancements both weekdays and weekends, on all market segments and improvements on regional routes including more through-journey opportunities that are good value for money; and
- Provision for two London to Norwich services per day in each direction, with a journey time of 90 minutes. A 60 minute service between London and Ipswich will also be provided.

**3.5** As a result of the specification, we expect to see a variety of positive outcomes, as well as innovative ideas and initiatives from Bidders. These include:

- Significant economic benefits for the region – supporting business, tourism and job growth and contributing to the prosperity of East Anglia through better connections and faster journeys;
- Reduced crowding – more seats at the busiest times and fewer people having to stand;
- Improved customer service – bringing passenger satisfaction nearer to ‘best in class’ levels;
- Customer and community engagement – better communications with passengers and local communities;
- Enhanced connections with other forms of transport – making it easier for passengers to use a mixture of trains and other transport options for their journeys; and
- Environmental benefits – encouraging more people to use the railway for their travel needs, rather than private vehicles, and improving environmental performance.

**3.6** When we evaluate the bids for operating the new franchise, we will be awarding additional credit for strong proposals and ‘quality’ initiatives. Encouraging quality initiatives in the bids (through the awarding of extra credit) provides an incentive for Bidders to include proposals for desirable extras that will benefit passengers.

**3.7** In addition, long-term investment in the franchise is also encouraged, primarily through the introduction of a residual value mechanism that compensates Bidders for the value of an investment that will last into the next

franchise. A long-term view (that some respondents to the consultation highlighted as having been absent from the franchise for some time) is also encouraged through the awarding of quality points for proposals that can reasonably be expected to generate benefits for passengers, or cost savings, that will persist beyond the franchise term.

- 3.8** Initiatives that are proposed by the successful Bidders will be written into the franchise agreements, ensuring that benefits for passengers and communities will be realised during the course of the new franchise.

In the new franchise, there will be:

- Improved journey times particularly on the Great Eastern Main Line to Norwich – where Bidders will be requested to meet the headline journey times requested by stakeholders and the Great Eastern Mainline Taskforce in particular of London to Norwich in 90mins and London to Ipswich in 60mins for a minimum number of trains.
- Improvement to the franchise’s portfolio of stations – with a long term investment led approach.
- Improved rolling stock – bringing up to a high quality modern standard and including the introduction of Wi-Fi where technically feasible and the end of toilets emptying onto the track.
- Better outcomes in customer experience – our outcome-based specification means that Bidders are free to do the right thing for passengers to get them the experience that they are due.

## 4. Consultation Overview

- 4.1** The East Anglia franchise consultation ran from 9 December 2014 to 16 March 2015.
- 4.2** The purpose of the East Anglia consultation was to:
- Inform stakeholders of the planned process and timescales for awarding the East Anglia franchise;
  - Provide stakeholders with background information about the former Greater Anglia services and the strategic planning and transport context of the new franchise;
  - Advise stakeholders and potential funders of the objectives and expectations for the franchise;
  - Give the public an opportunity to provide their views on the future franchise specification with a focus on the changes respondents would like to see to services; and
  - Invite potential funders to formally notify Rail Executive of any changes they may wish to purchase.
- 4.3** The consultation was highlighted on the Department for Transport's website and leaflets publicising the consultation were distributed at stations. Posters advertising the consultation were also put up at stations across East Anglia. Rail user groups, Rail Unions, Local Authorities (LAs), passenger groups, Local Enterprise Partnerships (LEPs) and other stakeholder organisations were contacted directly for their views, and the consultation was picked up by local press and radio.
- 4.4** Stakeholder consultation events were held in Cambridge, Chelmsford, Ipswich, Norwich and London where stakeholders were able to ask questions and share their aspirations for the franchise.
- 4.5** There were a total of 1,304 responses to the consultation. The breakdown of numbers of respondents are shown in Table A (overleaf).

**Table A – Consultation Responses**

Type	Number of Respondents
Individual responses - through the online survey portal	1,017
Individual responses - received in comment form, through emails or letter	144
Stakeholder organisation responses	143
<b>TOTAL</b>	<b>1,304</b>

- 4.6** Of those who gave responses commuters accounted for more than 50% of these responses, leisure users 18% and business users 18%. A broad cross section of age groups responded and, in terms of the specific EA route segment on which respondents travelled most frequently, Great Eastern accounted for 36% of respondents, followed by InterCity with 24%.
- 4.7** The consultation offered respondents the opportunity to provide input to a wide range of issues affecting the franchise, from concepts of exceptional customer service to amendments to the current rail service.
- 4.8** We have considered the responses to the consultation and the views of the shortlisted Bidders for the East Anglia franchise when developing our requirements for the franchise, which have now been issued to Bidders in the ITT. Bidders are expected to consider the proposals and suggestions that respondents have made and, subject to value for money and affordability considerations, have the flexibility to offer enhancements that go beyond our specified requirements. Bidders can expect additional credit in the evaluation process for doing so. Stakeholders wishing to pursue particular aspirations that are not fully met by the specification in the franchise ITT should therefore engage with the Bidders directly. Contact details for the Bidders can be found in Annex C.
- 4.9** The successful Bidder will continue to work with stakeholders to facilitate the development and delivery of changes to provide an even better service.
- 4.10** Specific information on the consultation can be found in Section 5 – Summary of Consultation Responses.

## Demographic breakdown of respondents

Figure 1.2: Respondents by Reason for Use

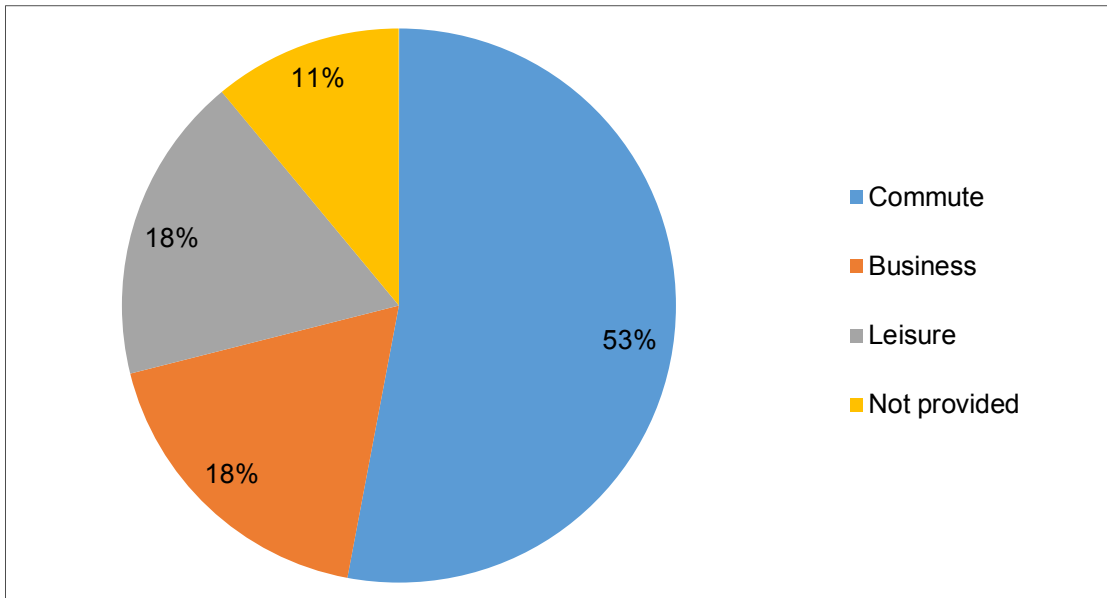
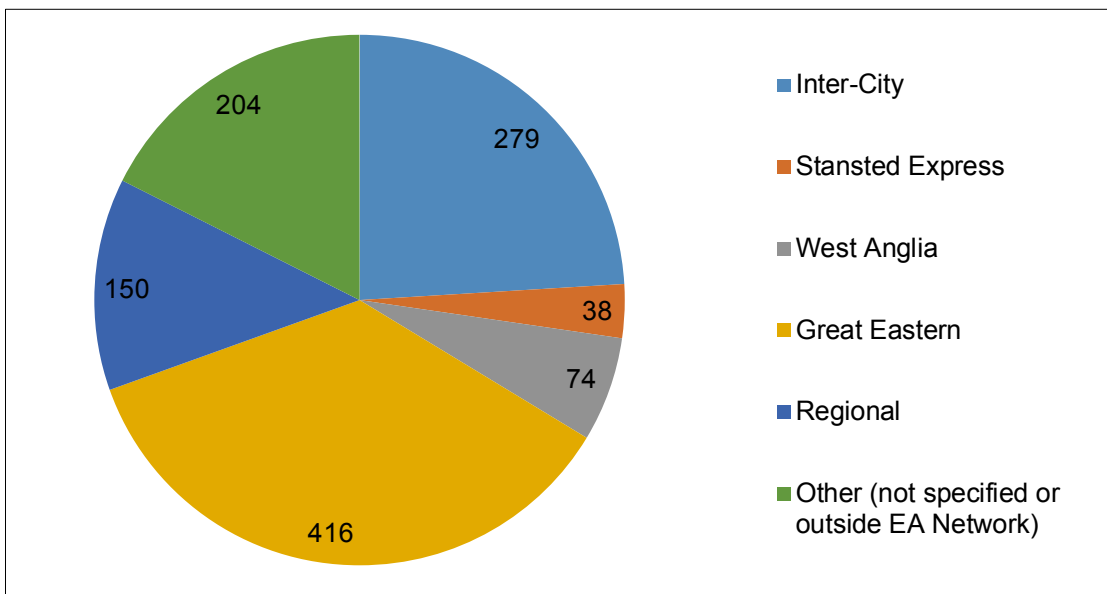


Figure 1.3: Respondents by Market Segment



## Stakeholder Organisations' Profiles and Summaries

**4.11** 143 stakeholder organisations provided detailed responses representing members of the public, the rail industry, businesses and passengers. They have been grouped as follows:

- Rail Passenger Associations (RPAs), Community Rail Partnerships (CRPs), User Groups & Transport Organisations – these provide detailed and intricate local understanding of rail services in the region.
- Businesses – these account for a significant proportion of rail users so their insight is important in delivering the right specification for the franchise.
- Councils, parishes, political figures & LEPs – being responsible for geographical populations, these provide a key overview of priorities within the communities that they represent.
- Rail Unions – these provide a useful indicator of staff morale and opinions.

