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Our Ref: DF-CO-SH-LSER-150116

15th January 2016

FAO: Susan Henderson
Access Contracts Manager
London & Southeastern Railway Limited
3rd Floor - Friars Bridge Court
41-45 Blackfriars Road
London SE1 8NZ

Dear Susan

**Material Change Proposal re Changes to National Rail Ticket Office at St Pancras Int
Response to Southeastern's letter of 13th January 2016**

Thank you for your letter of 13th January confirming Southeastern's acceptance of the proposed change subject to the following assurance.

I can confirm that having spoken with Shane Bailey (NRHS) we can provide you with our assurance that the bespoke Southeastern Disruption Plan will be revised to show more detail of the proposed size and estimated capacity of the reworked queuing areas.

As previously, such plans cannot be produced in isolation and Shane has confirmed that he will share the document review with William Ryan. By working with Southeastern to formulate a joint plan, the aim is that we have a workable plan that both organisations are confident can work, should it be needed, and that it delivers the required outcomes for the safe and controlled operation of the station in times of passenger disruption.

Yours sincerely

David Fielding

Customer Relationship Manager

cc:

Philip Watling (HS1) / Ed Mansfield (EIL) / Lawrence Bowman (EMT) / Shane Bailey (NRHS)

southeastern

Susan Henderson
Access Contracts Manager
3rd Floor
Friars Bridge Court
41-45 Blackfriars Road
London
SE1 8NZ

Philip Watling
Regulation & Strategy Executive
HS1 Limited
One Euston Square
40 Melton Street
London
NW1 2FD

Wednesday 13th January 2016

Dear Philip

Re: Material Change Proposal for Changes to National Rail Ticket Office, seating and pan-station ticket retailing facilities

Thank you for response dated 24th December 2015.

Southeastern thank you for taking the time to respond and expand further on the points raised within our letter dated 12th December 2015.

We note your response to point 3 and emphasise that the revised crowd control plans that have so far been received were deemed to be basic and lacking in vital detail. We would appreciate assurances that it is intended that these will be revised to include more detail e.g. to include the size and capacity of holding areas, with ample time for them to be reviewed prior to implementation.

Subject to above we can now offer our approval of this proposal.

Yours sincerely



Susan Henderson
Access Contracts Manager
Southeastern
07772271493



HS1 Limited
12th Floor
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40 Melton Street
London
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Telephone 020 7014 2700
Facsimile 020 7014 2701

24th December 2015

FAO: Susan Henderson
Access Contracts Manager
London & Southeastern Railway Limited
3rd Floor - Friars Bridge Court
41-45 Blackfriars Road
London SE1 8NZ

Dear Susan

Material Change Proposal re Changes to National Rail Ticket Office at St Pancras Int
Response to Southeastern's letter of 12th December 2015

Thank you for your letter of 12th December outlining your rejection of the initial Station Change document (dated 16th November 2015), and request for further information. Given the number of points raised and in order to maintain read-across between your letter and the replies I have extracted the supplementary queries and points raised, numbered them and responded to them individually. I hope that this helps address the concerns.

1. *What real assessment has been carried out to ensure the changes described within are the rights steps to improve the station?*

The Proposal has been the subject of extensive discussion with East Midlands Trains ("EMT"), as Lead Station Retailer and incumbent operator of the National Rail Ticket Office since January 2015. These discussions have centred around the improvements that would be derived for passengers, the improved and efficient use of the space within the National Rail Ticket Office and the impact on passengers generally throughout the station. Using the National Rail Passenger Survey as the gauge for areas of improvement, the works outlined in the Station Change proposal are the outcome of those discussions. As you know St Pancras International exhibits high-standards and the areas to be tackled would in many stations be deemed to be good scores. However we continually seek to take steps to improve the entire station environment and passenger offering without detrimentally impacting other aspects of the station environment. EMT have had recent experience of undertaking ticket office refurbishments - this includes the development of the phasing plan to mitigate passenger impact and front loading the passenger improvements to mitigate against any downtime. HS1's own experience with the Eurostar Ticket Office works have also fed into the proposal.

A further example has been an analysis of the NRPS results showing what the passenger concerns are against the NRPS scores. In the case of Southeastern, availability of ticketing and seating is a key factor for your passengers when compared with other franchised TOCs at St



Pancras, and with the exception of 'attitude and helpfulness of staff' are the lowest scoring areas for Southeastern passengers.

The work undertaken to date has been aimed at targeting these areas to drive improvements for all passengers and hopefully this will be recognised by your own passengers in improved scores going forward.

- 2. The plans contained within the proposal lack sufficient detail. They do not clearly show the actual location and dimension of the additional assets and so we request that this information is shared to allow for us to ascertain the exact impact that this may have on the station, crowd control and our emergency plans.***

The TVMs to be ordered are the same specification as the TVM's already in situ outside the National Rail Ticket Office and across the station including those on the EMT Northbound and LSER Southbound concourse. The model is a ST71 (Scheidt & Bachmann) and the specification for dimensions is as follows:-

Width: 900mm Height: 2030mm Depth 600mm

The actual location within the station is as shown on the plans supplied within the Station Change and in the higher resolution documents supplied on 18 November.

The seats are the standard seat arrangements as seen on the LSER platforms/concourse and throughout the station. The type of seat has been approved by Historic England and we were not proposing to depart from the consistent station-wide approach.

- 3. NRHS/HS1 has so far provided details of the intended amendments to passenger flow and crowd control in times of disruption. Southeastern felt that the additional plans provided were extremely basic and lacked vital details e.g. actual size and capacity of the holding areas and the point at which crowds will be held and pulsed to platforms.***

Any disruption planning must be fluid to reflect the changing nature of the disruption and of the changing variables that can impact on the process to be adopted on the day. The plans that have been shared by NRHS are based upon their knowledge of the station and have been drawn up based upon experiences of disruption and major events. It should be noted that to date the planning and management of major events has been an area that NRHS have achieved a high level of praise and success with. To date the major user of the holding areas have been Eurostar, who have agreed the proposal, and with whom NRHS are still working with to enhance and develop updated models including a possible pilot exercise for 'one-train' disrupted passengers being held by the Lovers Statue end of the Grand Terrace. It is this continual finessing of the disruption plans that we are encouraging based upon more experience of disruptive events.



It should also be noted that the Market Area has already been used as a display area for Commercial Events such as the Tiger Tracks and Photography exhibits in which a line of equipment has been deployed in Market Area along the same configuration as the proposed TVMs.

- 4. Discussion have made clear that it is assumed the London Underground will take the bulk of our footfall should services be disrupted – this is not a given and a contingency to cover the closure of LUL must be considered within these plans.*

NRHS are committed to developing the Disruption Plans in conjunction with all Operators to address multiple scenarios. The revised plans were worked on in partnership with EIL, EMT and LSER. HS1 Limited expects NRHS to continue to refine such plans as and when new scenarios are proposed.

- 5. Several follow up meetings have taken place and safe havens for each possible disruption scenario have been verbally agreed along with a further few amendments.*

We thank you for the time taken by you and your colleagues to facilitate the meetings and we hope that the steps that have been taken help reassure you that the proposed plans have been the subject of considerable discussion with the intention of delivering the outlined aims.

- 6. Item 4 on page 2 of the proposal states that it aims to 'Mitigate future passenger growth concerns' yet the proposal does not specify how these works intend to do that. Southeastern fear that reducing the ticket office size and placing obstacles in a currently open area may result increase concerns for future growth.*

The current Ticket Office has 8 windows, which at no times are all manned. Based on an assessment by EMT themselves, 5 desks is not considered a reduction in availability of service for passengers, rather the enhancement and better placement of the TVMs is viewed as a significant improvement in passenger provision.

As the orientation of the queues for the TVMS in the Market Area form a line East/West along the Market the potential disruption to passenger flows along the Market is not expected to be any greater than the previously experienced exhibits that have occupied the same space.

In June 2015 HS1 in conjunction with NRHS marked out spaces within the Market Area to assess the potential disruption to the E/W flow of passengers from the inclusion of TVMs and seats and no risk factors were identified.



As you are no doubt aware the queuing outside of the current National Rail Ticket Office can at peak times result in Tensa barrier 'snakes' being deployed (pictured below) and having the additional machines will help reduce the likelihood of queues at the TVMs themselves and provide alternate options for passengers.



