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issue no: 78 December 2010

A tale of two cities

By David Fowler

It's two years since Manchester voters rejected a package of transport improvements for the city, underpinned by funding from a proposed congestion charge, in a referendum.

That decision, a blow to the city authorities, could have led to recriminations, drift, and a policy vacuum.

Instead Manchester has bounced back more strongly than ever. It has set up the Greater Manchester Transport Fund, drawing together £1.5bn from numerous sources (including, in lieu of the congestion charge, higher council tax). This has allowed the Association of Greater Manchester Authorities to proceed with the key elements of the referendum package, prioritised according to their potential value to the economy.

In particular the long-planned extensions to the Metrolink system – which nearly went the way of tram systems in Leeds, Merseyside and Hampshire but were reprieved by a strong local campaign in their support – are now all under construction or funded, with the first new sections of track due to open next spring.

That the city has reached this point is testament to the long-standing voluntary co-operation, via AGMA, of its 10 district authorities. And in the last few weeks, Manchester has received ministerial blessing to go ahead with long-awaited plans for strengthening the strategic governance of the conurbation.

Next April the Greater Manchester Combined Authority will come into being, effectively putting AGMA on a statutory footing, and with decision-making powers over issues of transport, regeneration and economic development.

It will take over the powers of the Integrated Transport Authority – also taking on some duties currently performed by the districts – and GMPTE will become Transport for Greater Manchester, with wider responsibility for city-region network management activities. Among other responsibilities, the combined authority will make decisions on matters such as the operation of the transport fund and the approval of new schemes.

The new statutory body is expected to be a stronger and more



Everyone with an interest in transport should certainly wish them success

effective co-ordinator of action across the region and to become the focal point for housing, economic development, skills and job creation as well as transport (though most highway powers will remain with districts so it will not, for example, be able alone to establish a new bus lane).

Overall, this is a bold initiative which other city-regions will no doubt be following closely.

On a smaller scale, but still highly significant, the city of St Albans' new quality network partnership was formally launched last month by transport minister Norman Baker. Promoted by the Campaign for Better Transport, the partnership brings together four bus operators, two train companies, the local district and county councils and the University of Hertfordshire. Its aim is not just to improve the co-ordination of public transport in the city but to demonstrate in practice the extent to which councils and multiple operators can work together. Like the Manchester initiative it owes its existence partly to provisions of the Local Transport Act but also to a legal opinion obtained by the CBT two years ago,

which clarified the application of competition law in this area.

The St Albans partnership encompasses marketing, network planning and infrastructure improvements (including real-time information), and from next year it hopes to bring in new multi-operator tickets (building on an existing offer from the council). It also plans to address problems on the network such as uncontrolled parking affecting bus reliability, as well as the whole question of traffic in the city centre. Though it missed out on DfT Kickstart funding, it has been able to access funds from less orthodox areas, such as Growth Area Funding and the Green Bus Fund.

Both the St Albans and Manchester initiatives are imaginative attempts to make transport in urban areas work better. Many would argue both are long overdue.

Everyone with an interest in transport should certainly wish them success – and hope that they go on to inspire other authorities in similar positions to follow their lead.



David Fowler is editor of **Transport Times**.

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Manchester to get new strategic decision-making body

Manchester City Region is to establish a ground-breaking new strategic authority, with powers over issues including transport, regeneration and economic development.

Transport minister Norman Baker and communities and local government minister Bob Neill have approved plans to create the Greater Manchester Combined Authority, the first of its type in the country, from 1 April next year.

The new authority will put the existing co-operation through the Association of Greater Manchester Authority on a statutory footing, to ensure a coordinated approach over the 10 local authorities that make up the city region. It will take over the functions of the current Integrated Transport Authority, which will be dissolved, and the long-awaited Transport for Greater Manchester will be created as part of the plans.

The combined authority will cover the district council areas of Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Stockport, Tameside, Trafford and Wigan. Each constituent authority will appoint one elected member (usually the leader) to the authority.

It will exercise functions of the constituent councils such as the duty to prepare a local economic assessment and the power to take action to promote or improve the economic, social or environmental well-being of the area.

It will also approve the local transport plan and local economic assessment, the setting of the transport levy and will approve new schemes to be financed by the Greater Manchester Transport Fund. At the insistence of ministers, any proposal to introduce road user charging would need to be approved unanimously.

All the powers of GMITA will be taken over by the combined authority. Greater Manchester Passenger Transport Executive will be renamed Transport for Greater Manchester with additional powers as necessary to carry out activities delegated by the constituent councils to the combined authority.

These will include local authorities' duty to report on levels of road



A new combined authority will take over transport responsibilities from April next year

traffic and forecast growth, and powers over traffic signals – but not other traffic signs.

The combined authority will delegate or refer transport decision-making to a 33-member Transport for Greater Manchester Committee. The committee will make recommendations on such items as the budget and transport levy, strategic transport policies, the local transport plan, operation of the Greater Manchester Transport Fund and appointment of the director-general or chief executive of TfGM.

Local authorities' duty to manage their road network under the Traffic Management Act 2004, and the duty to promote road safety, would also pass to the committee.

However most highway powers will remain with the districts, so, like the passenger transport executive, TfGM will still not be able of its own accord to introduce a bus lane, for example.

Lord Peter Smith, chair of AGMA, said: "In the current economic climate it is more important than ever that the region speaks with one

voice so we can make the strongest possible case for resources and development. The combined authority will give us the robust governance arrangements which are needed to drive private sector growth. We will also be empowered to plan in a coordinated way to deliver that growth."

Manchester special feature, page 31

A message to CILT members

This is the third trial issue of *Transport Times* to be mailed out to members of the Chartered Institute of Logistics and Transport's Rail, Bus & Coach, Transport Planning and Active Travel professional sectors with the CILT's journal, *Logistics & Transport Focus*. We hope you've found our perspective on transport interesting and complementary to *Focus*.

Remember, if you would like to take out a regular subscription – see page 9 for details – just quote your CILT membership number for a 20% reduced annual rate of £70.

And we're always interested to hear your views, on the magazine and on transport issues generally – at david.fowler@transporttimes.co.uk

David Fowler
Editor

Bus network demonstrates partnership in action

A new initiative intended as a practical demonstration of what can be achieved through co-operation between local councils and public transport operators – and how to make the best use of limited resources in the face of budget cuts – has been formally launched by transport minister Norman Baker.

Network St Albans was made possible by a legal opinion obtained by the Campaign for Better Transport two years ago, which clarified the position regarding collaboration.

The partnership has been promoted by the CBT, whose chief executive Stephen Joseph has been chairing the St Albans Quality Network Partnership.

Clear public transport information, more reliable journeys and new fare offers with discounts for commuters are some of the results emerging from the partnership. It brings together the county and city councils, four bus operators (Arriva the Shires and Essex, Centrebus, Metroline Travel and university-owned Uno Buses), two train operators (First Capital Connect

and London Midland) and the University of Hertfordshire to plan public transport across the whole city, with working groups focusing on different aspects of public transport.

Mr Joseph said: “We were successful in getting the law changed two years ago so it is legal for transport operators to work together, as long as the local councils say that it’s in the public interest. We wanted a pathfinder to show the potential of approaches like this and were pleased to help create this partnership.

“We hope that other councils will follow this pilot and, especially with spending cuts, that councils and operators will see this as a positive way to make best use of limited resources.”

He said the ramifications of the partnership extend beyond transport. Despite the setback of being awarded £1m of Kickstart funding before the General Election, then seeing it withdrawn by the new government, the partnership has been able to tap into other sources such as Growth Area Funding and European funds which are not normally available for buses. The councils involved are now using



Norman Baker at the launch of the St Albans Quality Network Partnership

the partnership to join up transport with other services and planning.

A further innovation is a marketing campaign, Fresh Ways to Work, which aims to help small and medium businesses with travel plans that give their employees commuting alternatives to driving, including cycling, car

sharing and public transport e-tickets on mobiles.

The partnership is looking at further developments including mini park and ride and bus priority in the city centre.

Stephen Joseph, page 41

Thameslink project plus 1800 new carriages confirmed

London's Thameslink project will go ahead in its entirety at a total capital cost of around £6bn, the Government confirmed last month.

In addition £900m of rail electrification projects on lines between London and Didcot, Newbury and Oxford, and between Liverpool, Manchester, Preston and Blackpool will also go ahead.

Britain's rail network will also be provided with 2,100 new carriages by 2019, transport secretary Philip Hammond confirmed.

The fleet will increase by a net 1850 carriages: 400 for Crossrail, 800 for Thameslink and 650 for other franchises. This last batch are the subject of negotiations with the franchised operators and they will

be delivered before 2014.

In addition hundreds of existing Thameslink carriages will be freed for use on the newly electrified lines.

The Thameslink project will be “reprofiled” with completion delayed till 2018, a move the DfT says will allow construction to be more efficient, improving the scheme's value for money and reducing risks.

A decision is expected shortly on the Intercity Express Programme to replace the 30-year old Intercity 125 high speed trains.

The IEP programme has been under review since February. The government has rejected the option of refurbishing the existing trains. Two options remain open. One is a revised, lower cost IEP bid from Agility Trains (Hitachi and John

Laing, which were named preferred bidder in February 2009) envisaging a mixture of electric trains and hybrid electric trains with a diesel engine for operating beyond the electrified network. The alternative is a new proposal for a fleet of all-electric trains which could be coupled to new diesel locomotives to continue beyond the electrified power lines.

Since the Great Western main line is one of the key routes on which HSTs are to be replaced, a decision on its further electrification will be made in the light of the outcome of the IEP review. The Government said it supports further electrification of the rail network “and will continue to consider the case for further schemes, including on the Midland main line”.

Procedure of Crossrail rolling stock and maintenance depots got under way last week. Crossrail is seeking private finance bids for a fleet of 60 trains, a light maintenance and stabling depot at Old Oak Common, and long-term maintenance and depot facilities, together with finance proposals to design, build and maintain the rolling stock and depots. The capital cost is estimated at around £1bn.

Each train will be around 200m long and able to carry up to 1,500 passengers.

Rob Holden, Crossrail chief executive, said: “We aim to benefit from, and build upon, the existing capabilities of the rolling stock industry rather than requiring a wholly new concept or design.”

Hammond acts on McNulty promise of £1bn rail savings

By David Fowler

Rail industry costs could be slashed by £50-100m by 2014 and by £600m to £1bn by 2018, according to the interim report of Sir Roy McNulty's review of rail value for money.

The key to making these savings is closer working and alignment of incentives between train operators and Network Rail, together with strong leadership throughout the industry.

Although the final report of the study is not due until next April, transport secretary Philip Hammond announced the immediate formation of a high-level government and industry group, which he will chair, to drive forward reform.

One of the outcomes could be "route or area-based alliances, aligning track or train operations". In parallel the Government will press ahead with franchise reform, with 15 years becoming the normal length of a franchise from 2013, starting with the West Coast main line.

Sir Roy's report says: "The study still has a long way to go and much work to do to complete its evidence-gathering and analysis," and stresses that it is still at an early stage in quantifying savings. "However, based on work to date, we consider that there is potential for savings of at least the dimensions indicated," says the report.

Achieving the savings will depend on implementing a package of wide-ranging initiatives. Sir Roy warns that they will require strong leadership through the industry, are highly interdependent "and few of them will achieve much impact without the others".

The report says the key to achieving cost savings is structuring the industry for cost-reduction and "how organisations and people work together... there is a pressing need to develop structures which enable infrastructure managers and train operators to work together in much closer partnership". This will require closer working between Network Rail and train operators, and greater devolution within Network Rail, which is likely to mean "a number of more autonomous,

customer-focused units at regional level within Network Rail".

Sir Roy says: "We recognise that there may not be a single structural or contractual model applicable across the GB rail system."

Other aims include greater clarity of roles between government and industry, with the Government involved in less detail and the rail industry accepting greater responsibility for achieving broad government-set objectives; a stronger focus at all levels of the industry on costs and cost reduction and the investment needed to reduce future costs. Industry should be more active in developing system-wide strategies to meet government objectives. There should be stronger incentives which focus the interests of both Network Rail and train operators on reducing costs; improved planning and decision-making on a whole system and whole-life basis; and a more cost-effective approach to standards and safety.

Its next phase the focus of the McNulty review will shift from primarily cost-saving measures to consider the value for money of fares, franchise specifications, quality of services, methods of assessing benefit/cost ratios and other factors. A preliminary analysis of the net cost to the Government of rail suggests that regional railways account for 61% of the total, costing between four and six times as much per passenger mile as long-distance franchises and the London and South East franchises.

The DfT said it would publish final proposals for industry reforms by next November.

Meanwhile, in parallel, the Government is to press ahead with franchise reform, publishing a summary of responses to its recent consultation early next year. The McNulty reforms will feed into this process, and 15 years will become the standard franchise length, with "greater incentives for operators to act efficiently and invest in improvements".

A short contract will be tendered next year to run the Greater Anglia franchise until 2013 to allow the value for money study to complete its work. The first award under the new system will be the West Coast



Sir Roy McNulty
"A pressing need for infrastructure managers and train operators to work in closer partnership"

main line franchise, to run from April 2012 to the planned opening of High Speed 2 in 2026. The East Coast Main line will follow in late 2012. The remainder will be let for 15 years as they become due between 2013 and 2016. The exceptions are Thameslink and South Eastern, which, because of the effect of Thameslink work at London Bridge station, will be re-tendered on a short-term interim basis for three to six years.

