# Wales and Borders Rail Service and South Wales Metro

Invitation to Submit Final Tender

Volume 5: Passenger Service Transformation Plan

Issue Date 30 November 2017

| | |
|---|---|
| Audience | Bidders |
| Confidentiality | CONFIDENTIAL |
| Version | Conformed |
| Date | 30 November 2017 |

# Contents

# 1    Introduction

1.1    In the fourteen years since the current Wales & Borders franchise began there have been significant changes to the demand and expectations for rail travel.

1.2    The Authority expects to see these changes reflected in an improved door-to-door journey experience provided to passengers.

1.3    It also expects to see an increase in efficiency in operation of the rail network through innovative and transformational approaches to operations, retailing and customer service, including at a whole-industry level by the ODP working in partnership with the wider rail industry.

# 2    Passenger's Charter and Customer Report

2.1    The Passenger's Charter plays an important role in establishing the contract between Train Operators and users, outlining the arrangements for compensation, as well as providing details on a range of other important issues such as safety, security, and information for disabled passengers. The Authority requires the ODP to provide and maintain a Passenger's Charter, as described at Schedule 1.4 to the ODP Grant Agreement.

2.2    The DfT has published a guidance document on Passenger's Charters that outlines their basic expectations/requirements. The Authority believes this guidance is suitable for the Rail Services.

2.3    The Authority expects you to improve the utility and accessibility of the Passenger's Charter.  This could involve making greater use of technology and/or initiatives that deliver commitments above the minimum requirements outlined in the DfT guidance.

2.4    You may choose to have separate Passenger's Charters for WCB Services and CVL Rail Services if you wish.

2.5    The ODP will be required to produce Customer Reports, as described in Schedules 1 and 7 to the ODP Grant Agreement.  You may propose initiatives that will feature in these reports.  This should include measures to ensure that Customer Reports are written in accessible language, cover areas of interest to stakeholders and are promoted effectively.

2.6    Transport Focus has published research reports about both Passenger's Charters and Customer Reports, which you may wish to consider in preparing your submission.

**R5.1**    Provide a summary of your proposed Passenger's Charter(s) and highlight any changes to the current Wales & Borders Passenger's Charter, how these will be implemented and the benefits they will deliver. This should include your initiatives and commitments for passenger compensation, but you may cross-reference with your Responses to Questions R5.13 and R5.19.

**R5.2** Provide a draft Customer Report setting out the key commitments that the ODP will make to its customers, including how it will act to address problems and how it intends to improve train services and/or facilities.

## 3 Accessibility

3.1 Providing access for all is an important objective of the Authority.

3.2 To support this aim, the Authority requires the ODP to produce a Disabled People's Protection Policy ("DPPP") and deliver initiatives that improve the accessibility of Rail Services and Stations. These requirements are set out in Schedule 4 to the ODP Grant Agreement.

3.3 Guidance on developing a DPPP is available from the Office for Road and Rail, see: http://www.orr.gov.uk/rail/licensing/licensing-the-railway/disabled-peoples-protection-policy.

3.4 As outlined in Schedule 4 to the ODP Grant Agreement, you are required to establish and manage a Minor Works Budget to fund small scale physical alterations or additions to improve accessibility of Stations to Disabled Persons. You should include the budget for this within your profile of committed spend by year on station improvements required at Question R7.2.

**R5.3** Outline how you will improve accessibility of Rail Services and Stations across the ODP Grant Agreement Term.

This should include:

a. Your initial Minor Works Budget programme including how works will be selected and funded, and, what role stakeholders will have in developing the programme. You may cross-reference your Response with your Response to Question R7.2;

b. An explanation of how you will reduce the need and/or time required to book assistance to access your Rail Services, including how this fits with the Authority's aim for a 'turn up and go' service to be provided where possible;

c. An explanation of how you will improve accessibility of Rail Services and Stations for people with: sensory loss or impairment, learning difficulties and/or mental health impairments;

d. An explanation of how you will consult with disabled people to ensure their reasonable needs are identified and addressed, both within existing facilities and where enhancements are planned.

## 4 Active Travel

4.1 Public bodies in Wales have a legal obligation to promote Active Travel (i.e. walking and cycling). This requirement has been in place since the Active Travel (Wales) Act 2013 (the "ATWA") came into effect in September 2014.

