



# Station Funding Toolkit

Station Strategy Group

*Summer 2024*

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***Rail Delivery Group***

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# Introduction



Rail Delivery Group's Station Strategy Group is the industry forum for stations on the GB network. It has senior representation from Passenger Owning Groups, Train Operating Companies, Network Rail, GBRTT, Department for Transport, Community Rail Network and HS2.

Its purpose is to provide high-level **strategic leadership** for the management and development of stations. The group's strategic priorities **support enhanced investment** to enable better outcomes for customers, communities, and the environment.

A Task and Finish Group was formed upon the recommendation of the Station Strategy Group following the Stations Forum in March 2023. It is one of two groups created to contribute towards the objectives of Station Strategy Group and provide tangible outputs to support enhanced investment in stations on the GB rail network.

From initial discussions within the group, it was clear that **available funding streams and how they can be accessed for station investment is not well understood** across the system. This Station Funding Toolkit has been developed to allow others to navigate industry funding for station investment. It aims to:

-  Highlight the funding streams available for investment in stations, including the amount, what it can be used for, who it is from, and the timescales for access;
-  Provide an understanding on how to access funding, including what is required by each party, and what the potential barriers to access are; and
-  Provide case studies to showcase where best practice has been used to access different funding streams for successful station investment.

This Toolkit is structured as follows:

- » Background – highlighting the importance of investment in stations;
- » Funding Available – showcasing the different funding streams available across England, Scotland, and Wales, including the requirements for access;
- » Case Studies – providing examples of where different funding streams have been used to support investment in stations across the network; and
- » Conclusion – summarising the key factors that must be considered when investing in stations.

# Background

The main purpose of a railway station is to serve the local community's need to travel for work and leisure. This connectivity is relied upon for many people's livelihoods and their access to education and leisure opportunities.

In some cases, the station provides amenity and service to the local community whether they use it to access transport or not. From lunchtime dining for city workers to social and economic enterprises housed at the station, the station estate's beneficiaries are not just today's passengers.

Stations also symbolise a location and can give powerful first and last impressions of a place – sometimes for negative as well as positive reasons. Being able to demonstrate the value attributed to station upgrade schemes is of critical importance for gaining local buy-in from the public, the local authority, and the rail industry.

Station investments can come in many different sizes and forms depending on the specific needs of the station and its passengers. Improvements can be grouped into the following broad categories:



**Operational improvements:** typically involving removing constraints on passenger volumes or reconfiguring platforms to accommodate new or more frequent train services.



**Facilities improvements:** typically involving upgrading the provision of passenger-facing facilities such as retail, ticket offices or toilets to improve the passenger experience.



**Experience improvements:** typically involving lighting, ambiance, safety, and wayfinding improvements to increase passenger satisfaction.



**Access improvements:** typically involving public realm, pedestrianisation and accessibility improvements at the station or in the immediate vicinity.



Investment in stations can contribute to many different areas of priority for relevant organisations. This can range from easing passenger congestion or providing high quality ticket halls and waiting facilities, to providing improved interchange with other transport modes or more cycle storage capacity. It can also include improving station facades and forecourts, which provide a welcoming entrance to the station more in keeping with the local area.

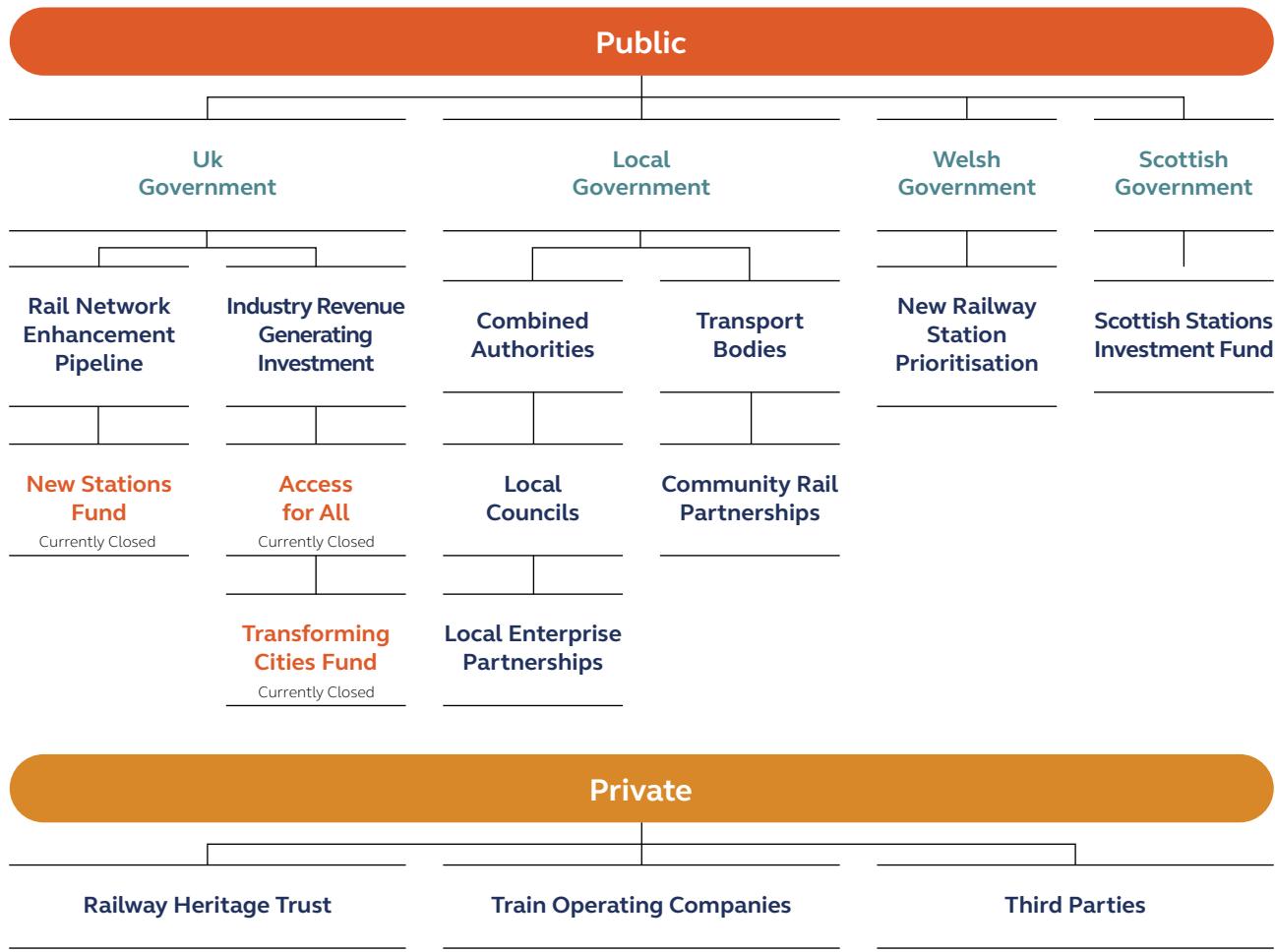
Station investment often increases station footfall and the number of passengers travelling by rail, which can align with other wider policy goals, such as net-zero carbon targets, by contributing to modal shift to less carbon-intensive modes. Other wider goals, such as making the railway fully accessible for all passengers, can be met at a station level by successful investments which can have tangible positive outcomes for members of the local community who may otherwise have struggled to make their journey by rail.