Cameras cut deaths and injuries, says study

As many as 800 more people could be killed or seriously injured each year on Britain's roads if all the fixed and mobile speed cameras operational before the road safety grant was cut this summer were decommissioned.

The findings are detailed in a report for the RAC Foundation by Professor Richard Allsop of University College London. Professor Allsop pulled together data from a

range of studies on the effectiveness of speed cameras.

He found that at camera sites there was a substantial improvement in compliance with speed limits and a particular reduction in extreme speeding. There was a marked reduction in average speeds at fixed camera sites and a more modest reduction at mobile sites.

He estimates that in the year to March 2004, cameras at more than 4000 sites prevented 3600 personal

injury collisions and saved around 1000 people from being killed or seriously injured.

National speed surveys show that in free-flowing traffic on roads with a 30mph limit, the average speed of cars fell from 33 to 30mph between 1997 and 2005. Though other factors may have had an influence, the steepest decline (between 2001 and 2005) coincided with the widespread introduction of camera enforcement.

Evidence from a west London

study showed that cameras led to a reduction in casualties beyond the camera sites.

In the year ending March 2004 the benefit/cost ratio of camera enforcement was 2.3, the report says.

RAC Foundation director Professor Stephen Glaister said: "The current crisis in funding for speed cameras – and road safety in general – leaves road users at real risk. Professor Allsop's work suggests scrapping cameras would be a big mistake."

Cameras make a significant difference

Opinion by **Prof Stephen Glaister**

They are entitled to turn cameras off, but it will be their duty to explain why

Speed cameras have the power to pit brother against sister, father against son. We all have views on them and are not frightened of articulating them. They are the road safety equivalent of Marmite; you either love them or hate them.

The latest evidence is that, perhaps against the common perception, three-quarters of the population currently believe they are acceptable, while a very vocal minority think they are simply revenue-raisers for cash-strapped central government. There are also those who argue they actually cause more accidents than they prevent.

It is into this polarised arena that the RAC Foundation has dared to tread, commissioning a piece of work from Professor Richard Allsop of University College London analysing the evidence surrounding speed cameras and their effectiveness. That work is now complete and its conclusions are unequivocal.

There are some 6,000 cameras – fixed and mobile – in operation in Great Britain and without them there are likely to be at least 800 more people killed and seriously injured on the roads each year, not to mention many more minor accidents.

Clearly these are not inconsequential figures. Indeed going by the ratio of those killed on the roads in 2009 to those seriously injured (2,222 and 24,690 respectively) some 72 people would probably die – well over one a week. In what other field of public

Professor Stephen Glaister: "The majority of the studies into cameras arrive at the conclusion that they save lives"



health would a measure be implemented which caused this number of fatalities?

Yet many local authorities are now agonising over whether they can afford to keep cameras; indeed more than one council has already hit the headlines for pulling the plug on their speed cameras. The correct question might be: can they afford not to?

The Foundation's work is unlikely to end the controversy surrounding cameras, not least because this is a very difficult area of analytical and statistical study, involving many variables. Yet the reality is that the majority of studies into cameras arrive at the same broad conclusion that they save life. There are variations in the order of magnitude involved and some stand up to scrutiny better than others, but the main message remains the same.

One of the key things about speed cameras in Britain is that they are already here. Expense-wise, the hard work has been done. It is now a question of operating and maintaining them, not finding huge sums of capital to establish a network of them. This was achieved during the main period of camera rollout between 2001 and 2005.

Staying with economics, the Foundation report also debunks the myth that cameras are big income providers for the Government. Admittedly after meeting the running and administrative costs, there has historically been a £4 surplus out of each £60 speeding penalty notice issued, but this does not seem to support the case that cameras are little more than cash cows.

The RAC Foundation has no vested interest in speed cameras (though some critics incorrectly continue to label us as part of the speed camera industry) but it does try to base its views on the available evidence, and in this case the majority of that evidence points to the fact that cameras make a significant positive difference.

Professor Allsop's report is being made available to all the highway authorities in the country so that when they do debate and decide their budgets, at least they have the relevant information at their fingertips.

Of course, under the democratic process, they are entitled to turn cameras off, but it will be their duty to explain why.

Transport executives' mixed opinions on spending review

The Comprehensive Spending Review has sparked mixed opinions in the transport community, according to the latest Accent/*Transport Times* Senior Executive Panel Survey. Half the respondents believe the effects will be positive for the transport sector, while just over a third (35%) feel that the effects will be negative.

Almost half the respondents (45%) felt the outcome of the spending review had been fair to their own area of transport, although a quarter of senior executives disagreed with this view. In this latter group Dr Alice Maynard, director at Future Inclusion commented: "Even where the review was perhaps not so swingeing, as with Transport for London, facilities that affect marginalised groups in general and disabled people in partic-

ular will be severely affected. Impact assessments are often undertaken on changes in isolation, whereas it can be changes in combination that have the most severe impact."

The majority (60%) felt that the preservation of investment in transport was the most welcome aspect of the review. Just over half the respondents (55%) said the least welcome aspect was the severe cuts to funding for local authorities, while a further quarter considered it was the Government's backing of high speed rail.

Almost half the respondents (45%) said that there was an area where they would have liked the chancellor to focus cuts in preference to where the cuts actually fell. Responses included: "high speed rail", "motorway and road building", "adjustments to the rail periodic review settlement"

and "OAP bus passes at 60".

When asked about the impact of the review on their area of transport, 70% of senior executives thought the review would present "major changes", while a further quarter felt that it would result in "minor changes". With regard to the major changes, one respondent said that the review would lead to "a stronger focus on overseas markets, significant loss in human capital in UK consultancy market, and significant loss in management capacity in public sector clients". Another respondent commented that "funding of the sector will dramatically change, with far more private and innovative mechanisms".

Rob Sheldon, managing director of Accent, which co-sponsors the research programme, said: "This

research provides an indication of how the spending review will affect the transport industry. The respondents work across both the public and private sector, allowing an insight into the thoughts of the industry as a whole.

"Ministers should take these opinions on board as our panel is very close to high level decision making on a daily basis."

• If you are a senior executive working in the transport industry and would like to be part of this bi-monthly poll on hot topics in transportation, please contact Teresa McGarry (teresa.mcgarra@accent-mr.com). Each bi-monthly survey will take no more than five minutes to complete and all answers will be treated in complete confidence unless you give your permission for us to quote you.

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Is cost-benefit analysis in need of reappraisal?

Many question whether quantifying the value of large numbers of small time savings is a sensible way of assessing transport projects. How could the system be improved?



Is there a crisis in transport appraisal? Why is it that commentators seem to presume that project appraisal using tried and tested cost-benefit analysis is somehow fundamentally flawed?

Secretary of State Philip Hammond believes his department has “the best appraisal system in Whitehall”, more objective, more quantified than anyone else’s. So he’s only looking for incremental change.

But over the last year there has been a swirl of emailed correspondence between practitioners, venting their frustration with a system of appraisal that is largely conducted under rules set by the Department for Transport.

So we have the common complaint that adding up lots and lots of “measured” small time savings is meaningless; that time savings from an improved transport system over time are transposed into quite different and unmeasured effects; that the insistence on assuming that land use and the disposition of jobs and activities are unchanged by any transport intervention removes the opportunity to assess one of the motives for making transport investment in the first place.

We purposely restrict our models from exploring how time savings will be transposed into something else of value, even though transport investments often have wider policy objectives. My question here is the wisdom of restricting ourselves from looking at these follow-on effects.

Perhaps we should reacquaint ourselves with the economic history that led to the use of cost-benefit appraisal. Victorian-era attempts at constructing transport business cases (they wouldn’t have used such a clumsy expression, of course) often looked to increased land values and rents in the area of transport improvement. But soon, economists realised that while locally values might rise, elsewhere, as a consequence of the same change

to transport accessibility, they might well fall. In other words there was a redistribution effect swamping any “real” economic effect. Better, it was thought, to consider the scale and nature of the use of the new transport system as the proper analytical starting point.

We can trace the evolution of contemporary cost-benefit analysis through welfare economic theory, constructed through the 1920s and 1930s. Much of this comes down to notions of supply and demand.

So demand for travel takes expression in a trip actually being made if

If we want to know what real world consequential effects are, that is a much more complex question

– and only if – the cost of making the trip (its “disutility”) is less than the value to the individual of making the trip. This difference is known as the consumer’s surplus. While the cost of the journey may be much the same for several clusters of users, clearly the value of the trip and hence the consumer surplus could vary widely from one individual to the next.

The effect of a transport improvement is to reduce travel disutility, which set against a set of journey opportunities means that consumers’ surpluses will rise, and some journeys that previously were not quite worth making become worthwhile (“induced demand”). Higher consumer surplus can be quantified provided we know how many people are involved, and what the change in travel disutility is and are prepared to make assumptions about the shape of the demand curve.

Disutility is the sum of those things that describe the cost of making a

trip, and this clearly includes the time it takes, which – with some research knowledge on the value of time – means that it, along with out of pocket charges, can be summed to a monetary value. And an equivalent model could be constructed for other (non-transport) activities which might similarly be of interest to government economists, and made the subject of comparable appraisals. So it is not surprising, perhaps, that the Department for Transport is cautious on innovation in appraisal.

But time-saving is a measure of benefits before they are converted into other effects, like prices, wages and property value changes. If we want to know what these “real world” consequential effects are, that is a different and much more complex question and needs a different model.

In the 1870s, Léon Walras published his theory on general equilibrium (GE), which was developed by Kenneth Arrow and Gerard Debreu in the 1950s into something that with burgeoning computational capability becomes computable general equilibrium (CGE). This can show how an economy responds to changes in key factors of production. Nothing less would satisfy the SACTRA report on Transport and the Economy which first pointed out that the conventional benefit:cost appraisal might not always fully represent the picture.

To operationalise CGE, we need to move to a model which measures the inputs and outputs of an economy working at a city or a regional scale, with transport just one component of the overall (“general”) equilibrium of supply and demand in the wider economy.

Then we can start to answer those questions about how time savings translate into economic effects over time, which are of such interest to policymakers.

Jim Steer is a director of Steer Davies Gleave and was responsible for strategic planning at the erstwhile Strategic Rail Authority.

An £800m road that no-one really needs

One of Europe's biggest and most expensive highway schemes has doubtful benefits but, despite austerity packages, is being pushed forward for political reasons

There is a very long and expensive road scheme that has escaped the cuts. Not just the cuts but virtually any attention at all, which is surprising given that, at 50 miles long and costing £800m, it is one of the most expensive highway projects in Europe.

It goes through a beautiful unspoilt area of countryside and yet so far no Swampy-type figure has been rushing to set up a camp in the beautiful countryside that it will despoil. The scheme is little-known outside the area affected and despite the cost is being pushed ahead without delay.

The reason for the lack of interest is that the road is in Northern Ireland. And the explanation for the fact that the money is still available is that, remarkably, it is being part funded with €450m (£377m) by the Irish government. Yes, the very same Republic of Ireland government which, as I write, is struggling to piece together a bail-out which involves reducing the minimum wage, putting all sorts of other very worthy projects on hold, and raising taxes through the roof.

The road in question will speed travellers from Dublin to Donegal, in the north-west of the republic, via County Tyrone, which, though in Northern Ireland, lies directly between them. The 70mph dual carriageway will replace the existing A5, which is considered inadequate, despite recent improvements to several sections.

As the new road cuts through rich unspoilt agricultural land, which is by far Tyrone's main industry, and would spoil the rather remote atmosphere which is attracting a growing number of tourists, there is predictably a big campaign mounting against the plan. This is unusual for Northern Ireland, where normal politics were in suspension for more than a generation during the Troubles.

However, the protesters have got the bit between their teeth, and a meeting at which I spoke in late November attracted more than a hundred people on a bitterly cold night.

There is no shortage of reasons for objection. The scheme is going to a public inquiry, but the protesters face an unequal task. The Northern Ireland Roads Service will have the full panoply of lawyers at the hearings while the protesters will have to scrimp and save to be represented.

Nevertheless, they are likely to put on a good show. On the face of it, with demand at just 12,000 cars per day and, from my observation of sev-

The new road cuts through unspoilt agricultural land and will spoil the rather remote atmosphere

eral hours spent on the road, no sign of overcrowding, there cannot be any justification for such a massively expensive scheme, with such damaging environmental consequences. Indeed, the killer point is that according to a consultant employed by the protesters, the scheme has a benefit-cost ratio of just 1.7, far lower than would be the benchmark for a similar project on the mainland.

Moreover, there is compelling evidence that good road connections suck development out of an area as much as being the catalyst for it. As the protesters point out, the Celtic Tiger roared while there was a grossly inadequate transport network, and now that the republic has a gleaming set of new roads, it is in a state of collapse.

There is the possibility of an alternative, because there is an old

rail alignment. The line was closed 40 years ago, but would provide a far more attractive alternative for the burgeoning tourist trade. However the idea does not even appear to have been assessed by the Stormont government.

The explanation for the drive to push the project through in the face of such obvious shortcomings is that bigger politics are involved here. The road was part of the St Andrews final peace agreement for Northern Ireland, and that is why the republic is putting up the money for a road not on its territory (which, incidentally, may be open to legal challenge, since it is questionable whether the Northern Ireland Roads Service can vest land for the main purpose of allowing republic traffic to speed through with no benefit to its own population).