4.2 In particular, the ATWA places legal obligations on:

    a) Local Authorities to map and plan suitable routes for Active Travel and to improve walking and cycling infrastructure on a continuous basis;

    b) Highways authorities to consider the needs of walkers and cyclists and make better provision for them;

    c) The Welsh Government to promote Active Travel policies and projects; and

    d) The Welsh Government to publish an annual report on Active Travel, which should detail the number of Active Travel journeys made and provide progress updates on Active Travel initiatives.

4.3 Part 4 of Schedule 13 to the ODP Grant Agreement sets out the requirements relating to Active Travel. These include supporting the Authority's obligations to promote the ATWA, as well as promoting walking and cycling.

**R5.4** Outline how you will promote Active Travel to access rail services (in all areas served by the Rail Services) including:

    a. Your initiatives and proposed investment for supporting an increase in journeys to/from Stations by walking and cycling;

    b. How you will provide sufficient capacity for the carriage of cycles while meeting the passenger-carrying capacity and crowding requirements of the ODP Grant Agreement;

    c. How you will engage with relevant stakeholders; and

    d. How you will contribute to supporting the Authority's obligations under the ATWA.

## 5 Passenger Information

5.1 Passengers have a wide range of information requirements for their entire door-to-door journeys. For the rail journey itself, passengers require access to accurate and timely information for their whole journey. Particularly during times of disruption, the rail industry still struggles to meet passenger expectations in these areas.

5.2 In almost all areas of life, electronic communication of detailed information has changed the way that services are delivered to many (but not all) passengers. For instance:

    a) Uber uses GPS tracking to locate cabs, with always-connected apps in the cars to communicate with drivers and always connected apps for passengers to keep them informed;

    b) Search data from companies like Google, movement data (such as mobile operators' data) provides an insight into consumer behaviour;

c) Information about issues and faults is spread rapidly - shared by users instantly over Twitter and other social networking;

d) Use of Wi-Fi and Bluetooth technologies to better understand user movements and behaviours through Stations and how they might be targeted with personalised information; and

e) There is a wealth of information available on the Rail Service such as Network Rail data on train performance, ticket buying information, GPS tracking on trains and automatic passenger counters in rolling stock. Information on consumer behaviour can be used to deduce travel patterns and analysis of social networking can effectively alert to issues.

5.3     The Authority wishes to see the ODP embrace these new sources of information to improve the service to passengers and help them make informed decisions about completing their journeys, including where these include multiple travel modes.  The information will also be a central component of integrated ticketing solutions, informing development of settlement plans across train operators.

5.4     The Authority wishes to see timely and accurate information made available through a comprehensive range of digital channels to passengers directly, and to all customer-facing staff.

5.5     Schedule 1.5 to the ODP Grant Agreement details the requirements to provide open data to third parties and software developers to deliver transport apps giving customers the right information at the right time through their choice of channel. The Authority is interested in how this might be further encouraged through 'hackdays' that have been used successfully by the rail industry elsewhere.

5.6     The Authority believes that by providing Open Travel Data, it will encourage technology businesses in Wales, to design and build applications and customer services creating employment opportunities and innovative business solutions.

5.7     The ODP must therefore provide all data to the Authority in an Application Programming Interface ("API") using a commonly used standard (e.g. JSON, SOAP) securely over the Internet. This will cover as a minimum:

a) Journey planning;

b) Real-time arrivals and departures;

c) Timetables;

d) Passenger loading/count data;

e) Real time train locations;

f) Available fares and ticket products;

g) Unit/timetable diagrams completed;

h) Unit daily mileage;

i) Unit defects outstanding and completed;

      j)    Unit planned maintenance (including heavy maintenance);

      k)    Any unit ride or routing monitoring information for systems fitted;

      l)    Train Fleet MTIN performance

      m)   Delay attributed to the Train Fleet; and

      n)    Train Fleet availability performance.

5.8     The API should be live and operational within six months of the Start Date with additional data items being introduced as monitoring improves; full implementation by December 2023.

5.9     Where data items become available as a result of the introduction of new and refurbished rolling stock they should be promptly incorporated into the API.

5.10    In addition to the information outlined above, the Authority is interested in other ways the ODP can use the collection of information to improve the provision and efficiency of the Rail Services and the customer experience, such as car parking availability and the use of telemetry in Station maintenance. This includes how this will evolve over the ODP Grant Agreement Term in response to changes in passenger needs and expectations, as well as to changes in technology.

