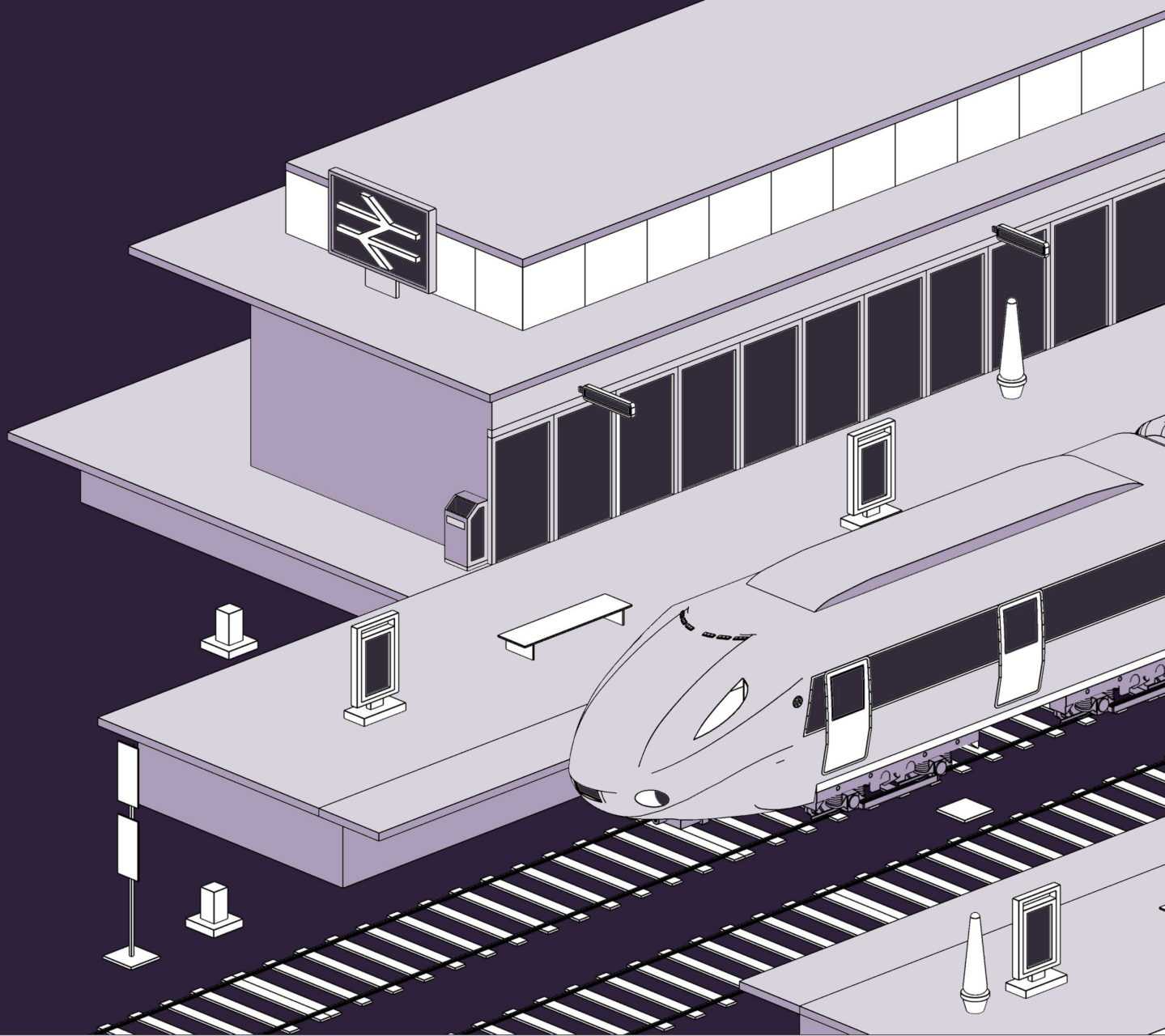


# New Station Toolkit



# Contents

**This report has six parts**

<p><b>1 Introduction</b></p> <p>Purpose of the document 4</p> <p>Existing guidance 5</p> <p>New station definition 6</p> <hr/> <p><b>2 Making the case for new stations</b></p> <p>The case for change 8</p> <p>Successful strategic cases 9</p> <p>Strategic considerations 10</p> <p>Understanding the demand and impacts at an early stage 11</p> <p>Developing an early value case 12</p> <p>Multimodal hubs 13</p> <p>Conclusion 14</p>	<p><b>3 Developing new stations</b></p> <p>Rail industry structure reform 17</p> <p>Delivery frameworks 18</p> <p>Developing business cases 20</p> <p>Management 22</p> <p>Partnership and support 25</p> <p>Planning approvals and consents 26</p> <p>Challenges in business case development 29</p> <hr/> <p><b>4 Funding and financing new stations</b></p> <p>Costs and financing 31</p> <p>Central government funding mechanisms 32</p> <p>Land value capture 35</p> <p>Third party funding 36</p> <p>Conclusion 38</p>	<p><b>5 Proposed stations and regional analysis</b></p> <p>Proposed stations 41</p> <p>Methodology 45</p> <hr/> <p><b>6 Appendices</b></p> <p>Case studies 47</p> <p>Engaging with Network Rail 58</p>
--	--	--

Part 1

# Introduction

# Introduction

## Purpose of the document

This document – “New Stations Toolkit” – offers guidance that promoters of new stations within the EEH boundary can use when considering the development of new rail stations in their areas.

The Toolkit is formed of two key elements:

### 1. Guidance for developing new rail station projects

This Toolkit provides guidance on:

- How to make the case for new stations
- Which frameworks can be followed to develop a new station proposal
- Routes for the delivery and funding of new stations

This updated guidance includes examples of successful station developments and the key components that contributed to their success. Also, while existing rail industry guidance on station design is acknowledged, this new guidance is tailored specifically to the context of proposed stations in EEH, as identified in the Main Line Priorities Rail study.

The purpose of this guidance is to make it easier and quicker for promoters to make and deliver investments in new railway stations across the EEH region.

### 2. Regional evidence base to support new stations

This Toolkit is supported by a comprehensive assessment of identified new station proposals including:

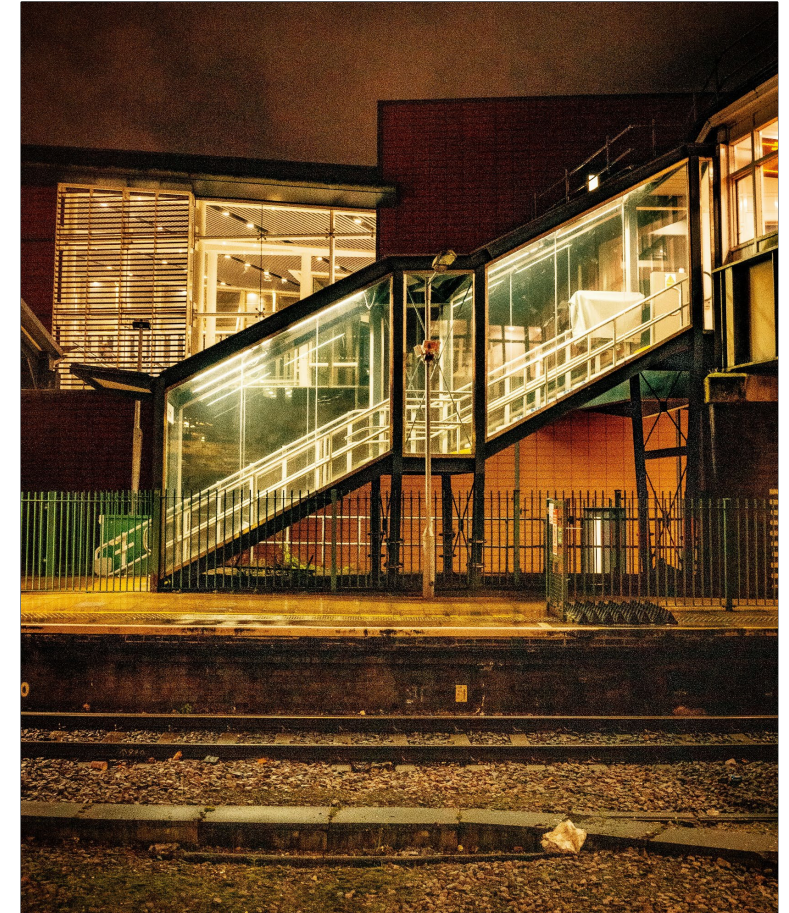
- Catchment analysis
- Service impact and operational feasibility

The purpose of the analysis is to identify locations within the EEH boundary with strong potential for new stations, supporting scheme prioritisation activities and strengthening the case for future station investment. This assessment is included as a separate technical appendix to this report.

### Key audience

This Toolkit is aimed at promoters of new stations including:

- Local authorities and councils
- Transport and planning bodies
- Community rail partnerships
- Local advocacy groups
- Private sector investors



# Introduction

## Existing guidance

The work undertaken to deliver this Toolkit builds on previous work by Network Rail, England's Economic Heartland, and other organisations on the development of railway stations.

This includes general guidance on funding, delivery and design guidance.

### **Rail Delivery Group-Vision for Stations (2018)**

This sets out a framework to transform UK railway stations into community hubs that are accessible, sustainable and customer-focused.

### **Network Rail - Investment in stations (2023)**

This document offers guidance to promoters of railway station enhancements and of new stations. It is aimed at third parties to ensure timely and cost-effective delivery.

### **Rail Safety Standards Board-Good Practice Guide Multi-Modal Integration (2025)**

This document sets out practical strategies to help UK rail operators improve seamless connections between trains and other transport modes

### **England's Economic Heartland - Mobility Hubs Business Case Guidance (2023)**

This document provides guidance for developing and appraising business cases for mobility hub proposals, with a focus on rural areas.

### **Network Rail - Station Design Manual (2024)**

This provides high level guidance for new station infrastructure in the UK. It highlights factors influencing station physical space and additional components for world-class design.

### **Network Rail-Buildings and Architecture Design Guide**

This website presents a set of guides for creating safe, sustainable and high-quality infrastructure. It supports consistent development across the rail network.

### **Railfuture - Expanding the Railways: How to Develop and Deliver a Proposal (2017)**

This document presents how to take a rail infrastructure project from an initial idea to the official launch. It references policies and successful examples.

### **Rail Delivery Group - Station Funding Toolkit (2024)**

This document offers guidance on navigating industry funding for station investment. It outlines the funding streams that are available and the requirements for accessing them.

### **Network Rail & Highways England-New Parkway Stations (2020)**

This document presents important considerations for new parkway proposals to ensure investment is targeted at right locations and in support of wider priorities.

# Introduction

## Definitions

This Toolkit focusses on developing and delivering **new stations on existing railways**.

In the context of this guidance, a new station development is defined as the delivery of a completely new facility on an existing railway line that provides public access to the rail network for boarding and alighting trains.

This includes:

- A brand-new station where no station previously existed.
- A reinstated station on a reopened line or disused station site.
- A relocated station, if the move is significant to be treated as a new facility.

A new station typically involves:

- Construction of new platforms, access arrangements and facilities.
- Integration with existing railway operations.

This guidance does not address how to develop new stations as part of proposed new rail lines.



Part 2

# Making the case for new stations

# Making the case for new stations

## The case for change

The first step in developing a new station is to clearly define the need for it.

A compelling case for change should consider both the current and future socio-economic and transport context of the area to be served.

Promoters should align the objectives of their scheme with wider local, regional and national priorities, including those for transport, rail investment, and broader public policy aims.

While national and regional bodies set the strategic direction for rail investment, the promotion of new stations is typically locally led. It depends on strong local leadership and should be embedded in, or compatible with, local transport plans.

Increasingly, new station proposals are linked to unlocking land for sustainable development. Stations can enable higher-density growth with less pressure on local roads than comparable development without a rail link.

A clear, robust case for a station can also help unlock funding opportunities. For example, where a scheme supports additional housing delivery, it may be eligible for housing-linked investment streams.

EEH's Connectivity Studies have identified locations where new stations could serve existing or growing communities currently underserved by the rail network. These stations can enhance regional competitiveness and connectivity, fill critical gaps and improve access to key economic centres.

They not only improve internal links across the region but also strengthen connections to major cities – particularly when combined with wider network enhancements such as East West Rail.. This improved connectivity helps businesses access wider labour markets and enables people to reach jobs, education, culture and leisure opportunities more easily.

New stations are strategic infrastructure assets. They are vital enablers of England's Economic Heartland's ambition for sustainable, inclusive and innovation-led growth, ensuring it remains one of the UK's most dynamic and future-ready regions

**EEH's "Mainline Priorities" review identified four key objectives for railways in the EEH area.** Developing new stations supports all four objectives – especially sustainable growth and accessibility.

	Decarbonisation	✓
	Connectivity	✓
	Sustainable Growth	✓✓✓
	Accessibility	✓✓

Alignment of new stations with objectives of the Main Line Priorities Rail Study

# Making the case for new stations

## Successful strategic cases

### Enabling new housing development

Successive governments have made delivering housing a key policy pledge and stations in the right context can support new housing developments.

The transport demand derived from housing can be significant and without accessible public transport this can result in increasing traffic on local roads creating local opposition and consenting challenges.

Having railway stations in proximity can also allow higher densities of development, especially if stations are part of wider transport hubs serving local bus routes and active travel corridors, with a higher share of trips achievable with public transport developments may require lower parking provision and have a lower impact on the existing transport network.

### Improving connectivity

The connectivity benefits would be key to the case for new stations, but this should be clearly set out in terms of how this will provide a clearly defined set of connectivity benefits including

- Improving station connectivity to encourage modal shift and potential decarbonisation benefits.
- Accessing economic opportunities such as areas with a high levels of employment like town centres and commercial areas.
- Co-Benefits with other transport investment that could open up a wider areas through enhanced interchanges
- Supporting multi modal transport through high levels of integration with active travel routes and public transport such as bus and coach services
- Addressing transport inequality through connecting lower income areas with both employment and education and other social infrastructure, such as healthcare, and potentially reducing car dependency and it associated costs.

### Supporting development

New railway stations can play a key role in supporting the development of employment centres by providing high-capacity public transport access primarily enabling sustainable commuting but also wider connections into the wider transport network.

- For tourism, retail and hospitality improvised access to sites increases the attractiveness of businesses through increased customer catchment
- Economic benefits through agglomeration affects enabling businesses to attract employees from a wider catchment area
- Allowing densification of land use, particularly where land is utilised for car parking
- More attractive due to increased connectivity for example to key cities but also airports

# Making the case for new stations

## Strategic considerations

Rail has distinct strengths, but it is not always the best option for meeting local transport needs. Demand alone does not justify a new station.

Proposals for new or reopened stations must demonstrate who will use the service and who might be willing to fund it. The continued existence of disused stations or railway lines through a settlement is not, on its own, a sufficient reason to pursue a reopening.

What may have made sense in the past may no longer be viable today – workplaces, amenities and housing patterns have changed, and so have user needs.

Moreover, any new or reinstated station must meet today's much more rigorous safety and accessibility standards, which are significantly more demanding than those in place when many historic stations were originally built.

[Railfuture](#), a British voluntary organisation campaigning for a bigger railway, have developed a list of criteria to be considered when developing the case for a new station proposal.

### Location

- What are the accessibility options, the availability of car parking if required, and the physical constraints of the site?
- What is the proximity to bus routes?
- How would pedestrians and cyclists access the station?

