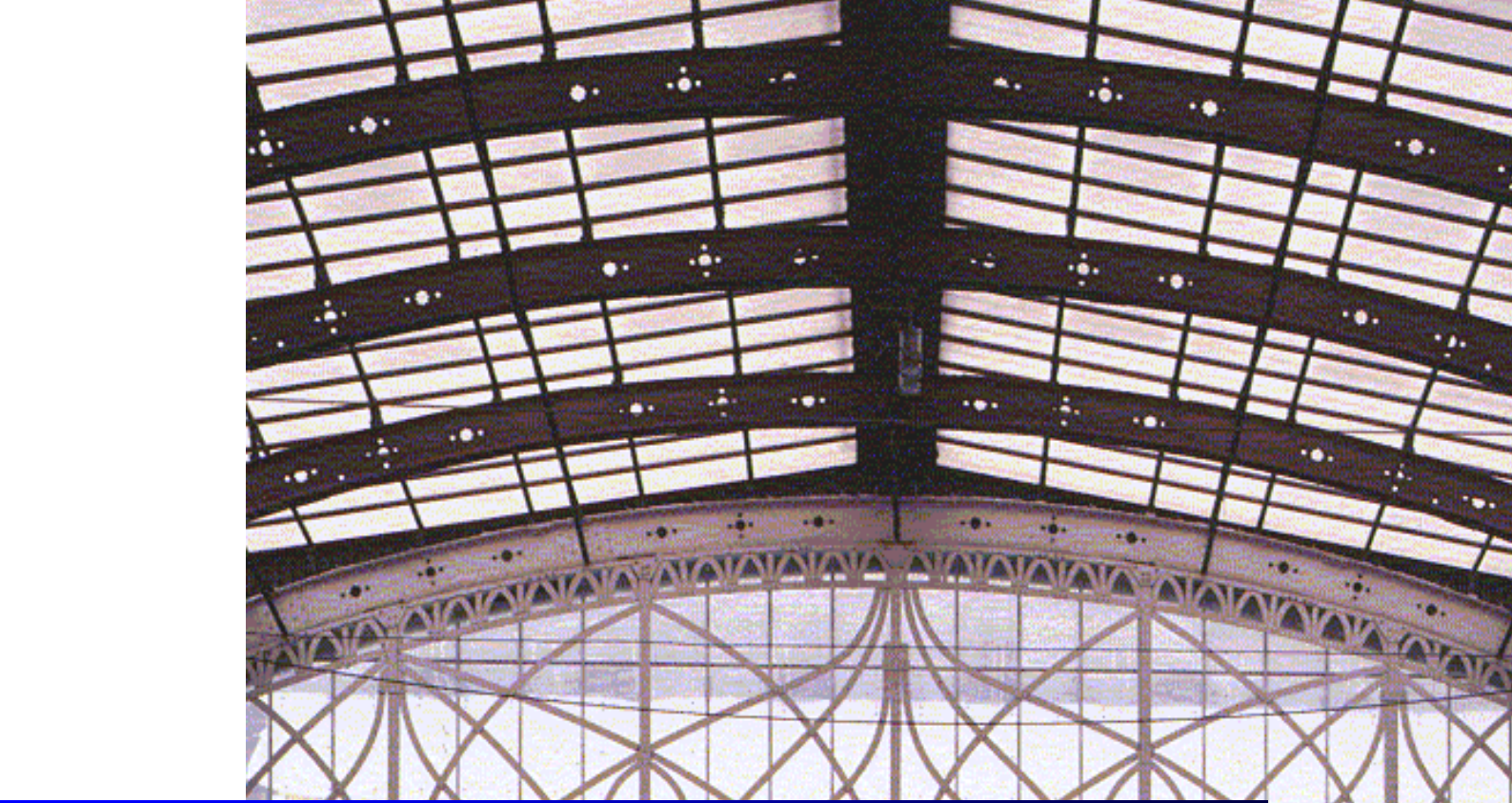




# BUILDINGS, STATIONS & DEPOTS ENGINEERING POLICY

RT/ENGP/06

Issue 2

December 2001



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# RAILTRACK

## Buildings, Stations and Depots Engineering Policy

### IMPORTANT

This is a live document which will continue to be updated as experience is gained. This policy in some cases contains targets that are over and above those required by legislation, standards and the regulatory contract. It should be used in conjunction with and not in place of any current requirements or guidance and the application of the policy is still subject to normal Railtrack company processes.