# Funding Available



There is a plethora of different funding streams available within Britain to support investment in stations across the network. These can range from long-term government investment to one-off grants and can broadly be categorised into public and private funding.

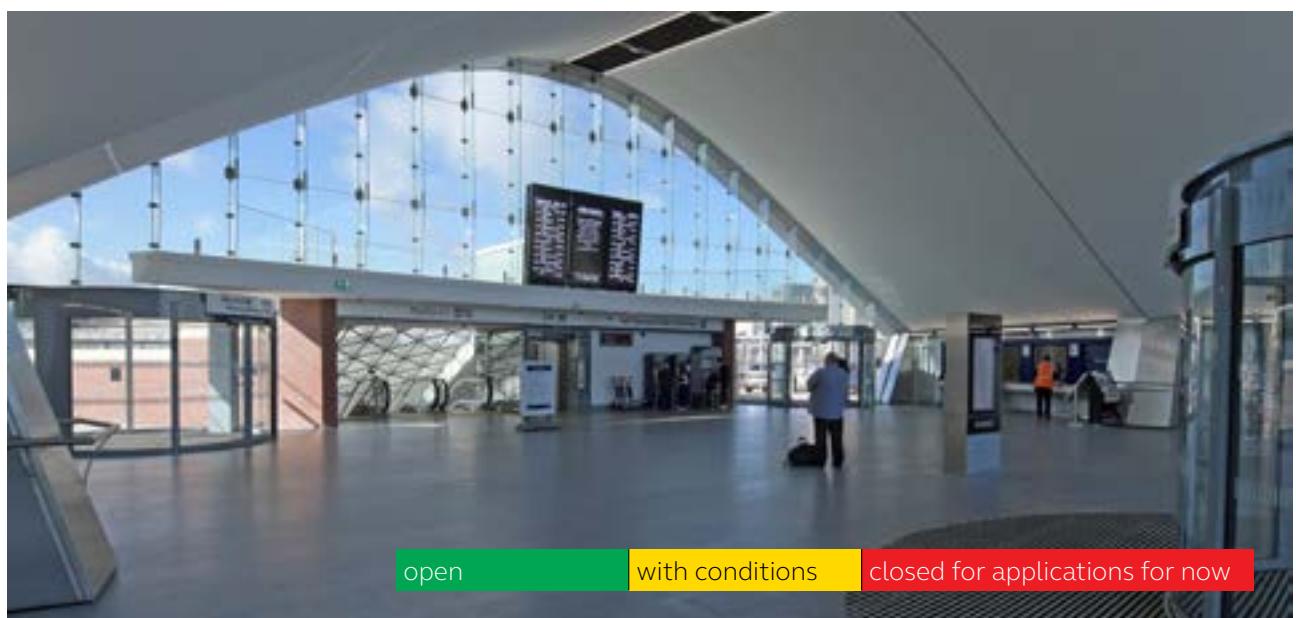
The below figure summarises some of the available funding streams for stations. This is not intended to be an exhaustive list but provide examples of sources of funding that could be used to support investment in stations.



**The below table summarises the key factors for each funding streams.**

Funding	Source	Accepting applications	Potential funding amount	Geographical scope
Rail Network Enhancement Pipeline	UK Government	Open	£££	GB
Industry Revenue Generating Investment	UK Government	With conditions	££	England and Wales
Access For All	UK Government	Time window	££	GB
Transforming Cities Fund	UK Government		£££	GB
Cycle Rail Programme	UK Government		££	GB
Salix Funding	UK Government		££	GB
Combined Authorities/ Local Councils	Local Government		££	GB
Transport Bodies & LTAs	Local Government		££	GB
Local Enterprise Partnerships	Local Government		££	GB
Community Rail Partnerships	Local Government		£	GB
National Wealth Fund	UK Government	TBC	TBC	GB
New Railway Station Prioritisation Fund	Welsh Government		£££	Wales
Scottish Stations Investment Fund	Scottish Government		£££	Scotland
Railway Heritage Trust	Private		£	GB
Train Operating Companies	Private		££	GB
Third Parties	Private		££	GB

Further information on each funding stream is detailed below, including the eligibility criteria for accessing the funding, and examples of where they have previously been used.





**Public Funding**

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## Rail Network Enhancement Pipeline (RNEP)

The Rail Network Enhancement Pipeline (RNEP) was first established in 2018 and creates a rolling programme of investment, focused on outcomes that provide benefits for passengers, freight users and the economy and moving government investment in enhancements away from a rigid 5-year cycle.