- 7. Item 5 on page 2 of the proposal states that it aims to 'Reduce the complaints seen about availability of ticket facility options and improve the range of tickets for all TOCs across the station'. There is no information within this proposal to substantiate this statement. Can you confirm how reducing the size of the ticket office and steering passengers towards using the self service machines will help reduce complaints?**

As set out above, EMT's experience and own assessment of passenger needs expects that the proposed changes will not result in a reduction in ticket provision / services for passengers, rather the proposed changes will be of benefit to passengers.

HS1 receives complaints via its info@highspeed1.co.uk mailbox and via our social media feeds. As an example I have attached a copy of the examination of Social Media comments received via the @StPancras Twitter account (Annex C). These comments in addition to the concerns being raised via the NRPS scores mentioned in 1 above support the adoption of the proposed works.

- 8. Whilst we acknowledge that the installation of more TVM's is intended to divert queues away from this area, concerns remain that this area is not substantial enough to cater for the flow. Can you confirm if any ped flow modelling been carried out to ascertain the affect on flow through the station if this area were to over spill and for during times of disruption? If this exists we could appreciate sight of it.**



NRHS in putting together the Disruption Plans have reviewed existing passenger flows along the Market. Adding the TVMs in an east/west orientation along the flow of passengers is not expected to add to the disruption of the normal flows as previously seen when other items have been placed in this area. Detailed pedestrian flow modelling was not considered necessary as a fair assessment of the flows can be made using extensive NRHS experience and monitoring.

An earlier proposal to run queues North/South was discounted for this very reason given the possible interruption of the main passenger flows East/West.

- 9. Whilst we certainly want our passengers to use TVM's, and many do, there is a significant number of passengers who do not use them, are unsure of them or they are simply not accessible to them, so there will for the foreseeable future always be a need for human interaction when buying a ticket.**

EMT have agreed that the current availability of at least 5 'positions' should be maintained in the new Ticket Office to ensure there is no reduction in face-to-face ticket provision.

- 10. Southeastern feel that the reduction in both the number of ticket windows and the size of the ticket office space risks a reduction in the current level of NRPS score for satisfaction with ticket buying facilities.**

There will be no reduction in the number of staffed windows from the current deployment and the additional TVMs in more accessible locations will, we believe, provide greater accessibility to such services.

- 11. Item 7 on page 2 of the proposal states that it aims to 'Open up more opportunities for retail space to provide passengers and non-travelling customers with an enhanced station environment'. Southeastern feel that the station already has a significant provision for retail and wonder if more diversity amongst the current range has been considered. Has any research been conducted as to ascertain what visitors (both passengers and those visiting for retail) to the station want? We would appreciate sight of any such research.**

St Pancras provides significant commercial opportunities and HS1 have a Commercial strategy that ensures we have no units empty or boarded (barring during refits). Given the commercial incentive is on HS1 to provide a quality range of products and opportunities we undertake regular Market Research and analysis into our customers' needs. During 2015 HS1 has worked closely with Mark Anderson at LSER to share potential marketing opportunities that align with LSER's aspirations and promotional opportunities eg with the StP App, leaflet drops. We are planning to undertake further research in 2016 to support the stations placement as the lead station in London, and the UK, for passenger experience. The revenue generated by such activities help support the 'surprise and delight' opportunities that keep St Pancras at the forefront of stations eg the Disney Tree which for example has had over 75,000 Facebook 'likes'. The development of the Ticket Office itself is being funded directly from the development of the retail space and at zero cost to the Station Users as a result.



- 12. Increase in domestic footfall may lead to a necessity to install an additional passenger lift adjacent to the existing one in the future whether within Southeastern's Direct Award or beyond and so we seek assurances that this proposal will not rule out the possibility of this.**

The vertical circulation to the platforms will not be impacted as the TVMs are located beneath the Eurostar track beds. Future Masterplanning for the entire station is starting and LSER along with all other Users will be encouraged to feed into plans to maximise the potential of the station in the most efficient manner for the use of all customers. Work is expected to start in the new year with TOC Working Groups being convened to assess possible options/funding arrangements.

- 13. Although we accept that it is East Midlands Trains ticket office, and so it is their prerogative to design the ticket office as they see fit, however it must be taken into account that this will also affect other TOC's within the station should the reduction to a quarter of its current size prove to be inadequate. Much of what is proposed could be safely accommodated within the current ticket office footprint, including enhanced waiting facilities (which could include seating that will not be exposed both to the sometimes freezing conditions experienced at St Pancras nor impacting on the cross flows of the concourse therefore not interfering with the tried and tested emergency queuing arrangements). Some of the additional TVM's could also be accommodated within the ticket office space where more effective use could be made of 'floor walkers' instead of them being on the concourse where they will be spending a significant amount of their time answering other station related queries.**

Whilst the reduction in size of the ticket office is accepted the provision of 'positions' is not going to fall based upon EMT existing deployment and as noted the additional TVM provision will help provide passengers with facilities throughout the station. We are also looking at further seating options with regards the EMT concourse as they, like you, experience poor passenger satisfaction ratings scores when it comes to seating (Annex A). Such steps will form part of subsequent proposals. We would be willing to have similar discussions regarding possible options for additional seating or trolley relocation options as part of the normal operating discussions we have with all operators.

The previous use of the Market Area for promotional activities has not presented any additional risk or generated increased accident numbers by the placement of items in the areas currently being proposed. NRHS have risk assessed the space and have raised no concerns in relation to proposal from a safety or security aspect.

Having reviewed options and opportunities with EMT for the continued provision of ticketing facilities it is our opinion that the proposal provides safe and enhanced facilities that will benefit all station users. Combined with the funding opportunity, meaning no cost increases for TOCs via the commercialisation of the retail space, the option to create a non-commercialised lobby away from the platforms was not deemed an appropriate use of the space and would not result in the funding stream to finance the enhancement.



EMT have been extensively involved in the proposed plans and welcome the opportunity to create something different from the norm, without detriment to their core ticketing facilities including available positions and space constraints.

14. For the ticket office staff the space being proposed for them and their equipment is likely to prove to be inadequate. It has been suggested that the ticket facilities introduced will more likely reflect those recently installed for Eurostar – we suggest that they are not selling the same product, with the same level of complexities or indeed the same equipment as a mainline train operator and so direct comparison is not useful.

As noted EMT have been extensively involved in the preparatory works for the Station Change. Being the Lead Retailer for St Pancras they have data on sales and staffing deployment to address peak demands and are supportive of the change as they would not wish to see any reduction in service provision/standards. As for the Eurostar Ticket Office I would challenge your view that International Travel would not pose as complex transactions given the traveller is likely to be less familiar with the locations and interchanges, not least the change in time zones that such ticketing queries will generate. However, the feedback post transfer to a more open-plan customer accessible facility with an uplift in self-service machines, has been positive.

15. Can you please confirm that the seating will have arm rests as seats without partitions may encourage anti-social behaviour in this area at night?

The Market Area seats are proposed to be the same as per the design used in the rest of the Station and as approved by Historic England; which have arm rests.

16. We would like it noted that whilst we appreciate this proposal is not a new initiative, had Southeastern been involved from its inception our concerns could have been considered and possibly mitigated prior to the issuing of this consultation.

We appreciate your position and I would note that informal flagging of the proposal has been undertaken with both Eurostar and LSER in advance of the Station Change being issued. Unfortunately until EMT were happy with the proposal there was no point in circulating any further details as they would have been subject to change and potential confusion as queries would be raised which could not be answered until EMT received appropriate assurances about the ongoing provision of the enhanced facilities. The plans were circulated as soon as was possible and we have already taken on board feedback that has been gratefully received.



EMT, Eurostar and Thameslink (although not a formal consultee) have all agreed the Station Change and further to the above we would welcome your early consideration of the answers to the points you have raised.

Yours sincerely

A handwritten signature in black ink, appearing to be "David Fielding", written in a cursive style.

David Fielding

Customer Relationship Manager

cc:

Philip Watling (HS1)

Ed Mansfield (EIL)

Lawrence Bowman (EMT)

Annex A

Satisfaction with both ticket buying facilities and seating is lower amongst South Eastern customers than other TOC customers at St. Pancras



Annex B

South Eastern customers rank ticket buying facilities and seating amongst the worst performing NRPS areas at St. Pancras

Index: South Eastern customers versus all St. Pancras customers - % rating fairly/very satisfied



This chart uses an index to highlight which areas of NRPS are less likely to be rated satisfactory by South Eastern customers.

The index is calculated by taking the % of all St. Pancras customers that rate a certain factor as fairly or very satisfied and dividing that by the % of South Eastern customers that rate that factor as fairly or very satisfied.

