

# transporttimes

The independent voice of transport

[www.transporttimes.co.uk](http://www.transporttimes.co.uk)

May 2011



## A sustainable framework for UK aviation

Theresa Villiers on government plans p13



## Partnership needed to cut rail costs

McNulty sets out vision for future p16



## Capital success stories celebrated

London Transport Award winners p20



**A year at the DfT**  
**But will Philip Hammond stay?**



# The leading **solutions** provider of automatic **fare** systems worldwide

**At Cubic**, we know how critical it is for public transport operators to provide their customers with a world-class service. Cubic boasts a fully-integrated fare collection and management system, providing round-the-clock dependable services at point of contact, backed with some of the most comprehensive business support services in the industry.



- Pioneering work in **e-ticketing, mobile ticketing and EMV**
- Enabling public transport operators to provide customers with a **world class service**
- Providing **reliable service 24/7, 365 days a year**, backed with complex business support services and dedicated engineers
- Bringing expertise to **400 current projects in five continents**
- Driving force behind some of the world's most **successful smart card systems**
- Ensuring 45 million transactions and 10 billion rides are taken worldwide each day using 95,000 automated systems - **collecting £42 million in revenue daily**

**Cubic has the experience and know-how to deliver.**

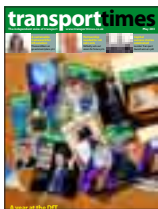
+44 (0) 1737 782 200

[www.cubic.com/cts](http://www.cubic.com/cts)



# **CUBIC**

*For a world on the move®*



Cover illustration:  
Dave Eastbury

Portrait photography:  
Simon Battensby

*Transport Times* is published monthly and provides news, information, analysis and comment on surface transport.

**Publisher** David Begg  
**Email** david.begg@transporttimes.co.uk

## Editorial

*Transport Times* welcomes editorial contributions – news, features and opinions – which should be emailed to the address below. The editor reserves the right to edit all contributions for reasons of length and style.

Unit 27, Beaufort Court, Admirals Way,  
London, E14 9XL

**Tel** 020 7828 3804  
**Fax** 020 7828 3803  
**Email** editorial@transporttimes.co.uk

**Editor** David Fowler  
**Email** david.fowler@transporttimes.co.uk

**Associate Editor** Adam Raphael  
**Email** adam.raaphael@transporttimes.co.uk

**Contributing Editor, Policy** Katie Allister  
**Email** katie.allister@transporttimes.co.uk

**Production Editor** Rob Buckley  
**Email** rob@robbuckley.co.uk

**Office Assistant** Chelsea Robinson  
**Email** chelsea.robinson@transporttimes.co.uk

## Advertising

**Senior Account Director**  
Michael Delaney

Cabbell, Woodman Works, 204 Durnsford  
Road, London, SW19 8DR

**Tel** 020 8971 8458  
**Email** michael@cabbell.co.uk

## Jobs

**Commercial Director** Bill Sheehan

**Tel** 020 8971 8467  
**Email** bill@cabbell.co.uk

© All rights reserved. No part of this publication may be reproduced in any form without the prior written permission of the publisher.

Printed by Stones, Unit 10, Acre Estate,  
Wildmere Road, Banbury, Oxon, OX16 3ES

ISSN 1759-1015

## How to get YOUR copy of **transporttimes**

*Transport Times* is designed to help keep transport professionals and those who work with them up to date with the latest developments in the field.

It is read by the people who make the important decisions on transport infrastructure and service provision at national, regional and local level.

Lots of people have asked for their own personal copy rather than having to wait for the office copy to hit their desk. They want to take advantage of our unrivalled feature, opinion and news coverage that helps keep them in the know and ahead of the game.

The annual subscription charge is £90. Just email subscriptions@transporttimes.co.uk for a subscription form, call 0845 262 0148, fax 020 7828 3803, or write to:

HPC Publishing, Drury Lane, St Leonards-on-Sea, East Sussex, TN38 9BJ

# transporttimes

issue no: 82 May 2011

## My money is on Hammond staying for the duration

**P**hilip Hammond has been Secretary of State for Transport for just over a year now and with Andrew Lansley struggling to win support for his health reforms, and Chris Huhne on the back foot over an alleged cover-up of a speeding offence, there is talk of a summer reshuffle.

This is disconcerting to those of us in the transport sector who appreciate longevity in transport ministers – especially when the incumbent is doing an excellent job. This has been recognised at Whitehall where Mr Hammond is viewed as a safe pair of hands who can manage a department and communicate effectively.

This always makes it a possibility that Mr Hammond is moved to a department which is in need of his skill set. The former Labour cabinet member John Reid was someone who carried out this role for Tony Blair. He was moved from transport to defence, health and ultimately the Home Office at the behest of the PM. Philip Hammond could easily fit the bill as David Cameron's "fixer".

However I think this scenario unlikely for two reasons: first, the prime minister is determined to avoid the mistakes of past governments when ministers were moved too often and too quickly; and second, Philip Hammond is enjoying the challenge the transport brief brings and is focused on delivering his key objectives.

When he was asked at our *Transport Times* rail conference last week as to how he would like to be remembered from his time at transport he replied: getting the legislation for high speed rail over the line, delivering on the McNulty efficiency savings in the rail industry and decarbonising motoring.

On HSR he has demonstrated an unwavering determination – despite strong and well-funded opposition from the Chilterns – to deliver. He has put national interest above local opposition,



**On HSR he has demonstrated an unwavering determination – despite strong and well-funded opposition from the Chilterns – to deliver**

what's right for the Midlands, the north of England and Scotland above home counties' self-interest, and long term over short term.

With his business background and managerial ability, Mr Hammond is better placed than any transport secretary I have known to follow through on the cost savings that the rail industry will have to make if the upward trend in passenger numbers is to continue.

I have always taken the simplistic view – and have advised the Government to this effect in the Commission for Integrated Transport's work 10 years ago on European comparisons – that our rail fares were the highest in Europe because our subsidies were low.

What McNulty has uncovered is that the main reason our fares are so high is because we are up to 40% less efficient than our European neighbours. Indeed he contends that our subsidy levels are now comparable.

Organisations such as the Campaign for Better Transport

– which have been protesting against high fares and targeting the Government – would be better advised to campaign for more efficient working practices in the rail industry and support the Government in its endeavours to make the industry more efficient.

What Mr Hammond cannot be accused of is not being focused enough on the railways or of depriving the industry of resources. One of the big surprises of this government is the extent to which it has protected investment in our railways at a time when many budgets have been savaged. What it is promoting is the exact opposite of the Beeching cuts of the 1960s, and supporting a strategy which will ensure that the railway renaissance can be funded well into the future.

Mr Hammond's objective of decarbonising motoring will be significantly helped if oil prices remain high for the foreseeable future. He is also in a better position to deliver than most transport ministers given his close links with the Treasury and the need to use fiscal policy to incentivise behaviour change.

My money is on Mr Hammond staying at transport for the lifetime of the coalition, which if it survives the full five-year fixed term will make him the longest serving Secretary of State for Transport since Ernest Marples, who served from 1959 to 1964. However, unlike Marples, who cut the railway by a third, Mr Hammond is embarking upon the biggest expansion of the rail network since the Victorian era.

Let's hope my prediction that he will remain in post till 2015 proves to be accurate!

*David Begg*

**Professor David Begg is publisher of *Transport Times***





6



22

## ANALYSIS

- 5 MCNULTY REPORT**  
Partnership crucial to closing rail's efficiency gap, says review
- 6 BUS COMPETITION**  
PTEs and passenger groups welcome commission's findings
- 7 NORTHERN WAY**  
Its demise could weaken the North's influence
- 8 HIGH SPEED BACKING**  
Executives welcome network in new survey
- 9 AVIATION**  
Current policies risk industry decline, says MP

## OPINION

- 10 JIM STEER**  
An East Coast concession could free innovation
- 11 TONY CIABURRO**  
Councils have yet to work out what 'localism' means
- 12 ADAM RAPHAEL**  
City centres should be for electric vehicles only
- 13 THERESA VILLIERS**  
Plotting a flight path to a sustainable future
- 14 PHILIPPA EDMUNDS**  
Arguments for longer trucks don't stack up

## FEATURES

- 16 YEAR OF DECISION**  
The McNulty review concludes that the rail industry must get together to drive down costs if it is to continue to grow. A *Transport Times* conference considered the implications.
- 20 METROPOLITAN MOVERS**  
The London Transport Awards once again recognised the great achievements of the capital's transport industry
- 22 HIGH SPEED FACT AND FICTION**  
Facts have given way to propaganda in the debate about high-speed rail, says David Begg. He sets the record straight on some of the myths
- 26 HS2'S FORMIDABLE OPPONENTS**  
Plans for high-speed rail are facing vociferous and well-organised opposition. Lucy James looks at the groups making up the alliance
- 28 POWERING AHEAD**  
A new personal travel application for smartphones will provide passengers with updates as they travel and help them decide what to do if the service is delayed or disrupted

## REGULARS

- 30 PEOPLE**  
Who's moving where

# Subscribe to Transport Times

Stay abreast of all the developments in transport across the UK! Why not take out a year's subscription for only £90? Just fill in the form and return it to the address below

Order number (if applicable) .....  
 Title .....  
 Name .....  
 Job title .....  
 Department .....  
 Company/organisation .....  
 Address 1 .....  
 Address 2 .....  
 City .....  
 Postcode .....  
 Telephone number .....  
 Email .....  
 Where did you hear about Transport Times? .....  
 .....  
 .....