The outcome of the A5 road inquiry is not only crucial for transport in the province, but also a wider test of politics of Northern Ireland. On the mainland, the Department of Transport would not put up a plan to build such an environmentally insensitive road through greenfield land because of the opposition.

Virtually all road schemes in Britain are now widening of existing routes or alterations to existing alignments. It has long been recognised that it is impossible to expand the road network to meet increasing demand.

So here's a word of advice to both the British and Irish governments. If you want to save a rather large chunk of money – unfortunately £32m will have been spent already by the time of the inquiry – revisit the plan for the road which looks like foisting a discredited transport policy on the unfortunate Irish.

Christian Wolmar's new book, *Engines of War*, has just been published by Atlantic Books, £20.



Spending review effects must be thought through

The Department for Transport's business plan sets out clear priorities – but in many cases the funding available for local authorities does not seem to match the aspirations



Local transport authorities will be watching with interest to see how the Department for Transport's recently published four-year business plan unfolds in the wake of the comprehensive spending review.

The fact that we now have a transparent programme of activities with clear priorities and milestones is a welcome development and the DfT is to be applauded. However, the business plan should not be viewed in isolation by the DfT, given that its performance is intrinsically related to that of both the public and private sectors and the outcomes of their efforts and interventions in transport investment.

While the new vision for the department recognises the importance that transport can play in stimulating economic growth and in encouraging greener and safer communities, it is evident from the business plan that much will depend on the actions of others, particularly local government.

The top priority is the construction of a new high-speed rail network to help bridge the economic North-South divide. Although commendable in principle, this ambitious project will take many years to come to fruition and will suck out huge levels of funding that could otherwise be used to improve local transport systems in the short to medium term. It remains to be seen how this will be treated in tandem with the DfT's other objectives of encouraging sustainable local travel, including light rail, and its desire to tackle carbon emissions, improve safety and reduce congestion on our roads.

Many local authorities will be faced with difficult budget choices that are likely to result in cutbacks in these crucial areas, which in turn could jeopardise the Government's aspirations if substantial levels of investment are not forthcoming at the local level.

The good news is that the DfT is committed to ending micromanage-

ment of local transport authorities through a multitude of funding streams and a frustrating range of approval processes for local initiatives. Ironically, this change in approach could be undermined by the DfT's insistence on continuing with bidding mechanisms for the scarce resources available, with the potential to divert local authority efforts into chasing the money against a backcloth of an ever-diminishing capacity and capability.

It is a widely-held view in local government that priority should be given to maintaining the existing road network during a constrained financial environment. However, capital funding for road maintenance is set to be cut by 19% over the CSR period. The

“We are entering a period of dramatic change which, although much-needed, could go drastically wrong”

Asphalt Industry Alliance suggests that poorly-maintained local roads are costing the economy £4.1bn a year in wasted staff time, claims and congestion. ADEPT has estimated that the additional costs to local authorities of works carried out by utility companies is £70m annually. The DfT response is to allocate £3m a year to achieve efficiencies through collaboration, though it is unclear how this can possibly bridge the funding gap, or go any way towards dealing with the extensive backlog of highway maintenance.

Similarly, the £1.5bn allocation for local authority major schemes only allows £900m for new projects, which will again be subject to competition. Many authorities are questioning the effort and expense needed to prepare

detailed business cases for such schemes when there remains a high risk of being unsuccessful.

On top of this, the Integrated Transport Block funding is also targeted to be cut by around £150m annually. This is money that many local authorities would be using to tackle carbon emissions and address congestion and safety issues. It is questionable whether the DfT funding profile has the right emphasis to achieve its stated goals.

£0.4bn has been top-sliced from the national budget to contribute towards the new Regional Growth Fund. Although the new fund is to be welcomed, there is a real danger that bids for this money will stuck in a new tier of bureaucracy.

We are entering a period of dramatic change which, although much-needed, could go drastically wrong unless the plethora of new directions arising from the CSR is carefully managed and the implications thought through.

For example, the government has already stated its intent to protect concessionary bus travel, but “substantial” efficiencies are to be expected. It is not clear at this stage just how these efficiencies will be achieved, but it will be an interesting challenge for the new Travel Concession Authorities, who, from next April, will have to explain to the public why in their new role they are considering the implementation of significant cuts to subsidised bus services, often those most used by people eligible for concessionary travel.

Paradoxically, the promise by bus operators to keep fare increases to no more than 2% following the CSR will be severely tested by a double whammy of subsidy cuts by local government and a possible reduction in funds to reimburse concessionary fares.

Tony Ciaburro is corporate director for environment, growth and commissioning at Northamptonshire County Council.

Freight industry has a blind spot over cyclists

Lorry driving should be recognised as a skilled occupation undertaken by highly trained individuals. Haulage companies should take the lead in enforcing higher standards

Dennis Putz was too busy chatting on his mobile phone to notice the woman cyclist in high-visibility gear.

He accelerated away from the traffic lights near Oval tube station in South London, not realising that he was dragging Catriona Patel to her death under the wheels of his lorry. He carried on for half a minute, only stopping when witnesses hammered on his cab door.

Like many lorry drivers who kill or maim cyclists, Putz tried to blame the cyclist for being in his blind spot. Police usually accept this excuse and fail to prosecute.

But the mobile phone call was not the only aggravating factor in Putz's case. He was well over the alcohol limit, having consumed almost a gallon of Guinness the previous evening.

The 51-year-old also had an appalling driving record, with his first disqualification when he was only 17. He was jailed for six months in 1995 for reckless driving and again in 2003 for 16 instances of driving an HGV while disqualified.

Last month, a jury rejected Putz's blind spot excuse: he is now serving seven years for causing death by dangerous driving and has been banned from driving for life.

But for the sake of the thousands of cyclists who have frightening encounters with lorries every day, this tragic story should not end there. Thanks to Boris's hire bikes, London is experiencing the second wave of the cycling revolution that began a decade ago. There are many novice riders out there who have yet to learn how to dodge reckless lorry drivers.

A recent study by the London School of Hygiene & Tropical Medicine found that lorries were involved in 43% of London's cycling deaths despite making only 4% of road trips. The death toll would be sharply reduced if freight companies were forced to take more responsibility for

the actions of their drivers.

Lorry driving needs to be elevated from the bottom of the jobs heap to the status of a skilled, respected, well-paid occupation undertaken by highly trained and thoroughly vetted individuals.

The freight industry views cyclists as an irritation and pays lip service to safety concerns. Some companies think they have done enough simply by sticking a sign on the nearside of the lorry's tailgate saying "do not pass" above a picture of a cyclist crossed out with a red slash.

Many companies pay their drivers for the number of trips they make,

Lorries are involved in 43% of London's cycling deaths despite making only 4% of road trips

putting them under pressure to drive too fast for the conditions. This practice is particularly prevalent among tipper lorries, which are the most lethal to cyclists.

Few companies bother to achieve voluntary quality-assurance standards, such as London's Freight Operator Recognition Scheme. These standards should be mandatory, as should Lambeth council's excellent training scheme for lorry drivers that includes sessions on bikes to make them share the cyclist's perspective.

Most lorries now have additional mirrors which remove blind spots. Claiming that a cyclist or pedestrian was in a blind spot should be taken as an admission of guilt.

Police should prosecute not just the driver but also investigate his company for corporate manslaughter if it failed to ensure he was properly vetted, trained and monitored. Taking more responsibility for drivers'

actions may actually save companies money. West Horsley Dairy halved its spending on vehicle repair and insurance excess payments after it installed cameras in the cabs of its 35 lorries.

All organisations which procure haulage services should check that they are dealing with reputable companies. Putz was driving a lorry operated by Thames Materials, a west London waste management company which has a record of breaking safety regulations and poorly maintaining its vehicles. In 2002 the traffic commissioner tried to revoke its licence to operate lorries, but this was overturned on appeal.

I tried calling Thames Materials to ask it to explain why it had engaged a driver with such a bad record and whether it was planning any safety improvements. A receptionist hung up after I had explained why I was calling.

Under the current law, it is extremely difficult to prove corporate manslaughter. There needs to be a fallback option involving a public hearing by a traffic commissioner following every fatal collision involving an HGV. Freight companies should have to prove they made every effort to ensure that their lorries are driven safely.

Cab cameras recording on a continuous loop should become standard, as should alco-locks that require a negative breath sample to switch on the engine.

While cyclists may be justified in adopting a holier-than-thou attitude to car drivers lazily stuck behind the wheel, they ought to respect lorry drivers because there is no easy alternative for moving most freight. The freight industry must earn that respect.

Ben Webster is Environment Editor of The Times



Utilities should be made to pay for digging up roads

Streetworks cause a quarter of the disruption to traffic in the capital. The Government should introduce lane rental – but that's just the start



London mayor Boris Johnson enjoys sounding off about traffic delays in London caused by road works. Together with business leaders, he has written to the transport secretary, Philip Hammond, urging him to make utility companies pay for digging up the capital's busiest roads.

On this the mayor is right. The government should get on with introducing the necessary legislation. Lane rental, as the system is known, has been discussed endlessly, and its introduction is now long overdue. Even during this current recession, traffic delays in the capital will cost an estimated £4bn a year, a quarter of which is calculated to be due to street works.

More than 100 different utility companies regularly dig up the capital's roads, and there are more than 300,000 holes a year disrupting London's streets. Making utility companies pay and giving them some incentive to accelerate their work makes sense.

But I find it odd that a mayor who is about to inflict additional congestion and pollution on one of the most heavily-trafficked areas of London has suddenly embraced the virtues of charging for road space. I refer to Boris's decision to scrap congestion charging in the western extension zone on the basis of a dodgy manifesto promise and a flawed consultation. This will add from next month another 30,000 cars a day in one of the most polluted areas of London, in addition to costing more than £55m a year in lost revenues.

Lane rental, if and when it is introduced, may help London's traffic problems. But don't expect too much. By far the greatest source of congestion is excess traffic, not road works, according to a Transport Research Laboratory study. It

found that two-thirds of congestion nationally was caused by traffic volumes, while less than 10% was attributable to road works.

In London the figures may be a bit different. But even so, such is the pent-up demand for road space that if, by magic, we were able to get rid of all London's street works, traffic would increase bringing with it additional congestion. Charging for scarce road space is the only viable long-term solution. As numerous studies have shown, half the cost of congestion could be avoided if we were to charge road users for the congestion they cause.

There are other difficulties with

The RAC Foundation, the independent transport think tank, predicts that if nothing is done congestion in London will increase by 14% over the next 20 years

lane rental. For a start, who is to be charged and who is to pay? About half the street works are done by utilities, the other half by local authorities in addition to Transport for London and Crossrail. All must be made to pay. But if the charge is simply passed on to consumers and ratepayers by regulators and local authorities, nothing will be achieved.

Whatever is charged also needs to reflect the true economic cost of the disruption caused by the works. TfL's figures show that a third of the most serious disruption in London occurs on just four main roads: the A40, the A406, Marylebone Road and the Blackwall Tunnel.

In my area of west London, the National Grid has been causing havoc for months, renewing gas pipelines. Getting information about the works, how many people and what shifts they are working is impossible. National Grid, like almost all those who dig up our streets, believes in keeping such information to itself. Why are the works frequently unmanned? Why is night working on all strategic roads not the norm? In Japan no contractor, except in case of emergency repairs, is allowed to disrupt roads between 6am and 10pm. All work must be done overnight, and any holes left unfilled have to be plated over so as not to hinder traffic.

The National Joint Utilities Group (NJUG) says that forcing utility companies to do street works at night would increase its members' costs by more than a third, which would result in higher domestic fuel charges. NJUG also claims that lane rental would cost the industry £750m a year, adding an extra £34 a year to household bills. But such scare figures ignore the economic damage done by the sluggardly, "have another cup of tea" approach to street works at key junctions.

Lane rental is not unimportant, but it is, in reality, a minor solution nibbling at the margins of a much bigger problem. The RAC Foundation, the independent transport think tank, predicts that if nothing is done congestion in London will increase by 14% over the next 20 years. That may be too optimistic, but the foundation has rightly described the mayor's lack of a strategy to control demand for road space as "inadequate... unrealistic... not credible".

Adam Raphael, a former executive editor of *The Observer* and transport correspondent of *The Economist*, is the associate editor of *Transport Times*. He is a former presenter of BBC's *Newsnight* and an award-winning investigative journalist.



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GRANDS PROJETS

Improved urban transport tops citizens' wish lists

A new survey of what makes cities desirable places in which to live and work found transport was rated a much higher priority than education, environment, healthcare and a host of other factors, says **Iain Scott**



Iain Scott: "Citizens are getting on their bikes again."

When the Economist Intelligence Unit, commissioned by electronics giant Philips, launched a global survey of urban professionals earlier this year to understand better what "urban liveability" means for citizens, we knew transport would feature highly. But we weren't prepared for the degree to which transport issues galvanise citizens and dominate their thinking.

Affordability and jobs top citizens' list of factors that make a city an attractive place in which to live and work. But public transport, roads and parking are in second place – ahead of safety and security, culture, childcare and education, parks, environment, architecture, healthcare and shopping. Transport issues are far and away the first thing citizens would improve to make city life less stressful, with cleanliness and environment a distant second. And mayors take note: if you want to make your city more competitive for business, say our survey panelists, fix public transport and roads first, before you improve schools and safety – and well before you go out to bid for major sporting events.

Throughout our survey, the message is clear: a city's liveability depends to a great extent on its transport system. It's a message that policymakers already understand. But this is an increasingly challenging exercise for civic leaders.