### Operational

- What trains would serve the new station? Is there a local service that could stop there, for example, or does the line only carry fast trains?
- Do the existing trains have capacity for the new passengers, or would more rolling stock be required?
- Can the timetable be modified to include the additional stop? What effect would this have on turnround times and the rolling stock requirement?
- Would the signalling be affected? For example, would the new station be close to a level crossing?
- Is it on a gradient, or a curve?

### Planning and consultation

- Is a station within the local strategic transport plan?
- How will it affect the local community?
- What stakeholder engagement has taken place?

### Commercial

- What is the likely level of demand? Have surveys been undertaken?
- Will the new station also abstract passengers from nearby stations?
- What is the nature of the demand (commuting, educational, leisure?)
- Could the demand be met more cheaply in other ways?

# Making the case for new stations

## Understanding the demand and impacts at an early stage

Understanding the demand for a new station is an inexact process. Many past demand assessments for new stations have been inaccurate, often through underestimating demand.

Demand forecasting is an iterative process and should be carried out throughout the planning process. It heavily depends on the information available.

Five models are typically used for forecasting demand for new stations.

**Trip rate approach:** an assessment of the average number of trips likely to be made by rail from an area based on trips currently taken by other transport modes.

- Early option assessment and sifting
- Does not include journey times or train frequency

**Trip end approach:** a more developed version of the trip rate approach that factors in demographics, socio-economic groups, journey times and frequencies

- For local stations with minor impacts on wider rail network

**Gravity model approach:** a developed version of trip end approach that considers the quality of rail services likely to be offered and how they compare with existing alternatives

- Based on attractiveness of destination and travel cost
- can be used to estimate how attractive a station would be, particularly useful in areas where there is a low level of transport accessibility by rail.

**Mode choice approach:** focuses on effectiveness of shifting journeys to rail from other modes

- New stations are expected to attract (rather than generate) passengers from range of origin areas

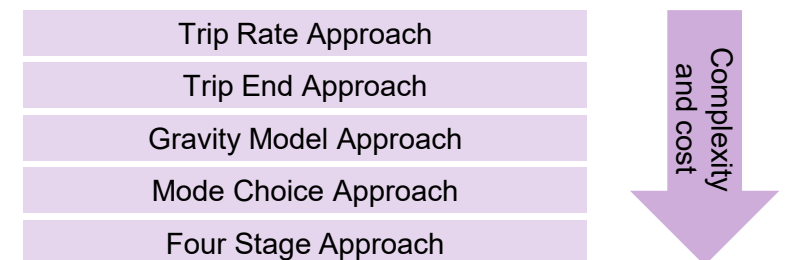
**Four stage approach:** would take into account the new stations impact on generalised journey time (GJT) and how rail journeys would become compared to other modes, with a particular focus on commuting patterns.

- Rarely used for rail projects but could be applicable for major line reopening with heavy commuter flows.

A more advanced and flexible approach in **Agent Based Models useful in complex projects.** Involves the use of model based on the choices that individuals make rather than Generalised Journey Times.

A list of criteria a promoter should know to support forecasting work by Railfuture:

- What rail service patterns and fares are assumed?
- When during the week are people most expected to travel?
- Will stopping services at a new station affect journey times for current passengers and impact demand?
- What are the main markets that would be served by a new station?
- Will new trips be generated, or is the main market from people switching modes?
- Have rail's underlying growth and potential suppressed demand been factored in?
- How will demand translate to revenue?



# Making the case for new stations

## Developing an early value case

### Strategic Assessment

A strategic assessment is an early-stage evaluation that determines whether a proposed station meets a clear need and aligns with local, regional and national priorities.

Initial versions of the strategic case are often conceptual in nature. They focus on identifying the core benefits of the scheme and estimating broad figures – such as indicative passenger demand or the scale of development that the station could enable.

The purpose of this stage is to show that the proposed station is not just desirable, but necessary, timely, and aligned with wider public objectives. It forms the foundation for progressing into the Rail Network Enhancement Pipeline (RNEP) and for developing more detailed business cases.

Critically, a strategic assessment can help avoid early investment in proposals that lack a strong rationale or are unlikely to prove viable. It should seek to:

- Identify the problem to be solved
- Confirm the strategic context including local demand
- Consider place-specific implications
- Establish the need for a new station

### Better Value Rail Toolkit

The [Better Value Rail \(BVR\) Toolkit](#) is designed to assist with the early stages of developing transport infrastructure projects. The toolkit provides guidance on making better decisions early on, identifying the right transport solutions, and saving time and money. It includes tools for strategic planning, exploring different options, assessing benefits and costs of potential solutions, and fostering right culture and capabilities within project teams

The [BVR toolkit strategic context checklist](#) and the [BVR Benefit Guidance](#) can help with the Strategic Assessment.

The toolkit can also be used to:

- **Identify the need:** find current transport problems and predict future needs, making sure the new station meets important requirements.
- **Explore options:** compare different places, designs, and ways of transport using the toolkit's tools to find the best and most helpful solution.
- **Support early analysis:** look at the costs and benefits of different options to understand their effects and advantages, helping us make informed decisions.

- **Support strategic set-up:** outline the project details, and establish timelines, preparing the project for funding requests and planning approval..
- **Estimate costs:** forecast the long-term money effects, making sure the project is financially sound and can last over time.

### DfT Connectivity Tool

The DfT Connectivity Tool is a recent development designed to assess the potential connectivity impacts of transport schemes at the local, regional and national levels. It supports strategic planning and evidence-based decision making.

The tool can identify areas with poor connectivity and estimate the potential impact of new stations on access to key services and opportunities such as jobs, education and healthcare.

By modelling how a proposed station would integrate into existing transport networks, the tool enables users to test different scenarios and understand likely outcomes. This helps to inform business case development by demonstrating how a new station could add value.

Ultimately, the tool supports more informed decisions about where new stations are most needed, whether they are viable, and how they align with broader goals.

# Making the case for new stations

## Multimodal Hubs

Multimodal integration is increasingly recognised as a critical element of successful new station planning, helping to address some of the UK's most complex transport challenges.

A well-integrated station not only supports rail demand but also enhances accessibility, promotes social equity, and contributes to more sustainable travel choices.

To be effective, multimodal integration must be considered from the earliest stages of a project—beginning with feasibility and option selection. It should be treated as a core design and investment criterion, not an afterthought.

**Making the case:** Positioning new stations as multimodal hubs reinforces the case for investment by demonstrating:

- Enhanced station catchment and mode shift benefits-contributing to carbon reduction and active travel targets
- Improved passenger experience and interchange efficiency
- Increased station usage, user satisfaction, and accessibility

**Early design considerations:** Early design should focus on multimodal potential of the new station for:

- Seamless access to buses, coaches, walking and cycling.
- Clear, step-free pedestrian paths between all modes.
- Provision of flexibility and future mobility options (e.g. EVs, shared bikes)
- Target modal shares and access strategies
- Enhancements to local networks

**Stakeholder coordination:** Early engagement should ensure the scheme reflect local multimodal connectivity needs and involve the following:

- Local transport authorities
- Bus and community transport operators
- Highway teams and active travel planners

**User centred design:** Multimodal integration in new stations should provide seamless, accessible connections that reflect real travel patterns that:

- Enhance wayfinding, security and shelter design

- Consider the needs of all passengers including mobility impaired users and passengers with luggage or strollers

**Multimodal integration in new station schemes provide the following contributions to business case**

- **Strategic:** aligns with net zero and connectivity goals
- **Economic:** improves value for money by increasing catchment and mode shift benefits
- **Management:** demonstrates collaborative delivery and planning
- **Financial:** improves revenue and supports long-term sustainability

### Multimodal Hubs/Station References

[Network Rail-Buildings and Architecture Design Guide](#)

[Network Rail-The Social Value Framework](#)

[Rail Safety Standards Board-Good Practice Guide Multi-Modal Integration](#)

[England's Economic Heartland - Mobility Hubs Business Case Guidance](#)

# Making the case for new stations

## Conclusion

A strong case for a new station begins with a clear understanding of the spatial context and existing connectivity challenges and how the proposed station will help address them.

Where external funding is sought, it is essential to demonstrate how the station aligns with the policy objectives of potential funders, such as regional or national government.

Stations that form part of wider spatial plans can strengthen the case for investment, but this can also create a dependency issue. New development is often needed to generate sufficient demand for a station, while the station itself may be required to unlock or enable that development.

Transport modelling is a critical tool for understanding the potential benefits of a new station, but it can be complex. Choosing the right modelling approach – aligned with the station's objectives – is key to producing robust, meaningful insights.



Part 3

# Developing a new station

# Developing a new station

## Key Ingredients

Delivering a new rail station requires three essential ingredients: a **business case**, a **sponsor**, and **funding**.

### Business Case

The business case sets out the rationale for the new station. It details the expected benefits, costs, risks, delivery arrangements, and proposed funding mechanisms. A strong business case ensures the station is viable, meets community and transport needs, and aligns with strategic priorities.

### Sponsor

The sponsor – typically a local authority, regional body, or government agency – drives the project forward. They are responsible for coordination, securing support and resources, progressing design development, and engaging with key stakeholders. The sponsor also plays a key role in navigating the regulatory process and ensuring the station aligns with broader policy goals.

### Funding

Securing sufficient funding is essential. This often involves a mix of public and private investment and requires a clear demonstration of long-term value. In many cases, the sponsor provides core funding or in-kind support, while also identifying and securing additional funding streams or mechanisms to deliver the scheme.



# Developing a new station

## Rail industry structure reform

### Existing Operating Model

Most stations in England are operated by the principal Train Operating Company (TOC) serving that location. Where multiple TOCs serve a station, those not acting as the lead operator typically pay an access charge to the station operator.

The lead TOC is usually responsible for station staffing, day-to-day management, and ancillary revenue streams such as car parking and retail concessions.

A small number of major stations – currently around twenty – are operated directly by Network Rail. These tend to be the busiest and most complex stations on the network, such as London's main termini, Manchester Piccadilly, Leeds City, and Reading.

In devolved areas, station operation may differ. For example, in London, Transport for London operates stations on the London Overground network via a concession model. Some Elizabeth Line stations are managed by London Underground due to their integration with the wider Tube network. In Wales, Transport for Wales similarly oversees station operation following devolution.

In most recent cases outside London, newly constructed stations are handed over to the relevant TOC once the station is approved for use.

### Rail Reform and Stations

The government is progressing with implementation of its rail reform programme, which will establish Great British Railways (GBR) as a new national guiding mind for the rail network. Under this model, GBR will take ownership of most stations and will be responsible for operations, passenger information, staffing, and customer experience.

As reforms are implemented, the approach to station management is expected to become more consistent across the network, particularly as TOCs are integrated into the GBR structure.

While new stations may continue to be developed outside GBR in the short term, a high degree of alignment with GBR's requirements will be essential. GBR is likely to become both the operator and owner of most new stations and will expect new proposals to deliver clear passenger benefits and support network-wide objectives, including revenue growth and modal shift, just as existing operators do today.

### Devolving Control of Stations

As part of ongoing rail reform, city regions - particularly those with Mayoral Combined Authorities - have been seeking opportunities to take on responsibility for station operation.

This would allow stations currently managed by Network Rail or Train Operating Companies to be integrated into local transport networks, creating more unified and user-friendly public transport systems. The aim is to replicate the benefits of London's operating model, where station and service management are more closely aligned across modes.

Greater local control over stations would enable better coordination with other forms of transport – such as buses, trams, cycling and walking – supporting more seamless multimodal journeys.

The case for devolving stations is likely to be strongest where rail services are already devolved (such as local and commuter lines) and where multiple transport modes operate within an area.

# Developing a new station

## Delivery frameworks

### Rail Network Enhancement Pipeline (RNEP)

The RNEP sets out a staged approach applied to all rail enhancements within England and Wales which are in receipt of funding from central government. New station schemes must be approved by DfT and HM Treasury through RNEP as they are considered rail infrastructure enhancement projects. This applies to both wholly and partially public funded schemes.

The stages are: **Determine**, **Develop**, **Design**, **Deliver**, and **Deploy**. Each stage is separated by a formal decision gateway, and schemes must meet specific requirements to progress to the next phase. This ensures that investments are robust, affordable, and aligned with strategic outcomes.

While most schemes begin at the earlier stages, it is possible to enter the pipeline at a later point if sufficient work has been completed to meet the requirements of the preceding decision gateway.

For schemes that are entirely privately funded, there is greater flexibility. Where a single preferred option has been identified and a credible business case is in place, the project may be permitted to join the pipeline at a later delivery-focused stage. Entry for such market-led proposals is assessed on a case-by-case basis in consultation with the scheme promoter.

The RNEP stages reflect the rail industry's adoption of the Department for Transport's wider approach to transport business cases. It is vital that promoters work closely with Network Rail throughout the project lifecycle, jointly developing a budgeted plan for each phase. Early engagement with Network Rail's Strategic Planning team is strongly advised to assess feasibility, align with network capacity, and shape the strategic case. Network Rail can provide technical and operational input – supporting design development, timetable analysis, service integration, and risk management.

As schemes progress to the Design stage, Network Rail typically becomes more actively involved. It may act as the Principal Contractor or oversee construction, ensuring integration with the wider network and managing safety, interfaces and operational impacts. Clear definition of roles, a robust funding agreement, and continuous coordination between all parties are essential to successful station delivery. The DfT's most recent public update on RNEP projects was published in 2019.

Decision to develop		Decision to design		Decision to deliver		Acceptance	
Stage 1	Stage 2	Stage 3	Stage 4	Stage 5			
Determine	Develop	Design	Deliver	Deploy			
Establish need for intervention	Consider feasibility	Detailed design and cost estimates	Complete works	Service changes to make most of intervention			
Identify and agree desired outcomes	Identify preferred option	Secure consents	Manage risks and changes	Formal evaluation and lessons learned			
	Technical work to inform selection of preferred option	Commercial arrangement					

# Developing a new station

## Business Cases and the Five Case Model

The **Five Case Model** is a systematic framework for creating business cases, mandated by the Treasury for all public spending proposals that receive central funding. It consists of five dimensions.

- **Strategic Case:** presents the need for the new station, showing alignment with local, regional, and national needs and policies.
- **Economic Case:** assesses whether the station offers value for money by comparing expected benefits to costs.
- **Commercial Case:** outlines procurement including contracts, risk management, and delivery partners
- **Financial Case:** details project funding, confirms affordability and outlines capital and ongoing cost commitments.
- **Management Case:** details how the project will be planned, governed and delivered, including risk management, stakeholder management, benefits realisation and assurance.