Annex C – Twitter examination of ticketing queue comments at St Pancras

Text	User	When	+/-
St Pancras station is fab- think they deserve some praise. I never have to queue for ticket, friendly staff & free loos too! @StPancrasInt	_jen_mo	Sun Aug 09 11:51:13	+
I tried to get a ticket reprinted at @StPancrasInt but at 08:30 this morning there were only two windows open. #southeastern #MassiveQueues	Garyw_	Wed Aug 12 08:57:26	-
@TfL thanks for adding the Stratford Intl to St Pancras Intl route to Oyster prepaid! Tiny queues at Stratford International.	francisbalfe	Thu Aug 06 07:26:32	+
@Se_Railway then once I got to St Pancras, after already half an hour delayed, I was made to queue for 25mins and pay for an upgrade	KateSparling	Mon Aug 17 08:37:43	-
RT @KateSparling: @Se_Railway then once I got to St Pancras, after already half an hour delayed, I was made to queue for 25mins and pay for...	megatrainfail	Mon Aug 17 08:41:58	-
@EMTrains on a Friday night, with a very long queue at St Pancras, I wish you would open all windows in the ticket office...	loushuttleworth	Fri Aug 28 17:42:24	-
. @Se_Railway I queued at machine to buy upgrade. Neither St Pancras nor Saint Pancras available as a destination. Why?	Vivstwits	Wed Dec 09 08:04:00	-
Terrible queues at ticket office. V short staffed 4 rush hour Friday @BritishRail_GB @StPancrasInt @midlandstrain	GinaGIOver	Fri Dec 04 19:00:01	-
What a joke @StPancrasInt only 3 ticket collection machines, massive queues. Next to this are only 3 working buy atms http://t.co/R44Q5tQOOE	whiskyjapan	Sat Jul 18 09:10:17	-
@StPancrasInt why do you imagine people build in 40 mins to queue at your ticket machines? GET SOME MORE. How do I make formal complaint?	sea_l_bass	Sat Jul 11 10:57:13	-
@stPancrasInt PLEASE get more ticket machines! Desperate queue. Waiting 20mins, missed my train. Unfair on customers http://t.co/urJO1x1Rj4	ElCarpintero	Sat Jul 11 10:54:41	-
RT @lucindahawksley: Just one of multiple ticket queues at @StPancrasInt today. It is chaos - mobile ticket sellers would *really* help! ht...	peterjones0	Sat Jul 11 09:50:44	-
Just one of multiple ticket queues at @StPancrasInt today. It is chaos - mobile ticket sellers would *really* help! http://t.co/TiaO6sC1GI	lucindahawksley	Sat Jul 11 09:47:47	-
Just come through St Pancras station. What a hideously badly designed layout with 30 min queues for tickets; just staff that concur	ThomDennis	Sat Jul 25 11:21:00	-
@EMTrains ticket office at St Pancras awful this afternoon. Queue almost out the door. Only two staff. Missed train so home almost 1 hr late	OnTheFiddle	Fri Jul 24 15:07:07	-
@EMTrains Why so few ticket collection machines at St Pancras? Only 3 in your main ticket office, massive queue right now.	jiggott	Sat Jul 18 08:50:32	-
@Se_Railway Due to queues staff let me jump on 9.37am from Sittingbourne>St Pancras but I can't find anyone on board to buy a ticket from ☹	RosannaSpence0	Sat Jul 18 08:42:36	-
@Se_Railway St Pancras. Both machines downstairs not working. Big queues at the 3 upstairs. Guard couldn't care less.	SimonJonesSays	Sat Jul 11 12:21:36	-

@nationalrailenq Why have you only 3 staff at ticket office in St Pancras station. MASSIVE QUEUES. NUMPTIES	julian76ellis	Sat Jul 11 09:31:10	-
@ttrailuk also, you need to open more windows in the St Pancras ticket office. Embarrassingly poor effort here to serve a long queue	snoopfish	Mon Jul 06 09:42:22	-
The queues to collect pre-booked tickets at St Pancras are unlink anything I've seen. So glad I've arrived so early.	JuniperJungle	Sat Jul 04 08:21:05	-
@TLRailUK unbelievable!. Queues are everywhere in st. Pancras while the staff are just talking and standing inside the barriers. Unhelpful.	jhenabhe	Thu Jul 02 11:59:10	-
Hi @StPancrasInt perhaps a few more ticket machines might help. Crazy queues today. Missed our train. Cheers. #StPancras #StPancrasstation	thejimholden	Sat Jun 27 10:57:37	-
@Se_Railway queue for ages at ticket machine at St Pancras yet Gold Card option not available and Network Card minimum fare is £13 not happy	KeaneJohn69	Tue Jun 23 11:29:42	-
.@EMTrains The queues for collecting tickets at St Pancras this morning were huge. Why only three machines? Doesn't make any sense.	fractos	Sat Jun 06 19:38:18	-
Very unBritish queueing is occurring at St Pancras. Tsk.	PrincessofVP	Thu Jun 04 12:44:17	-
@nationalrailenq Could do with a few more staff on the ticket counter at St Pancras. One guy and about 30 people in the queue.	CharlesCousins	Sat Nov 07 12:52:42	-
Any reason why 7 in queue and only 1 at the @nationalrailenq ticket office @StPancrasInt ??	bySophieBaker	Tue Oct 06 21:00:40	-
@StPancrasInt you really need to install more ticket machines for people to collect their tickets. The queues are crazy..	meghanpeterson_	Fri Oct 16 17:39:04	-
@Se_Railway huge queue for tickets at St Pancras and only two desks open :-(tristanjbarber	Sat Oct 24 09:06:19	-
A new strategy from @EMTrains in managing rush hour capacity on trains from St Pancras: make people wait in 30 min queues to buy tickets	pejmason	Fri Oct 30 19:20:00	-
@Se_Railway An inflexible approach to managing queues at the ticket office and late arrival on the service to St.Pancras. My day is ruined.	DolciPesci	Tue Sep 01 08:51:44	-
@EMTrains two open cashiers only at st pancras tkt office? Massive queue super long wait.	Rinosaares	Fri Sep 18 08:56:48	-
@EMTrains Your queue to collect tickets at St Pancras is pathetic. Why so few machines? #stpancras #emt #eastmidlandstrains	beefqueen	Sat Sep 26 08:51:56	-

CHANGES TO ST PANCRAS INTERNATIONAL NATIONAL RAIL TICKET OFFICE, SEATING AND PAN-STATION TICKET RETAILING FACILITIES

Responses

Please submit any consultation responses and /or return the signed approval form below to me, Philip Watling at HS1 Limited, One Euston Square, 40 Melton Street, London, NW1 2FD. We look forward to your early consideration of this Change Proposal by return. Please do not hesitate to contact me on 020 7014 2758 or 07525 702 839 or at Philip.Watling@highspeed1.co.uk.

Change Notice – User Approval

I, (print name of person signing) E.F. MANSFIELD..... hereby confirm that
(print full company name) EUROSTAR..... approves the Material Change Proposal, dated 16 November 2015, in respect of the changes to National Rail Ticket Office, pan-station ticket retailing facilities, additional passenger seating and new retail facility space creation.

Signed ..... Date 21st Dec '15.....

(duly authorised signatory) on behalf of:

EUROSTAR.....

From: Andrew Smith [<mailto:Andrew.Smith@GTRailway.com>]

Sent: 18 December 2015 15:36

To: Philip Watling

Cc: Bregger, Sandra

Subject: Change proposal - EMT Ticket office

Hi David,

For future reference change proposals should be sent to my colleague Sandra Bregger. This one sent out by David came in from another party. However can confirm GTR has no issues with this proposal that we wish to raise.

Regards

Andrew

Andrew Smith
Access Contracts Manager (Stations)
Govia Thameslink Railway (GTR)

Telephone: 0203 750 2038



Susan Henderson
Access Contracts Manager
3rd Floor
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Philip Watling
Regulation & Strategy Executive
HS1 Limited
One Euston Square
40 Melton Street
London
NW1 2FD

Monday 12th December 2015

Dear Philip

Re: Material Change Proposal for Changes to National Rail Ticket Office, seating and pan-station ticket retailing facilities

Thank you for the opportunity to review the above proposal.

Southeastern notes the proposal is for the redesign and reduction in size of the National Rail Ticket Office, the installation of an additional 8 Ticket Vending Machines, the addition of 4 seats and the addition of a retail area at St Pancras International Station.

We have reviewed this proposal would like to understand what real assessment has been carried out to ensure the changes described within are the rights steps to improve the station. Whilst we do not disagree to the improvement of ticket purchasing facilities we do not agree that this should come at the expense of a much reduced ticket office.

