

Helping the rail industry make better decisions

As transport specialists we exploit our industry knowledge, expert skills and commercial acumen to help rail professionals make better decisions. We provide innovative, clear and robust advice throughout the business cycle from market research, through transport planning and business strategies, to information systems and operational delivery.

Putting the customer first

Our approach is to provide clients with a bespoke service that produces high quality and responsive advice. We tailor our overall approach, the depth of our appraisal and the complexity of our analysis to reflect the particular study objectives and our aim is to always provide a highest standard of service.



End-to-end solutions

- institutional advice; organisational effectiveness, policy and regulation;
- strategy: feasibility studies, economic appraisal, business cases and planning funding cocktails, strategic advice;
- profit improvements: customer insight, demand and revenue forecasting, fares policy, yield management, demand and capacity balance;
- operations improvements: ticketing/smartcards, data integration, process improvement, rail timetabling and stock allocation.

Institutional Advice

We have provided advice to a number of Government departments and institutions including the Department for Transport, Office of Rail Regulation, Association of Train Operating Companies and Transport for London. Through extensive research on passengers' behavioural response to on-train crowding we provided the DfT with an updated **valuation of crowding** and advice for inclusion in the DfT's Transport Appraisal Guidance (WebTAG). For the ORR we examined **competition on the East Coast Mainline** and have undertaken various pieces of research for ATOC including the Phase 2 update of the **Passenger Demand Forecasting Handbook**, analysis of regional passenger demand and analysis of Railcard usage including providing recommendations on marketing, cost and validity of different cards.

We undertook the **Regional Planning Assessment** for Yorkshire and The Humber for the Department for Transport to develop an understanding of the challenges and options for the development of the railway over the next 20 years. It was used to inform the High Level Output Specification (HLOS) in which the Department sets out what it wishes to buy from Network Rail. The study was a mixture of analysis and consultation, requiring extensive data collation to provide a baseline position and forecasts of future demand.

We have provided expert advice in the Airdrie - Bathgate **line re-opening** project through from the Economic and Location Impact (EALI) analysis and STAG2 scheme appraisal. We used the existing land use transport model (TELMOS/TMfS) to forecast changes in population and economic activity, while also co-ordinating a programme of consultation with key stakeholders and local businesses. We continued to provide on-going support in the run up to, and during the Parliamentary Hearings for the scheme at Scottish Parliament, including providing Expert Witnesses for the oral hearings.

Working closely with Nottingham City Council and Network Rail we provided institutional advice and support to the **Outline Business Case** for Nottingham Hub station redevelopment and were successful in gaining conditional approval. Further support was provided on strategic issues, including Office of Government Commerce Gateway Review requirements and Ministerial advice on scheme progression.

Strategy

We have a well-rounded knowledge of rail related issues and have the ability to provide high level, strategic advice at all project stages, including, specification, appraisal and evaluation, design and implementation.

We are recently worked for Greengauge 21 developing a **strategy for a High Speed Rail network** in the UK. This included evaluating the best route alignments, estimating capital and operating costs together with the environmental impacts, and developing models to forecast demand and appraise different options.

For Transport for London we developed the South West and Great Northern/Thameslink **Rail Corridor Plans**. We addressed the crucial issue of severe and increasing overcrowding on peak trains, identified a range of options for longer trains and increased frequency. Our robust and detailed analysis of the operational feasibility and business case for each option provided TfL with evidence to influence Network Rail's Route Utilisation Strategy and the DfT's franchise specification.

We have strong expertise in developing **business cases for major projects** including Nottingham Station, Leicester Business Gateway and Nottingham Express Tram. Our strategic role in developing the Nottingham Hub proposals was centred around the development of a multi-agency funding cocktail based on the solid foundations of robust and inclusive business case. At Leicester we undertook a number of appraisals aligning benefit streams to potential funders' funding criteria and provided strategic advice on the formation of the business and funding case. We were a key strategic advisor on patronage and appraisal issues throughout the development of NET Line 1. For Phase 2 we were responsible for preparing the successful Major Funding Scheme applications, including providing demand forecasts and developing the NATA appraisal framework.

We have experience of undertaking **rail related feasibility studies** particularly through our rail infrastructure Framework with the Royal Borough of Kensington and Chelsea. Most recently we undertook a feasibility study into a new station on the West London Line (WLL) including technical advice on engineering and operations, demand forecasts and an understanding of the infrastructure constraints of the site.



We recently aided the development of a **Strategic Freight Network**, to encourage and facilitate rail freight traffic in the UK. We supported Network Rail in their GRIP0 process and provided business case analysis of a number of possible freight routes, understanding freight demand and engineering feasibility. Wider benefits analysis, including environmental, user, capacity and capability benefits, was undertaken on chosen freight routes.

Profit Improvement

Today's franchise bidding environment is tough and competitive but equally important is running the franchise especially in the current economic climate. We have **extensive experience of working with bidders** and owning (FirstGroup, National Express, GoVia, Ned Railways, Arriva, MTR/Laing) on a number of franchises and concessions (InterCity East Coast, East Midlands, South West, London Rail Concession, South Central, Integrated Kent Franchise). We have offered on-going support for a number of franchises including Southeastern, Southern and Chiltern with particular emphasis on maximising profit and more recently on the demand and revenue impact of the economic. Finally, we have provided fares, railcard and customer satisfaction advice to various rail related stakeholders.

