

South Eastern Franchise Consultation

June 2012

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1. Foreword

- 1.1 The current Southeastern franchise started in April 2006. This franchise has delivered the most significant timetable change in Kent for over 50 years, as well providing the first domestic high speed rail services in the UK.
- 1.2 The new South Eastern franchise is planned to commence on 1 April 2014. One of the biggest challenges facing the new franchisee will be managing a period of change to facilitate the delivery of the Thameslink Programme through service transfers and the rebuilding of London Bridge station. The franchisee will also have a role in assisting in the delivery of Crossrail services.
- 1.3 The new franchise faces a number of significant challenges. These are:
- to deliver services which effectively manage passenger flows while London Bridge station is being rebuilt between 2015 and 2018;
 - to enable the benefits of the Thameslink Programme to be fully realised;
 - to enable the delivery of Crossrail, which will see significant infrastructure and rolling stock investment across London;
 - to ensure that performance and customer satisfaction are maintained during this time of significant change;
 - to ensure that the timetable evolves in response to the Thameslink and Crossrail programmes and other changes in demand, building on the major timetable alteration made in December 2009;
 - to make best use of the domestic high-speed services to deliver value to the franchise and support regional and national economic growth; and
 - to transfer out some services from the franchise to become part of the combined Thameslink, Southern and Great Northern¹ franchise services during 2018.
- 1.4 As a result of the level and location of changes in this franchise, we are proposing to align the new South Eastern franchise to terminate at the same time as the TSGN franchise (which is also the subject of a public consultation to a similar timescale). This means that the South Eastern franchise will run for 6 years and 5 months, with the Secretary of State having the discretion to extend this contract by up to two years. We are taking this pragmatic approach to balance the potential benefits of longer franchises with the specific circumstances of both the Thameslink Programme and

¹ This combined franchise will be known as the TSGN franchise for the remainder of this document.

implementation of the Crossrail project. This is expected to then provide a level platform to capture the long term benefits when these projects are completed.

- 1.5 This consultation commences on 21 June 2012 and will run to 13 September 2012. As there are common issues between South Eastern and TSGN, we are consulting on both franchises to a similar timescale.
- 1.6 We expect bidders will develop a suitable vision for this franchise. Developing a meaningful vision means that bidders will need to take into account value for money, affordability and the deliverability into their plans to address future challenges, whilst maintaining and potentially increasing passenger satisfaction.
- 1.7 It is vital that the franchise responds to growth. We expect bidders to set out plans that explain the changes in demand for services across the whole of the franchise area and how they propose to deal with that expected demand. Considerations of affordability mean that that as well as possible targeted investment, the new South Eastern franchisee will need to exploit creativity and innovation to fully optimise use of the capacity and resources already available to the franchise.

2. Purpose and policy

2.1 The new South Eastern franchise is due to commence in April 2014. The objectives for this franchise are set out in chapter 5 of this document. The consultation sets out what we are proposing to specify and explains the process and timescales for awarding the South Eastern franchise.

This document:

- informs stakeholders of the process and timescales for awarding the South Eastern franchise;
- gives stakeholders background information about the current services, infrastructure capability on the South Eastern routes and the strategic planning and transport context of the new franchise;
- advises stakeholders and potential funders of the objectives and what we expect to include in the Invitation to Tender (ITT) for the franchise and the options under consideration; and
- invites potential funders to notify the Department for Transport (DfT) of any increments or decrements they may wish to purchase.

2.2 The closing date for consultation responses is **13 September 2012**. The Department will publish a report following the consultation which will summarise stakeholder views and the Department's conclusions on them. This will form a key reference document for the franchise bidders, and will be published at the same time as the Invitation to Tender (ITT).

2.3 This consultation is taking place to a similar timescale to the consultation for the TSGN franchise because of the planned and potential service transfers between franchise areas. We believe that giving respondents an overview of the two franchises together will improve their ability to respond in an effective and informed way to the consultations.

2.4 We have considered whether the potential changes are likely to have any impact (adverse or differential) on race, disability or gender equality. It is not anticipated that any such impacts will occur. However, the Department takes its equalities responsibilities seriously and would welcome respondents' views on any issues that may affect equality of opportunity in these areas.

2.5 There is scope to improve services and improve value from the franchise. The specification for the new franchise will set a framework within which the new franchise operator can deliver better services and better value.

Franchising policy

- 2.6 In March 2012 the Government published a Command Paper - *Reforming our Railways: Putting the Customer First*, which set out the Government's ambitions for Britain's railways.
- 2.7 The Command Paper stated that future franchises would generally be longer, giving operators more responsibility and greater flexibility in the services they provide, as well as better incentives to invest. The overall approach will be to treat operators as mature companies with a commercial interest in delivering a good service for their passengers.
- 2.8 The Command Paper also recognised that different approaches will be needed for different circumstances and different parts of the rail network. In general, specifications will be more flexible (particularly for long distance services) allowing franchisees to use their knowledge of passengers' needs to develop service patterns. This freedom will be exercised within a framework set by the Government, taking into account the specific circumstances of the franchise, and will work in conjunction with licence obligations. This will be designed to protect the interests of passengers, taxpayers and the economy.
- 2.9 For this franchise, the Government's priority is to ensure that the significant infrastructure works and the transfer of services to the TSGN franchise is achieved in the most cost effective way for passengers and taxpayers. A franchise term of six years and five months is being proposed in order to support this operational aim, ensuring that the winning bidder is selected on the strength of its proposition for meeting the crucial short and medium term operational challenges. Once the Thameslink Programme is completed a new franchise will be let in light of the changes that have taken place, at which point the bidding market will be able to develop an informed strategy for future services.
- 2.10 Sir Roy McNulty's *Realising the Potential of GB Rail – Report of the Rail Value for Money Study* estimated the potential size of the savings available from greater efficiency within the industry and made recommendations about how they might be achieved. Getting those responsible for track and train to work more closely together, driving down costs to passengers and taxpayers, and improving the quality of services, are all priorities for the Government. Commitment to closer partnership working, which promotes efficiency with Network Rail and HS1 Limited, will be sought through the franchising process. It is expected that the successful franchise bidder will be required to set out, and commit to, reducing the cost of operating the franchise.
- 2.11 The Department is consulting on the future of fares and ticketing. More information can be found at <http://www.dft.gov.uk/consultations/dft-2012-09/>. Smart ticketing technology offers new opportunities to understand and manage the journeys that passengers make. Changes in the working arrangements of commuters present opportunities for the operator to make better use of the existing railway in ways such as rewarding passengers who choose to use less crowded trains. This would allow the railway to make better use of capacity.

Wider rail and transport policy

- 2.12 This consultation document has been produced in the context of the broader transport policy environment. The following documents are a guide to this:

Periodic review 2013 Consultation on incentives ORR December 2011 http://rail-reg.gov.uk/pr13/PDF/pr13-first-consultation-incentives_141211.pdf

Office of Rail Regulation - ORR's regulatory statements on HS1 <http://www.rail-reg.gov.uk/server/show/nav.2251>

Reforming our railways: Putting the customer first, Department for Transport, March 2012 <http://assets.dft.gov.uk/publications/reforming-our-railways/reforming-our-railways.pdf>

Rail fares and ticketing review: Initial consultation, Department for Transport, March 2012 <http://assets.dft.gov.uk/consultations/dft-2012-09/main-document.pdf>

Rail Decentralisation, Devolving decision making on passenger rail services in England Department for Transport March 2012 <http://assets.dft.gov.uk/consultations/dft-2012-10/main-document.pdf>

Rail Action Plan for Kent, Kent County Council, April 2011 <https://shareweb.kent.gov.uk/Documents/council-and-democracy/have%20your%20say/rail-action-plan-for-kent.pdf>

Strategic Business Plan Network Rail October 2007 <http://www.networkrail.co.uk/asp/4355.aspx>

CP4 Delivery Plan Network Rail March 2009 <http://www.networkrail.co.uk/asp/5500.aspx>

CP5 Initial Industry Plan Network Rail September 2011 <http://www.networkrail.co.uk/iip.aspx>

Network Route Utilisation Strategy Stations Network Rail August 2011 <http://www.networkrail.co.uk/browseDirectory.aspx?root=&dir=%5cRUS%20Document%5cRoute%20Utilisation%20Strategies%5cNetwork%5cWorking%20Group%202%20-%20Stations>