This policy must be implemented as soon as practicable for existing work items and immediately for development and planning of any new work items. Any proposal to use lower quality standards or lighter duty material than the policy specifies requires a non-compliance justification authorised in advance by the Engineering Head.

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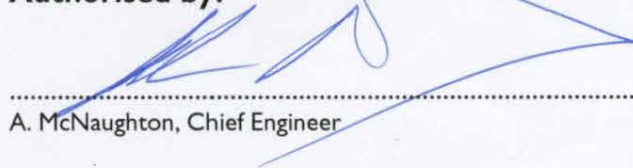
Date: 17/12/01

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# Policy Summary

## Foreword

Operational property assets comprise an extremely diverse range of building types, sizes and age profiles. Some of these buildings are redundant and others are subject to heritage constraints. They encompass a wide variety of building fabric, building engineering services, plant and equipment, and external works assets.

Railtrack's responsibility as owner of these assets is complicated by the fact that all of the stations (other than the Major Stations) and all of the light maintenance depots (LMDs) are leased to third parties, i.e. the Train Operating Companies (TOCs), or for some light maintenance depots, the rolling stock maintainer. Under these complex agreements, Railtrack is responsible for approximately 70% by value of all works and the lessee, 30% (other than at a few locations which are subject to full repairing and insuring leases). The lessees' responsibilities largely cover the routine maintenance and repair, cleaning and operation of the fabric, plant and facilities. Railtrack has a 'landlord' role in overseeing these lessee obligations as well as a direct role in managing its own obligations.

The lineside buildings portfolio (like the 14 Major Stations) is under the direct management of Railtrack and, in addition to providing environmental protection to key operational equipment, it is home to some 6000 Railtrack employees, primarily signallers.

The Buildings, Stations and Depots (BS&D) engineering policy sets out a proactive and pragmatic asset management regime for maintaining ('steady state'), improving ('renewal improvements'), enhancing (new and improved) assets and rationalising/right sizing redundant or oversized assets. It addresses the essential requirement for a nationally networked single operational property database, a planned maintenance (works) system (PMS) giving a prioritised 10-year financial liability profile for our assets (with Railtrack and TOC responsibilities identified) and a new inspections and testing regime that will provide the 'fuel' for the PMS.

This headline policy is supported by more detailed policy documents which provide more detail and information. These subsidiary documents are to be read in conjunction with this policy in order to comply with its requirements.

## Aims

Innovative asset management that delivers pragmatic, fit for purpose solutions and achieves:

- More for the money
- Less money needed now and in the future

Maintain each asset in the condition required for safe and efficient operational use, at the most affordable cost. Consider renewal improvement and enhancement works where the business case and funding sources permit.

### Lineside buildings

- To provide fit for purpose enclosure and working environment to support operational equipment/activities.
- To remove redundant lineside buildings, plant and equipment.
- To reduce utility consumption by 15% within CP2.

### Depots

- To provide fit for purpose enclosure, working environment, track and vehicle servicing/preparation equipment to support DFO activities.
- To establish benchmark condition rating for LMDs and hold condition at a steady state level (ORR output measure).

### Stations

- To provide fit for purpose station platforms, shelter, access and ancillary accommodation to support SFO (and other TOC) activities.
- To hold average station condition at a benchmark level of 2.2 (ORR output measure).
- To support cost effective implementation of station enhancement projects.

### Major Stations

- To provide fit for purpose station platforms, shelter, access and ancillary accommodation to support TOC and retailing activities.
- To deliver backlog renewals through planned works or enhancements (redevelopment) to raise the station condition to a benchmark level of 2.2.
- To support cost effective implementation of station enhancement projects.
- To reduce utility consumption by 15% within CP2.