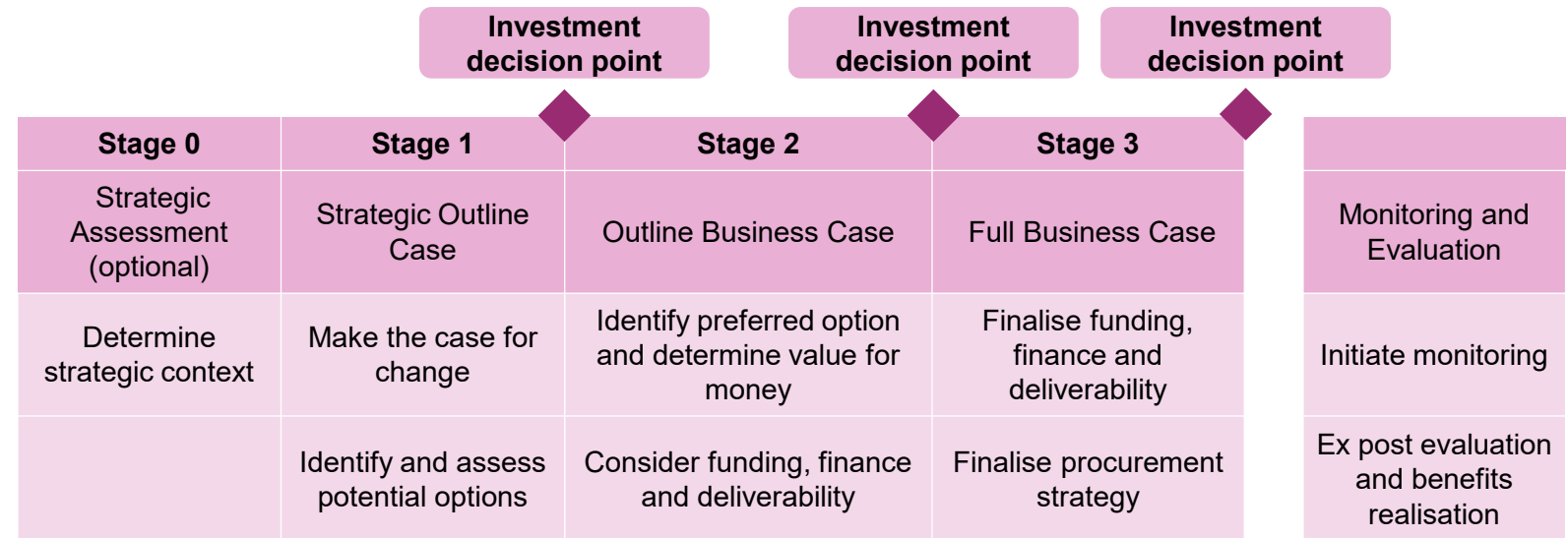
This ensures all aspects of a project are thoroughly considered and justified. There are three main stages for developing a business case.

A strong business case is the core part of any realistic station proposal – developing, appraising and planning to deliver the best value for public spending.

A key task for the project sponsor is to lead the development of a successful business case through its three key stages. Where the project is assessed as unviable, the sponsor must make the necessary decision to stop further development, thereby safeguarding funds and ensuring value for money.

The [DfT's guidance](#) provides a clear step-by-step framework for developing business cases. EEH's guidance on the [business case for mobility hubs](#) offers practical recommendations for establishing mobility hubs in rural and peri-urban regions.

Sponsors are likely to need specialised consultants. It is crucial to identify the complete range of social, economic, and environmental impacts of the new station, and to engage consultants who have the expertise to capture these values comprehensively.



Transport business case process

# Developing a new station

## Developing business cases

### Strategic Outline Business Case (SOBC)

A SOBC for a new station scheme is the first formal stage in the business case development. It sets out the initial justification for the station, demonstrating the strategic need, alignment with policy objectives, and outlining potential benefits.

The SOBC includes early assessment of demand, high-level costs, funding options, and delivery feasibility. Its purpose is to show that the proposal is worth developing further and to secure approval to proceed to more detailed planning and analysis.

At this stage, it is important to engage with key stakeholders from the rail industry. The exact way to engage will vary by project, but a focus on those whose support and involvement is necessary for success. Stakeholder engagement early in the process can help ensure the project is deliverable and can speed up later stages of development. This early involvement allows for identification and addressing of key issues and risks sooner

At the end of the SOBC stage, the RNEP gateway point is the “Decision to Develop”. Should this decision be taken, the intervention can proceed to the OBC stage.

### Outline Business Case (OBC)

The OBC sets out the preferred option for delivering the station that offers optimal value for money and provides a more detailed assessment than the SOBC. It is intended to:

- Revisit SOBC options
- Identify preferred option
- Demonstrate that the project is affordable and deliverable

It is expected that formal consultation with key stakeholders have been conducted. This will likely involve a regular project steering group that will help develop the business case and manage risks and interdependencies. By the end of the OBC stage, promoters should be able to show funders that Network Rail and the affected TOCs have been consulted and support the proposed station. Community and user groups should also be included in these discussions.

At the end of the OBC stage, the RNEP gateway point is the “Decision to Design”. Should this decision be taken, the intervention can proceed to the FBC stage.

### Full Business Case (FBC)

The FBC takes the chosen option for the station through procurement and finalises delivery plans, ensuring all necessary arrangements are in place for successful project implementation. It should:

- Confirm the SOBC and OBC conclusions
- Update OBC with final cost estimates in the appraisal
- Fully develop the commercial and management cases

By the end of the FBC, it is expected that all agreements required to implement and manage the scheme will be established.

At the end of the FBC stage the RNEP gateway point is the “Decision to Deliver”. The full business case will present the forecast demand and revenue for the scheme and the Benefits to Cost Ratio, which sets out the quantifiable benefits of the scheme.

# Developing a new station

## Developing business cases

### Transport Analysis Guidance (TAG)

TAG provides a standardised framework for transport modelling and appraisal of the impact and benefits of proposals. It is designed to ensure that transport projects align with public and social values and are evaluated consistently and effectively to support the development of business cases for transport investments. TAG is used for projects that require government approval, ensuring that they meet DfT's standards but also serves as a best practice guide for projects that do not require approval.

New station schemes are assessed for usual benefits as in traditional rail projects- (direct) rail user and (indirect) non-user benefits.

TAG splits station benefits into three main categories: 1) reducing station walk times and/or crowding, 2) ambience and 3) safety.

Providing evidence for improvements in safety can be challenging. [TAG Databook](#) provides average values for preventing casualties based on a severity average range of between fatal injury and slight injury. While these values may work well for other transport safety interventions (e.g. road), for rail typically the station safety improvement cost will far outweigh the number of benefits that can be derived.

Ambience benefits are examined from passengers' "willingness to pay" for improvements. Visual amenities improvements have sometimes been captured but this is a challenging area. The benefits of accessibility are particularly significant when current options do not offer step-free access.

Time saving benefits are larger when the gap between stations is larger. New stations can also be disbenefit to time saving due to train services stopping at an extra station. Demand to new station has to be high for justification. Modelling tools have been developed to identify how a design might impact passengers.

Impact on abstraction from other stations: the new station will take demand from other existing stations affecting their rail revenue. Abstraction can be assumed up to 30% of demand of other stations. The Passenger Demand Forecasting Handbook includes models that forecast the potential revenue abstraction including how variable changes in passenger numbers, revenue shifts and overall viability of affected services.

Non-user benefits are typically related to the environmental improvements or improved road time savings, savings in highway maintenance cost. External cost such as generated car trips are also accounted for.

New stations are more successful when tied to a development (prove that station is needed for the development). This measured by land value uplift. New developments increase the catchment size leading to trip generation. The "rule of half" is used to calculate the number of new users in time savings benefits (increasing time savings benefits).

The Ministry of Housing, Communities and Local Government has an appraisal guidance provides a methodology for valuing the change in land use.

Agglomeration benefits from improved connectivity affecting changes in land use, job creation and increased productivity are captured in TAG. New station schemes must be significant and transformational to generate the ripple effects.

Establishing an agreed evidence base can be complicated particularly when trying to monetise certain perceived outcomes and benefits such as ambience and amenity improvements. Completing a TAG compliant business case can involve multiple stages, extensive work and significant costs.

# Developing a new station

## Management

### Project Acceleration in a Controlled Environment (PACE)

PACE is Network Rail's latest investment management framework. It replaced GRIP (Governance for Railway Investment Projects) in January 2021. This was a result of Project SPEED (Swift, Pragmatic and Efficient Enhancement Delivery), a joint project undertaken in June 2020, by the government, Network Rail and other key industry partners to address rising delivery time and costs of railway infrastructure upgrades.

The aim of PACE is to improve efficiency and project delivery by simplifying management structures, enhancing risk management, and promoting better resource use. Investments in railways can be financed and implemented through different methods; however, PACE establishes reporting phases for every project, enabling Network Rail to evaluate value for money, alignment with the current rail network, and consistency to rail sector objectives.

It broadly aligns with the eight stages of GRIP, but these have been grouped together into three main phases. Projects are empowered to run the stages within a phase concurrently or to combine stages where this has clear benefits and does not increase risk beyond what Network Rail and the funder deem acceptable.

In accordance with PACE, Network Rail will designate a Project Sponsor and a Project Manager for each enhancement proposal. The Project Sponsor holds the delegated authority to oversee capital investment and achieve enhanced railway outcomes in the most efficient manner. Meanwhile, the Project Manager is tasked with managing Network Rail's daily operations to advance a project through the [PACE process](#).

This new approach makes it easier for Network Rail to integrate and respond to operational challenges., better coping with disruptions and ensuring that projects are delivered on time and within budget. PACE encourages flexibility, collaboration, and empowerment in decision-making processes.

	ES1	ES2	ES3	ES4	ES5	ES6	ES7	ES8
Phase A	Phase 1			Phase 2		Phase 3	Phase 4	
Project Initiation	Strategic Development & Project Selection			Project Development & Design		Project Delivery	Project Close	
Appoint the team (Project Sponsor, etc)	Determine the baseline			Develop the single option		Delivery of project	Transfer of asset to operator	
Prepare the Project Management Plan	Identify constraints			Produce approved ready for construction design		Testing and commissioning	Project Manager closes project	
	Determine the single option					Asset enters service	Project Sponsor formally closes the project	

PACE phases

# Developing a new station

## Management

### RIBA plan of work

Promoters will also be familiar with Royal Institution of British Architects (RIBA) Plan of Work, which sets out a staged process for designing, constructing and operating building projects into eight stages.

It is widely adopted for projects in the UK and is very useful for aligning teams, managing client expectations, supporting regulatory compliance and integrating sustainability and safety from the outset. It is flexible and can be tailored to suit projects of any size or complexity.

PACE is the default project management framework for Network Rail-led schemes that require public funding and business case approval. RIBA, by contrast, is often more suitable for projects with significant design elements – typically larger or more complex stations that generate substantial demand and have major impacts on the built environment. RIBA offers more comprehensive design management than PACE and is therefore better suited to station developments where architectural quality is a central concern.

Some local authorities and private developers may prefer RIBA because it is more design-oriented and familiar to construction and architectural professionals. The choice between RIBA and PACE depends on the project's stage, sponsor, and complexity.

In practice, both can be used together. RIBA, for tracking design progress, and PACE for managing the investment lifecycle. RIBA may be used in parallel, but its stages do not correlate directly with PACE.

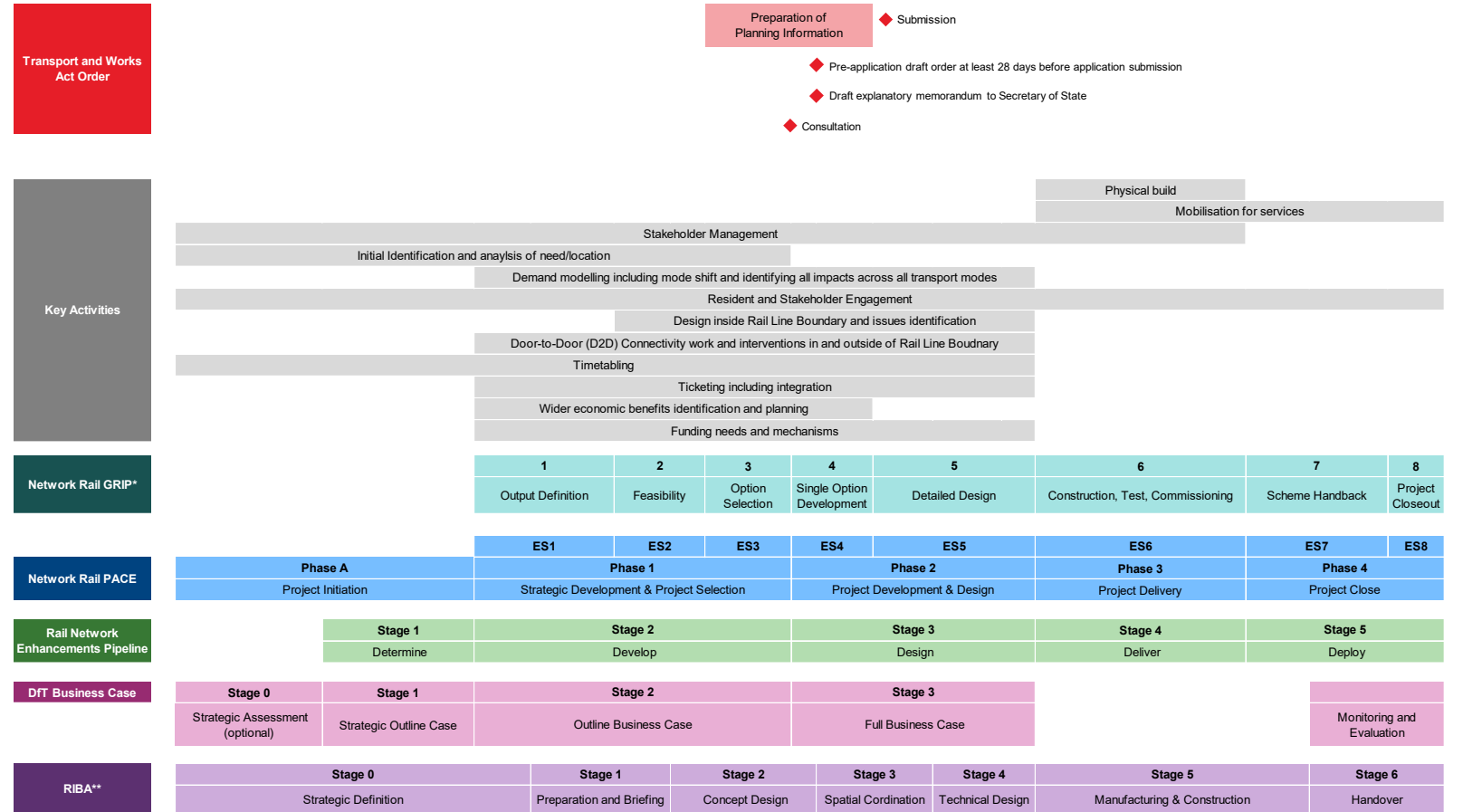
Stage 0	Stage 1	Stage 2	Stage 3	Stage 4	Stage 5	Stage 6
Strategic Definition	Preparation and Briefing	Concept Design	Spatial Coordination	Technical Design	Construction	Handover
Prepare client requirements	Prepare project brief	Prepare architectural concept	Undertake design studies	Develop design	Finalise site logistics	Handover building
Develop business case for feasible options and ratify option that best delivers	Undertake feasibility studies	Agree project brief derogations	Initiate change control procedure	Coordinate spatial needs	Construct building and monitor progress	Undertake review of project performance
Review feedback from previous projects	Prepare project programme	Design reviews			Resolve site queries	Rectify defects
Site appraisals	Prepare execution plan				Prepare building manual	Complete initial after-care tasks

# Developing a new station

## Management

The following diagram sets out the key delivery and management frameworks used for new station projects have been overlaid to highlight points of interface across the project lifecycle. This is to support coordination during the scheme development.

- These frameworks were developed independently and serve different functions. RNEP structures strategic rail funding, PACE guides project delivery, RIBA guides design process. as such, they differ in timeline. The stages do not align directly, particularly the RIBA stages, however approximate overlaps are shown for reference..
- TWAO is also overlaid to provide clearer picture of approvals within the wider project lifecycle. It should be noted that TWAO follows fixed stages that do not correspond directly to the framework timelines.
- While not all new station schemes require every framework, major schemes, typically requiring public funding will involve most (or all) these processes running in parallel, each addressing a specific aspect of planning, design, funding, delivery, or approval.



\*The GRIP process has been replaced by PACE and is no longer used on new projects

\*\*RIBA stages do not align directly with PACE/GRIP, however approximate overlaps are shown here for reference

# Developing a new station

## Partnership and support

After the scheme's case and viability have been established, it is essential that they are clearly communicated for support. There are typically multiple rail schemes competing for funding and resourcing, so a successful project typically requires public support.