## Summary of Stakeholder Organisations' Views

**4.12** RPAs, CRPs, User Groups & Transport Organisations:

- Are focused on bringing smaller stations to the fore; specifically requesting improved customer information provision and ticket sales facilities across the whole network;
- Support name changes of Stations. For example changing the name of Wickham Market Station to Campsea Ashe, which more accurately reflects its destination. This was cited as a cause of tourist confusion/frustration; and
- Strongly oppose Ipswich-Peterborough services terminating at Ely. This would result in Suffolk being left isolated from the larger economies around it.

**4.13** Businesses:

- Are focused on improved connections to London, ability for employees to work effectively while in transit through the provision of free Wi-Fi, power sockets and tables proposed on the InterCity route; and
- See improved speed, frequency and rolling stock operating services between Norwich and London as a key route priority.

**4.14** Councils, parishes, political figures & LEPs:

- Strongly object to Ipswich-Peterborough services terminating at Ely;
- Called for higher service frequencies in their local areas; and
- The London Mayor and TfL in particular noted importance of 4 trains per hour between Stratford and London Liverpool Street that call at all intermediate stations.

#### **4.15 Rail Unions:**

- Strongly encourage long-term vision for the region;
- See harmonisation of staff terms & conditions and salaries to be a priority during the next franchise period;
- Demonstrate support for freight groups and concern around how strong alliancing between passenger franchise operator and Network Rail might impact negatively on freight; and
- Strongly oppose further Driver Controlled Operation (DCO) and consider that the existing DCO equipment should be updated.

## **Main themes arising from the consultation**

**4.16** The main themes in the responses to the consultation questions included the need for train operators to consistently deliver the core services expected by customers and to stop the perceived deterioration in service quality over the years. Examples of the latter included concern over increasing journey times between London Liverpool Street and Stansted Airport since the Express service's conception. Concern over ageing rolling stock and reduction in services to remote destinations such as Lowestoft were also cited.

**4.17** The core service requirements which feature strongly throughout the consultation responses (even when not directly in question) are:

- Delivering a punctual, reliable service;
- Providing sufficient capacity (particularly at peak times) on all services;
- Ensuring that effective disruption management strategies are implemented; and
- Achieving value for money for passengers.

## **Our Response to the Consultation**

**4.18** The broad range of comments received have helped inform the ambition for transformational change on the franchise. Section 5 details how comments have informed the ITT specification. Section 6 gives further detail on the specification for the franchise.



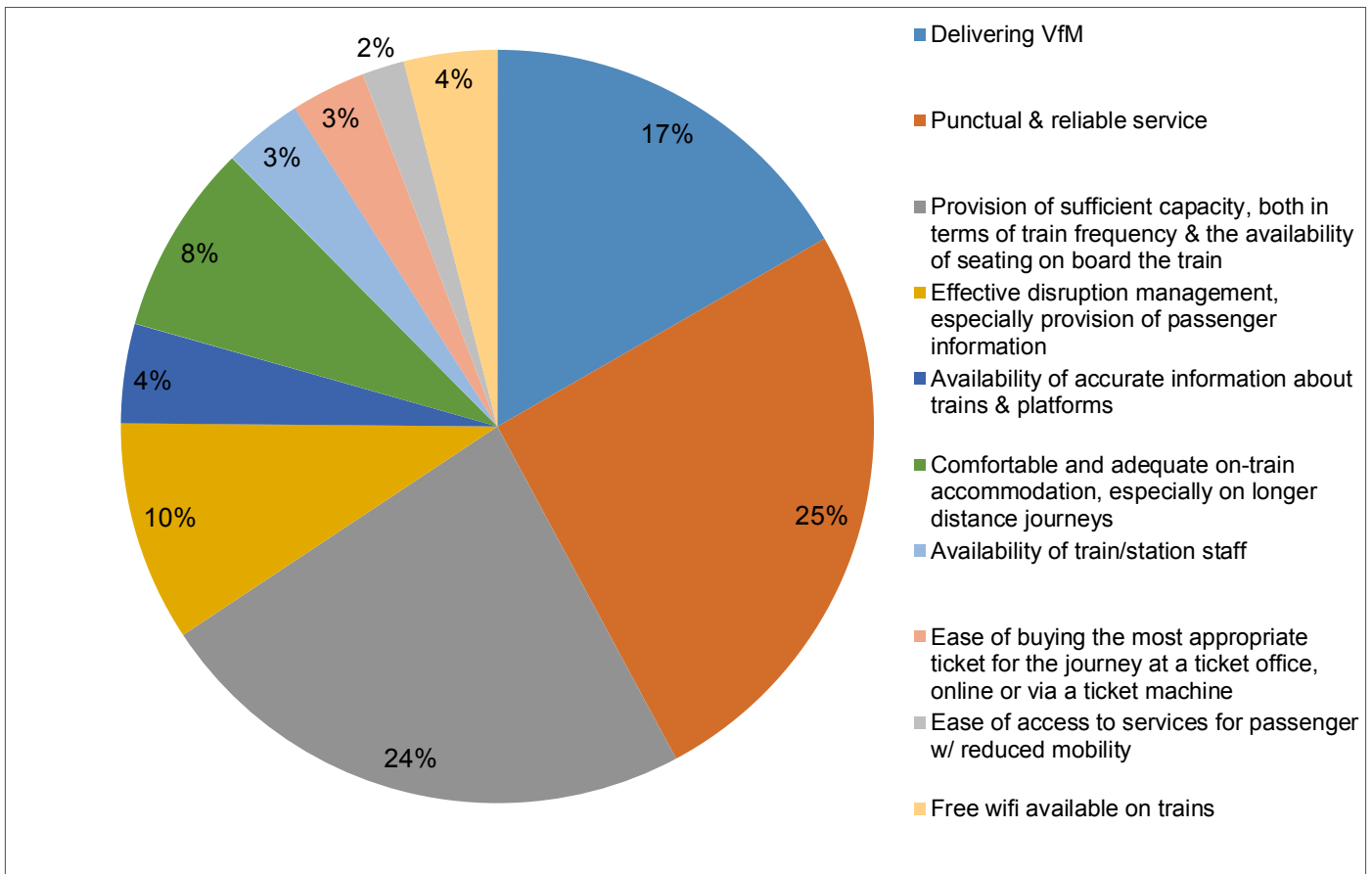
# 5. Summary of Consultation Responses

- 5.1 We have endeavoured, in good faith, to produce a summary of the responses to each of the 19 questions asked in the consultation document.
- 5.2 The summaries encapsulate the range of views provided in response to the consultation, reflecting the interests of the broad spectrum of stakeholders consulted.
- 5.3 The total numbers of responses to each of the consultation questions have been summarised at the end of Annex A.
- 5.4 **Q1: Please select 3 of the Transport Focus recommendations set out in paragraph 1 (Annex B of this document) 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.**

## Response rate

- **1020** respondents, which represents **78%** of the total response rate for this question.

**Figure 1.4: EA passenger priorities against Transport Focus national priorities**



**Response Summary**

- This question provides an overview of key passenger priorities against Transport Focus’ national priorities.
- It is noted that respondents’ passenger priorities may be wider than those listed by Transport Focus, hence the reason for more open questions on passenger priorities further into the consultation.

**Our Response**

We have recognised in the responses the need for the new franchisee to get the basics right. As such we have set stretching targets for punctuality and reliability in our Franchise Agreement and encouraged Bidders to set out how they will work with all relevant stakeholders and pay attention to the everyday detail of operating the railway.

We have also set out clear requirements to ensure that rolling stock is provided that meets the needs of passengers and will ensure a step change in quality.

Our specification will see improved services and the creation of new journey opportunities for passengers on the franchise. Particular attention has been given to ensuring that the new franchise provides for sensible connections for passengers.

**5.5 Q2: Are there any examples of outstanding customer service experience, 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.**

**Response rate**

- **517** respondents, which represents **40%** of the total response rate for this question.

**Response summary**

- There was no overriding consensus from respondents in terms of a market leader in the industry but there was a recognition that good customer service has a positive impact on the perception of value for money.
- Where companies were cited, Virgin Trains and c2c were listed as ambassadors of good customer service. These train operators were particularly well-regarded by Intercity respondents. Leisure and business users led calls for services to be more akin to airline and retail, and used the EasyJet/British Airways comparison to highlight the need for choice when purchasing tickets.