While citizens see civic leaders as the ones in charge, those leaders often find that their hands are tied when it comes to making big decisions – the chequebook, and the final say on policy, is usually held by the state, which often leads to a policy tug-of-war. This happens even in global centres such as London and New York.

Istanbul is a prime example. Its traffic problem is so bad – it can take an hour each way to cross the Bosphorus Strait on one of the two

existing road bridges – that it is undermining the city's ambition to be the region's cultural, economic and logistical hub, and even affects Turkey's bid to join the EU. But transport plans risk turning to dust in the hands of the 20 individual bodies – mostly based in Turkey's capital, Ankara – that wield power over Istanbul's transport network.

Traffic in developed world cities has built up gradually over many years, giving policymakers time and resources to creatively solve problems. But traffic problems in the developing world are a more recent phenomenon, brought on by expanding economies, inward migration and a rapidly-growing middle class.

While citizens see civic leaders as the ones in charge, those leaders often find their hands tied when it comes to making big decisions

Affordable, simple solutions are hard to find, which is why policymakers around the world are watching Bogotá, Colombia, with interest. Bogotá's solution to an explosion of traffic in the 1990s is a bus system covering 84km and moving 1.7m passengers per day – the largest volume of any bus system in the world. Cheap and quick to build, it is also the first transport project able to tap into the climate funding through the Clean Development Mechanism, one of the measures in the Kyoto Protocol on climate change.

That last point is not simply greenwash. Our survey shows that pollution ranks fourth in citizens' list of worries about critical pressures facing their city in the next few years. Improving air quality is rarely

held up as the prime mover behind a city's transport policy, but it is certainly a desirable outcome.

Decisions made over transport issues have effects far beyond the obvious advantage of making it easier for citizens to get from A to B. The streetcar system in Portland, Oregon, stops every two blocks; at each stop, a cluster of commercial and other development has grown up.

Meanwhile, even citizens in massive metropolises such as Shanghai and London, who long ago turned their backs on bicycles, are learning to get on their bikes again and proving that cycling is not necessarily just the preserve of small, flat cities such as Amsterdam and Copenhagen.

Our report also draws policymakers' attention to the increasing importance of addressing the needs of older citizens. Over-60s are no different from anyone else in our survey when it comes to declaring their city an excellent place to live, but they are more likely than younger respondents to say that life in their city is getting tougher. Public transport and mobility issues play a large part in older citizens' thinking. Growing numbers of older voters mean policymakers will not be able to ignore the needs of this group in future.

City budgets are under strain, and their populations continue to grow. In these circumstances, providing effective transport systems will not get any easier. But our survey offers a final note of cheer for policymakers – of a list of factors, including education, policing and the environment, the one for which citizens would far rather pay more to improve its quality is transport.

The Economist Intelligence Unit report, Liveable Cities: Challenges and opportunities for policymakers, commissioned by Philips, is available for free download from businessresearch.eiu.com/liveable-cities.html.

Iain Scott is a Senior Editor at the Economist Intelligence Unit

Is the North Losing Out on Transport?

Promoting Balanced Economic Growth through Transport Investment

One Day Conference, 3 March 2011, Manchester



Confirmed Keynote Speaker: Rt Hon Philip Hammond MP, Secretary of State for Transport

The government promised to give priority to spending that supports growth in our economy. Transport does just that. Its role in urban and national competitiveness; in supporting and creating jobs; and in regenerating deprived areas is well documented. The CSR appeared to recognise this fact with transport faring better than other policy areas. However, there remain serious concerns that the historic imbalance of transport investment which has seen the North lose out, has still not sufficiently been rectified.

Key issues for discussion:

- What has been the impact of the CSR on re-balancing the economy?
- Can giving the lion's share of transport investment to London be justified?
- What is the Government doing to promote the key transport projects that have most impact on the economy of the North?
- Has devolved government made Scotland as big a competitor as London for the North?
- Will the LEPs and the Regional Growth Fund have sufficient money to have any teeth?
- How can we prevent the transition from RDAs to LEPs from stalling decision-making and investment in regional transport initiatives?
- How can local authorities harness the Tax Incremental Funding powers to best effect?
- What will be the implications of the white paper on Sub-National Economic Growth?



Other Confirmed Speakers include:

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- **Prof Tony Travers**, Director, LSE London
- **Prof Michael Parkinson CBE**, Director, European Institute for Urban Affairs, Liverpool John Moores University
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From: **Paul Everitt**

Subj: **Van CO₂: the reality**

The automotive industry is committed progressively to deliver low, lower and ultra-low carbon vehicles. Markets around the world are demanding more sustainable vehicles and industry invests millions of pounds every year to meet these expectations. During the last 10 years manufacturers have made significant progress with advances in engine technology, vehicle design, lightweight materials and aerodynamics. The benefits of these investments can be seen in the progress made to improve fuel efficiency, reduce hazardous emissions and make vehicles safer for occupants and other road users.

Ben Webster claims proposed European emissions limits for vans are too lenient (*Transport Times* last month). In the debates and discussions surrounding the introduction of CO₂ legislation for vans in Europe, industry recognises its responsibility to deliver environmental improvements, but stressed these must be

balanced by economic and social considerations. The sector is still recovering from the financial crisis, access to finance remains difficult and employees across the industry have made significant sacrifices to sustain industrial capability across Europe. In the coming weeks the European Commission and Parliament and individual member states will seek to agree a complex framework of legislation that could have profound implications for companies, their employees and shareholders.

The industry has made great progress in reducing CO₂ emissions from passenger cars. Average new car CO₂ emissions have fallen by 25% since 1997 and companies are making significant investments in technologies and seeking to establish markets for an array of new products. The launch of the UK government's plug-in car grant in January will signal the availability of practical ultra-low carbon cars. This is great news and demonstrates the industry's commitment. It is important, however, to recognise that these improvements are not necessarily easily transferred to the van market.

The van market already has a high proportion of diesel engines which, because these are working vehicles, already benefit from significant fuel efficiency optimisation. The van market is also extremely diverse, has much longer production cycles and extremely low profit margins. The European automotive industry is looking for challenging, but achievable long-term CO₂ targets. These should allow industry to deliver flexible solutions that maintain European industrial activity and jobs, while meeting an appropriate level of carbon reduction. Targets that ask industry to do too much, too soon, risk our industrial future with little or no environmental benefit.

Paul Everitt
Chief executive
SMMT

From: **Peter Shipp**

Subj: **Missing Hull**

I have welcomed the actions by the Campaign for Better Transport which is rightly concerned about the damaging effect of proposed funding cuts on local bus services, but I was disappointed at the omission of Hull from their recent study of least car-dependent English cities.

This was a welcome and interesting report but how does the CBT define "the main 19 English cities", I wonder?

I would have assumed this would be based on population but CBT's list includes four cities which have much smaller populations than Hull – down to Cambridge with just 115,000 – and I am not sure that Luton and Milton Keynes are even cities (apologies to both if I'm wrong!).

Particularly as I believe Hull has a pretty comprehensive bus network

and relatively low car ownership – and a population of 240,000 – it would have been very interesting to see how this city was ranked and I hope it might have been reasonably high on the list.

It is interesting to note that Bradford (467,000) and Wakefield (316,000) are also omitted – I do hope it has nothing to do with the fact that all three are in Yorkshire!

Altogether there are 15 cities listed as having larger populations than Cambridge but which are not on this still fascinating list.

Peter Shipp
Chairman and chief executive
EYMS Group Ltd.
Hull

Sheena Craig, Campaign for Better Transport communications manager replies: For the Car Dependency Scorecard we selected the top two urban areas by population size in each of the eight regions of England. For the south and south-east, due to the high numbers of commuters in these regions, we added an additional place (Milton Keynes and Cambridge). We chose not to grade cities in Wales, Scotland or Northern Ireland as these have devolved administrations and therefore transport statistics collected by local authority areas in England are sadly not necessarily comparable for other parts of the UK.

We hope to run this research in future years with the aim of expanding the number of cities we analyse. We did indeed also include some urban areas which we felt were comparable to cities in the region, and we stated this clearly in the report.

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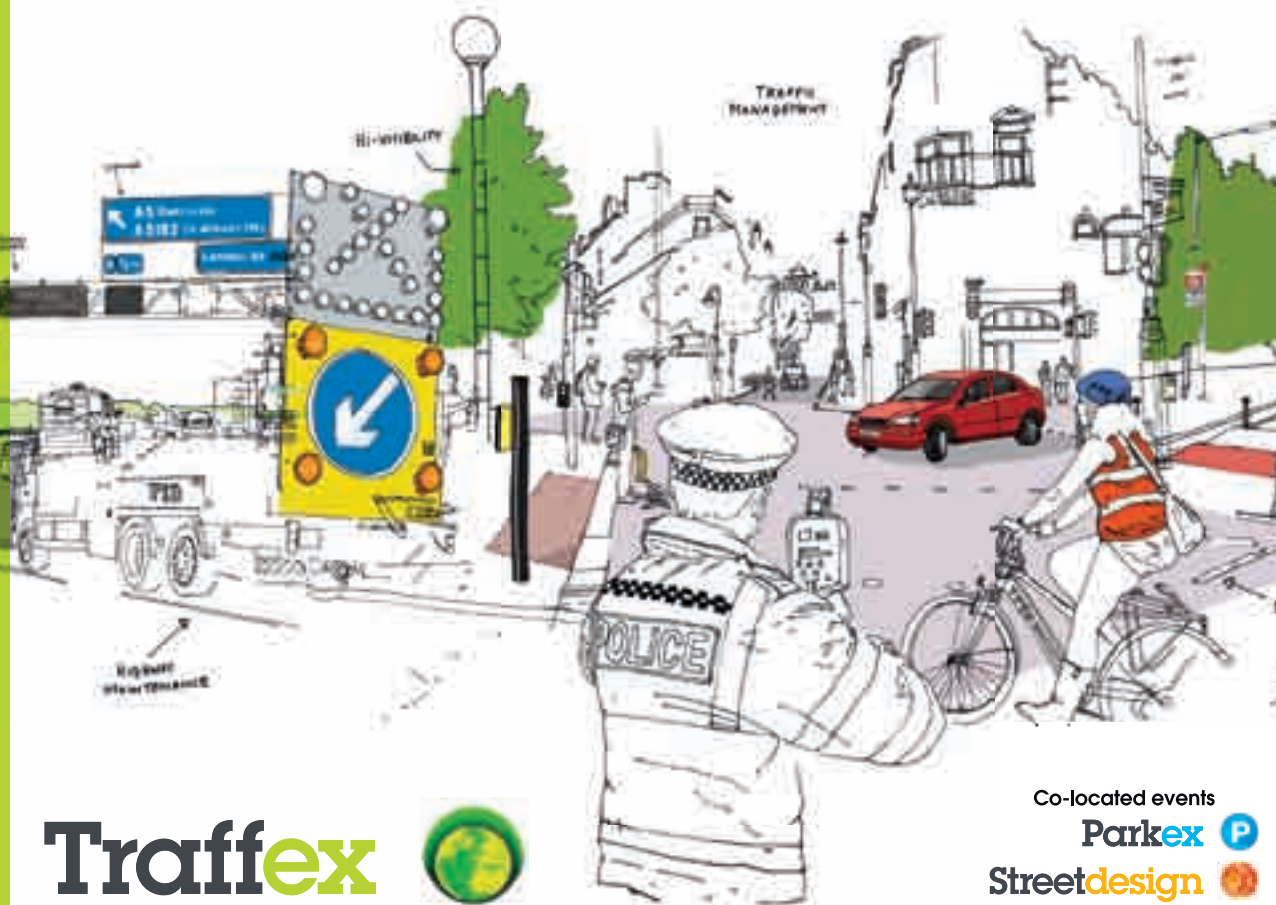


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**scottish
transport awards
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Pride of Scotland

Scotland's transport industry gathered to celebrate and honour unique achievement in the eighth Scottish Transport Awards last month



Innovation and excellence were centre stage again last month at the Scottish Transport Awards. The awards, in their eighth year, have become a fixture in the calendar and demonstrate that Scotland's practitioners are the equal of any in the UK.

Scottish Transport Local Authority of the Year

The most prestigious award of the night, Scottish Transport Local Authority of the Year, went to Fife Council, whose committed enthusiastic team impressed the judges with their strength in innovation, their ability to overcome hurdles and their effective ability to lobby and work with the private sector in pursuit of common goals.

Progress has been made across the board, with road accident figures at an all time low, a 90% increase in cycling to work since 2007, a 5% drop in the number of children being driven to school and a 25% reduction in crime across the public transport network.

Fife is 80% of the way through introducing mandatory 20mph zones in all residential areas. There has been a 44% increase in cycling over the whole cycling network and the Kincardine to Culross cycleway has recently been completed.

On the environment front, the main road through Cupar town centre has been made an air quality management area. Fife is working with Transport Scotland to devise a public transport strategy as part of plans to minimise emissions from the new Forth Crossing. New technology is being tried out to allow the level of street lighting to be varied at different times of day – on trial sites energy has been reduced by 35%.

Aberdeenshire was commended in this section.

Public Transport Operator of the Year

Public Transport Operator of the Year went to Caledonian MacBrayne Hebridean & Clyde Ferries. Since 2007 the company has introduced a wide-ranging series of improvements to its services, including a complete overhaul of its passenger information services, in response to shortcomings revealed the previous winter. It has revamped the timetable responding to community feedback, improved on-board passenger and catering facilities, and increased investment in staff training. Passenger satisfaction has significantly increased, as have bookings.



