



Regenerating Britain's railway stations: six case studies

Rail Delivery Group



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Case study summary

Six case studies from across Britain to illustrate the potential and rewards from collaborative working and investment

The Rail Delivery Group worked with Steer Davies Gleave to identify station projects which have been recently delivered. From a long list of projects, the following six were selected to illustrate the potential for investment in stations to contribute positively to local communities and the rail industry.

With the support of local stakeholders and the train operators, Network Rail and architects and designers involved in the projects, we present the story of these stations.

The case studies were developed in autumn 2016 and therefore reflect the position as it then stood.

Isolating the precise impacts of the station projects in a quantifiable way is almost impossible, but we have indicated metrics where we can. In sharing these stories, we hope they inspire you with the potential for your local stations to positively contribute to the communities they serve.



Birmingham New Street



Seizing the opportunity to re-establish a sense of place for a gateway to the nation's second city by thinking beyond the station boundary

The opportunity and challenge

Birmingham is England's second city with a population of over one million residents. The city is home to six universities and a significant proportion of employment is in public administration, education and health. The city is a major international commercial centre, ranked as a beta-world city by the Globalization and World Cities Research Network; and an important transport, retail, events and conference hub.

Birmingham New Street station, the largest of the three railway stations in

Birmingham, is used by nearly 100,000 rail travellers a day: it is the busiest station in the UK outside of London.

Prior to the investment in the station, passenger demand at New Street station significantly exceeded design capacity, which resulted in acute crowding on platforms, accesses and waiting areas, safety issues and regular station closures.

The station also suffered from a number of accessibility problems. These included the following:

- Poor accessibility to the station, whether through the shopping centre or at concourse level;
- Poor interchange for passengers either for other rail services or for other transport services; and
- Poor permeability through the station for pedestrians, acting as a barrier to city centre movement.



New Street station was generally considered to be very poorly designed, and gained a number of dubious accolades including being voted the worst station in the country (Radio 5 Live listeners, August 2002); the second most hated eyesore in Britain (by readers of Country Life magazine, November 2003), and the fifth horror of modern Britain by Radio 4 Today Programme listeners (2003).

The area around the station was equally unappealing. Under-invested and poorly utilised, the area around the station had developed a negative image, and was failing to attract any substantial and reputable business.



What happened

The development of the New Street Gateway proposal was led by Birmingham City Council (BCC) explicitly to maximise the wider economic development and regeneration potential that could be unlocked by the scheme. This followed from BCC's view that an earlier scheme developed by the Strategic Rail Authority (SRA), despite addressing the significant issues of station crowding and functionality, failed to address the wider context.

The key focus of the BCC scheme development was to realise the land development potential, to exploit the land use and urban planning aspect to enhance the cohesion of the city, and to ensure that the scheme could act as a catalyst to redevelopment of the city centre, and in particular the south side.

The scheme to redevelop Birmingham New Street station was designed to create:

A concourse with three and half times more space for passengers, enclosed by a giant light-filled atrium;

- More accessible, brighter and clearer platforms, reached by new escalators and new public lifts;
- A striking new station exterior, adding to Birmingham's growing reputation for good design;
- Better links to and through the station for pedestrians, with eight entrances; and
- A major stimulus for the physical regeneration of the areas surrounding the station.

The redevelopment of New Street station was carried out by Network Rail alongside Mace, the principal contractor and delivery partner. The project was sponsored by Network Rail, Birmingham City Council, Advantage West Midlands, Centro and the Department for Transport.

Funding table

Funder/Source	Amount
Department for transport	£288.0m
Network Rail	£128.0m
Advantage West Midlands Development Agency	£100.0m
The Department for Business Enterprise and Regulatory Reform	£100.0m
Centro	£10.0m
Private Sector	£124.0m
Total	£750.0m

The £750m New Street station opened to the public on 20 September 2015. The new station features 43 shops at concourse level. The new Grand Central shopping complex sits above the station and includes one of the UK's largest John Lewis department stores.

The impact

Stakeholder comments on the impact of the station redevelopment were positive, with individuals from stakeholder organisations and user groups all commenting on the beneficial effects of the project.

The changes to the layout of the station, including new access points, improvements to the surrounding urban realm and the addition of a new retail space have transformed Birmingham New Street station into a spectacular gateway for the city. The station is now a welcoming and accessible destination that has brought a vibrancy to the surrounding areas.

The increased attractiveness of the retail experience and offer, in particular the new John Lewis, has increased the catchment for visitors. The hotels sector enjoys average room occupancy rates of ~80% much of the year.

On the southern side of the station, the Southside Business Improvement District (BID) area, footfall is now 12 times higher than before the station was redeveloped, highlighting how the changes to the layout of the station, and improvements to the urban realm, have addressed the previous severance issues. This is particularly noticeable during commuter rush hour, around the opening and closing times of the Grand Central retail space and when there is an event on at the Birmingham Hippodrome – located immediately to the south of Smallbrook Queensway. The BID team have increased their investment in urban realm projects

and street cleaning to reflect the increase in footfall and to maintain the improved perception of the area.

Investment in the Southside is also starting to increase. In recent months, a new 26-storey hotel development has been approved and will be built on Hill Street, opposite the station. A large, mixed use development (office and residential) is also planned for the south side of Smallbrook Queensway. Neither would have come forward without the changes at the station: both property owners were waiting for the new station to open in order to attract the necessary private finance.