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## Buildings, Stations & Depots Assets

### Portfolio

- All operational freehold and leasehold buildings including Major Stations, stations and car parks, light maintenance depots and lineside buildings (redundant and in-use).
- Miscellaneous buildings or facilities not within station and depot leases, that have a current or potential operational (as opposed to commercial) use.
- Footbridges within stations other than those that are integral to road or rail structures.
- Lineside building compounds and car parks but not walking routes.
- Station access roads outside lease boundary ('brown' roads) that are owned by Railtrack.

### Products

- Building structure and fabric, external works and mains site services (utilities and drainage), mechanical and electrical building services installations (including lifts, escalators and external lighting) and non-traction power supplies.
- Plant in depots (in addition to building engineering services installations) includes refuelling plant, compressors and air lines.

(NB. Rail plant and associated equipment such as HV supplies, DC trolley wires, wheel lathes, carriage washing machines, controlled emission toilets, cranes and jacks are the responsibility of the Head of Electrification and Plant Engineering.

Cabling, ducting and troughing associated other assets remain the responsibility of the particular engineering group, even when within a BS&D asset, for example signal cables within a signal box. However, all relevant groups need to co-ordinate the management of the cables, etc.).

## Corporate Objectives for Control Period Two

The main corporate objectives which the BS&D engineering policy is aiming to achieve are:

- Specific safety objectives, for example reducing the risks from items identified by 'Project 35', fire, pressure vessels and low voltage power supplies
- Maintain the average station condition index at 2.2
- Establish a target for light maintenance depot condition index by April 2002 and maintain it at that level through CP2
- Station facilities targets (through enhancement works)
- Ensure sufficient capability for the predicted increase in throughput of passengers at stations, including adequate passenger safety and comfort (through enhancement works or incremental improvements through renewals)
- Out-perform the efficiency targets set by the periodic review in terms of the cost of achieving the safety and service objectives

Achieving these contributes to:

- Managing safety risk
- Reducing train delays
- Achieving 'more for the money' and 'less money needed in the future'
- Protecting and improving the assets
- Ensuring all assets are used to their maximum potential, and full operability is maintained

The key objectives and outputs of the BS&D engineering policy for control period 2 are:

### 1. LINESIDE BUILDINGS

- 1.1 Instigate a fast track programme of inspections in order to identify and plan the execution of all 'backlog' works and undertake renewals to bring elements up to a 'steady-state' condition;
- 1.2 Undertake a programme of cyclical maintenance, repairs and renewals consistent with the building's relative importance on the estate, e.g. staffed locations, environmental protection of key operational equipment;
- 1.3 Identify and implement a programme of enhanced facilities at staffed lineside buildings;
- 1.4 Remove all redundant lineside buildings and related plant and equipment (e.g. disused carriage washing machines) from the estate by the end of CP2.

### 2. MAJOR STATIONS

- 2.1 Rectify deferred 'backlog' defects through renewals and enhancements/redevelopment schemes. Fit for purpose, interim (short/medium term) mitigation measures to be adopted whilst major schemes are not progressing;
- 2.2 Improve 'steady-state' condition from 2.4 at start of control period to an average of 2.2 by the end of CP2.
- 2.3 Ensure train shed roofs are free from risk of falling debris and from rain penetration or downpipe surcharge flooding.

### 3. FRANCHISED STATIONS

- 3.1 Identify and implement all remaining 'backlog' works that have been either deferred from CPI or not scoped under SRP;
- 3.2 Maintain and prove 'steady-state' condition at an average of 2.2 overall, and for each station grade A to F;
- 3.3 Identify all opportunities for 'right sizing/rationalising' unwanted or oversized assets at stations. Secure SFO agreement and submit bulk station change applications and implement the programme of works;
- 3.4 Undertake an effective 'landlord' role in:
  1. Reviewing and approving SFO works,
  2. Checking, managing and auditing SFO compliance with repairing covenants in station leases and putting in hand action where it is not compliant.