**R5.5**   Set out how you will:

      a.    Use technology to improve the information experience of passengers and your staff;

      b.    Ensure these solutions remain relevant and up-to-date and support all passengers whether they use technology or not throughout the ODP Grant Agreement Term; and

      c.    Provide comprehensive and real-time transport/travel data across the Rail Service in an API to the Authority and how this could be used by third parties.

## 6    Branding requirements

6.1     Reference should be made to the requirements as set out in paragraph 10 of Schedule 1.4 to the ODP Grant Agreement.

6.2     The Authority will require the ODP to implement the Authority's branding in relation to train livery, station signage, staff uniforms, passenger information, digital assets and other matters.

6.3     The ODP will be required to further develop the Brand and to develop, maintain and agree the Brand Guidelines in discussion with the Authority and its agencies.

6.4     Brands and sub-brands are currently being developed for Transport for Wales that the ODP will be required to use. The ownership of the Brand will remain with the Authority.

6.5     A high-level "Branding and Placemaking Vision" document has been provided to you. As indicated, this is a high level vision document that includes the 'look and feel' of the Authority's brand including its high-level application. It shows basic examples of the brand's application, as well as sub-brands and the brand hierarchy. It is not intended to be full guidelines and work will continue to develop the brand before and after contract award. You should base your response to R5.6 on the guidelines and principles given in the "Branding and Placemaking Vision" document.

6.6     The ODP will be required to ensure that its customer services reflect the mission and values of the Brand as stated in the "Branding and Placemaking Vision" document.  Appropriate staff training will need to be delivered within 6 months of the Start Date.

6.7     The ODP will be required to procure, issue and ensure compliance in wearing relevant TfW uniforms by all uniformed staff within 6 months of Start Date

6.8     All advertising and marketing activity, from the Start Date, will need to be undertaken in line with an agreed Marketing and Communications Strategy and must comply with the Brand Guidelines. The draft Marketing and Communications Strategy required as part of the Final Tender will be included in the ODP Grant Agreement as Appendix 2 of Schedule 1.4. The Marketing and Communications Strategy shall be agreed with the Authority.

6.9     Media relation arrangements, including a media protocol outlining roles and responsibilities for media engagement for both the Authority and the ODP, should be set out as part of the Marketing and Communications Strategy.

6.10    All printed materials, audio and visual communication activities, including passenger information, must be implemented by the ODP in accordance with the Brand Guidelines from the Start Date.

6.11    All digital communications channels, including websites, ticketing platforms and social media channels, must be implemented by the ODP in accordance with the Brand Guidelines and the Marketing and Communications Strategy from the Start Date.

6.12    All reference to the previous rail service should be removed from all rolling stock (if not removed by the Previous Franchisee) by the Start Date. To note, the Previous Franchisee is required to remove (or pay for the removal) of branding from both the exteriors and interiors (including upholstery and carpets) of trains. In the event of a failure by the Previous Franchisee to carry out its obligations in this regard, the ODP will identify and reasonably agree with the Authority a programme and timescale for the removal of such references in the understanding of what activities remain to be undertaken. No maximum period for such activity is set and the costs of remedy incurred by the ODP will be funded separately and should not be priced within the ODP's bid.

6.13    The ODP will implement a rolling programme of re-livery of the Train Fleet in accordance with the Brand Guidelines within the Budget Envelope, and should be completed in line with your rolling stock strategy as set out in your

Response to Volume 6. All trains should carry the new external livery as near to the commencement of service date as possible.

6.14 Placemaking guidelines are being developed by the Authority in line with the "Branding and Placemaking Vision" document. All new Stations and any Station upgrades and refurbishment must adhere to these guidelines. You should assume that any painting works completed by the current Franchisee between now and the contract start date will be carried out to the current ATW brand.

6.15 All reference to the previous brand should be removed from all Stations from the Start Date. To note, the Previous Franchisee is required to remove (or pay for the removal) of all station or other signs including bill boards. In the event of a failure by the Previous Franchisee to carry out its obligations in this regard, the ODP will identify and reasonably agree with the Authority a programme and timescale for the removal of such references in the understanding of what activities remain to be undertaken. No maximum period for such activity is set and the costs of remedy incurred by the ODP will be funded separately and should not be priced with in the ODP's bid.