New stations are often developed in partnerships whose role extend beyond approaching the delivery frameworks identified in previous sections but also building a strong and well supported public case for the scheme. Partnerships usually include Network Rail, local authorities, Train Operating Companies' (TOCs) but also important are supporters willing to act as public advocates. Supporters could include community groups, local and national campaigners, local councillors, businesses, local media and politicians.

Clear ownership of activities should be defined. This includes a clear vision for the desired outcome, activities required to engage supporters and good communication plan to display the business case. Although specific to each scheme, some things to consider include:

- A body with a formal stake like local authorities should take the lead in sponsoring the scheme after initial case is considered. This ensures the scheme is integrated into local plans, key to securing funding.

- Firm up roles of supporters, partners and funders. Some may already be in place, but roles should be clearly defined in developing the proposal and championing the scheme. This affects the scope and direction of the project.
- Given the length of scheme development, it is important to plan how to keep supporters engaged. Digital site, local media, or public information events are ways to retain enthusiasm and keep the public up to date.

### Engaging with Network Rail

The partnership and sponsor should be established before formal engagement with NR. The [Open for Business](#) initiative has been developed to ease third-party investment and works on the railway. A series of investment process flowcharts made by NR, detailing how to work with them are provided in Appendix B.

Promoters enter into agreements with NR on “non-contestable services” that can only be provided by NR to protect the integrity and safety of the rail network. These services are provided with NR's knowledge base and data held by the promoter. “Contestable services” can be delivered by a third-party market supplier/consultant.

This typically includes project development, design management. If the promoter chooses to use NR for these services, a basic or detailed agreement will be entered based on which is best suited.

### Timetable change window

Network Rail updates the national rail network twice a year – in May and December. This provides regular opportunity for changes in services which includes changing frequency, adding new services, changing routes and timings of services.

Engaging with Network Rail within this window which takes 16 months for new station schemes is beneficial. It allows for integration of new stops and service impacts of the station into timetabling consideration and insights from Network Rail to be included during option selection.

### Asset Protection Agreement

New stations, considered high-impact projects require Asset Protection Agreement (ASPRO) consent from NR. A formal safety and engineering assurance for third-party works that may affect railway infrastructure.

# Developing a new station

## Planning approvals and consents

### Overview

When developing a new railway station, securing the right planning approvals is essential. Any proposal should be assessed because the approval process can vary significantly depending on the project size, location and who is delivering the scheme.

Interpreting the different planning acts and related legislation is a specialised field. The National Town Planning Team at Network Rail should always be consulted for guidance.

### Planning permission

This is the most common route for planning approvals granted by the Local Planning Authority (LPA). A full planning application may be required if the station includes significant infrastructure such as buildings, car parks, or road works. Outline planning permission may be sought for early-stage proposals. Station developments that involve joint venture with a developer may require a traditional planning application procedure.

New station projects that require planning permission are typically on existing railway lines and involve relatively straightforward infrastructure.

### Permitted development rights

As a “statutory undertaker”, Network Rail as a developer may carry out some work without full planning permission under [permitted development rights](#).

The projects must be necessary for the operation of the railway and “prior approval” from the LPA may still be required regarding design and location of the proposed work. Construction of new stations is not usually possible under permitted development rights and a TWAO may override some of the rights for major schemes.

### Development Consent Order

A DCO applies only to Nationally Significant Infrastructure Projects (NSIPs) which in the case for stations involves schemes that require at least 2km of new track.

The DCO covers all consents in a single process and is examined by the Planning Inspectorate, with a recommendation to the Secretary of State. Applications will need to develop a needs case in line with the relevant National Policy Statement. It includes extensive pre-application consultation, Environmental Impact Assessments and examination process.

### Transport and Works Act Order

A TWAO is often required instead of normal planning permission for major station development and is granted by the Secretary of State of Transport. Matters that can be authorised by a TWAO include:

- Significant land acquisition (especially compulsory purchase)
- Changes to or creation of new track lines
- Interference with existing highways
- Major environmental impact or other statutory considerations

A TWAO may be required for a new station on a new rail line, a park-and-ride station requiring significant land use change or a station where existing planning powers are insufficient or do not apply

The TWA does not limit who can apply for an order. The order does not grant planning permission. The applicant may ask the SoS to grant planning permission for any development described in the order or may separately apply for planning permission to the LPA. Where required, the applicants would apply for additional consents at the same time.

# Developing a new station

## Planning approvals and consents

Planning Permission	Transport and Works Act Order	Development Consent Order
<b>Station type:</b> smaller, local and standalone stations	<b>Station type:</b> major station works	<b>Station type:</b> Nationally Significant Projects
<b>Typical timeframe:</b> 8-13 weeks (post submission)	<b>Typical timeframe:</b> 12-24 months (with public inquiry)	<b>Typical timeframe:</b> ~18 months (statutory timeline)
<b>Lead authority:</b> Local Planning Authority	<b>Lead authority:</b> Department of Transport	<b>Lead authority:</b> Planning Inspectorate/SoS
<b>Key documents:</b> planning application form (via the LPA planning portal), site location plan, design and access statement, planning statement, transport assessment, travel plan, construction management plan, landscaping plan, drainage strategy, air quality assessment, noise and vibration assessment.	<b>Key documents:</b> TWAO application form, draft order and schedule of powers, explanatory memorandum, supporting statement of case, plans and sections, book of reference (list of affected landowners), environmental statement, statement of consultation, funding statement, request for compulsory purchase	<b>Key documents:</b> Draft DCO, environmental statement, statement of community consultation, consultation report, planning statement, design and access statement, land plans, works plans and book of reference, funding statement, transport assessment, code of construction practice, statements of common ground.
<b>Process:</b> <ul style="list-style-type: none"> <li>Pre-application consultation (optional but recommended)</li> <li>Submission to LPA</li> <li>Validation by LPA</li> <li>Public consultation (usually 21 days)</li> <li>Statutory consultee responses</li> <li>Planning committee or delegates decision</li> <li>Decision notice</li> <li>Discharge of conditions (before construction)</li> </ul>	<b>Process:</b> <ul style="list-style-type: none"> <li>Early engagement and consultation</li> <li>Pre-application draft order (at least 28 days before application submission)</li> <li>Submission to DfT</li> <li>DfT publishes and consults on the draft order (including public notice)</li> <li>Objection period (usually 42 days)</li> <li>Public inquiry (if there are unresolved objections)</li> <li>Inspector's report to SoS</li> <li>Decision</li> </ul>	<b>Process:</b> <ul style="list-style-type: none"> <li>Pre-application stage (consultation)</li> <li>Acceptance by planning Inspectorate (28 days to validate)</li> <li>Pre-examination</li> <li>Examination (up to 6 months)</li> <li>Recommendation by planning inspectorate</li> <li>Decision by SoS (within 3 months)</li> <li>Legal challenge period (6 weeks)</li> </ul>
<b>Guidance reference:</b> <a href="#">Planning system: Making an application</a>	<b>Guidance reference:</b> <a href="#">Transport and Works Act orders: a brief guide</a>	<b>Guidance reference:</b> <a href="#">The process for Nationally Significant Projects (NSIPs)</a>

# Developing a new station

## Project approvals and consents

### Overview

Developing a new railway station involved a range of approvals, consents and stakeholder engagement processes. The exact requirements depend on the scale, complexity and location of the project.

Engaging with NR is essential to understand the required approvals and their processes, as these are governed by legislation and NR's procedures. Changes may occur with the establishment of GBR, which will take over some responsibilities from NR and TOCs

### Network Rail Property

Any development of NR's property requires approval and might also need ORR and Station Facility Owner (SFO). For a new station, they might include:

- Technical Design Approvals typically managed by NR project manager
- Landlord's approval for third party works and impacts on NR property controlled by the asset owner.
- Closure approval where part of the facility is reduced or removed as part of a works proposal. It should be agreed formally with the DfT, ORR and affected TOCs

### Network Rail Interface

- A formal Network Change Notice issued by NR or TOCs to propose changes from the new station to the rail network that affect operations or operation of trains.

### Codes of Practice

- All new works in England should be designed to comply Building Regulations, the Building Safety Act, and all appropriate codes of practice
- DfT Accessible Railway Stations: A Code of Practice part of the requirements of a license from the ORR for new, replaced or renewed infrastructure. It takes precedence over Building Regulations.

### Accessibility and inclusion approvals

- Diversity Impact Assessments used by NR to ensure that schemes are delivered in accordance with the Equality Act 2010. Included as client requirements and scope management in PACE.
- Built Environment Accessibility Panel (BEAP) to offer technical advice on inclusive and accessible design. Early contact with BEAP to check if consultation is required and at which stage within the design process.

### Design compliance

- Design quality assurance through the Interdisciplinary Design Coordination, Interdisciplinary Design Review and NR's independent Design Advice Panel

### Planning related consents

- Consents such as Environmental Impact Assessment or Listed Building or Conservation Area consent when required in the planning approval process.
- Legal and land-related consents such as Compulsory Purchase Order (if not using a TWAO)

### Operational and commercial approvals

- To become an operational part of the national rail network, a new station must comply with the Common Safety Method for Risk Evaluation and Assessment (CSM Regulation).
- Station operators must comply with The Railways and Other Guided Transport Systems (Safety) Regulations 2006 (ROGS) by the ORR.
- Written consent from NR as Landlord for retail and commercial operations.
- Station car parks operated by third parties require a lease or concession agreement with NR or TOCs.

# Developing a new station

## Operational Agreements

### Station Access Agreements

- This is a legal and commercial framework from ORR that governs how train operators can access a new station under the Railway Act 1993. It regulates access rights, usage conditions, and legal compliance. It sets financial terms and assigns responsibilities.
- It is critical before opening a new station, ensuring operators can run services smoothly, risks are managed and that passengers have a reliable experience.

### Network Rail Operational Rules

- The Engineering Access Statement required by NR to deliver inspection, maintenance, renewal and enhancement work activities to infrastructure.
- The TPR governs the standard timings between stations and junctions, along with other factors that allow trains to be incorporated into the working timetable for different sections of the main rail network..

### Timetabling

- Approval must be secured for inclusion in National Rail contracts or franchise agreements. Service frequency, stopping patterns and operator obligations must be agreed.
- This is typically led by DfT or ORR and includes Train Service Requirements, Access Agreements and safety and performance assessments.
- Network Rail must approve the inclusion of the station in the network timetable. This includes platform allocation, conflict resolution and line capacity assessment.

### Rolling Stock

- Operator must confirm available trains meet platform length, gauge and accessibility requirements.
- NR checks compatibility with electrification, signalling and platform heights
- Approval of depot slots and maintenance schedules to support new services.

### Crew and Staffing

- Drivers would be trained on the new station layout and operational rules.
- Stock and crew diagrams should be approved by NR or ORR

### Great British Railways

GBR will act as the central coordinating body for timetabling, service integration, and network strategy, consolidating roles previously held by Network Rail and TOCs.

# Developing a new station

## Common challenges in developing the business case for a new station

### Developing the funding package

Historically, new station schemes have been supported by dedicated funding streams, such as the New Stations Fund and programmes aimed at enabling housing growth or supporting local economic development (as outlined in Section 4). Beyond these, alternative sources include local authority contributions, developer funding, and other third-party or private investment.

It is essential for station promoters to explore and secure funding from a variety of sources. A diverse funding package improves resilience to changes in design, cost estimates, and delivery timelines—and is often more attractive to funders than reliance on a single source.

In addition to capital costs, funding is also needed to support the early stages of scheme development, including design work, service planning, and stakeholder engagement.

### Agreeing a service proposal

Rail service planning is highly complex due to the integrated nature of the mainline network. The challenges outlined below often require detailed analysis and the use of specialist timetabling software to develop workable service proposals:

- **Stopping patterns:** Adding a stop at a new station increases overall journey time, which can affect the wider timetable. This may impact services at other stations along the route and could increase rolling stock requirements.
- **Timetable conflicts:** On busy mainlines, introducing new stops can require the re-timing of non-stopping services to maintain headways and avoid conflicts. These adjustments may have knock-on effects across the broader network.
- **New services vs adjustments:** In some cases, introducing a new dedicated service to serve a proposed station can reduce disruption to the existing timetable. However, this approach is likely to involve higher operating costs and may require additional funding. It can also introduce new infrastructure constraints – such as the need to test signalling capacity or assess train path availability.

### Managing uncertainty

The benefits of a new stations are uncertain are uncertain due to

- **Linked developments:** If a station is due to serve a new development there will be uncertainty over the exact level and type development that will be delivered and the resulting impact this will have on transport demand and revenue
- **Economic and population growth:** Population and economic growth are forecast often using government produced forecasts however where job growth occurs is linked to a wide range of factors including connectivity.
- **Changing patterns of travel:** overall transport patterns are also liable to change, recently trip rates for commuting have fallen as working from has increased but there have been longer term trends in reducing trip volumes for shopping. However, in the post covid period Leisure demand on the railway network has been strong with increased demand on weekends.

Part 4

# Funding a new station

# Funding a new station

## Costs and financing

Once a strong case for a new station has been established – supported by a positive business case and stakeholder backing – it is essential to secure adequate funding for delivery. This requires robust capital planning, including detailed cost estimates, delivery timescales, and scope as set out in the Full Business Case.

Capital costs for new stations vary widely, driven by factors such as location, size, construction methods, safety requirements, environmental mitigation, accessibility, integration with existing infrastructure, and land acquisition. Even a simple, unstaffed single-platform station can cost £5-10 million, while more complex or larger stations can exceed £50 million.

To meet these costs, most new stations rely on a blend of public investment, local authority contributions, and third-party funding. Promoters must therefore understand the full range of available funding mechanisms, the criteria for accessing them, and any potential barriers to securing financial support.

Delivering a new station involves significant financial risk, and scheme sponsors must be prepared to manage these challenges. While rail usage remains high and revenue from ticket sales is strong, the rail network continues to rely heavily on public funding. As such, the integration of new stations and services must be handled in a way that avoids placing additional strain on public finances.

Costs extend well beyond initial construction. Sponsors must also plan for long-term operational, maintenance, and renewal costs to ensure the station remains viable and fit for purpose over time.



# Funding a new station

## Central government funding mechanisms – previous initiatives

The government has often supported the construction of new stations through an application model where promoters can apply to specific “pots”. These separate funding mechanisms ensure that the core budget focuses on maintenance, renewals and operations, while delivering flexibility and targeted investment aligned with government priorities rather than fixed network outputs.

### New Stations Fund

The new stations fund was allocated through three competition periods between 2013 and 2020. The £68 million pot was dedicated towards the cost of building new or reopened stations to give local communities access to heavy rail services across England and Wales.

The fund was open to third-party promoters including local authorities, developers and community groups. Station proposals that met the required conditions secured contributions, filling financial gaps faced by local authorities due to the high cost of building new rail stations. Proposals required written support of relevant TOCs and Network Rail as well, projects needed to have been developed typically to GRIP Stage 3.

The proposals had to demonstrate incremental benefits such as increase in services for new passenger journeys or financial revenues. The proposals had to also be separate from existing franchise commitments, committed Network Rail or other funded projects, as well as maintenance and renewal work.

Value for money was used to assess the proposals and in addition, sustainability, network fit and public support were regarded.

#### Case Study: Reading Green Park

This station received partial funding (£2.3 million) through the New Stations Fund and was opened in 2023 to improve public transport accessibility and reduce road congestion in southern Reading—particularly along the A33 corridor.