**Our Response**

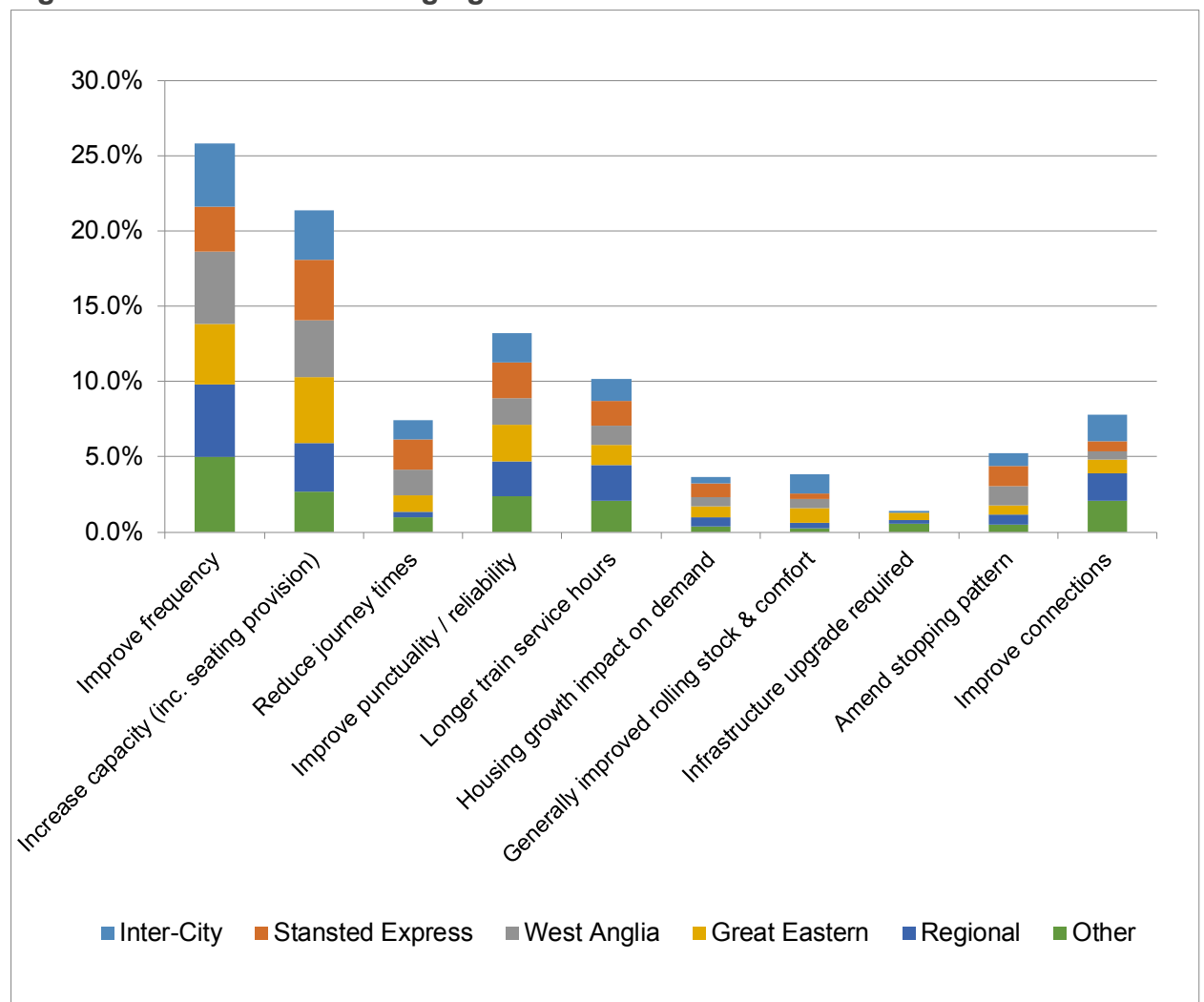
As a result of responses to this question we have specified that customers' perception as to whether they believe they are receiving a service and product that is value for money will be measured and monitored as part of the customer experience performance regime. This will be supported by targets to improve customer satisfaction in this area year on year.

**5.6 Q3 (i): Are there any changes to the current passenger rail service (i.e. number or trains per hour/day), as set out in paragraph 2 (included in Annex B for reference), 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.**

## Response Rate

- **804** respondents, which represents **62%** of the total response rate for this question.

**Figure 1.5: Reasons for changing current rail services**



## Response Summary

- A high number of responses requested both improved frequency and capacity. Improved frequency was generally seen as a means of improving the existing crowding issue rather than because of a lack of choice in travel options
- Responses largely focussed on stations local to the respondent therefore there was no broad consensus. Specific examples identified the large

volumes of new-build housing on the West Anglia route leading to calls for increased capacity, and the emergence of Stratford as a cultural and sporting events destination which, alongside London's West End, leads to demand for later services;

- Priorities for rail users varied, with commuters focussing on improved frequency of services and leisure users wanting improved connections and an increase in direct services; and
- There was a focus on efficient timetabling as responses suggest that customers regularly miss connections due to delays on their initial services.

### **Our Response**

A high number of responses were received asking for improved frequency and capacity. Our ITT specification includes a number of improvements in this area, notably:

- An extra hourly service to Norwich and additional trains to stations on the Southend Victoria and Hertford East lines have been specified;
- Extra trains in the regional areas have been provided, to include a direct service from Norwich to Stansted and the reinstatement of direct services between Lowestoft and Liverpool Street; and
- An increase in weekend services is included and there will be new journey opportunities with the opening of Lea Bridge and Cambridge North stations.

As a result of the focus of local stations with no broad consensus, the responses in respect of each station are insufficient for us to specify services changes. However Bidders are encouraged to consider local needs in their proposals.

### **5.7 Q4: 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?**

#### **Response rate**

- **901** respondents, which represents **69%** of the total response rate for this question.

## Response Summary

- Over a quarter of the respondents would like to see an increase in direct services to make rail the first choice for travel to Stansted airport.
- Improved reliability of services was also important, and previous experience of train delays have outweighed passengers' reliance on the service to make flight connections.

### Our Response

We have taken account of the responses to improve service provision to Stansted in a way that will encourage more people to travel to the airport by train.

Stansted will be served with earlier weekday morning services.

We acknowledge the strong desire shown in responses for the provision of a direct service from Norwich to Stansted, and have therefore specified this in the new franchise.

Other measures we have specified will improve both reliability and punctuality across the franchise including Stansted services.

### 5.8 Q5: If you have a view on or would be affected by the proposal set out in paragraph 3 (below), please answer the following: Which direct service listed below 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

### Response rate

- **597** respondents, which represents **46%** of the total response rate for this question.

## Response summary

- Business users valued Norwich to Peterborough with Intercity East Coast train connections higher than any other service listed, signalling a desire for better connections to the North of England and Scotland.

### Our Response

It was clear from responses that all these services are valued by customers. Although we had considered some options for alterations to these services as part of the wider franchising programme, in line with the responses to this consultation, we are not requiring any further changes to these services within the specification.

## 5.9 Q6: Do you have any proposals to improve Community Rail Partnerships (CRPs) so as to deliver more of the beneficial outcomes for passengers achieved so far? Please provide any evidence in support of your proposal.

### Response rate

- **194** respondents, which represents **15%** of the total response rate for this question.

### Response Summary

- Respondents saw the value in CRPs in playing an intermediary role between franchise operators, customers and local stakeholders.
- Other inputs centred on CRPs being important by way of raising the profile of East Anglian rail in a national context and to the Government.

### Our Response

There is already a good level of community rail involvement across the franchise but the low response rate to the question shows the activity is not broadly known by rail passengers. This suggests that there is a need for more effective dissemination of work carried out by CRPs. We shall continue to support the funding of community rail officers and the development of community rail projects and our ITT includes the requirement for the new franchisee to have a Community Rail Strategy.

## 5.10 Q7: 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.**

### **Response summary**

- 37 responses submitted proposals.

#### **Our Response**

This question was not expected to engage with passengers in general but to ensure key stakeholders took the opportunity to identify schemes they wished to promote. The responses provide good insight on current aspirations and will be passed onto the shortlisted Bidders for the franchise who can then consider the proposals in more detail with those stakeholders.

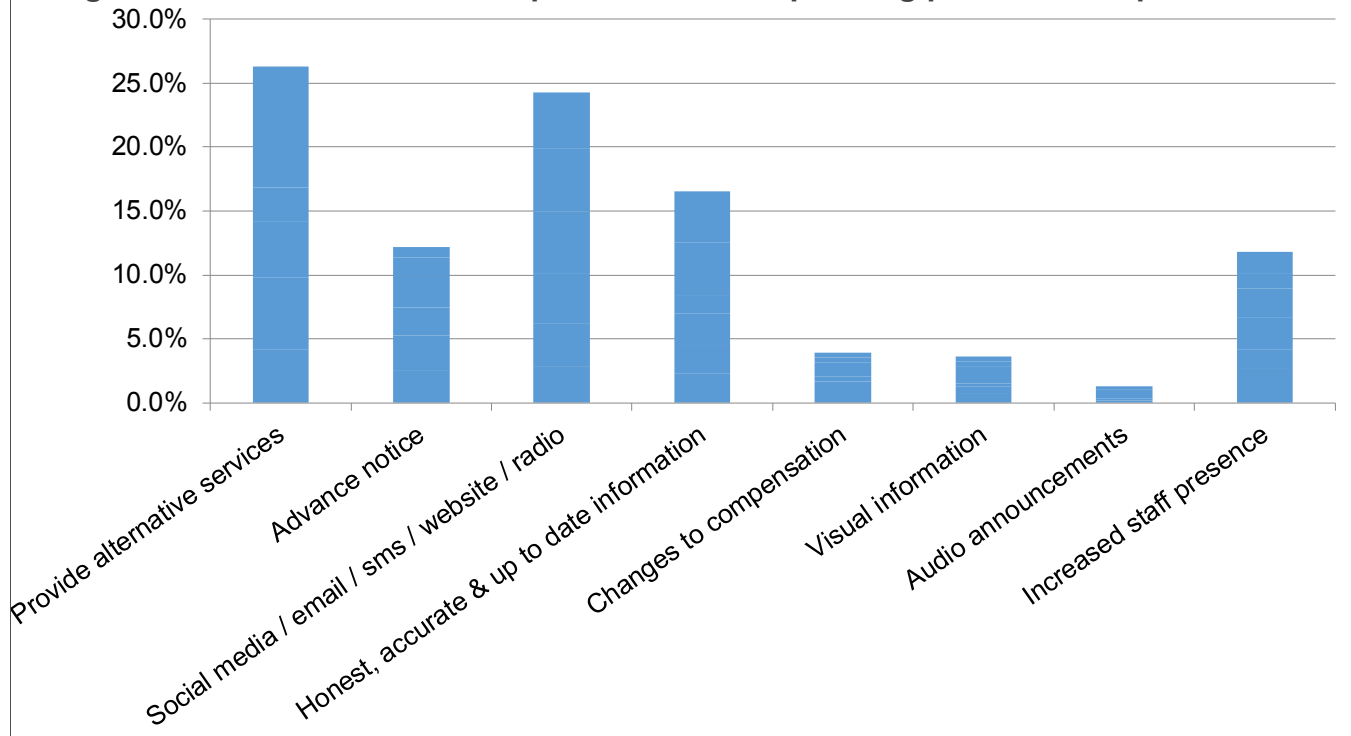
**5.11 Q8: How can the franchise operator help you better during a) planned disruption, such as engineering works and forecasted bad weather, and b) unplanned on-the-day disruption? Please provide separate answers for both cases.**