6.16 Rebranding for CVL Stations must be completed during the construction phase of the CVL Transformation.

6.17 The rollout of the branding to all WCB Stations should be carried out in the following timescales (where definitions for station types are taken from Volume 7):

a) Hub and Interchange Stations - those with higher footfall and key gateway stations within 2 years of the date of execution of the ODP Grant Agreement;

b) Standard Stations - those with the middle level of footfall should be rebranded within 3 years of the date of execution of the ODP Grant Agreement; and:

c) Standard – Low Use Stations - re-branding of Stations with the lowest footfall should be completed within 5 years of the date of execution of the ODP Grant Agreement.

**R5.6** Provide an outline branding plan describing how you will:

a. Implement the rolling stock livery requirements, including how you will integrate it with your rolling stock strategy, offer value for money and/or provide early delivery against the timescale set out in paragraph 6.13 above; and

b. Implement the station and placemaking requirements, including how you will offer value for money and/or provide early delivery against the timescales set out in paragraph 6.17 above.

**R5.7** Provide a draft Marketing and Communications Strategy setting out the strategy for the delivery of the Authority's marketing and communications requirements as set out in this section and in paragraph 10 of Schedule 1.4 to the ODP Grant Agreement.

# 7 Integration with other modes of transport

**R5.8** Outline the key initiatives you will contribute to deliver integrated transport outcomes. This should include:

a. Proposals for how you will enable people to access key services such as schools, universities and hospitals;

b. Proposals for how you how will you contribute to the provision, and promotion, of multi-modal travel making use of both existing and emerging technology where appropriate;

c. Descriptions for how your station improvement proposals will improve integration with other modes of transport, including:

    i. Other train services and Train Operators (including light rail if appropriate);

    ii. Bus services and operators;

    iii. Car parks and Park-and-Ride sites;

    iv. Active Travel (cycling and walking);

    v. Cardiff Airport; and

    vi. Fishguard, Holyhead, Pembroke and Swansea passenger ferry services

# 8 WCB door-to-door journey experience

8.1 The passenger experience is at the heart of any rail service and it is vital therefore, that the ODP is not only able to meet current market needs but also capable of responding to, and stimulating, passenger growth and aspirations during the ODP Grant Agreement Term.

8.2 Each component of a passenger's journey, from the point of deciding to travel to arrival at destination, will have an influence on the overall experience and therefore it will be imperative that to be successful in sustaining and stimulating rail demand, the ODP, in developing its delivery strategy, will need to consider the impact on the overall passenger experience.

8.3 The Authority is seeking improvements to rail services across the network served by the Wales and Cross Border and Core Valley Lines, not only the range and frequency of journey opportunities, but also to the quality of rail journeys. The goal should be to create an excellent journey experience, from start to finish, for all customers.

8.4 You are expected to set out your strategy for enhancing the door-to-door passenger journey experience on the Wales and Cross Border Lines.

8.5 Your Response should demonstrate an integrated strategy (based on initiatives that you have outlined elsewhere) that will address the needs of different types of passenger (e.g. journey purpose, mobility, disability, etc.) for each stage of the door-to-door journey, including:

a) Journey planning;

b) Buying a ticket;

c) Access to and egress from the Station;

d) Experience at the Station;

e) Experience on the train;

f) Arrival at destination Station; and

g) Post journey.

8.6     The Authority is also interested in how information will be captured at all stages of the journey to understand user behaviours and then fed back to implement improvements to operations and/or the passenger experience.

8.7     There is no need to outline in detail strategies and funding commitments described elsewhere; the emphasis here should be on demonstrating how these are integrated into a coherent and holistic understanding of customers' expectations and priorities.

**R5.9**  Describe your strategy for enhancing the door-to-door passenger journey experience for WCB Services, making reference, as appropriate, to the relevant initiatives within your proposals.

This should include:

a.   An explanation of how your strategy will address the needs of different types of passenger (e.g. journey purpose, mobility, disability, etc.);

b.   **Journey planning**: How you will make it easier for passengers to determine the best journey solution for their needs;

c.   **Buying a ticket**: How you will improve value and convenience for the customer;

d.   **Access to and egress from the Station**: How you will facilitate convenient access to and from the Station by different access modes (e.g. walking, cycle, bus, taxi, minicab, car);

e.   **Experience at the Station:**

i.    How you will ensure that passengers and other station users feel safe, secure and comfortable and are able to access the information (e.g. wayfinding and travel information) and facilities (e.g. ticket purchase, staff assistance, waiting area, toilets, catering, retailing) they need;

ii.   How you will ensure that passengers interchanging between trains are able to do so with minimal inconvenience; and how you will ensure that passengers are able to board and alight from the train safely, quickly and easily.

