



A new approach to rail passenger services in London and the South East

Working in partnership to improve services and support growth

MAYOR OF LONDON



Department
for Transport



**TRANSPORT
FOR LONDON**
EVERY JOURNEY MATTERS

Contents

A message from the Secretary of State for Transport and the Mayor of London	2
Executive summary	5
Introduction – Rail’s role in London and the South East’s success	6
A partnership approach	12
Principles for success	14
Governance and timing	20
What can be achieved?	
1. More frequent services, better interchanges and increased capacity	24
2. Greater reliability for all passengers	27
3. High standards of customer service	28
Conclusion – A world-class railway for the future	31
Appendix I: Planned contract schedules for London and the South East operators	32
Appendix II: Possible improvements in support of a London Suburban Metro	34
More information and feedback	36

A message from the Secretary of State for Transport and the Mayor of London

We’ve come a long way since the days of the steam engine and the Victorian pioneers who laid the foundations of the railway network as we know it today. The phenomenal growth of London and the South East over the past 150 years or so is without doubt directly linked to the development enabled by our railways.

Today, our trains and stations help to carry a tremendous number of people from A to B. But as anyone who travels regularly in or around the region will observe, our railway is under huge pressure. London’s population is set to rise from 8.6 million today to 10 million by 2030, while the population in the adjacent travel-to-work areas of southeast and eastern England is expected to increase too from 15 to 17 million over the same period.¹

Consequently the number of passengers on the region’s transport system is growing very quickly. Given that job growth predominates in the cities which are better served by rail, action is needed now to ensure our rail network can continue to support jobs, apprenticeships and housing across the country, as well as enhance our quality of life.

While there have been considerable successes, incidents such as the disruption caused at London Bridge last year show that we need a much more joined-up approach to delivery. When completed, the London Bridge project and the wider Thameslink capacity upgrade that it supports will be a huge boost to the entire region. Additional capacity through the heart of London will enable faster access to jobs and leisure opportunities, and additional capacity at the station itself will in turn allow greater numbers of trains to be run throughout the wider network in Kent, Sussex and beyond.

This demonstrates the simple fact that our rail network is a shared resource – it carries huge flows of people in and out of the capital to the surrounding region, and it also caters for local journeys to and from regional centres outside of London such as Cambridge, Tunbridge Wells, Brighton, Reading, Basingstoke, and Southampton.

1. Office for National Statistics



Patrick McLoughlin
Secretary of State for Transport

For them to thrive, access to jobs and housing has to improve. At the same time the level of customer service provided has to match the expectations of people travelling on the services.

Journeys across the region need to be seamless, and the barriers that prevent people from travelling easily, such as the complexity of the ticketing system or variety of service standards, need to be addressed.

We have seen through the introduction of smart cards such as Oyster in the London area how this allows customers to travel when they want and with confidence that they will pay



Boris Johnson
Mayor of London

the cheapest fare. The launch of contactless payment directly from bank cards across London has further reinforced our position as a world leader in this area.

Such improvements are, like the journeys they support, fundamentally local. London remains at the heart of the national rail network, with 63 per cent of all journeys starting or finishing in London. The busiest London terminal, Waterloo, has nearly 99 million passenger trips a year and has seen nearly 60 per cent growth over the last decade.² This is a national network, but a regional growth story.

2. Office of Rail and Road

This Government has set a bold path for ensuring that decisions affecting infrastructure that supports local and regional growth are placed in the hands of those who know the needs of that region best and are able to deliver the local jobs and housing that our economic growth depends on. Before Christmas the announcement of £1.2bn of investment in rail services in the north of England, delivered by the national franchising system but to be managed locally through Rail North, shows what can be achieved.

In the South East the success of the c2c franchise and the London Overground are examples upon which we need to build.

In this prospectus we set out a path towards a joined-up regional approach, where local authorities inside and outside London can have a greater say in the way in which services are planned and specified by both the Department for Transport (DfT) and Transport for London (TfL). In doing so we recognise that there needs to be a greater partnership between our two organisations to ensure that we can collectively get the best from the great legacy of Victorian rail infrastructure which the region enjoys.

Under the published national franchising programme, all the major franchises in the region are due to be retendered and specified over the next five years. In total these services carry 740 million of the region's rail passengers every year.

We propose to form a partnership between TfL and the DfT to provide strategic direction for the specification and management of future train operator contracts and to provide a place where all local authorities, Local Enterprise Partnerships (LEPs) and other local bodies can have a direct input to how passenger services are improved.

The opportunity presented by this sequence of franchise renewals is vast. The need to support local growth through better rail services is a high priority for all. We are pleased to embark on this joint endeavour and look forward to an exciting new chapter in the history of our railways.

Patrick McLoughlin: Secretary of State
Boris Johnson: Mayor of London
for Transport

Executive summary

- With growth across London and the South East set to continue, our rail network is essential to providing extra housing and jobs, as well as enhancing people's quality of life
- Parts of the network have been transformed – for example the DfT's c2c franchise and TfL's London Overground. Large scale infrastructure investments such as the Thameslink programme and Crossrail are underway
- However across our region much more needs to be done to ensure that the specification and management of rail passenger services fully reflect local priorities for growth, and deliver better outcomes for local people. And we need to make best use of our shared railway infrastructure
- To address these issues, we propose to establish a partnership between the DfT and TfL that will provide joined-up strategic direction for the specification and management of rail passenger services across London and the South East
- New mechanisms will be established to enable LEPs and local authorities to input to the specification of these passenger services, providing a stronger voice for local people and helping to leverage local investment to drive growth
- Three key principles for success will form the starting point of the partnership's work on the specification of future services in the South East region:
 1. More frequent services, better interchanges and increased capacity – to support growth, carry more people and help address crowding
 2. Greater reliability for all passengers – putting excellent performance at the heart of train operator contracts
 3. High standards of customer service – including more integrated information, fares and ticketing, as well as weekend and night services and a more accessible network
- This proposal includes the transfer of responsibility from the DfT to TfL for inner suburban rail services that operate mostly or wholly within Greater London, as current franchises fall due for renewal. The DfT will continue to be responsible for outer suburban services. The partnership will ensure that all the region's passengers benefit from a joined-up approach
- As we progress this proposal we are keen to hear views and suggestions from local authorities, LEPs, elected representatives and other stakeholders. Questions are posed throughout the prospectus, and information about how to get in touch is on page 36



Introduction

Rail's role in London and the South East's success

A modern, high-performing rail network is fundamentally important to our economy, environment and quality of life.