The RNEP applies to “enhancements” within England and Wales, “enhancements” are defined as investments in new or improved infrastructure that enable service changes and other benefits. These investments will enhance the capability of the railway, typically adding increased or new capacity or providing technical improvements to the way the railway runs.

The RNEP does not cover the Operations, Maintenance and Renewals activities carried out by Network Rail to keep the existing railway running. It also does not cover either the High Speed 1 network, or the planned core High Speed 2 (HS2) network.

To be included in the RNEP, Enhancements must provide outcomes that meet one or more of these following priorities and demonstrate clearly how they will continue to support them as they progress:

- » Keeping people and goods moving smoothly and safely
- » Delivering the benefits from committed programmes and projects already underway
- » Offering more: new and better journeys and opportunities for the future
- » Changing the way the rail sector works for the better

In order to be considered for central government intervention and/or funding, the case for all Enhancement decisions will need to demonstrate:

- » A robust business case
- » A focus on the outcomes provided for railway users and the taxpayer
- » The impact of the Enhancement on the existing network
- » Railway demand
- » The balance of the portfolio
- » Opportunities for private investment
- » Increasing contestability

The RNEP provides a rolling programme of investment, which will continue to provide a steady stream of benefits to the railway’s customers and taxpayers. The approach is based around five stages of activity separated by formal investment decisions gateways. The first three stages, “Determine”, “Develop” and “Design” are characterised by increasing levels of detail and understanding. The final two stages are, “Deliver” and “Deploy.” By the time these latter stages are reached, all investment decisions have been taken and the focus is on building and operating the Enhancement and realising the benefits that are anticipated.

The RNEP has already been used to successfully deliver Enhancements to stations across the network, including the £249m upgrades to Gatwick Airport station and the £5m project to extend platforms and improve Littlehaven station in Sussex.



## Industry Revenue Generating Investment (IRGI)

The objective of the Industry Revenue Generating Investment (IRGI) is to provide targeted investment to projects that will increase industry revenues or reduce industry costs (or both). Phase 0 was launched in 2023, with £20m allocated to schemes across England and Wales.

Phase 1, which looks to provide an additional £80m of funding was launched in May 2024.

As with Phase 0, the Regions (in England and Wales only) will be expected to work with others in NR (e.g. Property) and wider industry (including TOCs, FOCs, GBRTT and others) and submit a shortlist of their highest priority proposals (this time capped at £50m per region), with the supporting information required for these to be assessed properly. An IRGI Decision Panel, with representatives from NR Regions as well as wider industry representation, will then consider the proposals and select the best schemes.

Network Rail have worked closely with DfT and HMT to develop key eligibility criteria for Phase 1 of IRGI:

- » Schemes will have to reduce the cost of rail to the government by being Financially Positive i.e. the combined effect of revenue increases and/or cost savings will have to outweigh the initial capital cost outlay. Schemes which offer a higher return over a shorter payback period will be prioritised (through the IRR metric described below) and the maximum payback period of the capital cost that we will consider is 20 years
- » Schemes must be deliverable as early as possible, and by March 2028 at the very latest (a much longer timescale than the 'within 18 months of funding award' constraint of IRGI Phase 0, allowing a greater variety of schemes to come forward)
- » Maximum funding award from IRGI to a particular scheme will be £25m
- » Minimum funding award from IRGI to a particular scheme would be £3m (on the basis that Phase 0 has already provided the opportunity to invest in very small schemes)

Eligible schemes will be ranked/prioritised using the Internal Rate of Return (IRR) metric. Schemes with a higher IRR will pay back their investment more quickly and deliver higher reductions in costs to government over a defined time period than investments with a lower IRR. As with Phase 0, schemes can adopt a 1-stage approach (seeking all their funding in one go) or a 2-stage approach, seeking some initial funding first and then full funding later.

Note that Phase 1 is unlikely to be suitable for the following types of schemes:

- » Schemes that may offer strong wider benefits to society (and therefore strong Value for Money) but do not generate increased revenue or operational cost savings – freight schemes are often in this category, for example
- » Very small schemes that are unable to be reasonably packaged up with similar schemes to form a >£3m project

## Access for All

The Access for All (AfA) programme was launched in 2006 to address the issues faced by disabled passengers and passengers facing mobility restraints when using railway stations in England, Scotland or Wales.

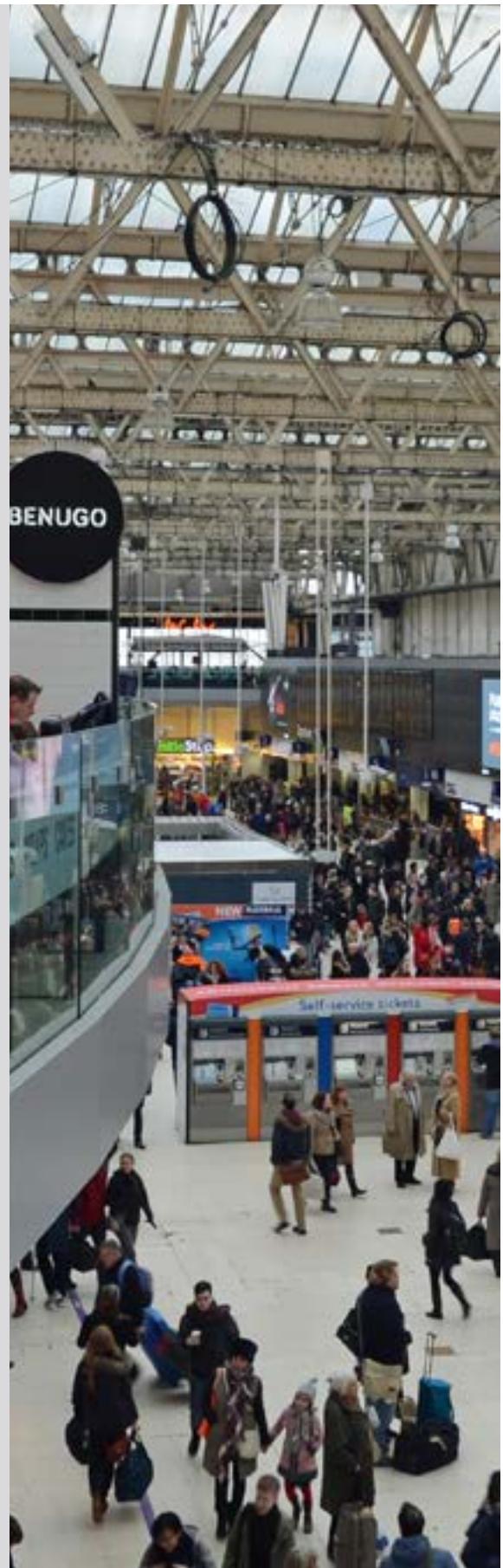
As part of our latest round of nominations for the AfA programme, a total of 310 nominations were received from Network Rail, train operating companies (TOCs) and other strategic transport organisations such as combined authorities.