### Please choose from the following methods of payment:

- ☐ I enclose a cheque for £90.00 made payable to *Transport Times*
- ☐ I authorise you to debit my Mastercard/VISA/Eurocard/Delta/Switch/Maestro for £90.00

Card number: .....

Last three digits on back of card: .....

Expiry date: .....

Issue No (Switch/Maestro only): .....

Name on card: .....

Address (if different from opposite): .....

.....

.....

.....

- ☐ Please send me an invoice

Please return your completed form to HPC Publishing, Drury Lane, St Leonards-on-Sea, East Sussex TN38 9BJ, or fax to 020 7828 3803 or call 0845 262 0148

### Data Protection Notice

The personal information you have provided by completing this form, and any other information provided in connection with this form will be used and controlled by the Transport Times Ltd, to process your details and for any future marketing. We will keep the information you have supplied confidential and will not disclose it to any third parties unless we are required to do so by law or you have given your consent. To ensure that your information is correct and current you can update your personal information by calling the *Transport Times* office on 020 7828 3804.

# Partnership crucial to closing rail's efficiency gap, says McNulty

by David Fowler

**S**weeping changes across the rail industry designed to close a 30% gap in efficiency by 2018/19 were put forward this week in the final report of Sir Roy McNulty's rail review.

Greater co-operation in the industry including a pilot of "vertically integrated" train operations and maintenance, a vastly simpler fare structure with fares rising at no more than inflation, and an industry group to make sure the most efficient working practices are adopted will be ushered in by the rail value for money review.

As *Transport Times* went to press, Transport Secretary Philip Hammond was expected to accept most of the review's recommendations when the report was published yesterday (Thursday).

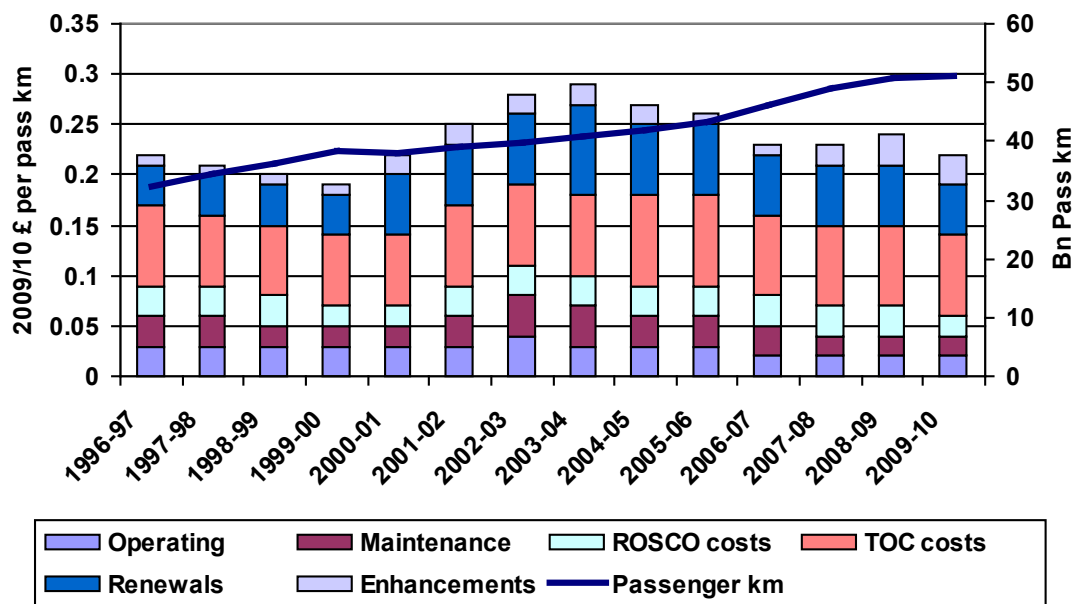
A Rail Delivery Group of top industry figures from Network Rail, the train operating companies, the Office of Rail Regulation, the DfT and academia will work on a white paper to be published in the autumn, setting out the basis of co-operation in the industry.

Mr Hammond insisted, at a *Transport Times* conference last week, that he is seeking an evolutionary approach to change, without the need for primary legislation. "It's clear to me that spending two or three years of political debate waiting for legislative time for a massive Railway Act is not the way forward," he said. He was also expected to repeat a call for pay restraint "from boardroom to platform".

The process will build on plans already announced by Network Rail to devolve decision-making to route managers, while the ORR called last week for the industry to show it could work together in the periodic review process to set targets for 2014-19, launched later this month.

Sir Roy's recommendations fall into three areas: those designed to "create an enabling environment"; changes to bring about greater efficiency by adopting best practice; and those aimed at creating an effective approach to implementation.

Under the first heading the review calls for more clearly defined roles for government and



Industry costs per passenger-km (2009/10 prices) have hardly changed since 1997

industry. The government should be responsible for overall vision, objectives, direction and level of funding. The industry should have greater responsibility for strategic planning and delivery of outcomes.

The DfT's "high level output statement" – its five-yearly investment plan – should specify cost objectives. Long-term planning should move from predict and provide to "predict, manage and provide".

There should be devolution of decision-making with less prescriptive franchises, a decentralised Network Rail, and greater devolution to PTEs and local authorities.

For the industry Sir Roy calls for closer working and common incentives for route managers and train operators. This could operate at three levels: cost and revenue sharing with joint targets; joint ventures and alliances; and full vertical integration, with one organisation responsible both for services and infrastructure maintenance.

Sir Roy calls for at least two joint ventures to be in place by 2013-14 and a vertical integration pilot by the same date, though it is possible the DfT will want to move more slowly than this.

There should be stronger incentives for train operators to reduce costs.

The ORR should become the industry's single regulator, focusing on "whole system outputs".

The DfT should review fares policy, with the aim of simplifying the structure and removing "artificially induced overcrowding", as can occur on the first train after the peak. The department should work with the industry to accelerate the introduction of smartcards.

Under the second heading, greater efficiency will be driven by industry-wide adoption of best practices coupled with a whole-life approach.

A Rail Systems Agency will be established to lead the industry in technical excellence, technical integration and driving innovation. There will be a review of staffing and a need for pay restraint.

There should be more more standardisation in procurement of rolling stock, with train operators forming partnerships with rolling stock leasing companies.

Finally, the review calls for an implementation plan, a small independent change team, and an industry leadership group reporting to the Secretary of State to drive the changes through.

According to insiders, the expectation is that the McNulty reforms, coupled with ORR-driven efficiency improvements in Network Rail in control periods 4 and 5, will close the 30% gap in efficiency between the UK and other European railways by 2018/19, with further savings expected beyond that.

Year of decision, page 16

**The industry should have greater responsibility for strategic planning and delivery of outcomes**

# PTEs and passenger groups welcome competition findings



**C**ompetition Commission backing for multi-operator tickets and for franchising to improve competition in the bus market have been welcomed by transport authorities, transport lobby groups and Passenger Focus.

Bus operators on most routes and in most local areas face little or no competition, the commission concludes in its provisional findings report. In such areas passengers face less frequent services and in some cases higher fares than when there is more competition, the report says.

The commission is now consulting on ways of opening up the market, including the question of whether local transport authorities should take measures to encourage competition and "whether franchising might be required in cases where there has been a particularly marked failure of competition."

Chairman of the commission's local buses inquiry group Jeremy Peat said: "There are a large number of towns and cities where bus operators face limited competition and little prospect of significant change. In a market that was deregulated in anticipation of widespread competition that is clearly a problem."

The Passenger Transport Executive Group said the report "put the final nails in the coffin of the 1985 deregulation vision."

The commission said that though there are 1,245 bus

companies in England, Scotland and Wales, the average market share of the largest operator in an urban area is 69%. The five largest operators (Arriva, FirstGroup, Go-Ahead, National Express and Stagecoach) provide 69% of local bus services in the area studied (which excluded London and Northern Ireland).