Rail has played a vital role in the emergence of London as a world city at the heart of a thriving region – a huge asset for the UK in the competitive global economy. Journeys on rail-based transport in London have almost doubled in the last 25 years. Growth has been particularly strong outside traditional peak hours, as London's wealth of leisure, retail and cultural attractions draws visitors from across the UK and overseas. Major towns and cities outside London such as Cambridge, Brighton and Reading have seen similar trends.

Businesses have chosen to locate in London and the South East because the extensive rail network provides access to the largest potential labour force, customer base and supply chain in Europe. The railways need to enable people to move easily to, from and within the Capital, and to and from key regional economic centres as well.



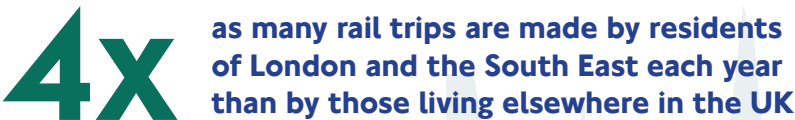
of all office development in London since 2000 has occurred within 500 metres of a station



extra people have been accommodated in London since 1980 without building on green belt land, partly thanks to rail



of the UK's Gross Value Added is generated in London and the South East





Because rail is so critical to accessing employment, people also want to live close to stations with excellent rail services. This means better railways are fundamental to building more homes and supporting the growing population.

Rail is central to quality of life too. It enables access to social and leisure opportunities, reduces carbon emissions and air pollution, and helps reduce congestion on the road network. Transporting freight by rail creates economies in goods distribution, helps remove trucks from the roads and relieves congestion.

London is growing at an unprecedented rate and substantial growth is expected over the wider South East.

There is a huge opportunity for local, regional and national economies to grow, creating new jobs and housing. But the region's full potential will not be realised without the right infrastructure and transport services in place.

Recent years have seen good progress in modernising parts of the rail network; but sometimes opportunities have been

missed through fragmentation of decision making and a failure to recognise the vital role local priorities play in securing development and growth.

With the region's railways under more pressure than ever, we can't afford to focus only on the needs of London or the South East individually, ignoring the reality that the economy of the region as a whole has to work together.

Our railways play a critical role in joining the region together – commuters coming in and out of London are vital for London's economy, but also critical in the local economies in the areas where they live, supporting town centres and regional services.

That same rail infrastructure supports local journeys from within London, especially south of the river where the London Underground system is not as widespread.

We have also seen over recent years the growth of regional centres, attracting their own jobs and growth and demanding regional rail journeys which don't focus purely on radial flows to and from London.

Our rail system has to accommodate all these needs. The customers of the railways aren't just customers of one rail company or local area, they often make journeys across our region, accessing different transport services within London and further afield.

A work in progress

Recent growth has been possible because of major improvements to many parts of the rail network.

On the National Rail network, competition between operators for contracts to run services has brought innovation. The industry has worked together to provide more capacity, with longer trains on a number of routes. The launch of domestic services on High Speed 1 has cut journey times from Kent by as much as 50 per cent and many of the large stations, such as Blackfriars, King's Cross, St. Pancras, Reading and Gatwick Airport, have been rebuilt or are about to be improved.

The high performance of and good customer satisfaction with c2c, the operator of services from London to South Essex, shows the value of continuous improvement and what could potentially be achieved on other parts of the DfT-sponsored rail network. The modernisation of London Underground, funded by both TfL and Government, has led to world-class train frequencies, shorter journey times, increased capacity on modernised lines and significant reductions in delays. Another success story is the collaboration between TfL and the rest of the rail industry to create London Overground, which recently expanded to include more routes in northeast London.



c2c

On this route franchising has delivered improvements through significant investment in services and passenger facilities. National Express, the route's franchisee since 2000, has established a reputation as a highly regarded modern train operator, achieving 97.1 per cent punctuality last year, the highest of all the UK's train operators. A new 15 year franchise was awarded to National Express in 2014.

296
new
vehicles

Introduced a fleet of 296 modern air-conditioned vehicles, and will increase the fleet by 68 vehicles to provide for growth



Introduced its own smartcard this year in addition to accepting Oyster within the TfL area, and beyond to parts of Essex

86%
customer
satisfaction

Achieved a 86 per cent satisfaction score in the most recent National Passenger Survey



Is introducing better compensation for delays, including automatic smartcard credits

London Overground

Launched in 2007 London Overground is an orbital rail network for the Capital, formed from existing railways, including some that were previously dilapidated or disused



Growth in ridership

50%

Cut in delays

Ridership is up, delays are down and customers have gone from being among the least satisfied in the UK to among the most. Fare evasion is almost eradicated. These improving trends began immediately after launch, and before the effect of capital investment in new trains and infrastructure was felt

London Overground's success is down to effective partnership working between TfL, Network Rail and the train operator London Overground Railway Operations Limited (LOROL), plus the significant investment in the route

The contract with LOROL includes clear financial incentives to provide a consistently reliable and high-quality service

Local knowledge means TfL can invest in improvements that will best meet customers' needs

A partnership approach

We now need to develop a new partnership approach to oversee the specification of passenger services on our railway, to secure London’s world city status and the economic benefits for the South East and the whole of the UK.