The nominations were assessed against the following criteria:

- » annual footfall – targeting busier stations gives better value for money and benefits the most disabled passengers, ORR footfall figures were weighted by the incidence of disability in the area using 2011 Census data
- » rail industry priorities – TOCs were asked to consult with MPs, disability groups and local authorities, to ensure stakeholders' support, before ranking their nominations
- » availability of third-party funding – this helps to weight business cases but also demonstrates a commitment to the project by third parties
- » local factors – this could include proximity to a hospital or a station with a high proportion of interchange passengers
- » geographical location – the weighted footfall was compared against others nominated by the same TOC and against those within the same region rather than nationally to ensure a fair geographical spread across the country and to create more accessible entry points onto the network
- » confirmed support of the local MP

The previous Government agreed the list of 50 additional stations the list of 50 additional stations selected for initial feasibility work and if that is successful, will be taken forward as part of the AfA programme. This is in addition to stations already in the AfA programme or having accessibility improvements funded by other means.

The £350 million to fund even more station projects was confirmed when HS2 funding was reallocated.



## Transforming Cities Fund

The Transforming Cities Fund (TCF) was a £2.45 billion capital grant transport fund aimed at driving up productivity through investments in public and sustainable transport infrastructure in some of England's largest city regions, it was first launched in 2017 and expanded in 2018.

Around half of the TCF (£1.08 billion) had been allocated to 6 Mayoral Combined Authorities (MCAs) on a per capita and devolved basis. In 2018, an additional £90 million was announced for Future Transport Zones (originally known as Future Mobility Zones), which will be used to trial new transport modes, services, and digital payments and ticketing in the following 4 local authorities:



**Derby and Nottingham**



**West Midlands**



**Solent Transport (Portsmouth and Southampton)**



**West of England**

### Tranche 1

In Tranche 1 of the TCF, 30 projects from 10 shortlisted English city regions were awarded £60 million in funding to transform intra-city connectivity and drive productivity by improving public and sustainable transport.

The funding aimed to deliver:

- » New active travel routes across England, connecting people to jobs and their local community with the aim of encouraging more people to walk or cycle
- » Bus service improvements
- » Bus and rail station upgrades
- » Smart ticketing
- » Smart traffic controls
- » Real-time bus information through smartphone apps or information at bus stops

### Tranche 2

In Tranche 2 of the TCF, 12 shortlisted cities had the opportunity to bid for a share of £1.22 billion. This aimed to provide:

- » A step-change in local public and sustainable transport connectivity
- » Improved access to jobs
- » Reduced congestion
- » Improved air quality

All TCF funding has now been awarded and the scheme is closed to applicants.

The TCF supporting improvements to Selby rail station in North Yorkshire, including refurbishment of the rail station building frontage, a new public space in front of the rail station, and a new car park and eastern access into the rail station.

TCF funding has also supported enhancements to the access to Norwich station to provide better integration of local bus services and pedestrian access into the railway station. In the wider region, TCF funding from Norfolk County Council was also used to support Greater Anglia's Access for All application for Wymondham station which was recently awarded further development funding to work up a feasibility study for step free access.

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## Cycle Rail Programme

In 2017 the government committed to improving cycle facilities at stations. The Cycle Rail scheme aims to promote economic growth, improve journeys, and encourage environmentally friendly transport to cut carbon. Facilitating cycle journeys to stations is an effective way to encourage greater active travel.

The Cycle Rail programme improves cycling access to stations and increases sustainable journeys by funding installation of cycle racks, security systems, ramps and cycle paths.

48 applications were successful in round 5 of the scheme. The schemes were based on good value for money with 71% achieving a high or very high value for money.

The Cycle Rail scheme has created around 22,000 new parking spaces with a further 2,367 planned in Round 5. These works are spread across over 200 stations UK-wide.

For example, Cycle Rail funding has enabled the construction of a new cycling hub at Ashford International station, providing secure bike parking for 96 bikes and freely available parking for a further 220.

## Salix Funding

Salix funding schemes enable the public sector to reduce carbon emissions in line with the UK Government's commitment to becoming net zero by 2050. Details of Phase 4 of the Public Sector Decarbonisation Scheme were announced by Government on Thursday 29 February 2024 and totals £1.17 billion of funding allocated for public sector decarbonisation will follow a profile of £670 million in 2025/26, £300m in 2026/27 and £200m in 2027/28. Applications to assess this funding for decarbonisation projects are assessed through a targeted allocation process. Transport for London (TfL) was awarded two grants totalling more than £16m in March 2024 from the Public Sector Decarbonisation Scheme (PSDS), which is delivered by Salix on behalf of the Department of Energy Security and Net Zero. A grant worth £14m was granted to reduce carbon emissions at six sites on TfL's London-wide estate.



## **Welsh Government New Railway Station Prioritisation**

The Welsh Government New Railway Station Prioritisation was launched in 2017 and is a methodology to progress the pre-construction development work for proposed Welsh railway stations to a position where they can bid for future funding opportunities such as the New Stations Fund. It is not a funding scheme in the traditional sense where successful projects will receive funding that will support construction of the railway station or line.