f.   **Experience on the train:**

i. How you will improve the passenger on-board experience, including comfort (e.g. ride quality, ambience, seat comfort), facilities (e.g. toilets, catering, travel information, Wi-Fi), safety and security (e.g. availability of staff, CCTV); and

ii. How you will minimise crowding and ensure that passengers are able to access a seat (or at worst on the busiest Rail Services during the Peak Period, to stand comfortably). You may cross-reference to relevant sections of Volume 3 in your Response.

g. **Arrival at destination Station**: How you will ensure the needs of passengers are met on arrival at their destination Station (e.g. local area information and wayfinding, travel information for connecting transport modes, staff assistance); and

h. **Post journey**: How you will capture feedback from passengers on their journey experience and how you will use this information to develop and improve the Rail Services.

## 9 WCB fares structure

9.1 Revenue earned by the ODP on the WCB network is not solely on station-to-station flows where it sets the fare. However, on WCB flows where the ODP is lead operator there is an opportunity to use the fares structure to address Authority objectives, which include:

a) Encouraging those travelling in the peak to switch to off- and shoulder-peaks to reduce costs of providing additional capacity to reduce crowding;

b) Encouraging travel on Passenger Services operating to, from and within economically disadvantaged areas

c) Providing clear and consistent pricing to all passengers, enabling them to buy tickets more easily, thereby encouraging them to do so;

d) Encouraging use of travel in the off-peak and on lightly-used routes where capacity is available;

e) Promoting flexible and innovative Fares;

f) Ensuring regulated fares changes comply with the relevant fares cap set by the Authority;

g) Maintaining the availability of inter-available fares and National Rail products;

h) Supporting Welsh Government priorities and initiatives such as its concessionary fares schemes; and,

i) Ensuring passengers are always offered the lowest fare available (as required at Schedule 1.4 to the ODP Grant Agreement).

9.2 Changes to fares regulated by the Authority, will match current DfT policy on fares with a cap on increases of RPI+0% until January 2020, and RPI+1% from

January 2021 until the end of the ODP Grant Agreement Term. However, unlike DfT policy, Authority-set regulated fares will allow a 'flex' increase above this level balanced by lower increases elsewhere to be 'revenue neutral'. Similarly, the Authority will also consider adjustments to the fares baskets. The use of flex and/or fares basket adjustments on cross-border and English Rail Services may be proposed, although the Authority will need to involve DfT. Fares flex and fares basket adjustment proposals need to be agreedwith the Authority for specific purposes to help meet Authority objectives, although (as outlined in Volume 1) the final decision as to whether proposals can be implemented will not be taken until after submission of the Final Tender The timing of any such proposals must also be linked to demonstrable passenger improvements, such as the introduction of new rail services and/or new rolling stock. Potential applications of these fares flex or other fares-related proposals might include:

a) Incentivising off-peak travel by increasing peak fares and/or reducing (or in some cases introducing) off-peak fares;

b) Addressing the imbalance between fare rates across the country to encourage travel in economically disadvantaged areas; and

c) Allowing differential local/visitor fares on tourist routes to maximise return on popular tourist routes.

**R5.10** Provide a clear, quantified description of your planned fares structure and how changes to the structure will meet the Authority objectives set out at paragraph 9.1 of this Volume 5. This should include a description of how you will deliver the fares structure, details of any changes planned to the availability of specific fares, and the approach to determining the level of fares (in line with fares regulation) and, if relevant, the degree to which fares flex and/or fares basket adjustment is utilised. If fares flex is used, you may also submit a completed 'Fares flex proposals' template.

**R5.11** Provide a quantified demonstration, in summary tabular format, of how your proposed annual percentage increases in regulated fares complies with fares regulation for Protected Fares Basket B and Protected Fares Basket C. This should include any use of fares flex and/or fares basket adjustments as described above.

## 10    WCB ticketing proposals

10.1    The Authority requires the ODP to improve the ticketing experience for its customers, including by:

a) Developing and deploying smart ticketing technology to provide an alternative to magnetic stripe tickets, in a manner consistent with both the future ticketing vision currently being developed by Rail Development Group ("RDG") and compatibility with the smart ticketing initiatives introduced by other rail franchises;

b) Ensuring ticketing is accessible to different customers, such as part-time workers, providing them with widespread and easy access to the full range

of tickets, and a range of ticket retail opportunities that meets their needs, including providing for those without access to technology and/or a bank account; and

    c) Delivering an efficient and high standard of ticket retailing service, allowing customers to access tickets easily and securely, including prior to travel and without the need to print out paper tickets, wherever possible.