London and South East Route Utilisation Strategy Network Rail July 2011 <http://www.networkrail.co.uk/browseDirectory.aspx?dir=%5cRUS%20Documents%5cRoute%20Utilisation%20Strategies%5cRUS%20Generation%202%5CLondon%20and%20South%20East>

Realising the Potential of GB Rail – Report of the Rail Value for Money Study Sir Roy McNulty's May 2011 <http://www.dft.gov.uk/publications/realising-the-potential-of-gb-rail/>

Response to the Reforming Rail Franchising Consultation Department for Transport January 2011 <http://www.dft.gov.uk/news/statements/villiers-20110119/>

Creating Growth, Cutting Carbon: Making Sustainable Local Transport Happen Department for Transport January 2011 <http://www.dft.gov.uk/publications/making-sustainable-local-transport-happen/>

Transport Strategy Mayor of London May 2010 <http://www.london.gov.uk/publication/mayors-transport-strategy>

Strategic Rail Freight Network: The Longer Term Vision Department for Transport
September 2009;

<http://www.stopbig.org/downloads/Strategic%20Rail%20Freight%20Network%20-%20Long%20Term%20Vision.pdf>

Alterations to the London Plan Greater London Assembly February 2008;

<http://www.london.gov.uk/priorities/planning/londonplan>

Route Utilisation Strategy Network Rail December 2007

<http://www.networkrail.co.uk/asp/4449.aspx>

Towards a Sustainable Transport System – Supporting Economic Growth in a Low Carbon World Department for Transport October 2007 [http://www.official-](http://www.official-documents.gov.uk/document/cm72/7226/7226.pdf)

[documents.gov.uk/document/cm72/7226/7226.pdf](http://www.official-documents.gov.uk/document/cm72/7226/7226.pdf)

Rail Freight Strategy Transport for London August 2007

<http://www.tfl.gov.uk/microsites/freight/documents/rail-freight-strategy-aug-2007.pdf>

Freight Route Utilisation Strategy Network Rail March 2007 and

<http://www.networkrail.co.uk/browseDirectory.aspx?dir=%5CRUS%20Documents%5CRoute%20Utilisation%20Strategies%5CFreight>

Transport 2025 Transport Challenges for a Growing world City Transport for London
November 2006

http://tram.mcgill.ca/Teaching/URBP619/plans_case_studies/Londres%20Transport%20Vision%202025.pdf

A Rail Strategy for London's Future Transport for London 2007

<http://www.tfl.gov.uk/assets/downloads/Rail2025.pdf>

Consultation on the combined Thameslink, Southern and Great Northern franchise,
published by the DfT on the same day as this South Eastern franchise consultation.

3. Process and timescales

- 3.1 In developing the specification for the South Eastern franchise, the Department has already met, and will continue to meet, with stakeholders and will consider the responses to this consultation document before formulating the final specification. We plan to publish a notice in the Official Journal of the European Union, inviting organisations to express an interest in bidding for the franchise, later this year.
- 3.2 The Department expects to issue an ITT to shortlisted applicants in May 2013. We plan to announce the winning bidder in December 2013 with the new franchise starting in April 2014. An outline of the proposed key dates is shown in Table 1.
- 3.3 We place great importance on protecting the interests of passengers. Passenger Focus therefore has a significant role within the specification process. They will continue to provide the Secretary of State with advice on key issues that the new franchise should seek to address. We are grateful to them for their input, and discussions with Passenger Focus will continue as the specification develops.
- 3.4 The Department's initial view of the specification is described in chapter 7 of this document. The final specification will take into account comments received from consultees, value for money, affordability, deliverability, robustness and operational impact. The final specification will be issued with the ITT. The specification may also be modified to reflect other emerging information. This could include local funders' aspirations for service enhancements (so called "increments") or their proposals for service reductions and how the savings would be re-invested locally (so called "decrements").

Table 1: Outline of proposed key dates for South Eastern re-franchising

Stage	Stage dates
Stakeholder consultation period	June 2012 - September 2012
Franchise advertised	December 2012
Tenders invited	May 2013
Franchise award	December 2013
Franchise start	April 2014
Final transfer of services from South Eastern to TSGN	By December 2018
Expiry of new South Eastern franchise	September 2020 NB: This can be extended by up to two years at the discretion of the Secretary of State

4. The South Eastern franchise

The current franchise

- 4.1 The current franchise serves a diverse range of destinations in Kent and South East London including Dartford, Sevenoaks, Orpington, Gillingham, Ashford, Canterbury and Dover, as well as limited destinations in East Sussex (most notably Hastings). Unlike most franchises, there are several London terminal stations served such as London Victoria, London Charing Cross, London Bridge, London Cannon Street, London St Pancras International and Waterloo East. The franchise operates 2,058 train services per weekday and employs around 3,600 staff and manages 175 stations. Its high speed domestic services also call at St Pancras International, Stratford International, Ebbsfleet International and Ashford International. The franchise map is shown in Appendix 1.
- 4.2 The current franchise trades under the brand name Southeastern² and operates across Kent (as illustrated in Appendix 1). The service structure is broken into three areas:
- Metro services operating in and around South East London;
 - Longer distance services to Kent and East Sussex; and
 - High Speed 1 domestic services to/from St Pancras International.
- 4.3 Southeastern operates on infrastructure owned by two different infrastructure companies. Network Rail owns, operates and maintains the rail infrastructure with the exception of the high speed 1 (HS1) line which is the responsibility of HS1 Limited under a 30 year concession. HS1 Limited contract Network Rail (CTRL) Limited to maintain and operate its infrastructure on their behalf. The funding of infrastructure works is calculated in separate five year Control Periods³ (CPs). Funding for the maintenance and operation of the infrastructure owned by Network Rail is currently as outlined in CP4, which ends 31 March 2014. However, the HS1 infrastructure has a different CP regulatory regime and is currently in CP1 which ends on 31 March 2015.
- 4.4 The current franchise operator maintains and stables its rolling stock at depots (light maintenance facilities) and sidings. Those facilities are located at:
- Victoria Grosvenor Road;
 - Grove Park;
 - Orpington;

² In this document where 'Southeastern' is used this refers to the current Integrated Kent franchise, where 'South Eastern' is used it refers to the new franchise starting in April 2014.

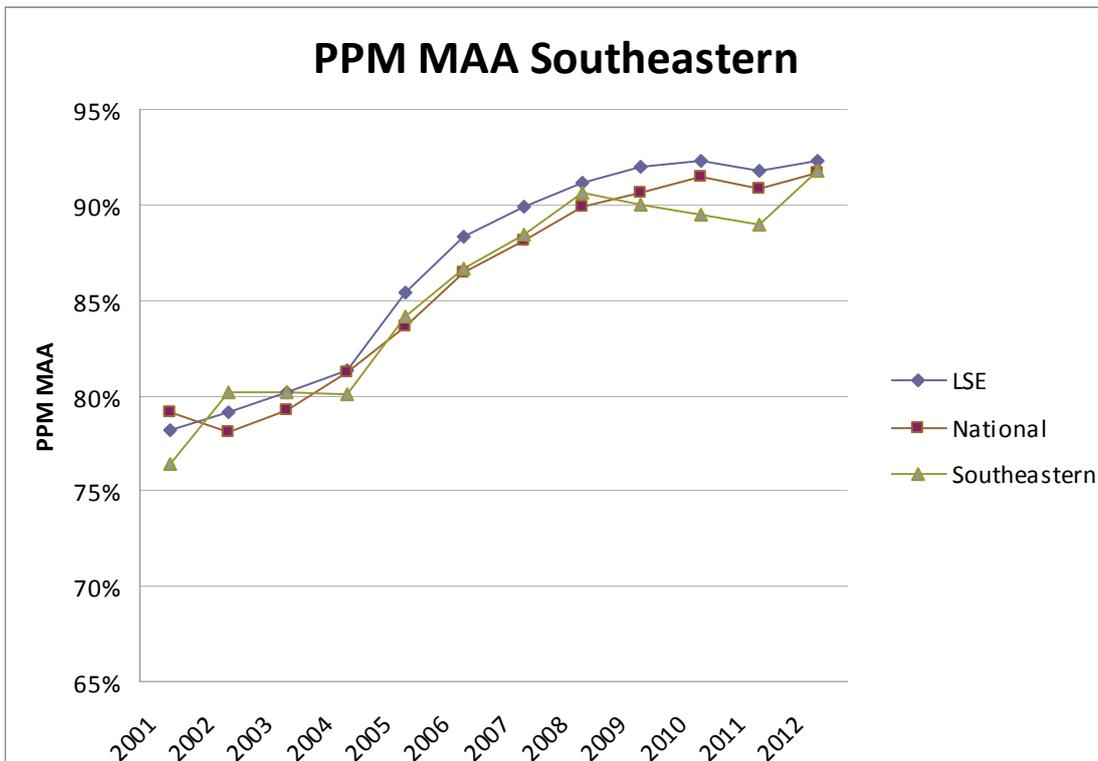
³ Control Period is the period of five years that define the financial contributions made by the rail industry to the infrastructure owner (Network Rail or HS1 Limited). In the case of HS1 infrastructure, contributions are currently made by Eurostar, Southeastern and Freight Operators.