The process used to prioritise new station proposals and the short list of stations to be taken forward for further assessment work was agreed in July 2017, with 12 stations shortlisted in Stage 1. The Stage 2 Assessment used advice from Network Rail on deliverability and operational considerations as well as demand forecasts for each station to feed into criteria on financial affordability and deliverability.

Four new stations were taken forward for further assessment and are currently progressing through approval for funding.

## **Scottish Stations Investment Fund**

The Scottish Stations Investment Fund (SSIF) was launched in April 2012 to provide a £30 million fund to support new railway stations and existing station refurbishments in Scotland. Funding was allocated to three proposed railway stations:



**Kintore – £7,670,000**



**Robroyston – £7,129,000**



**Inverness Airport (Dalcross) – £3,340,000**

Kintore station was reopened in 2020, costing £15million, funded by Transport Scotland, Aberdeenshire Council and Nestrans; a partnership between Aberdeen City Council and Aberdeenshire Council.

Robroyston station was reopened in 2019, offering local residents in the north east of Glasgow access to the railway network for the first time since 1956.

Inverness Airport station was opened in 2023, which included two platforms, a 64-space car park with 10 electric bays, four disabled bays and cycle paths and two lifts.



## Combined Authorities and Local Councils

Combined Authorities play a vital role in supporting investment in rail stations across the network. They work with government, Network Rail and Operators to support funding for redevelopment.

There are many examples of where Combined Authorities have supported projects across the country, including Cambridgeshire and Peterborough Combined Authority supporting the reopening on Soham station in 2021, West of England Combined Authority providing funding for Portway Park and Ride station that opened in 2023, and Liverpool City Region Combined Authority leading the development on the new Headbolt Lane station opened in 2023.

## Local Enterprise Partnerships

Local enterprise partnerships (LEPs) are non-statutory bodies responsible for local economic development in England. They are business-led partnerships that bring together the private sector, local authorities and academic and voluntary institutions. LEPs were first introduced by the coalition government. The June 2010 budget announced the government's intention to abolish the nine regional development agencies (RDAs), which had previously been responsible for local economic development, and replace them with new bodies responsible for local growth.

LEPs have historically supported the funding for improvements to rail stations across England, however from April 2024, the Government has ceased funding LEPs. The decision is in line with local devolution agenda and provides an opportunity for local leadership to determine local economic strategies and development. The government stated that, as private enterprises, LEPs can choose to continue operating if that is the wish of their local democratic institutions.



## Transport Bodies and Local Transport Authorities

There are currently eight sub-national (or regional) transport bodies in England. Outside London their membership is formed from a mix of local highways authorities, Local Enterprise Partnerships (LEPs), local airports, Highways England, Network Rail and Department for Transport. They also work closely with Chambers of Commerce and other business interests. While they are normally led by local authority leaders, there is very little input, if any, from the voluntary or social and environmental sectors.

In October 2023, the government announced that local transport authorities (LTAs) in the North and Midlands would benefit from a new Local Transport Fund (LTF) from 2025 to 2026 until 2031 to 2032.

This funding is additional to the Integrated Transport Block (ITB) allocation that LTAs currently receive. The additional LTF funding has been allocated by formula, based on the population and levelling-up need of each LTA.

LTF will fund a wide range of local transport measures. Local transport authorities will be able to choose from a range of projects such as building new roads, improving road junctions and pavements, improving bus stations, installing or expanding tram lines, or improving train stations.

Over the next 7 years from April 2025, local transport authorities (LTAs) in the North will receive £2.5 billion and those in the Midlands will receive £2.2 billion. The funding covers the period 2025 to 2026 until 2031 to 2032 and will be used in line with the 3 priorities set out, which are to:

- » Drive better connectivity within our towns, suburbs and cities
- » Drive better connectivity between our towns and cities
- » Improve everyday local journeys for people

In Scotland and Wales, the respective Governments have Transport Bodies which provide combined functions. Transport Scotland's remit covers buses, ferries, rail and air transport. Our aim is to make Scotland more connected, stimulate economic growth across the whole country. Transport for Wales is an arms-length body by the Welsh Government to provide support and expertise to the transport projects in Wales and provides strategic direction to the rail operator - TfW.



## Community Rail Partnerships

Community Rail Network administers a number of grant schemes, on behalf of national and regional government and some train operators. Each is only open to certain Community Rail Network members, according to specific criteria applying to each fund.

The Community Rail Development Fund and Small Grants Fund are yet to open for 2024-25 but have previously been used to support Community Rail Partnerships in England and Wales.

Transport for Greater Manchester (TfGM) is providing funding and wider support to community groups who want to improve Greater Manchester's rail stations. They have made a funding pot available for project bids from Community Rail Partnerships (CRPs) and Friends Groups. CRPs and Community Stations can bid for up to £1,500. Friends Groups can bid for up to £500.

South Western Railway (SWR) Station Adoption Fund allows for the provision of a Small Grants Scheme to station adoption groups in its region, to enable its member organisations to undertake small projects that would otherwise fall through the funding net, or to part-fund bigger ones.

## National Wealth Fund

The 2024 King's Speech announced the creation of the National Wealth Fund. This will see a £7.3bn of additional funding focusing on priority sectors and catalysing private investment at an even greater scale. This funding is in addition to existing UKIB (United Kingdom Investment Bank) funding. Further details on the scope and applicability of this new fund will be update as further details are announced.



# Private Funding

## Railway Heritage Trust

The Railway Heritage Trust's objectives were set in 1985: assisting the operational railway companies in the preservation and upkeep of listed buildings and structures, and in the transfer of non-operational premises and structures to outside bodies willing to undertake their preservation.

The Trust achieves its objectives by giving both advice and grants. It awards grants following the evaluation of an application, normally on the basis of 10% to 40% of grant-eligible repair or restoration costs, excluding professional fees and project management costs. The Trust pays grants to train operating companies, tenants of railway-owned premises and to applicants from Network Rail and the National Highways (Historical Railways Estate).