Scottish Transport Local Authority of the Year: Fife Council

Best Bus Service

The award for Best Bus Service went to the Highlands and Islands Transport Partnership, Hitrans, for the Inverness Airport Jet network. In partnership with Rapsons Coaches, Hitrans secured a bus route development grant to upgrade its flagship service 11 which runs from Inverness city centre to the airport. A new link beyond the airport to Nairn was added. The initiative was the culmination of several years of activity by Hitrans to improve public transport links to the airport following substantial passenger growth in recent years.

The viability of service 11, rebranded as "Jet", was achieved by linking residential areas to employment and education facilities along the route, as well as serving the airport. Service frequency was improved to 30 minutes. Buses and bus stops were improved, with real-time information at stops. Passenger numbers have grown at an increasing rate, from 12% in the first year to 29% in year three.

McGill's Buses, an independent operator in the Inverclyde area, was commended.

Advanced Road Safety, Traffic Management and Enforcement

Glasgow City Council took the honours in the Advanced Road Safety, Traffic Management and Enforcement section, sponsored by FirstGroup, with its Go Safe project.

Glasgow adopted a target of reducing road accidents involving death or serious injury of 60% by 2010 (70% for accidents involving children). A new focused approach led to the creation in 2009 of the Go Slow Glasgow Road Safety Partnership bringing together the council, emergency services, the NHS and others.

It has undertaken campaigns including STARS, the largest road safety programme in the city's history. Every primary school set up a team to look at road safety issues affecting the school community. Another campaign addressed older road users, who are involved in more accidents than would be expected based purely on their numbers. The council reports a significant reduction in road casualties in 2010.

South Lanarkshire Council and Strath-

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scottish transport awards

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clyde Partnership for Transport were commended for their route action plans for reducing casualties on rural roads.

Best Transport Integration

Dundee City Council won the accolade for Best Transport Integration with its Dundee Travel Active project. With consultant JMP it devised a £2.2m package designed to promote active travel as well as addressing health issues in the city. Ten projects are being undertaken over a three-year timescale, with three themes: promoting behaviour change; improving information on active travel options; and improving infrastructure. Dundee Travel Active has strong links with NHS Tayside and the Community Health Partnership. One strand supports NHS programmes by providing one-to-one advice on the benefits of active travel. Eighteen months into the programme, 2,000 conversations with individuals have been held, with 35% reporting an increase in the amount of physical activity they undertake.

Best Practice in Travel to School and Work

The award for Best Practice in Travel to School and Work was won by Scottish Borders Council for its Green Feet Forward initiative, a sustainable travel award scheme designed to prise children in rural areas away from the on-demand parent taxi service and to encourage them to use buses where possible.

The scheme awards points to pupils according to how they travel to school, ranging from 10 points for walking, cycling or



Best Practice in Travel to School and Work: Scottish Borders Council

bus to one point for private car. Enthusiasm has been high, with every primary school in Scottish Borders participating, and a reduction of up to 11.2% in car use compared with the previous year.

North Lanarkshire Council was commended for its school travel plan for the Cumbernauld/St Andrews primary schools joint campus, which has over 900 children.

Cycling Improvements

South Ayrshire came out top in the Cycling Improvements category, for its development of cycling routes on the west coast of Scotland since 2002. Its programme of

improvements to cycling infrastructure has been matched by a steady increase in their use – with a 243% rise in the use of off-road routes since 2005. There has also been an increase in on-road commuting.

Walking and Public Realm

Glasgow City Council also took the Walking and Public Realm award with its three-phase project started in 2005 to improve the city's public areas and introduce new pedestrian and tourist signs. Major commercial and mixed use streets in the city centre and Merchant City were redesigned, realigning them towards historic buildings, widening pavements, removing parking and limiting car use. A new piazza was created to transform the character of John Street in the Merchant City and a new square and events space were created around the former Sheriff Court complex. In 2008 the council decided to renew its tourist signs. The complete £1.8m capital cost was financed by partner Clearchannel UK through commercial advertising, making Glasgow the only city in the UK that has a complete system of signs paid for by the private sector.

Contribution to Sustainable Transport

Contribution to Sustainable Transport, sponsored by GoSkills, was won by First-Group's DriveGreen eco-driving technology scheme.

The group has installed DriveGreen technology on its entire 8,500-strong UK bus fleet, as part of a strategy to improve fuel efficiency and reduce carbon dioxide emissions by 25%.

DriveGreen uses GPS technology to detect driving movements and reports back to the driver, measuring rates of acceleration and braking, detecting hard cornering

Public Transport Operator of the Year: Caledonian MacBrayne Hebridean



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Local Transport Authority of the Year

Fife Council's job is to make Fife a great place to live, work and visit. It's not a hard sell. Between our award winning beaches, superb shopping and excellent housing and schools Fife can provide a quality of life that is second to none.

One area Fife is particularly good at is transport. Our transport network is one of the most sustainable and integrated in the country, so that you can enjoy all that Fife has to offer. This continual improvement in every service that we offer has led to us being awarded Local Transport Authority of the Year 2010.

In just a few short years we have launched a new bus service which is set to substantially exceed first year passenger predictions; introduced mandatory 20mph zones in 80% of residential areas and have developed travel plans for 56% of Fife's schools. We have also made improvements which have led to a 44% increase in cycling; designed urban traffic management systems to improve air quality; reduced reported crime on public transport by 25% and developed new technology which will cut energy use on street lighting by a third.

Our achievements are helping improve local conditions for economic development and community safety, while also helping us become Scotland's leading 'green' council.

We're proud of what we've achieved – now come and experience it!

Helping make Fife a great place to live work and visit

scottish transport awards

from page 24

and sudden lane-changing.

Red, amber and green LEDs on the dashboard provide feedback to the driver on how smoothly they are driving. Downloaded data allows drivers to study the overall quality of their driving on a website accessible at the depot or at home, with a score allocated, to encourage them to try to improve their performance. There are prizes for the drivers with the best and most improved scores. Since the scheme started a year ago, there has been a 70% reduction in undesirable driving manoeuvres and a 10% improvement in fuel efficiency.

Pentland Ferries' new fuel-efficient catamaran ferry on the Orkney-Caithness route, MV Pentalina, was commended.

Best Project

Morgan Vinci took the award for Best Project for the Upper Forth Crossing at Kincardine. The joint venture of Morgan Est and Vinci Construction was the main contractor for the £120m project comprising a 1.2km multispan bridge and 5.3km of approach roads. The project was designed to reduce congestion, noise and air pollution in Kincardine arising from congestion on the existing 1936 crossing of the Firth of Forth. Completed on time and budget at the end of 2008, the new structure also allowed the existing bridge to be closed for refurbishment without disruption or long traffic diversions.

The bridge was the second longest in the world to be built using the incremental launch technique. Launching was conducted from a disused power station on the north bank, minimising disruption to the more environmentally-sensitive south bank. Construction had to contend with



Transport Partnership:
Transport Scotland
and Logica

the fact that most of the site was in the Forth flood plain and also in a former coal mining area.

Nestrans was commended for the re-opening of Laurencekirk station on the East Coast main line, allowing residents of the growing town to commute to Aberdeen, Dundee and beyond by train.

Excellence in Technology and Innovation

The award for Excellence in Technology and Innovation went to Lothian Buses and the City of Edinburgh Council for the Bus-tracker real time information system. Orig-

nally introduced in 2004, it was expanded in 2008 with the launch of the mybustracker website along with a WAP site for mobile phone users. In August 2009 an iPhone application, EdinBus, was launched which uses GPS to locate the user and gives walking directions to local bus stops. A similar Android application has followed.

Working with system provider Ineo Systrans, signs at main bus stops have been supplemented by smaller signs suited to less heavily used routes at 40 locations. A bus stop information sign with audio capability, triggered by an RNIB React fob or a Scottish concessionary travel card, has been installed outside the Royal Blind School on Craigmillar Park. Benefits for Lothian buses include the ability to recover more quickly from service disruptions.

Amey and Transport Scotland were commended for its use of a "portable" variable message sign system to manage traffic queues and improve safety during roadworks on a stretch of the M74 which had a history of serious accidents.

Transport Partnership

Transport Scotland and Logica took the honours in the Transport Partnership category for Scotland's smart ticket concessionary travel project. The four-year project to introduce smart ticket infrastructure was completed this year. It was a huge undertaking, creating the largest ITSO ticketing scheme in the world, processing 12 million journeys every month.

It involved installing new electronic ticket machines on all 7,000 buses in Scotland, the installation of back office systems at over 200 bus operator sites, introduction

Best Project: Morgan
Vinci



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Dundee Travel Active: transport improving health

Dundee City Council are proud winners of the 2010 Scottish Transport Award for Best Transport Integration for the Dundee Travel Active programme.

Dundee Travel Active is a £2.2M programme which works to increase levels of walking and cycling to improve physical health and mental wellbeing. Finance comes largely from the Scottish Government's Smarter Choices, Smarter Places fund. Dundee Travel Active has delivered a comprehensive package of:

- improvements to active travel infrastructure
- improved information
- assistance to enable more active travel for people with particular needs, and
- a wide-ranging programme to encourage people to get more activity in their day-to-day lives.

The results are encouraging: 40% of people participating report they are getting more exercise as a result. People notice the benefits of being more active. Typical quotes are: "I am speaking to more people and don't feel so isolated", "My asthma seems to be clearer and I have lost weight".

Dundee City Council wishes to thank all our partners that have helped make Dundee Travel Active happen, and all the many thousands of local people that have engaged so enthusiastically.



"I am getting fitter and having more fun with kids"
(Dundee resident)



scottish transport awards



Above – Excellence in Marketing and Travel Planning: ScotRail

Below – Frontline Employee of the Year Willie Dixon and Young Transport Professional of the Year Dr Jillian Anable

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of secure electronic data transfer and a new secure communications hub to receive transaction details sent from depots. A bespoke reimbursement system developed by Logica to calculate payments to operators worked first time.

Over a million smartcards had to be issued and distributed.

Benefits include a reduction in fraud, accurate information for reimbursing bus operators and accurate data on the use of concessionary cards for Transport Scotland. Scotland is now ready for the next step towards introducing a single smart ticket for any journey in the country.

Commendations went to the Scottish Transport Credit Union, and to Arriva and Renfrewshire Community Planning Partnership for their Youth Bus and Gym Bus projects.

Excellence in Marketing and Travel Planning

The award for Excellence in Marketing and Travel Planning went to ScotRail's partnership promotion with Sainsbury's, in its third year, whereby customers of the supermarket were offered a £15 flat fare to travel anywhere in Scotland, with the option of taking a child at no cost. In 2009/10 the promotion ran at all 35 Sainsbury's stores in Scotland. Vouchers were distributed both in the supermarkets themselves and online. It was the most successful campaign yet, with a 59% increase in sales and a 71% rise in revenue generated over the year before. Over 50% of people taking up the offer would have travelled by a competing mode in the absence of the offer.

Frontline Employee of the Year

ScotRail's Willie Dixon won the accolade of Frontline Employee of the Year. A railwayman for 30 years and a ScotRail driver since 1992, he was praised for his actions after his train was derailed by a landslide

at the Falls of Cruchanan, which left it with one carriage hanging over an embankment above the A85. Mr Dixon was the last to leave the train – after leading many of the passengers to safety he returned to double-check that no-one was left on board – though he gives credit to his colleagues, insisting it was a team effort.

Edinburgh Airport's Carol Lawton, who brought in significant improvements while covering maternity leave for the service delivery operations manager, was commended, as was Fife Council's Graeme Ritchie, who, while driving a snowplough in last year's severe weather, had to deal with a live electricity cable which had fallen on to the road.

Awards nominated by the judges

ScotRail managing director Steve Montgomery was honoured for his Outstanding Contribution to Transport across Scotland. A long-term ScotRail man who has been with the company before the change in control from National Express to FirstGroup, he took over as managing director two years ago. He impressed the judges with the unassuming and understated way he went about his job, main-

taining good relations with stakeholders and motivating his staff, and continuing ScotRail's success.

Aberdeen University's Dr Jillian Anable was named Young Transport Professional of the Year. David Begg, chair of the judging panel, said she had demonstrated that transport academics from Scotland can excel not just at UK level, but also on the world stage. She had successfully bridged the gap between academia and decision-makers in the private and public sectors and had enriched quality of thinking and debate within transport.

Dr Anable came to Scotland eight years to take up the post of research fellow at Robert Gordon University, moving to become a senior research fellow at Aberdeen University three years later.

She has developed a deserved reputation as one of the top researchers in the country on the impact transport has on climate change, with clients including the Department for Transport, Transport for London and the Commission on Climate Change.

She has also been crucial in helping us to understand the psychology of motorists and their behaviour patterns, said the judges.



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A collective route to prosperity

Two years after Greater Manchester voters rejected a package of transport improvements, partly funded by a congestion charge, the city has bounced back. It has set up a £1.5bn transport fund, and last month gained the green light for new strategic governance arrangements.

In this special feature we look at the city-region's progress on the Metrolink extensions (page 34), plans for smart technology (35), the new governance arrangements (37), the role of buses (38) and the importance of the Northern Hub (page 38). On this page the GMPTE's **David Leather** outlines the overall approach, which has put transport at the heart of economic development

Greater Manchester's economy is now the largest outside London and the rate at which our infrastructure is expanding is matched only in the capital city.