- Slade Green;
- Gillingham;
- Ramsgate;
- St. Leonards West Marina;
- Temple Mills; and
- Ashford

Reliability and performance

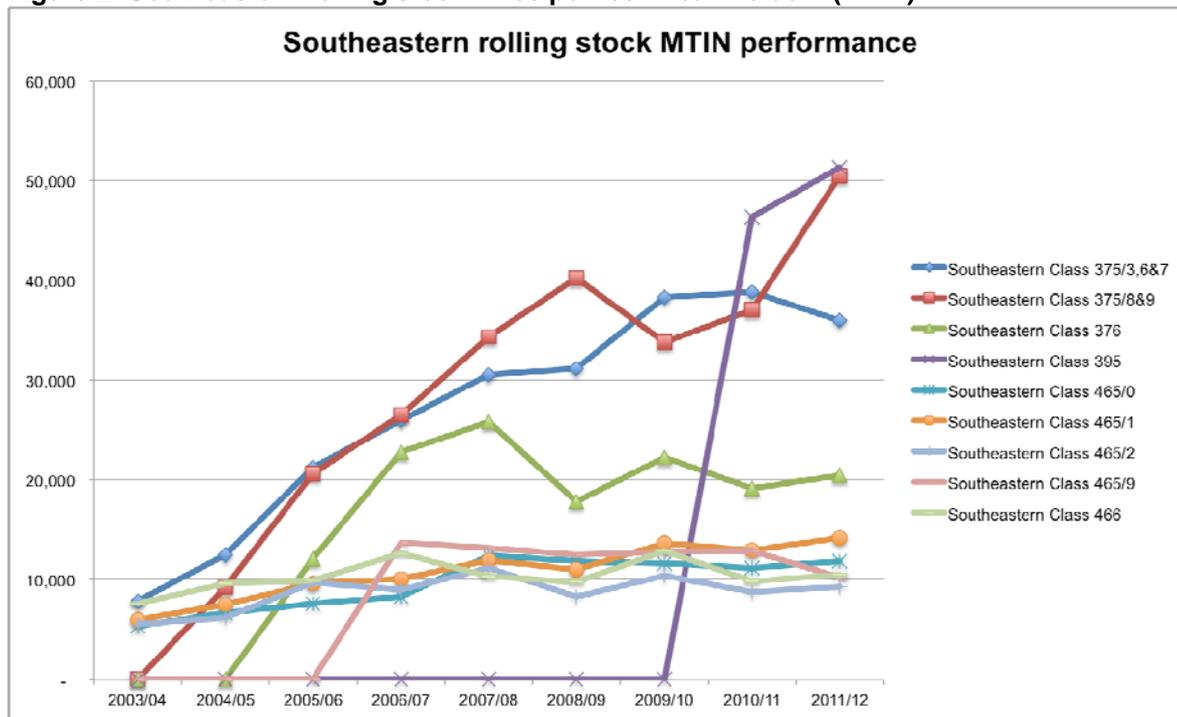
4.5 The graph below shows performance since 2001. During the franchise, there have been some periods of disruption for passengers on parts of the line. For example, during the severe winter weather in 2009 and 2010 there were significant problems and in some cases passengers could not make their journeys at all. However, overall performance figures have shown a steady improvement during the franchise. In the year to 31 March 2012, 91.80% of the franchise's services arrived at their destination within five minutes of the advertised time. It is important that the current levels of performance are maintained and improved on where possible. This will be challenging in view of the scale of the changes taking place during the lifetime of the franchise.

Figure 1: Public Performance Measure (PPM) and Moving Annual Average (MAA) for the South Eastern franchise



4.6 The chart below illustrates the current franchise performance for the trains that it operates. Such performance is measured by the miles between failures that causes in excess of five minutes of delay.

Figure 2: Southeastern rolling stock miles per technical incident (MTIN)



Rolling Stock

4.7 Southeastern operates the following rolling stock:

Table 2: Stock currently used on Southeastern (all EMUs)

Unit Type	Vehicles per unit	Total Seats per unit	Number of units	Current use of units
375/3 *	3	176	10	Electrostar DC EMU, used on outer-suburban Mainline services between London and Kent Coast / Hastings. Used on small number of Kent Metro services. Can be used on Strood - Paddock Wood / Tonbridge and Sittingbourne - Sheppey branch services
375/6 *	4	236	30	Electrostar DC EMU, used on outer-suburban Mainline services between London and Kent Coast / Hastings. Used on small number of Kent Metro services. Can be used on Strood - Paddock Wood / Tonbridge and Sittingbourne - Sheppey branch services. Fitted with pantographs, but not with AC traction equipment.
375/7 *	4	236	15	Electrostar DC EMU, used on outer-suburban Mainline services between London and Kent Coast / Hastings. Used on small number of Kent Metro services. Can be used on Strood - Paddock Wood / Tonbridge and Sittingbourne - Sheppey branch services.
375/8 *	4	236	30	As 375/7.

Unit Type	Vehicles per unit	Total Seats per unit	Number of units	Current use of units
375/9 *	4	273	27	As 375/7, except these are high-density layout units.
376	5	226	36	Electrostar DC high-capacity EMU, used for Kent Metro services.
465/0	4	348	50	Networker DC high-density layout EMU, used on Kent Metro services. Can be used on Mainline and branch line ('Kent Rural') services.
465/1	4	348	47	As 465/0.
465/2	4	348	16	As 465/0.
465/9 *	4	326	34	Refreshed Networker DC units, with 1 st Class added, primarily for Kent Mainline services.
466	2	168	43	2-car version of networker DC EMU – Kent Metro, some Mainline and branch ('Kent Rural') services.
395	6	354	29	Exclusively used for HighSpeed services – between St Pancras International and mainly Kent Coast destinations / Maidstone West.
FCC fleet				
319/0 (Note 2)	4	316	13	Dual-voltage electric train which can work on both overhead lines and third rail, usually used on Thameslink inner-suburban Luton/St Albans – Wimbledon loop services.
319/2 * (Note 2)	4	241	7	Dual-voltage electric train which can work on both overhead lines and third rail, usually used on Thameslink Bedford-Brighton services.
319/3 (Note 2)	4	303	26	Dual-voltage electric train which can work on both overhead lines and third rail, usually used on Thameslink Luton/St Albans – Wimbledon loop services.
319/4 * (Note 2)	4	275	40	Dual-voltage electric train which can work on both overhead lines and third rail, usually used on Thameslink Bedford-Brighton services.
377/2 * (Note 1 and 2)	4	242	3	Dual-voltage electric train which can work on both overhead lines and third rail, usually used on Thameslink outer Bedford-Brighton services.
377/5 * (Note 1 and 2)	4	243	23	Dual-voltage electric train which can work on both overhead lines and third rail, usually used on Thameslink Bedford-Brighton services.

Note 1: These units are sub-leased from Southern to FCC and are expected to remain there until the end of the current FCC franchise.

Note 2: These units sometimes operate the joint FCC/Southeastern services, and are sometimes used for FCC only services. For the purposes of this consultation, they have not been separated.

