

Rail Delivery Group



**Stations
Summit 2019**
Stations for Everyone



**Big Plan.
Big Changes.**



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#bigplanbigchanges



Jeremy Long
Chair, RDG Station
Strategy Group; Chief
Executive Officer,
European Business,
MTR Corporation

Welcome to the Grand Station in Wolverhampton and thank you for attending today's RDG Stations Summit 2019, delivered jointly with the Association of Transport Coordinating Officers (ATCO). This day offers a unique opportunity for you to engage in discussions on customers, communities and innovation and to help shape a clear vision for our rail stations.

This fifth annual RDG Stations Summit will ignite the vision for the future of GB rail stations. The Williams Review calls for a radical reform of the railway and challenges us to become an industry equipped to be more responsive, to put customer service excellence first and to embrace innovation and change.

With the devolution of Network Rail, the introduction of routes and regions will further align the industry more closely with passenger and local needs. Now more than ever, stations play a vital role in delivering positive outcomes for passengers, customers and communities.

In order for us to achieve this vision, our approach must be open, collaborative, and embracing of change. Partnership is at the heart of our transition to a better stations' estate. This is why today we have over 120 delegates, from rail and non-rail backgrounds, including senior leaders, policy experts, operators, architects, landowners, innovators, devolved government and local authority players.

Station enhancements are happening up and down the country such as the work we see today in Wolverhampton. Passengers will come to expect an efficient mobility service and an environment that allows them to make the best use of their time. Our stations must therefore transform from being perceived as static infrastructure, to become flexible, safe systems of movement that deliver for passengers and support local economies.

I encourage you today to celebrate our recent success, address the challenges we face and come together to explore the opportunities that lie ahead. We will focus on three key areas: customers, communities and innovation and I hope you will find the day both insightful and inspiring in contributing to the future direction of stations.

Agenda

10 October 2019
Grand Station, Wolverhampton

Time	Activity
From 9:30	Registration, coffee and networking
10:00 Jonathan Chatfield <i>Head of Policy (Freight and Stations), Rail Delivery Group</i>	Safety briefing and practical details
10:05 Jeremy Long <i>CEO European Business, MTR</i> Malcolm Holmes <i>Executive Director, West Midlands Rail Executive</i>	Welcome and Keynote Speech
10:25 David Watts <i>Managing Director, CCD Design and Ergonomics</i>	Putting Passengers First A keynote on designing the station environment and delivering a better experience for customers
10:45 Chair: Carolyn Watson <i>Community and Sustainability Director, Arriva Northern</i> Jools Townsend <i>Chief Executive, Association of Community Rail Partnerships</i> Tom Painter <i>Head of Rail Franchising and Partnerships, West Midlands Rail Executive</i> Anthony Perret <i>Head of Sustainable Development, RSSB</i> Martyn Brunt <i>Land Manager, Sustrans</i>	Panel – Inclusive Stations and Communities Beyond being a transport hub, what other role can stations play in the community? Four panellists will discuss the importance of community rail partnerships, station enhancements and sustainable travel
11:35	Morning Refreshments

Time	Activity
11:55 Chair: Norrie Courts <i>Director of Stations, Network Rail</i> Stuart Parker <i>Group Property Director, First Group</i> Willie Watt <i>Director, Nicoll Russell Studios</i> Peter George <i>Meridian Water Programme Director, London Borough of Enfield</i> Kate Ellis <i>Director of Major Developments, City of Lincoln Council</i>	Panel – Sustainable Housing, Planning and Development How can stations deliver regeneration for surrounding areas, stimulate house-building and reinvigorate local public spaces? Four panellists will discuss station master planning, overcoming barriers to improvement, and working in partnership
12:45	Networking lunch and SMEs on display
13:45 Astrid Bunt <i>Director of Stations, Pro Rail</i>	International Speech A perspective from the Netherlands
14:45 Jason Webb <i>Director of Customer Information, Rail Delivery Group</i> Joe Heapy <i>Managing Partner, Engine Service Design</i> Steve Quantick <i>Strategic Business Development Director, Connected Places Catapult SMEs</i>	Workshops (30 minutes per session) Attend two interactive workshops by rotation: (1) Customer Experience – How can stations adapt to become more customer-focused? (2) Innovation – How can the industry innovate to raise standards?
15:25 Malcolm Smith <i>Leader Integrated City Planning, ARUP</i> Malcolm Pitt <i>Head of Station Strategy, Network Rail</i>	Tomorrow's Living Station Re-imagine the future of stations with Network Rail and ARUP
15:45 Jonathan Chatfield <i>Head of Policy (Freight and Stations), Rail Delivery Group</i>	Closing Remarks

Speaker Biographies



Jonathan Chatfield
Head of Policy
(Freight and Stations),
Rail Delivery Group

Jonathan has over twenty-five years' experience in the UK rail industry where he has worked for both a train operator and Network Rail. He is currently Head of Policy at the Rail Delivery Group where he holds lead responsibility for the industry's Station Strategy Group (SSG).