Though competitive conditions vary, a number of factors prevent new or enhanced competition in local areas and the commission sought "practical measures" to address these factors.

"Some of these positive effects can be achieved through bodies already present, such as local transport authorities and transport commissioners", Mr Peat said.

The commission also found that partnerships between operators and local transport authorities do not cause an adverse effect on competition, although it warned that the concessionary fares schemes could encourage higher fares if new guidance to concession authorities was not followed.

Mr Peat said: "Head to head rivalry on particular routes has resulted in destructive, short-lived bus wars and other behaviour that doesn't benefit passengers." Such competition tends to be short-lived, and only one operator, not necessarily the most efficient, tends to succeed in the longer run.

Other factors highlighted by the commission were that incum-

bent operators can benefit where multi-operator network tickets are inferior to their own network tickets; and that potential new entrants to a market "can have difficulties in accessing bus stations on fair terms and developing depots".

In addition the low number of operators in some areas restricts competition for tendered services.

Possible remedies include measures to increase the number of multi-operator ticket schemes and to ensure these are effective and attractive to customers; restrictions on aggressive behaviour, such as overbussing; and fair access to privately-owned bus stations for all operators.

The commission also proposes issuing recommendations to transport authorities "on the circumstances in which to pursue quality contract or other franchising models" as well as recommendations on how to use other powers in the Local Transport Act.

It proposes to make recommendations to the DfT, the Scottish Government and the Welsh Assembly to update their guidance on supported services.

The commission has ruled out price controls and divestment of local bus operations for now.

PTEG welcomed the report as "a sound analysis which could be a turning point for buses outside London", particularly the approach of favouring simple multi-operator tickets and structured competition.

South Yorkshire PTE director general David Brown said: "The report could signal the end of the wild west aspect of bus deregulation. There is a big opportunity here for the commission's final report to crack some of the remaining obstacles to better bus services that the Local Transport Act 2008 didn't quite manage to do." Metro chairman Chris Greaves described the findings as an endorsement of the PTE's work towards bus quality contracts.

Campaign for Better Transport bus campaigner Sophie Allain welcomed the commission's "direction of travel" on multi-operator tickets and partnerships and franchising but added: "We will be asking the commission to take a bolder approach to the issue of market growth. Evidence shows that where there are real incentives and investment in bus marketing, car use falls."

Passenger Focus bus director David Sidebottom said: "Passengers have told us that it is important that they can catch the first bus regardless of who runs it – so we are pleased that the commission is proposing measures to increase the number of multi-operator ticket schemes."

Confederation of Public Transport chief executive Simon Posner also welcomed the report. He said: "We believe that while our greatest competitor is the car, both competition between operators and the threat of competition keeps the industry firmly on its toes. The report states that there are 1,245 bus companies in England, Scotland and Wales which demonstrates to us how competitive and vibrant the market is." The industry particularly welcomed the fact that the report "has ruled out forced divestments and recognises that the industry does not need any fundamental change to its regulatory structure". He added that the industry was disappointed that the commission had not investigated competition for road space: "Today's report does nothing to address the primary concern of bus passengers – punctuality of services and the improvement of traffic congestion".



# Northern Way demise could weaken the North's influence

**T**he Northern Way was an effective advocate for the north of England because it chose to focus on a limited number of priorities, was able to reach consensus on a number of tricky areas, and was thus able to speak with a coherent voice to the Government and others. It undertook effective research and had effective people in key positions. With its closure, following the demise of the regional development agencies that funded it, there is a risk that fragmentation of the North's voice in dealing with strategic issues will resume.

These are the findings from an evaluation study by consultants Colin Buchanan and SQW of the organisation's effectiveness during the period from 2008-11.

The Northern Way was established by three northern RDAs "because of fragmentation in dealing with key strategic issues of pan-northern relevance, and the potential weakening of the position of the North in influencing central government policy and funding," says the report.

It took some time to focus down to the right set of priorities but it ultimately adopted three priority themes (innovation in industry, private sector investment and transport), within an overall objective of aiming to change perceptions about the North and the North-South divide, and identifying and addressing areas of economic opportunity within the North.

The emphasis was on setting the agenda and influencing, says the report, but not delivery. Overall this enabled the Northern Way to provide "a distinctive offer" in which it could operate strategically alongside its RDA and city region partners.

In transport it had numerous successes in achieving a pan-northern consensus, and in working with national policy-makers. On high speed rail it secured consensus, on a difficult issue, that there should be a network of high-speed routes, the report says. This fitted in with the DfT announcement in



**With the fall of the initiative at the end of March 2011, we are now re-entering a new period of fragmentation unless a successor can fill the gap**

March 2010 of its preferred Y-shaped route connecting London first with Birmingham and then extending to Manchester and Leeds. "If this has helped bring high speed rail to the North more quickly, then there should be a good return here – though the absence of the Northern Way during the consultation process may be an issue," the report says.

On the Northern Hub project the Northern Way was able to develop a set of "conditional outputs" for the scheme, which Network Rail has taken forward.

The organisation had a "material influence on national transport policy", including the completion, in conjunction with the DfT, of the first phase of a trans-Pennine study looking at strategic transport challenges in the area and highlighting potential options for addressing these.

The pan-northern consensus on High Speed Rail would have been unlikely without the Northern Way and the Manchester Hub was brought forward 5-10 years more quickly, arguably with a better solution than otherwise, says Buchanan.

"The ability to bring about consensus on tricky issues was

instrumental in how the Northern Way's team were able to provide a credible voice for the North... for example on a single view on high speed rail. Such a view will be lost now as the Government goes out to consultation on this difficult issue," the report concludes.

Another strength was its ability to commission research that crossed professional, institutional and geographic boundaries, that individual institutions would not have been able (or willing) to do.

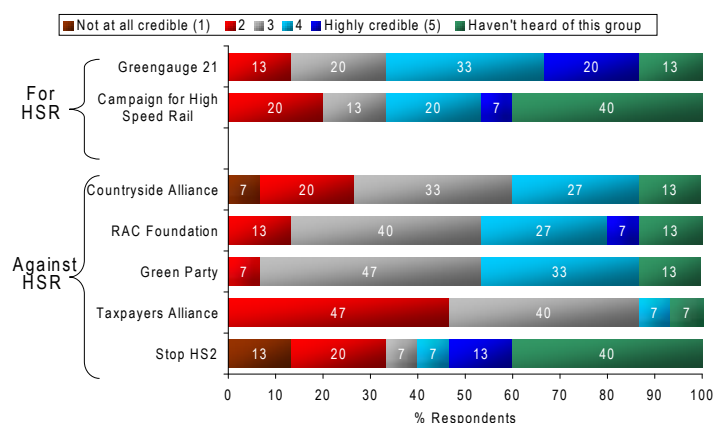
It set up an effective way of working, establishing an initial evidence-based rationale for its work, identifying a champion, setting a strategy, and then undertaking activities centred on research, advocacy, stakeholder engagement and demonstration projects.

However, in the end it was unable to transcend being "an initiative" and "embed itself sufficiently in the processes or the institutional base of the North."

"With the fall of the initiative at the end of March 2011, we are now re-entering a new period of fragmentation unless a successor can fill the gap," the report concludes.

**The Northern Way accelerated progress on The Northern Hub project "by 5-10 years"**

# Executives back plans for high speed rail network



On a scale of 1 to 5, how do you rate the credibility of the HSR pressure groups?

Senior executives overwhelmingly back plans for a high speed rail network, according to the latest Accent/Transport Times panel survey. They also believe the national interest should outweigh environmental considerations through the Chilterns, given the techniques available for mitigation. However a majority expect high speed rail to be expensive to use.

With consultations on the first phase of the project well under way and due to run till July, the survey found 82% of respondents in favour of the proposed scheme. One executive commented: "Although it may seem excessive today, if there is not the planning and vision for the future we will be affected later. France is a good case, where planning for high speed rail is made far in advance." Another respondent added: "It will reduce travel times, making trains more effective over wasteful domestic flights. It will increase connectivity between parts of the UK. It will keep the UK on the map."

Opponents argue that the £17bn scheme will be a waste of money and that updating the existing West Coast main line would be a better investment. Asked if they agreed or disagreed with this view, nearly nine out of 10 respondents (87%) said they disagreed. Dr Nigel G Harris, managing director of the Railway Consultancy said: "As observation shows, the WCML is generally full. HS2 is about

capacity as well as speed, and trying to upgrade the WCML does not address the issues of the sheer number of trains, nor of their differential speeds which limits capacity. Separating trains by speed creates more capacity both for faster and slower trains. Moreover, the last WCML upgrade showed us the difficulties of trying to improve existing busy lines."