### **Response rate**

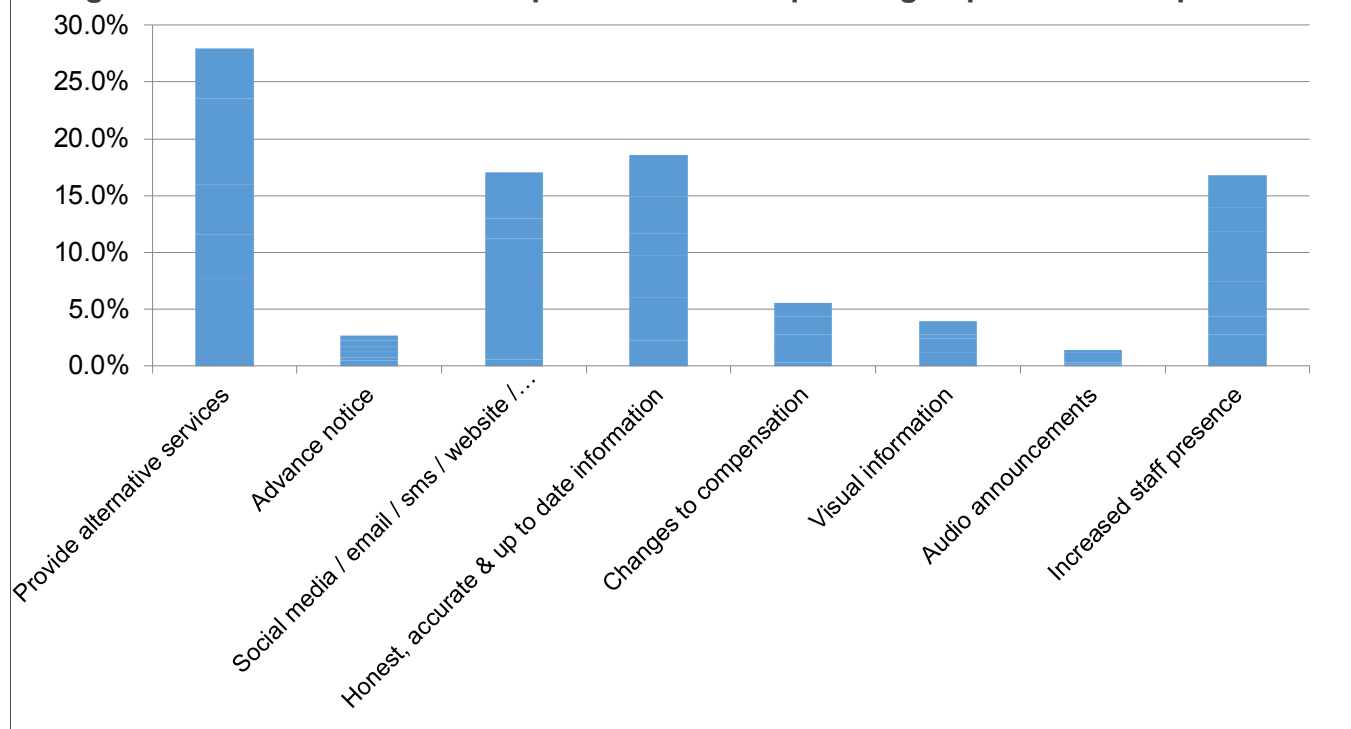
- **(a): 845** respondents, which represents **65%** of the total response rate for this question.
- **(b): 868** respondents, which represents **66%** of the total response rate for this question.



**Figure 1.6: How the franchise operator could help during planned disruption**



**Figure 1.7: How the franchise operator could help during unplanned disruption**



## Response Summary

- This question was well-received, which tallies with attitudes demonstrated earlier in the consultation that disruption is generally dealt with unsatisfactorily.
- Provision of alternative services and making passengers aware of these alternatives before they buy their ticket featured heavily as an important element during planned disruption
- Honest, up-to-date information during unplanned disruption was valued highly. Constant shifting of train-due times on departure boards was cited as an area of frustration along with station and on-train staff being less well informed than the current franchisee's Twitter feed
- Stansted Express users in particular require alternative services.
- Staff presence is highly valued but particularly during unplanned disruption, when responses suggest it more than doubles in importance.

### Our Response

We understand the level of dis-satisfaction around how disruption is handled and consequently have given this measurement within the customer experience performance regime the highest weighting. We will be measuring and monitoring customer satisfaction around how well the company dealt with delays, the usefulness of information during delays and the provision of alternative transport during delays and have set increasing year on year targets for improvement during the life of the franchise.

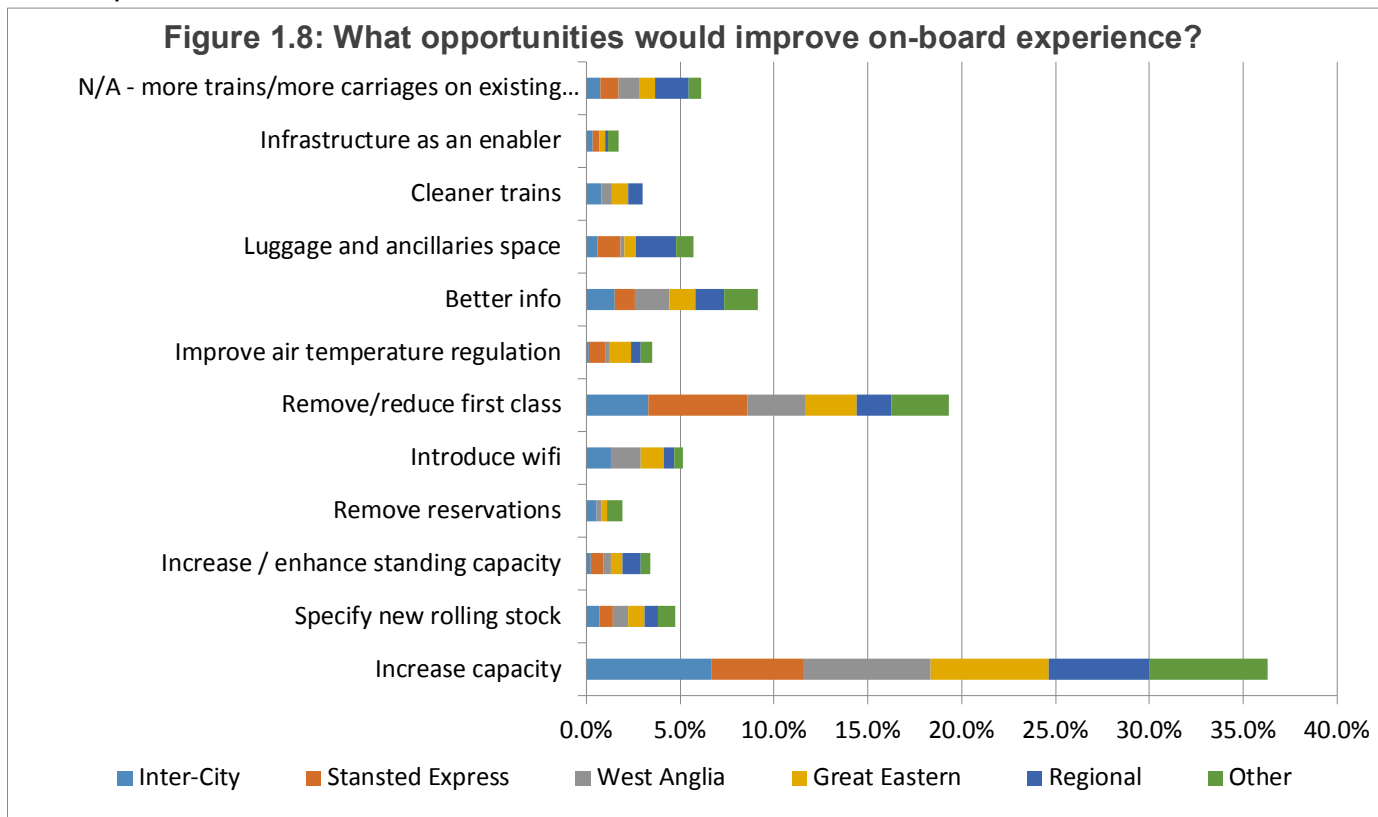
Furthermore, we have set out operational requirements for better communications during disruption and a more proactive approach to contingency planning.

Details to the customer experience performance regime are explained in Section 6.

- 5.12 Q9: 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?**

## Response rate

- **840** respondents, which represents **64%** of the total response rate for this question.



## Response Summary

- A significant amount of responses requested performance improvement – simply running the trains on time would improve the on-board experience. However, the overriding theme was to provide more capacity one way or another
- While a number of users referred specifically to new (or ‘modern’) rolling stock, the majority focused on requirements for increased capacity.
- Business users in particular led calls for on-board wi-fi.
- More than a third of respondents across all market segments requested capacity improvements: when combined with the views advanced by respondents in respect of the removal of first class, which is focused on the same end result, this rises to more than half.
- Respondents were clear about the characteristics they looked for in rolling stock, including increased capacity, and recognised that these can be delivered through new or refurbished carriages.

## **Our Response**

A number of improvements to service frequency and capacity are specified in the ITT. We have also sought to improve the on-board experience by requiring the introduction of Wi-Fi where technical feasible and that all rolling stock used on the franchise is of high quality, whether new or refurbished. This will improve the environment for passengers, both for those seating and standing.