This prospectus sets out proposals for that partnership, which will provide strategic direction for the region’s rail passenger services.

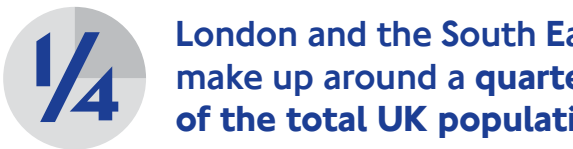
The partnership will be between DfT and TfL, working closely with train operators, Network Rail and the supply chain. Crucially it will provide a forum for all LEPs, local authorities and other local and regional bodies to have a say in the specification and management of rail services.

There is an intrinsic link between the frequency and quality of those services and the infrastructure upon which they operate, which is largely the responsibility of Network Rail. The funding and structure of Network Rail is currently being reviewed by Nicola Shaw, Chief Executive of HSI. Major investments throughout the region are being reviewed by the National Infrastructure Commission.

This prospectus doesn’t therefore commit to specific infrastructure proposals nor does it discuss changes to accountability for infrastructure. It focuses on the procurement, specification and management of the railway operators providing the day-to-day service to customers.

By providing a local and regional focus it will, however, better link up local development potential and the railway investment upon which it often depends.

Bringing together different funding sources with the specification and management of service delivery will see quicker delivery and greater certainty of outcomes.



Question 1
Do you agree with the principle of a partnership to better integrate the specification of rail passenger services across London and the South East?



Metropolitan line extension

An example of what an inclusive partnership can bring is the Metropolitan line extension, formerly known as the Croxley Rail Link. To be completed by the end of 2020, this new 5½km £300 million rail link will connect the Metropolitan line to Watford Junction and add four additional stations to the London Underground network, two of which are entirely new.

It is funded jointly by the LEP, Watford Borough Council, Hertfordshire County Council, the DfT and TfL and will be built by TfL and Network Rail in partnership. Services for the expected 1.6 million users will be specified and delivered by TfL as part of the London Underground network.



Principles for success

The following principles will guide the partnership's approach to rail passenger services, to support new housing and jobs and meet the needs of the future. They take as a given the need to invest to improve quality and capacity of outer suburban services as well as in the inner suburban network.

1. More frequent services, better interchanges and increased capacity

should be provided wherever possible. This should recognise the different needs of the shared users of the railway, for example the need to improve fast longer distance services to support commuting and regional growth and the need for frequent stopping services to provide a 'metro style' local service within London. Investment in high performing rolling stock will facilitate better outcomes.

2. Greater reliability for all passengers

is essential where different rail services are sharing infrastructure, and services will be planned and specified to ensure an increase in performance and customer outcomes for all.

3. High standards of customer service

should be common to all services, regardless of whether they are specified by TfL or DfT. This includes, where possible, integrated fares and information, plus an improved travel environment, better accessibility and staff available to help.

In delivering to these principles we will make the best possible use of new sources of funding, to reduce the cost to Government and taxpayers.

This includes the reinvestment of passenger fares in higher service standards and leveraging private sector finance through investment in new rolling stock. It could also include using the value in TfL and Network Rail property in and around stations or contributions from developers where improvements in transport unlocks housing and office developments.

The partnership will take into account local views from authorities, LEPs and others across the region. It will provide a transparent mechanism for choices to be made and local investment to ensure local outcomes are delivered.

1. More frequent services, better interchanges and increased capacity

The areas south of the Thames are home to millions of people, and they include key opportunity areas as set out in the Mayor's London Plan. The plan indicates 390,000 more residents¹ and 200,000 new jobs² are expected in south London by 2031 and for existing and new communities to flourish, rail services need to improve.

Owing to the way the Capital and its transport network have developed over time, south London relies especially heavily on National Rail services.

With significant investment in projects such as Thameslink and platform extensions on a number of lines, some of the improvements we urgently need are already happening.

There are, however, opportunities to go further and explore the option of metro-style frequencies (at least four trains per hour and ideally six) on other lines. We have termed this the London Suburban Metro, and more details are on page 25.

While infrastructure investment is critical, so too is the management of the train services. The length of time a train is stopped at each station and at the terminal stations is a key constraint on how many trains are able to run over the tracks.

The use of dispatch staff to assist customers boarding and alighting trains is a common sight on the London Underground and at some of the region's busier national rail stations. Greater investment in staff can help to ensure the overall reliability of higher frequency services.