### Restoring Your Railway Fund

This was part of the government’s wider levelling up scheme and provided funding between 2020 to 2023. £500 million fund was established to support the reopening of rail lines and stations that were closed in the Beeching rail closures of the 1960s.

The aim was to level up access to opportunities across the country, ensuring communities better connectivity, flourishing local economies and undoing rail isolation.

The fund was divided into three categories:

- The Ideas fund: supported the delivery of SOBCs for early-stage ideas
- Advanced proposals: development and delivery of schemes with existing strong business cases
- The New Stations Fund competition 3

Projects supported through the fund used the BVR and Network Rail’s project SPEED approach (now PACE), to drive down cost and time. Strong community support and engagement was also crucial.

#### Case Study: White Rose

This station received partial funding (£5 million) through the Restoring your Railway Fund and is planned to open in 2027 to enhance connectivity in South Leeds and support regional development.

# Funding a new station

## Central government funding mechanisms – previous initiatives

New rail stations – like other rail infrastructure – can support a range of national government priorities, particularly around housing delivery and economic growth. As a result, funding is not limited to rail-specific sources. Station projects may be eligible for wider government funds aimed at unlocking housing, supporting regeneration, or enabling local infrastructure investment.



### Housing Infrastructure Fund (HIF)

The Housing Infrastructure Fund (HIF) was a government program, managed by the Ministry of Housing, Communities and Local Government (MHCLG), that provides funding for infrastructure projects to unlock housing developments in areas with high demand.

The over £4 billion fund was allocated to local authorities to make more land available for housing and support the construction of up to 450,000 new homes. The fund operates through two main streams: Marginal Viability Funding and a larger Forward Fund.

New stations would need to demonstrate that the funding would directly support the unlocking of housing rather than more general connectivity benefits.

Bidders were required to show that the schemes could not proceed without backing from the fund and that they had local support.

#### Case Study: Beaulieu Park

This station was partially funded (£218 million) through the HIF programme and is planned to open in 2026 and will support the development of 14,000 homes.

### Local Growth Fund

The Local Growth Fund announced in 2013 allocated £12 billion to stimulate local economic growth between 2015 and 2021. The fund was intended to be invested in infrastructure, skills, and innovation that would facilitate housing developments, generate jobs, and enhance local economies.

A further £900 million was allocated through the Getting Building Fund as a COVID-19 recovery, aimed at stimulating economic growth by investing in 'shovel ready' projects. The fund was announced in 2020 and ran until 2022.

The funds were allocated to Local Economic Partnerships (LEP) and combined authorities and needed to be aligned with Strategic Economic Plans (SEPs). The LEPs and combined authorities were given autonomy to decide how to spend the funds within their regions.

- **Thanet Parkway** was supported by both the Local Growth Fund (£14m) supported by the South East Local Enterprise Partnership (SELEP).

# Funding a new station

## Central government funding mechanisms – latest developments

### Central Government allocations

The current government has moved away from the previous “pot-based” funding model. Funds such as the Restoring Your Railway programme have been discontinued for schemes that had not yet commenced, leaving around £85 million of unallocated investment. Future funding for station reopenings and new stations is now expected to be assessed on a case-by-case basis, particularly where central government support is required.

### Devolved Governments and Mayors

Devolved governments – and especially Mayoral Combined Authorities – are expected to play an increasingly prominent role in station development and funding. Mayors have the power to raise funding through mechanisms such as the Mayoral precept on council tax, which can support scheme development and the delivery of new stations, potentially alongside other funding sources.

While the EEH area is not expected to elect new Mayors in 2026, neighbouring regions in the Wider South East, such as Hampshire and Solent, Greater Essex, and Norfolk & Suffolk, may offer useful case studies. These can build on experience from Mayoral-led station schemes in areas like the West Midlands and Greater London.

### Local Enterprise Partnerships and Combined Authorities

With Local Enterprise Partnerships (LEPs) now absorbed into Combined Authorities (CAs), key funding responsibilities – such as control over Local Growth Funds and other investment programmes – have transferred to the CAs. As a result, station promoters must now engage directly with their relevant Combined Authority when seeking funding.

While this shift may offer improved funding certainty and coordination, it also introduces greater competition. Funding decisions will now be made within the context of each CA’s broader investment priorities, often favouring fewer, larger-scale projects.

#### Case Study: Cambridge South

The Cambridgeshire and Peterborough Combined Authorities (CPCA), together with the Greater Cambridge Partnership committed funding towards the earlier phases of work, including feasibility works and business case development. CPCA also supported the station through public endorsements and strategic support, linking it to research facilities and projected housing and employment growth from the Cambridge Biomedical Campus which the station will serve.

# Funding a new station

## Land value capture

### Overview

Land value capture involves obtaining a portion of the increase in land value, which benefits private landowners, that arises from public infrastructure investments. This is an approach often used to fund projects and generate additional public revenue for the benefit of the community. Land Value Capture is generally achieved through directly owning land or through utilising Community Infrastructure Levies and/or Section 106 Orders to extract value from third party led developments.

### Developing Publicly Owned Land

Having land control is sometimes a prerequisite for securing funding or finalising business cases as it reduces risks and makes delivery more viable and within estimated budget. If there is publicly owned land in the vicinity of a new station which can be sold at a higher value with the additional station connectivity, then this can be sold or rented (with future incomes borrowed again) to fund some of the cost of the station. The circumstances this occurs are likely to be fairly unique to large cities in a British context where land values are significantly impacted by rail connectivity.

### Community Infrastructure Levy

Community Infrastructure Levies (CILs) allow local authorities to raise funds from developers undertaking new building projects in their area. The money can be used to fund a wide range of infrastructure that is needed as a result of development.

Some authorities have used CILs to partially fund new stations, especially in cases where the station supports planned growth in the Local Plan. The local authority has the political and strategic will to allocate CIL to transport rather than other priorities. Early inclusion of the station in the local plan improves the chances of receiving CIL support.

The EEH area will not have new Mayors in 2026, however, devolution plans in the surrounding regions may create opportunities for flexible and strategic use or reform of developer contributions, especially in areas with combined authorities and elected mayors.

#### Case Study: Meridian Water

This station received partial funding of £5.1 million from London Borough of Enfield council's CIL as a key piece of strategic infrastructure to unlock housing growth.

### Section 106

A Section 106 (S106) Agreement is a legal agreement between developers and local planning authorities (LPAs) that require developers to contribute towards a range of infrastructure and services, such as new stations.

Unlike broader mechanisms such as CIL, S106 agreements are often negotiated on a site-to-site basis, allowing for tailored funding arrangements linked to the specific impacts of a development. Developers may provide land, construct parts of the station or provide funds as part of the agreement.

S106 can form a significant part of the overall funding package, especially in areas of high development activity.

#### Case Study: Barking Riverside

This station was partly funded through contributions from developers via S106 agreements for the development of a major housing-led regeneration scheme. The site has been granted permission for around 10,800 homes but planning restrictions limit the construction of more than 1,200 new homes unless sufficient transport links are established.

# Funding a new station

## Third-party funding

### Train Operating Companies

Some Train Operating Companies (TOCs) have directly invested in new stations.

For example, Chiltern Railways – under a long-term 20-year franchise – was able to recover investment costs over time, delivering new stations such as Oxford Parkway and Bicester North, which together accounted for over 1.5 million station entries and exits in 2023/24. The redevelopment of Bicester Village was another key project.

However, the move towards nationalised railway operations makes this model less feasible. Open access operators could theoretically fund new stations, but they would likely require long-term access rights to justify the investment.

As a result, new station development is more likely to fall under the remit of Great British Railways (GBR), particularly where a return on investment can be demonstrated. In most cases, this will require collaboration with local authorities and developers. The UK Government has indicated it will continue to support open access operations, provided they contribute fairly to the cost of the wider railway network.

Although not common, there have been instances where TOCs have funded and outrightly owned new stations, in partnership with local authorities.

Different financing models have been used in the past.

- **Shareholder capital:** Chiltern Railways through their parent company M40 Trains funded the Warwick Parkway Station opened in 2000. The company shareholders took on the risk and secured a bank loan to pay for the station. Uplift in revenue earned by Chiltern over time repaid the loan and turned a profit but its unclear how this would work with a publicly operated railway.
- **Special Purpose Company:** Chiltern owners, Laing Rail invested £2.8 million, in funding agreement with Buckinghamshire County Council and the public sector to deliver the Aylesbury Vale Parkway Station opened in 2008. The financing and ownership were managed through a special purpose company called Aylesbury Vale Parkway Ltd. Chiltern pays an annual lease charge to this company which gradually repays their investment. Chiltern takes the risk that the fare revenue generated from the new passengers using the station will be sufficient to meet the lease payments.

In these two instances, there was also some funding from the public sector allocated to cover additional non-rail infrastructure related to bus interchanges and access roads.

### Case Study: Warwick Parkway

This station developed by Warwickshire County Council in partnership with Chiltern Railways to improve regional connectivity and intercept car journeys into Birmingham. The station was funded through a combination of local authority capital and developer contributions, with Chiltern Railways providing the train services. Designed with a large park-and-ride facility, Warwick Parkway attracted significant commuter demand and demonstrated how local government and operators can successfully collaborate on strategic rail infrastructure. Its success highlights the potential for local-led delivery models.

# Funding a new station

## Third-party funding

### Other Developers/Development

With the significant role that new housing makes in the strategic case there is potential for developers to directly contribute towards stations, traditionally this has been through the S106 contortions or CIL.

The other form of funding development opportunities is through land value uplift where transport plays a role in increasing land values due to improved connectivity can be taxed to fund the initial investment. This method of funding has been used most commonly in east Asian cities.

In the U.K the extension of the **Northern Line Extension to Battersea** including two new stations was partially funded through a funding system called **Tax Increment Financing (TIF)**. For Battersea this allowed TfL to borrow against the future tax revenue increase that the increase in connectivity would deliver through high frequency metro services, new station and the linked development of the power station and surrounding land.

### Retail and Parking

Stations can also provide additional revenue for the railway through increasingly diverse sources – parking revenue either directly or through the leasing of car parks has supported rail revenue (also as sites for EV charging) particularly in the south east (although this may run against wider modal shift policies). Stations also potential retail revenue and providing services such as parcel collection.

### Over Station Development (OSD)

Some new stations may be able to integrate development directly into the new station which can be used to offset the cost of the new station or to provide a longer-term revenue to the station operator – this can include commercial and residential development. This is more likely to take place in locations where land values are high, as OSD add costs to station capital costs.



# Funding a new station

## Conclusion

Station funding is moving away from dedicated funding source model as the government moves towards giving funds directly to either devolved strategic authorities and Great British Railways via long term funding settlement more independence.

It is likely that stations will increasingly need to develop a strong case for investment through the railway sector or be funded via local or devolved governments with wider funding mechanisms and ensure they support railway revenue growth.

Devolution is likely to offer an opportunity for local areas to improve the integration of transport and planning and the governments ambitions for housing delivery and station connectivity will be a key component.



Part 5

# Proposed EEH Station and Regional Analysis

# Regional Analysis

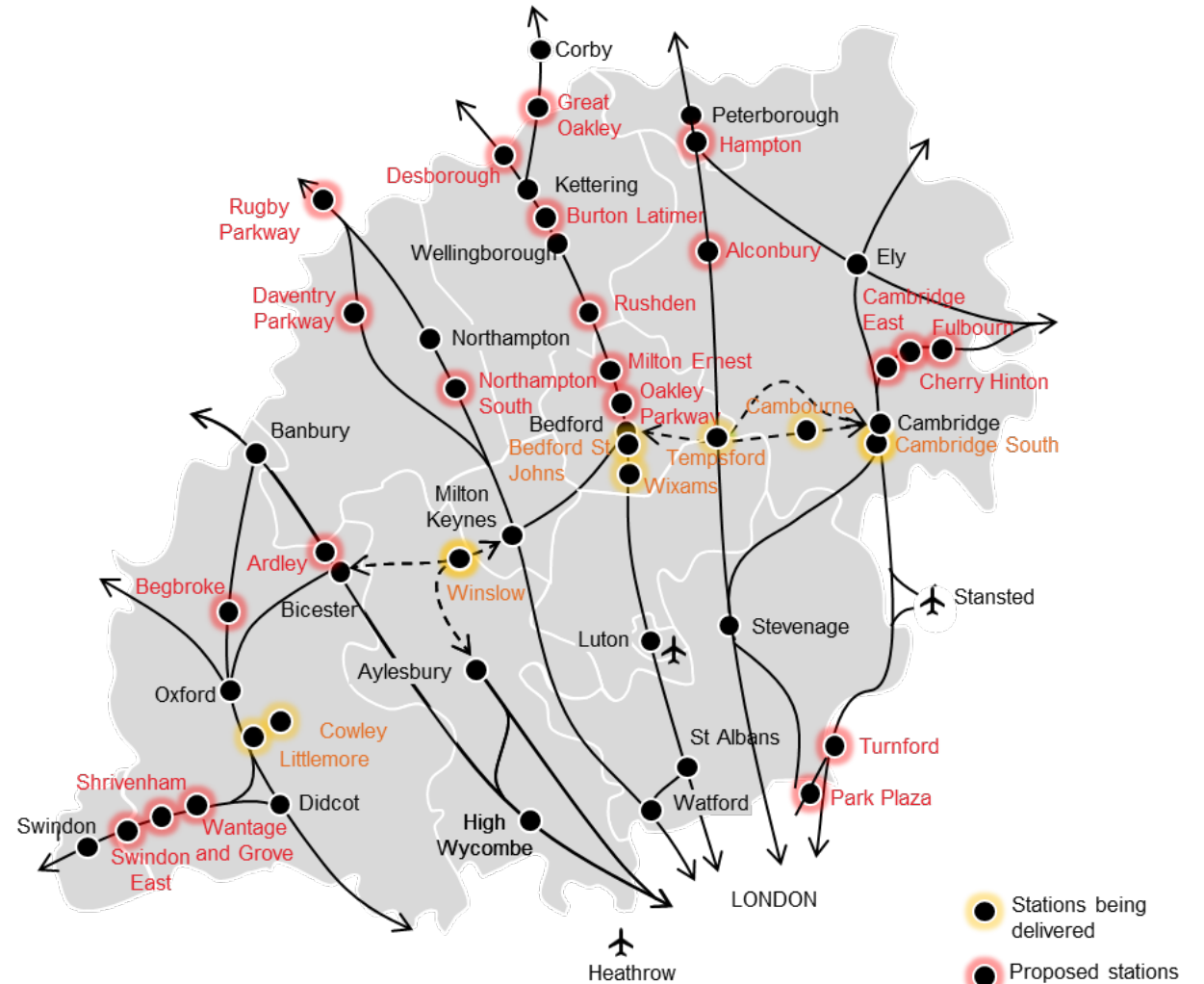
## Proposed stations

In May 2025, Arup undertook a review of known proposed new station developments within the boundary. We examined available records and proposals to develop a complete understanding of the full range of potential sites.

Subsequently, Arup held online consultations with local authorities, organized into four meetings to gather insights and validate the findings. The focus areas for these consultations were as follows:

- **Central focus:** North Northamptonshire, West Northamptonshire, Central Bedfordshire, Bedford, Luton and Hertfordshire
- **East focus:** Cambridgeshire and Peterborough Combined Authority, Northamptonshire, and Hertfordshire
- **West focus:** Oxfordshire, Swindon, Buckinghamshire

The outcome of this process is a register of stations identified for further assessment in the regional data analysis, included as a separate technical appendix to this report.