It is now more viable for companies to invest in the area to the south of the station. Property prices have increased by 14% in the year to date in the Southside

area. Whilst it is hard to state how much of this is attributable to the station's re-opening, there is anecdotal evidence that the area's proximity to both the station and city centre, and the increase in accessibility, has had an impact on investors' interest and confidence.

Further south and east of the station, closer to the Bullring shopping centre, a new masterplan has been developed for an area known as Smithfields.

The plans incorporate the current markets, to the north of Upper Dean Street, and show the degree of redevelopment potential in this area.

To the immediate north-east of the station, the Birmingham City Centre Premier Inn is investing £8.5m in its conference facilities and accommodation to capitalise on the recent investment in



the station and the associated increase in footfall in the area.

In contrast to the old station, the new one with its high quality design and improved retail offer provides a place where passengers and visitors can spend time and are happy to do so.

These improvements have made a significant impact on perceptions of the station and the gateway experience of arriving in Birmingham New Street by train.

Achievements

The investment in Birmingham New Street station has delivered a range of positive outcomes. These include both direct and indirect effects (and therefore only some of which can be separated out from wider changes and sought to be valued).

Employment

- Direct employment, e.g. additional retail at station; Induced employment arising from newly developed retail facilities, alongside increased visitor and traveller spending in local area
- Hotel sector in Birmingham is currently enjoying occupancy rates of 80% for most of the year.

Local regeneration, economic development, and place-making agendas

- Increased investment in local businesses following the station improvements. (The Birmingham City Centre Premier Inn is investing £8.5m in its conference facilities.)
- In the Southside Business Improvement District (BID) area, footfall is now 12 times higher than before the station was redeveloped, highlighting how the changes to the layout of the station, and improvements to the urban realm, have addressed the previous severance issues.
- Community and social benefits Improvements to the surrounding urban realm, which encourage businesses to base themselves locally.
- Use of public space outside station, helps make the area around the station feel more dynamic and encourages further investment.
- Connectivity – Midland Metro extension to New Street station, supporting seamless onward travel and increasing the accessibility for national travel opportunities.

Awards

'UK project of the year, 2016' at the Royal Institute of Chartered Surveyors 2016 Awards Grand Final.

Bromsgrove



Realising the opportunity of investment in rail operation improvements to deliver a high quality integrated transport hub.

The opportunity and challenge

Bromsgrove is a town in Worcestershire about 13 miles south west of Birmingham City Centre. The town has a population of around 29,000 people. The town has employment in manufacturing, retail and services amongst other industries.

Located three quarters of a mile south of the town centre, the original station opened in 1840, as part of the Birmingham and Gloucester Railways. Following remodelling work, the station operated with only one platform between 1969 and 1990, before a second

platform was constructed. Rail services from Bromsgrove provide direct links to Birmingham New Street station, around 12 miles away, as well as to Worcester and Hereford.

Rapid population growth over the last decade in Bromsgrove has resulted in very strong growth in the number of users of Bromsgrove station, which is within ten minutes walk of three significant recent housing developments.

The increase in rail passengers using the station and the aspiration to introduce more frequent rail services and new services focused attention on the need to address the capacity constraints of the station.

Along with the constraint created by the two short platforms, and an aged signalling system, the station offered poor facilities both in the station and for onward travel. There was no step-free



access between the platforms, no ticket office and limited sheltered waiting facilities on the platforms and outside for interchange with buses.

The station was presenting an unappealing image of Bromsgrove, which was making people less likely to visit the area, invest in the area and therefore contribute to the local economy.

What happened?

The new station is part of a wider programme of electrification of the network and re-signalling, to accommodate an increase in service frequency. The station has been constructed around 200m to the south of the old station on the site of a former oil terminal.

The new station provides four platforms, which can accommodate six-car trains and could be extended for nine-car trains in the future if required. Step-free access has been provided by a covered footbridge with lifts to allow crossing between the platforms.

New facilities have been provided for passengers:

- Staffed station building with toilets, ticket desk and a retail facility
- Undercover, secure cycle storage, motor cycle parking, electric car parking and charging points
- Covered bus stops
- 350 space car park

Along with the creation of a much enhanced station, there were complementary improvements to the local highway network. These comprise:

- A new access road to increase traffic capacity and provide additional car parking spaces
- The removal of parking on one side of the existing access road (New Road) to aid traffic flow and improve safety
- Introduction of parking restrictions on local residential streets to prevent overspill station parking (or those seeking to avoid the parking charges)

The new station was constructed between March 2014 and July 2016.

Funding table

Funder/Source	Amount
Worcestershire CC	£20m
Centro (now WMCA)	
Network Rail	£5m
Total	25m

The project was developed by Worcestershire County Council, Centro (now incorporated as the transport executive into the West Midlands Combined Authority) and Network Rail. Network Rail was the key body for delivering the station. The Department for Transport provided oversight.

The impact

The new station brings improved facilities and better integration with bus services to make it more attractive for people to use the train to travel between Bromsgrove and Birmingham, reducing congestion, carbon emissions and making it easier to access the town and travel around it.

This makes the area more attractive for businesses and will encourage job creation in the Bromsgrove area.

The new, larger car park accommodates existing users of the station and provides additional capacity to meet demand during current busy times, such as the Christmas period and for future growth.

With the introduction of the staffed station building it is possible for station users to buy a wider range of tickets for rail travel and for Bromsgrove residents to access rail promotions and special offers.



Achievements

The investment in Bromsgrove station has delivered a range of positive outcomes. These include both direct and indirect effects (and therefore only some of which can be separated out from wider changes and sought to be valued).