This has been possible only because of a collective approach to achieving prosperity for Greater Manchester.

The creation of the Greater Manchester Transport Fund is further evidence of the Greater Manchester leaders' focus on growing the economy and the importance of public transport to help to achieve it.

The Greater Manchester Transport Fund prioritises transport infrastructure projects based on the value they can add to the local economy. These benefits will be real and measurable, not least in the creation of more than 20,000 jobs that would not exist without the investment and in the contribution these incomes will be making to the economy.

Passengers are already seeing the value of investment in Metrolink

The scope of the public transport projects being delivered by the transport fund ranges from new transport interchanges and park and ride schemes to a new busway and the trebling in size of the Metrolink network.

It is worth around £1.5bn and through the fund passengers will benefit from an expanded Metrolink reaching into Ashton and Didsbury, Manchester Airport and lines to Oldham and Rochdale town centres.

Passengers are already seeing the value of investment in Metrolink. A package of improvements has included new trams (with more on the way), line renewals, major facelifts at stations and the introduction of new, better, ticket machines.

The new machines give passengers more ticket choices and the ability to pay with cards, not just cash. This is about making it easier for passengers to choose public

transport and we will be building on this in the future with smart tickets and integrated fares.

These are tough times for the public sector and our approach to financing transport improvements is matched by the commitment of the ten councils making up AGMA, the Association of Greater Manchester Authorities.

The funding strategy builds in stability which enables the ten councils and the PTE to have a longer-term planning horizon.

The successful arrival of a cross-city bus package will better connect travellers routing through the centre of the conurbation from places like Middleton, Salford and East Didsbury. The £54m plan includes measures from bus lanes, bus gating, junction changes and improved pedestrian

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crossing points to improvements for cyclists and an enhanced public realm for pedestrians. The new interchange at Rochdale will be good news for passengers and for the local authority's regeneration plans for the town.

The renewed commitment to high speed rail in the Chancellor's statement offers the prospect of connecting Manchester and the capital in just 75 minutes.

High speed rail would revolutionise Britain's rail network with trains running at up to 250mph linking London to Birmingham, Manchester, the East Midlands, Sheffield and Leeds.

We are working with High Speed 2 to identify potential locations for a city centre station, as well as the site of an interchange station in Greater Manchester at Manchester Airport.

We are also working with Network Rail and Manchester City Council on a £25m scheme to improve Victoria station, the second busiest railway station in Greater Manchester, with approximately seven million passengers annually.

Its passenger facilities are outdated and in need of improvement. The city needs a station which matches its environment and the regeneration already taking place around it. Network Rail is aiming for completion in 2014 and this will act as a catalyst for the regeneration of that area of the city centre.

Meanwhile Network Rail is working with GMPTE and other stakeholders on the Northern Hub project to unblock the bottleneck in the rail network around Manchester. The Northern Hub solutions will allow faster, more frequent and more reliable services into and out of Manchester – capacity for an extra 700 trains a day.

The cost of the Northern Hub programme is approximately £530m, but the benefits are estimated to be in excess of £4bn. Network Rail is currently refining its proposals for inclusion in its strategic business plan, due in September 2011. The intention is that it is included in the DfT's 2012 capital expenditure plans for 2014 onwards.

Next year will see the Greater Manchester Combined Authority established and the PTE's transition to become Transport for Greater Manchester (TfGM). This will bring new powers, new responsibilities – and new opportunities.

The new authority takes the work of AGMA to the next level. The authority will give Greater Manchester greater local control over issues which affect everyone including transport, housing, economic development, skills and job creation.

TfGM will be responsible for transport across Greater Manchester, providing a consistent point of strategic coordination across all elements of the local transport system. The model is designed to add value in those areas where travellers can genuinely benefit, and the governance arrangements

The £1.5bn Greater Manchester Transport Fund covers transport interchange and park and ride schemes as well as extensions to the Metrolink system



Investment – and bids for future funds – will be honed more than ever to bring about economic and passenger benefits.

respect the important continuing role of local councils in providing local solutions for community needs.

On the roads, TfGM will provide the mechanism for daily coordination of operations across Greater Manchester's motorway and strategic highway networks to help minimise the impact of incidents and maintenance work across the system.

On the railways, the new body will benefit from a stronger voice in franchising and local investment decisions by providing strategic input on the needs of the sub-region.

TfGM can also have a key role in developing a coordinated, marketing approach to promoting smarter travel choices that help address the impact of commuting and that support more of our residents to access new employment. This is a key aspiration of the Local Sustainable Transport Fund.

Having this single focus for transport

generally, not just for modes of public transport, will give volume and coherence to the voice of the passenger.

Investment – and bids for future funds – will be honed more than ever to bring about economic and passenger benefits.

There is promise for the future: November's announcement by the Government confirmed investment in extra carriages and the electrification of the Lancashire Triangle, the lines between Manchester, Liverpool, Preston and Blackpool.

The Greater Manchester Transport Fund will enable us to continue to expand our transport network in Greater Manchester despite the difficult economic environment so that we can continue to improve services for passengers.

David Leather is chief executive of the Greater Manchester Passenger Transport Executive

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Network set to triple in size

Metrolink's £1.5bn investment is starting to bear fruit with major new extensions set to open from next spring. **Phil Pu**

Metrolink passengers in Greater Manchester are already seeing a return on the major investment in the network and more is coming as we progress with a major expansion in the network which has carried passengers since 1992.

When completed, this £1.5bn expansion will have delivered a network three times the size it is today, with passengers being offered a significantly improved travelling experience.

Around 20 million journeys a year are now made on a 23-mile network which links Bury in the north, Altrincham in the south, and Eccles in the west to Manchester city centre.

Passenger journeys are set to rise to more than 90,000 daily when the first phase of

Passengers will see a more flexible and responsive tram service

the expansion is complete, taking more than five million car journeys a year off the region's roads.

By 2012 we will have connected people and businesses in Oldham to Metrolink, along an eastern route to Droylsden in Tameside, and around Chorlton in South Manchester. The prestigious MediaCityUK development in Salford Quays – new home to parts of the BBC and a development predicted to generate more than 15,000 jobs – is already on the network via a new spur from the existing Eccles line.

Metrolink will reach still further in future, touching communities in Rochdale, Ashton-under-Lyne, and Didsbury and stretching out past Wythenshawe to better connect Manchester Airport's commercial and holiday travellers.

Meanwhile, a second line across Manchester city centre will be built to improve the capacity and resilience of the network.

As well as the obvious benefits to people who will be able to add Metrolink to their travel choice in future, the opening of the lines will have a regenerative effect for the communities all along their routes.

Engineering and building are the starting point for improving services for passengers. A new 67,000m² depot at Trafford will enable us to stable and maintain up to 40 trams.

For passengers it means they will see a more flexible and responsive tram service. An expanded fleet running on a network with improved operating technology means Metrolink will be better able to respond to peak periods, not just in the

A smart future

Developments in technology across a broad front will vastly improve convenience for passengers in the next few years, says **David Hytch**

Exploiting technology is the key to enhancing passenger choice and their travel experience in the future.

A new operating system for Metrolink will give us the power to share directly with passengers for the first time real-time information about how their trams are running. This will be more than on-platform announcements or electronic noticeboards: it will be in formats sent direct to our passengers' pockets.

The upgrade of our Metrolink ticket machines has added the convenience for passengers of enabling payments by card as well as cash. To help passengers make the choice of public transport in the future we are building further on this convenience and plan to introduce smartcards from 2012.

Initially, this will be for Metrolink travellers but we are already discussing with bus and train operators properly integrating the system so one card covers all modes. There will be a shared objective of making it as easy and convenient as possible for people to use public transport.

More than 500,000 smartcards are already in the hands of Greater Manches-

ter's over-60s and disabled people. We have just introduced our "igo card" – a travel pass for under-16s – which also has the potential to provide a platform for future products.

Our smartcard plan also sees us plugging into the technology of contactless bank cards where small-value purchases can be made cashless.

Technology will be used elsewhere so it is easier for people to make public transport their travel choice. We are committed to the Greater Manchester "open data" initiative so we plan to give passengers as much information as possible on as many channels and platforms as possible.

The technology already exists to which can be added the creative applications passengers can use: our free Metroshuttle buses, for example, can provide real-time data. We're looking now at how we can exploit that for travellers, but it doesn't have to be GMPTE that designs these creative applications. Our objective is to give passengers an enhanced experience which makes them want to take public transport.

Manchester has the largest traffic sensor network in the UK which helps Greater Manchester Urban Traffic Control monitor

The more we know about what passengers want, the more we can meet their expectations in what we provide

movements and keep the roads running. Making that data available to the public and businesses will enable people to make choices about how they move themselves or their goods around roads.

We are also working with partners to use technology to shape future transport planning and management of the urban environment.

The Manchester Corridor scheme is looking to create a virtual laboratory where all commercial, transport, and human activity in a defined 320ha area is monitored. Traffic flows, what people buy, how they cross the road, where they ride their bikes, the level of exhaust emissions: all this and more is being captured as data which can help urban planners.

If transport is about connecting people with places, the PTE is using technology to connect people to that transport, helping them make informed choices about the best way to get from A to B. The more we know about what passengers want, the more we can meet their expectations in what we provide.

David Hytch is GMPTE Information Systems Director

Purdy sets out the details

working day rush hours but with the routine of major events at Eastlands, the two Old Traffords and the MEN Arena.

We can share the benefits of the technology with passengers too and are planning to give them real-time information on the time of their next tram.

We have taken delivery of new trams with more on the way, the city centre tracks have been renewed, and new touch-screen ticket machines have been installed at every stop on the network.

All the city centre tracks have been replaced – complete with new, high-quality street finishes including York stone paving and granite – and the St Peter's Square and Piccadilly Gardens stops have been remodelled. This has increased capacity and accessibility for passengers.

Every stop on the Altrincham line was refurbished last August as part of a project which included the complete replacement of the route's ageing overhead power lines, and improvements will be made to the stops on the Bury Line next year.

Making our infrastructure look inviting, safe and modern is as much part of the passenger experience as a convenient, reliable service. We are planning a further 2,000 park and ride places for Metrolink and rail, along with better cycle facilities to make it easier for passengers to choose public transport.

Reliability is a crucial factor for anyone choosing public transport and this has been enhanced on Metrolink with the addition of more than 60 new Bombardier trams to the network, to push the total fleet beyond 90.

We have also invested in the resilience of our existing fleet, learning lessons too from our experience of last year's severe weather.

The new ticket machines mean that passengers have the convenience of being able to use cash or cards, and choose a number of ticketing options into the bargain.

We have plans to introduce smarter ticketing in the future, making it easier for passengers to switch modes when they use our interchanges (as David Hytch explains opposite).

Future investment plans include a new interchange at Rochdale that will help anchor the town's regeneration. This will be more than just a place to switch between tram, train, foot, bike or bus. As well as having the highest quality of design, the building will be able to generate its own power through a hydro-electric scheme.

Philip Purdy is Metrolink Director



Plans nearing fruition

By David Fowler

Manchester Metrolink is entering a highly significant phase. After years of planning, preparation, design and construction the first of the phase three extensions are due to open next spring.

First off are the South Manchester line to Chorlton and the Oldham/Rochdale line as far as Central Park.

Over the next couple of years the lines will be extended to Droylsden and then Ashton-under-Lyne to the east, and to East Didsbury to the south. The Oldham/Rochdale line will be completed in 2012, and then will follow new alignments serving Oldham and Rochdale town centres. A contract was awarded in August for a further extension to Manchester Airport, and a second city centre crossing is funded. Meanwhile a 0.4km spur from the existing Eccles line to the MediaCityUK development in Salford Docks opened in September.

Parsons Brinckerhoff is acting as delivery partner to client GMPTE. MPact-Thales, comprising Thales, Laing O'Rourke and VolkerRail, is design, construct and maintenance contractor for the project and appointed a joint team of Jacobs and AECOM for design of civil engineering works. Balfour Beatty is undertaking utility diversions on the East Manchester line for United Utilities.

Design responsibilities of Jacobs/AECOM include route works, track, station buildings, depots and shelters. AECOM project director Jeremy Gardner estimates that about 400 people have been involved on the design, though not all at the same

It's a good project to be working on. Until Crossrail fully gets going it's just about the biggest infrastructure project running in the country at the moment

time, with specialists in noise, environment and vibrational analysis, for example, being brought in as needed. About 200 are working on the job at any one time, with most of AECOM's team working either with the leadership team in Old Trafford or at AECOM's Altrincham office.

The routes are a mixture of new and old. The Oldham and Rochdale sections will run mainly on a converted rail alignment; the south Manchester line will adopt a disused rail alignment. The East Manchester route uses a new alignment with substantial street running.

This proved the most challenging part of the design, says Mr Gardner, involving significant work on road junction layouts: "We had to find a reliable route for the tram while maintaining the traffic flow. We also had to satisfy the wishes of all the stakeholders." These included the highway authorities, residents concerned about the loss of parking spaces and businesses and other property owners who were worried about access to properties along the route.

As design work nears completion on the initial phases of the route, it is beginning in earnest on the Manchester Airport extension. The 14.5km airport extension will run on a new alignment. MPact-Thales was awarded a separate contract for this and the Rochdale and Oldham town centre extensions in August this year, and retained the same civil designers. Contracts for the second crossing of Manchester city centre have yet to be let.