We also require responses to the below queries before we can offer our approval –

- The plans contained within the proposal lack sufficient detail. They do not clearly show the actual location and dimension of the additional assets and so we request that this information is shared to allow for us to ascertain the exact impact that this may have on the station, crowd control and our emergency plans.

NRHS/HS1 has so far provided details of the intended amendments to passenger flow and crowd control in times of disruption. Southeastern felt that the additional plans provided were extremely basic and lacked vital details e.g. actual size and capacity of the holding areas and the point at which crowds will be held and pulsed to platforms.

Discussion have made clear that it is assumed the London Underground will take the bulk of our footfall should services be disrupted – this is not a given and a contingency to cover the closure of LUL must be considered within these plans.

Several follow up meetings have taken place and safe havens for each possible disruption scenario have been verbally agreed along with a further few amendments.

- Item 4 on page 2 of the proposal states that it aims to 'Mitigate future passenger growth concerns' yet the proposal does not specify how these works intend to do that. Southeastern fear that reducing the ticket office size and placing obstacles in a currently open area may result increase concerns for future growth.

Southeastern

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southeasternrailway.co.uk

London & South Eastern Railway Limited trading as Southeastern. Registered in England No. 04860660
Registered Office: 3rd Floor, 41-51 Grey Street, Newcastle upon Tyne, NE1 6EE

southeastern

- Item 5 on page 2 of the proposal states that it aims to 'Reduce the complaints seen about availability of ticket facility options and improve the range of tickets for all TOCs across the station'. There is no information within this proposal to substantiate this statement. Can you confirm how reducing the size of the ticket office and steering passengers towards using the self service machines will help reduce complaints?

Whilst we acknowledge that the installation of more TVM's is intended to divert queues away from this area, concerns remain that this area is not substantial enough to cater for the flow. Can you confirm if any ped flow modelling been carried out to ascertain the affect on flow through the station if this area were to over spill and for during times of disruption? If this exists we could appreciate sight of it.

Whilst we certainly want our passengers to use TVM's, and many do, there is a significant number of passengers who do not use them, are unsure of them or they are simply not accessible to them, so there will for the foreseeable future always be a need for human interaction when buying a ticket.

Southeastern feel that the reduction in both the number of ticket windows and the size of the ticket office space risks a reduction in the current level of NRPS score for satisfaction with ticket buying facilities.

- Item 7 on page 2 of the proposal states that it aims to 'Open up more opportunities for retail space to provide passengers and non-travelling customers with an enhanced station environment'. Southeastern feel that the station already has a significant provision for retail and wonder if more diversity amongst the current range has been considered. Has any research been conducted as to ascertain what visitors (both passengers and those visiting for retail) to the station want? We would appreciate sight of any such research.
- Increase in domestic footfall may lead to a necessity to install an additional passenger lift adjacent to the existing one in the future whether within Southeastern's Direct Award or beyond and so we seek assurances that this proposal will not rule out the possibility of this.
- Although we accept that it is East Midlands Trains ticket office, and so it is their prerogative to design the ticket office as they see fit, however it must be taken into account that this will also affect other TOC's within the station should the reduction to a quarter of its current size prove to be inadequate. Much of what is proposed could be safely accommodated within the current ticket office footprint, including enhanced waiting facilities (which could include seating that will not be exposed both to the sometimes freezing conditions experienced at St Pancras nor impacting on the cross flows of the concourse therefore not interfering with the tried and tested emergency queuing arrangements). Some of the additional TVM's could also be accommodated within the ticket office space where more effective use could be made of 'floor walkers' instead of them being on the concourse where they will be spending a significant amount of their time answering other station related queries.

For the ticket office staff the space being proposed for them and their equipment is likely to prove to be inadequate. It has been suggested that the ticket facilities introduced will more likely reflect those recently installed for Eurostar – we suggest that they are not selling the same product, with the same level of complexities or indeed the same equipment as a mainline train operator and so direct comparison is not useful.

- Can you please confirm that the seating will have arm rests as seats without partitions may encourage anti social behaviour in this area at night?

Until revised plans and assurances to the above points are received Southeastern rejects this proposal.

southeastern

We would like it noted that whilst we appreciate this proposal is not a new initiative, had Southeastern been involved from its inception our concerns could have been considered and possibly mitigated prior to the issuing of this consultation.

Yours sincerely



Susan Henderson
Access Contracts Manager
Southeastern
07772271493




CHANGES TO ST PANCRAS INTERNATIONAL NATIONAL RAIL TICKET OFFICE, SEATING AND PAN-STATION TICKET RETAILING FACILITIES

Responses

Please submit any consultation responses and /or return the signed approval form below to me, Philip Watling at HS1 Limited, One Euston Square, 40 Melton Street, London, NW1 2FD. We look forward to your early consideration of this Change Proposal by return. Please do not hesitate to contact me on 020 7014 2758 or 07525 702 839 or at Philip.Watling@highspeed1.co.uk.

Change Notice – User Approval

I, (print name of person signing) ANDY TEESDALE hereby confirm that
(print full company name) EAST MIDLANDS TRAINS LTD approves the Material Change Proposal, dated 16 November 2015, in respect of the changes to National Rail Ticket Office, pan-station ticket retailing facilities, additional passenger seating and new retail facility space creation.

Signed.....  Date 19/11/2015

~~(duly authorised signatory) on behalf of:~~

.....

Station Change Proposal - Change Notice

St Pancras International Station:

Changes to National Rail Ticket Office, seating and pan-station ticket retailing facilities

Change Sponsor: HS1 Limited

Date of Proposal: 16th November 2015

Consultees:

1. Steve Leyland & Andy Teesdale, East Midlands Trains ("EMT")
cc Lawrence Bowman
2. Edward Mansfield, Eurostar International Ltd ("EIL")
3. Stuart Freer & Susan Henderson, London South Eastern Railways Ltd ("LSER")
cc Tony Ellis

For Information

1. Paul Bowden, Station Manager, Network Rail (High Speed)
2. Shane Bailey, Safety Systems Manager, Network Rail (High Speed)
3. Josie Murray, HS1 Heritage Advisor
4. Jerome Pacatte, Thameslink
5. Paul Stone, Department for Transport

Material Change Proposal – Overview

Following the successful redesign of the Eurostar International ticket office HS1 Limited approached East Midlands Trains (the incumbent National Rail Ticket Office operator) with a proposal to redesign the current St Pancras National Rail Ticket Office.

The proposal would free up space with the current National Rail Ticket Office being reduced in size, the recovered space being used as new retail space and at the same time adding more ticket vending machines ("TVMs") in the Arcade and Market areas, along with additional customer seating.

Availability of ticketing and seating are factors referenced in the National Rail Passenger Survey ("NRPS") and the proposal should help mitigate against future drops in those areas with the expected passenger growth.

The additional retailing opportunity is also a factor raised within the NRPS and adding to the current premium station portfolio of retailers will help commercialise the proposed works resulting in no additional charges to any TOC for the works within an agreed budget.

The proposal is planned to be undertaken in 5 main stages:-

- a) Install of eight new Ticket Machines and four new seats, plus some preparatory glazing works in the existing National Rail Ticket Office
- b) Partition existing National Rail Ticket Office; retaining minimum of 5 desks during works
- c) Build new National Rail Ticket Office
- d) Move EMT Ticket Office staff into new space
- e) Fit out the retail space

This phasing has been devised to ensure that there is no reduction of staffed desk positions, whilst also ensuring that the additional TVM facilities and seats are available from the start of the works.

The proposal will not impact on the operation of trains in any way.

The aims of this proposal are to facilitate:

1. The additional eight TVMs should reduce queuing times throughout the station, address a current gap in ticketing opportunity at the Hammersmith & City entrance to the Arcade and lead to improved passenger throughput and provide greater resilience resulting from machine failure
2. Provide an enhanced and refreshed National Rail Ticket Office facility
3. Improve open seating capacity with extra seating
4. Mitigate future passenger growth concerns
5. Reduce the complaints seen about availability of ticket facility options and improve the range of tickets for all TOCs across the station
6. Minimise passengers having to double-back when entering the station from the Hammersmith & City line entrance (south end of Arcade) when going up to EMT
7. Opening up more opportunities for retail space to provide passengers and non-travelling customers with an enhanced station environment.

Representations

This Proposal for Change is submitted in accordance with Part 3 of the HS1 Station Access Conditions 2015.

Discussions have already started with East Midlands Trains, as Lead Retailer at St Pancras International and operator of the National Rail Ticket Office and who are supportive of the proposed works.