Employment

- Direct employment, e.g. additional retail at station; Induced employment arising from increased visitor and traveller spending in local area

Local regeneration, economic development, and place-making agendas

- The project at Bromsgrove has demonstrated the benefits of taking the opportunity of rail focused investment to achieve wider



improvements for the local transport system and support the local authorities' commitment to this as an important driver for local economic development

- **Community and social benefits**
Delivery of the project facilitates the full benefits for the local community to be realised from electrification of the line between Barnt Green and Bromsgrove, which is to be completed in summer 2017
- The increased capacity of the car park supports improved accessibility for the local community
- Provision of retail facility to serve both station users and local residents

Burnham-on-Crouch

Making a difference for the local community by bringing back to life neglected assets and using them to support social and educational activities.

The opportunity and challenge

The town of Burnham-on-Crouch, located on the Dengie peninsula, an Area of Outstanding Natural Beauty in Essex, is home to a population of of under 10,000 people and is best known as a yachting destination hosting the internationally famous 'Burnham Week'. Given its relatively isolated location – 20 miles from Chelmsford (the nearest large town) – the railway station represents a vital transport link for residents and visitors alike.

Located on the single-track Crouch Valley Line, a branch line that avoided the Beeching cuts due to the presence of Bradwell nuclear power plant (now decommissioned), the station is used by around 750 rail travellers a day. There are direct services to London during peak hours.

With changes in working practices, the station house, originally provided for the station master, become redundant in the 1980s. A target of vandalism and a place used by rough sleepers, the station house and station facilities became dilapidated and unwelcoming to users.

Recognising the opportunity to use the station house for the benefit of the wider



community, rather than considering it solely as a liability for the rail industry, a partnership of willing organisations was formed in 2014 to:

Create a sustainable community, training and arts facility in Burnham Station House, which will support social engagement and cohesion, promote economic prosperity, and provide artists' studios as a hub for cultural development¹.

The partnership comprised Burnham Town Council, Essex County Council, Abellio Greater Anglia and Essex Community Rail Partnership.

Through successful joint working between the railway industry and the local community a 'problem' was transformed into a valued facility which has contributed to a sense of local civic pride and helped to address anti-social behaviour.

1 Burnham Station House Business Plan, ACAVA, January 2015



What happened?

Burnham Town Council had long campaigned for investment in the station and station house. Following the establishment of the scheme partnership in 2014 a set of objectives was developed. They were to:

- Provide local communities, artists, and start-up businesses with meeting, workshop and event spaces;
- Support the delivery of programmes and events which contribute to community cohesion, creativity and employment;
- Provide meeting places and resources to support a business development programme;
- Support the development of tourism to Burnham-on-Crouch and Wallasea, including the provision of tourist information;
- Mitigate the unemployment resulting from the closure of Bradwell nuclear power plant; and
- Improve and maintain the railway property at Burnham-on-Crouch²³.

Funding table

Funder/Source	Amount
Essex County Council	£56,000
Abellio Greater Anglia	£19,000
Magnox Community Grant	£10,000
Third parties	£29,000
Total	£114,000

The resulting scheme created two affordable art studios, as well as space for community and voluntary use, managed by Burnham Town Council. The station building, canopy, ticket office and waiting room were all refurbished and the station canopy lighting, seating and perimeter fencing was replaced. This was all achieved over a three month period in 2015.

Abellio Greater Anglia acted as delivery agent for the scheme and has assigned a 10-year lease at peppercorn rent for the station house. Burnham Town Council underwrites the net operating cost of the building, estimated to be about £7,000 per annum.

² Burnham House Station Project, available at <http://www.esscrp.org.uk/projects/67-burnham-station-house-project.html>
³ Burnham Station House Business Plan, ACAVA, January 2015

The impact

The impact of the investment in the station house and station has been positive not only to the rail users, but also the local and wider communities.

For rail commuters, leisure users and visitors the station environment now provides a safer and more secure experience when waiting to travel or on arrival. For local residents the artists' studios and the facilities to host community, training and cultural activities provide new opportunities for people to meet, learn and develop skills.

For the wider community a fit for purpose station both sustains the town's current important links to London and major employment centres in Essex, as well as supporting future proposals for economic and housing growth locally.

Maldon District Council's Local Development Plan (2014-2029) sets out plans to deliver a minimum of 450 dwellings in Burnham-on-Crouch within the next decade. As a significant centre for employment, retail provision and community facilities, together with access to the Crouch Valley Line, the town represents one of the most sustainable locations in the District for housing growth.

Travelling westwards along the Crouch Valley Line, towards Wickford, developments are planned for towns including South Woodham Ferrers. This may accommodate up to 1,000 new homes⁴ in the coming years so there is potential for an increase in leisure footfall

at Burnham-on-Crouch as a gateway to outstanding natural areas and important habitats.

Among these is Wallasea Island where the Royal Society for the Protection of Birds is working on the largest intertidal habitat creation project in Europe. Six hundred hectares of land drained for agriculture and sheep rearing 400 years ago is being reformed with 4.5 million tons of earth from the London Crossrail excavations and flooded to create a wetland bird reserve. With a ferry to the island operating from Burnham-on-Crouch, the station provides a convenient point of access.

Station House Activities

In the downstairs part of the station house, a number of services are hosted including counselling advice, citizens' advice, the Town Council

Chambers and Burnham Children's Art/Burnham Art Trail. The upstairs part of the station house provides space for artist studios, available for a low rent. In the year to May 2016, 148 community group sessions, of various kinds, were undertaken at the station. The Steering Group intends to promote the station better in order to facilitate greater use.