Mr Gardner says of the extensions: "It's a good project to be working on. Until Crossrail fully gets going it's just about the biggest infrastructure project running in the country at the moment."

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Whether the challenge is creating sustainable transport solutions, designing innovative ways to reduce congestion or protecting our environment, we bring world class expertise to local needs.

Right now we are providing multidisciplinary design and construction support services for the Manchester Metrolink extension (Phase 3A) to help local people move more easily around their city.

A winning combination

A new strategic body will be the focal point for transport, economic development and job creation across the Greater Manchester region. **Lord Peter Smith** explains

Greater Manchester has long recognised that that large city regions need effective and integrated forms of accountable governance if they are to thrive and prosper, particularly in a challenging economic climate. And they also need to be able to offer the citizen effective and receptive local government.

The Greater Manchester Combined Authority is our locally determined solution, which builds on the strong voluntary framework offered by the Association of Greater Manchester Authorities (AGMA) to provide governance that can be responsive to both strategic and local needs.

It will consist of a new statutory body, the Greater Manchester Combined Authority, which will comprise the leaders of the ten local authorities in Greater Manchester. It will be the focal point for transport, economic development, housing, skills and job creation.

The combined authority's decisions will be informed by the work of seven commissions covering areas such as environment, health, and planning and housing.

The authority will take on the functions of the GMITA, including those of setting the budget and transport levy, approving the Local Transport Plan and overseeing the Greater Manchester Transport Fund. GMPTE will become Transport for Greater Manchester (TfGM) as the executive body of the combined authority insofar as its transport functions are concerned.

TfGM will assume responsibility for delivering transport services across the Manchester city region. It will be accountable to the combined authority via a new joint committee which will have representation identical to the current GMITA and which will continue to scrutinise the delivery of transport services at an operational level.

These new bodies will have similar powers to those enjoyed by the current GMITA/GMPTE plus a number of new ones, and there will be new and more effective ways of working. For example, the joint committee and TfGM will become the focal point for a number of city region-wide network management activities which will enable us to directly co-ordinate the strategic performance of our transport networks so as to yield the best outcomes for all in Greater Manchester.

While the vast majority of local authority activity will continue to be driven by community needs, the new structures recognise and deliver the efficiencies that



Greater Manchester Combined Authority will build on "20 years of successful voluntary co-operation"

It's up to us to make these work in practice



can be achieved by the better co-ordination, maintenance and operation of the highway network in Greater Manchester. To progress this we're establishing a system for new working arrangements between the 10 local authorities in Greater Manchester and the Highways Agency, to efficiently manage the day to day issues that affect the strategic highway network, particularly at peak times. The goal is to safeguard network reliability across Greater Manchester for commuters, freight and other users.

So the combined authority governance structure allows space for local diversity and ensures constituent local authorities remain free to respond to their residents' needs. But, crucially, it provides for co-ordinated working arrangements and creates an environment in which a sensible and long-term consensus can exist around the key strategic issues in Greater Manchester.

In effect, it's something that we in Greater Manchester have been doing for years, but the recent announcement from the Government that it agrees that a statutory combined authority will improve governance in our conurbation is to be welcomed.

We are not establishing a Greater Manchester version of TfL; our powers and not least our financing will be different. What we are doing, however, is drawing from some of the good examples to be found in the capital and elsewhere that enable the

sensible and efficient co-ordination of transport with other key functions, such as economic development and spatial planning.

Further, these reforms, which build on 20 years of successful voluntary co-operation, entail no disruptive, time-consuming and expensive reorganisation of local government and will lead to cost savings over time. There's no need for a big new bureaucracy either.

We're fortunate perhaps that our conurbation has a very clear and unified economic and transport geography, but we have learnt that to make the best from this rich potential, we had to get our governance right.

That's why we in Greater Manchester developed our own unique governance arrangements locally and consensually with public consultation, which helps explain why the proposals secured the active support of all ten constituent local authorities that comprise Greater Manchester, regardless of their political complexion. Moreover, it provides a statutory basis for further reform and devolution in due course.

Now we've got the statutory functions we need at the right level, with transport right at the heart of matters, it's up to us to make these work in practice.

Lord Peter Smith is Chair of the Association of Greater Manchester Authorities

Backbone of the transport system

Value, a commitment to improvement, and a strong working relationship with the passenger transport executive have helped cement the position of the bus at the heart of public transport in Manchester, says **Chris Bowles**



This year Stagecoach Manchester was named Public Transport (Bus) Operator of the Year at the 2010 National Transport Awards. The award was the result of some very hard – and successful – work we have undertaken here in Manchester to attract more people on to our bus services.

As Stagecoach Manchester's new managing director I am looking forward to building on the success that has already been achieved here. Over the past five years, our passenger numbers – in both adult and concessionary markets – have increased by 23%. We now carry more than 96 million passengers a year on a fleet of more than 650 vehicles.

Buses are at the heart of Greater Manchester, providing 85% of public transport in and around the city. A strong bus network helps to support the local economy by providing vital links to education, employment, healthcare and leisure facilities. Buses also offer a sustainable and direct alternative to the private car, providing a solution to the issues of pollution and congestion in and around the city.

There are a number of ways in which we have achieved steady passenger growth. In

a survey, independent transport consultant TAS found that Stagecoach offers the best value bus fares in Britain with prices up to 30% cheaper than other operators. In Manchester, for example, our seven-day Megarider is only £11, while our student Unirider ticket is available for as little as 63p per day.

Our innovative marketing campaigns, special offers and commitment to customer service have also contributed to our success so far. In addition, we have continued to invest in new cleaner, greener vehicles for our passengers and have spent more than £44m since 2006 on new vehicles to upgrade our fleet. This investment is a sign of our confidence in the continuing popularity of bus travel. And it's not just about the buses: we have also invested in enhancing the levels of service which we provide on routes where demand is growing.

We are fortunate in Manchester to have a strong working relationship with Greater Manchester Passenger Transport Executive (GMPTE). We have shown that where you have a high-quality bus operator offering good value fares and investing in improved services for passengers, combined with pro-bus policies, you can achieve good results.

And work continues to be done to raise standards for our passengers. We were recently among the first to sign up to a new Code of Conduct for bus operators in Manchester, agreeing to meet set standards covering punctuality, reliability and regularity of bus services, passenger satisfaction and fleet renewals.

However, we believe more can be done. We would like to see even greater recognition of the role of the bus in Manchester. We believe continued investment in new measures such as park and ride facilities are vital, as well as the protection of existing bus infrastructure in the city.

The environment is also central to our business. Stagecoach has made Britain's largest investment in hybrid buses, with 30 vehicles now in operation across Manchester. All our fleet runs on low-sulphur diesel, and uses Envirox, a high-tech additive which reduces pollution and improves fuel consumption. We have reduced the amount of electricity used in our depots by 9% in the past year by investing in more efficient equipment and working practices and by engaging staff in the drive to reduce our carbon footprint.

While we have achieved much success in recent years, there is still plenty of work to do. We will continue to offer our passengers affordable, reliable and high-quality bus services, and we look forward to working with our partners to put in place measures that will attract even more people on to greener, smarter public transport.

If we are serious about tackling congestion and climate change, then it is vital that everyone involved in public transport in Manchester works together to give motorists an attractive alternative to the car.

Chris Bowles is Managing Director of Stagecoach Manchester

Stagecoach had 30 hybrid buses in operation in Manchester



Northern Hub will unlock potential

A £530m package to improve long-distance rail connections will complement electrification plans with benefits for the whole of the North of England, says **John Jarvis**

Why is it that there are no direct rail services from Newcastle to Liverpool or from Bradford to Manchester Airport? Why do services from Hull stop at Piccadilly and not go on beyond Manchester? Why do TransPennine trains have five-minute dwell times at York and also at Leeds, adding time to journeys already averaging significantly less than 60mph? All these issues are symptoms of the capacity and capability problems in the rail network in and around Manchester today that will hold back tomorrow's economic growth across the North if they are not resolved.

Resolving the problem – through the Northern Hub strategy – is a top priority for the Northern Way and for Network Rail. The strategy published in March is now very actively being worked up in greater detail through the rail industry processes. The progress being made is testament to the value of the Northern Way's evidence-building work about the links between transport and economic growth.

The Northern Hub Strategy has not come about through some sort of northern wish list but through ten well-evidenced economically based challenges. These were established by the Northern Way in April 2009 and are still continuing to help shape and inform the detailed development of the strategy.

The Northern Hub is about improving long-distance rail travel across the North of England, supporting improved business connectivity. It is about better commuter services to support labour markets. The Northern Hub also supports the growth of rail freight.

It will allow more frequent passenger services between the North's major cities, bringing their economies closer together and helping drive the North's economy as a whole. It will allow new direct services between the North's cities rather than people having to change in Manchester. It will provide new links between the North's cities and Manchester Airport.

The package will cost £530m in today's prices. Network Rail's work to date

shows that this investment will have an excellent return of £4bn – four times the overall costs once operating costs are also taken into account. It will complement the electrification of routes in the North West and improved line speeds between Liverpool and Leeds funded in the current spending control period to 2014. We also have evidence that there are wider impacts on the North's economy through the impact on gross value added, adding significantly greater returns than are currently taken into account in conventional DfT appraisal. Work undertaken for the Greater Manchester authorities suggests that the Northern Hub could add a further £2.1bn to the North's GVA by 2021.

What all our work – that of the Northern Way, Network Rail and the Greater Manchester authorities – demonstrates is that these benefits will be felt across the North and not just in Manchester. And this also comes through in HS2's recent comparative analysis of high speed rail options, which draws out the benefits of faster speeds across the Pennines while highlighting the Northern Way's evidence that electrification and upgrading existing TransPennine routes through the Northern Hub must be the way forward.

There is no reason at all to think that the plans for Northern Hub could be derailed by deficit reduction and the



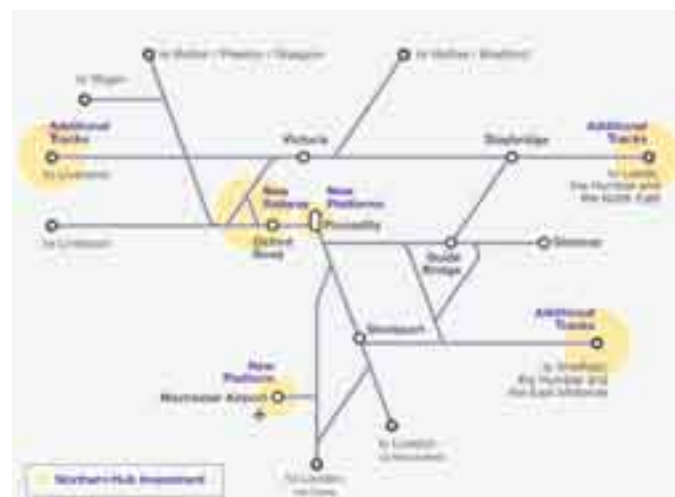
The Northern Hub strategy will improve long-distance connections as well as commuter services

tightness of public finances. Obviously we cannot be complacent, but there is a strength of agreement across business, the public sector and the North about why the Northern Hub is so important for the North's future economic wellbeing. And there is also the weight of the economic evidence that sustains this strength of agreement. The investment needed is also in the 2014-2019 period, beyond the immediate focus of the current spending review.

Network Rail's and the Northern Way's work shows that the Northern Hub proposals are affordable and provide strong value for money. By spring 2011 the Northern Hub strategy will be worked up in enough detail to inform Network Rail's initial strategic business plan for 2014-2019. In 2012 the Government will announce its investment plans for the railways for 2014-2019.

Rebalancing the North's economy is at the heart of the coalition's programme. The Northern Hub is one of the keys to unlocking the North's economic potential. Together with Network Rail, the North will work very hard to ensure this very important commitment is secured.

John Jarvis is the Transport Director of the Northern Way



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The public interest test

Network St Albans, formally launched last month, aims to demonstrate that it is practically and legally possible for local authorities and operators to plan bus services across a whole town. **Stephen Joseph** explains

In far too many areas, there's a view from local authorities that not much can be done to support buses – that they are deregulated and privatised and that the Competition Acts stop any sensible co-operation between different operators.

This has never really been true, but since the passage of the Local Transport Act it's even less true. Campaign for Better Transport – which wants to see buses available as a real alternative to more car journeys – commissioned a legal opinion on competition law and buses, which resulted in changes to the way the law is applied. Broadly, co-operation between bus operators is now allowed provided the local authority says that this is in the public interest.

We wanted to test this out in practice, to show that it is now legally possible to plan bus services across a whole town. We were approached by Hertfordshire County Council to develop a pilot. The result has been a "Quality Network Partnership" (QNP) in St Albans.

This partnership, which was formally launched by transport minister Norman Baker last month, brings together St Albans City & District Council, Hertford-

We hope that other areas will look at this partnership and find things in it that they can use

shire County Council, the city's four bus operators and two train operators and the University of Hertfordshire. The university has been very important. It has provided the secretariat for the partnership, but it is also one of the main bus operators: its subsidiary Uno is reckoned to be the largest university-run bus company in Europe.

I've been chairing the partnership, as chief executive of the Campaign for Better Transport, but also – declaring an interest here – I'm a local resident, so have been able to keep an eye on the project.