The purpose of issuing this Proposal for Change notice is to provide the formal confirmation of the Proposal and seek early sign off to the changes that are to be undertaken. Given the lead time for the ordering of TVMs (circa 5 months) we would like to secure early agreement for the proposed changes and your early assistance in considering this proposal would be appreciated.

Consultation Timeline

This consultation is issued in accordance with Clause 8.6 of the HS1 Station Access Conditions October 2015.

Condition 8.7(B) of the HS1 SACs states that respondents are given a reasonable time of no less than 30 days to make representations in respect of this proposal. However, given the long lead time for the TVMs (5 months) we would appreciate your early consideration. To comply with the SACs your responses are sought by **16 December 2015** but as noted above, early consideration and response would be appreciated.

Pursuant to Clause 87 (C) any Notice of Objection should be lodged within 45 days ie by **31 December 2015**. Nil responses by the above date will be deemed acceptance.

CHANGES TO ST PANCRAS INTERNATIONAL NATIONAL RAIL TICKET OFFICE, SEATING AND PAN-STATION TICKET RETAILING FACILITIES

Responses

Please submit any consultation responses and /or return the signed approval form below to me, Philip Watling at HS1 Limited, One Euston Square, 40 Melton Street, London, NW1 2FD. We look forward to your early consideration of this Change Proposal by return. Please do not hesitate to contact me on 020 7014 2758 or 07525 702 839 or at Philip.Watling@highspeed1.co.uk.

Change Notice – User Approval

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Signed..... **Date**

(duly authorised signatory) on behalf of:

.....

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Proposal for Change Notice:

Change Proposal in respect of the St Pancras International
- Changes to National Rail Ticket Office and pan-station ticket retailing facilities

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1. **Background**
 2. **The Change Proposal**
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 4. **Temporary Arrangements**
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 7. **Funding Arrangements**
 8. **Proposed Implementation and Dates**
 9. **Access for All**
 10. **Amendments to Station Access Conditions Annexes**
 11. **Necessary Approvals**
 12. **User Acceptance & Sign-off**
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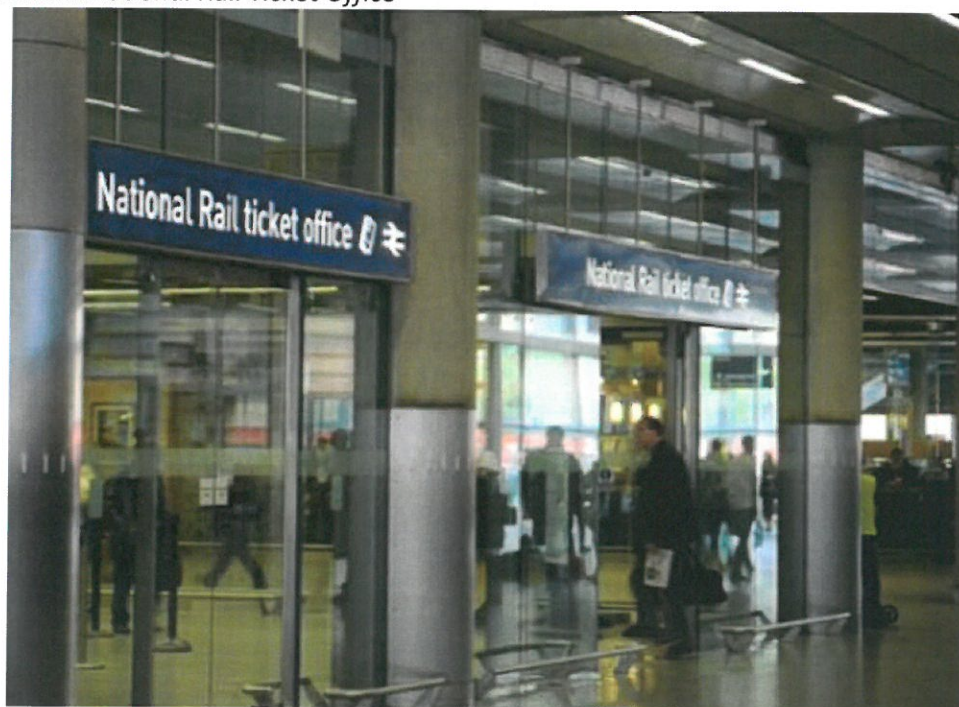
1 Background

St Pancras International is an important public space and is the gateway station to Europe for International Passengers via the High Speed Network. HS1's vision is to be recognised as the world's leading high speed railway business and a key strand to this is that it runs "stations that enhance passenger journeys and visitor experience". In seeking this, HS1 continually reviews and implements enhancements to the journey experience by ensuring that the unique opportunities at each of our stations are sympathetically developed and managed.

The station's historic background and revised layout following the major refurbishment in 2007 means that passengers do not have the classic Network Rail Major Station configuration of a single flat gateline for train departures by one or more TOCs, with nearby Main Information Boards and National Rail Ticket Office.

The current National Rail Ticket Office and supporting rooms currently fronts onto both the Market and Circle Areas of the Station. Its location is not overtly branded as an East Midlands facility (the incumbent operator) and can be utilised by all passengers.

Fig 1. Current National Rail Ticket Office



By supporting the National Rail Ticket Office facility with an additional eight ticket vending machines (TVMs) placed in strategic locations to maximise passenger availability this proposal aims to improve the availability of tickets and ease the passengers' access to ticket facilities. This service has been the subject of some criticism for failing to open desks or not having sufficient ticket machines available. By not tackling this issue at this time and with predicted growths in passenger numbers the problems are likely to only get worse and detract from the current high passenger satisfaction levels currently experienced.

By placing TVMs at the Hammersmith & City Line entrance to the station the proposal will address a current gap in the ticketing opportunities at this main entrance.

By reducing the currently under-utilised space occupied by the National Rail Ticket Office, HS1 will be able to offer the space as a prime retail development to further enhance customers' station experience and fund, within an agreed budget, the proposed scheme and additional equipment purchase at no cost to the TOCs.

St Pancras continues to enjoy a high level of satisfaction from its customers. Spring 2015 results showed passengers have an overall 95.52% satisfaction rating with regards to the station facilities, retaining the station's status as the Best Major Station in the UK. HS1 is however keen to continually enhance the service provision within the station; this includes the development of a 'Customer Promise', by looking at the basics of customer service and facilities by maximising possible opportunities to develop the passenger experience. One aspect of this involves looking at how people flow through the station and how they use the station to add value to their journey. This includes the appropriateness and use of station facilities.

Fig2. Latest National Rail Passenger Survey Results

Issued June 2015	London St Pancras % saying satisfied/good							
	Autumn '11 - Wave 25	Spring '12 - Wave 26	Autumn '12 - Wave 27	Spring '13 - Wave 28	Autumn '13 - Wave 29	Spring '14 - Wave 30	Autumn '14 - Wave 31	Spring '15 - Wave 32
	Sample size	526	756	800	781	697	766	560
Overall satisfaction (Station + Train Facilities)	87	85	89	88	90	87	89	85
Overall satisfaction with the station	95	95	95	96	96	94	96	96
STATION FACILITIES								
Ticket buying facilities	77	80	79	80	72	77	80	81
Availability of seating	-	-	42	46	51	50	45	44
The choice of shops/eating/drinking facilities available	-	-	-	88	89	89	91	85

Scores for "Ticket buying facilities" have remained fairly consistent over the last 4 years with the highest level of 81.3% satisfaction scored during the last wave. The introduction of an additional TVM on the dedicated Southbound Domestic concourse for Southeastern was felt to have influenced this score, having reduced potential queuing times at peak times and providing greater resilience for machine failure.

By placing two additional TVMs in the south end of the Arcade, and spacing the six new TVMs along the Market area the additional options for passengers to purchase their tickets, for all Operators, with minimal queues will be enhanced and should enable less movement back and forth to their intended platform destination and reduce queuing delays at gatelines. Working with all TOCs to provide passengers with a wide range of core tickets across the entire station will help ensure this passenger need is met.

"Availability of seating" remains a difficult aspect with many seats being available, but spread throughout the station. St Pancras does not have the centralised layout as found at, for example Glasgow Central (pictured below) with a large number (circa 130) of seats in one main central concourse.

By adding additional seating (4 benches > 20 additional seats) this proposal aims to provide additional seating space in the Market Area; an area currently devoid of any seats in one of the main passageways through the station.

Fig 3. Glasgow Central Station



2 The Change Proposal

This proposal is to relocate the existing National Rail Ticket Office, within its current footprint, but to reduce it in size, add eight new TVMs to the station and increase passenger seating opportunities.