Dengie Enterprise Support use the station one day a week and it is hoped that the group will increase their presence over time. The initiative provides small and micro business support in the form of training and advice e.g. advice on how to make websites/online marketing.

This helps to improve the economic prosperity of the area and is especially important as there has not been a large employer in the area since Bradwell nuclear power plant closed.

Now that there is regular use of the station house for community purposes, vandalism and anti-social behaviour has decreased. Bringing the station up to a good standard has also contributed to a sense of local civic pride.

Accessibility

In 2014, Burnham Town Council received a grant of £14,500 from Essex County Council Community Fund to improve access to the station by the installation of steps on the adjacent embankment.

Lessons learnt

The Station House Steering Group emphasised that parties thinking of completing a similar project to Burnham-

on-Crouch should be conscious of the 'business' requirements. Essex County Council put resources in place to help Burnham Town Council complete the business case on the Station House lease to show they had considered the 'hard economic truths'.

The importance of having the right contractors in place – people who understand and fully support the aims of the project – and of maintaining contact and nurturing relationships was also mentioned: it's important to create the networks to allow the project to thrive. Abellio's stakeholder management team regularly attend the Steering Group meetings to provide advice and work collaboratively to grow the usage of the station house.

Because representatives from Abellio, Essex County Council and Burnham Town Council visited the station regularly during the project they were able to pick up on specific user needs and tailor the scope of the design to address them.

⁴ Chelmsford Local Plan Issues and Options Consultation Document, November 2015, available at: <http://www.chelmsford.gov.uk/sites/chelmsford.gov.uk/files/files/documents/files/Issues%20and%20Options%20SA%202015.pdf>

Achievements

The investment in Burnham-on-Crouch station has delivered a range of positive outcomes. These include both direct and indirect effects (and therefore only some of which can be separated out from wider changes and sought to be valued).

Employment

- Stakeholders could not definitively evidence that the station development had resulted in induced employment from increased visitor spend in the local area but were optimistic that this relationship had been created.

Local regeneration, economic development, and place-making agendas

- Local residents had been waiting for this project to come to fruition for some time, and felt it helped improve their connectivity
- Investment in the station and station house and subsequent care maintenance contribute to delivering a positive sense of place in contrast to the effect of the vandalised property
- Station redevelopment helps meet the aims of Maldon District Council Local Development Plan, and help facilitate growth in an area that can sustainably support housing growth.
- Community and social benefits
Creation of two art studios, which

are available for community and voluntary use. This improves the cultural offerings available for local residents.

- Provides an attractive means for residents and visitors visit the notable local natural areas and important habitats, such as Wallasea island.

Awards

- In recognition of the way that this project successfully brought together local government, a train operating company and community groups, Burnham-on-Crouch received a 'highly commended' accolade for Small Station of the Year at the National Rail Awards 2016.

Swansea



Seizing the opportunity to re-establish a sense of place for a gateway to the nation's second city by thinking beyond the station boundary.

The opportunity and challenge

Swansea is Wales' second city with a population of over 240,000. The city is home to major employers in the finance and media sectors and the headquarters of the DVLA, as well as two universities. The city sits at the gateway to the Gower Peninsula, Britain's first Area of Outstanding Natural Beauty.

The city's station is located mid-way along High Street, around half a kilometre north of central Swansea. Its location on an important north-south route in central Swansea and as a transport hub establishes it as a key component to the gateway experience for the city. This role has to

be successfully achieved in the context of meeting the needs of regular station users, visitors to the area, rugby match day crowds and local residents, employees and businesses.

Through both successfully contributing to the sense of place for the area and in its own right providing an anchor to attract and generate movement along the High Street corridor, the station is playing an important role in serving its local community, whether they travel by rail or not.

Prior to the investment in the station and directly associated investment in the area around it, the potential of the station to provide a good station user experience (meeting the needs of a wide range of users) and being integrated with its surrounding land-uses was unrealised.

Prior to 2010, the station, which is over 150 years old, had not had any major material investment since the 1970s. The station was therefore characterised by a poor physical



Swansea

appearance, internally and externally, poor facilities, inadequate accessibility for all users and poor integration with the wider transport network.

The area around the station was equally unappealing. Unloved, under-invested and poorly utilised, the area around the station had become a depressed part of the city.

We heard from civic leaders that the station was considered to create an underwhelming first impression of the city among visitors. They attributed to it the direct discouragement of developer interest and investment around the station.

Dogs for the Blind and Swansea Access for Everyone, were engaged with throughout the design and delivery phases.

In addition, Arriva Trains Wales and Network Rail directed renewal funding towards the project to meet their original requirements, but at less cost and contributing to greater impact and benefit.

As a result of the efforts an integrated 21-month project, commenced in September 2010.

What happened?

By late 2010 a package of investments had been assembled by Arriva Trains Wales and local stakeholders that included Regeneration Agency Swansea.

Together they worked to develop a package of improvements at the station to address a number of objectives:

- Improve the appearance of the station and its integration to the surrounding area
- Improve rail passenger satisfaction with the station and its contribution to their journey
- Improve the safety and security of users of the station and its immediate environment
- Improve the ability for less able-bodied passengers to use the station (“Inclusive for all”)
- Local user groups, including Guide

Funding table

Funder/Source	Amount
National Stations Improvement Programme	£1.250m
Welsh Government	£2.414m
Swansea Regeneration Agency	£0.466m
Network Rail Renewals	£2.859m
Total	£6.989m

The project included installing new canopies over the platforms and a new canopy over the station’s main entrance, along with the removal of double doors. A glass screen wall was built to cut draughts on the station concourse and allow more natural daylight into the building. The station frontage was also repointed and cleaned.