Grants can cover:

- » Contributions to project partnerships
- » Enhancements to maintenance and restoration projects
- » The reinstatement of missing or demolished features of historic buildings and structures
- » The repair of special fittings and equipment such as clocks, murals, memorials and fixed furniture

Grants are also available to help bring disused accommodation in historic premises back into beneficial use as a means of assisting conservation by regeneration.

To be eligible for a grant, a project should concern the repair, conservation and restoration of a building or structure owned by, leased from, or to be sold by Network Rail or the Highways England Historical Railways Estate. In addition, such a building or structure should:

- » Normally either be listed, sited in a Conservation Area or be a scheduled Ancient Monument
- » If listed and / or in a Conservation Area, be recorded as being 'at risk' by a local authority
- » Be, in the Trust's view, of historic and / or architectural interest although without statutory protection
- » Have had original elements or features altered or known to have been removed, which can be reinstated
- » If non-operational and in the above categories, where the proposal will enable either reoccupation or marketing and eventual sale or lease of the building or structure

The Trust does not normally award grants for buildings and structures where the freehold does not lie with Network Rail or the Highways England Historical Railways Estate. However, when a building or structure is, or may be, leased out to a tenant who is outside the railway industry, then the tenant (actual or prospective) may apply directly to the Trust for a grant.

Further information on the process for applying to grant funding can be found on the Railway Heritage Trust website: [Seeking Grants | Railway Heritage Trust](#).



## Train Operating Companies (TOCs)

Since privatisation, the industry has tried several different approaches to managing and operating stations to deliver better outcomes to those who use and interact with stations. There are five main operating models for stations in Britain at the moment and these are:

- » Network Rail managed stations – Network Rail undertake all maintenance, repair and renewal activities, with the TOCs undertaking many day-to-day operations activities
- » Franchised short-term lease stations – TOCs hold a short-term lease for operating the stations and some maintenance and repair activity, and Network rail are responsible for the remaining maintenance, repair, and renewal activity
- » 99-year full repairing and insuring lease stations – TOCs hold a full 99-year lease, responsible for day-to-day management and maintenance, repair, and renewal activity
- » 125-year full repairing and insuring lease stations – Rail for London hold a full 125-year lease, responsible for day-to-day management and maintenance, repair, and renewal activity
- » The arrangement between Transport for Wales and Amey Infrastructure Wales Limited, The Core Valley Lines network was transferred from Network Rail to Transport for Wales on 28 March 2020. Transport for Wales leases its assets to AIW who are the Infrastructure Manager for the Core Valley Lines network

Train Operating Companies that are also the Station Facility Owner (SFOs) may provide funding for supporting improvements at stations. The SFO is the person who has an estate or interest in, or right over, the station and who grants permission (Access Agreements) to another person to use the facility. In order for a TOC to be a SFO they need to have a legal interest in the station, and this is normally done by Network Rail granting a lease. The SFO is normally, but not always, the licensed operator of the station. Sometimes the SFO may sub-contract some or all the operation of the station to another party.

## Third Parties

There have been examples of third parties; such as universities or hospitals, contributing to station development projects if the station is likely to provide a benefit to their facility. The University of Birmingham and University Hospital Birmingham Trust have recently supported the redevelopment on the newly opened University station in Birmingham (further details below).

Accessing this funding will rely on proactive engagement with local businesses and key stakeholders around the station area



## Case Studies

# University Station (Birmingham)

## Overview

In July 2019, West Midlands Rail Executive (WMRE) and Transport for West Midlands (TfWM) announced plans to redevelop the University Station in Birmingham in order to accommodate increasing passenger numbers generally and those arising from the 2022 Commonwealth Games, of which two events were held at venues on the University of Birmingham campus. The upgrades were intended to allow the station, originally designed for approximately 500,000 passengers a year, to handle more than 7 million passengers annually.

The plans included:

- » construction of a new, larger station building at the north end of the platforms
- » widening of the platforms to alleviate crowding during peak times
- » a footbridge over the canal linking the new station to the university campus
- » a new public space around the approach to the new building
- » retail facilities
- » an NHS walk-in centre
- » a redeveloped station forecourt with passenger drop-off
- » passenger toilets including a Changing Places room
- » improved waiting facilities
- » additional large lifts
- » multiple entrances for improved onward connectivity
- » enhanced back of house areas for staff

Construction work took place from 2021 to 2024. The architects were Associated Architects, and the contractor was VolkerFitzpatrick. The extended platforms were opened in time for the Birmingham 2022 Commonwealth Games in July 2022, and the new buildings were opened on Sunday 28th January 2024.

## Funding

The station redevelopment was primarily funded through WMCA, with additional contributions from:

- » Transforming Cities Fund - **£3m**
- » WMCA Integrated Transport Block - **£1m**
- » GBS LEP - **£8m**
- » WMT - **£1m** – this contribution was made as part of the bid for the old WMT franchise
- » DfT - **£12m**
- » University of Birmingham - **£10m**
- » University Hospital Birmingham Trust - **£5m**
- » Birmingham City Council - **£3.9m**

The funding management was handled by SLC Rail as the external project delivery team for WMCA.

## Outcome

Although delivered late and over budget, the station was successfully opened at the end of January. The new station has far more passenger amenities and capacity for increased footfall.

The competing requirements from different funders led to a less efficient and therefore more costly delivery through operational costs. The biggest of these can be highlighted in the multiple entrances and the lack of retail. For any future projects on this scale, passenger experience and revenue generation need to be kept to the forefront more clearly throughout the process to reduce this conflict with other funding streams.

### Station Entrance



Before



After

### Footbridge



Before



After

# Ely Station, Cambridgeshire

## Overview

Ely is a busy station with trains running to a variety of destinations including London, Cambridge, King's Lynn, Birmingham, Nottingham, Sheffield, Manchester, and Liverpool. It is managed by Greater Anglia, which is also one of four train operators that serve the station, the others are Great Northern, CrossCountry and East Midlands Railway.