* includes First Class seats

Passenger numbers and revenue

4.8 The following graphs below shows the passenger journeys and revenue growth on the franchise since 2005.

Figure 3: Southeastern revenue growth since 2005 (source: LENNON)

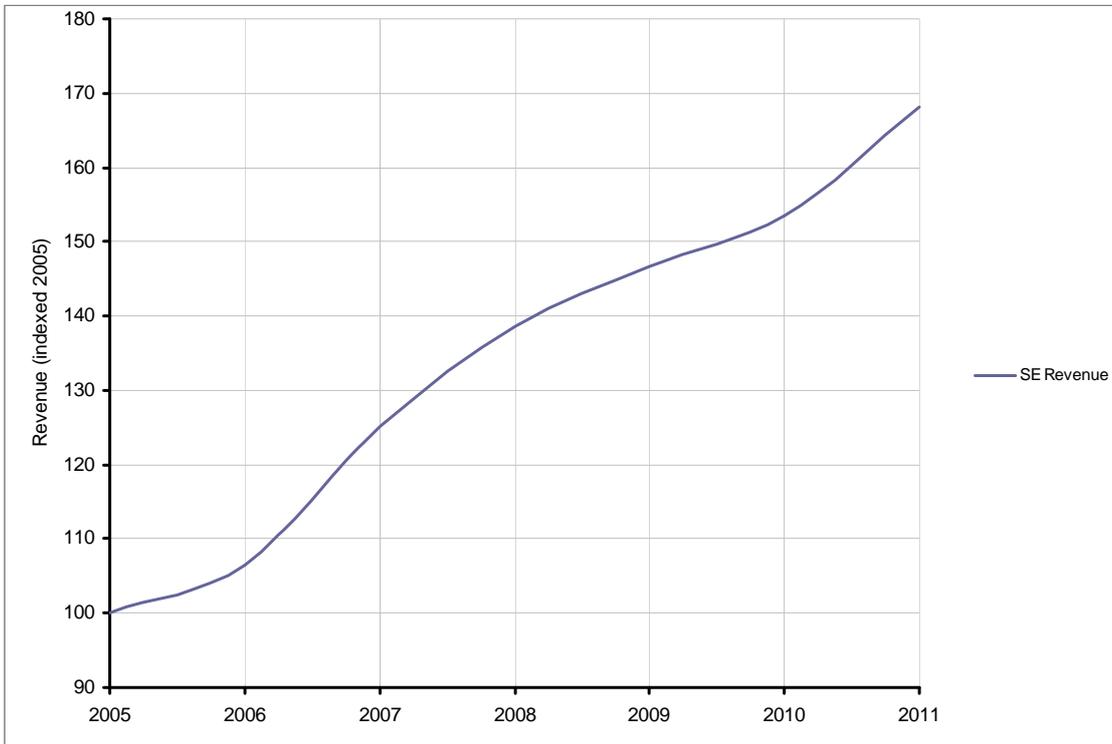
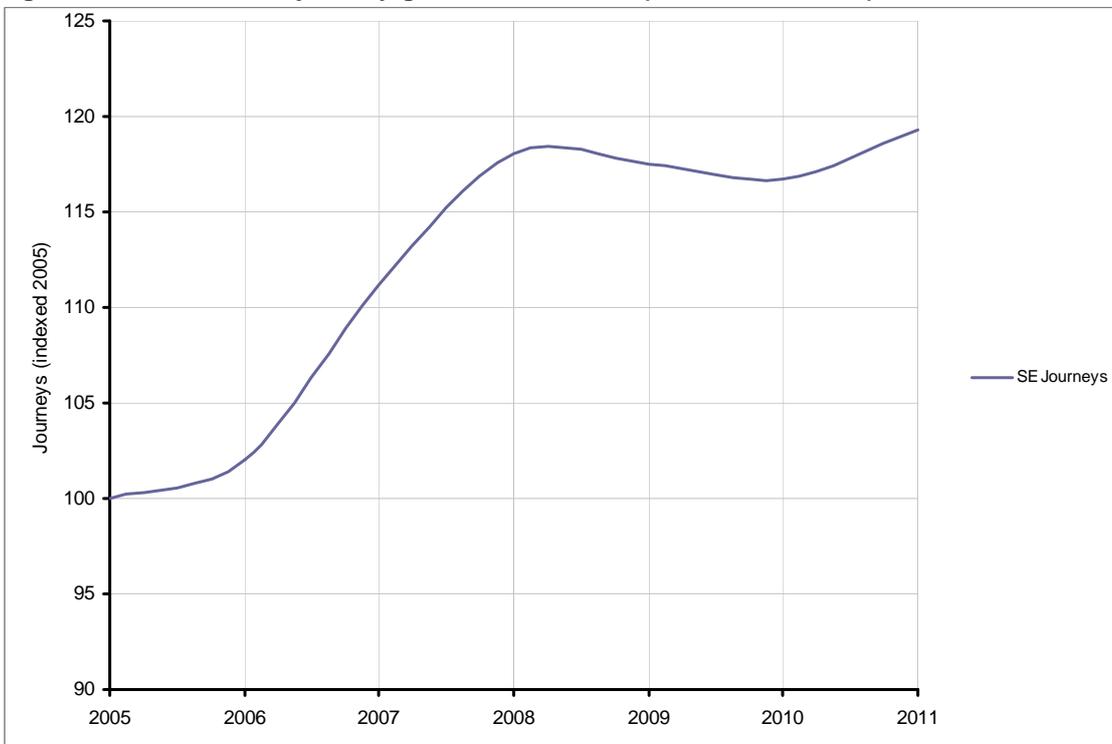


Figure 4: Southeastern journey growth since 2005 (source: LENNON)



5. Objectives for the franchise

5.1 A key starting point for the development of the franchise specification is the establishment of clear objectives. Eight objectives have been endorsed by the Secretary of State. They are that the franchisee will be required to:

- support economic growth through provision of train services of appropriate frequency, journey time and capacity. Use flexibility in the train service requirements to optimise services, delivering a balance of commercial and passenger benefits in line with value for money and affordability criteria;
- develop services that use the high-speed network to and from St Pancras International to encourage an increase in the end to end journey opportunities to and from Kent, and support the requirements for this franchise to support economic growth;
- ensure the overall passenger experience improves throughout the life of the franchise, subject to value for money and affordability. This will include but not be limited to improving:
 - service quality,
 - provision of information to customers,
 - access to stations and services (including disabled access)
 - passenger security, and
 - overall transparency of information about the franchise, including on issues relating to costs and efficiency.
- implement 'smart' technology and integrated ticketing throughout the franchise area on an interoperable basis;
- ensure that train services perform to the highest practical reliability and punctuality standards;
- deliver services in the most cost-effective and efficient manner possible, including, where appropriate, improving alignment and collaboration with relevant industry partners;
- benchmark and optimise the overall environmental performance and minimise the carbon footprint for the franchise; and
- facilitate the successful delivery of the Thameslink Programme, including the successful transfer of services to the TSGN franchise, and Crossrail projects working collaboratively with the Department and other industry partners to ensure that the benefits are realised.

6. Schemes, stakeholders and other initiatives

The Government's High Level Output Specification

- 6.1 The High Level Output Specification (HLOS) specifies the strategic national outputs on the Network Rail infrastructure that the Government wishes the rail industry to achieve, in areas such as reliability, safety and capacity, and the major projects that Government may wish to fund. These are then incorporated into delivery plans by the industry, reviewed and authorised by the ORR. During each Network Rail Control Period the Government can also agree variations to the HLOS, based on emerging industry needs. The first Control Period to use this process was CP4 which runs from April 2009 to March 2014. The process for CP5 has begun, and more details of this process can still be found at <http://www.rail-reg.gov.uk/pr13/publications/index.php>. The rail industry has published its Initial Industry Plan detailing its processes: for more information please go to; www.networkrail.co.uk/IIP.aspx.
- 6.2 This process applies to the Network Rail owned infrastructure and not HS1 which has a separate regulatory process (see 4.3 above). More detail on how the HS1 infrastructure is regulated can be found at <http://www.rail-reg.gov.uk/server/show/nav.2251> and HS1 Limited's network statement is published at <http://highspeed1.co.uk/Regulatory>.