Map of shortlisted station proposals within EEH boundary

# Regional Analysis

## Central focus

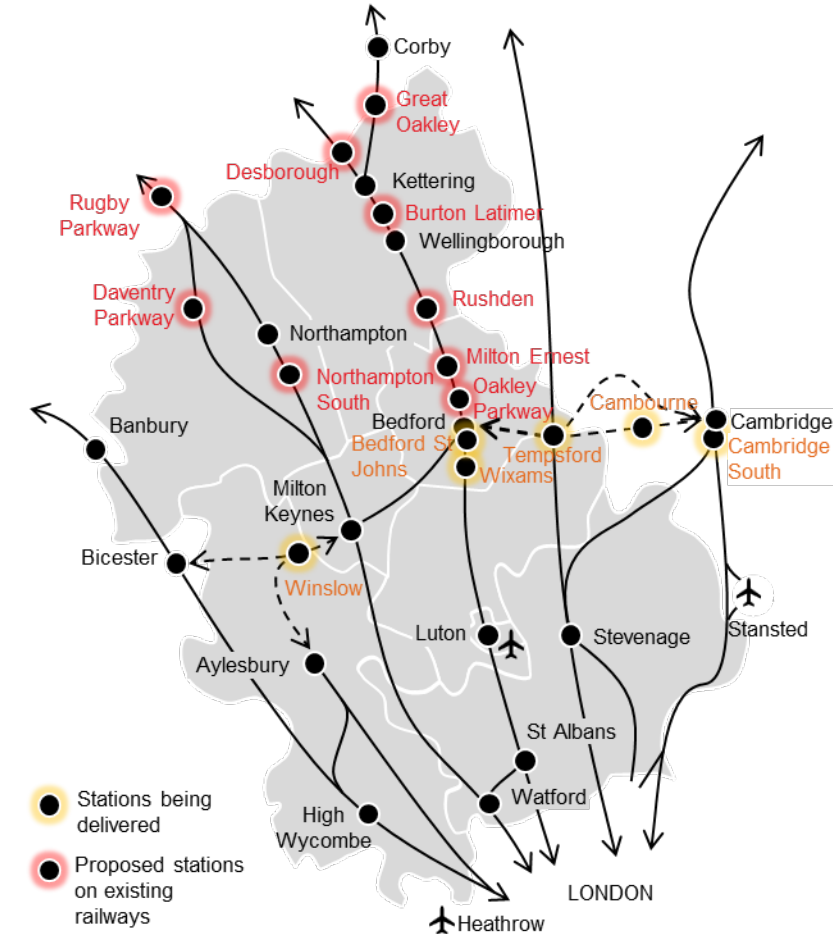
There is a high density of station proposals in the northern half of this area, including in North Northamptonshire, West Northamptonshire and Bedford.

Central EEH authorities are served by West Coast Main Line and the Midland Main Line and new stations have been proposed on both with some stations on proposed lines such as the line between Northampton and Market Harborough and Northampton and Bedford. Rugby Parkway station is also considered because although not within the region, will have significant impacts on Northampton.

The main drivers for new stations in the region are local connectivity, modal shift, and housing growth, with the proposed Universal theme park amplifying these demand drivers.

The main concerns for delivery were balancing freight and passenger services, aligning station development with residential growth, and also planning for housing growth or new developments.

Proposals	Strategic Case
Desborough	To connect Desborough to the rail network, supporting access to Kettering and Leicester
Great Oakley	To serve southern Kettering growth areas with direct Midland Main Line access
Burton Latimer	To link Burton Latimer and employment sites to regional services
Rushden	To reintroduce rail connection to Rushden and ease congestion on A6 and A45
Milton Ernest	To provide rail connection to Milton Ernest and northern Bedfordshire to Bedford and Cambridge
Oakley Parkway	To offer park & ride access for Oakley and northern Bedford suburbs into Bedford station
Daventry Parkway	To restore rail access to Daventry, one of UK's largest towns without a station
Rugby Parkway	To provide rail access and parkway facilities for eastern Rugby and M1 commuters



Map of shortlisted station proposals within Central focus

# Regional Analysis

## East focus

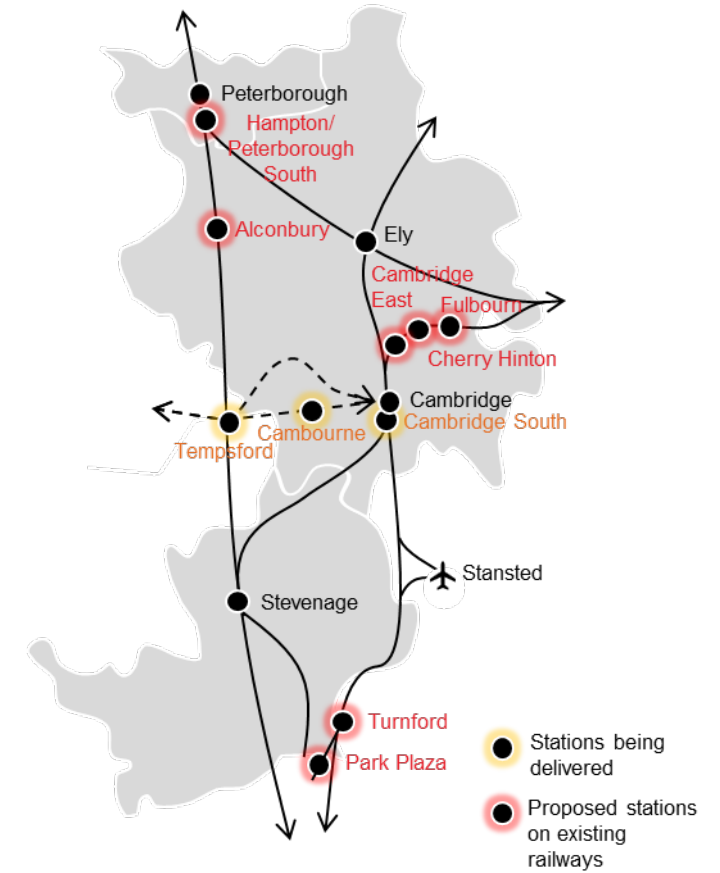
Eastern EEH authorities are served by East Coast Main Line, West Anglia Main Line and Cambridgeshire line and there are new station proposals on all as well as stations on proposed line between Haverhill and Cambridge.

Hertfordshire has a small number of station proposals, likely because of the relatively high concentration of stations in the county. Local connectivity and modal shift are drivers for Turnford station while Park Plaza linked to commercial growth is also supported by a demand attractors in the form of a film studio proposal in Broxbourne.

Hampton station in the south of Peterborough for improved both regional connectivity and local rail access to existing town development.

Cambridgeshire has seen new station proposals driven by projected housing growth, regional connections and commercial growth from national science and technology clusters.

Proposals	Strategic Case
Hampton/ Peterborough South	To serve the growing Hampton town in south Peterborough, improving access to the ECML and city centre
Alconbury	To connect Alconbury and nearby Enterprise Zone to Huntingdon, Cambridge and wider rail networks
Cambridge East	To provide rail access to the planned development on airport site, supporting new homes and jobs
Fulbourn	To restore rail services to Fulbourn village, offering local links to Cambridge and Newmarket
Cherry Hinton	To support housing growth in Cherry Hinton with a direct link to central Cambridge
Turnford	To provide a station for Turnford and Broxbourne development areas, easing pressure on A10 and nearby stations
Park Plaza	To serve the Waltham Cross retail and business hub at Park Plaza, improving access to jobs and reducing car use.



Map of shortlisted station proposals within East focus

# Regional Analysis

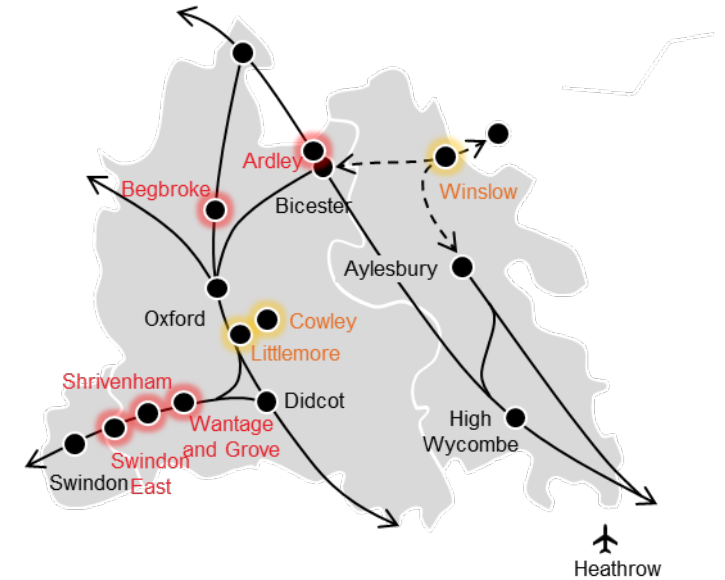
## West focus

Western EEH authorities are served by the Chiltern Main Line and Great Western Main Line, and there have been new station proposals on both as well as new stations on the proposed Cowley line in Oxford.

Desirability for new stations in Swindon is driven by local connectivity to planned housing developments and the need to address poor connectivity between Didcot and Swindon.

Key drivers for new stations in Oxfordshire include improving connectivity and supporting growth of science, research and development sectors in Oxford, decarbonising travel in the county, and supporting new housing, regeneration, and economic growth.

Proposals	Strategic Case
Begbroke	To serve Begbroke Science Park and nearby residential areas with direct link to Oxford and Witney
Ardley	To connect Ardley and surrounding villages to Bicester and Oxford, supporting growth along A43 corridor
Shrivenham	To restore rail access for Shrivenham and Highworth, reducing A420 congestion and linking to Swindon and Oxford
Swindon East	To provide parkway station for eastern Swindon growth areas, easing pressure on Swindon main station and the A419
Wantage and Grove	To reopen a station to serve Wantage and Grove, connecting over 30,000 residents to Oxford and Didcot



Map of shortlisted station proposals within West focus

# Regional Analysis

## Methodology

We conducted a regional analysis of proposed new stations to build an evidence base for future new station investment. The analysis included a comprehensive catchment-based data assessment (Appendix B) and an operational feasibility study.

### Catchment analysis

We conducted a multi-distance catchment analysis to determine the potential accessibility and influence the range of existing and proposed rail stations within the EEH boundary. The catchment distances used were 500m, 1km, 2km, 5km, 10km and 15km. These distances have been used as a proxy for the potential walking, cycling and driving catchment of the stations.

The analysis focused on residential demand, identifying clusters of population located beyond the service areas of existing rail stations. This highlights locations within the EEH boundary where the demand for rail access justifies further consideration for new station development.

The methodology comprised several key stages. First, we generated distance-based catchments for all existing rail stations\* within the EEH boundary using the six catchment distances.

We computed a hexagonal grid around the rail corridor to enable a more detailed assessment, reapplying the catchment analysis specifically to the centroids of hex cells located within a 4km buffer of the existing rail network.

To isolate areas of unmet demand, we excluded zones that fell within the catchments of current stations from further analysis, on the assumption that they are already adequately served by the existing network. We then estimated residential demand in the remaining areas using population-weighted centroids and 2021 Census data from the Office for National Statistics (ONS). A normalised demand score was then assigned to each relevant hex cell.

Recognising that the influence of a station diminishes with distance, we repeated this process for each catchment distance.

Finally, we applied a weighting methodology to account for different modes of access at varying distances. These produced a final composite surface that identifies locations with the strongest potential demand beyond existing station service areas.

### Operational feasibility

We undertook a review of service timetables of railways within the EEH boundary to understand the impact of the proposed new stations. This work built on findings of the Main Lines Priorities Study with timetables updated to frequencies, headways and stops as of April 2025.

We conducted a focused assessment of how each proposed station would impact existing services. This included identifying for each proposed station, potential rail line and route, planning authority, travel to work area and an assumed service – considering new stops on existing services and potential services opened up from the opportunity of a new station.

This process provided a clear understanding of the service-level implications of each station proposal, informing recommendations on operational feasibility and opportunities for station development within the EEH boundary.

The analysis is included as a separate technical appendix to this report.

\* In the Greater London area, London Underground stations were included alongside mainline rail stations. This decision reflects the way people commonly access the rail network – using the Underground as a feeder mode to reach mainline services. Including these stations helps avoid overestimating unmet residential demand in areas already well-connected via the Underground.

Appendix A  
Case Studies

# Case study

## Thanet Parkway

- Location: Cliffsend, Thanet, Kent
- Opened: 31st July 2023

Thanet station in Kent was developed to improve access to planned housing developments and potential developments at nearby Manston Airport which has proposals to re-open as well as Enterprise Zone Discovery Park, Manston Park and EuroKent Business Park. As a parkway station it has been designed with significant parking including EV charging.



Designs have been criticised for its design and poor accessibility and lack of facilities and being unstaffed and lack of investment in the urban realm.

Alongside the station opening investment took place to on the line to enable an increase in line speed and offset the impact on the timetable.

Funding for the station had to evolve over time as costs increased from initial estimates with Kent Council having to increase funding to ensure the station could be delivered.

### Delivery Timeline

- 2015 Public consultation
- 202 Planning permission granted
- 2021 Ground clearance work-early
- 2023 Construction substantially completed-April but opening delayed to July

**Public Support:** Council led extensive consultation and promoted station as key to economic development with support from local business, local university, LEP, and tourism company.

<b>Cost</b>	£44 million. Initial cost in 2015 was £11 million
<b>Funds</b>	<ul style="list-style-type: none"> <li>▪ Get Building Fund - £12,874,000</li> <li>▪ Local Growth Fund - £14,000,000</li> <li>▪ Kent County Council - £11,585,319</li> <li>▪ Thanet council - £2,000,000</li> </ul>
<b>Demand</b>	57,238 (23/24 entry and exit), 289 (interchange) (1 years of opening)
<b>Demand forecast</b>	106,000-130,000 per annum with 15,000 abstracted from nearby station
<b>TOC</b>	Southeastern
<b>Services</b>	<ul style="list-style-type: none"> <li>▪ London St Pancras-Margate 2tph (departure)</li> <li>▪ London Charing cross -Ramsgate 2tph (departure)</li> </ul>
<b>Rail line</b>	Ashford-Ramsgate line
<b>Network Rail region and route</b>	Southern region; Kent route
<b>Facilities</b>	<ul style="list-style-type: none"> <li>▪ 2 platforms</li> <li>▪ Parking for 293 vehicles, 16 spaces for blue badge holders</li> <li>▪ Cycle storage</li> <li>▪ Bus stops</li> <li>▪ Pick-up and drop-off zones</li> <li>▪ Electric charging points</li> </ul>

# Case study

## Cranbrook

- Location: Cranbrook, East Devon
- Opened: 13 December, 2015

Cranbrook was a new town development with an initial 3000 homes in 2012 but due to grow to 8,000 homes (currently a population of 7,000) with connections to Exeter Skypark, Science park and a short distance from Exeter Airport. With a location on the outskirts of Exeter the station was designed to provide public transport access to the town on the West of England's line between Waterloo and Exeter Central which is only 9 minutes journey time from Cranbrook.



The current train service of 1 train an hour provides a limit for delivering significant modal shift and the local bus service operating at higher frequency (up to 4 buses per hour). Proposals have been made to increase frequency on the west of England line to increase potential frequencies however sections of single track are constraining further frequency (the station has passive provision for a 2<sup>nd</sup> platform). The most common designation is Exeter Central however 10% of passengers are destined for London Waterloo.