Ticket gates were increased and relocated as well as the construction of two new buildings inside the station's circulation area, including a Customer Information Pod and a new retail unit. A new ticket office was created to increase staff visibility.

Other improvements to help passenger experience included digital information boards (including for bus serving the local area), new heated waiting rooms and toilets (including a disabled changing Places facility – the first in Wales) and bi-lingual signage. A free to use autobank cash machine was also installed being the only available free such machine in the local area.

Improvements in safety and security were driven by an increase in CCTV cameras and the provision of glass with new and more open spaces to provide natural visibility and surveillance.

To improve accessibility to the station catchment a new side entrance was created, tactile wayfinding leading between the station and local “ftr” Metro stops introduced and additional space added for cyclists to store their bikes.

The project was completed in May 2012 and officially opened on 11th June 2012 by Minister for Local Government and Communities at Welsh Government Carl Sargent AM.

The impact

Stakeholder comments on the impact of the station redevelopment were positive, with individuals from Arriva Trains Wales, BDP Architects, and Swansea Council and user groups all commenting on the beneficial effects of the project.

“We are delighted to see how the station now operates for passengers, staff and local residents. At the beginning of the design process we opened up wider issues to consider at the station and it was really good to see how all the stakeholders at the station worked together to deliver a holistic project, which in the end delivered far more than many expected at the outset. – Peter Jenkins, BDP Architects.

“I have no sight at all... so the tactile wayfinding is extremely helpful.” – Andrea Gordon, Engagement Manager, Guide Dogs Cymru

Customer satisfaction scores as measured by the Transport Focus NRPS survey increased from 50% pre works to 93% on the survey post works. Feedback from disabled users on the station improvements has been particularly positive with the provision of new toilets, smoother platform surfaces, a widened concourse area, information in Braille and via tactile and large print maps, and a low-height counter at the information point.

Within the station, the light and airy design and open layout has had both a positive effect on the levels of crime and perceptions of safety at the station, as well as providing functional flexibility so that the station is now better able to cope with large crowds on rugby match days, in addition to providing for regular passengers.

These improvements have made a significant impact on perceptions of the

station and the gateway experience of arriving in Swansea by train.

Supporting this achievement and bringing benefits to the wider community have been the improvements to the exterior of the station and its immediate vicinity. The new station entrance canopy, with the bold and (at night time) lit station name clearly announces the presence of the station and weaves it into the public space in front of it. The cleaned and polished façade supports the status of the building as an important anchor for the local area and a valued emblem of the city's gateway.

The impact of this place making effect is difficult to assess, but many stakeholders feel that it is undoubtedly positive for the

city and there is evidence that it has played a part in broader investment in the area.

Providing an anchor location on the north-south route along High Street, the station provides a fixed point around which wider regeneration initiatives can be developed and pursued to address a legacy of under-investment along High Street and the disrepair of properties.

In the last decade, improvements to the area have been stimulated by efforts to encourage independent, local and start-up businesses to the High Street. One example is the Urban Village: a £25m high quality housing and commercial development aimed at the creative industries and owned by Coastal Housing



Group, a not-for-profit organisation operating in Swansea.

The vicinity of the station supports efforts to re-inject activity along the street at street level and provide residential properties above to support an increase in the city's residential and employment population. As described by Adam West of Coastal Housing Group, the rejuvenation of the station was a welcome 'piece of the puzzle' in starting to turn the area around.



Mutually supportive, the investment in the station, the refurbishment of the Grand Hotel opposite and the clear identity provided by the Urban Village concept, all raise the bar for future development, ensuring a virtuous cycle leading to the realisation of the ambitions of Swansea City Council and the wide range of community groups who have engaged in the processes to date.

In February 2016 it was announced that



a new £50m development was planned for the Mariner Street car park, directly opposite the station.

The major project, called Icon 21, will include 700 student flats above a ground-floor complex of shops, a restaurant and a café. It is anticipated that the development will further improve the look and feel of High Street, boost city centre business and help to attract further investment in the area.

Achievements

The investment in Swansea station has delivered a range of positive outcomes. These include both direct and indirect effects (and therefore only some of which can be separated out from wider changes and sought to be valued).

Employment

- Direct employment, e.g. additional retail within the station; Induced employment arising from increased visitor and traveller spending in local area

Local regeneration, economic development, and place-making agendas

- The design of a number of elements of the station was developed following extensive consultation with local user groups. The Council determined that the partnerships with local groups worked so well they intend to take it forward as best practice when they developed other infrastructure.

Community and societal benefits

- Use of public space outside station (e.g. WW1 commemoration)
- Prior to the redevelopment, surveys showed customer satisfaction levels of only 50%, with poor performance on station appearance, facilities and customer focus. Following the redevelopment, customer satisfaction levels increased to 93%.

Heritage value

- Station as a landmark (sensitive enhancement to station frontage and cleaning of exterior)

Awards

In recognition of successful station improvement and effective focus on user and stakeholder engagement the station has won several awards including:

- Best Large Station (International Station Awards, 2012);
- Best Overall Station (International Station Awards, 2012); and
- Wales's Best Kept Staffed Station (2012).