We offer solutions to help franchise winners make the most of their new businesses. We worked closely with Southeastern, to help them **optimise the business opportunity and maximise the revenue potential** of the Integrated Kent Franchise. Through a combination of extensive market research, analysis and modelling, we provided them with a critique of their current market, an understanding of what their customers value and worked with them to develop initiatives to grow their market going forward. To drive evidence-based forecasts of the number of passengers switching to the new High Speed service introduced in 2009, we used Stated Preference and Stated Intention research, and since their introduction have been evaluating their impact on the business using abstraction-generation surveys.

We assisted Chiltern Railways in further increasing their revenue by advising and monitoring the expansion of the **range and availability of Advance fares**. Chiltern had the objective of improving revenue by expanding the range and availability of Advance fares from the start of the leaf fall timetable in October 2008. Advance fare levels were changed and made available at appropriate levels on

more services. We helped Chiltern determine the Advance fare levels and the revenue management rules to be set on each departure in the leaf fall timetable and agreed a process for monitoring the success of these tactics and determine the data capture required to support this monitoring.

Operational Improvements

We have used our industry-leading knowledge to provide advice to Chiltern railways, with regard to the choices between **Oyster and ITSO smartcard systems**, and have also been providing RSP with advice with regard to the possible procurement of an ITSO HOPS service for use by TOCs. In addition, MVA has been involved in the detailed design of smartcard products for National Rail, and has recently assisted one of the major transport operators in working through the implications of smart ticketing across their complete business portfolio, to help them maximise synergies and reduce duplication of systems. We have also provided advice to two TOCs in developing a business case for smart card implementation, and a pilot roll-out.

Maximising revenue and satisfying crowding regulation is a difficult balancing act, current fares regulation limits the ability of TOCs to manage demand and maximise revenue through fare increases. An optimal solution considers both supply-side solutions (timetable, rolling stock) and 'softer' demand-side solutions (marketing, information provision) that **change passengers travel behaviour**. By tailoring our approach to the specific needs of our clients we deliver innovative solutions proven to deliver value to our clients bottom-line. Our experience includes supporting TOCs in negotiations with DfT, identifying and delivering profit improvement and adding robustness to franchise bid lines.

We have expertise in a number of simulation tools, but chiefly use RailSys for UK applications and Opentrack for overseas work. We also have extensive **timetable performance simulation** experience using RailSys (the package mandated by Network Rail) - in validating and proposing infrastructure changes and in de-conflicting routes to produce feasible and robust timetables. For TfL, we modified and developed an existing RailSys model of the North London Line and West London Line and undertook infrastructure optioneering using this developed model.



Our experts

John Segal, Director Rail

John has a wealth of experience in the industry having worked in planning and commercial roles in British Rail, Eurostar and, more recently, in UK and international consultancy. As a consultant, he has directed a number of management, planning, patronage and revenue forecasting projects in rail and air transport. He is one of the UK's leading experts in rail demand forecasting, editing the first and current edition of PDFH and leading research assignments, franchise bids and bid evaluations. His experience of market and traffic forecasts covers all transport modes with a specialisation in multi-modal modelling. Recently, he has directed our High Speed Rail work for Greengauge21.

Jeremy Meal, Director Smart Card and Ticketing Strategy

Jeremy has a breadth of UK and overseas experience in smart cards, fares and ticketing systems, concessionary fares, transport management information systems and public transport planning. He led the original consultancy advice during development of the ITSO specification subsequently directing a number of cutting-edge ITSO smart card implementation advice projects in the UK including Centro, NoWcard, Wales and GMPT-TIF. Jeremy also provided technical advice to DfT on English National Concessionary Travel Scheme (ENCTS) implementation and smart card testing which helped deliver the successful national roll out of over 7 million smart cards.



James Vickers, Director Rail Business Planning

James is a highly articulate, enthusiastic and dedicated senior manager and negotiator with experience in the franchised rail industry since 1995. His compelling negotiation skills have been proven in the successful completion of complex franchise deals and helping to design a cocktail funding for Nottingham Hub station redevelopment. Meanwhile, his strong competence in project and change management has been brought to bear in industry and organisation re-structuring. James has advised a range of clients including Transport for London, Department of Transport Abu Dhabi, FirstGroup and Southeastern.

Chris Pownall, Managing Consultant

Chris is an experienced Transport Planner who has managed and directed many high profile projects. He has led teams supporting rail and light-rail franchise bids for major transport groups, as well as high-profile research, modelling and strategy projects on behalf of the DfT and Network Rail. He has particular expertise in the development of High Speed rail in the UK, having led MVA work supporting the new HS services in Kent for Southeastern and Kent County Council and was a key member of the team supporting Greengauge 21. Chris has a sound understanding of rail economics, geography, engineering and operational issues and is a credible communicator with both technical and non-technical audiences alike.

Please contact us at the address below to discuss the current and future issues facing your organisation with one of our directors.

MVA Consultancy
17 Hanover Square
London W1S 1HU

Telephone: +44 (0) 207 529 6500
Fax: +44 (0) 207 529 6556
E-mail: rail@mvaconsultancy.com