His career has spanned customer service, marketing, regulation, commercial and contractual negotiation and now policy. During this time, he has twice held frontline Station Manager roles in North London and Cambridge. This has provided him with a great insight into the practical application of more theoretical initiatives.

Jonathan is passionate about placing the customer at the heart of all we do and understands the importance of stations for both the railway and the local community.



Jeremy Long
Chief Executive Officer,
European Business,
MTR Corporation

Jeremy Long is Chief Executive Officer of European Business at MTR Corporation. Jeremy leads MTR's European business development activity, and oversees MTR's business interests in Europe. Jeremy also chairs the RDG Station Strategy Group.

MTR Corporation operates MTR Crossrail, which will be the operator for the Elizabeth Line services for Transport for London, and was a co-shareholder of London Overground until 2016. MTR is a co-shareholder alongside FirstGroup of the South Western Railways franchise. In Sweden MTR operates Stockholm Metro, MTR Express, MTR Teknik, and Pendeltåg commuter railway.

In Hong Kong, MTR is the operator of the rail and metro services, and has an extensive portfolio of rail-related property. It is recognised for the integrated development of its railway and retail, commercial and residential property interests. MTR also has operations in mainland China and Australia.



Malcolm Holmes
Executive Director,
West Midlands Rail
Executive (WMRE)
and Director of
Rail, Transport for
West Midlands

Malcolm Holmes is Executive Director, West Midlands Rail Executive (WMRE), and Director of Rail, Transport for West Midlands (TfWM), leading the development and delivery of local rail policy for the region. WMRE has worked collaboratively with the Department for Transport to specify and procure the new West Midlands franchise which started operation in December 2017. WMRE is a limited company owned by the local transport authorities of the West Midlands including TfWM, with the ultimate aim of creating a fully devolved rail franchise to support the economy of the region.

A career railwayman of over 25 years, Malcolm's background is in rail customer service, train crew management and operations. Previously holding senior posts with Chiltern Railways and LOROL, Malcolm has been working on West Midlands rail devolution since 2012.



David Watts
Managing Director,
CCD Design and
Ergonomics

We design, driven by human behaviour. We have over 40 years' experience in solving problems through understanding how people think and behave. We use these insights in the design process to make better spaces, services, and products, both physical and digital. We bring together a range of disciplines including human factors & ergonomics, service design, wayfinding & information design, interior design and UX.

In 20 years of professional practice, David has run CCD's input to a wide range of projects within its transport portfolio. These have included passenger experience work for High Speed 2, the Emirates Air Line Cable Car, electric charging for Jaguar Land Rover, back of house operations for Network Rail, and designing passenger experience & inclusive design at airports including Dublin, La Guardia, London Luton and Schiphol.

Speaker Biographies



Carolyn Watson
Community and Sustainability Director, Arriva Northern

Appointed as Community and Sustainability Director for Northern in 2016, Carolyn leads on the development and delivery of Northern's sustainable development strategy, alongside stakeholder and community engagement for the largest train operator outside of London.

Prior to this, Carolyn held a number of senior communications and reputation management roles within the rail industry.



Jools Townsend
Chief Executive, Association of Community Rail Partnerships

Jools is passionate about sustainability, the community and voluntary sector, and achieving positive change from the grassroots. She has approaching 20 years' experience in leadership, communications

and community engagement at not-for-profit organisations, with a focus on supporting communities regarding sustainable travel.

Jools has been chief executive of the Association of Community Rail Partnerships since 2016, providing strategic leadership to a team of 15 and their burgeoning members and partners. ACoRP supports and champions the community rail movement: 1,000+ groups and partnerships across Britain that engage communities in their railways. Community rail is all about promoting rail as a key part of sustainable travel, helping communities get the most from their local railways and stations, and bringing people together – working alongside industry, authorities and other local organisations.