The motivation for the local authorities involved has been interesting. Hertfordshire, which has been quietly effective at developing public transport over the years, wanted to look at new ways of developing bus services following the Local Transport Act. St Albans City Council was impelled to act by a WWF-UK survey which pinpointed it as having among the highest per capita carbon emissions in the country, mainly down to high car ownership and use. The city also suffers severe traffic congestion, mainly from local and commuter traffic. So the city councillors, and especially the council leader Robert Donald, have seen the QNP as a means of developing alternatives to the car.

The QNP is essentially an area-wide voluntary partnership. It is underpinned by a memorandum of understanding which sets out the aim: "to provide... a real and attractive alternative for many of the journeys currently made by private car. This will... cut traffic-related road congestion, air and noise pollution, help businesses recruit and retain staff, and maintain... the city's position as an attractive destination".

The real work of the partnership has however been done in working groups. These have covered:

- Marketing and communications: we've identified the need to market the city's public transport as a whole, including a clear map of where the buses go. This group has been developing the map and other communications tools

- Network planning: this group has been looking at revamping the city bus network, run by Uno, but also at options such as regular interval services on some corridors with more than one operator

- Ticketing and fares: the partnership has been developing multi-operator ticketing offers, and hopes to bring these in next

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bus partnerships

from page 41

year. These will build on existing tickets including the county council's existing multi-operator ticket

- Infrastructure: this working group has covered both bus infrastructure (shelters, bus boarders and so on) and also road infrastructure, including identifying pinch points across the city affecting bus reliability and seeking to address these.

The partnership has been held up by changes in national funding. It applied for DfT 'Kickstart' funding when bids for that were invited, but the funding kept being put on hold. When it was released, in March 2010, the QNP was awarded almost £1m, only for this to be removed again after the election. Despite this, the partnership has been able to make some real progress, with a number of initiatives completed or under way including:

- A network map and marketing, especially of the local city bus network
- A revamp of the city network and upgrades to some of the other routes serving the city
- Real time information and bus stop improvements
- A programme of measures (such as controlled parking) to address pinch points in the road network that affect bus reliability
- Ticketing schemes for all buses and for bus-rail; e-ticketing on mobile phones
- Travel plans for smaller businesses in the city
- A feasibility study mini park and ride services.

There is now serious consideration of the next stage – the city council is interested in limiting general traffic in the main

The impact of limiting city centre transport is being investigated



city centre street, St Peter's Street. The partnership has enabled direct discussions between councillors and operators over the benefits of this, while the county council and its agency Herts Highways has commissioned a traffic model to enable assessment of impacts of this and other measures. This marks it out from previous partnerships, which have been route-specific; it has been able to plan for upgrades across the whole city.

The partnership has also brought together different tiers of local authorities and other public bodies – the local college and health trust have expressed interest in joining. And other initiatives from other players have been linked to this project, including the planned conversion of the Watford-St Albans Abbey line to light rail,

and also station travel plans for the two St Albans stations. The rail operators have developed bus-rail ticketing initiatives to link to the project.

The partnership has been able to pool funding from a range of sources – Growth Area Funding via the city council, the Green Bus Fund via Uno, local transport plan funding via the county council – and in the future possibly developer funding too. Buses and public transport generally cannot normally access some of these sources and certainly can't bring them together in a co-ordinated way.

The travel plans for smaller businesses mentioned already are another dimension of this project. European funding, via the East of England Development Agency, has been given to St Albans and Ipswich to develop this. This has become the "Fresh Ways to Work" campaign, seeking to help small and medium sized businesses across the city with travel planning and alternatives to lone car commuting. This is again innovative, as previous travel planning has focused on larger employers or business parks.

New ticketing offers and e-ticketing on mobile phones are being developed as part of the project. Again, such funding and marketing would not normally be available for public transport.

We would not claim that this model is applicable everywhere. But the St Albans partnership suggests that it is possible to improve bus services collaboratively, and to link to rail services, even with a deregulated system, especially in shire areas.

We hope that other areas will look at this partnership and find things in it that they can use. And as funding gets tighter, especially for buses, partnerships like this may be the only way to keep public transport services running in a cost-effective way.

Transport minister Norman Baker and St Albans mayoress Maxine Crawley at last month's launch



Stephen Joseph is chief executive of the Campaign for Better Transport and chair of the St Albans Quality Network Partnership

A New Strategy for UK Aviation

26 January 2011, Central London



Rt Hon Theresa Villiers MP, Minister of State for Transport is our **confirmed** keynote speaker.

The Government is busy shaping its future vision for the UK Aviation Industry. Having cancelled construction of a third runway at Heathrow and objected to further runways at Stansted or Gatwick it has set up a South East Airports Taskforce to look at improving the passenger experience at airports without additional runways. It is currently looking at firming up the direction of its reforms on the economic regulation of airports and a consultation on aviation taxation is due shortly.

This timely one-day event will look at:

- What is the government's future strategy for UK aviation as a whole?
- Are there any emerging conclusions from the South East Airports Taskforce?
- What are the implications of moving from Air Passenger Duty to a Per Plane Tax?
- How can Heathrow retain its place as a leading global transport hub?
- What will the final shape of the new economic regulatory framework look like?
- How can we improve operations at airports and improve the passenger experience?
- Will the EU emissions trading scheme be enough to safeguard the environment?



Other Confirmed Speakers include:

- **Andrew Haines**, Chief Executive, Civil Aviation Authority
- **Colin Matthews**, Chief Executive, BAA
- **Carolyn McCall**, Chief Executive, EasyJet
- **Stewart Stevenson MSP**, Scottish Minister for Transport, Infrastructure and Climate Change
- **Baroness Jo Valentine**, Chief Executive, London First

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Sixty lower-carbon vehicles took part in the Brighton-London Future Car Challenge, including (inset) the RAC Foundation entry driven by the author



A critical

Low emission cars could finally be needed, says **David Quarmby**

The message coming out in the run-up to the Cancun climate change conference is not good: we should be preparing for a four degree rise in average temperature by the end of the century rather than the already anticipated two. Climate change and its potentially devastating consequences are still with us. Reinforced by the UK legal commitment to reduce greenhouse gas emissions (relative to 1990 levels) by 34% by 2020 and by 80% by 2050, it is real, urgent and still demanding of action in all sectors.

Because transport accounts for a quarter of all domestic carbon (the dominant form of greenhouse gas) emissions, and road vehicles 90% of that, clearly the sector has to shoulder a share of the action and clean up its act. Policymakers have long understood this will only be achieved for personal travel by combining changes in travel behaviour – “smarter choices” – with increasing eco-driving and decarbonising cars’ powertrains.

Smarter choices – travelling less, switching to less carbon-intensive modes of travel including walking and cycling, and car-sharing – is strongly supported, and there are many success stories of modest but useful changes in car use. But what are the practical limits of voluntary change, and what is the role of coercion in a democratic society? What carbon reductions can smarter choices really deliver?

Even in London – with the UK’s best public transport system and most coherent and effective transport governance – it has taken a decade and billions of pounds of public expenditure to achieve a five percentage point reduction in car use. What hope is there for other metropolitan areas with fragmented governance and deregulated buses, and in smaller towns and rural areas where life has evolved over the last 60 years around car-based mobility?

Behaviour change is more likely to be forced – painfully – by rising oil prices, and possibly carbon-related taxes on fuels designed to reduce consumption.

The truth is that the decarbonisation of cars (and other vehicles) offers the best prospect of making serious inroads into transport carbon emissions over the next couple of decades. Evidence suggests the emerging market for ultra-low carbon vehicles is entering a critical phase where mass commercialisation can be realistically contemplated.

It's time for low carbon-vehicles

on the verge of mass commercialisation – but help in the form of incentives from national and local government is still

Several high quality models are on the verge of launch – both battery-powered vehicles and plug-in hybrids – and more “conventional” hybrids are snapping at the heels of the Toyota Prius – which has dominated the sector for a decade. Even hydrogen fuel cell technology is at an advanced stage, at least technically if not economically, with the Honda FCX available to lease in the US and Japan.

Meanwhile, with a combination of market pressure, fiscal incentives and EU legislation to target manufacturers’ average new car emissions to 130gCO₂/km, surprisingly fast reductions are being achieved in a market still dominated by the internal combustion engine. The UK new car average for 2010 will be less than 150gCO₂/km, with many small cars already below the magic 100 limit.

Beyond the straight internal combustion engine, however, there seems at this stage to be no obvious technological winner – unlike a century ago when the petrol engine quickly established its dominance. At around £600/kWh for a 20-24kWh battery providing a range of 100 miles, the fully electric car faces formidable cost barriers. Mass production may bring benefits of scale, but environmental and scarcity issues surrounding the supply of rare earths such as lithium remain. There is also the question of how soon our electricity will actually be decarbonised.

The plug-in hybrid is a carefully crafted balance between lower battery costs, higher range, but potentially higher well-to-wheel carbon emissions than the fully electric vehicle. The Prius plug-in hybrid, first to market in 2009, will be followed shortly by the Vauxhall Ampera.

Despite these technological hurdles there is little doubt the car industry is rising to the challenge. The task is to generate demand beyond the early adopters – reaching out to the mass market, and the commercial buyers (who account for 60% of vehicle sales in the UK). They need reassurance about reliability, residual values – and how long those expensive batteries in the ultra-low carbon vehicles will last. They also need to be able to afford the vehicles in the first place. Meanwhile there is a fast-increasing range of conventional hybrids coming to market.

Government can do its bit to help. For a decade national government has been ratcheting up the fiscal incentives for lower emission vehicles, starting with the company car

tax regime, moving on to graduated tax and the recently introduced “showroom tax”.

The Government is also helping with the £5,000 grant towards the purchase of an ultra-low carbon car, available from January. Alongside this is the Plugged-in Places programme to kick-start public charging facilities in a small number of towns. Some may wonder why the Government seems to be trying to “back a winner”, but these measures were instrumental in Nissan deciding to launch its Leaf model in this country and to start European manufacture at its Sunderland plant two years later, which will also include a battery-making facility.

But if government is serious about green-car adoption more incentives might still be needed – even if they do not go as far as the self-financing “feebate” concept operating in France under which purchasers of the highest-polluting vehicles pay “dues” and purchasers of the lowest polluting models receive rebates.

Meanwhile there is a role for local authorities in providing incentives for the use of lower carbon vehicles, which could include the use of powers relating to on- and off-street parking charges, or access charges

Even in London it has taken a decade and billions of pounds of public expenditure to achieve a five percentage point reduction in car use

for higher-emission vehicles to certain zones. The acceptability of such measures locally may be a barrier now, but they might be as effective over time as smarter travel in reducing emissions, and could be an important complement.

How government policy incentivises the mass market adoption of low-carbon vehicles is a core issue for the RAC Foundation and its current research programme – maintaining mobility for those dependent on the car with a much smaller carbon footprint. This is why we supported last month’s inaugural Brighton to London Future Car Challenge organised by the Royal Automobile Club.

Sixty production and pre-production cars made the 54-mile journey from the coast to the capital, all competing to use the least amount of energy. For my part I drove the Foundation team’s Toyota Auris Hybrid. Our fuel efficiency was not as impressive as some others in our class – one of whom achieved over 70 miles per gallon – but a solid performance nonetheless. Oh all right, since you ask, we managed 63.6mpg!

David Quarmby CBE is chairman of the RAC Foundation



Lin Homer replaces Devereux at Department for Transport



Lin Homer

 **Lin Homer** has been appointed permanent secretary at the Department for Transport following **Robert Devereux's** move to the Department for Work and Pensions. Ms Homer, who will take up the post in January, is currently chief executive at the UK Border Agency, a post she has held since 2005. From 2002-2005 she was chief executive of Birmingham City Council, where she led 57,000 direct employees and had responsibility for highways, public transport and airports. Ms Homer began her career as a solicitor at Reading County Council, moving on to become deputy chief executive at Hertfordshire County Council and then chief executive at Suffolk County Council.

Transport secretary Philip Hammond said: "Robert Devereux has

people

led the Department through the spending review and has started the restructuring process that Lin will now complete over the next few months. This will leave the department well positioned to support economic growth and carbon reduction in a world of reduced public expenditure."

 Stagecoach Manchester has appointed **Chris Bowles** as managing director. Mr Bowles had held the post of managing director of

Stagecoach North West since 2006.

He will be in charge of Stagecoach Manchester's 700 buses and over 1,800 members of staff, based at the company's four depots in Stockport, Ashton, Princess Road and Hyde Road.

With more than 30 years experience in the bus industry, Mr Bowles started his career with Stagecoach in 1996 when the company acquired operations in Manchester, where he was one of three area traffic managers.

In 2000, he became operations director at Stagecoach's Ribble business, before being promoted to commercial director for the North West in 2001. He succeeds **Mark Threapleton**, who was recently appointed to head Stagecoach's East London Bus Group business, acquired last month in a £53m deal.

2011 transport times events

- 26 January 2011** **A New Strategy for UK Aviation**, One Day Conference, London
Confirmed keynote: **Rt Hon Theresa Villiers MP, Minister of State for Transport**
- 3 March 2011** **Is the North Losing Out on Transport?** One Day Conference, Manchester
Confirmed keynote: **Rt Hon Philip Hammond MP, Secretary of State for Transport**
- 28 April 2011** **London Transport Awards**, Novotel London West
- 12 May 2011** **Can Rail Win its Case? Getting Value for Money from the Railways**
One Day Conference, London
Confirmed keynote: **Sir Roy McNulty**
- 16 June 2011** **Scottish Transport Awards**, Grand Central Hotel, Glasgow
- 6 October 2011** **National Transport Awards**, Lancaster London Hotel

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