10.2    The Authority intends to leverage the smart ticketing systems that the ODP procures and operates for multi-modal use, both during and after the ODP Grant Agreement Term. Therefore, the systems and solution the ODP selects should support the use of these systems for these purposes – this includes ensuring easy access to systems, software and data, as well as minimising any costs.

10.3    The Authority notes that in order for the ODP to deliver its Solution, it may require the use of licensed third party commercial platforms as well as industry defined interfaces and data. You will be expected to support the Authority in the delivery of integrated ticketing schemes via these and other platforms.

10.4    There is already an extensive network of smart card ticketing in Wales following the deployment of ITSO technology in 2008 to administer free concessionary and discounted travel. Some bus operators have subsequently deployed their own smart ticketing technology solutions and products including the acceptance of contactless bank cards, mobile ticketing and on the spot fulfilment, and ITSO products such as period passes. The technology adopted for initial deployment by the ODP must be able to be integrated with bus operators and Train Operators in Wales to support smart ticketing. This means the system initially deployed should be ITSO-compatible, unless a system offering the same multi-modal capabilities can be demonstrated.

10.5    The Authority is also seeking flexible solutions that evolve with technological developments through the ODP Grant Agreement Term and anticipates that this may see multiple technologies and standards adopted over this time.

10.6    Arriva Trains Wales currently has a proposal under consideration by the DfT's Smart ticketing on National Rail initiative. However, you should assume that this will not deliver any new products or systems.

10.7    As outlined in Schedule 1.4 to the ODP Grant Agreement, as a minimum you must offer Delay Repay compensation arrangements that offer compensation for delays of 15 minutes or longer. The Authority also expects that you will provide improvements to the current compensation claims process consistent with the UK Government's moves to deliver improvements in this area, which must include the implementation of an automatic claims process.

**R5.12**    Provide a clear description of how your ticketing strategy for WCB Services will meet the requirements set out in paragraph 10.1 of this Volume 5 throughout the ODP Grant Agreement Term. This should include a description of how you will deploy, promote and monitor smart ticketing to ensure that it provides an attractive customer proposition, including through

initiatives that harness advances in technology and utilise wider industry ticketing schemes.

**R5.13** Provide a clear description of your proposals for the Delay Repay regime, including how you will improve passengers' access to compensation. You may refer to R5.1.

## 11 Revenue protection proposals (WCB)

11.1 Passengers on many of the Rail Services have historically expected to be able to buy a ticket on the train regardless of what purchasing options have been available at the Station.

11.2 The Authority wants the ODP to strike an appropriate balance between collecting the money it is owed, while operating an efficient and demonstrably fair service for passengers.

11.3 The performance measures will include a 'ticketless travel' regime, as described at Schedule 7.4 to the ODP Grant Agreement, to encourage the targeting of ticketless travel over and above the financial incentive provided to the ODP.

11.4 In implementing your smart ticketing initiatives, the Authority requires that revenue protection technology/equipment is deployed that is able to validate, hotlist and block Welsh Government concessionary travel cards across the network.

**R5.14** Provide a clear description of a strategy that demonstrates how the ODP will manage ticketless and fraudulent travel throughout the ODP Grant Agreement Term, while ensuring any initiatives are applied sensitively. This should demonstrate how ticket gates (including at stations operated by other Train Operators), the potential introduction of penalty fares and other measures will be used to support the strategy.

## 12 South Wales Metro door-to-door journey experience

12.1 You are expected to set out your strategy for enhancing the door-to-door passenger journey experience on the South Wales Metro.

12.2 Your Response should demonstrate an integrated strategy that will address the needs of different types of passenger (e.g. journey purpose, mobility, disability, etc.) for each stage of the door-to-door journey, including:

a) Journey planning;

b) Buying a ticket;

c) Access to and egress from the Station;

d) Experience at the Station;

e) Experience on the train;

f) Arrival at destination Station; and

g) Post journey.