Executives were also asked if they agreed with a letter sent to the *Daily Telegraph* by a group of business leaders which stated: "If the Government wants to encourage growth there are better ways to get Britain growing." Of those who commented, 56% disagreed with the business leaders, while 44% agreed.

Asked what would provide a better way to stimulate growth in the UK economy, one respondent said: "Investing in activities that create good employment opportunities in UK: anything to do with sustainability, such as investment in solar power, or improving infrastructure." Another respondent suggested was: "Invest heavily in renewable energy projects and integrated infrastructure of various kinds."

In view of the current economic climate, respondents were asked if now is the right time to be spending the money. Almost two-thirds (63%) said yes, 25% said no and the remaining respondents were unsure. Consultant David Hurdle said: "You need to invest during a recession in order to have the infrastructure when

economic times are better. Investing now also creates jobs during a recession which is a good thing. Transport development takes longer than land and property development so needs to start first."

When asked whether the efficiency and environmental benefits of high speed rail justified the costs, 69% of senior executives said yes and 31% said no.

Asked whether high speed rail will affect the internal aviation market, a large majority (87%) of respondents thought it would. David Hurdle said: "It will become quicker and less hassle to travel by rail, and more direct." Another respondent said: "You only need to look at examples to see that there will be a modal shift. The Paris-London corridor is an obvious example, but there are others such as Seville-Alicante, Lyon-Paris and so on. For a train journey less than two and a half hours, there will be major model shift away from air."

On the question of what the impact on aviation would be, 92% felt the effect would be a reduced number of domestic flights, while 39% thought the result would be price wars. No respondents expected companies to go out of business. One senior executive believed there would be "limited changes in route patterns, depending on where HSR operates."

The impact that the proposed high speed line will have on the Chilterns Area of Outstanding Natural Beauty has caused a great deal of controversy. Asked how important are noise reduction and the visual impact on this area, half (50%) thought them very important, 38% stated important and 13% answered not important at all. Asked whether the question of the local environment should override the expected benefit to the UK economy, 75% of respondents said no, with only 6% saying yes.

Dr Nigel Harris of the Railway Consultancy explained his view: "Many local environmental impacts can be mitigated (for example through noise barriers, purchase of a few affected houses, even tunnelling) whereas

the millions of travellers between London, Birmingham and Manchester may have no realistic choice. Indeed, as road congestion bites, existing journeys may deteriorate."

Regarding how accessible high speed rail services will be, the panel was asked: "Do you think that high speed rail will be expensive to use?" The majority of respondents (81%) believed it would be expensive.

Respondents were asked about the numerous pressure groups campaigning both for and against the high speed rail line, including the Campaign for High Speed Rail, the Countryside Alliance and the Green Party, and were asked to rate each organisation in terms of credibility. The results are shown in the chart (above)

Giving their reasons, regarding Stop HS2 one executive commented: "I believe the 'against' parties have high momentum and will make it difficult for the Conservatives to decide in favour of HS2." Speaking about the Green Party one respondent said it was "founded on sound principles and takes green issues very seriously." Sarwant Singh at Frost & Sullivan added about Greengauge 21: "Their 'fast forward strategy' for HSR for Britain put forward a compelling case."

Rob Sheldon, managing director of Accent, co-sponsor of the research programme, commented: "This research is incredibly timely with the public consultation under way and it will be fascinating to see if the senior executives' thoughts will mirror that of the public when the consultation period ends in July."

**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' then please contact Katrina Van-Loon (katrina.van-loon@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.**

**HS2's opposition, page 26**



# Aviation policy risks industry decline, says MP

**U**K aviation policy is effectively tying the hands of an industry that provides huge benefits to the economy, while expecting that industry to continue being internationally competitive. Continuing with the status quo could result over the medium to long term in the decline of UK airports to the benefit of continental rivals.

This is the conclusion of a pamphlet, *UK Aviation Industry on the Precipice*, by Paul Maynard, Conservative MP for Blackpool North and Cleveleys and transport select committee member.

The pamphlet, in response to the Government's "scoping document" on aviation policy published at the end of March, warns of the dangers of the decision to freeze airport expansion in South-East England for the status of Heathrow as an international hub airport.

Calling for a new policy Mr Maynard argues: "At its simplest and most basic what the current situation demands is a new discernible aviation policy charting a course out of the current status quo... which clarifies for passengers, carriers and airport operators what role is envisaged for aviation in this Government's overall strategic direction. What contribution is the aviation sector going to make in the eyes of policymakers? Nostalgia and resting on laurels will not inoculate UK aviation from competition and the threat of decline. A clear and coherent way forward is needed from the Government."

Recommendations made by Mr Maynard include "wholehearted support" for the adoption of regional variations in air passenger duty, a policy proposed by the Northern Way.

Though it has been suggested that there is a potential conflict with EU law, "no definitive ruling has been made to date, and I believe the concept should at least be given serious consideration," he says. It should be recognised that APD disproportionately affects demand for regional airports such as Manchester. Regional banding would allow Manchester

Heathrow could lose its status as a hub airport, warns Paul Maynard



to improve connections to continental European hubs, protecting itself from any future decline in destinations from Heathrow.

However, air passenger duty should be abolished next year when aviation joins the EU emission trading scheme.

Improving access to regional airports would bring major benefits and make them far more appealing to prospective passengers, the pamphlet argues. This particularly applies to Manchester, as the primary airport in the North of England. "If there is any hope of sustaining Manchester's current connectivity and supporting its growth there has to be a commitment to improving access to the airport. Rail and road links to the city and the airport are key to persuading people to look beyond the South East as their departure point of first choice," Mr Maynard argues.

Serious consideration should be given to how visitors to the UK can benefit from the multi-national entry visas under the Schengen agreement without compromising national security, he continues. "The current UK exclusion from the club of Schengen countries puts us at a significant disadvantage when it comes to attracting tourists compared to other European countries. The difficulties we face in enticing more visitors to our shores is not a reflection on

what we have to offer as a tourist destination but the procedures and cost incurred by those who wish to visit."

This gives an incentive to inbound tourists to Europe to use continental European destinations such as Paris, Amsterdam, Frankfurt or Madrid and bypass the UK altogether.

Most important is the need for an alternative infrastructure plan, the pamphlet argues. "All the other measures suggest alterations to the edge of policy but the problem is infrastructure and the solution is infrastructure," Mr Maynard argues.

With the third runway at Heathrow off the political agenda, "serious consideration has to be given to other solutions, regardless of how out of the box they may be". Feasibility studies of the idea of a new airport in the Thames Estuary should be undertaken, as should an exploration of the possibility of using RAF Northolt as an extension of Heathrow. "RAF Northolt constitutes an already-built third runway, potentially within shuttle distance of the main Heathrow terminal. Admittedly there would be logistical problems requiring investigation but there is no harm in weighing up our options."

Mr Maynard says he remains sceptical about the feasibility of the Thames Estuary proposals

given the UK's history with major infrastructure projects.

"Nevertheless, the door on new infrastructure construction cannot be closed, and the Mayor's proposals nonetheless indicate the scale of the challenge London faces as a global city."

The scoping document acknowledges the importance of aviation in three vital areas: UK economy, intra-UK connectivity and international connectivity, Mr Maynard argues. However it does not countenance capacity expansion in the South-East so that demand for aviation will be in effect rationed.

"There is a real sense in the scoping document that the Government believes changes to airport management and efficiency within the parameters of existing capacity will be sufficient to meet demand. This approach risks contributing to the primary hub for UK passengers being outsourced to a continental rival." The Government states that it wants to explore how to create the right conditions for regional airports to flourish. "But for regional airports to flourish they need to be plugged into the network of connections provided by a hub. What is bad for Heathrow is bad for regional airports," Mr Maynard says.

Theresa Villiers, page 13

# An East Coast concession could free innovation

Bureaucracy and over-specified franchises are stifling innovation in passenger rail services. A different model could inject some competition



If you were the Secretary of State for Transport, you'd be asking why, with all this effort at reform, it remains so difficult to get some simple commercialism into the passenger rail business. No sooner have you declared your intention to lift the heavy hand of bureaucracy than it's back again, prescribing the timetable, the trains and the fares for the next generation of franchisees.

Where to start? The intercity franchises are the obvious place, with their high exposure to competition and limited reliance on vulnerable commuter carryings. Philip Hammond has just delayed the next one to be let – the West Coast – to test out a more radical franchise. The East Coast will follow shortly after, and it has the added bonus that this is the one route where there is already competition from long-distance open access operators. Indeed, this might be a chance to get competition between franchised and open access operators on a better footing.



The big aim would be to get back some of the virtues of the privatisation process – the investment and innovation of the private sector. So what can be done to disentangle the next East Coast franchise from those detailed specifications that dictate the timetable and the rolling stock fleet, and leave little more than the catering offer and the choice of name and livery for the franchisee to ponder?