Ely station faced limitations in both accessibility and facilities. A single entrance bottlenecked passenger flow, outdated infrastructure created a negative user experience, and ticketless travel resulted in significant revenue losses for all operators. Recognising the need for modernisation, a collaborative effort was launched to unlock the station's potential and transform it into a modern, accessible, and welcoming hub for all users.

An industry partnership, led by Greater Anglia, looked to tackle these issues, with the aim of:



**Improving accessibility:** Dedicated parking, improved crossings, and the inclusion of a Changing Places Toilet

**Modernising ticketing:** Automatic gates and user-friendly ticket machines

**Enhancing experience:** A remodelled hall, relocated office, and upgraded amenities

The project reduced ticketless travel, improved accessibility, and enhanced the passenger experience. It serves as a model for collaborative infrastructure upgrades, ensuring Ely station remains a modern and accessible hub.

## Funding

Greater Anglia funded the project in conjunction with Govia Thameslink Railway and the Railway Heritage Trust:

- » Greater Anglia - **£2.3m**
- » Govia Thameslink Railway - **£250,000**
- » Railway Heritage Trust - **£83,000**

## Outcome

A comprehensive upgrade, driven by a collaborative spirit between Greater Anglia, Govia Thameslink Railway, and the Railway Heritage Trust, addressed the identified challenges:

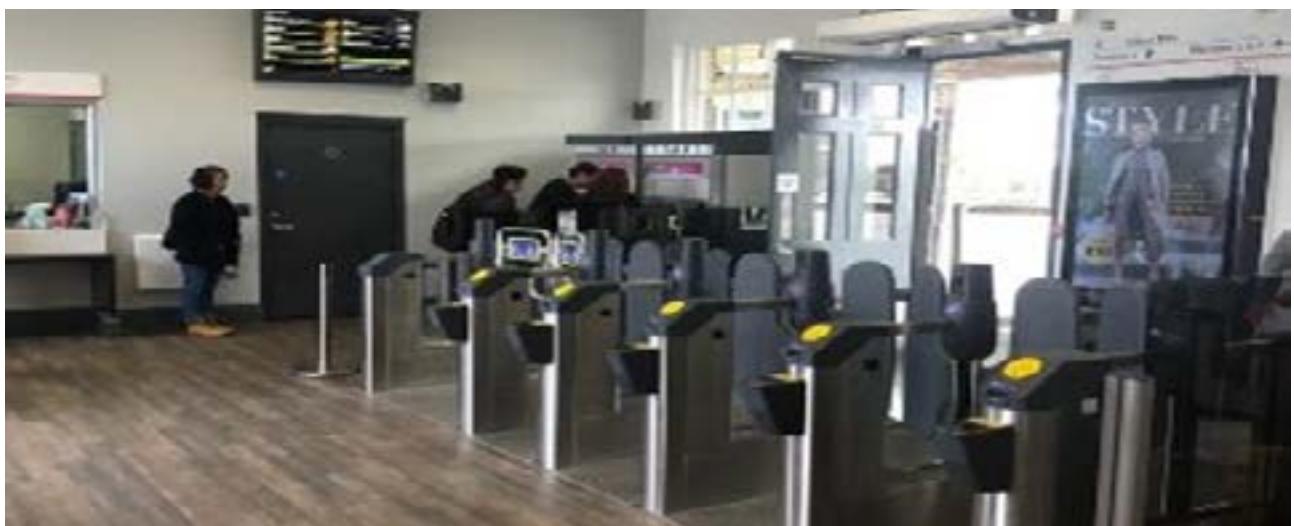
- » Enhanced accessibility: Dedicated accessible parking spaces, a remodelled car park with improved pedestrian crossings, and the installation of the network's first Changing Places Toilet significantly improved accessibility for passengers with disabilities, ensuring inclusivity for all
- » Protected revenue: Automatic ticket gates effectively addressed the issue of ticketless travel, protecting revenue for operators and upholding fair ticketing practices. Additionally, conveniently placed vending machines streamlined the ticket purchase process, enhancing passenger convenience
- » Improved passenger experience: A remodelled ticket hall created a more spacious and user-friendly environment, facilitating passenger movement. A relocated and modernised ticket office, coupled with dedicated staff mess facilities, increased operational efficiency and employee well-being. Upgraded amenities, including accessible toilets and improved signage, contributed to a more pleasant and informative travel experience for all

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The transformation of Ely station has delivered tangible benefits:

- » Reduced ticketless travel: Revenue losses have decreased significantly, ensuring financial stability for operators and fairer ticketing for passengers
- » Enhanced accessibility: This project sets a commendable standard for inclusivity, making the station more accessible for all travellers, regardless of ability
- » Improved passenger experience: Modern facilities, a welcoming atmosphere, and efficient ticketing processes contribute to a positive first impression for visitors, enhancing user satisfaction
- » Collaboration and partnership: The project serves as a successful model of cross-industry collaboration, paving the way for similar initiatives in the future, fostering progress within the industry

### New booking hall



### Pre and post photos



# March Station, Cambridgeshire

## Overview

Fenland District Council in Cambridgeshire adopted a Rail Development Strategy to 2031 to improve the station environments at its three stations (Manea, March, and Whittlesea) and to lobby central government for improved rail service provision. According to the Fenland Rail Development Strategy, the railway network is important to the Fenland area of Cambridgeshire because:

- » Access to education, employment, and services such as shopping and hospital appointments are all important journeys that can be made by public transport
- » Transport is a key priority for Fenland with many people relying on public transport as around 20% of all householders do not own a car
- » Nearly 40% of Fenland's working population commute out of the district for work. Rail services give people options for how to travel to work
- » Every year there are large numbers of people visiting Fenland. There are opportunities for some of these journeys to be made by train
- » The Fenland Communities Development Plan Core Strategy sets out proposals for large numbers of new homes and for new employment opportunities in the District. Wherever these homes or jobs are located public transport will be an important part of making this growth more sustainable

Part of the local strategy was to develop a Stations Investment Plan as follows:

“A Stations Investment Plan sets out a programme of improvements for rail stations to address current issues. The issues included in the plan have been developed from a station audit which took place in September 2010 and from local feedback. By setting out the problems and issues at each station as part of a wider plan this will help to access funding or to match funds that will pay for improvements.”