12.3 The Authority is also interested in how information will be captured at all stages of the journey to understand user behaviours and then fed back to implement improvements to operations and/or the passenger experience

12.4 There is no need to outline in detail strategies and funding commitments described elsewhere, the emphasis here should be on demonstrating how these are integrated into a coherent and holistic understanding of customers' expectations and priorities.

**R5.15** Describe your strategy for enhancing the door-to-door passenger journey experience on the South Wales Metro, making reference, as appropriate, to the relevant initiatives within your proposals.

This should include:

a. An explanation of how your strategy will address the needs of different types of passenger (e.g. journey purpose, mobility, disability, etc.);

b. **Journey planning**: How you will make it easier for passengers to determine the best journey solution for their needs;

c. **Buying a ticket**: How you will improve value and convenience for the customer;

d. **Access to and egress from the Station**: How you will facilitate convenient access to and from the Station by different access modes (e.g. walking, cycle, bus, taxi, car, minicab);

e. **Experience at the Station**:

  i. How you will ensure that passengers and other users feel safe, secure and comfortable and are able to access the information (e.g. wayfinding and travel information) and facilities (e.g. ticket purchase, staff assistance, waiting area, toilets, catering, retailing) they need;

  ii. How you will ensure that passengers interchanging between trains are able to do so with minimal inconvenience; and

  iii. How you will ensure that passengers are able to board and alight from the train safely, quickly and easily.

f. **Experience on the train**:

  i. How you will improve the passenger on-board experience, including comfort (e.g. ride quality, ambience, seat comfort), facilities (e.g. travel information, Wi-Fi), safety and security (e.g. availability of staff, CCTV); and

  ii. How you will minimise crowding and ensure that passengers are able to access a seat (or at worst on the busiest Rail Services during the Peak Period, to stand comfortably). You may cross-reference to relevant sections of Volume 3 in your Response.

g. **Arrival at destination Station**: How you will ensure the needs of passengers are met on arrival at their destination Station (e.g. local area information and wayfinding, travel information for connecting transport modes, staff assistance); and

h. **Post journey**: Describe how you will capture feedback from passengers on their journey experience and how you will use this information to develop and improve the Rail Services.

# 13    South Wales Metro Fares structure

13.1    The Authority expects that a fares strategy will be developed for the whole South Wales Metro area, encompassing the CVL Rail Services.  The current Valley Lines zonal fares network encompasses all of the South Wales Metro except for rail services to Newport, Abergavenny and Chepstow.

13.2    With the exception of some longer distance through fares, the ODP sets all of the fares in this area.  Therefore, there is an opportunity to use the fares structure, including by making changes to the existing Valley Lines zonal system, to address Authority objectives, which include:

a) Encouraging those travelling in the peak to switch to off- and shoulder-peaks to reduce costs of providing additional capacity to reduce crowding;

b) Encouraging travel on Passenger Services operating to, from and within economically disadvantaged areas;

c) Providing clear and consistent pricing to all passengers, enabling them to buy tickets more easily, thereby encouraging them to do so;

d) Encouraging use of travel in the off-peak and on lightly-used routes where capacity is available;

e) Promoting flexible and innovative Fares;

f) Promoting use of rail travel by part-time workers;

g) Encouraging the adoption of smart ticketing

h) Ensuring regulated fares changes comply with the relevant fares cap set by the Authority;

i) Maintaining availability of interavailable fares and National Rail products;

j) Supporting Welsh Government priorities and initiatives such as its concessionary fares schemes; and

k) Ensuring passengers are always offered the lowest fare available (as required at Schedule 1.4 to the ODP Grant Agreement).

13.3    Changes to fares regulated by the Authority, will match current DfT policy on fares with a cap on increases of RPI+0% until January 2020, and RPI+1% from January 2021 until the end of the ODP Grant Agreement Term. However, unlike DfT policy, Authority-set regulated fares will be allowed a 'flex' increase above this level balanced by lower increases elsewhere to be

'revenue neutral'. Similarly, the Authority will also consider adjustments to the fares baskets. Fares flex and fares basket adjustment proposals need to be agreed, with the Authority for specific purposes to help meet Authority objectives, although (as outlined in Volume 1) the final decision as to whether proposals can be implemented will not be taken until after submission of the Final Tender. The timing of any such proposals must also be linked to demonstrable passenger improvements, such as the introduction of new Rail Services and/or new rolling stock. Potential applications of these fares flex or other fares-related proposals might include:

a) Incentivising off-peak travel by increasing peak fares and/or reducing (or in some cases introducing) off-peak fares;

b) Incentivising an acceleration of the switch to new ticketing technologies (e.g. smart cards) by increasing "paper ticket" fares by more than the regulated cap and in relation to "e-ticket" fares; and

c) 'Flattening' the Valley Lines zonal system to favour the economically disadvantaged areas to a greater degree.