Community rail partnerships

- 6.3 Within the Southeastern franchise, there is one designated community rail line. This is the Medway Valley Line between Paddock Wood and Strood. There may be scope to develop this partnership and possibly introduce more community rail initiatives to support and develop the local rail network and create links between the community, businesses and the railway, including seeking ways to improve facilities on stations through local station sponsorship.
- 6.4 The Department expects the bidders for the new South Eastern franchise to demonstrate a commitment to work with the existing partnership and any partnerships that develop over time and to indicate how they propose to work with communities over the life of the franchise.

Decentralisation

- 6.5 The Government is now consulting on the feasibility of decentralising some responsibilities for local rail services. In the consultation, views are being sought on whether improved outcomes for passengers and transport users might be achieved in some cases if more decisions on local rail services were made closer to the

communities they serve. Under the existing franchise arrangements services have been specified, funded and managed centrally by the Department. Further details can be found at <http://www.dft.gov.uk/consultations/dft-2012-10/>.

- 6.6 The Mayor for London recently put forward proposals on South Eastern metro services. We are currently considering these suggestions and will respond to them when we announce our views on our recent consultation of decentralising rail services.

Passenger Focus and other consultees

- 6.7 Passenger Focus provides independent advice to the Secretary of State, based on research and consultation with wider stakeholders on the key issues that the new franchise should consider.
- 6.8 Bidders will be encouraged to use Passenger Focus research to shape their proposals for the new franchise. The Department will continue to work with Passenger Focus in considering how best to incentivise bidders to develop services in a cost-effective, affordable and practical manner. In general, the Department is supportive of those elements that seek to improve service quality, passenger information and link improvements to monitored results.
- 6.9 The Department places a high value on the insight and knowledge that stakeholders bring to the franchise replacement process and appreciates the contributions already made. We will continue to engage positively with interested parties. Stakeholders are encouraged to discuss proposed responses to this consultation with the Department and its advisors early in the consultation period.

Freight

- 6.10 Rail freight is an important driver of UK economic growth, and the Department recognises that efficient and sustainable freight transport is important to the achievement of our environmental goals and for the growth of the UK's national and regional economies. Rail freight is expected to grow by 30% between now and 2019. The South Eastern franchise area contains some important and significant volumes of freight traffic. The Department expects that the network is capable of meeting the increased demands for both freight and passengers. We will consider the Strategic Rail Freight Network policy when we are developing the specification for this franchise.

Rail Value for Money

- 6.11 The Government is determined to secure a sustainable and efficient railway, as set out in the March 2012 Command Paper – *Reforming our Railways: Putting the Customer first*. A key element of the Government's strategy is achieving a better alignment between TOCs and Network Rail. The aim is to encourage them to work more closely together to deliver better value by driving down the cost of the railway and improving the quality of services to benefit passengers and taxpayers. The Command Paper sets the Government's strong support for formal alliancing between train operators and Network Rail to deliver greater efficiency and better outcomes for passengers. One of the ORR's proposals is for a Regional Efficiency Benefit Share, which would give TOCs a share of both good and poor performance by Network Rail against its Operations, Maintenance and Renewal (OMR) efficiency targets.
- 6.12 The Department will expect bidders to develop proposals in discussion with Network

Rail to demonstrate how they would reduce the whole industry unit costs of operations on this franchise and improve efficiency. The franchise agreement will be structured to facilitate this, including alliancing arrangements where appropriate. The Department also expects that the franchisee will make its cost data available to the Department and the ORR. This data could be published and compared with unit costs in other franchises in order to encourage further reductions in the overall cost of the railway.

Q.1 What improvements do stakeholders believe could be made to the franchise through partnership working between Network Rail and the new operator?

Other initiatives

Crossrail programme

- 6.13 Crossrail will deliver a major new heavy rail suburban service for London and the South East. It will connect the City, Canary Wharf, the West End and Heathrow Airport to commuter areas to east and west of the capital. It will provide easier and quicker and more direct travel opportunities across the capital with 24 trains per hour in each direction easing crowding level on many tube and rail routes. Overall the project increases capacity on London's rail network by about 10%.
- 6.14 The south east branch of Crossrail will start and terminate at Abbey Wood and it is currently expected that trains to this station will start in 2018. At peak times around 12 Crossrail trains per hour will operate to and from Abbey Wood, with journey times of 11 minutes to Canary Wharf and 23 minutes to Tottenham Court Road. It is proposed that day to day management of Abbey Wood station will transfer from the South Eastern franchise to the Crossrail operator during the life of this franchise.
- 6.15 The provision of Crossrail services will significantly alter demand patterns to and from Abbey Wood station. Before we issue the ITT, currently scheduled for March 2013, we will be considering whether or not this should be reflected in the way that we specify services in this area. We are interested in respondents' views.
- 6.16 The Department for Transport, Transport for London and Berkeley Homes continue to discuss the provision of a new station on the Crossrail route at Woolwich. Whilst funding for the initial construction works is secured and construction is underway, funding for the fit-out of the station has yet to be secured. If this funding can be secured, it is highly likely that demand levels at Woolwich Dockyard and Woolwich Arsenal will change.

Q.2 What, if any, changes to South Eastern services need to be made given the likely changes in demand that could result from Crossrail?

Other local aspirations

- 6.17 We are aware that there may be aspirations to improve the services that the franchise that are not mentioned or referred to in this document. We are inviting respondents to comment on any development not specifically mentioned that might affect demand for rail services.

Q.3 Are consultees aware of any other rail or non-rail development schemes that might affect the new franchise?

Q.4 What increments or decrements to the specification would stakeholders wish to see and how would these be funded?

7. The franchise specification

- 7.1 This section sets out the Department's proposed approach to the specification of the new South Eastern franchise. The final specification for the franchise will be confirmed in the ITT which is due to be issued in May 2013. Below we set out what the Department's current view is of what could be included in the specification and we seek respondents' views. This covers:
- approach to specifying the train service;
 - performance and reliability;
 - improving customer experience;
 - introducing Smartcards; and
 - approach to ensuring connectivity with other transport modes.
- 7.2 The Department will need to ensure the specification is affordable, delivers value for money and fits with broader transport objectives. Where local authorities or other funders propose service increments or decrements, we will consider including them in the ITT as priced options, in keeping with the Government's decentralisation agenda.

Train service requirements

- 7.3 The Government's policy is that franchise operators should have the commercial freedom and flexibility to develop the train service to meet the needs of passengers. The Government intends to set the train service specification so that operational and timetabling decisions are devolved to TOCs to the greatest extent possible. In the case of the South Eastern franchise we need to strike the correct balance between ensuring that the benefits of the Government's £6 billion investment in the Thameslink Programme are fully realised and offering the franchisee commercial freedom to determine how best to offer services.
- 7.4 As part of the Thameslink Programme, London Bridge station will be rebuilt during the forthcoming franchise. Major benefits for passengers will be delivered when the work is completed. However, during the rebuild phase, fewer services than normal will be able to use the station. It will therefore be important to ensure that the train service in this period is planned in a way to maximise the use of the limited capacity that will be available so that as many people as possible to get to and from central London. As a result, there may be a case for producing a more detailed specification than would be the case on a franchise which doesn't face such major infrastructure works. However, even if service frequency and key services features are more tightly defined, it would be for the operator to develop, consult on and deliver the timetable in line with normal industry practice.

- 7.5 We currently believe that the train service specification for the franchise or part of the franchise could be made up of some or all of these aspects. It could:
- be specified by individual routes;
 - set out the earliest and latest services on each route;
 - specify the frequency of train services on individual routes. This could be defined as trains per day or alternatively as trains per hour;
 - specify the number of station calls per day and if appropriate, the frequency between calls. How station calls are matched to individual trains will normally be a matter for the train operator to decide;
 - specify the minimum number of vehicle arrivals that should be able to be accommodated at London terminal stations during peak hours
- 7.6 Some of these aspects could be specified in a number of different ways, for example, station calls per week, requirements for the evening peak or a specified number of passenger spaces arriving over peak periods.
- 7.7 HS1 services will continue to be specified in the franchise in accordance with the arrangements made on the sale of the HS1 infrastructure

Q.5 Which aspects of the specification, in addition to those services operating on the HS1 network⁴, would stakeholders wish to see mandated and which aspects of the specification could be left to the discretion of the operator?

Q.6 What changes to services would stakeholders propose, why and would these provide economic benefit?