However, we recognise that the on-board experience is a function not just of capacity, ambience and quality of service, and are committed to improving this.

There is an opportunity for these areas to be addressed in Bidders' proposals submitted as part of their tender for the East Anglia franchise.

There is also a requirement to include extra services to and from Norwich and Southend with direct services between Lowestoft and Liverpool Street being reintroduced.

Trains will be lengthened where possible to provide extra capacity although it should be noted that on the Great Eastern section of the line most cars are currently already comprised of the maximum possible 12 carriages.

As part of the customer experience performance regime, we will measure and seek passenger satisfaction improvement scores regarding the cleanliness of the inside of the train, provision of information whilst on-board and the room available to sit and stand. These will have year-on-year improvement targets assigned to them.

### **5.13 Q10: What are your views on removing first class seating in order to provide more overall seating and reduce standing?**

#### **Response rate**

- **705** respondents, which represents **54%** of the total response rate for this question.

#### **Response Summary**

- This question was posed in two sections:
  - (a) Firstly 'yes / no' to which 61% responded "yes"; and
  - (b) Secondly, qualitative reasoning.

- While the initial response is high, a significant proportion of respondents only made specific reference to reducing first class and/or declassifying it on certain peak services and times of severe disruption
- Respondents wanting to retain first class seating generally cited it as a way to guarantee a seat.

### **Our Response**

The Department does not specify First Class provision as it is an unregulated fare and the decision is left with operators take a commercial view on the First Class offering. We recognise that operators may therefore take the opportunity to remove First Class but we are confident that they will deliver the right balance of services for their passengers.

We also recognise passengers' views that First Class could be declassified during peak times or disruption. This, too, is a decision for operators to take on a case by case basis.

#### **5.14 Q11 (i): 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.**

##### **Response rate**

- **652** respondents, which represents **50%** of the total response rate for this question.

##### **Response Summary**

- The knock-on effect of delays and cancellations on connecting services was a key priority when responding to this question
- The frustration with short-notice cancellations and the lack of information in such circumstances are echoed from previous questions
- Train planning and prioritisation were noted as concerns with freight traffic being perceived as a cause of delays to passenger services.
- Norwich was mentioned most frequently as a destination which required improvement. There were a number of factors noted, including:
  - (a) That being at the end of the line means Norwich suffers most as a result of other lines' issues;

- (b) There are infrequent services connecting Norwich to Regional services, which means that when cancellations are necessary the long wait is more of an issue;
  - (c) Slam-door trains are disliked; and
  - (d) Automatic ticket gates are cited as a cause of slow interchange between transport modes.
- Complaints from passengers at Ipswich focussed on missed connections as a result of delayed services
  - A large number of complaints around freight-delayed passenger services centred on Ipswich

### **11(ii): Top ranking stations / services which could improve on reliability or punctuality**

Norwich users felt that, as a terminal station, they were affected by delays on other lines more than others.

There was a higher response rate from users of Ipswich station about freight trains delaying their passenger journeys and requested changes to alter train paths.

Prittlewell station was noted as key risk for fare-evasion as it is the last stop without barriers before the popular destination of Southend Victoria.

#### **Our Response**

We have specified for an improvement in punctuality and reliability and also stipulated that information to passengers should be improved. This requirement will be measured within the customer experience performance regime with year on year improvements.

We have also set out requirements for improved train connections and for a more proactive approach to minimising passenger frustration during delays on the railway. Passenger satisfaction around connections with other train services will be measured within the customer experience performance regime, again with year on year increasing targets.

### **5.15 Q12 (i): 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).**

## Response rate

- **804** respondents, which represents **62%** of the total response rate for this question.

## Response Summary

- For this question respondents tended to focus on their local issues so there was a broad spread of improvements requested. There were however three top themes that could be drawn from responses:
  - a) **Information provision:** respondents emphasised the need for improved at-station information ranging from live departure/arrival boards to simple 'tube-style' whiteboards. Passengers appear open to simple solutions to a number of issues which can be implemented at an operational level.
  - b) **Ticket buying facilities:** for this theme over 65% requested more and/or more reliable ticket vending machines (TVMs) with the remainder requesting appropriate levels of staffing at ticket offices. With TVMs now widely accepted it would suggest that further implementation of them would increase customer satisfaction.
  - c) **Better access:** responses on this theme were split broadly 50:50 between requests for improved parking and easier access to the stations/platforms themselves.

## **Our Response**

The high level of response to this question provides a sample of data that will allow Bidders to target and prioritise improvements.

Furthermore, the ITT will require the franchisee to develop a social and commercial development plan for stations to ensure users and local stakeholders are more engaged in what the station provides to users and the local community. Similarly, initiatives for improving ticket retailing are being sought in the ITT.

We also recognise that a number of the car parks are at, or near, capacity and expect Bidders to come forward with schemes for improved car parking.

We will continue to include a minor works budget in the new franchise to improve access at stations. In addition, we currently offer a small annual grant fund to each operator under our Access for All programme.

As part of our commitment to improve customer experience on stations year on year, we will also be measuring and monitoring customer satisfaction on the provision of shelter, car and bicycle parking facilities, availability of staff, connections with other forms of public transport and information provided about train platforms and trains.

### **5.16 Q13: 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.**

#### **Response rate**

- **350** respondents, which represents **27%** of the total response rate for this question.

#### **Response Summary**

- Although the response rate for this question was relatively low, the outputs are clear: passengers would value a physical security presence on trains and at stations particularly on evening services where there are fewer customers.
- Train staff were favoured over a police presence on the basis they are more approachable.
- Passengers value physical security and staff presence which they feel is the only way to combat anti-social and alcohol-related behaviour which are their key on-board issues.
- Respondents suggested that improved lighting at more rural locations would improve their ambience and the perception of safety. Newmarket and Braintree in particular were singled out for this improvement.



## Our Response

These responses provide good data for Bidders to consider in their bids. We have specified that Bidders continue to review crime risk at stations and on the passenger services through applying the principles of community safety in partnership with the British Transport Police (BTP) and other stakeholders. In addition the franchisee will be obliged to regularly review and address station and passenger security and incidents of antisocial behaviour.

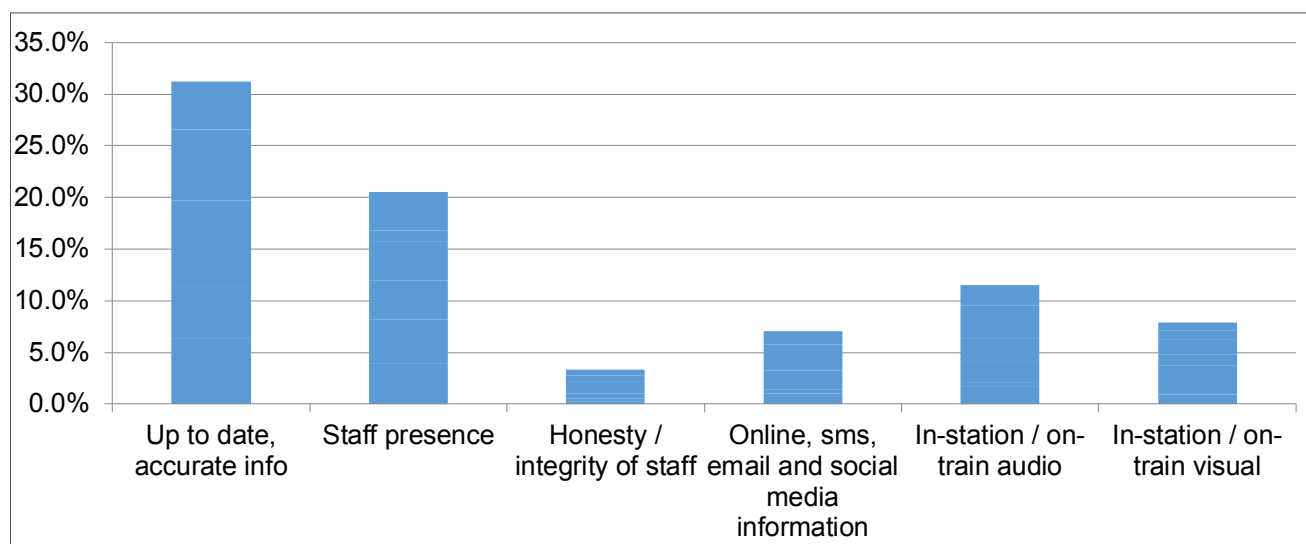
As part of our customer satisfaction performance regime, we will be seeking year on year improvements on passenger satisfaction on station and on-board personal security experience and measuring and monitoring the operator against these accordingly.

### 5.17 Q14: Are there areas of improvement in customer information and engagement you would like to see before, during and after your journey?

#### Response rate

- **597** respondents, which represents **46%** of the total response rate for this question.

Figure 1.9: Areas of improvement for customer information or engagement



## Response summary

- Respondents felt that they were not being kept up to date with train running data: this is reflected in the majority of requests for timely, accurate running data (mainly on platforms, but also, to a lesser extent on-train).
- Over 20% of respondents specifically cited staff members, from train crew to platform staff, disseminating information as being helpful (as opposed to purely automated tannoy announcements).
- Respondents prioritise on-platform information ahead of on-train information. This is likely to be because this is the last point at which they have a decision to travel or not
- Staff are perceived to not have the most up to date information and often respondents considered the internet, in particular social media, to be a more reliable source of information.
- The consistency of information is as important as the information itself to some users
- Improvement should be sought in the management of disruption. This is linked particularly to displays of 'due' times, when trains are delayed, and the need to be informed enough to update customers accurately

### Our Response

We understand that the provision of accurate and timely information is a key driver of satisfaction for the end to end journey experience. Accordingly, it is being measured for accuracy, relevance, clarity and timing as part of the customer experience performance regime. We will also be monitoring satisfaction of information provision during times of disruption and have set year on year improvement targets which the operator is required to meet.

### 5.18 Q15: 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 service classes**
- **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.**

#### **Response rate**

- **1,006** respondents, which represents **77%** of the total response rate for this question.