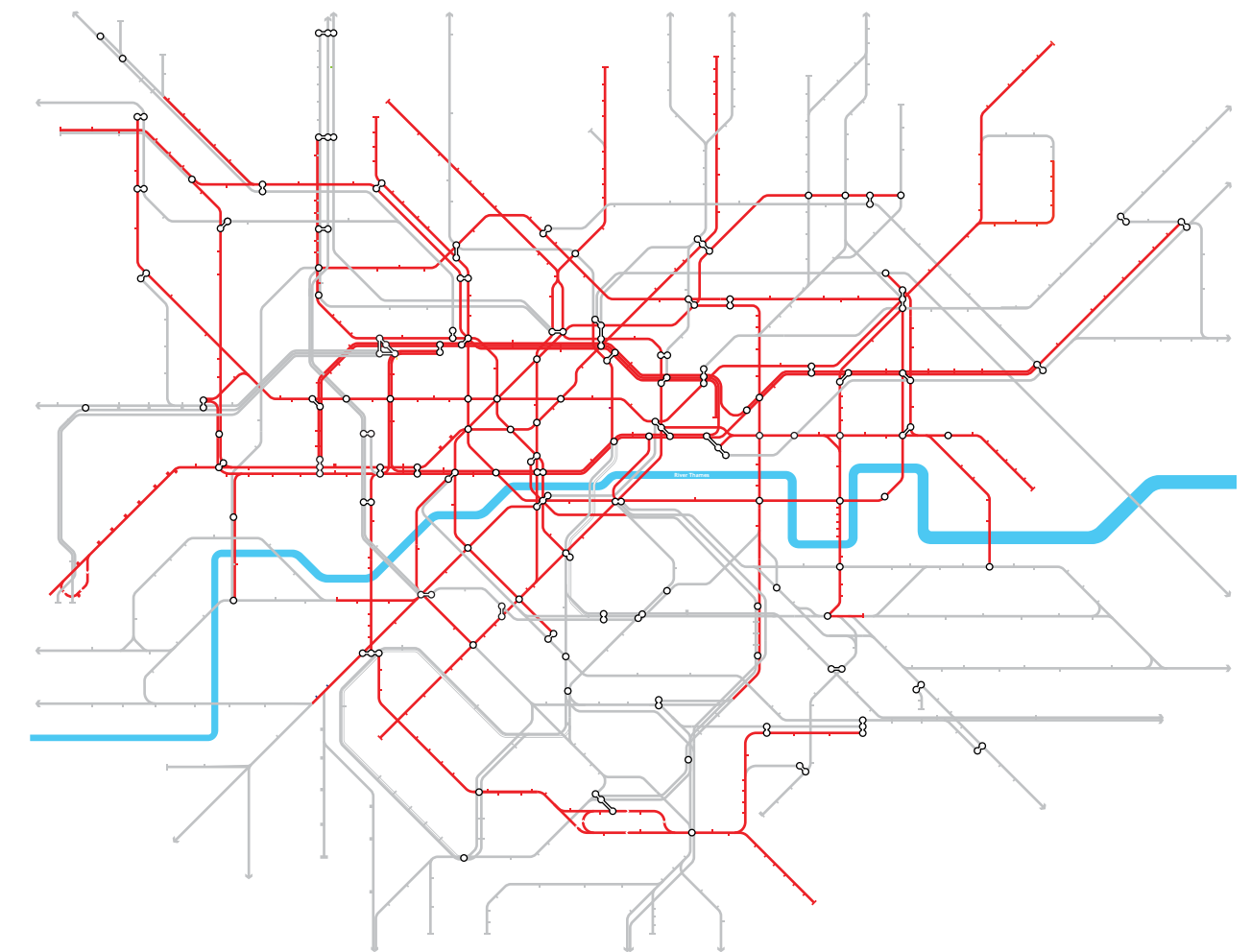
Through these sorts of initiatives we can seek to improve frequencies and reliability for inner and outer suburban services alike. The proposed partnership set out in this prospectus represents the first step towards realising this potential.

1. GLA 2013 SHLAA Capped Population Projections 2015-2031
2. The London Plan 2015

Frequency of rail service is variable across the Capital

— Lines with a consistent London terminus and stopping pattern, and stopping trains running at least every 10 minutes throughout the day

— Lines with an inconsistent or infrequent stopping pattern (less often than every 10 minutes) throughout the day





2. Greater reliability for all passengers

The allocation of paths for different train operators on shared infrastructure is the responsibility of Network Rail and is regulated by the Office of Rail and Road (ORR). Network Rail is responsible for ensuring that the timetables for all operators and freight companies work together to ensure a reliable railway for all.

The specifications for passenger services set by DfT and TfL can also help improve reliability. Delays caused by one operator can spread to others, exacerbating the disruption. Age and reliability of infrastructure, availability of drivers, guards and station staff all have an impact on overall reliability.

Indeed, people all across the railway system – train drivers, conductors, guards, platform staff, signallers and our customers themselves – have a part to play in keeping the railway moving as we seek to carry ever increasing numbers of passengers.

The partnership will work to ensure high standards of reliability are at the heart of the specification and management of train operator contracts. This will include modernisation of rolling stock and depot facilities where appropriate.

3. High standards of customer service

There is considerable variation in the experience passengers have when using the railways. Satisfaction scores, as measured by the independent passenger body Transport Focus, differ widely between different rail operators for attributes such as information provision, the condition of stations and staff availability. We want to see improvements and are committed to using our respective train service contracts to ensure passengers experience a high-quality service, every time they travel.

There are good opportunities to better integrate TfL and DfT-sponsored services in areas such as real-time information and arrangements for access for disabled people. For example, on some routes passengers who use wheelchairs can turn up and go, whereas elsewhere they still have to book journeys in advance.

Fares across the region are not standardised and the price passengers pay depends on the service they are travelling on.

Today, there are three different fares tariffs – for TfL journeys, National Rail journeys, and trips made across the two networks, including from outside London.

Working with the train companies, we will explore the potential to develop a more closely integrated fares structure so that, in London, customers would pay the same for journeys over the same zones, irrespective of the services they are travelling on. Given the financial pressures that face both TfL and DfT this may take time. Outside London, we will continue to explore ways of simplifying fares valid across the two networks as much as possible.

Question 2

Do you agree with the principles that the partnership will work to? Are there any specific issues that have not been captured?

Governance and timing

The partnership that we propose would cover the train operator contracts specified by the DfT and TfL.

The partnership will have a responsibility to take into account the views of local authorities, LEPs and other local organisations as part of its work to recommend the specification and management arrangements to the Secretary of State for Transport or the Mayor of London depending on the rail service in question.

To ensure clear lines of accountability, passenger train operators will be appointed by either the DfT or TfL, with the contracts conforming to the principles established by the partnership. In line with the principles of devolution set out for Rail North, greater local accountability is proposed.

Our proposals include the transfer of responsibility from the DfT to TfL for inner suburban rail services that operate mostly or wholly within Greater London, as current franchises fall due for renewal. The DfT will continue to be responsible for outer suburban services.