Wakefield Westgate



Transforming the gateway to Wakefield, supporting the wider regeneration of the Westgate area and enhancing the perception of the city.

The opportunity and challenge

Wakefield Westgate station was originally opened in 1856. The station was redeveloped in 1967 to provide a new station building. Prior to the redevelopment in 2013 there was no substantive investment after 1967, creating a station that appeared run-down and dated. The poor impression of the station was exacerbated by the investment that took place across other stations on the East Coast Main Line.

Wakefield is one of the East Coast

franchise's most important markets. It is a major railhead for passengers who live in areas not directly served by mainline services. Its catchment covers a significant part of West Yorkshire (Castleford, Pontefract and Huddersfield) and also parts of South Yorkshire, such as Barnsley. It is far more easily accessed by road than Leeds and can be speedily reached from the M1.

The poor station quality and facilities therefore limited the potential for the station to fulfil its wider role in serving potential passengers, with consequent impacts on patronage and revenue.

A number of problems were identified with the station:

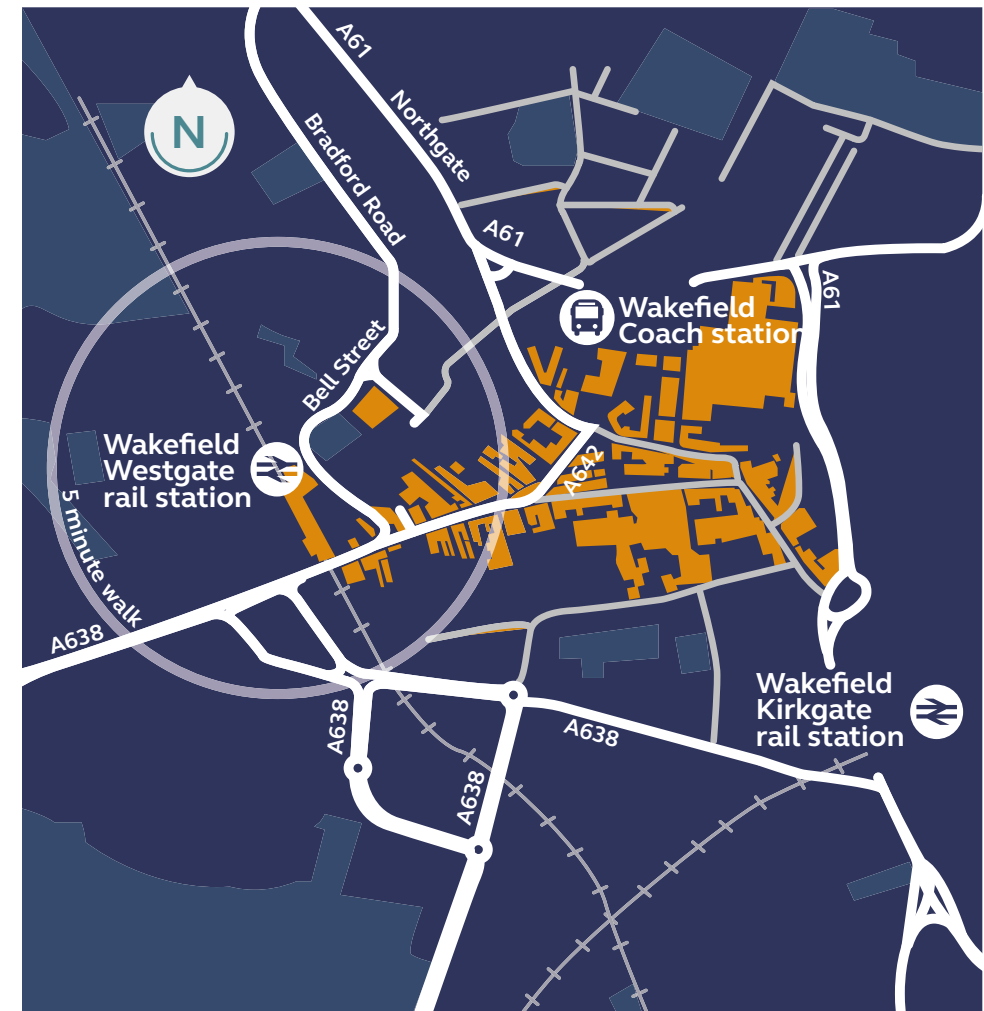
- The station was constructed in the 1960s and no longer provided passenger facilities commensurate with its role. It was in poor condition

Wakefield Westgate

and had tired retail facilities. It had a cramped first class lounge, no dedicated standard class waiting facilities, while the ticket office was dated and much bigger than required given the reduced number of 'turn up and go' sales.

- The station was non-compliant from a

step-free access perspective. Mobility impaired users had to traverse a barrow crossing to get from one platform to another and could wait up to 20 minutes to cross the track. Wakefield was the only station in the East Coast franchise where this situation prevailed.



- The existing footbridge was life-expired, narrow and not suitable for provision with lifts. There were holes in the roof where the existing covering had failed.
- The opening of a 1,500 space multi-storey car park (doubling spaces dedicated to rail users to 900), as part of the adjacent Merchant Gate development in 2010 made Wakefield even more attractive to passengers from a wide hinterland. The opening of the modern car park starkly highlighted the inadequacy of the station for an interchange station of national importance.

What happened?

The redevelopment of the station was viewed as a central element of a wider regeneration of the Westgate area (called Merchant Gate), between the station and the city centre.