Jools worked for 10 years at Brake, the road safety charity, leading influential national campaigns, public affairs and community engagement. She has also headed up communications and policy functions at regional charities Better Start Bradford and East Thames Group, and held voluntary roles promoting sustainable living, including chairing Streattham Common Community Garden.



Tom Painter
Head of Rail Franchising and Partnerships, West Midlands Rail Executive

West Midlands Rail Executive is a partnership of 16 West Midlands Local Authorities, which has jointly specified, and is jointly managing, the West Midlands Trains franchise alongside the Department for Transport.

As Head of Rail Franchising and Partnerships, Tom is responsible for overseeing the delivery of the franchise where it relates to the services within the West Midlands travel to work area, working with the franchisee to resolve challenges, and - if necessary - holding them to account when things go wrong.

Prior to joining WMRE, he spent seven years with Chiltern Railways, holding a number of positions in operations and franchise management. In the latter he was also responsible for station access and station change, a role that included securing the necessary regulatory consents for Chiltern's stations on the Bicester to Oxford line.

A resident of the West Midlands and a graduate of the University of Birmingham, Tom is keen to give something back to the region that has helped to shape him.



Anthony Perret
Head of Sustainable Development, RSSB

Anthony leads the rail industry's sustainable development programme, facilitated by RSSB. The programme's remit is to embed the Rail Sustainable Development Principles into rail's operations, decisions and investments.

Anthony leads a programme to embed environmental and social value into franchising, was responsible for the industry's Decarbonisation Taskforce and was Project Director on the Varley Review of Network Rail's approach to biodiversity and vegetation management.

Speaker Biographies



Martyn Brunt
Land Manager,
Sustrans

Martyn Brunt leads cycle/rail integration work for the sustainable transport charity, Sustrans. Sustrans focuses on improving access to stations for people on foot and by bike, encouraging new-to-rail users by making stations safer, easier and simpler to reach.

He is a member of the Department for Transport's Cycle Rail Working Group which funds station improvement schemes across England and managed the DfT's £5m Access to Station project that carried out new access schemes at over 20 stations. He formerly spent over ten years working in the rail industry for National Express and other TOCs.



Norrie Courts
Director of Stations,
Network Rail

Norrie Courts is the Director of Stations for Network Rail and heads up the National Stations Team. The directorate is working to deliver a consistent, high quality service to Network Rail's customers and act as a focal point of specialist advice and best practice for its 20 managed stations. The directorate supports the devolved NR regions and route station teams dealing with topics including: customer experience, operations, master planning, investment, soft services, branding and wayfinding. The team also supports route portfolio surveyors across the country dealing with approximately 2500 stations leased to Train Operating Companies.

In addition, the Directorate is tasked with generating and coordinating proposals for future station strategy in Network Rail, as the company aims to attract external investment to improve and upgrade stations and foster a consistent approach to station management and development that will deliver an excellent customer experience.

Norrie has over 25 years' business experience in operations, customer service, development, place making and regeneration.

He is a Chartered Surveyor and a member of the Institute of Management. Prior to Network Rail he has been in senior roles with Sainsbury's, Mitchells & Butler, Hanover Housing and the Canal & River Trust. He has also been a Non-Executive Director for a London Housing Association, a Director for various commercial Joint Ventures and a Strategic Property Adviser for Newham Council.



Stuart Parker
Group Property
Director, First Group
PLC

FirstGroup plc is a leading international transport group with operations primarily in the UK and North America, with annual revenues of over £5.65 billion. It operates both open access and franchised rail networks and commercial bus networks in the UK; yellow school bus services, transit services, and commercial coach services through its Greyhound and Bolt Bus brands in North America.

FirstGroup has in excess of 100,000 employees and delivers over 2.5 billion passenger journeys across its networks annually.

Stuart is a professionally qualified Chartered Building surveyor and Chartered Builder, and is responsible for the strategic and operational management of the real estate portfolio of over 1600 properties, including over 400 UK rail stations and depots across the UK, North America and emerging markets. Stuart's experience spans across the UK Rail Industry, both pre- and post-privatisation, as well as Northern Europe.

Stuart has been involved in several major developments which have not only helped to enhance the passenger travel experience, but has also made significant contributions to the wider travel community. Stuart is also a member of the RDG Stations Strategy Group.



Willie Watt
Director,
Nicol Russell Studios

Willie has worked in practices in London, Aberdeen and Dundee and has contributed to a number of high profile projects. He has been a partner at the award winning architects' practice Nicol Russell Studios since 2006 having joined the practice as an associate in 1999. Since becoming a registered architect he has contributed to a wide range of masterplanning, infrastructure and station projects.