The partnership will ensure that all the region’s passengers benefit from a joined-up approach.

All services will have the benefit of greater input from local authorities, including the ability to specify service enhancements depending on local priorities and funding arrangements.

Timing of changes

The published national timetable for the procurement of new train operator contracts defines the timescales for any changes to specification or accountability. It is envisaged that the partnership will be established in time to provide input to the procurement processes set out on the opposite page.



Timeline

The timetable for the next phase of new train operator contracts in London and the South East is as follows:

- 2017**
Services across the South West of the region currently operating under the **South Western** franchise
- 2018**
Services under the current **South Eastern** franchise from Victoria, Charing Cross, Blackfriars and Cannon Street
- 2021 (or later if the extension in the contract is exercised)**
Services to the south of London from Victoria and London Bridge, plus northern services from King’s Cross and Moorgate currently operating as part of the **Thameslink, Southern and Great Northern** franchise

As set out previously, as part of the detailed specification of these contracts it is envisaged that responsibility for the inner suburban services will transfer from DfT to TfL, working together within the partnership.

In the case of the new South Western franchise it is envisaged that bidders will be asked to produce plans for a separable business unit for inner London services as already set out in the franchise competition prospectus published in November 2015, potentially to be transferred to TfL in 2020 once capacity works at Waterloo are complete.

As is already established practice, appropriate arrangements will be agreed between TfL and DfT ahead of these transfers to ensure that the full range of issues are addressed. These include the effects on railway staff and infrastructure, and on both TfL's and the DfT's budgets. When services are transferred, TfL and DfT will agree arrangements to compensate for changes in the levels of financial premium or support in the services they are responsible for.

The partnership will work to ensure that any transfer of services ensures the following:

- **No detrimental effect on fares**, either at stations served by TfL services or at other stations outside London
- **No adverse impacts on the frequency, journey times or stopping patterns** of longer distance services to and from London. Extra capacity on peak local London services would only be added if there is no negative impact on longer distance services

The arrangements for each area will be subject to a decision by the Secretary of State at the appropriate time, taking into account value for money and other appropriate considerations.

Question 3

Do you agree with the proposed governance arrangements?

Question 4

What form do you propose the input from local authorities and LEPs could take?

Question 5

Do you agree with the safeguards for transfer of inner suburban services to TfL, as set out here?



What can be achieved?

1 More frequent services, better interchanges and increased capacity

To achieve significant changes in capacity, infrastructure investment will be required. Investment planned in Control Period 5 provides for some major enhancements, such as the Thameslink programme and Crossrail.

Infrastructure allowing for longer trains is in place or planned on a number of routes, including Essex Thameside, Wessex, the Brighton Mainline, and the Uckfield line. Significant enhancements will be made to London Waterloo including lengthening of platforms and bringing into use additional platforms previously used for Eurostar services. Essex Thameside will also have extra trains.

New direct services from London Marylebone will be extended to Oxford station following the completion of the new link line.

The STAR project will introduce a third track between Stratford, Tottenham Hale and Angel Road to allow higher frequencies. Capacity will also be doubled between Barking and Gospel Oak by extending trains on this route from two to four cars following the electrification of the line.

The partnership will work to ensure that the benefits of these major infrastructure enhancements are translated into passenger outcomes through the specification and management of the train operator contracts.

This will include the case for investments to improve reliability and capacity through that process such as new, more capacious trains, greater levels of platform staffing as appropriate to improve reliability and greater operator focus on partnership working with Network Rail. That should reduce the likelihood of infrastructure failure and speed up the recovery of services in the event of an incident.

Services for Greater London

The creation of a London Suburban Metro is a proposal that would bring rapid, metro-style services to areas with lower service frequencies – as London Overground has done elsewhere – and help even out the discrepancies.

The network would be simple and easy to understand, with consistent stopping patterns and clear, identifiable routes augmented in the peaks with additional trains.

Enhancing infrastructure to enable extra trains to run will reduce waiting times, providing a service at least every 15 minutes (i.e. ‘turn-up-and-go’) every day. Such enhancements will be considered for implementation in the medium term. If the London Suburban Metro is taken

forward, more than 80 per cent of stations could have a train every 15 minutes, up from 67 per cent today.

As a result of better signalling, faster turnarounds at London termini and other improvements, south London inner suburban services via Clapham Junction could potentially increase from 14 per hour to up to 24 per hour. Frequency increases could also be possible on routes to southeast London and Kent.

A London Suburban Metro

A metro network for London offers great potential and the partnership will look at options such as:

- **New metro-style, high-performing trains** with better acceleration and braking to speed up journeys. More and wider doors, plus more standing space, would allow faster boarding and alighting
- Putting forth proposals for consideration in the national planning processes such as **improvements to track and signalling**, particularly at junctions, to allow more trains to run and at faster speeds in certain places. In the medium term this could mean substantial upgrades at some long-standing bottlenecks, especially those in south London
- Working with LEPs, local authorities and others to bring together funding streams for **new interchanges** at locations such as Streatham, West Hampstead (which is already being put in place) and Brockley to link different lines and open up new journey opportunities. This could significantly improve connectivity, including for passengers from outside the Capital
- **Consistent stopping patterns and clear, identifiable routes**, to make it easy to plan and make journeys

A London Suburban Metro will require significant investment and take some years to achieve. The partnership will work to identify options for funding this.



Hand-in-hand with the London Suburban Metro must go improvements to services that connect the Capital and the wider South East. A guiding principle is that train paths used by outer-London services would be unaffected by the London Suburban Metro and options to increase their capacity will be explored too.

Indeed, improvements on inner suburban routes will free up space for more and faster services to and from the rest of the South East. For example, in the long term, constructing Crossrail 2 would move inner suburban services onto new tracks, potentially leaving the main lines into London clearer for enhanced services from Surrey, Hampshire, Hertfordshire and Essex.

