

SUMMARY OF PAPER – MIKE GOGGIN, STEER DAVIES GLEAVE

STATION MANAGEMENT TO DELIVERY INTERMOBILITY

The rail network of Great Britain is one of the World’s first and still boasts over 2,500 railway stations. Today’s railway stations are increasingly unique pieces of community infrastructure – Great Britain has seen Post Offices, pubs, churches and local schools close leaving the railway station as an increasingly unique identifier for towns and cities.

Today that station estate is the responsibility of the UK’s privatised railway system. Whilst the stations are owned by Network Rail the majority are leased to 16 private train operators. Together they have the responsibility for the day-to-day management of the stations and their long term asset stewardship. In such a fragmented industry how then do station managers work together to develop and present stations which offer new levels of intermobility and which tap into their unique but challenge role within a wide variety of social and built contexts?

The presentation will briefly set out the industry structure in Great Britain in regard to the station management.

It will describe how the industry leadership group, Rail Delivery Group (formed of the Chief Executives of each of the private operators and Network Rail) have developed a vision for the nation’s stations. The presentation will describe the contents of the vision and its eight supporting principles:

Principle	Ambition
Customer focussed	Build an inclusive culture in which the needs of all customers are placed at the heart of every station
Intelligent use of technology	The latest information and ticketing technologies are fully utilised to support and enhance the experience at stations
Seamless journey experience	Ensure stations are fully integrated with rail services and onward travel modes (including walk, cycle, bus, car, tube, transit, metro, air, ferry or ship)
Reflect local needs and opportunities	Tailor stations to reflect local needs and characteristics while still being part of a recognisable national network
Safe and secure environment	Ensure all stations and their localities are places where users can feel safe and secure
Entrepreneurial spirit	View stations as potential catalysts for innovation and entrepreneurship, and thereby enhancing the railway and local economies
Flexible and long-term stewardship	Plan and operate stations for the long term, with built in flexibility to adapt to change
Shared industry know-how	Share knowledge and experience of what works best at stations in meeting passengers’ diverse needs in the most efficient and effective manner
Optimised network	Realise the full value of every station while minimising inefficiencies through investment and operation based on objective and informed decision making

The presentation will summarise the steps that the Rail Delivery Group and its constituents are taking to deliver the vision for stations on the ground. The strategies that they have put in place and are developing to bring about a higher-performing station estate that public and private sector wish to invest in and grow further. It will illustrate good practice in intermodality by short-case studies focussing on delivery within a commercial and privatised structure.