Speaker Biographies

Nicoll Russell Studios have developed an innovative collaborative station masterplanning approach, which Willie believes breaks down barriers/silos, encourages the resolution of challenges and the realisation of opportunities to create people friendly development around stations – thereby enhancing passenger numbers, footfall, attractiveness of the area, land values, commercial income, model shift and regeneration opportunities.

Willie has played a lead role in Nicoll Russell Studios' development of such proposals for larger stations across Scotland and increasingly England, working for Train Operating Companies, Network Rail and Local Authorities. He has played a leading role in the recent regeneration of Dundee Station for Dundee City Council.

A Past President of the Royal Incorporation of Architects in Scotland, Willie has taught frequently at the Robert Gordon University, and written widely on the reform of European Procurement, contributing to reviews and conferences held on the matter.



Peter George
Meridian Water
Programme Director,
Enfield Council

Peter has led the £6 billion Meridian Water project for the last five years. The project will achieve 10,000 homes, 6,000 jobs as well as physical and social infrastructure - a new piece of city for all Londoners to enjoy.

Under Peter's leadership the Meridian Water station has been delivered and a new rail track built, £156m of infrastructure funding has been awarded by government, Galliford Try has been selected to deliver the first 725 homes, 37 hectares of land has been acquired, and deals have been completed with the Vibration Group; to deliver a 10,000 capacity music and cultural venue on site, and with Building Bloqs to deliver a new makerspace hub.

Peter also has experience of leading the planning department, estate regeneration, neighbourhood regeneration and economic development, delivering over 2,000 housing starts during his time at Enfield whilst winning a number of awards for the Borough.



Kate Ellis
Director of Major
Developments, City
of Lincoln Council

Kate Ellis is the Director of Major Developments at City of Lincoln Council with main responsibility for delivering capital regeneration projects including the £30m Transport Hub, £9m Innovation Centre, £5m Creative Industries workspace and £2.5m of Public Realm improvements.

Kate is also responsible for the delivery of a 3200 new homes community on the Western Growth Corridor and the council's new housing programme.

She also leads on infrastructure, policy development and implementation including smart cities and Lincoln's carbon neutral programme.

Following the completion of a law degree and 4 years in cinema management for Virgin, Kate has worked in various roles at the city council since 1996. During this time she has been directly involved in the key regeneration schemes across Lincoln working with private and public sector partners to deliver change and growth.



Astrid Bunt
Director of Stations,
Pro Rail

Astrid Bunt, Director of Stations at ProRail, is responsible for the development, building and maintenance of safe, sustainable and comfortable train stations in the Netherlands. She has a commercial background as an accessible lawyer and consultant and is committed to the public cause of mobility since 2010.

Astrid's goal is to keep all Dutch train stations fit for the future, understanding the enormous increase (30-40%) in passengers in the coming years. Astrid is convinced that by deploying smart technology and influencing human behaviour, mobility in and around stations can be improved.

She is committed to sustainability and brings people together to realise circular stations, waste separation, energy reduction, energy generation (stations form the largest sunroofs in the Netherlands!) and innovation at stations.

Speaker Biographies



Jason Webb
Director of Customer Information,
Rail Delivery Group

Jason has 25 years' industry experience having worked for Intercity, Virgin, Trainline and is currently the Director of Customer Information at Rail Delivery Group. Jason is responsible for the strategic pillars of Customer Support & Redress and Customer Information and based on insight has recently published the strategy and the key areas of focus that will enable a step change in information provision.



Joe Heapy
Managing Partner,
Engine Service Design

With a background in Industrial Design, Joe works with organisations to imagine, prototype, design and deploy new and improved services and experiences for their customers.

Engine provide the creative and vision-led component to transformation programmes,

helping teams to organise and operate to deliver joined-up services and experiences through their people, environments and technology. Additionally, Engine develop clients' in-house teams, tools and capabilities to run customer-driven and innovative projects.

The consultancy's work spans industries including rail and retail having worked with Southeastern, HS1 Stations, Eurostar, Transport for London and the Rail Delivery Group. Engine is currently working with the team at HS2 to research, imagine and define the future passenger experience for rail.

Engine has offices in London and Dubai where they are working on major programmes with the airports in Dubai and Abu Dhabi and the shopping mall group, Majid Al Futtaim.