The Thameslink Programme

This project will upgrade existing lines to transform north-south travel through London from late 2018. Passengers will benefit from improved connections providing more travel options to more destinations. It is being sponsored by DfT, working with Network Rail, Govia Thameslink Railway, Southeastern and Siemens.

- **Connects Cambridgeshire to Kent, Gatwick Airport and Sussex, via central London**
- **Improved cross-London connectivity by improving peak time connections from London Bridge to St. Pancras International, and intermediate stations**

- **Improved capacity, accessibility and air conditioning provided by new, longer trains on many routes, with the first trains coming into service this year**
- **Services to run every two to three minutes in each direction into and across London at peak times**
- **A new transport hub at Farringdon connecting Thameslink with Crossrail and the Tube**
- **Redevelopment of Blackfriars and Farringdon (ready for Crossrail) is already completed, and London Bridge is under way.**

2 Greater reliability for all passengers

Through close working and focus, we are confident that a new joined-up approach will yield reliability benefits.

The c2c and London Overground operations are two of the best performing train operators nationally. Both have benefited from close working with their sponsor organisations, DfT and TfL respectively.

Our ambition is to continue to focus on improvements to high performing routes,

ensuring that these set the benchmark for all train operator contracts under the partnership's remit.

If all such services were to, as a minimum, achieve 95.5 per cent PPM then this would equate to 50 million fewer delayed journeys each year, than today.



3 | High standards of customer service

Improving a customer's journey is an end in itself, but the benefits are multiplied with consistency of service across the whole transport network because it makes multi-operator or multi-modal journeys seamless.

The partnership will work to define common, minimum standards for rail services across the whole region and explore the best route to achieve these improvements.

Getting customer service right relies on both people and technology. Visible and available station staffing is essential, as is technology that helps staff and customers on the move.

Information

All the information a passenger needs, whether static or real-time, should be coordinated and easily accessible for their whole journey across a range of different channels.

Customers need to have the tools to be in control of their own journeys, through WiFi and free open data feeds that bring travel advice directly to mobile devices. As technology and customers' needs evolve, systems must keep pace. This could include the ability to send passengers personalised real-time information while they are en route, allowing them to avoid unnecessary delays.

Weekend and night services

Lifestyles have changed over the last 20 years. We want to consider how Sunday rail services can be further enhanced so they are more comparable to the level provided on Saturdays. London is already a 24-hour city, with passenger numbers on London Underground on Friday and Saturday nights up by 70 per cent since 2000.

Investment in the Underground is enabling TfL to introduce a 24-hour Tube, and we should investigate the opportunities to provide night services on London inner suburban services, while allowing Network Rail sufficient time to maintain the infrastructure.

Accessibility

The rail network should be accessible for everyone. We want, as quickly as possible, to move to a railway where disabled passengers are able to turn-up-and-go like everybody else, with no requirement to book ahead. When it opens Crossrail will be fully step-free between the street and the platform, and many more stations on all parts of the rail network are benefiting from step-free access and other accessibility enhancements.



Within six months of being launched **one in six** journeys on rail and Tube were being made using contactless



Fares and ticketing

Paying for travel should be simpler and more integrated. Oyster and contactless payment are available across the Capital and smartcard ticketing based on the DfT's 'ITSO' system already operates in parts of the South East too. ITSO is also accepted in London, and the objective should be for new ticketing technology to be fully available across London and the South East. When customers are entitled to a refund, this should be credited automatically to their smartcard, Oyster or contactless card.

Travel environment

Clean and refurbished stations create a welcoming ambience for customers, encouraging use of public transport and reducing crime and the fear of crime. The role of stations is changing and they are increasingly seen as a focal point of communities. High-quality retail and community facilities, plus other services such as parcel lockers can use surplus station space. This will enhance customers' journeys. Third party funding also presents an opportunity for coordinated investment in station facilities.

Formula for success

-  All day station staffing on the intensively used parts of the network
-  Movement towards a simpler and more integrated fare tariff over time
-  Fully integrated travel advice and information
-  WiFi and free open data feeds that bring travel advice directly to customers
-  Surplus station space put to uses that benefit passengers
-  A rail network that is accessible for everyone
-  Clean and refurbished stations

Question 6

Are there other outcomes you might expect to see achieved?



Conclusion:

A world-class railway for the future

The outcomes set out in this prospectus will support future growth, more homes and jobs, and sustain London's position as a world city at the heart of a thriving region. Led by a new partnership our rail network must change and modernise more quickly if it is to be fit for the 21st century.

The network needs to expand to provide better connections across the whole region and passengers should increasingly benefit from turn-up-and-go services. Journey information and ticketing should be easy and seamless, while helpful staff should offer excellent service. In addition, integrated design, shops and other facilities should strengthen the connection between stations and the communities they serve.

Greater local accountability will unlock investment from the wider public and private sectors. Local authorities, LEPs and others will have an important role to play in inputting to specifications for future train operator contracts and local funding of schemes to generate jobs and homes.