The answer is something closer to a concession, let for a lengthy period; a concession

worth buying essentially because of the track access rights, but one freed of the endless list of detailed service obligations, with the concession holder free to pursue commercial opportunities.

Such an arrangement needn't have the problematic ab initio specification of each year's subsidy/premium built into the contract – an approach that is fairly likely to crash somewhere during the life of a long-term deal. Instead it could be awarded on the basis of the overall price/best value. Ministers can weigh up the value of a one-off up-front payment against a scheduled income stream.

With a business future to build, we could expect a much more positive approach to invest-

 **This might be a chance to get competition between franchised and open access operators on a better footing** 

ment, winning market share and growth. So what's stopping us?

First, the Office of Rail Regulation won't like the idea of tying up track access rights for 25 years or more; it would rather have the greater flexibility of network use that comes from shorter contracts. The DfT will be concerned about the risks of a concessioner's default, with passengers left stranded at zero notice. And it will also fret about what a liberated operator might actually do – would it bother with low-yielding intermediate stops, or late-night services? Or with providing capacity when there's a commercial windfall available from operating overcrowded trains? And is the market to be relied upon to ensure that fares don't skyrocket?

In essence, the concession will have to come with a licence to which conditions can be attached:

more arduous at the outset, but gradually relaxed as good concessionary behaviour becomes apparent. Licence conditions might relate to any of the areas of concern noted above, and certainly would give the department a step-in right in the event of default. The existence of these licence conditions should reassure the ORR about track access rights, along with a commitment to a visible investment plan.

As for specific service requirements – say at intermediate stops – these could be “purchased” by the Department, and on the East Coast there would be several train operators who could bid to provide them. This implies a separation into a core commercial service proposition that would be up to bidders to specify in the concession bid, and social network obligations, bought under a competitively awarded contract.

If this sounds too complex, remember that this is exactly how bus privatisation was handled 25 years ago. Existing networks run by the National Bus Company and the municipally-owned companies were split along exactly these lines.

Of course, this won't work as a model everywhere. On the southeast's commuter franchises, tighter management of fares and capacity is inevitable.

Sir Roy McNulty's review is pushing for the rail industry to act in a more mature manner, using partnerships to provide a capability that relies less on government. Sceptics will worry whether there really will be savings from the proposed high-level cross industry group. To see early visible signs of progress, with greater efficiency and better customer service, the East Coast, with its franchised liberated into a licensed concession, may be the best prospect on offer.

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



# Councils have yet to work out what 'localism' means

No-one has a clear idea of what the effect of the Localism Bill will be, what the 'big society' will mean in practice, or whether the public will actually want to be involved in local service provision

**T**ransport policy and practice have begun a journey of unprecedented change, as a direct consequence of the severest budget cuts to local government in decades. Practitioners, politicians and the public are dividing into two camps as the journey progresses.

On the one hand the transition can be viewed as little more than cuts resulting in street lights being turned off, bus subsidies stopping, transport schemes being abandoned and road repairs delayed. On the other it can be seen as an opportunity to introduce more sustainable carbon management, fit for purpose transport systems, new solutions and new technologies, together with improved delivery.

In reality it doesn't matter which camp people are in, providing we're all heading in the same direction. What does matter is the extent and speed with which the principles of the "big society" and "localism" are introduced. This is potentially the most fundamental aspect of the change and will not go away as an issue.

The new Localism Bill is experiencing a bumpy ride through Parliament with a wide range of tensions and conflicting policy directions, especially between the advocates of growth and those who would prefer the public to decide where development goes (78% of people already think that their local area is overdeveloped).

The creation of the neighbourhood plans promoted by the bill will change the way in which local authorities engage with the public on transport planning and provision, and councils must be prepared for results which could take them into uncharted waters. Local authorities will need to change their approach so that transport contracts and partnerships are more supportive of social enterprises and mutuals, rather than focusing on the speed with which a pothole can be fixed.

More emphasis will need to be

placed on personalising services, and public behaviour will have to change so that the public themselves shoulder a greater share of the burden of delivering public services and outcomes. The question is, do councils really have the skills and capacity to put this philosophy into practice – and is the public really interested anyway?

Hansard research has suggested that just one in 10 people will definitely volunteer over the next two years. Other surveys have shown that up to a third of local councillors don't support the Localism Bill, so councils are on an uphill journey at the outset.

The DCLG has set up a "barrier-buster" website for members of the public interested in being more involved in their local com-

**Local government is already planning to raid its coffers on a scale not seen in decades to cushion the impact of the budget**

munities but who feel thwarted by government bureaucracy. In December and January alone it received 104 queries, none of which have so far been resolved.

Something has to change if the big society is to work, but councils cannot continue on the new policy journey in the current financial climate without taking local communities along with them.

Localism is about choice and we must accept that sometimes this can mean conflict with received wisdom and traditional practices. For example, the impact of parents' choices of which schools they send their children to can have a dramatic impact on the transport system, especially if the chosen school is outside practical walking or cycling distance. Emerging research is suggesting that if pupils were required to attend their nearest school then passenger travel mileage would

be reduced by 2.2 million miles annually. In reality this will just not happen. What we must do is turn our attention to the underlying causes of decisions, and not just focus on tackling the symptoms of them.

The problem with tackling underlying causes is that authorities don't really have the tools or the skills to do it at present. This is evident in the new Regional Growth Fund guidance, with its focus on promoting growth, economic development and especially jobs. Existing transport appraisal techniques are not particularly designed or geared up for this. We need to understand better how transport projects can support local objectives, and predict outcomes such as the impact on employment, incomes, and product prices and supply that are of real concern to local people – not benefit/cost ratios and net present values.

Councils have no option but to consider seriously how to take full advantage of engagement with the public. Local government in England is already planning to raid its coffers on a scale not seen in decades (around £880m over the next year alone) to cushion the impact of the budget. It cannot continue to do this.

This is the beginning of a cultural shift in how we participate and engage with local communities to provide the services they want.

We already know that the DfT is exploring its own response to the big society challenge – heaven forbid a plethora of new guidance notes and directives from central government on how best to be "local" as far as transport policy and provision is concerned.

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



# City centres should be for electric vehicles only

Electric cars don't have to resemble their petrol or diesel counterparts. We need stripped down versions designed specifically for use in cities



**M**y grandfather liked to tell how, as one of Britain's pioneer motorists, he had to be preceded by a man walking with a red flag. Today there are few more nonsensical sights than a three-litre car crawling along in heavy traffic. We are so used to seeing over-powered limos jamming city streets that we hardly give them a thought. The antique Rolls-Royces processing down the Mall in the royal wedding were, to my eyes, rather splendid, but the horse drawn 19th-century carriages were a much better historical spectacle.

Modern city life, however, is not a pageant, nor do Chelsea tractors and stretch limos, with their darkened windows, contribute anything to a civilised city. Apart from apathy and political fear, why should we continue to tolerate these over-powered dinosaurs polluting our cities?

There is a solution which would provoke only relatively minor howls of rage: impose steep sliding-scale city congestion charges on all private cars with an engine of more than one litre, and exceeding specified dimensions. A £100-a-day charge on gas guzzlers would make them the vehicle of choice for only the seriously rich. They would probably enjoy paying it as a mark of distinction. And there are not enough of them, even with all the Arab princes and Russian oligarchs in town, to cause serious problems.

Which brings me to electric cars. I welcome their development, and am glad to see that this is the year in which major manufacturers will be putting mass-produced models on sale.

But without significant improvements in battery technology, they will remain a niche product.

Quite apart from the limitations of range (less than 100 miles), the cost disadvantage is considerable. They are not only more expensive to buy than their comparative petrol and diesel equivalents; their lithium batteries also have to be replaced every four or so years at a cost of several thousand pounds. For some time to come, I believe the hybrid solution pioneered by Toyota with the Prius is a better bet because it has solved the problem of range.

What would, of course, change the whole argument is a dictat banning all vehicles apart from pure electric-powered ones from

**The fast growth of car clubs offers another opportunity for progress**

the centre of our cities. Today this sounds far-fetched to the point of being political madness. But I suspect more nuanced versions of this idea may not be far off. Many towns and cities now have park-and-ride facilities at their boundaries where motorists can leave their car and catch a bus into town. What if, in addition to the bus option, you were able to rent a small electric car?

I have recently spent a lot of time in golf buggies. Something similar would be well-suited to inner-city streets. The new electric cars are over-engineered, over-priced, and aim at the wrong target. We don't need electric vehicles that ape their petrol and diesel-driven equivalents. We need cars that are specially designed for cities.

The fast growth of car clubs offers another opportunity for progress. If a local authority decreed tomorrow that car club spaces would be available only

for use by small electric cars, there would be a dramatic upsurge in demand.