Q.7 Do respondents feel that there are other destinations that domestic high speed services could serve that would support regional and national economic growth?

Capacity and crowding

- 7.8 Our guideline is that passengers boarding a peak train should not have to wait more than 20 minutes to get a seat, and when boarding an off peak service they should be able to get a seat when boarding the train. However, on this franchise, it is acknowledged that, at certain times, this guideline cannot be met. The franchisee could therefore be required to plan a timetable and the deployment of its fleet to meet the guideline wherever it can, within the constraints of the number of train paths available to it.
- 7.9 In the ITT, we will ask bidders to set out how they expect the business to grow throughout the life of the franchise and how they expect to respond to and manage that demand.

⁴ As set out in paragraph 7.7, these services will continue to be mandated in the franchise. The HS1 network covers the route from St Pancras International, through Stratford, Ebbsfleet and Ashford through to the Channel Tunnel. Southeastern operate high speed domestic services, using this infrastructure, between Ashford, Ebbsfleet and St Pancras International.

Q.8 How might better use be made of the capacity currently available?

Q.9 What steps might bidders be expected to take to meet passenger demand and what might be the most appropriate mechanisms for managing demand?

London Bridge services

- 7.10 The reconstruction of London Bridge starts in January 2015 and will run to January 2018. As referred to above in paragraph 7.4, during this period access through London Bridge will be limited and train service alterations will be needed. The train service specification will need to reflect these constraints. Until April 2016, the routes to Charing Cross and Cannon Street will be separated in the Lewisham area and will run independently for the last three miles into London Bridge. It will not be physically possible for trains from the Greenwich route to gain access to Charing Cross, so all Greenwich services will transfer to Cannon Street. This means that Cannon Street will need to be more intensively used throughout the week to accommodate these and other trains.
- 7.11 From April 2016, trains that serve London Cannon Street trains will be unable to call at London Bridge and all London Bridge passengers will need to use Charing Cross trains. We currently believe that train formations will need to be adjusted during these periods with some vehicles being taken from Charing Cross trains to strengthen Cannon Street trains in the first period and vice versa after Easter 2016.

Transfer of services to the TSGN franchise in April 2014

- 7.12 The services that are currently jointly operated between FCC and Southeastern will transfer to the TSGN franchise in their entirety from 1 April 2014. Therefore, instead of Southeastern being responsible for the portion of the journey south of Blackfriars and First Capital Connect responsible for that north of Blackfriars, all of the service will be the responsibility of the TSGN franchise and will not be part of the new South Eastern franchise.

Transfer of services to the TSGN franchise in 2018

- 7.13 We have yet to confirm the exact scope of services that we will transfer to TSGN in 2018 and we are seeking respondents' views on this as part of this consultation. Current thinking is that in addition to Thameslink core⁵ services serving Sevenoaks, they would be expanded to include Maidstone East. It is also possible that in peak hours, some core services may serve Dartford and Orpington. The rail industry has recently been engaged in an exercise planning the timetable that could operate when the Thameslink Programme is completed. This work involves all the affected operators and Network Rail. A conclusion emerging from this work is as follows. If services between Kent and the Thameslink core route run via London Bridge it becomes physically impossible, within the envisaged infrastructure available at that time, for the present level of service to continue to run into and out of London Cannon Street. In view of the high demand for Cannon Street services, we believe it may be best for

⁵ Thameslink core services are those which run between St Pancras International low level and London Blackfriars, and vice versa.

services between Kent and the Thameslink core to run only via Elephant and Castle. We are seeking respondents' views on this and the destinations in Kent that it would be appropriate for Thameslink core services to operate to and from. When considering these views and deciding whether or not to include this in the specification we will consider the affordability of proposals as well as balancing the needs of all users on the route.

Q.10 What destinations on the current South Eastern network do respondents think should be served by Thameslink core services and what is the rationale for them?

Other South Eastern services

7.14 While we have not specifically mentioned all of the different parts of the South Eastern franchise, we are keen to hear respondents' views on improving services across the whole network including:

- South East London metro services,

- services from London Bridge, London Cannon Street, London Charing Cross and London Victoria, to destinations such as Sevenoaks, Tonbridge, Hastings, Ashford, Faversham, Medway Towns, Thanet and Dover.

Q.11 What improvements would respondents like to see made to other South Eastern services, what is the rationale for them and would these provide economic benefit?

Folkestone Harbour branch line and station

7.15 Network Rail is considering proposing that the Folkestone Harbour branch line and station are closed as it believes that there is no demand to use these and it has confirmed that, in its opinion, it would not be cost-effective to keep them open. Such an action would need to follow the Closures Procedure. Under the closures procedure the Secretary of State must take a view as to whether or not this should take effect. We are taking the opportunity to ask respondents' views on whether this branch line and station should remain open. This would not pre-judge the statutory formal closure procedure that would need to be followed if Network Rail decides to pursue a closure application.

Q.12 Do respondents feel that Folkestone Harbour branch line and station should be kept open and maintained or would the funding currently devoted to supporting this line and station be better used for other rail schemes?

Performance and reliability

7.16 We will contract performance criteria with the TOC to ensure it plays its part in the delivery of overall reliability on this franchise. Current industry processes are expected to deliver 9 out of 10 trains arriving at their destination within five minutes of the time advertised. This will be particularly challenging in this franchise given the rebuilding of London Bridge station.

7.17 Currently, Network Rail and the train operators have a joint performance improvement process. Over the past few years, this has led to improved levels of service

performance across most of the national rail network although the regulator has expressed concern regarding Network Rail's recent performance. The obligations for the joint performance improvement process are set out in the contractual arrangements that Network Rail grant access to train operators to run on the network. To support this, we intend to include in the franchise specification a maximum number of train operator delay minutes that would be acceptable.

Performance information in the franchise

7.18 The Department believes that greater disaggregation of performance data, in line with the drive to promote improved transparency from the rail industry, will encourage TOCs to achieve consistency across the different types of service they operate. We intend to specify how the TOC should publish performance data for trains arriving at their destinations within five minutes of the advertised time, on a more disaggregated basis.

Q.13 How would you like to see performance information published?

Q.14 How frequent should its publication be?

Q15 What level of disaggregation of performance do you believe is reasonable?

Improving customer experience

7.19 We will be inviting Passenger Focus to share research and will ask bidders to propose how the quality of the service offer will meet passengers' standards. Through this consultation we are seeking stakeholders' views on how they would like to see the quality of service improving over time.

7.20 The Department may require bidders to make proposals aimed at improving the overall quality of service delivered to passengers. Bidders will be encouraged to find innovative ways to enhance the level of passenger satisfaction over and above that of today and will be free to propose alternative approaches to those mentioned below. We would emphasise that, whilst we welcome ideas and proposals on all matters set out below from stakeholders and bidders, only some of these issues are suitable for inclusion in the franchise specification and/or the legally binding Franchise Agreement that will flow from it.

Q.16 What are the priorities that respondents consider should be taken into account with providing passenger experience of using these services?

Q.17 What do stakeholders see as the most important factors in improving security (actual or perceived) and addressing any gap between the two?

Better stations and better connections

7.21 We want to see the stations improve in this franchise. It may be possible for the franchisee to have a greater involvement in the station management and in particular

how the maintenance, repair and renewal arrangements are delivered. This might be achieved by either revising the station leasing arrangements or by encouraging alliancing arrangements. Separate arrangements will apply at the four HS1 stations⁶ as long term arrangements were established as part of the sale of the HS1 concession.

- 7.22 We would be interested to understand stakeholder views on priorities for investment in station facilities over the life of the new franchise.
- 7.23 A station travel plan is a strategy for managing the travel generated by an organisation, with the aim of reducing its environmental impact typically involving support for walking, cycling, public transport and car sharing. These plans can also provide a welcome focus on passengers' end-to-end journey experience. Stakeholders are encouraged to suggest stations at which station travel plans would be beneficial. We would expect that bidders for this franchise will introduce station travel plans throughout the life of this franchise. More details and results can be found at www.stationtravelplans.com/view-the-pilots?pilot_id=11.
- 7.24 A number of stations in this area have been improved in the life of the current franchise. Some of these investments have come from other Government schemes such as Access for All and the National Stations Improvement Programme (NSIP). This has brought these locations up to a better standard and has improved customer experience at locations. We would expect the bidders to build on this work and where affordable and value for money solutions can be found, deliver further improvements to the station environment.