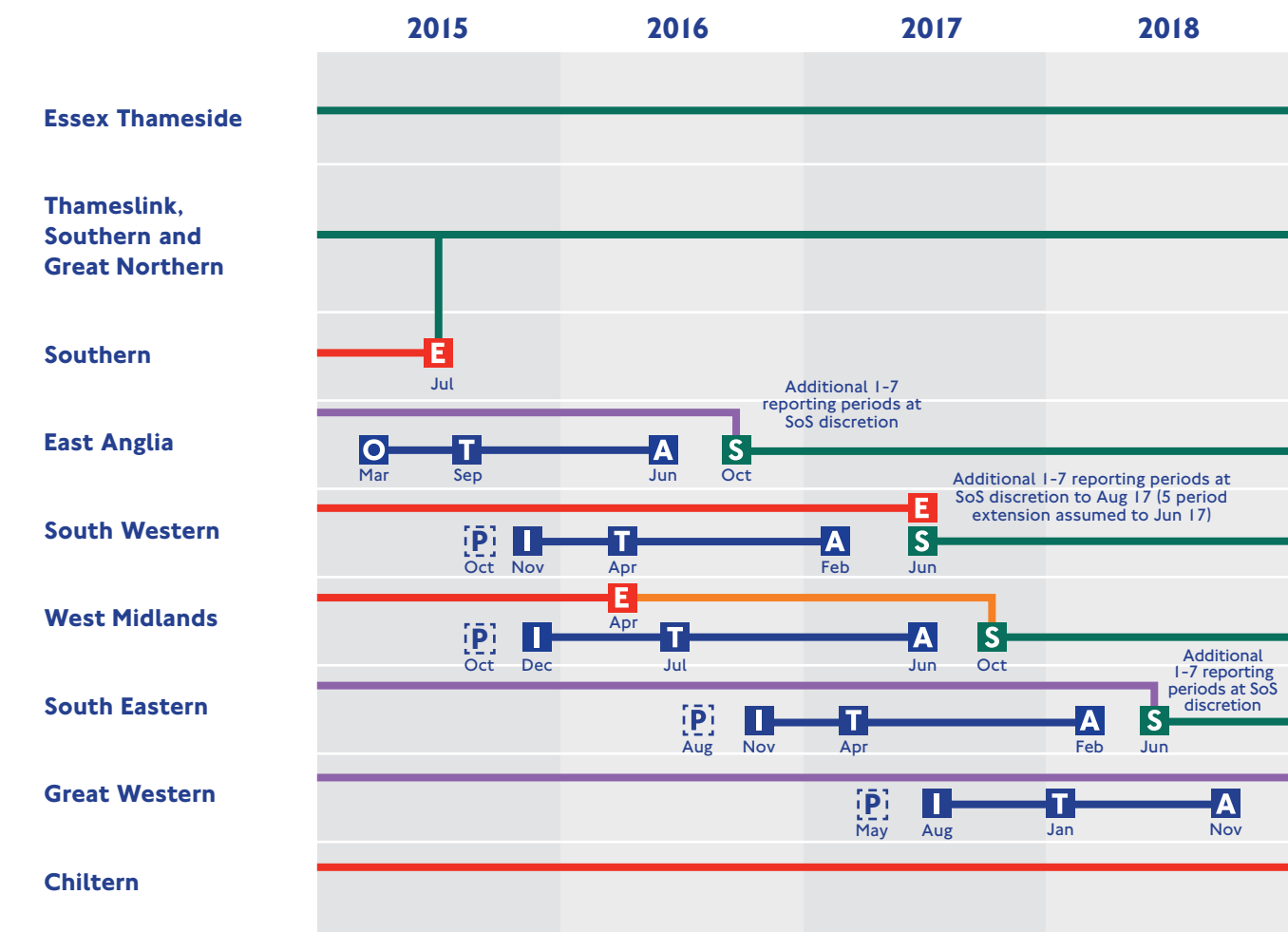
When it comes to appointing and managing passenger train operators, we intend that TfL will take responsibility for more inner

suburban services while the DfT will remain accountable for outer suburban services. The precise boundaries will take time to agree, but we want to start those discussions as soon as we can, and in good time for transfer of South Eastern inner suburban services when the current franchise ends. Working with local authorities and other stakeholders we will agree clear safeguards about future services for passengers from outside London.

The creation of this joint initiative between DfT and TfL allowing greater input to the services from all across the region heralds a new era of partnership between national, regional and local government. It will provide strategic direction for London and the South East's railways and a strong voice in favour of the investment that will be necessary for some of the goals proposed in this prospectus.

Appendix I:

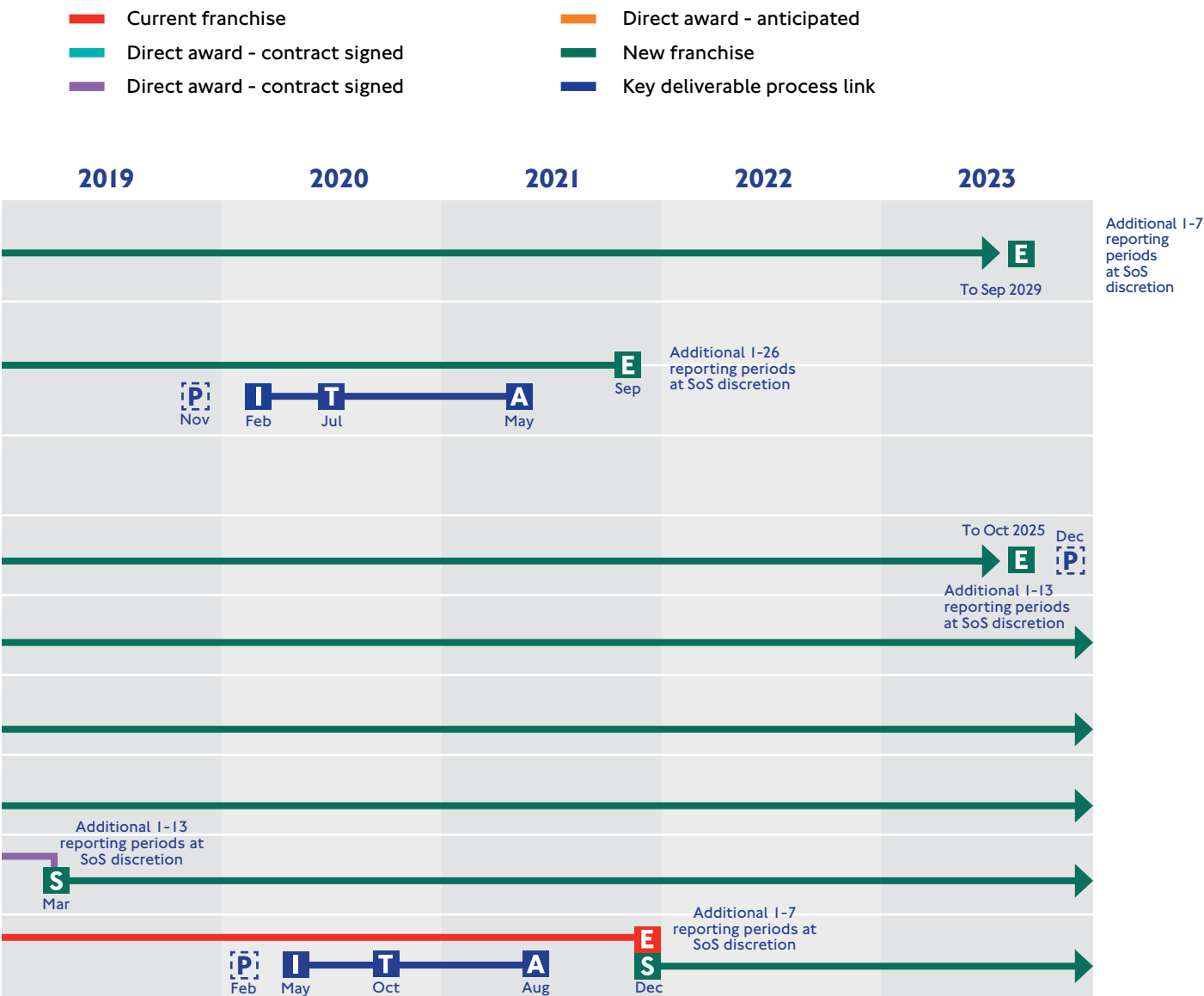
Planned contract schedules for London and the South East operators