### 4. LIGHT MAINTENANCE DEPOTS

- 4.1 Identify and implement all remaining 'backlog' works that have been either deferred from CPI or not scoped under DRP;
- 4.2 Maintain 'steady-state' condition during CP2 at the level of condition achieved by April 2002 following the completion of investments made under the depot regeneration programme.  
Monitor compliance using the new LMD output measure agreed with ORR;
- 4.3 Rectify above and below ground drainage defects and, in association with the contaminated land and enhancement budgets, ensure that storm, foul and fuel water discharges are appropriately separated and connected;
- 4.4 Rectify diesel fuelling facilities defects and, in association with the enhancement budgets, undertake improvement works to comply with the new legislation for fuel storage and delivery installations;
- 4.5 Undertake an effective 'landlord' role in:
  1. Reviewing and approving DFO works,
  2. Checking, managing and auditing DFO compliance with repairing covenants in depot leases and putting in hand action where it is not compliant;
- 4.6 Identify all opportunities for 'right sizing/rationalising' unwanted or oversized assets and equipment at depots. Secure DFO agreement, submit bulk depot change applications and implement the programme of works.

## 5. INSPECTION STRATEGY

Implement new five-yearly inspection strategy to provide sufficiently detailed and current management information to enable:

- Delivery of an asset information register
- Assessment of asset condition/residual life and calculation of output measure scores
- Ten year business planning of asset renewals/maintenance works and identification of defects
- Demonstration that assets are being managed safely
- Audit of SFO/DFO lease obligations.

## 6. KEY ASSET MANAGEMENT OBJECTIVES

- 6.1 Adopt whole life cost approach to decision making process and designs/specifications. Reduce forward maintenance liability through rationalisation, demolition and materials selection;
- 6.2 Identify and tackle factors that contribute to increasing the general level of competitive tenders and dramatically improve volumes against costs:
- More effective management of suppliers and greater/more focussed resources
  - Increase packaging of work
  - Maximise work carried out in each possession
  - Plan and commit expenditure at suitable point in programme
  - Standardise designs of components
  - Simplify contracts and purge unnecessary requirements, documents, etc. from tender documents;
- 6.3 Integrate planned renewals with enhancement proposals for the following programmes:
- Platform stepping and length
  - Modern facilities at stations
  - Accessibility/DDA.

## Decision Making Information Sources

The following specific information sources are available to aid decision making about BS&D assets:

### Information sources

- ❑ Asset information and inspection reports from consultants and maintenance contractors
- ❑ Reports from SFO/DFO
- ❑ Property action line/SALLY
- ❑ Group Standard 5100 annual inspections
- ❑ Results from statutory inspections
- ❑ MENTOR (property database) (currently being considered for replacement)
- ❑ HQ and business units asset data sources (proposals being progressed to amalgamate them into a single, nationally networked, operational property database)

In addition, there are a number of relevant general information sources:

### Information source

- ❑ Reports from Railtrack staff inspections
- ❑ Mandatory reports to HMRI (reportable safety incidents)
- ❑ Audit reports
- ❑ Period asset report (trends in asset condition and performance)
- ❑ Period train performance report (trends in delay caused by different assets)
- ❑ Daily control log (specific incidents)
- ❑ TRUST (train delay information)
- ❑ Safety Management Information System
- ❑ RAR (asset information)
- ❑ FRAME (infrastructure failure information)
- ❑ PUMPS (infrastructure failure information and train delay information merged together)
- ❑ Values MAP (cost of a minute of train delay for different route sections)
- ❑ PRIDE (Possession planning system)
- ❑ Heritage database
- ❑ Landbank (Railtrack Property system showing land ownership and lease demises)

## Decision Making Considerations

A number of factors shall be taken into account when planning and risk assessing any proposed works. Key factors are listed below:

### Property

- ❑ Is Railtrack the freeholder or leaseholder
- ❑ Where we lease to an SFO, is there a multi TOC involvement at that location
- ❑ Are other third parties involved or represented at the site with a property interest, e.g. electricity suppliers and infrastructure contractors
- ❑ What is the role and importance of the property to the network
- ❑ What performance and reliability is needed from the asset viz. footfall, SFO/multi-TOC and what is the property's sensitivity to increased footfall, train or freight volumes
- ❑ Does the property have commercial or redevelopment potential? Check with Railtrack Property and TOC estate manager
- ❑ If the property is a station, does its type justify replacement, e.g. 'clasp buildings' of the 1950s and 1960s
- ❑ What are SFO/DFOs' aspirations for asset strategy for the property over the length of its franchise
- ❑ If the SFO/DFO is requesting work is this as a consequence of a Railtrack lease obligation or is there a commercial business case through capital contribution, reimbursement or increased station access charges

### Property elements

- ❑ What levels of condition, serviceability, function and appearance are required/acceptable
- ❑ Ascertain the network role or people role (or both) for the element
- ❑ Assess the condition, function and serviceability against: safety criticality, operational criticality, performance in use, reliability requirement, environmental liability, need for, and storage of, spares
- ❑ Assess all reactive and cyclical maintenance and replacement works for justification against the business imperatives. Correct categorisation of defects and new works using the imperatives will answer why the work must be done and the consequences of not doing so
- ❑ Consider the importance and impact on other station functions of the location and function of retail telecoms, e.g. personal announcement, CCTV and customer information systems
- ❑ Consider the nature of the element and its whole life cost, i.e. its maintenance, renewal and disposal cost. What reinstatement work does it require in its present form and condition and is repetitive, frequent, attention required
- ❑ Weight the elements according to their relative importance at the property as part of the decision making and prioritisation process
- ❑ Consider failures giving rise to safety and operational performance impact

### Abatement Charges

- ❑ Consider items where penalties may be levied against Railtrack under the performance and abatement regimes – for stations and depots and works where the SFO/DFOs have the justification to undertake the work themselves and contra-charge Railtrack as a consequence of Railtrack's failure to perform. (Refer to station and depot leases)
  - for service failures, e.g. station closure, major station evacuations, lifts and escalator down-time

### Multi-fatality risks

- ❑ Crush: Where problems are known to exist in having congested platforms or walking routes etc, these should be identified by/to the relevant operator and mitigating schemes considered when requested and funded by them
- ❑ Vandalism: Deliberate acts of vandalism using platform equipment or similar to deliberately derail trains. Ensure minimal equipment is unfixed, highlight to the SFO any short comings in their operation as well, e.g. safe management of trolleys
- ❑ Trestle platforms: Failure to carry out regular inspections on trestle platforms, especially older systems which may be 30+ years over their design life. Collapse of heavily laden platform could lead to significant risk
- ❑ Fire alarms: Failure to maintain fire alarms, particularly in Section 12 'subsurface' stations/interface areas which

could lead to multi fatalities through fire/smoke inhalation

- ❑ Sprinkler Systems: Lack of scheduled maintenance of these systems particularly in section 12 areas
- ❑ Emergency/Escape Lighting: Failure to carry out PPM/duration tests of this lighting could lead to failure in an emergency resulting in passengers/public unable to locate emergency exits in the event of fire etc.
- ❑ Escalators: Failure to maintain specific safety critical escalators could lead to passengers/staff being unable to evacuate in the event of fire/flood etc.
- ❑ Lifts: A number of key lifts are designated Fire Escapes for disabled persons at section 12 locations and failure of these lifts in times of emergency could cause multi fatalities
- ❑ Pressure vessels: Failure to carry out the statutory tests on pressure vessels, compressors, steam raising plant, boiler systems, fuel tanks, etc., could lead to explosions from excessive pressure if safety valves or vents fail
- ❑ Gas fires/boilers: Failure to carry out regular maintenance/safety checks on these appliances may lead to incorrect operation of flues, etc. resulting in carbon monoxide poisoning from gas fumes
- ❑ Wheel lathes: Failure to correctly maintain the lathe or renew it in due time could lead to operational failure during use and loss of life. It could also lead to wheel failure in service and derailment of train (refer to Traction & Rolling Stock asset group)
- ❑ Proximity to, and explosive risks from, high voltage non-traction power supplies
- ❑ Strength and integrity of terminal tracks at stations and proximity of people and related functions thereto
- ❑ Hollow column failure causing canopy collapse due to internal rusting