Since 2001 Wakefield Council worked with English Cities Fund, Network Rail and East Coast franchisees to undertake major new investment alongside the Westgate railway station and seek to secure a new station at Wakefield Westgate as part of the overall strategy for the regeneration of Wakefield city.

The objectives of the station redevelopment were to:

- Provide Wakefield with a new welcoming gateway to the city;
- Improve ticket retailing and commercial retail facilities for all train customers;

- Complement the new 900 space multi-storey car park and refurbished customer facilities on platform 2 (being delivered as a £434,000 NSIP scheme);
- Provide modern step-free level access and interchange between platforms;
- Improve revenue protection; and
- Improve forecourt, pedestrian and cycle access by re-locating the station building to the centre of the station and building a new forecourt and providing vehicle, pedestrian and cycle access directly off the inner ring road. Being served by local bus as well, this significantly enhanced transport integration between rail and other forms of transport.

Features of the station design included the use of materials to reflect the city's industrial heritage and the form of the building relating to the city's cultural offer, and in particular reflecting the flow of Barbara Hepworth's sculptures.

Funding table

Funder/Source	Amount
Network Rail Station Commercial Project Facility (SCPF)	£7.2m
English Cities Fund	£1.0m
Total	£8.2m

The project delivered a new station building built to BREEAM 2011 Excellent rated standard. The station provided a modern open plan foyer including a new travel centre and enhanced information, a new First Class Lounge and Standard Class waiting area and increased and better quality retail outlets and a new coffee shop.

New lifts provided step-free access to platforms and a new enclosed footbridge between platforms was constructed.

The gateway to/ from the station was enhanced through public realm measures providing quality public space with signage, seating and street furniture. The new integrated transport interchange outside the station provided a functional forecourt with taxi / car drop-off, short stay parking and bus replacement facilities with provision for Wakefield's free access bus.

The project funding was justified on the basis that additional farebox and commercial (station retail) revenue would deliver a commercial return over the 25-year assessment period. In addition, the use of sustainable materials provided life-cycle (maintenance) cost savings and environmental benefits.

The provision of a new station at Westgate was an integral element of Westgate Key Development Area Masterplan, which was granted outline planning permission in 2006.

In addition to the station, the masterplan incorporated provision of new highway infrastructure, a new 1,500 space multi-storey car park, 300,000 sq. feet of office space and 400,000 sq. ft. of retail/leisure space, 260 residential units, and a new

hotel.

The impact

Stakeholders viewed the station improvement as transformational, in terms of the overall quality of the passenger experience.

The change in perception that the new station provided was viewed as being critical.

The point was made that 'the impression of Wakefield starts at King's Cross'. Before the new station, Wakefield was the only station among the 12 on the East Coast Main Line that had not undergone improvement. This not only provided a poor passenger experience, but affected the wider perception of Wakefield.

The investment in the station and the wider masterplan included over £20m of funding from Wakefield Council, the English Cities Fund and Yorkshire Forward to help with land assembly and road access improvements. These enabled the delivery of the £140m developer funded elements of the Masterplan.

In respect of the contribution of the station, the investment was estimated as contributing around 20% to the overall value of the masterplan development, which would not have been realised if the old station had remained.

The strong leadership of Wakefield Council and the commitment of partners to the investment gave a 'statement of intent' to private sector investors and potential occupiers.

The fact that investment was happening was seen as having a catalytic effect, as it inspired investors that there is an investment opportunity arising from the broader regeneration and associated value uplift this brings.

The combined effect of the station and wider masterplan has been to transform and re-focus the commercial and office market in the city.

Prior to the development high quality modern offices did not exist in the city. The development has attracted a number of medium sized companies, including in the insurance and health sectors, that would not have located in Wakefield otherwise.

Achievements

The investment in Wakefield has delivered a range of positive outcomes. These include both direct and indirect effects (and therefore only some of which can be separated out from wider changes and sought to be valued).

Employment

- The station includes a travel centre, enhanced retail outlets, and coffee shops which have all provided employment opportunities for local residents.
- The provision of enhanced quality of the station and surrounding public realm, with a multiple use garden space in front of the station, ensures an attractive experience for current

and prospective employees in the area.

- Creation of a modern station and gateway seen as critical in creating a positive perception among potential investors.

Local regeneration, economic development, and place-making agendas

- Station improvements developed as a central component of the wider Masterplan for the area.
- The £8m station investment and further £20m public investment were vital to making the masterplan viable and leveraging £140m of developer investment.
- Community and social benefits Transformed the appearance, functionality, permeability and perception of the station and Westgate quarter, providing direct benefits to the community.
- The Masterplan includes a new Council office building, which includes an inquiry office, city library, city museum and not-for-profit café.

Heritage value

- The station is modern in feel, but the design relates to city's past industrial heritage and its cultural and artistic heritage. The station form reflects Hepworth's sculpture and public art is showcased in the plaza immediately outside the station.



Wokingham



Transforming the image and experience of accessing and using Wokingham station, both within and beyond the railway boundary.

The opportunity and challenge

Wokingham, seven miles south-east of Reading, has a highly-skilled workforce, a growing knowledge-based economy and low levels of unemployment. Across the borough around 35,000 residents live and work locally, while around 45,000 travel to work outside of the borough⁵.

There has recently been substantial investment in high-tech business and research facilities in the local area. Winnersh Triangle, a new £100 million business park located on a 41-acre site

between Wokingham and Reading, has attracted companies in the computer and electronics industries. Phase I of the University of Reading's Thames Valley Science Park has been delivered, which houses a science and technology centre and centre for business incubation. Phase II has outline planning consent.