The proposal is planned to be undertaken in a number of phases, with close involvement of East Midlands Trains who will be most closely affected by the change.

There are 5 main Phases:-

- Phase 1 - Install new Ticket Machines, seats and glazing preparation
- Phase 2 - Partition existing National Rail Ticket Office retaining minimum of 5 desks
- Phase 3 - Build new National Rail Ticket Office
- Phase 4 - Move National Rail Ticket Office staff into new space
- Phase 5 - Fit out the retail space

By undertaking Phase 1 the immediate benefit of the additional ticketing facilities and seating will be released for all passengers' benefit. Also by maintaining an available minimum of five Sales Desks in the National Rail Ticket Office during and post-construction passengers should feel no reduction in access to actual Ticket Office staff. The glazing works (moving a doorway) will be undertaken without immediate impact on the existing Ticket Office and will facilitate the subsequent creation of the new space.

The works will not impact on the ability of staff or passengers to pass to/from trains or public highways and will have no direct operational impact on trains operated from the station, the operation of the Station or the building fabric. Whilst the changes required at the station will not impact on the operation of the station they will require some adjustments to working arrangements for EMT and possibly Eurostar in the following areas during the phased works:

Phase	Impacted	Action
1	N/A	No impact as the TVMs and seats are installed. Preparation glazing works will be horded off from main ticket office, but not impacting on ticket retailing.
2/3	EMT	Staff working in a reduced space whilst the partitioning of the walls are added and the new Ticket Office facility is installed.
4	EMT	Relocated to the new National Rail Ticket Office
5	N/A	Retail unit fit out
Post	EIL	The new TVMs and seats within the Market space will be incorporated into a revised Queuing Plan in times of disruption that has been developed and agreed by Network Rail High Speed (See Plan D)

There is no expected operational impact on Southeastern.

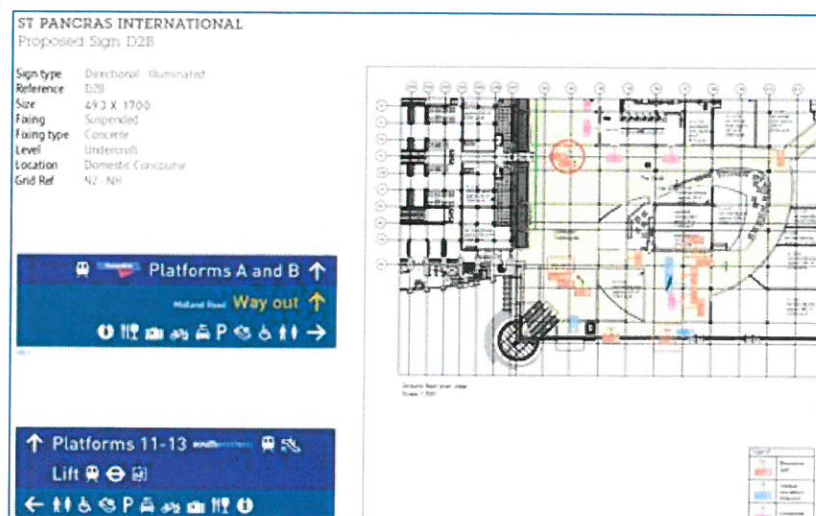
The Change proposal will see the following changes to the space allocation as follows:

Existing space	Existing Allocation	Existing Occupier	Proposed New Allocation	Proposed Occupier
EMT Ticket Office	EMT Lease dated 16/10/15 to 15/04/16	EMT	Part EMT Part Retail	EMT/ Retail

During any construction phases vinyl hoardings will be utilised to advise passengers about the changes and the improvements that will be occurring. This will help ensure all passengers and regular users of the station are fully aware of the works and the proposed benefits that they will bring. No disruption to the provision of passenger facilities is envisaged as a result of these works.

As part of the Scheme a new directional sign reference will be added to the signs outside of the current National Rail Ticket Office emphasising the location of the new Ticket Office rather than simply relying on the current icon used on the existing sign. Full details of signage change shown in Plan E.

Fig 3. Current Sign D2B to be lengthened to add a written reference to the adjacent National Rail Ticket Office and which will be visible to viewers approaching from East and West along the Market Area



3 Scheme Benefits

The aims of this proposal are to:

1. The additional eight TVMs should reduce queuing times throughout the station, address a current gap in ticketing opportunity at the Hammersmith & City entrance to the Arcade and lead to improved passenger throughput and provide greater resilience resulting from machine failure
2. Provide an enhanced and refreshed National Rail Ticket Office facility
3. Improve open seating capacity with extra seating
4. Mitigate future passenger growth concerns
5. Reduce the complaints seen about availability of ticket facility options and improve the range of tickets for all TOCs across the station
6. Minimise passengers having to double-back when entering the station from the Hammersmith & City line entrance (south end of Arcade) when going up to EMT
7. Opening up more opportunities for retail space to provide passengers and non-travelling customers with an enhanced station environment.

4 Temporary Arrangements

The phasing arrangements as described above will be phased in conjunction with East Midlands Trains so as to minimise disruption to affected staff.

A system and scope of works is being developed in conjunction with EMT to minimise any disruption that will happen during the installation and construction works. The scope of the works and design fit-out of the new National Rail Ticket Office will be agreed directly with EMT.

Contractors will be procured in accordance with HS1's Safety Policy Statement; available on request.

5 Environmental Policy

There are no impacts or changes required to HS1's Environmental Policy as a result of the proposed works.

6 Drawings/Plans

- | | |
|--------|--|
| Plan A | Current National Rail Ticket Office demise |
| Plan B | Proposed new National Rail Ticket Office Demise* |
| Plan C | Proposed location of new TVMs and seats; along with suggested queuing direction* |
| Plan D | Proposed disruption queuing plan in the Market area incorporating the new and relocated TVMs and seats |
| Plan E | Amended signage proposal |

Original copies of plans are available if required but are not attached below due to file size constraints. *Plans below are dependent on London Borough of Camden ratification/Historic England have agreed.

7 CAPEX Funding Arrangements

HS1 and EMT will enter into a separate commercial arrangement to facilitate the purchase of the TVMs and Ticket Office works. There are therefore no other associated implementation/capex costs to be incurred by the Users as a result of the proposed works to the National Rail Ticket Office.

7.1 Insurance Policies

There are no changes required to the insurance arrangements of the station as a result of this change.

7.2 Repairs and Maintenance

There will be no change to the on-going repairs and maintenance activities at the station as listed in the Station Specific Annexes.

7.3 Long Term Charge & Qualifying Expenditure

The improved facilities will be covered under existing cleaning and maintenance regimes. TVM maintenance and management responsibility will be retained by EMT as incumbent National Rail ticket office operator. It is hoped that the passenger benefits derived from the additional seating and enhanced ticketing facilities would support any minimal increase in costs which may arise from the cleaning and maintenance of the additional seating.

Pursuant to Clause 100.5 of the SACs the changes are de minimus and would not trigger a change of the LTC values.

8 Proposed Implementation and Dates

HS1 would propose to start works asap, but with lead times for the new TVMs cited as being 6 months it is hoped that we can place the order whilst working out the fine detail of the scope of works with East Midlands Trains. The complete works are expected to be completed by August 2016 with the new retailer trading at the end of Phase 5. A works schedule highlighting key transition dates will be draw up, but is totally dependent on the placing of the order for the TVMs to be able to timetable Phase 1 installation commencement.

9 Access for All

All works will be undertaken where reasonably practicable in accordance with the “Accessible Train Station Design for Disabled People: A Code of Practice” and the Disability Discrimination Act 1995. The works will also comply with the provisions of the Equality Act 2010.

The resultant ticket-office will be designed with improved accessibility.