Steve Quantick
Strategic Business Development Director,
Connected Places Catapult

Steve joined the Connected Places Catapult in July 2018 as Strategic Business Development Director, leading engagement with the Rail Sector. He leads on a wide range of new and innovative transport systems research and has implemented "Innovation Factories"

to help provide a route to market for SMEs into the UK Rail Industry. Steve previously worked for IBM, managing relationships with international customers driving innovation and new technology solutions, primarily within Retail and Financial Services markets.



Malcolm Smith
Leader, Integrated City Planning, ARUP

Malcolm Smith is the founding Director of the Integrated Urbanism Unit at Arup in London, leader of the Integrated City Planning team, and the Arup Fellow in Masterplanning and Urban Design. Malcolm sets the design strategy for a wide range of urban design projects, both in the United Kingdom and internationally, that have integrated design at their core. Besides the physical matters of places, his work encompasses issues such as integrated systems, resource efficiency, cultural strategy, meaningful infrastructures, risk and resilience. This approach comes together in the process of Integrated Urbanism.

Besides his project work, Malcolm has been a member of the Commission for Architecture and the Built Environment (CABE) review committees. He is invited to lecture on sustainable environments around the world,

including Melbourne, Amsterdam, Rotterdam and Singapore, Malcolm has been an invited advisor to the Gore Foundation and UN Habitat on sustainable urbanism. He was appointed by the City of Amsterdam as lead designer for Zuidas, the new commercial centre for Amsterdam, from 2009-2014.

Recent projects include the invited competition for the Pudong Waterfront, Shanghai; Genome Campus for the Wellcome Trust in Cambridgeshire; the transformation of Dalian Harbour, China; and the regeneration of the industrial waterfront in Larnaca, Cyprus.



Malcolm Pitt
Head of Station Strategy, Network Rail

Malcolm Pitt is Head of Station Strategy for Network Rail where he is responsible for a range of activities relating to station strategy, redevelopment, commercial activity and programme management of investment.

Malcolm is focused on how Network Rail can evolve the way in which it approaches the management of stations and deliver better outcomes for passengers, customers and communities; in particular through better engagement with external stakeholders.

SME Biographies

CALVIUM

Calvium are experts in digital placemaking. We create location-specific digital services to transform relationships between people and built environments. We've built digital placemaking experiences for reputable brands and landmarks including: Battersea Power Station, Tower Bridge, Historic Royal Palaces and the National Theatre.

Calvium is working with Innovate UK, Connected Places Catapult, Open Inclusion, and Transport for London to produce NavSta, a mobile wayfinding application to enable people with visual-impairments and accessibility needs navigate railway stations independently and with confidence.



Signly is an award-winning app which displays pre-recorded sign language videos on a user's mobile, enabling better access to written content for Deaf sign language users.



ISCleanAir has developed an award-winning, multi patented and certified technology to drastically reduce known air pollutants, in any indoor or outdoor environments. Our technology uses common water to clean air pollutants without producing further pollutants or chemicals in waste product/residue.



Podaris empowers transport planners to confidently face the future. Our platform makes early-stage planning more accurate, more agile, and collaborative than ever before, enabling transport planners to avoid mis-communications and mistakes, save time and money, and innovate faster than ever before.



CityMaaS Assist is a self-adaptive travel app that enables efficient travel for people with limited mobility. It uses AI and crowd sourced data that can work on any routing engines such as Google Maps.



Urban Control uses smart lighting for wayfinding and to influence people-flows in stations to reduce traffic and overcrowding.



BriteYellow maps indoor places and spaces like stations, airports, and shopping malls, to create a digitized twin in mixed virtual and augmented reality. This helps transport, infrastructure and retail operators to understand what is inside their places, how it operates, and how effectively their assets are deployed.



OpenSpace is a visual data fusion platform that intends to unite the disciplines of design and operation of spaces, putting the movement and experience of people at the heart of the process. The platform integrates with a variety of data sources to allow practitioners to unify the lifecycle of the asset from dynamically evaluating, refining and communicating designs at an early design stage through to monitoring, analysing and forecasting the usage once the space is operational.

Notes

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Future Dates

Rail Week
 7th to 11th October

Stations Day
 15th October

**National Transport Awards
 (London)**
 31st October

Green Great Britain Week
 4th November

Commute Start Week
 10th November

**Regeneration and Transport
 Growth in the Midlands
 (Birmingham)**
 14th November

**North of England Transport
 Summit (Manchester)**
 26th November

National Rail Heritage Awards
 5th December