From electric cars to coalition politics may seem a big leap. But bear with me. Two issues that lie ahead for this government that may have an influence on transport policy. The first is that David Cameron will soon want to reshuffle his cabinet. Too many things are going wrong for him to be complacent. One obvious candidate for promotion is Philip Hammond, which would leave a vacancy at the DfT.

It is not just the Tories who are looking wobbly. The loss of the alternative vote referendum is bad news for the coalition as a whole. The Liberal Democrats now have a strong incentive to force an early election sometime in the next two years because they know that if this parliament goes a full term and the Boundary Commission's recommendations are implemented, they will probably lose most of their seats.

What does this mean for transport policy? Almost certainly more of the same. Transport is seen in Whitehall and at Westminster as a potential vote-loser, not a vote-winner. Whoever is in charge will not want to embark on new policies or new initiatives. Steady as she goes is probably the best we can hope for.

As the economy recovers, congestion on our roads will get worse, which will result in an even greater shift towards rail. Even if high-speed rail is given the green light, we will run out of capacity on lines to the North and the railways will become even more overcrowded. A future government will have to face up to these issues, but I don't expect anything soon.

**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.**



# Plotting a flight path to a sustainable future

If aviation is to grow it must also address its environmental impacts, says **Theresa Villiers**. A new scoping document is the Government's first step towards a new policy framework

**A**viation makes an immense contribution to our economy and our society. The air transport sector generates economic output of about £9bn a year, and employs around 150,000 people. It provides international connectivity for businesses seeking to compete in a globalised economy, and enables millions of people to take their holidays abroad.

So it is very important that aviation is able to prosper in the future. A key part of delivering that goal is to improve our airports and address some of the hassle that has impacted on the journeys of many air passengers in recent years. The coalition has a number of projects under way aimed at doing this.

We will be introducing legislation to reform airport economic regulation to drive investment and improve the quality of service for passengers at designated airports. The licence-based system we propose will help the CAA intervene quickly if an airport is failing its customers.

We have established the South East Airports Taskforce, which aims to make operational improvements at Heathrow, Gatwick and Stansted. Practical measures include reforming the way airport security is regulated to enable checks to be carried out in a more efficient and passenger-friendly way, while maintaining the highest standards of security. We are also working to introduce new systems and technology to tackle border queues.

Earlier this year, I announced that we would be modernising the arrangements for protecting holidaymakers in the event of insolvency – the Air Travel Organisers' Licensing (ATOL) scheme. ATOL needs to be reformed to reflect the way holidays are sold in the internet age. We plan to extend protection for consumers and give people a much clearer understanding of which holidays are protected and which are not.

We have listened to industry and consumer concerns on air passenger duty, and we are consulting on reforms to make aviation taxation fairer. We are working at an international level to improve security and help address the local and global environmental impacts of air transport. For example, we are leading negotiations in the International Civil Aviation Organisation for global action on aviation safety, security, noise and emissions, and we will be bringing aviation into the EU's Emissions Trading System.

Improving airspace management through the EU's Single European Sky (SES) programme

**Our aim is to produce a genuinely sustainable framework for UK aviation**

is another priority. SES aims to enhance air traffic safety and efficiency; help tackle delays; reduce the need for stacking; and address environmental concerns. Cooperation between UK and Irish air traffic controllers puts us in the lead in this programme, and is already producing benefits. The CAA's work through its Future Airspace Strategy will also help us deliver important passenger and environmental benefits.

And we have embarked on a major consultation on our proposed national high speed rail network, which will provide a viable rail alternative to thousands of flights to domestic and near European destinations. High speed rail will not only help the UK meet growing demand for long distance intercity travel in the decades ahead, but it will also release capacity at our crowded airports.

In addition, we need a new policy framework to provide a path for aviation to grow in the

years ahead. It is crucial that the framework is sustainable, and addresses the carbon and local environmental impacts of flying.

The world has changed dramatically since the last white paper on aviation in 2003. In particular, the dangers posed by climate change have become ever more apparent.

So one of our earliest acts in office was to cancel the previous Government's plans for a third runway at Heathrow and make it clear that we did not support new runways at Gatwick or Stansted. Building new runways at our three busiest airports would have made it more difficult to meet our commitments on climate change and left us paying too high a price in the environmental impact on surrounding communities.

To kick off the debate, we recently published a policy scoping document. This makes it clear that we support aviation, but not at any price. The debate on aviation has become increasingly polarised in recent years. We want to try to build a more inclusive consensus for change. Just as it is a mistake to assume that a viable growth strategy for aviation necessarily means building new runways at Heathrow, Gatwick and Stansted, so it is wrong to assume that a growing aviation sector cannot reduce its carbon emissions and local impacts.

Over the next few months, we will be engaging with the aviation industry and a wide range of businesses, environmentalists and community groups, to give them a chance to have a real say in the long term future for air transport. Our aim is to produce a genuinely sustainable framework for UK aviation, one that gives aviation the opportunity to grow, so long as it generates the technological change needed to address its local environmental impact and plays its part in combating dangerous climate change.

**Theresa Villiers is Minister of State for Transport.**



Theresa Villiers: "We want to build a consensus for change"

# Arguments for longer trucks don't stack up

Longer lorries would be bad for road safety and congestion, says **Philippa Edmunds**. And they will torpedo the prospects for growth in rail freight, along with the associated environmental benefits



**Philippa Edmunds:** "Improve efficiency of existing HGVs rather than increasing lorry lengths"

**T**he Government's consultation on increasing the length of HGVs by 2.05m (almost 7 feet)

revisits all the same questionable economic and environmental arguments used before to justify lorry dimension increases, based on the presumption that there would be fewer, bigger trucks. This is despite the fact that there is no direct evidence of larger or heavier lorries having led to improvements in average payloads, or a reduction in the number of empty lorries, which remains at one in four HGVs on our roads.

DfT research, while playing down the fact that these lorries will be more dangerous than existing 44 tonne HGVs, using current technology, admits that the longer trailer will increase tail swings and be more susceptible to crosswinds. The Mayor of London is phasing out bendy buses, which at 18m are a similar length to the proposed longer trailer, as they cause more than twice as many injuries as other buses.

The case for longer trailers sounds fine in theory but the claimed environmental benefits of longer trailers rely on assumed very high levels of load utilisation – in excess of that routinely achieved within the haulage sector.

The argument for the length increase is that some loads are volume-constrained – but the reason is that weight limits were increased from 40 to 44 tonnes in 2001. If you increase the volume you will hit new weight limits, as it is difficult to optimise for

both weight and volume together, resulting in a see-saw effect between length and weight increases.

Again, DfT research shows almost half of all cargos are neither weight or volume limited (in other words only partially loaded); the proposed longer and thus heavier trailer will be able to carry even less weight than an existing HGV. Statistics show that hauliers tend to buy the largest vehicle permitted and use it for large and small loads irrespective of the impact on efficiency and consolidation.

The road haulage industry is far from united on the merits of this increase, which is being led by the big operators, because it would be damaging to medium and smaller operators who would

**The DfT's research admits that the 2m longer trailer would reduce rail freight growth by almost two-thirds, from 732% to 262% by 2025**

suffer from the premature loss of value of existing models when the longer truck becomes the default vehicle.

Lower road haulage costs are likely to mean more lorry-miles are run, not fewer: distribution centres are likely to be rationalised to save on property estate costs, with lorry tonne-kilometres increasing as the same freight is carried further. The DfT consultation report has used an incredibly low elasticity rate of 0.1, despite the fact that the EU peer group review advising the European Commission on EU proposals concluded that 0.6 was a good starting point; using 0.6 instead of 0.1 removes 83% of the claimed environmental benefits of the various trailer options.

The Government should look at incentives to improve the efficiency of existing sized HGVs, instead

of increasing lorry lengths. In the past decade, Germany, which started with a vignette lorry road user charging system and moved to a distance-based one in 2005, has reduced empty running by 20%.

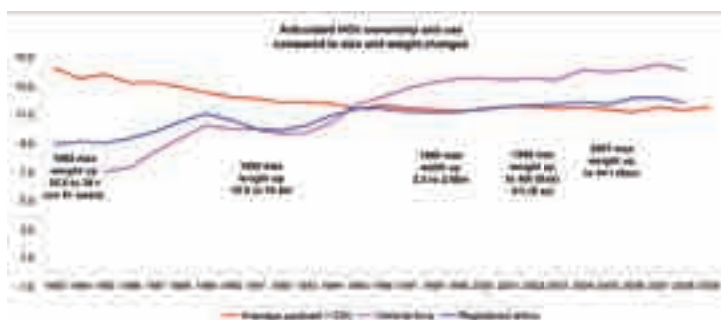
The proposals will also have an adverse effect on rail freight. While they are unlikely to affect the traditional bulk and the deep sea intermodal rail markets, supermarket traffic (which makes up most domestic intermodal traffic) is likely to be badly affected, particularly in its ability to expand business. The DfT's research admits that the 2m longer trailer would reduce rail freight growth by almost two-thirds, from 732% to 262% by 2025. This is because the relative costs of road and rail will be adversely affected by the new units, and rail will face a cost disadvantage; savings of up to 15% are predicted by some in the road haulage industry.