**R5.16** Provide a clear, quantified description of your planned fares structure and how changes to the structure will meet Authority objectives set out at paragraph 13.2 of this Volume 5. This should include a description of how you will deliver the fares structure, details of any changes planned to the availability of specific fares, and the approach to determining the level of fares (in line with fares regulation). If relevant, the degree to which fares flex and/or fares basket adjustments are utilised should be outlined. If fares flex is used, you may also submit a completed 'Fares flex proposals' template. The focus of this description should be on how the South Wales Metro fares structure differs from that in the wider network and how specific objectives in this area are met.

**R5.17** Provide a quantified demonstration, in summary tabular format, of how your proposed annual percentage increases in regulated fares complies with fares regulation for the Commuter Fares Basket. This should include any use of fares flex and/or fares basket adjustments, as described above.

## 14    South Wales Metro Ticketing proposals

14.4    For South Wales Metro Services, the Authority requires the ODP to improve the ticketing experience for its customers, including by:

a) Developing and deploying smart ticketing technology to provide an alternative to magnetic stripe tickets, in a manner consistent with the future ticketing vision currently being developed by RDG and ensuring compatibility with smart ticketing initiatives introduced by other rail franchises;

b) Ensuring ticketing is customer-focused to encourage use of the public transport network, providing them with widespread and easy access to the full range of tickets, and a range of ticket retail opportunities that

meets their needs, including providing for those without access to technology and/or a bank account;

c) Delivering an efficient and high standard of ticket retailing service, allowing customers to access tickets easily and securely, including prior to travel, and without the need to print out paper tickets, wherever possible; and

d) Leading the development of widely recognised and easy to understand products (i.e. establishing a recognisable brand such as TfL's Oyster Card).

14.5 In addition to meeting requirements equivalent to those outlined for WCB Services in paragraphs 10.1-10.7 of this Volume 5 within the South Wales Metro area, the Authority also requires the ODP to develop, provide and operate a suitable system that facilitates:

a) The reduction of ticket retailing unit costs on South Wales Metro rail services;

b) Products that encourage travel on less crowded rail services;

c) Products or other schemes that reward regular users of the Rail Services; and

d) Products aimed at part time commuters.

**R5.18** Provide a clear description of your South Wales Metro ticketing strategy including how it will differ from the strategy for the wider network and transform the passengers' experience throughout the ODP Grant Agreement Term. This should include a description of how you will deploy, promote and monitor smart ticketing to ensure that it provides an attractive customer proposition, including through initiatives that harness advances in technology and utilise wider industry ticketing schemes.

**R5.19** Provide a clear description of your proposals for the Delay Repay regime, including how you will improve passengers' access to compensation. You may refer to R5.1.

## 15 South Wales Metro revenue protection proposals

15.1 Passengers on many of the rail services on the South Wales Metro have historically expected to be able to buy a ticket on the train regardless of what purchasing options have been available at the Station.

15.2 The Authority wants the ODP to strike an appropriate balance between collecting the money it is owed, while operating an efficient and demonstrably fair service for passengers. Ticketless travel rates are significant on the South Wales Metro and an objective of the proposals should be a substantial reduction in these rates.

15.3 The performance measures include a 'ticketless travel' regime as described in Schedule 7.4 to the ODP Grant Agreement to encourage the targeting of ticketless travel over and above the financial incentive provided to the ODP. To facilitate a robust definition of this regime, the survey planning, outputs

and benchmarks have been defined in terms of the CVL and WCB network. South Wales Metro services will be included in both of these.

15.4   In implementing your smart ticketing initiatives, the Authority requires that revenue protection technology/equipment is deployed for concessionary travel cards that is able to validate, hotlist and block Welsh Government concessionary travel cards across the network.

**R5.20**   Provide a clear description of a strategy that demonstrates how the ODP will manage ticketless and fraudulent travel throughout the ODP Grant Agreement Term, while ensuring such initiatives are applied sensitively.  This should demonstrate how ticket gates, the potential introduction of penalty fares and other measures will be used to support the strategy.