#### **Response Summary**

- Priorities differed across the 5 different market segments but passenger information - both audio and visual – and staff presence scored highly across them all. This reflects responses earlier in the consultation where the lack of information during disruption was criticised.
- The requirement for catering, tables and provision of different service classes fluctuated between the different market segments.

#### **Our Response**

A step change in rolling stock passenger ambience and facilities in order to ensure customer satisfaction has been specified and Bidders have been asked to consider the requirements of the different market segments.

Our specification of modern rolling stock will have improved on-board audio and visual information as well as Wi-Fi and plug sockets where technically feasible.

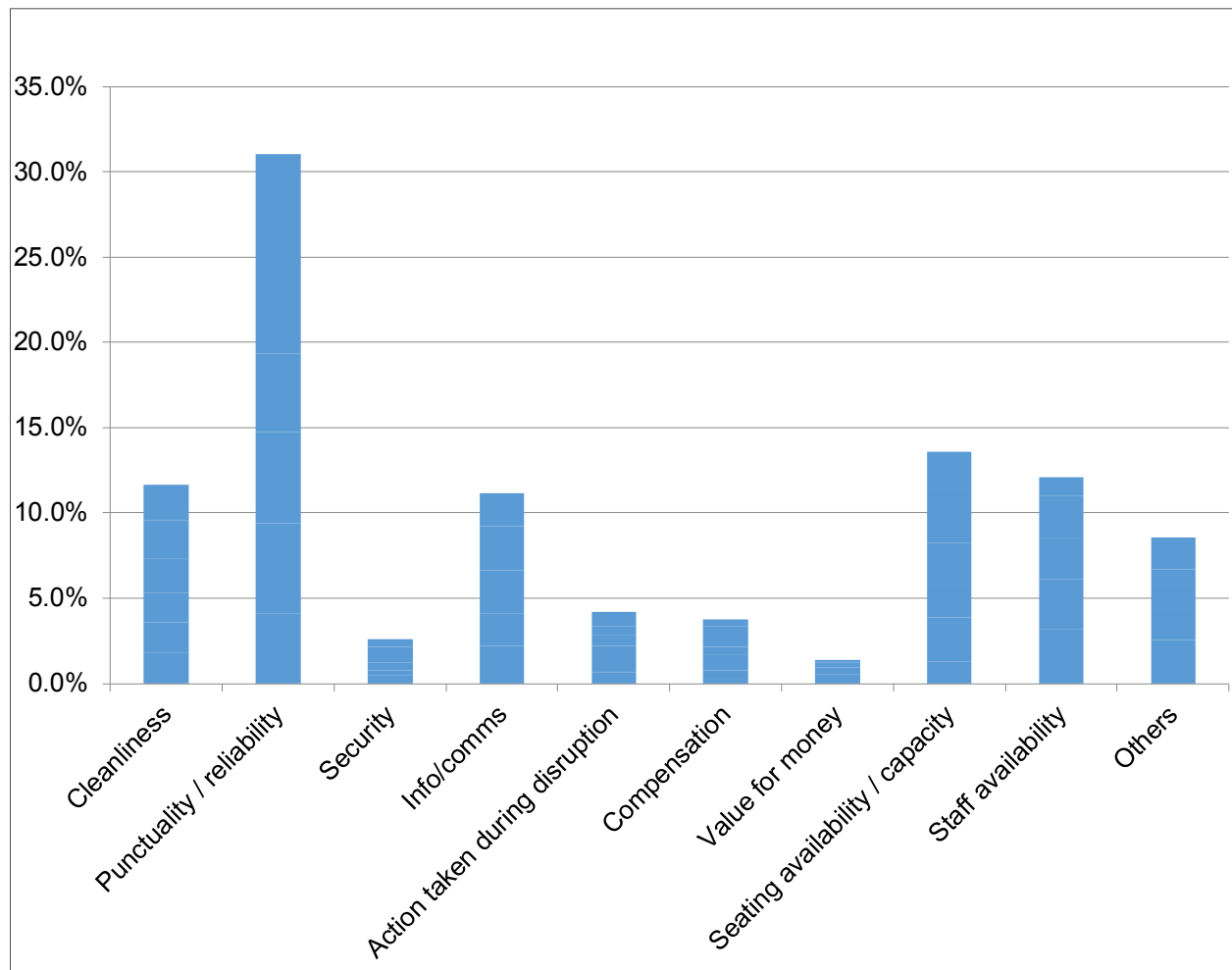
The requirement to improve customer experience specifically looks for better announcement information during periods of disruption and day-to-day service.

#### **5.19 Q16: 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?**

#### **Response rate**

- **645** respondents, which represents **49%** of the total response rate for this question.

**Figure 1.10: Areas of customer service which should be monitored and reported on**



“Others” includes toilets, staff morale, catering, online, temperature, complaints, waiting times, ticket offices, ticket machines, catering and refreshment.

### Response Summary

- The overwhelming response to this question was for punctuality and reliability statistics to be monitored and reported on. There was a substantial number of responses citing the need for “on time” performance padding to be reduced from the current 10 minute allowance.
- Passengers pay attention to performance updates and are in favour of more regular and transparent performance updates. This was particularly cited by passengers who regularly rely on connections where the train is reported as “on time” yet the connection was missed.
- Delays caused by the unavailability of staff were also highlighted by respondents, who centred on the need for a greater level of staffing in key areas to avoid these issues.
- Those requiring enhanced mobility access valued seat availability highly.

- Responses to this question verified the previously highlighted core areas of railway operations: punctual services with sufficient seating capacity and staff to provide information and assistance where required.

### **Our Response**

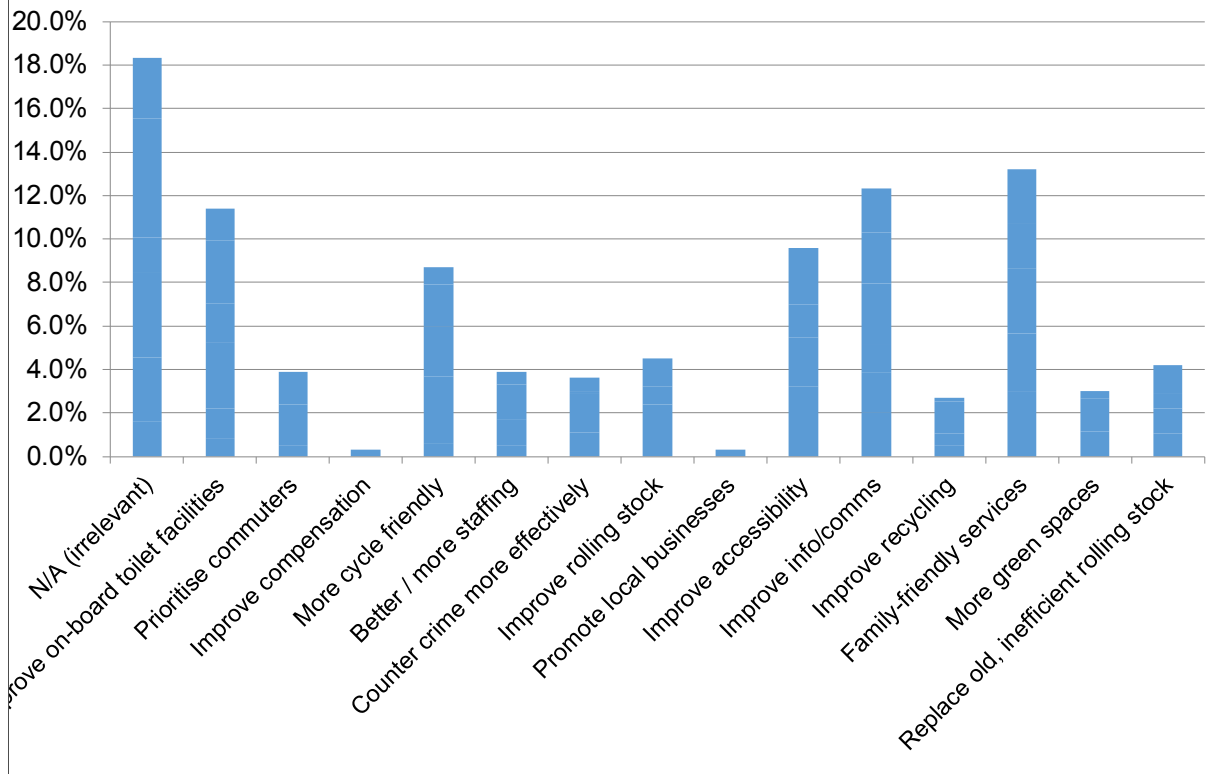
Operational and customer experience performance measurements will be carried out every rail period (approximately 4 weeks). Results from these will be published on the operator's website, at stations and in the annual Customer Report. Further detail on the Key Performance Indicators (KPIs) that will be measured are detailed in Section 6 of this document under Customer Experience.

- 5.20 Q17: 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 4 to 7 in Annex B) in the development of the specification of passenger services for East Anglia?**

### **Response rate**

- **254** respondents, which represents **19%** of the total response rate for this question.

**Figure 1.11: Observations regarding commitments to environment, equality, social value & family**



## Response Summary

- There was clear support for:
  - (a) improved cycle access;
  - (b) focus on family travel including person security and information provision;
  - (c) carbon inefficiencies on old rolling stock; and
  - (d) controlled emission toilets to be fitted to all trains.

### Our Response

This question produced a range of useful ideas that have been made available to the Bidders.

We will seek to drive improvements in the first two areas by measuring year on year customer satisfaction improvements for bicycle facilities, personal security and information provision, and we continue to include environmental improvement targets in our specification.

We will be requiring and incentivising Bidders to set out their plans to fit Control Emission Toilets before 2020 to remaining trains that currently disperse effluent onto the tracks.

**5.21 Q18: In summary, what three aspects of your current East Anglia rail journey would you like to see improved to enhance your overall travel experience?**

**Response rate**

- **964** respondents, which represents **74%** of the total response rate for this question.