Wokingham station is an important interchange for east-west and north-south rail, providing connections to Reading, London Waterloo, Guildford and Gatwick Airport. The station is located at the west edge of the town centre.

Wokingham station opened in 1849. In 1973 the original station was replaced with a building consisting of pre-fabricated concrete sections. Surrounding the station was a car park whose layout generated conflicts between vehicles and pedestrians.



⁵ Wokingham Borough Council, Economic Development Strategy 2010 to 2013.

⁶ Wokingham Town Centre Masterplan (2010)

The effect was an “unattractive and unwelcoming”⁶ environment and the absence of coherent integration of the station with the surrounding townscape. Additionally, the adjacent level crossing caused significant local highway traffic queues as the barriers were down around 25% of the time and integration between the station and bus services was poor.

What happened?

Following public consultation in 2012 for improvements to the station and link road, there was strong support for the proposed highway changes. Priorities were identified to be reducing traffic congestion, improving road safety and improving public space for pedestrians.⁷

The objectives for the station and link road scheme were:

- Remove traffic from the town centre; and
- Improve the station building, forecourt and car park.

Between November 2012 and October 2013 a new station building was built 50m north of the old station building. The new building has a lighter, more contemporary design, with upgraded amenities, step-free access to platforms, an improved public realm surrounding the station, more parking and a new link road for better road connections. The site of the old station building became the southern section of the new link road.

The upgraded station amenities include:

- Improved passenger information
- Ticket machines inside and outside the building
- Ticket office
- Café
- Seated waiting area
- Step-free access to platforms via a bridge with lifts

Outside of the station building new features and facilities include:

- Wide pavements along Station Link Road, use of high quality materials and potted plants
- Drop-off zone along Station Road leading to the station
- A net gain of 120 car parking spaces. There was initially a net loss of car parking, and a later addition of a two-level decked car park.
- Two bus stops adjacent to the station
- Taxi pick-up/drop-off
- Cycle parking

“The new station has definitely had a positive effect on the image of the area. The previous station was really run-down. The new station is properly planned. Facilities are what passengers need and expect.” Paula Haustead, Network Rail

Funding table

Funder/Source	Amount
Network Rail / NSIP	£6.0m
Other, including Wokingham Borough Council, South West Trains	£6.7m
Total	£12.7m

The combined cost of the scheme, including new station building and associated platform works, a new footbridge with lifts, and a new link road with junction alterations, was almost £13m.

Network Rail took the lead in managing the station improvement project, and part-funded the development via the National Stations Improvement Programme. Wokingham Borough Council took the lead on the redevelopment of the station building, the forecourt, interchange with other transport modes and the access road. South West Trains was responsible for expanding the car park.

When the project experienced funding challenges, Network Rail managed to secure additional funding from the National Stations Improvement Programme to meet the increased costs.

Delivering the new station building in a different location to the old station building meant that no temporary facilities were required during the

construction phase. Key delivery challenges included the need to temporarily relocate car parking.

The impact

The new station building, designed in a contemporary style, provides natural daylight, modern facilities and a much improved experience for station users.

Supporting a high quality experience of the whole integrated journey is the improved provision of walking routes, taxi drop-off and pick-up, bus stops and cycle parking.

Wider transport network effects arise from the construction of the southern section of the new station link road constructed on the site of the old station building. This link road allows a gyratory system, which is an important part of the strategy for the regeneration of Wokingham Town Centre.

The benefits of the new highway layout include:

- One way (northbound) access to the station via Station Link Road to improve flow and reduce traffic conflicts
- Signal timing coordinated with level crossing barriers to reduce queues
- Shared pedestrian/cycle road connecting Station Link Road and the station

⁷ Wokingham Borough Council, Station Link Road: Results of Public Consultation, June 2012

In designing and delivering the link road a clear intent was to ensure that it met the needs of all users, not just motorists, and provided a “safe, convenient and attractive environment that encourages people to use the place and so enriches the experience of this part of the town centre”⁸.

Without having addressed the means of access to and from the station, the investment in the station building would have had limited benefit. The project as a whole enables the station and local highway network to accommodate increased levels of demand, supporting local economic and development growth, such as the two large-scale residential sites being developed in Wokingham which upon completion will deliver over 1,400 new homes.

Achievements

Employment

- A Carnival leisure hub is to be built in close proximity to the station, given the accessibility it provides. Events at the centre will create jobs, whilst attracting people to Wokingham.

Local regeneration, economic development, and place-making agendas

- Following the investment in the station, the local area has benefited from redevelopment of Peach and Market Place, and Elms Field and Paddocks.

- An improvement programme has started for Market Place following the station upgrade. This improved market place will be able to serve as a visitors’ attraction for individuals, without the station serving as a disincentive to people visiting.

Community and social benefits

- Increased accessibility with the provision of a new footbridge and lifts. This ensures that the station meets the needs of a wide section of the local community and visitors, increasing access the national rail network mobility of local residents on the wider rail network.

Awards

- In 2016, the Wokingham Rail Station and Link Road Re-Development scheme won the Urbanisation Award at the Institution of Civil Engineers’ (ICE) South East England Award Ceremony⁹.



⁸ Wokingham Borough Council

⁹ Institute of Civil Engineers, <https://www.ice.org.uk/near-you/uk/south-east-england/awards/engineering-excellence-awards#profile-wokingstation>



Rail Delivery Group