10 Amendments to the Station Access Conditions Annexes

The current and proposed changes are outlined in the attached Plans A and B1/B2. Once the scheme is approved a formal amendment will be made to the existing plans attached to the St Pancras International Station Annexes to the HS1 Station Access Conditions Annexes – Appendix 2 to Annex 1 – the Plan. Drawing numbers will be amended as follows:

Drawing Title (Unchanged)	Old Drawing Number	New Drawing Number
ST PANCRAS INTERNATIONAL PLAN 1 GROUND FLOOR	Currently under review as part of the Station Plans Update Workshop but listed as 100-DQX-HISP1-00001-04	TBC once Station Change is approved and a new detailed drawing incorporating the attached changes are implemented and the EMT Lease is amended

11 Necessary Approvals

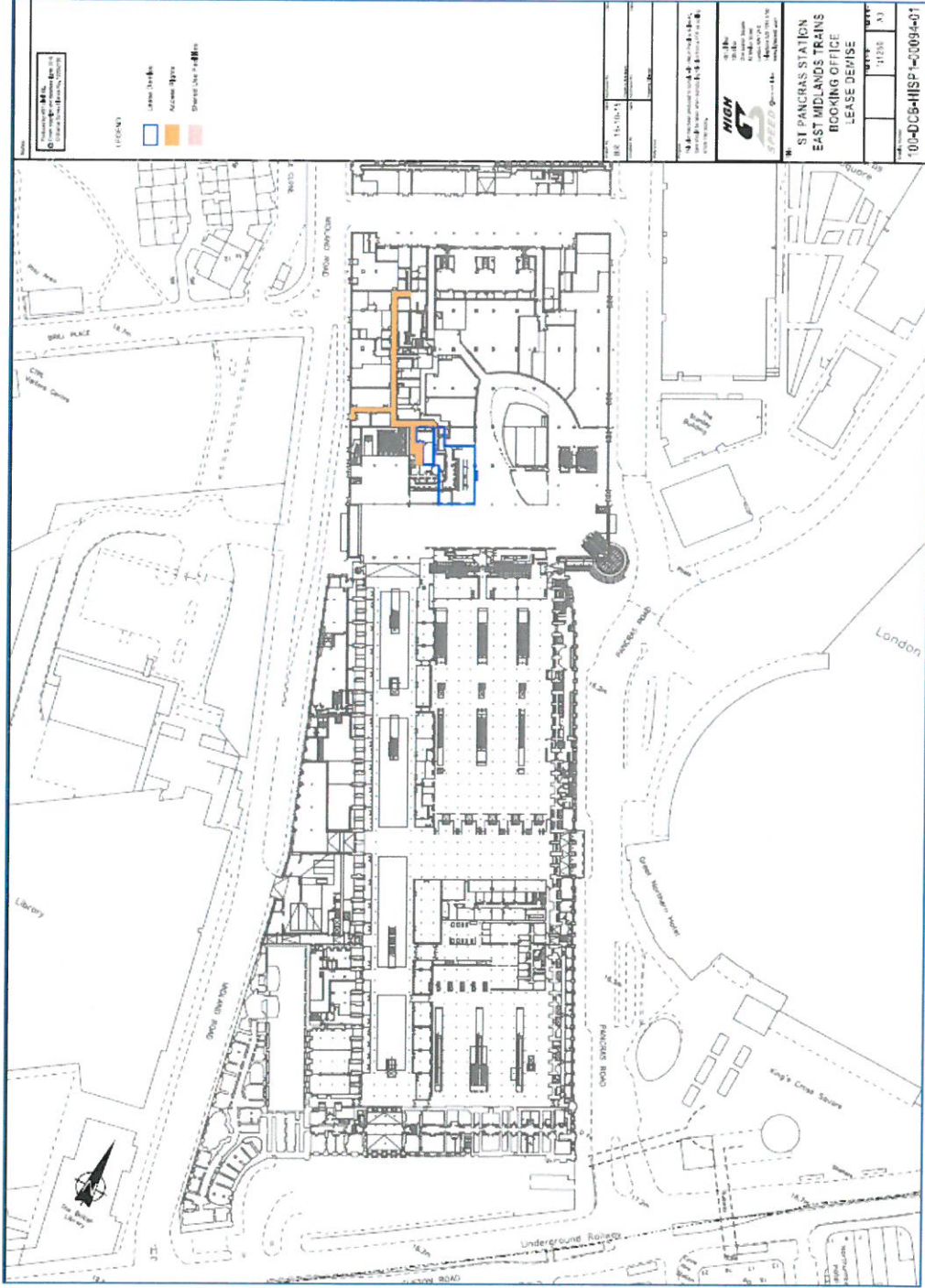
- a) The Station Lease footprint is not being changed and no Lease changes are required from the DfT. However, the current EMT lease for the National Rail Ticket Office will require subsequent amendment to reflect changes to the demise area.
- b) The proposed changes do not impact on the “Minimum Operational Standards”, pursuant to Clause 4.9 (Alterations) of the HS1 Lease (30 September 2010)
- c) There is no formal requirement for the DfT to approve the Proposal for Change within the Concession Agreement as there is no approval role for the Department in this area. However, the DfT have been included as an informed key stakeholder for this Station Change proposal in the spirit of full disclosure.
- d) HS1 will arrange the necessary approvals from Historic England/London Borough of Camden who have already been given early sight of the plans to allow the process to commence.

12 User Acceptance & Sign -off

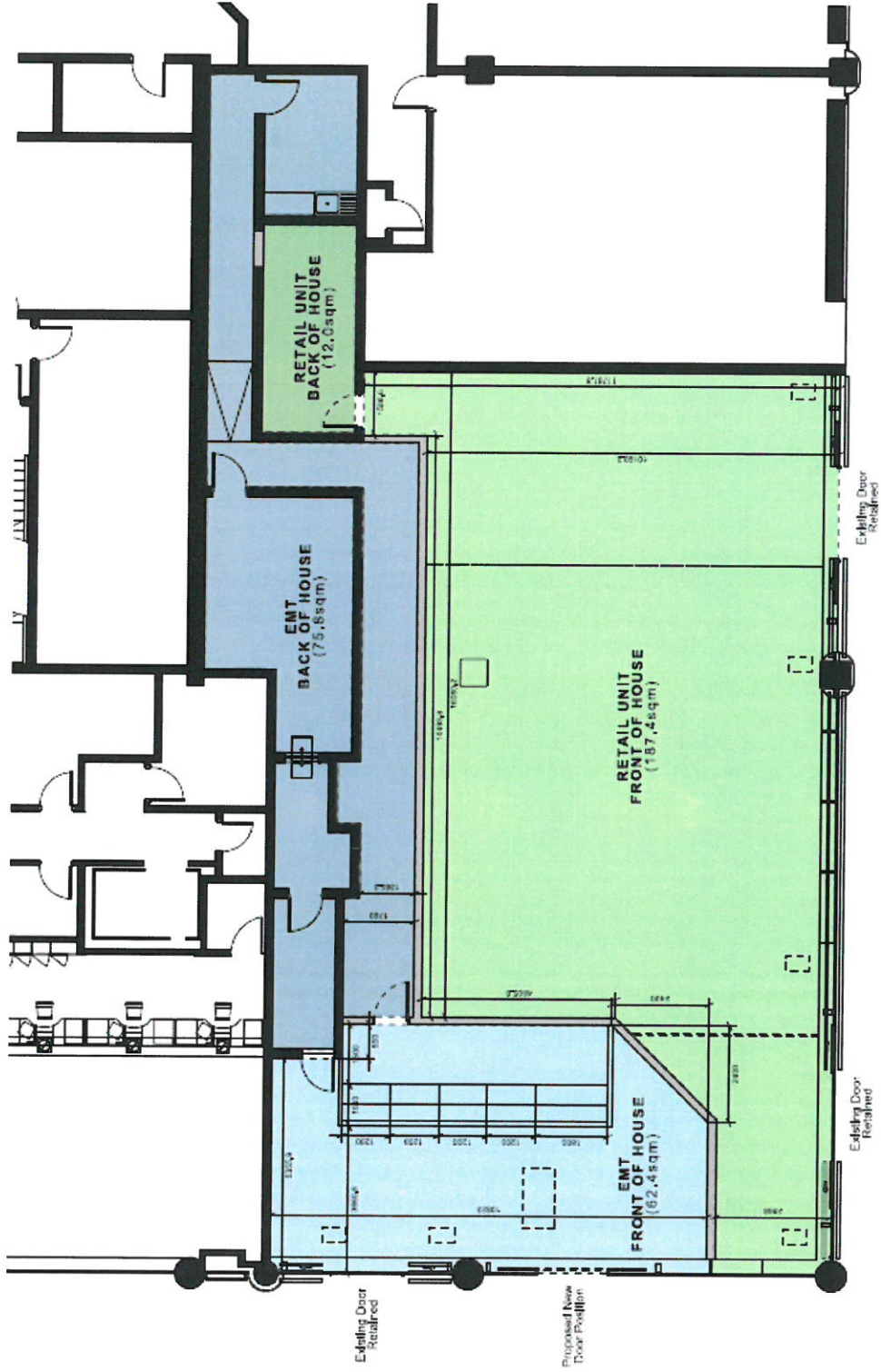
This Proposal is submitted in accordance with Part 3 of the HS1 Station Access Conditions - October 2015. HS1 Ltd notes that following informal discussions with the impacted parties (EMT, EIL and Southeastern) no major objections have been raised and any issues that have been raised have aimed to be included in this proposal.