**Response Summary**

- Respondents pursue three main goals throughout this consultation:
  - a) **Rolling stock** is a key priority, largely linked to perceived improvements such as capacity which may be largely achievable with upgrades to existing;
  - b) **Punctuality** of services must be addressed and connections timed accordingly to allow for an acceptable degree of flexibility to mitigate delays; and
  - c) **Capacity**, particularly seating capacity, needs to be increased. While some customers are open to standing (under improved conditions) there is a feeling that this doesn't represent value for money at current fares levels.

**Our Response**

We have set out clear requirements for modern rolling stock to provide facilities in line with passenger needs. This includes provision of Wi-Fi and plug sockets where technically feasible but also calls for an improved passenger ambience and comfort.

We have set targets to improve punctuality and reliability and called for a more proactive approach to managing the railway performance risks.

Furthermore, as previously described in our response to Question 9 on capacity improvements, we have also taken into account customer experience improvement requirements for information provision, availability of seating and standing provisions, and the cleanliness of the inside of the train. The Department will be measuring these areas regularly and rigorously monitoring performance.

**5.22 Q19: 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.**

**Response rate**

- **546** respondents, which represents **42%** of the total response rate for this question.

**Response summary**

- There were no additional points raised. However, many respondents took the opportunity to reiterate points raised elsewhere.
- The costs and value for money to the passenger were also highlighted in the additional comments as a key issue; how much customers must pay for tickets and whether these tickets are worth it.

**Our Response**

This open question provided an opportunity for respondents to highlight further areas for consideration. There was a good level of responses, particularly from stakeholder organisations taking the opportunity to be more specific about issues. These responses provide good data for Bidders and have been made available to them so they can be considered for addressing in their bids.



## 6. The Franchise Specification

- 6.1** We have ambitious plans for the new East Anglia Franchise. In developing the specification for the franchise, we have considered the responses that were submitted to the consultation, carried out significant amounts of analysis and option testing and discussed extensively with the industry, Bidders and stakeholders.

### The Duration of the Franchise

- 6.2** The franchise is planned to start in October 2016. We have decided that the EA franchise will last for 9 years until October 2025 with a possible extension of up to one year at the Secretary of State's sole discretion.
- 6.3** We considered a number of factors in reaching this franchise term in order to provide the optimum balance between the needs of the franchise in terms of investment and initiatives, the impact on the wider franchising programme, and the financial requirements of the franchise.

### Providing Extra Train Services

- 6.4** As part of the ITT issued to shortlisted Bidders and published on the [www.gov.uk](http://www.gov.uk) website, we have included a Train Service Requirement (TSR) that sets out our requirements for the minimum level of service to be provided.
- 6.5** Our specification for the TSR generally preserves the current off peak station calls as a minimum and delivers a significant package of improvements, with over 90 additional train services on weekdays and Saturdays and over 90 extra train services on Sundays.
- 6.6** The information below captures frequency and through service enhancements which will be reflected in the TSR tables. These changes apply weekdays off-peak and Saturdays, except where otherwise stated.
- 6.7** InterCity services that offer long distance rail services between London and Norwich on the Great Eastern Main Line
- Liverpool St – Norwich: Three trains per hour specified in the off-peak
  - Sunday late afternoon/early evening – additional Intercity Norwich and Southend Victoria services.
- 6.8** Great Eastern suburban rail services that operate between London and Southend Victoria, Southminster, Clacton-on-Sea, Ipswich, Harwich, Braintree and Sudbury

- Liverpool St – Southend Victoria: Increased by 1 train per hour (tph) to provide 4tph.
- 6.9** West Anglia services that operate between London and Hertford East, Cambridge, and King’s Lynn.
- Hertford East branch frequency increased from 2tph to 3tph.
  - Lea Bridge new station: All existing services to call which offers 2tph
  - Cambridge North new station: 1tph Liverpool St – Cambridge services to be extended to and from Cambridge North, once the station opens. 1tph Norwich – Cambridge will also call and is extended to Stansted providing a direct Norwich-Stansted service.
  - Maintain the number of calls in the current timetable: up to 2tph Angel Road – Stratford calling at all stations. This to increase to up to 4 tph once new infrastructure is built.
- 6.10** Stansted Express that offers a link to Stansted airport with some peak commuting services
- Norwich – Stansted Airport: 1tph service between Norwich and Cambridge to be extended to and from Stansted Airport Mondays to Saturdays all day and Sunday afternoon/evening (In some hours, replacing the existing EA shuttle service from Cambridge).
- 6.11** Regional services that include interurban rail services between Norwich, Cambridge and Ipswich and rural services to Great Yarmouth, Lowestoft, Cromer and Sheringham that link into InterCity services. These services also provide some connections at Peterborough to the Midlands and the North of England.
- Sunday afternoons /early evening: additional trains to provide 1tph on Ipswich-Lowestoft, Ipswich-Cambridge, Norwich-Lowestoft and Liverpool Street-Norwich.
  - Lowestoft: Four existing journeys between Lowestoft and Ipswich extended to and from Liverpool St to provide a direct service to and from London
  - 1tph Norwich – Cambridge is extended to Stansted providing a direct Norwich-Stansted service.

## Providing More Space for Passengers

- 6.12** Peak crowding, including longer distance standing, will be an issue at the start of the new East Anglia franchise. If left unaddressed crowding is predicted to become severe, due to growth in passenger numbers. Crowding was also a key concern raised by many consultation respondents.
- 6.13** We have looked carefully at this issue and devised crowding metrics and specific targets which seek to limit the level of crowding. These will be applied

during the evaluation stage in respect of a Bidder's train service proposals in connection with (1) Great Eastern route (other than InterCity services), (2) InterCity services on the Great Eastern route that (reflecting the premium nature of the service and relatively higher regulated fares on that business segment), and (3) West Anglia route including Stansted Express. For Regional services the crowding metric will be close to zero.

## Improving the Customer Experience

- 6.14** There is a drive to improve customer service across the rail industry as a whole and East Anglia is no exception to this. Improving customer satisfaction will be a key priority and we have placed substantial emphasis on improving the customer experience in this franchise competition.
- 6.15** The successful Bidder on the new East Anglia franchise will be contracted with a new customer experience performance measurement model. They will be required to meet a certain level of customer experience performance targets set by the Department against core areas identified by passengers as result of this consultation. The operator will have the flexibility to innovate and implement activities during the life of the franchise to improve the passengers experience and meet the targets specified.
- 6.16** In developing the customer experience performance model, considerable internal and external consultation was undertaken by the Department with organisations including the Rail Delivery Group, TfL and Transport Focus (TF). Other non-rail organisations such as the Ministry of Defence and the Post Office were also engaged in order to draw on potential good practice.
- 6.17** The customer experience model consists of 3 KPIs: Customer Experience, Presentation of Facilities and Staff Performance. The first KPI is a pure outcome measure based upon customer perception. The other two supporting KPIs are output measurements and will be measured using mystery shopper surveys to drive the right behaviours.
- 6.18** Surveys for the three KPIs will be carried out every rail period for the duration of the franchise life. Results will be measured, reported and monitored at the end of each rail period.

## Customer Experience

- 6.19** Data will be gathered by Transport Focus using a subset of questions, which will feed into 5 categories.
- Journey Experience Satisfaction
  - Value for money satisfaction
  - How well the company dealt with disruption
  - Personal security (on-board and at stations)

- Station Experience Satisfaction

**6.20** The scores for each category feed into the Customer Experience KPI, which has an overall target and an incentive regime. There will be a total of 7700 customer surveys per year, which is over double the number of surveys carried out by the National Rail Passenger Surveys (NRPS) currently. This increase volume of surveys will provide the operator with more customer satisfaction data in order to better improve the experience.

## Presentation of Facilities and Staff Performance

**6.21** Mystery shopper surveys will be undertaken by TF to measure these two output KPIs.

**6.22** Data will be gathered by Transport Focus using a subset of questions, which will feed into 6 categories for Presentation of Facilities and 1 category for Staff Performance.

- Cleanliness of the inside of the train
- Upkeep and repair of the train
- Cleanliness of the station
- Upkeep and repair of the station
- Ticket buying facilities
- Provision of information about train times/platform
- The attitudes and helpfulness of the staff

## KPI Targets

**6.23** An initial set of performance targets for the KPIs have been constructed using NRPS results from the last ten Spring and Autumn waves. The targets for the KPIs and their categories are year specific and increase each year to full fruition of improvements within 6 years of franchise term commencement. Detailed analysis was carried out to assess a reasonable performance target level, taking into account:

- An expectation of continuous improvement, including those factors which impact customer perception;
- The level of performance which has been achieved by other operators; and
- A reasonable assessment of the capacity of the business to meet or exceed the sector average.

**6.24** Weighting has been applied to each target which have been determined by a combination of factors, including anticipated cost of improvement activities and customer priorities obtained through the public consultation (outlined in Section 5).

## Performance Management

- 6.25** KPI performance reviews will be undertaken by the Department every rail period and will determine whether the franchise operator has:
- Met all three KPI targets, therefore requiring no further action;
  - Fallen between the KPI target and the KPI threshold therefore subject to financial reimbursement; and
  - Fallen below the KPI threshold therefore subject to remedial action and the maximum financial reimbursement due for that KPI

## Delivering Better Trains

- 6.26** Respondents have indicated a preference for new rolling stock on the Great Eastern Mainline, and the Department is committed to securing the best deal for tax payers and passengers using the East Anglia services. Accordingly, Bidders for the East Anglia franchise competition will have the flexibility to choose between new rolling stock, cascaded or upgraded rolling stock which as a minimum meets the minimum requirements set out in the franchise specification.
- 6.27** For the East Anglia franchise competition all trains that currently disperse effluent on the track must be modified with controlled emission toilets to end this practice. Trains will need to be fitted with the necessary equipment to enable the successful implementation of the European Rail Traffic Management System (ERTMS) in line with Network Rail's implementation plans preparing the franchise for the "Digital Railway".
- 6.28** We have specified that the overall design, internal ambience, condition and facilities, and the external condition, should be thoroughly modern, comfortable and provide suitable seating. In addition, we will be monitoring on-board customer satisfaction in terms of our new customer experience performance regime.
- 6.29** The specification we have set out in the ITT, as well as the focus that we have placed on the quality of service offered for passengers, are intended to bring about transformational improvements in train quality.