Q.18 What is important to stakeholders in the future use and improvements in stations?

Car parking and cycling facilities

- 7.25 It is important that there are suitable facilities at a station for those who wish to arrive by car and bicycle, and the Department places importance on this as where such facilities are not adequate they act as a barrier to growth. In order to assess the needs of car and cycle users we will be asking bidders to present solutions to improve connectivity between all modes of transport. We will be asking stakeholders to express their views on current facilities and how they would like to see facilities for connectivity improve in the future.

Q.19 What priorities would respondents give to car parking and cycling facilities at locations where these are fully used?

Fares, retailing and Smartcards

- 7.26 As we have noted in paragraph 2.12, the Department is currently consulting on a range of issues relating to rail fares and ticketing. This consultation does not seek to replicate the fares and ticketing consultation or review. However, as the fares and ticketing consultation has already made clear, we want to see smart ticketing rolled out as widely and as soon as the technology permits. Southeastern already accepts Oyster for use on its services in London and we anticipate that they are likely to participate in the South East Flexible Ticketing Scheme.

⁶ HS1 Stations are St Pancras International, Stratford International, Ebbsfleet International and Ashford International.

- 7.27 Smart ticketing offers great potential to make it easier for customers to buy and use tickets to travel by train by introducing new technology. This presents an opportunity to the franchisee to plan and deliver its services in a much more flexible and efficient manner than currently. The franchise will be required to implement ITSO compliant smart ticketing. During the re-franchising process, bidders will be asked to propose new and innovative ways of implementing a smart ticketing strategy and new products that provide an attractive proposition to passengers and respond to their needs.
- 7.28 It is very important that bidders recognise the high priority which Government places on the emergence of an electronic ticketing system which is flexible and adaptable to modern travel requirements.
- 7.29 The introduction of smart ticketing means it is highly likely that the way in which rail ticketing products are retailed, delivered and validated will change over the life of this franchise. We will require bidders to consider this in their smart ticketing strategy and set out how they propose to take advantage of the opportunities that this offers.

Q.20 What sort of ticketing products and services would you expect to see delivered through 'smart' technology on this franchise?

Equality Act 2010

- 7.30 The Department will expect bidders to ensure that their proposals comply with equalities and discrimination legislation, and include the production of a Disabled People's Protection Policy (DPPP), which sets out accessibility and service levels that disabled people should expect. In particular, bidders will be requested to describe in detail their compliance strategies applicable to services, stations and trains. They will also need to detail how they will consult with relevant groups to ensure that the reasonable needs of all passengers are identified and addressed, both within existing facilities and where enhancements are planned. Bidders will also need to outline their plans for staff awareness training and detail their procedures for the sale of tickets, including the provision of a free assisted persons' helpline.
- 7.31 Bidders will be aware of the date (1 January 2020) by which all trains must be accessible to persons with reduced mobility. As this franchise extends beyond that date, it is required that bidders should work with rolling stock leasing companies to identify, in their bid, opportunities during the franchise for any corrective works to take place to enable applicable fleets to operate past 2019.
- 7.32 The Department has conducted a screening level assessment of the impact this franchise consultation will have on the promotion of equality and is satisfied that, at this stage, a full Equality Impact Assessment is not required. Details of the screening level assessment can be obtained on request.

Q.21 What local accessibility and mobility issues do stakeholders see and how they might be addressed?

Improving the environmental performance of the railway

- 7.33 Although rail is a relatively clean and efficient means of transport, it must still play its part in reducing its environmental impacts and in contributing to the Government's

broader sustainable development objectives. In addition, with large populations living near the railway, all TOCs have an important role to play in managing their activities to reduce noise, pollution and other disturbance to their line-side neighbours.

- 7.34 Consequently, the Department will expect bidders for this franchise to set out plans for measuring, monitoring and reducing the environmental impact of their rail activities. As part of this process, bidders will be encouraged to set annual targets to improve the environmental performance of the franchise and to ensure they have appropriate environmental management systems.
- 7.35 Bidders will be expected to reflect industry best practice in their proposals, in particular around measuring, monitoring and reducing traction and non-traction energy consumption. Where initiatives reduce energy bills or other costs, the Department would expect the benefits to be reflected in lower franchise costs. The Department will consider whether bidders should be required to develop and implement a sustainable procurement policy to reduce the environmental impact of goods and services procured as part of the franchise.

<p>Q.22 What environmental targets would stakeholders like to see within the franchise specification?</p>

8. Consultation

- 8.1 Consultees are requested to comment on aspects of the Department's proposed approach to the new South Eastern franchise and in particular the questions posed through this consultation document and brought together in Appendix 2. The Department would also welcome formal notification of any specific increments or decrements that potential funders wish to pursue as part of the franchise.
- 8.2 Responses to the consultation will be examined by the Department and a report published summarising the responses and the Department's conclusions. The report will form a key document for bidders to consider.

The consultation criteria

- 8.3 This consultation is being conducted in line with the Government's Code of Practice on Consultation. The criteria are listed at Appendix 4 while a full version of the Code of Practice on Consultation is available on the Better Regulation Executive website at:

www.bis.gov.uk/files/file47158.pdf

- 8.4 If you consider that this consultation does not comply with the criteria or have comments about the **consultation process**, please contact:

Consultation Coordinator
Department for Transport
Zone 2/25
Great Minster House
London SW1P 4DR
Email address: consultation@dft.gsi.gov.uk

Impact assessment

- 8.5 The Department has conducted a screening level assessment of the impact this franchise consultation will have on the promotion of equality and is satisfied that, at this stage, a full Equality Impact Assessment is not required. Details of the screening level assessment can be obtained from the Department on request.

Action following consultation

- 8.6 Following the consultation period, the Department will consider the responses, and reach its conclusions on them which will inform the preparation of the ITT for this franchise.
- 8.7 The Department will produce a summary of the outcome of the consultation process as a Stakeholder Briefing Document and will publish this alongside the ITT which we plan to issue in May 2013.

Invitations to consultees

- 8.8 A list of bodies formally consulted is set out in Appendix 3.
- 8.9 Rail User Groups should send comments in the first instance to the Department for Transport and also provide copies to Passenger Focus as appropriate.
- 8.10 Members of the general public may also wish to copy their responses to their local district, county, unitary authority or London borough or Member of Parliament. Copies of comments can also be made available to Passenger Focus.
- 8.11 When responding, please state whether you are responding as an individual or representing the views of an organisation. If responding on behalf of a larger organisation please make it clear who the organisation represents and, where applicable, how the views of members were assembled.

Freedom of Information

- 8.12 Information provided in response to this consultation, including personal information, may be subject to publication or disclosure in accordance with the Freedom of Information Act 2000 (FOIA) or the Environmental Information Regulations 2004.
- 8.13 If you want information that you provide to be treated as confidential, please be aware that, under the FOIA, there is a statutory Code of Practice with which public authorities must comply and which deals, amongst other things, with obligations of confidence.
- 8.14 In view of this it would be helpful if you could explain to us why you regard the information you have provided as confidential. If we receive a request for disclosure of such information, we will take full account of your explanation, but we cannot give an assurance that confidentiality can be maintained in all circumstances. An automatic confidentiality disclaimer generated by your IT system will not, of itself, be regarded as binding on the Department.
- 8.15 The Department will process your personal data in accordance with the Data Protection Act 1998, and in the majority of circumstances this will mean that your personal data will not be disclosed to third parties.
- 8.16 It should be noted that submissions made will not in general receive an individual response.
- 8.17 This document can be made available in appropriate accessible formats on request.