### Delivery Timetable:

- Station proposed In local plans as part of new town proposals
- 2003 first planning application committed
- Station layout approved by Devon in 2010
- Station planning application approved in 2012
- 2015 Station opened

**Public Support:** Support from Railfuture and local authorities as part of sustainable development for the new eco-community

<b>Cost</b>	£5 million
<b>Funds</b>	Devon County Council Cranbrook New Community Partners
<b>Demand</b>	114,574 (23/24)
<b>Demand forecast</b>	NA
<b>Top Destination</b>	Exeter Central 52%
<b>TOC</b>	South Western Railway
<b>Services</b>	1 tph to Exeter St Davids 1 tph to London Waterloo
<b>Rail line</b>	West of England line
<b>Network Rail region and route</b>	Southern region; Wessex route
<b>Facilities</b>	<ul style="list-style-type: none"> <li>▪ 1 platform</li> <li>▪ 150 car park spaces</li> </ul>

# Case study

## Cambridge North

- Location: Cambridge
- Opened: 21st May 2017

Cambridge North is one of the most significant new stations opened over the last 20 years and has the highest passenger demand outside London – it has also surpassed its demand forecast.

Strategic case was based on improved connectivity and journey times, and support regeneration and development in the north of Cambridge



The station was a core element of the Cambridge Northern Fringe Area Action Plan supporting a high-quality employment led mixed use development will help meet the long-term growth needs of the Cambridge area.

The station development was a catalyst for the redevelopment of brownfield sites supporting commercial and housing, supporting Cambridge as an engine for growth in the U.K economy. The success has supported the case for Cambridge South which in combination will provide improved connections through the city.

### Delivery Timetable:

- Approved in December 2013, construction started in July 2014
- Delayed in December 2015 due to longer than anticipated planning process which affected agreements on funding
- 2017 Opened with 2tph service
- Abbey-Chesterton Bridge over the River Cam opened, providing access to the station from the Abbey district of Cambridge

**Public Support:** Support and funding from the Greater Cambridge Partnership

<b>Cost</b>	£50 million
<b>Funds</b>	<ul style="list-style-type: none"> <li>• DfT</li> <li>• Cambridgeshire County Council</li> </ul>
<b>Demand</b>	1,268,788 (23/24)
<b>Demand forecast</b>	three-year (from 2017) target of 800,000 journeys (entries and exits)
<b>Top Destination</b>	Kings Cross (40%)
<b>TOC</b>	Greater Anglia, Great Northern
<b>Services</b>	<ul style="list-style-type: none"> <li>▪ 2tph to London King's Cross</li> <li>▪ 2tph to London Liverpool Street</li> <li>▪ 3tph to Ely</li> <li>▪ 1tph to Stansted Airport</li> </ul>
<b>Rail line</b>	Fen line (Cambridge-King's Lynn)
<b>Network Rail region and route</b>	Eastern region; Anglia route
<b>Facilities</b>	<ul style="list-style-type: none"> <li>▪ 3 platforms</li> <li>▪ 1000 cycle parking spaces,</li> <li>▪ 450-space car park with online payment, mobile phone, ticket vending machine available</li> <li>▪ Bus stops served by Citi 2 bus and busway buses</li> <li>▪ Taxi-based peak time shuttle</li> </ul>

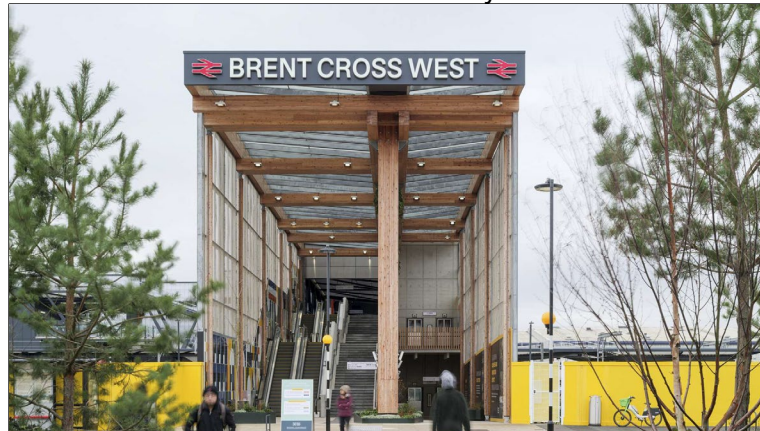
# Case study

## Brent Cross West

- Location: Brent Cross, Brent, London
- Opened: 10 December, 2023

The primary purpose of Brent Cross West was to serve the Brent Cross Cricklewood Regeneration Program, a new town of over 7500 dwellings as well as commercial and retail space built on a previous railway depot site.

High capacity public transport was essential to unlocking wider development and designed as a gateway to Brent Cross Town, the 180 acre £8bn net zero park town being delivered by Barnet Council and the developer Argent and was funded through government grant repaid through increased business rates unlocked by the scheme.



The new neighbourhood will comprise homes for 45,000 people, new streets, cafes and shops, 3 rebuilt schools and several new office buildings as well as 50 acres of parkland and playing fields.

In the future a new station serving London Overground and the proposed West London Orbital which would provide interchange with the Midland Mainline and enhanced connections to Brent Cross including Old Oak Common.

### Delivery Timetable:

- 2019 Public consultation
- 2020 Planning permission granted
- 2020 Site Clearance begins in November
- 2023 Station tested completed in November and opened in December 2023.

**Public Support:** Support from local residents via public consultations

<b>Cost</b>	£419 million
<b>Funds</b>	HIF- Barnet Council secured government funding with DLUHC, HM Treasury (£419) and GLA (£2.9m) with HMG grants repayable from increased business rates.
<b>Demand</b>	140,226 (23/24 entry and exit, only 4 months of opening )
<b>Demand forecast</b>	2m and up to 5m passengers on completion of wider Brent Cross Scheme in 2031
<b>TOC</b>	Thameslink
<b>Services</b>	<ul style="list-style-type: none"> <li>▪ 4tph to St Albans</li> <li>▪ 2tph to Luton</li> <li>▪ 2tph to Rainham via Dartford</li> <li>▪ 4tph to Sutton</li> </ul>
<b>Rail line</b>	Midland Main Line
<b>Network Rail region and route</b>	Eastern region; East Midlands route
<b>Facilities</b>	<ul style="list-style-type: none"> <li>▪ 4 platforms</li> <li>▪ Bike storage with good cycle links to the surrounding areas</li> <li>▪ Bus routes extended to stop at station western entrance and another on the eastern entrance</li> </ul>

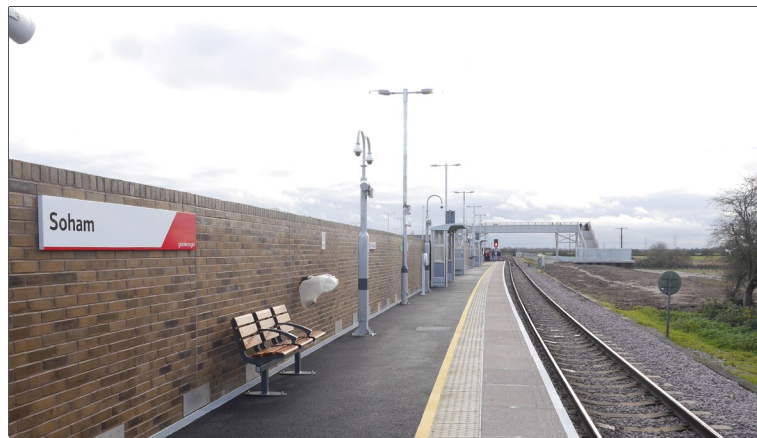
# Case study

## Soham

- Location: East Cambridgeshire
- Opened: 13 December 2021

Soham station was one of the first stations delivered by NR, using the PACE framework, saving 5 months from timeline reopening a previously closed station, reconnecting a town of over 10,000 not connected to the rail network for the first time since 1965.

The case for the scheme was based on improving accessibility to residents of Soham however no direct service to Cambridge is currently possible with a service between Ipswich and Peterborough.



In the future with new investment an increase from the hourly service may be possible and with some track reinstatement a direct service to Cambridge may be possible which could increase the attractiveness of the service

### Delivery Timeline:

- 2011 Feasibility study for reopening by East Cambridgeshire District Council
- NR released 5-year upgrade plan which included station as part of improvement to Ipswich-Ely Line
- 2021 Enabling works started in autumn 2020 and main construction started in March 2021
- 2021 December station opened.

**Public Support:** Strong support from residents and long-standing local campaign

<b>Cost</b>	£18.6 million
<b>Funds</b>	Cambridgeshire & Peterborough Combined Authority
<b>Demand</b>	65,912 (23/24)
<b>Demand forecast</b>	~130,000 for 1tph scenario, over 250,000 for 2tph with Cam service
<b>Top Destination</b>	Cambridge (34%)
<b>TOC</b>	Greater Anglia
<b>Services</b>	Ipswich to Peterborough, 0.5tph in each direction
<b>Rail line</b>	Ipswich to Ely line
<b>Network Rail region and route</b>	Eastern region; Anglia route
<b>Facilities</b>	<ul style="list-style-type: none"> <li>▪ 1 platform</li> <li>▪ 50 car park spaces available, including 4 for blue badge holders.</li> <li>▪ Cycle parking and ticket machines available</li> </ul>

# Case study

## Coventry Arena

- Location: Coventry, West Midlands
- Opened: 18 January 2016

Coventry Arena station was opened as part of NUCKLE, a package of rail projects to enhance services between Nuneaton, Coventry, Kenilworth, and Leamington Spa and included and new station and Bermuda Park.

The business case was based on improving access to the stadium and to support commercial development around the stadium



The project suffered negative publicity when it emerged trains services would not stop at Coventry Arena around major events because of the lack of capacity to meet expected demand, potentially undermining some of the original proposed benefits of the scheme. Improved services require additional rolling stock and additional platform at Coventry on completion of NUCKLE 1.2 enabling a higher frequency and higher capacity service to support events at the stadium.

### Delivery Timetable:

- Business Case for a station at Coventry Arena first developed in 2007
- 2011 funding initially announced
- 2015 Station Complete
- 2016 opened on proviso that the station is closed for 1 hour after match days due to low capacity.
- 2025 – continued proposal development through Midlands connect to support development of the service proposal

**Public Support:** Support from councils and Transport for West Midlands but mixed public sentiment due to issues with matchday access and service limitations.

<b>Cost</b>	£3.4 million
<b>Funds</b>	Came from overall NUCKLE package funding <ul style="list-style-type: none"> <li>▪ DfT -£9.8m for overall scheme</li> <li>▪ European Regional Development Fund-£3.5m</li> <li>▪ Coventry City Council</li> <li>▪ Warwickshire County Council and Coventry and Warwickshire Local Enterprise Partnership (CWLEP)</li> </ul>
<b>Demand</b>	108, 950 (23/24)
<b>Demand forecast</b>	NA
<b>Top Destination</b>	Coventry (29%)
<b>TOC</b>	West Midlands Train
<b>Services</b>	1tph in each direction but starts after 10am on Sundays <ul style="list-style-type: none"> <li>▪ Nuneaton-Leamington Spa via Coventry</li> </ul>
<b>Rail line</b>	Coventry-Nuneaton line
<b>Network Rail region and route</b>	North West & Central region; Central route
<b>Facilities</b>	<ul style="list-style-type: none"> <li>▪ 2 platforms</li> </ul>

# Case study

## Oxford Parkway

- Location: Cherwell, Oxfordshire
- Opened: 26 October 2015

Oxford Parkway was opened as part of the £250m upgrade of the line between Oxford and Marylebone to provide a direct service known as Evergreen 3 funded primarily by Network Rail but delivered through Chiltern.

The case for the station combined providing a local connection for Kidlington and nearby towns and connections to local bus services with park and ride option avoiding the need to drive into Oxford with a connection to A34 and A40.



Oxford Parkway has seen reduced usage post covid with recovery of only 650,000 compared to 1m pre covid potentially impacted by changes to Chiltern Services and less commuting.

Oxford Parkway is set to see a significant increase in service through the East West Rail service where it will connect initially to Milton Keynes, and then with completion of later stages to Bedford and Cambridge. Station is likely to require upgrades to support a greater demand.

### Delivery Timeline:

- 2009 Evergreen Planning Begins
- 2010 TWAO application
- 2013 Demolishment of existing structures of site
- 2015 Station construction complete
- 2016 Oxford Parkway and connection to Oxford Complete

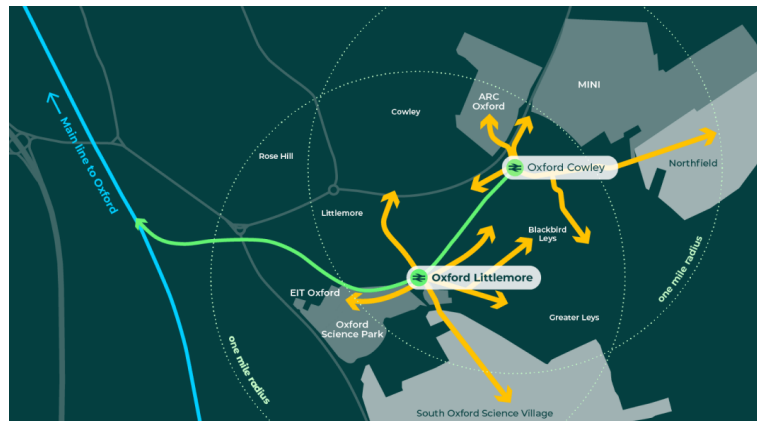
**Public Support:** Support from the Oxfordshire Community Rail Partnership who advocated through community engagement and youth-led art exhibitions.

<b>Cost</b>	£14 million
<b>Funds</b>	<ul style="list-style-type: none"> <li>▪ DfT as part of the Evergreen 3 Chiltern Upgrade</li> <li>▪ Chiltern Railways</li> <li>▪ Network Rail</li> </ul>
<b>Demand</b>	653,536 (23/24)
<b>Demand forecast</b>	NA
<b>Top Destination</b>	London Marylebone (62%)
<b>TOC</b>	Chiltern Railways
<b>Services</b>	2tph <ul style="list-style-type: none"> <li>▪ Oxford-Oxford Parkway</li> <li>▪ London Marylebone-Oxford Parkway</li> <li>▪ Future 2tph service to Milton Keynes as part of EWR due to start in 2025</li> </ul>
<b>Rail line</b>	Oxford-Bicester line
<b>Network Rail region and route</b>	Wales & Western region; Western route
<b>Facilities</b>	<ul style="list-style-type: none"> <li>▪ 2 platforms</li> <li>▪ Large Car Park for Park and Ride</li> <li>▪ Adjacent to Oxford Parkway (formerly Water Eaton) bus station</li> <li>▪ Connections to local cycle routes and cycle storage</li> </ul>

# Case study

## Littlemore & Cowley (Proposed)

- **Location:** Oxford, Oxfordshire
- **Opening date:** ~2029
- **Cost to deliver:** £155 million (for the whole of the Cowley Branch Line)
- **Service level:** Two trains per hour via Oxford Station through to London Marylebone Station on the Oxford-Bicester line.



As part of the restoration of passenger services on the Cowley Branch Line, two new stations – Littlemore and Cowley – are planned following the announcement of government funding in 2025. The line is currently used exclusively by freight services serving the BMW Mini Plant and has no existing passenger stations.

Reintroducing passenger services would deliver journey times of under ten minutes between Littlemore, Cowley and Oxford city centre, compared with current average travel times of around thirty minutes. This step-change in accessibility would significantly improve public transport options and help reduce congestion for residents of Littlemore, Cowley, Blackbird Leys and Greater Leys, including two of the most deprived wards in the South.