## Providing Better Stations

- 6.30** We are seeking an operator who will enhance the environment at stations by delivering high quality services to passengers and defining priorities for its programme of maintenance, repairs and renewals, whilst maintaining a long-term view of asset management planning.
- 6.31** The 131 stations for which the franchisee will be Stations Facility Owner will operate under a 99 year full repairing and insuring station lease policy. It places all station management, operation and asset stewardship

responsibilities on the franchisee. This station lease policy provides Bidders with a real opportunity to develop and improve stations for passengers and other users of the railway.

- 6.32** We want Bidders to target the provision of services at stations according to the volume and characteristics of passengers at the station including, where relevant, reflecting the principles outlined in ATOC and RSSB document “Guidance on the implementation of Station Travel Plans”.
- 6.33** We are seeking an operator that drives increased transparency of operating costs, value of investments and focuses the delivery of quality station services to the customer and communities.
- 6.34** Through their engagement with stakeholders we expect Bidders to come forward with proposals to develop stations and car parks in a way that reflects the needs of stakeholders.

**Figure 1.12 – Providing better stations**



# Improving Fares Information and Ticketing

## Fares

- 6.35** The Department's aspirations are set out in in Rail Fares and Ticketing Next Steps policy document.
- 6.36** As recently announced by the Secretary of state regulated fare rises will be limited to RPI+0% from 2016 through to 2020. From 2021 on-wards we are asking Bidders to assume fare can increase by RPI+1%. Bidders retain full discretion over increases in un-regulated fares and respective ticket products.
- 6.37** We are specifying improvements in Delay Repay provision in line with our latest policy.

## Ticketing

- 6.38** Passengers can purchase their rail tickets through a variety of modes, from ticket offices to smart phones. With growing demand for rail travel, many ticket offices will continue to be busy and will remain an important way for passengers to buy their tickets.
- 6.39** We have not included any requirement for Bidders to change ticket office hours in the East Anglia franchise specification. Train operators can propose changes to ticket office opening hours following the usual arrangements in the Ticketing and Settlement Agreement, which is separate to the franchising process. Public consultation is a requirement for major changes and train operators would need to consider the broader impacts on passengers' ability to access information and assistance at stations.
- 6.40** Smart ticketing has been identified as one of the key mechanisms that can deliver an improved customer experience. As such, the Department is seeking evidence from Bidders showing their ability to:
- Operate a fully interoperable smart and integrated ticketing scheme for the duration of the franchise where already in operation; and
  - Encourage the uptake and use of smart ticketing on the franchise, work with the South East Flexible Ticketing (SEFT) programme and develop detailed proposals and strategy for innovative smart ticketing arrangements.
- 6.41** In addition to the measures outlined above, Rail Executive's work on ensuring that passengers can easily choose the most suitable ticket for every journey continues. In December 2014, Rail Minister Claire Perry MP chaired a summit with the rail industry – including train operators – to look at how the industry can ensure passengers get the best possible deal from station ticket machines. It was made clear at this summit that there is no excuse for poor quality of information, restricted ticket choice or confusing screen directions at ticket machines, and that improvements need to be made as soon as

possible across the country and we expect that Bidders for this franchise will respond to that challenge.

## Complying with Equality Obligations

- 6.42** We have ensured that the specification for the franchise was produced in accordance with the equality duty under the Equality Act 2010. Further information on the Equality Act 2010 can be found on the UK Government website<sup>1</sup>.
- 6.43** As part of their licensing obligations, train operators must establish and comply with a Disabled People's Protection Policy that sets out how they will protect the interests of disabled users of their trains and stations. Further information on this duty in relation to boarding trains and accessing stations can be found on the Office of Rail and Road website<sup>2</sup>.

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<sup>1</sup> <https://www.gov.uk/equality-act-2010-guidance>

<sup>2</sup> <http://orr.gov.uk/info-for-passengers/passengers-with-disabilities>



# Annex A – List of Consultation Respondents

**Table B – List of types of consultation respondent**

Type
Airport
Chamber of Commerce
Councillor
County or Unitary Authority
Cycling Group
District, Town, or Parish Council
Educational Establishment
Freight Operating Company
Individual
Industry / Trade Association
Infrastructure Manager
Local Enterprise Partnership
Local Business
Local Society
National Business
Newspaper
Other
Parliamentary
Passenger Interest Group
Political Party
Professional Body / Institute
Regulatory Body
Train Operating Company
Trade Union
Watchdog

**Table C – List of consultation respondents**

<b>Organisation Type</b>	<b>Organisation</b>
Union	TSSA
	ASLEF
	RMT
RPAs, CRPs, User Groups & Transport Organisations	ESTA
	Mid Anglia RPA
	Peterborough, Ely, Norwich Rail Users Group
	Rail Future EA
	Felixstowe Travelwatch
	Rail Freight Group
	FLUA
	Hartest Parish Council
	Campsea Ashe Parish Council
	Kirton & Falkenham Parish Council
	Pakenham Parish Council
	Wissington Parish Council
	Campaign for Better Transport
	Norwich City Council
	Ontrack RUA
	Essex and South Suffolk CRP
	East of England Co-Op
	North London Transport Forum
	LSCC
	West Anglia Route Group
	Bittern And Wherry Lines Community Rail Partnerships
	Passenger Focus
	London TravelWatch
	Witham And Braintree Rail Users Association
	Sustrans
	Hereward Community Rail Partnership
	Marks Tey Signatories
Diss Rail Station Task Group	
IARO	
AGA Customer Panel - West	
Consortium Of East Coast Mail Line Authorities	
Freight On Rail	

	Great Eastern Main Line Rail Taskforce
	ACoRP
	Chingford Line Users' Group
	Essex Rail Users Federation (ERUF)
	Abellio Greater Anglia Customer Panel-GEML
	Norwich and Norfolk Transport Action Group
	Delayed Again Twitter
	East Suffolk Lines CRP
	Haven Gateway Partnership
	Kelvedon Rail Users Association
	Newmarket Vision Transport Delivery Group
	Norfolk Local Rail Campaign Group
	Norwich Cycling Campaign
	Papworth Trust
	Uttlesford Transport Users Group (UTUG)
Businesses	Glazing Vision
	Nautilus
	Norwich research Partenes LLP
	Mercury Theatre, Colchester
	The Point
	Lovewell Blake LLP
	Aviva
	University of East Anglia
	Norwich University of the Arts
	Ray Davies
	Lee Laphorne
	Birketts LLP
	Mills & Reeve
	David McNeil
	StobartGroup
	TfL
	HPUK
	DB Schenker
	Suffolk Chamber of Commerce
	MG and London Stansted Airport
	Stansted Airport Consultative Committee
	Essex Chambers Of Commerce
	Ipswich to Peterborough Rail Service Consultation
Councils, Parish's, Political Figures & LEPs	London Mayor

	Braintree District Council
	Chelmsford City Council
	Colchester Borough Council
	Cambridgeshire County Council
	Cambridge City Council
	East Cambridgeshire District Council
	Fenland District Council
	Huntingdonshire District Council
	Mid Suffolk Green Party
	New Anglia LEP
	Norfolk County council
	Suffolk Coastal and Waveney District Councils
	Uttlesford District Council
	Basildon Borough Council
	Borough of Broxbourne
	East Herts Council
	Enfield Council
	Essex County Council
	Greater Cambridge LEP
	Greater Peterborough LEP
	Hackney Council
	Haringey Council
	Hertfordshire County Council
	Ipswich Borough Council
	Lee Valley Regional Park Authority
	London Borough of Newham
	Melton Parish Council
	Southend-on-Sea Borough Council
	Suffolk County Council
	Tendring District Council
	Cromer Town Council
	Suffolk Association of Local Councils
	Letter to Rail Minister January 2015 - Ousden Council
	Braintree District Council
	Thurston Council

<b>Table D – All Responses</b>	
<b>Question</b>	<b>Number of Responses</b>
Q1	1020
Q2	517
Q3	804
Q4	901
Q5	597
Q6	194
Q7	37
Q8	(a) 845 (b) 868
Q9	840
Q10	705
Q11	652
Q12	804
Q13	350
Q14	597
Q15	1006
Q16	645
Q17	254
Q18	964
Q19	546

# Annex B – Consultation question references

## Paragraph 1 (Q1)

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

## Paragraph 2 (Q3.i)

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

### **Paragraph 3 (Q5)**

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.

#### **Paragraph 4 (Q17)**

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

#### **Paragraph 5 (Q17): Equality Act 2010**

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
- To foster good relations between people who share a relevant protected characteristic and those who do not share it

#### **Paragraph 6 (Q17): Social Value**

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



- How, in conducting the process of procurement, Rail Executive will act with a view to securing that improvement

### **Paragraph 7 (Q17): The Family Test**

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.

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>

# Annex C – Shortlisted Bidder Contact Details

Table E : East Anglia - Shortlisted Bidder Contact Details	
Bidding Enterprise	Contact
<b>Abellio</b>	Vince Lucas 55 Old Broad St London EC2M 1RX <a href="mailto:vince.lucas@abellio.com">vince.lucas@abellio.com</a>
<b>First Group</b>	Caroline Donaldson Capital House 25 Chapel Street London NW1 5DH <a href="mailto:caroline.donaldson@firstgroup.com">caroline.donaldson@firstgroup.com</a>
<b>National Express</b>	Chris Hardy Cutlers Court 115 Houndsditch London EC3A 7BR <a href="mailto:chris.hardy@nationalexpresstrains.com">chris.hardy@nationalexpresstrains.com</a>