The Stations Investment Plan identified a number of common themes for further development as follows:

- » Station adoption and community involvement
- » Local planning and growth issues
- » Parking for cars, motorcycles, and cycles
- » Bus service integration and improvements
- » Station platforms – extensions, access, and shelters
- » Information and signage issues
- » Train service improvements
- » The station environment and presentation

Fenland District within Cambridgeshire is an area of relative deprivation in comparison to the rest of the county with Peterborough to the west and Cambridge to the southeast comprising the focal points for education and employment travel. Fenland is host to mainly rural communities with farming and agriculture the main industries. It is an area of low private car ownership and therefore public transport has a pronounced role in enabling residents to access employment and education further afield.

March station, the focus of the regeneration project, has a rich railway history and at one stage hosted the world's largest freight marshalling yard. Today the station is connected to the network with direct services to Liverpool Lime Street, Norwich and with a single change at Cambridge, London and the south coast is accessible. Changing at Peterborough provides access to services as far north as Scotland.

Greater Anglia joined the Fenland District Council's project board as delivery agent for the regeneration programme. A scope of proposed enhancements was created from the aspirations from residents and station users. It was important to the local authorities that the voice of station users was heard, and key decisions included a local view.

When a single option was being developed for the enhanced facilities for passengers at March the competing designs were issued to local residents and a survey was undertaken to select the favoured station layout along with feedback so this could be considered as part of the detailed design process.

With a design selected, Greater Anglia set about renovating a Victorian-era station building, which was vacant in parts, requiring significant works to construct a modern, open plan waiting room, ticket office, passenger toilets a retail unit for let as a coffee shop. Outside the station, GA constructed an extension to the car park and brought the whole facility up to compliance with additional accessible parking spaces and designated areas for kiss and ride and taxi pick-ups. Enhancements to CCTV and lighting were installed to further increase the security and perceptions of safety for passengers for the overall station site.

## Funding

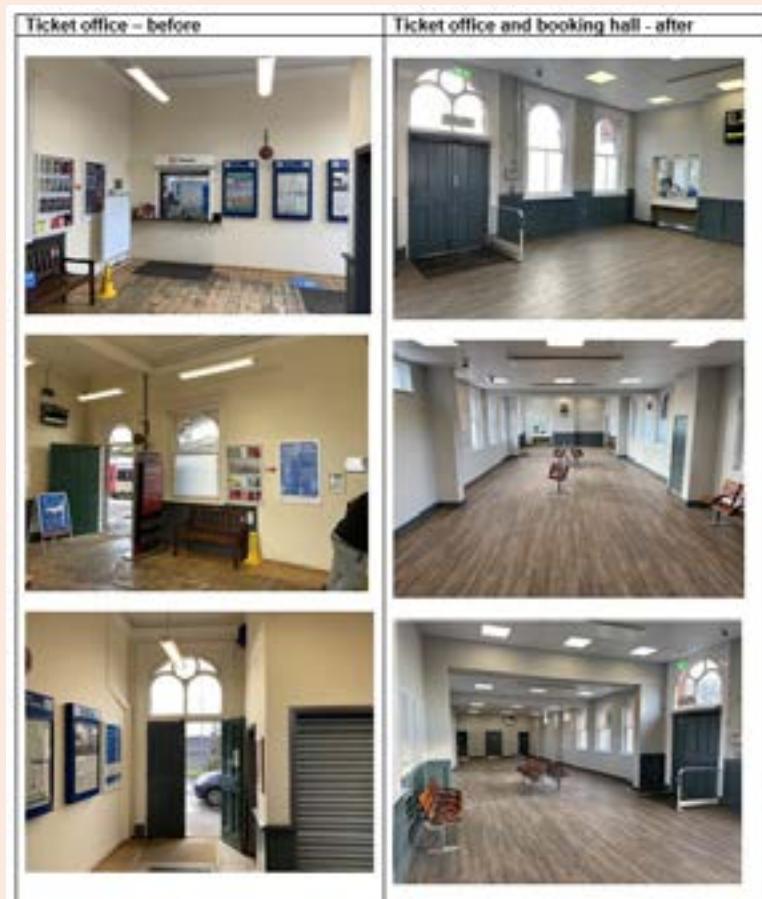
The project was primarily funded by the local council, with contribution from the station operator:

- » Fenland District Council/CPCA - **£1.7m**
- » Greater Anglia - **£0.5million**

## Outcome

The project delivered a modern station environment within a historic building providing a step change in facilities for passengers at a station in Cambridgeshire with nationwide rail connections. The vision of local authorities and passengers was included in the design and development of the project – something that in a subsequent audit of Greater Anglia's ISO 95001 Project Management accreditation was celebrated.

As a part of its investment monitoring and evaluation of the impact of the March station project, the client undertook surveys of passengers at the station for the anniversary of the project concluding. It found: 45% of station users would have chosen to use March station before the works which increased to 60% choosing the station after the project was completed. 84% of respondents had confidence in the enhancements and would recommend the station to others.



# Conclusion



The station funding toolkit has been developed in partnership with RDG members during 2024, as was finalised during the summer 2024.

A new Government in July 2024 will in time bring forward changes to the levels and mechanisms that provide investment in stations; however, as the industry transitions to this new state RDG's Station Strategy Group have endorsed sharing this guide with the wider RDG membership to improve transparency and to make it easier for Train operators and other investors understand the current (summer 2024) funding and investment landscape for stations.

Please note that some of the funds highlighted in this toolkit could be withdrawn by the funder at short notice.

If you have any feedback on this toolkit or would like to know more about the work of RDG's Stations Strategy Group, please contact: [policy@raildeliverygroup.com](mailto:policy@raildeliverygroup.com)





## Rail Delivery Group