The DfT suggest that this impact would be offset by rail operators being able to use longer intermodal units than at present, increasing their own efficiency. However, this assumes that customers will want to invest in such units rather than in road fleets and also that the existing equipment, much of which is new, can be written off.

The Government needs to recognise that modal shift to rail freight, which produces 70% less carbon dioxide emissions than the equivalent road journey, is the only practicable means of achieving the massive reductions required in carbon dioxide emissions from long distance freight (other than coastal shipping), if transport is to reduce its carbon dioxide emissions, which represent 21% of UK emissions, by 80% by 2050.

**Philippa Edmunds is manager of Freight on Rail. Members are DB Schenker, Freightliner, ASLEF, RMT, TSSA, UNITE, Rail Freight Group and Campaign for Better Transport**

Hauliers tend to buy the largest vehicle permitted and use it for large and small loads. Source: CSRG 1995, 2005 and 2006, Road Freight Statistics 2009





# A Smart Future for Transport

26 May 2011, One Day Conference, London W1



We are delighted to have **Norman Baker MP**, **Parliamentary Under-Secretary of State for Transport** as our confirmed **Keynote Speaker**.

How we pay for public transport fares, get informed about our travel options and kept up-to-date during travel is getting smarter. So smart, the Government believes it has the potential to revolutionise public transport.

In terms of technology, the Government has committed itself to delivering the infrastructure to enable public transport journeys to be made using smart ticketing and wants to see a single national smartcard 'within a few years.' It also wants to work with the rail and bus industry on what can be done to stimulate improvement and innovation in ticketing products available to passengers.

But it's not just the products available within the industry that's making travel smarter, it's how the industry is reaching out to existing and potential passengers. Smarter marketing, smarter choices (personal travel planning) and the use of social networking are all being innovatively employed to successfully boost the take-up of public transport.

Our exciting one-day event provides the perfect opportunity to hear all the latest developments and innovation in smarter travel.

## Topics for discussion include:

- What barriers are left in reaching a national smartcard?
- How can Oyster be incorporated in to a national scheme?
- Where next for London's smart ticketing system?
- How can smartcards reduce costs and deliver greater efficiencies in service delivery?
- How real is the vision for cashless payments?
- Is mobile ticketing a better option than smartcards?
- How can social media help attract users on to public transport?
- How smart have we got with marketing for public transport?

## Other confirmed speakers include:

- **Michael Leach**, Chief Executive, ITSO
- **Shashi Verma**, Director of Fares & Ticketing, TfL
- **Gordon Hanning**, Head of Concessionary Travel & Integrated Ticketing, Transport Scotland
- **Elaine RossCraig**, Head of Customer Insight, Stagecoach UK Bus
- **David Hytch**, Information Systems Director, GMPTE
- **Darren Richards**, Executive Head of Planning and Transportation, London Borough of Sutton
- **Fuad Omar**, Sustainable Transport Officer, London Borough of Harrow

**BOOK YOUR PLACE NOW** at [www.transporttimesevents.co.uk](http://www.transporttimesevents.co.uk)  
or call **0207 828 3804**





# Year of decision

The McNulty review concludes that the rail industry must get together to drive down costs if it is to continue to grow. A *Transport Times* conference considered the implications. **David Fowler** reports

**B**ritain's railways are entering a critical 12 months, during which the industry has a chance, if it chooses to grab the initiative, to take responsibility for its future direction.

There for the taking is a future in which rail will continue to build on the growth of recent years, with high levels of investment in the infrastructure, less management by the Department for Transport, and greater opportunities for train operators to innovate. Passenger satisfaction will increase, the labyrinthine fares structure will be simplified, and fares will stop rising faster than inflation.

All this depends, however, on the industry's participants getting together in the coming months and proving they can work together effectively to bring down costs. The railways are costing at least £1bn annually more than they should, according to Sir Roy McNulty's value for money review, and the continued success and growth of the industry depends on a concerted attempt to realise these cost savings.

That was the view emerging from last week's *Transport Times* conference Can rail win its case: *Getting value for money from the railways*. And there were positive signs that the industry is ready to embrace the collaborative approach that will be necessary to succeed.

Philip Hammond, delivering the keynote speech on the anniversary of his appointment as Transport Secretary, said: "There is a fortuitous alignment of the constellations." A new government is in place; there is a new top management team at Network Rail which has signalled its readiness for change; train operators are ready to change from a short-term to a longer-term vision; and there is "a burning platform" in the shape of the fiscal deficit, he said.

The government had announced a commitment to longer franchises, of which a considerable number are shortly coming up for renewal, and the periodic review process leading to next year's "high level output statement", in which the government sets out investment plans for 2014-2019, is about to start.

Together these provided an opportunity: "Sir Roy's report will be a catalyst," said Mr Hammond. "Industry must show pretty rapidly it is prepared to move fast."

Two things in particular had struck him in the McNulty interim report: costs per passenger mile had changed almost not at all in 15 years, despite a big increase in passenger mileage; and a gap was opening up between rail industry average earnings and the average for the rest of the economy.

Mr Hammond said: "I am very clear: this will be an evolution not a revolution. We want to see the reforms of the McNulty report introduced



gradually into franchises over the next few years." This would coincide with reform and improved accountability in Network Rail.

He said that he was determined to make success in reducing costs a prequalification requirement for future franchise bids.

Mr Hammond added that "unsustainable growth in labour costs" were "at the heart" of the problem. "Addressing inefficient working practices and excessive wage claims will be key," he said. "Working collaboratively will become the norm." Evidence of this approach would also become a requirement for prequalification.

The Rail Delivery Group, proposed after the McNulty interim report, which will bring together representatives of the government and industry to push through cost savings, was "an idea with great merit. It must be taken forward by the industry," he said.

The initial industry plan for 2014-2019 this autumn would be "the key opportunity" for the industry to show that it was serious about reform and working together.

The litmus test of success would be keeping fares fair, he said. The next three years, in which fares will be allowed to rise by inflation plus 3%, to protect the rail investment programme, would be tough. "But our aspiration for the next few years must be for fares to rise only in line with inflation."

Mr Hammond warned: "If any major players think it's everyone else who has to change, this reform will fail. We need to have an unequivocal commitment from all the other players for the sake of the industry and the passengers who depend on it."

The chair of the value for money review, Sir Roy McNulty himself, followed the minister and stressed that his terms of reference were to identify options for improving value for money "while continuing to expand capacity" and to address barriers to efficiency: it was not a Beeching-style cost-cutting exercise.

He started by stressing the positives: growth in passengers and freight, increased safety, better performance – with a projected doubling in passenger numbers by 2030.

"But," he said, "GB rail has a major problem on costs." His study had found unit costs had not improved since the mid-1990s. Benchmarked against Europe, the UK's railways should cost up to 40% less than in 2008/09. Between £2.5bn and £3.5bn could be saved by completely closing the efficiency gap.

The final McNulty report goes into considerable detail on barriers to efficiency. Sir Roy listed prerequisites for cost reduction from his experience (in aviation with Short Brothers) "where we achieved much bigger savings" than are being sought in the rail

**We want to see the reforms of the McNulty report introduced gradually into franchises over the next few years**

– Philip Hammond

**Devolution of responsibility for the Merseyrail franchise to Merseytravel led to dramatic improvements**

industry. These included leadership; clear objectives; a cost-saving culture; the right organisational structures and incentives; and consistency: "you have to keep at it for years on end".

"In most cases we don't have those prerequisites," he said.

The main barriers included fragmentation, including having two separate regulators (the ORR and the DfT); Network Rail and the train operators working in ways that are incompatible; the government too much involved in running things and the industry not given, or taking, enough responsibility for costs. There was a lack of compatibility between incentives for Network Rail and the TOCs. On franchises, Sir Roy's study "supports the general thrust to longer franchises but with an additional focus on costs"; the fare structure needs to be more rational.

Supply chain management was not sufficiently collaborative; and the industry tended to approach things with a "silo" mentality than a whole-industry approach. It had little inclination, Sir Roy said, to look for ideas from outside.

There was no simple solution. "A long and complicated set of solutions is needed for a long and complicated set of problems," he said. "The problem will only be solved if you solve the whole of it and everybody pitches into solving it."