It is hoped that the supporting information and content of this proposal would permit all Users to progress with a shortened consultation period and therefore, if this Proposal for Change is acceptable, please sign, date and return a scanned or hard copy of the approval form as soon as possible to Philip Watling at HS1 Ltd (address provided above).

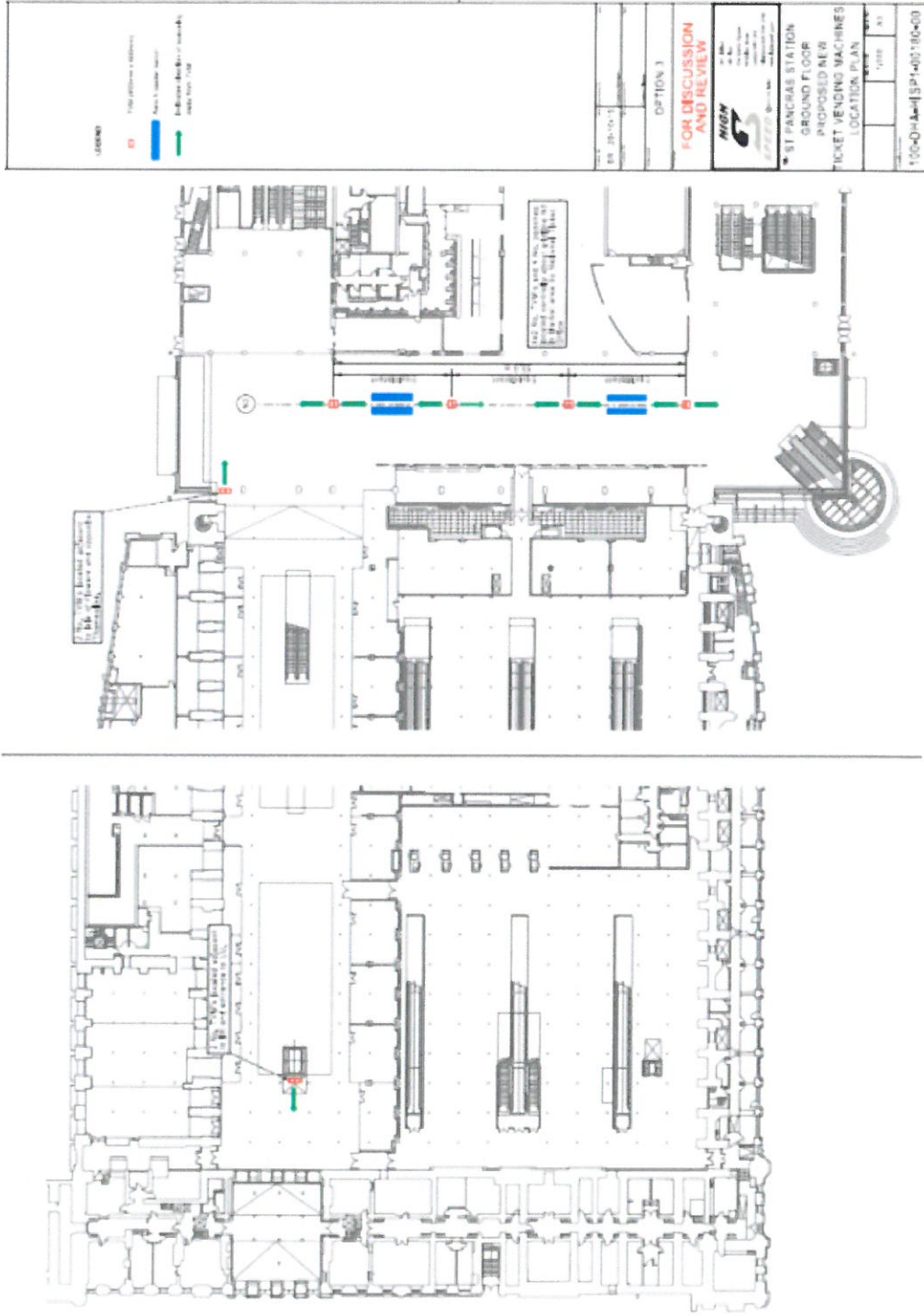
Plan A Current National Rail Ticket Office demise



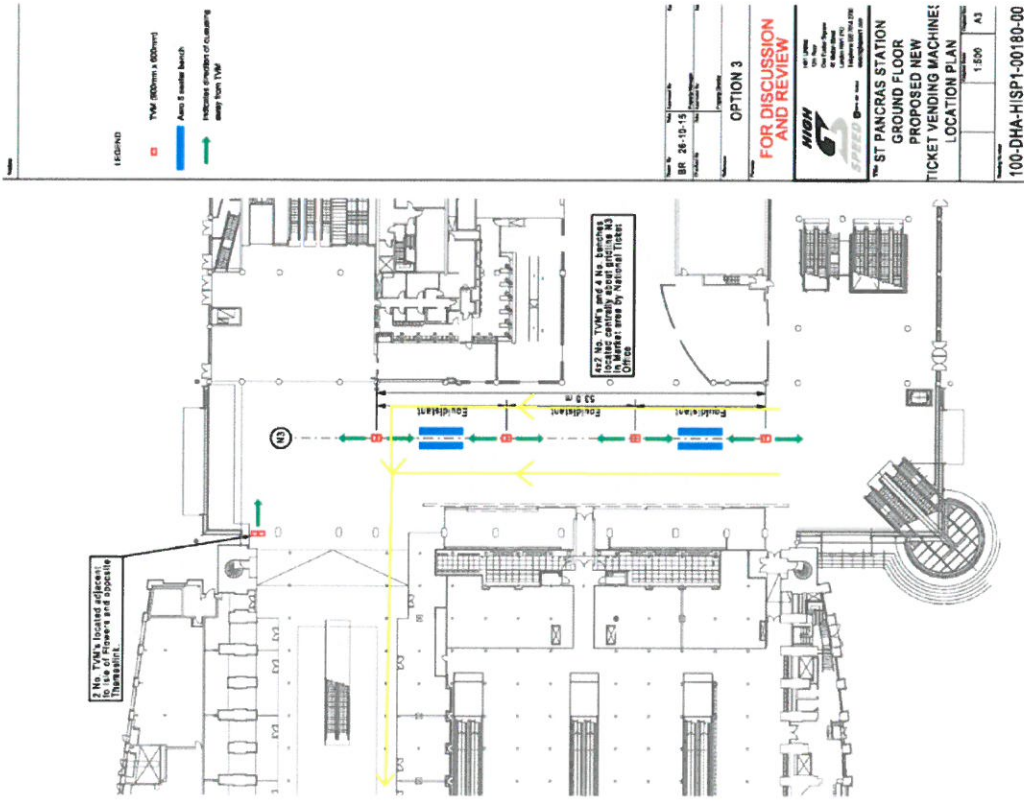
Plan B - Proposed new National Rail Ticket Office demise (subject to London Borough of Camden ratification/Historic England approval has been secured).



Plan C - Proposed location of new TVMs and seats; along with queuing direction



Plan D - Proposed disruption queuing plan in the Market area incorporating the new TVMs and seats



Yellow arrows denote proposed Eurostar queuing lanes in times of exceptional disruption, with the left hand land being the Paris lane and the right being for Brussels, if required, to permit separation of services/passengers

Plan E – Amended signage proposal

ST PANCRAS INTERNATIONAL
Proposed Sign: D2A

Sign type: Directional - Illuminated
Reference: D2A
Size: 493 X 1700
Finish: Suspended
Level: Concrete
Location: Domestic Concourse
Grid Ref: NZ - NH

↑ Platforms 1-4 International trains
↑

⬅ Underground
⬅

Way out

↑ Platforms 1-4 International trains
↑

⬅ Underground
⬅

No initial change to the content but adding a 4th blank line to align with D2B

ST PANCRAS INTERNATIONAL
Proposed Sign: D2B

Sign type: Directional - Illuminated
Reference: D2B
Size: 493 X 1700
Finish: Suspended
Level: Concrete
Location: Domestic Concourse
Grid Ref: NZ - NH

↑ Platforms A and B
↑

Way out

⬅ Platforms 11-13
⬅

⬅ Lift
⬅

↑ Platforms A and B
↑

Way out

⬅ Platforms 11-13
⬅

⬅ Lift
⬅

Add 4th line and on either side include on new 2nd or 3rd line
“< National Rail Ticket Office” with arrow, as appropriate, pointing to side where National Rail Ticket Office is located.