### **Failures that can impact upon train performance directly or as a consequence of building, station or depot closure**

- ❑ Directly provided power (non-traction) supplies
- ❑ Lighting
- ❑ Physical access routes availability and security and adequate means of escape
- ❑ Security of platform edging and footbridges
- ❑ Lifts and escalators performance
- ❑ Depot doors and related operational equipment
- ❑ Leaking roofs, above ground drainage and below ground drainage causing flooding onto platforms and concourses
- ❑ Risk from redundant lineside buildings, e.g. trespass & vandalism, collapse, fire and smoke
- ❑ Structural integrity risks
- ❑ Overcrowding at platform edges and revenue protection gates
- ❑ Gas main leaks, chemical or fuel oil spillages
- ❑ Fires and smoke
- ❑ Lightning strikes
- ❑ SFO/DFO non compliances
- ❑ Risk from cantilevered shops within the Operational Safety Zone

### **Whole life cost and reduction of forward maintenance liability**

- ❑ As part of inception, feasibility and briefing stages always consider the whole life cost opportunities of design and specification
- ❑ Aim to reduce forward maintenance liability by replacing components and finishes with modern materials that require minimal or no maintenance and low disposal costs, e.g. coated profiled cladding to replace painted timber fascias to station canopies. (NB. Consideration should be given to environmental impact of the production of the product, its use and disposal).
- ❑ Link investment objectives to technical specifications. Higher specification materials and equipment may have a lower whole life cost but higher installation cost. Also consider the need to improve specification for some items such as security doors at lineside buildings to avoid future costs
- ❑ Maintenance/repairs vs. renewal decision-making. Utilise degradation software tools to assist with the assessment of net present value and the cost and programme consequences of works deferment, referring to fabric and equipment design lives

### **Associated Works Programmes: opportunities for efficiencies**

- ☐ Track renewals at a station
- ☐ Signalling route control rationalisation
- ☐ TOC station facility aspirations
- ☐ Capital enhancements programme works
- ☐ DFO depot facility aspirations
- ☐ Consider track layout plans/aspirations (i.e. sub-standard 6-foots)
- ☐ Consider re-signalling plans/aspirations (i.e. no need to do renewals at a signal box being replaced next year)

### **Impact on Asset Condition Ratings**

- ☐ What effect repairs and renewals will have on condition ratings

### **Rationalisation/Renewal of Assets**

- ☐ Use the station and depot change process under the Railways Act 1993 to reduce the financial burden of redundant or oversized assets. E.g. reduction or removal of large station canopies on little used stations and their replacement with modern waiting shelters; removal of entrance canopies to little used station buildings. Consider disposal methods, i.e. opportunity for re-use elsewhere or recycling

### **Station & Depot Leases and Access Conditions**

- ☐ Check Railtrack's responsibilities at a given property against the repairing covenant obligations. Only execute SFO/DFO works where the SFO/DFO has a maintenance/repair/renewal obligation, where a commercial agreement to reimburse Railtrack has previously been agreed
- ☐ Analyse and understand the Railtrack and SFO/DFO imperatives arising out of the leases
- ☐ Consider ORR, SRA and PTE groups' interests and performance regimes

### **Innovation and Cost Saving (refer to supporting detailed policy for expanded details)**

- ☐ Innovative methods of working
- ☐ Packaging works efficiencies
- ☐ Standard designs, products and solutions
- ☐ Possession free techniques
- ☐ Capital and rental values; rate of return; years payback
- ☐ What is 'Steady State Condition' for a given type of property asset or primary element
- ☐ Limitations and restrictions
- ☐ Maximise external funding opportunities from sources such as Local Authorities, PTEs