The scheme is closely aligned with Oxford's wider economic and housing ambitions. The two new stations have the potential to unlock between 5,000 and 10,000 additional homes, support the creation of around 10,000 new jobs, and enable the delivery of approximately 2.5 million square feet of new workspace. In total, the project could catalyse over £1 billion of private sector investment. A key benefit is the direct connection it would provide between Oxford's four major employment clusters – including the Oxford Science Park (Littlemore) and ARC Oxford, with onward rail connections to London.

Restoring passenger services will also contribute to a more integrated regional rail network, aligning with the wider ambitions of the East West Rail strategy. Network Rail estimates that the new stations could generate up to one million passenger journeys per year within just three years of opening.

The scheme is being developed jointly by Oxford City Council, Oxfordshire County Council, Network Rail, the DfT and local landowners. It is expected to be funded through £120 million of UK Government investment, alongside a further £35 million from the Ellison Institute of Technology and other local stakeholders. Passenger services are planned to be operated by Chiltern Railways, with the project delivered within Network Rail's Wales & Western region.



# Case study

## Wixams (Proposed)

- **Location:** Wixams, Bedfordshire
- **Opening date:** Construction could restart 2027, completion in 2030
- **Cost to deliver:** ~£300 million
- **Service level:** Four trains per hour in each direction (upgraded plan)



Wixams railway station is a proposed new station in the new town of Wixams, Bedfordshire. Construction began on an initial two-platform design, but work was halted when plans for the nearby Universal United Kingdom theme park were approved. The station is now being redesigned to handle far greater passenger demand than originally anticipated.

The station will sit on the Midland Main Line, proposed to be served by Thameslink services between Flitwick and Bedford. Its proximity to the future Universal theme park - the first Universal theme park in Europe - has significantly changed the scale of the project. Instead of the earlier £27–£67 million two-platform scheme, the redesign is expected to provide four platforms with capacity for up to four trains per hour in each direction.

Wixams itself is a new town built on former brownfield land south of Bedford. Construction began in 2007, and once complete it is expected to accommodate between 10,000 and 15,000 residents in roughly 4,500 homes. Many are expected to commute to Bedford, Milton Keynes and London, making reliable rail links essential for the community's long-term development.

Although the station has been planned for many years, physical construction only started in 2024, before pausing for the redesign. Funding arrangements for the larger station have not yet been confirmed. The scheme falls within Network Rail's North West & Central region.

The larger station is part of a wider package of transport measures which will support the development of the theme park including new stations on the upgraded Marston Vale Line which will eventually become part of East West Rail.

# Case study

## Cambridge South (Awaiting opening)

- **Location:** Cambridge, Cambridgeshire
- **Opening date:** 2026
- **Cost to deliver:** £228 million
- **Service level:** Mirrors current provision at Cambridge

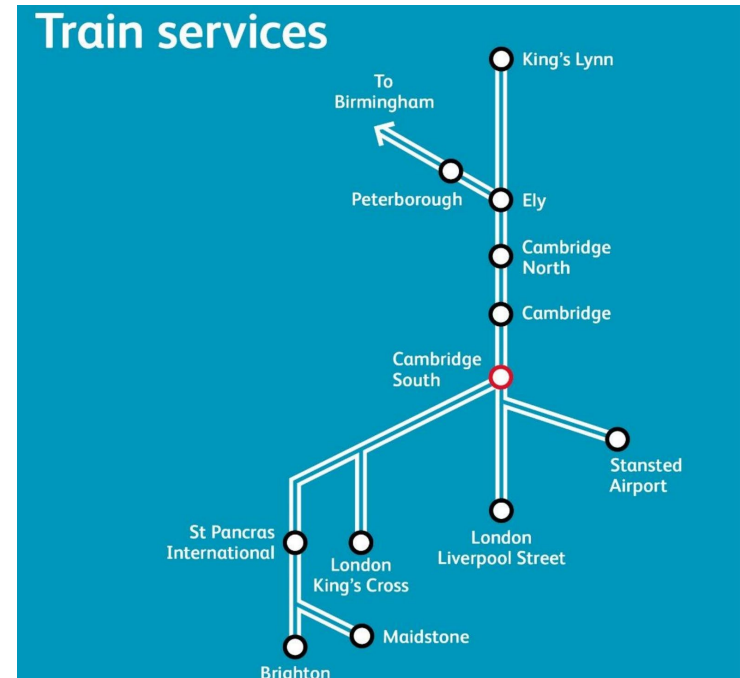


Cambridge South is a new railway station currently under construction in the south of Cambridge. It is being built to support the rapidly expanding Cambridge Biomedical Campus, alongside approximately 4,000 new homes across the Cambridge Southern Fringe. The station is intended to serve the community of science and healthcare specialists, employees and hospital visitors based around the campus. Cambridge Biomedical Campus is the largest centre of medical research and health science in Europe, expected to accommodate around 27,000 jobs by 2031.

Once open, the station will connect the campus and surrounding neighbourhoods directly to major destinations with frequent services. This includes:

- Up to nine trains per hour from Cambridge, including every half hour services to King's Cross, Brighton (via St Pancras), Stansted Airport and Liverpool Street, respectively
- Northbound to Ely and beyond, including hourly service to Norwich, King's Lynn, and Birmingham New Street via Cambridge
- Up to five trains per hour on East West Rail services (when operational) – to Bedford, Bletchley and Oxford,

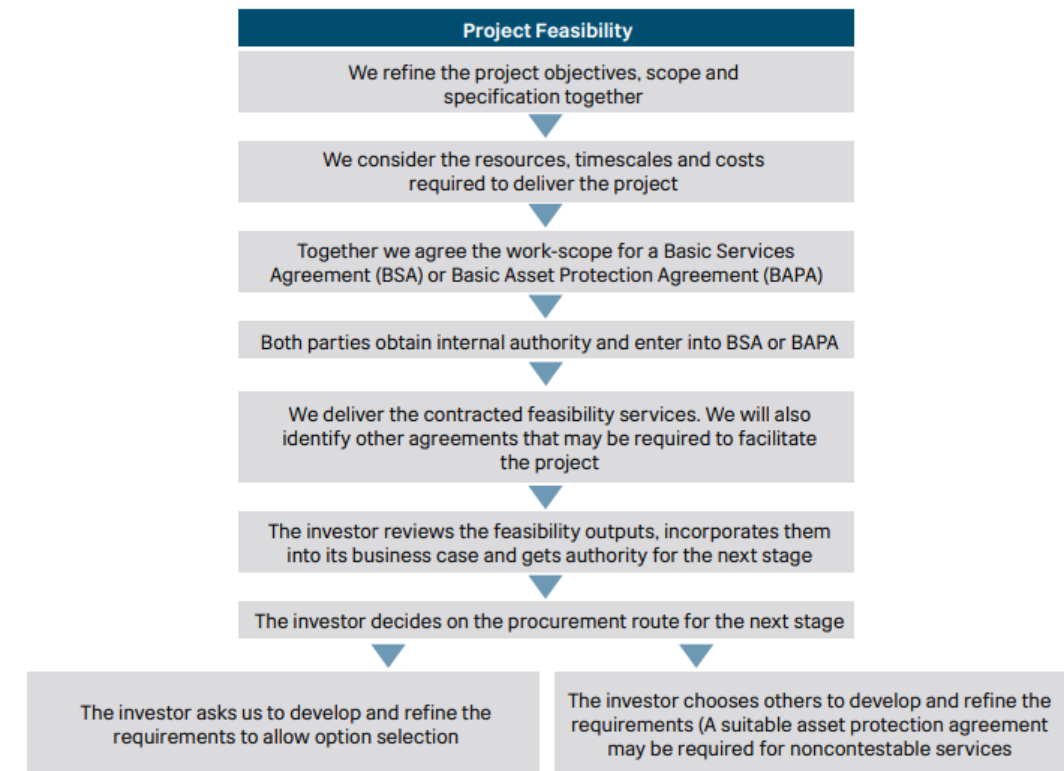
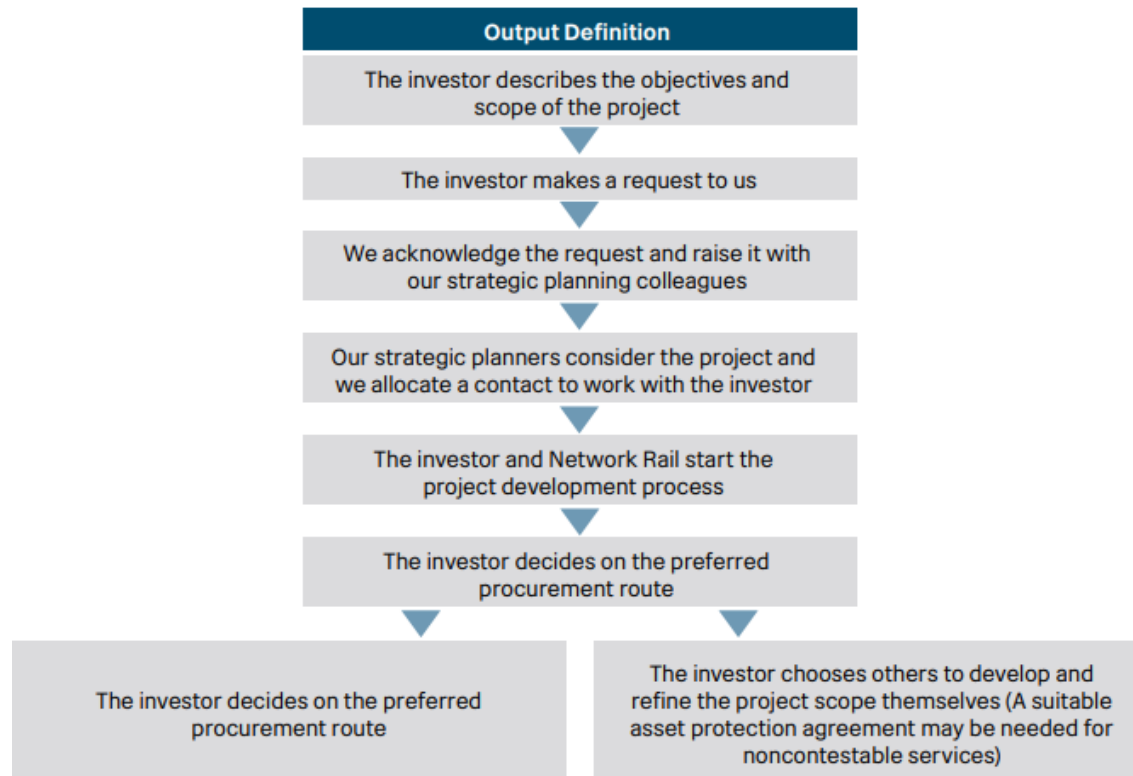
The station has been designed with on a constrained station footprint with minimal parking designed to maximise active travel usage over cars.



Appendix B  
Engaging with Network Rail

# Engaging with Network Rail

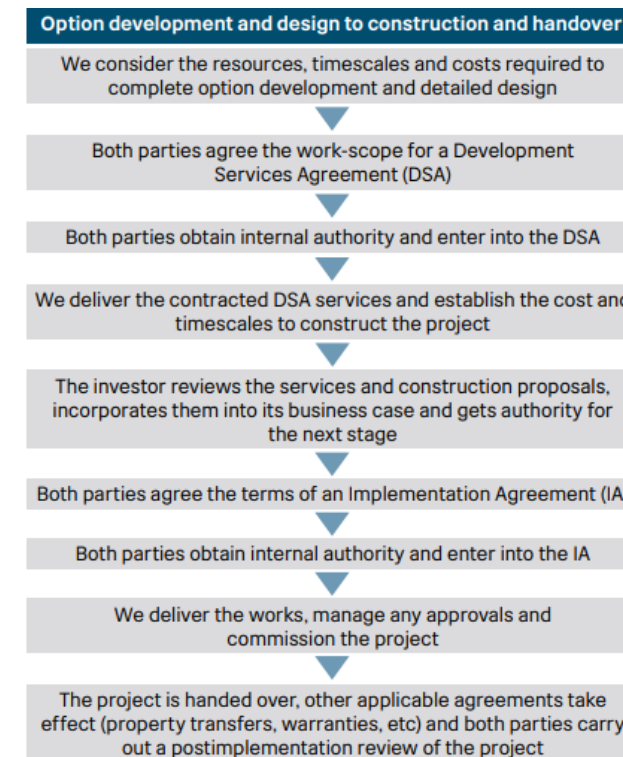
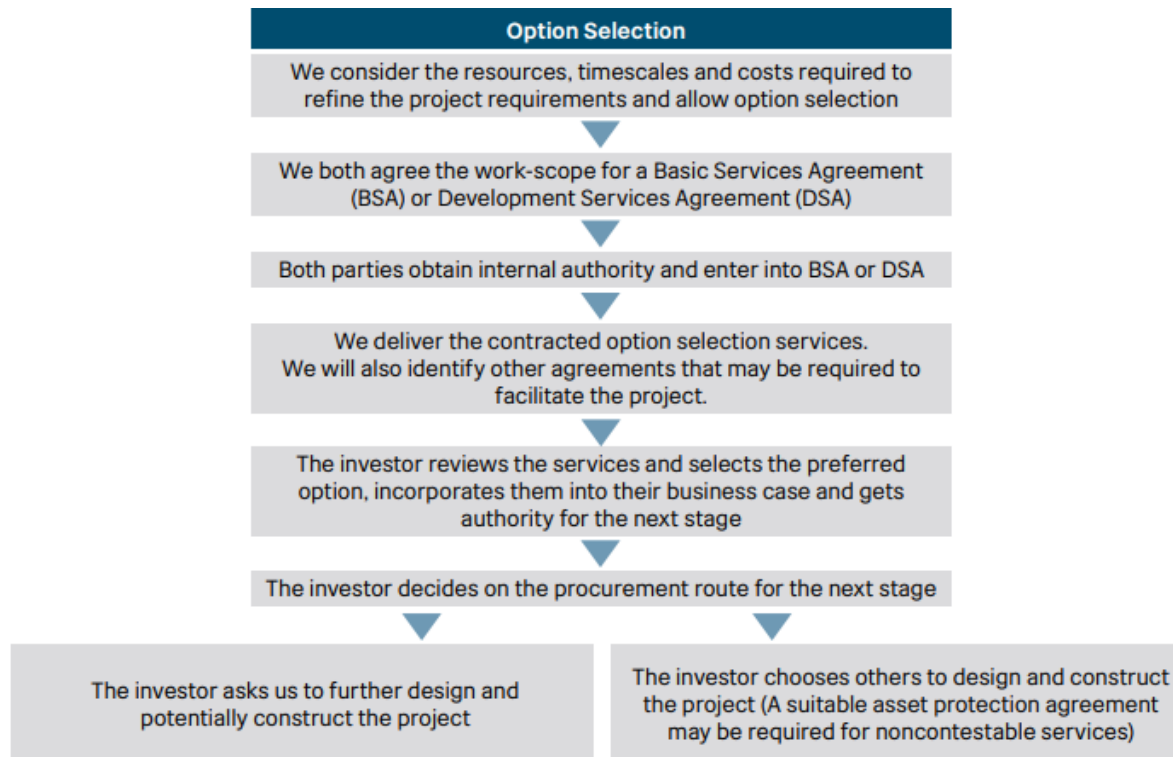
## Investment Process Flowcharts



Source: Network Rail- Investment in Stations <https://www.networkrail.co.uk/wp-content/uploads/2023/06/NR-GN-CIV-100-08-Investment-in-Stations.pdf>

# Engaging with Network Rail

## Investment Process Flowcharts



Source: Network Rail- Investment in Stations <https://www.networkrail.co.uk/wp-content/uploads/2023/06/NR-GN-CIV-100-08-Investment-in-Stations.pdf>

ARUP