- E** Current franchise expiry date including any contractual extension options that have been called

I Issue of franchise EOI
- O** OJEU (Official Journal of the European Union) notice published followed by pre-qualification process

A Contract awarded



- T** ITT (Invitation to Tender) issued to shortlisted bidders

S Franchise start date
- P** Passport application date (deadline for non-passport holders)

E Franchise end date

Appendix II:

Possible improvements in support of a London Suburban Metro

	South West London	South Central London	South East London	North (from Moorgate)
Current service levels (excluding fast services)	<ul style="list-style-type: none">• 60tph to Waterloo	<ul style="list-style-type: none">• 14tph into Victoria• 2tph to West London• 12tph to London Bridge• 4tph to Blackfriars/Thameslink	<ul style="list-style-type: none">• 8tph to Victoria• 39tph to Charing Cross/Cannon Street (including semifast)• 7tph to Blackfriars/Thameslink	<ul style="list-style-type: none">• Up to 12tph in the peak• 6tph off-peak
Short term				
Planned improvements during current franchises	<ul style="list-style-type: none">• Continued rollout of 10-car trains through around 150 extra carriages• Re-opening of Waterloo International for additional Windsor line trains	<ul style="list-style-type: none">• New, rolling stock including around 1140 new air-conditioned Thameslink carriages	<ul style="list-style-type: none">• Introduction of Crossrail interchange at Abbey Wood• More rolling stock – around 92 extra carriages	<ul style="list-style-type: none">• Moorgate open seven days a week• New rolling stock, 25 new 6-car trains• Additional 3 trains in morning and evening peaks
Medium term: what could be delivered				
Potential improvements under new train operator contracts	<ul style="list-style-type: none">• Reliability improvements• All-day staffing, integrated fares, station deep cleans and refreshes, train refurbishment• Off-peak service enhancements	<ul style="list-style-type: none">• Reliability improvements• All-day staffing, integrated fares, station deep cleans and refreshes, train refurbishment• Off-peak service enhancements	<ul style="list-style-type: none">• Reliability improvements• All-day staffing, integrated fares, station deep cleans and refreshes, train refurbishment• Off-peak service enhancements	<ul style="list-style-type: none">• Reliability Improvements• All-day staffing, integrated fares, station deep cleans and refreshes, train refurbishment• Off-peak service enhancements – 8 trains per hour

	South West London	South Central London	South East London	North (from Moorgate)
Long term: what could be delivered				
Potential further improvements	<ul style="list-style-type: none">• Upgraded stations at Wimbledon, Clapham Junction and more• Crossrail-type high capacity trains	<ul style="list-style-type: none">• New interchanges at Streatham and Brockley• Upgraded stations such as East Croydon, West Croydon/Wallington• Better signalling for faster journeys and higher throughput, new high-capacity trains on inner suburban routes	<ul style="list-style-type: none">• New interchange at Brockley• Potential for other upgrades like Lewisham hub• Better signalling, new high-capacity trains on inner suburban routes• 12-car operation as the norm	<ul style="list-style-type: none">• Potential re-signalling• Potential Automatic Train Operation
Total end result: service / capacity enhancements	<ul style="list-style-type: none">• 90tph (including Crossrail 2)	<ul style="list-style-type: none">• South London Metro• Trains every 2-3 minutes through Balham, 7-8 minutes through Peckham and every 3 minutes through Forest Hill• Consistent, easier-to-understand 'lines'	<ul style="list-style-type: none">• Reallocation of capacity released by possible Bakerloo line extension being developed by TfL• Service from Lewisham to central London increases from 23tph to over 70tph including Bakerloo and DLR	<ul style="list-style-type: none">• Further increases in peak and off-peak services

More information and feedback

The DfT, Mayor of London and TfL are interested to hear views on the ideas set out in this prospectus – in particular the six questions set out in the prospectus.

To discuss the proposals in more detail, seek further information or provide feedback, please contact us by 18 March 2016 at railprospectus@tfl.gov.uk