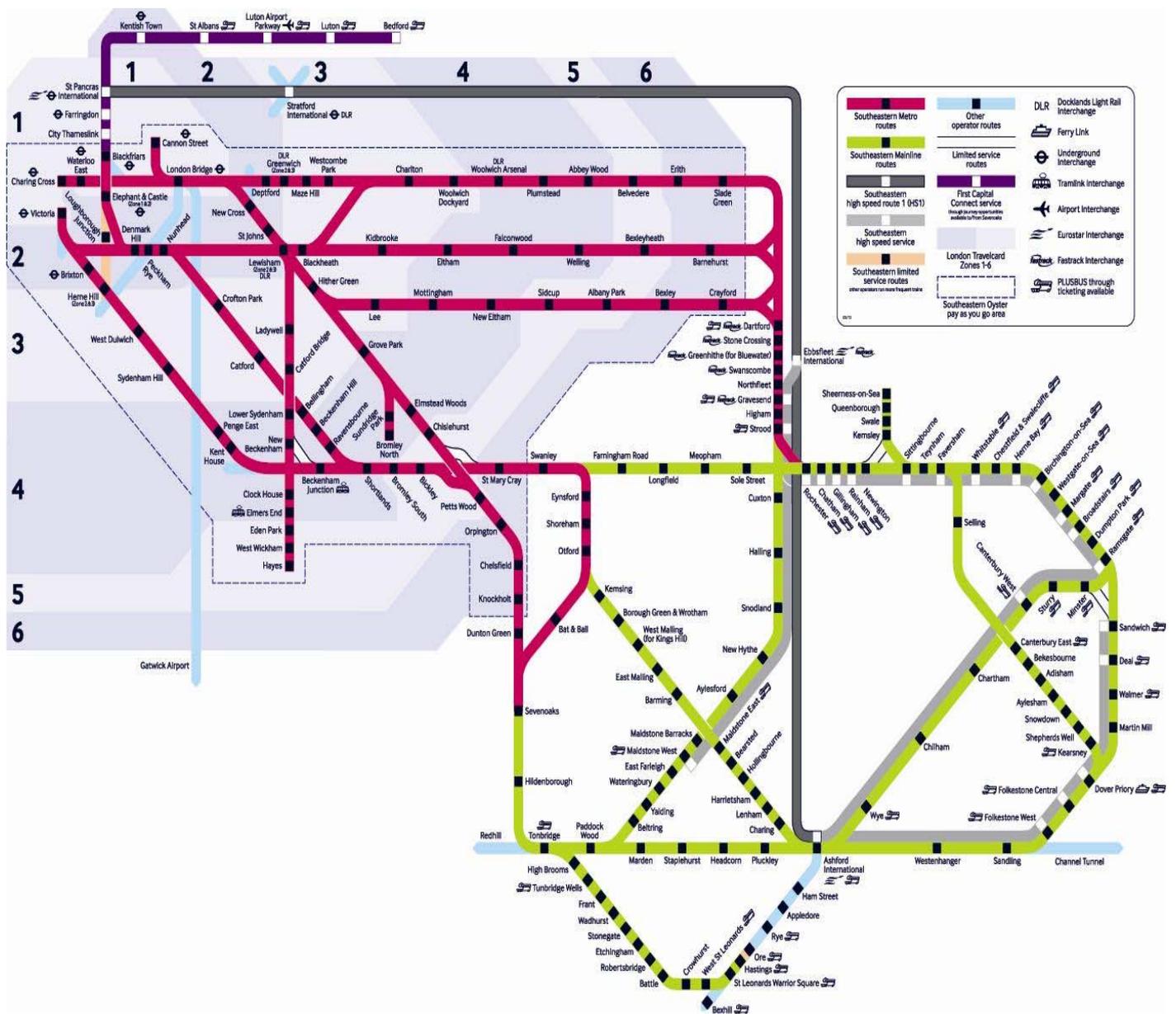
8.18 Responses to this consultation should be sent to:

South Eastern Franchise Replacement Sponsor
Department for Transport
Zone 3/15
Great Minster House
33 Horseferry Road
London SW1P 4DR

Or by email to: southeastern@dft.gsi.gov.uk

The deadline for responses is **1700 on 13 September 2012**, but earlier replies will be very welcome.

Appendix 1: Map of current South Eastern franchise



Appendix 2: Summary of consultation questions

Q.1	What improvements do stakeholders believe could be made on the combined franchise through partnership working between Network Rail and the new operator?
Q.2	What, if any, changes to South Eastern services need to be made given the likely changes in demand?
Q.3	Are consultees aware of any other rail or non-rail development schemes that might affect the new franchise?
Q.4	What increments or decrements to the specification would stakeholders wish to see and how would these be funded?
Q.5	Which aspects of the specification, other than those services operating on the HS1 network, would stakeholders wish to see mandated and which aspects of the specification could be left to the discretion of the operator?
Q.6	What changes to services would stakeholders propose, why and would these provide economic benefit?
Q.7	Do respondents feel that there are other destinations that domestic high speed services could serve that would support regional and national economic growth?
Q.8	How might better use be made of the capacity currently available?
Q.9	What steps might bidders be expected to take to meet passenger demand and what might be the most appropriate mechanisms for managing demand?
Q.10	What destinations on the current South Eastern network do respondents think should be served by Thameslink core services and what is the rationale for those services?
Q.11	What improvements would respondents like to see made to other South Eastern services, what is the rationale for them and would these provide economic benefit?
Q.12	Do respondents feel that Folkestone Harbour branch line and station should be kept open and maintained or would the rail industry be better investing the monies in other rail schemes?
Q.13	How would you like to see performance information published?
Q.14	How frequent should its publication be?

Q.15	What level of disaggregation of performance do you believe is reasonable?
Q.16	What are the priorities that respondents consider should be taken into account with providing passenger experience of using these services?
Q.17	What do stakeholders see as the most important factors in improving security (actual or perceived) and addressing any gap between the two?
Q.18	What is important to stakeholders in the future use and improvements in stations?
Q.19	What priorities would respondents give to car parking and cycling facilities at locations where these are fully used?
Q.20	What sort of ticketing products and services would you expect to see delivered through 'smart' technology on this franchise?
Q.21	What local accessibility and mobility issues do stakeholders see and how they might be addressed?
Q.22	What environmental targets would stakeholders like to see within the franchise specification?

Appendix 3: List of formal consultees inside the proposed service area

Association of Train Operating Companies

British Transport Police

Disabled Persons Transport Advisory Committee or successor

Equality and Human Rights Commission

Freight Operators

Freight Transport Association

Greater London Authority

Local Government Association

Local, Metropolitan, County and Unitary Authorities (within the franchise area)

London Boroughs (within the franchise area)

London TravelWatch

Mayor of London's Office

Members of Parliament (within the franchise area)

National Rail Contractors Group

HS1 Limited

Network Rail

Office of Rail Regulation

Passenger Focus

Rail Freight Group

Rail Safety and Standards Board

Rolling Stock Leasing Companies

Train Operating Companies

Transport for London

Appendix 4: Code of Practice on Consultation

The Government has adopted a Code of Practice on consultations. The Code sets out the approach Government will take to running a formal, written public consultation exercise. While most UK Departments and Agencies have adopted the Code, it does not have legal force, and cannot prevail over statutory or other mandatory external requirements (e.g. under European Community Law).

The Code contains seven criteria. They should be reproduced in all consultation documents. Deviation from the code will at times be unavoidable, but the Government aims to explain the reasons for deviations and what measures will be used to make the exercise as effective as possible in the circumstances.

The seven consultation criteria

- 1. When to consult:** Formal consultation should take place at a stage when there is scope to influence the policy outcome.
- 2. Duration of consultation exercises:** Consultations should normally last for at least 12 weeks with consideration given to longer timescales where feasible and sensible.
- 3. Clarity of scope and impact:** Consultation documents should be clear about the consultation process, what is being proposed, the scope to influence and the expected costs and benefits of the proposals.
- 4. Accessibility of consultation exercises:** Consultation exercises should be designed to be accessible to, and clearly targeted at, those people the exercise is intended to reach.
- 5. The burden of consultation:** Keeping the burden of consultation to a minimum is essential if consultations are to be effective and if consultees' buy-in to the process is to be obtained.
- 6. Responsiveness of consultation exercises:** Consultation responses should be analysed carefully and clear feedback should be provided to participants following the consultation.
- 7. Capacity to consult:** Officials running consultations should seek guidance in how to run an effective consultation exercise and share what they have learned from the experience.

If you consider that this consultation does not comply with the criteria or have comments about the consultation process please contact:

Consultation Coordinator
Department for Transport
Zone 2/25 Great Minster House
33 Horseferry Road
London, SW1P 4DR

Email: consultation@dft.gsi.gov.uk