### **Challenge of Heritage Assets**

- ☐ Refer to Heritage Guidelines for detailed information on 'listed' assets or assets within conservation areas
- ☐ Whole life cost techniques must be applied at all stages of inception, feasibility and briefing to ascertain the optimum solution using minimal maintenance modern equivalent materials which look like the original components, materials or finishes where appropriate
- ☐ Consider making targeted applications for Certificates of Immunity from listing, which are valid for five years to protect Railtrack against spot listing of assets following the lodgement of major reconstruction proposals
- ☐ In specific instances, the solution to an operational issue, structural issue or extent of the financial liability at a given property may justify application being made for listing building consent to demolish the asset (and possibly not to replace it)
- ☐ Maximise external funding opportunities, e.g. Railway Heritage Trust, but carefully assess scheme solutions where contributions are likely to be small in comparison with Railtrack's investment, in terms of either money or time
- ☐ Railtrack will take positive steps to win Rail Industry support to approach DETR and English Heritage over concentrating investment in 'Crown Jewels' heritage assets thereby removing a number of stations and lineside

buildings from listing and unshackling us from planning restrictions that may inhibit economic network and operational improvements

- ❑ The forward maintenance liability of heritage replacements must be closely assessed and the replacement of high maintenance materials with similar must be avoided if possible

### **Energy and Utilities**

- ❑ Consider maintenance requirements of utilities, isolation of leaks, decommissioning and creation of alternative source of supply
- ❑ Consider incentivisation schemes for suppliers/maintainers to incorporate energy efficiencies
- ❑ Optimise operation to maximise energy consumption
- ❑ Consider energy conservation options on renewals projects
- ❑ Take into account natural site factors
- ❑ Take into account climate factors
- ❑ Give preference to passive environmental design options
- ❑ Consider power conservation issues from design stage
- ❑ Consider heat recovery from design stage
- ❑ Consider the use of solar panels
- ❑ Water recycling and economy

### **Disabled Access at Stations**

- ❑ Consider measures and opportunities to enhance accessibility at stations through renewals
- ❑ Platform Gauging

### **Renewals and Enhancement Strategy**

- ❑ Consider actual and aspirational benchmarks of asset condition, functionality and facilities described in building-by-building station, depot and lineside building plans, see specific policy document for further details

# I Generic Information

|    | Policy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Rationale                                                                                                                                                                                 | Links                                                                                                                                                                                                                                                                                                                                                  |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    | <b>General</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                        |
| Ia | The exact scope of all maintenance/renewal and enhancement works or expenditure level for response maintenance shall be agreed by the budget holder with the Head of BS&D Engineering to avoid any misunderstanding prior to any works being started, except in cases of emergency                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | To ensure cost certainty                                                                                                                                                                  |  <a href="#">Pounds</a>                                                                                                                                                                                                                                             |
| Ib | Planning permission is often not required at operational buildings if permitted development rights exist under the enacting legislation, however the local planning authority shall be consulted, and their views considered. Proposals comprising new entrances or access to stations and the like will probably require planning permission. Listed building/conservation area consent shall be obtained if required. If in doubt, refer to the Local Planning Authority                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                        |
| Ic | All new buildings shall be designed to comply with the Building Regulations and all relevant Codes of Practice and construction industry standards, notwithstanding that Railtrack, as a Statutory Undertaker, has exemption from requirements to apply for Building Regulations Approval for works on the operational estate. As part of the briefing process, design consultants shall be required to supply confirmation that designs they submit comply with Building Regulations and to obtain approval from the Head of BS&D Engineering for any non-compliance. Building Regulations Approval is required at non-operational buildings. In Scotland, a Building Warrant shall be required for all works and must be obtained prior to works commencing on site |                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                        |
| Id | The use of innovative materials and systems shall be evaluated and adopted to reduce whole life cycle costs, installation times and forward maintenance liabilities. See detailed policy document for further details                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Where possible whole life cost reductions shall be introduced. Although a higher capital cost may be incurred, this may be offset by the reduction or negation of future maintenance cost |  <a href="#">Innovation</a><br> <a href="#">M&amp;R Plan</a><br> <a href="#">Pounds</a> |



References



Objectives



Documents

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