The study recommends changes to create an enabling environment; changes to bring about the main savings such as adopting best practice in asset management, programme and project management, and supply chain management; and an effective approach to implementation, with a plan, a small independent change team, and a new industry leadership group, reporting directly to the secretary of state.

It is hard to imagine any government allowing the projected doubling of traf-

fic to 2030 if this also means a doubling of costs, he concluded. "The industry has to earn a licence to grow."

Office of Rail Regulation chief executive Bill Emery said Network Rail was making good progress towards ORR efficiency targets in the current regulatory period (2009-2014). "The challenge is now for whole sector to step up."

He outlined what this would mean for the coming periodic review. The process is launched this month, with the production of an initial industry plan following in autumn, leading next year to a government white paper and statement of what it expects from the industry from 2014-2019 (the so-called high level output statement and statement of funds available).

"The periodic review is a means of closing the remainder of the efficiency gap in control period 5," he said. "The industry working together is necessary to solve it."

A key issue was that since privatisation asset knowledge and asset management competence had been lost and needed to be recovered. Network Rail was "on track" to close the efficiency gap identified by ORR by 2017, but meeting its targets was "not in the bag".

"The industry needs to respond by demonstrating it can work collaboratively to meet the challenges and is willing to explore different ways of doing things," he said.

In the periodic review he wanted to see Network Rail "leading the pack", but the wider process would provide a means for the whole industry to demonstrate it can provide better value for money.

"The coming 12 months will be critical for industry to get the right answers to the Government. The industry needs to grasp the opportunity of the value

from page 18





**The future lies in a more businesslike railway with the emphasis on partnership**

– Michael Roberts



From top: ATOC's Michael Roberts, PTEG chairman Geoff Inskip and Anthony Smith of Passenger Focus

from page 17

for money study." A credible industry plan this autumn would be "a vital first step" in convincing the ORR that the industry was serious about addressing value for money. "There are really big challenges in this control period and a relatively short time to win the argument," he said.

Network Rail director of planning and development Paul Plummer said Network Rail's costs had come down but help would be needed from the rest of the industry. He endorsed the idea that the initial industry plan can show "how the industry can come together and respond to the challenges in Sir Roy's report."

There was "a lot of support from the rest of the industry" and "a massive opportunity for aligning incentives for the infrastructure manager and train operators." Everyone, he added, must be willing to change for the greater good.

ATOC chief executive Michael Roberts said train operators were "ready to rise to the challenge".

He welcomed the theme of industry taking greater leadership.

"The future lies in a more businesslike railway in a framework set by the Government and with the emphasis on partnership," he said. This more businesslike railway depended on four things: franchise reform, aligning incentives for operators and Network Rail, targeted and sustained investment and a smarter fares policy.

Train operators should be given a greater role through longer franchises of 15-20 years as the norm. "We see longer franchises as essential to TOCs coming forward with ideas," he said, though he accepted there would still be a need to retain the ability to remove underperforming operators.

Closer working between track and train operations would drive down costs: "We are keen to see genuine devolution to route level in Network Rail," he said. Operators were keen to explore options from informal partnerships to vertical integration. A mechanism for sharing benefits of more efficient working should be introduced.

TOCs should be allowed to lead rolling stock procurement instead of decisions being made in Whitehall. On fares, regulation should be kept where needed, for example for peak time commuter travel, but applied more flexibly between individual franchises, to reflect where significant investment had been made. Targeted deregulation should be allowed where regulation could be shown to work against the interests of passengers.

Chiltern Railways managing director Adrian Shooter considered whether the success of Chiltern's 20-year franchise could be replicated.

Mr Shooter said that at the time of privatisation a continued decline in rail was assumed so no thought was given to long-term planning or who should lead investment in infrastructure or rolling stock. Accordingly, Chiltern developed its own long-term strategy which it has followed for 17 years. In that time passengers have increased twice as fast as nationally, and a subsidy has turned into a premium paid from Chiltern to the government.

From only serving Banbury, the company now runs trains from London to Aylesbury and to Birmingham, competing with the West Coast main line. It has specified its own rolling stock, and undertaken infrastructure projects Evergreen 1, 2 and 3 to improve line capacity, redoubling 30 miles of single-line track. It has added new stations – Aylesbury Vale Parkway and Warwick Parkway, and has worked closely with Network Rail.

Mr Shooter said the 20-year franchise gave time to build relationships with stakeholders, identify opportunities, specify and undertake projects, and earn a return on investment.

Chiltern's experience could be replicated if franchises were longer; if TOCs are given freedom to innovate and to lead on specification and procurement; and if vertical integration or a more commercial relationship with Network Rail were introduced.

Reform would not work if it was too hasty, dealt with symptoms rather than underlying problems, or if key procurement decisions remained in Whitehall.

Anton Valk, chief executive of Netherlands Railways subsidiary Abellio, which operates the Merseyrail and Northern franchises, addressed the question of why rail operations in the rest of Europe were cheaper than in the UK.

The McNulty review compared costs in the UK, France, Sweden and the Netherlands. The study showed the cost-efficiency of UK passenger train operations compared favourably to European peers, but UK infrastructure costs were above peer levels.

Each rail system had its own strengths and weaknesses, so to improve value for money in the UK it will be important not to copy one model but to focus on the different elements of best practice.

He gave two examples of innovation in the Netherlands, where he said the industry has a leading role and government regulation is light-touch, and there is a focus on co-operation between operators and infrastructure. The first concerned ticket retailing.

"The UK fare structure is complex, high cost, labour intensive and a potential barrier to new passengers," he said. In the Netherlands a strategy of moving to ticket vending machines as the main point of sale was adopted.



The fare structure is simple with only three choices for the passenger to make: destination, ticket class and peak or off-peak. As a result, only 36 of 399 Netherlands stations have ticket offices; over 80% of transactions use machines, freeing ticket office staff for more productive duties around stations.

The second concerned asset knowledge. When Railtrack was first created in the UK on privatisation, it immediately sought to outsource maintenance as a way of reducing costs, with disastrous results. In the Netherlands when rail operations and infrastructure were separated 15 years ago, Railtrack's equivalent, Prorail, took 5-8 years to develop the systems and asset knowledge to put it in a position to achieve sustained cost reduction.

The result is that Prorail has achieved 25 to 30% unit cost reductions through the outsourcing of substantial maintenance and renewal contracts.

Chair of the Passenger Transport Executive Group Geoff Inskip argued that Department for Transport management of franchises had not brought about much-needed improvements, increased funding or reduced overcrowding in the city-regions, particularly those covered by the Northern franchise or London Midland in the Centro area. By contrast, where responsibility for franchises has been devolved – to Merseytravel, TfL and Transport Scotland – services have been transformed.

PTEs are best placed to bring about improvements for the city regions, he argued, and in a strong position to bring about more investment through efficiency, local prioritisation and external funding and to improve the quality and cost-effectiveness of services.

"PTEs are talking to the government about options for greater local control," he said. This could range from the extension of the existing role of some PTEs as co-signatories to franchises, which would be easy to do, but would have a marginal impact, to taking on the full franchising authority role.

Passenger Focus chief executive Anthony Smith warned that cutting costs should not mean cutting corners for passengers – this risked killing "the goose that lays the golden egg". Cost-cutting should not be achieved by relaxing punctuality standards, or cutting carriages or off-peak services.

"Efficiency should be derived from making sure infrastructure improvements allow the full benefits of rolling stock to be exploited, or through synergies such as carrying out renewals and enhancements at same time," he said.

Commuters were a captive market, but he warned about increasing prices to manage demand. Increasing prices, he pointed out, does not discourage people from commuting – instead they move further out from the centre, adding to costs. He added: "Enabling people to get to work adds value to the

economy – it isn't just a cost."

He berated the ticket system and in particular the move towards advance booking as something passengers didn't want. The UK has some of the most frequent long-distance services in Europe, for example every 20 minutes from London to Birmingham by Virgin. "If you have turn up and go frequently why strap it to an Easyjet-style booking system?" he said. Airline models are not applicable to much of rail: "Why should travelling to Manchester be any more complicated than turning up, tipping a man £50 and going?"

Business users in particular did not like advance tickets because of their lack of flexibility.

And the significant difference between "anytime" and advance fares had perverse outcomes such as overcrowding on the first train after the peak, when advance tickets can be used. Moreover there was evidence that airline-style pricing is not driving up yields.

Alternatives to demand management included more flexibility within advance tickets such as the ability to upgrade the ticket on the train; or redressing the balance between (empty) first-class and (overcrowded) standard carriages. He concluded: "ATOC figures show that there is a link between high petrol prices and increased demand. Rail has a competitive advantage: don't kill it."

**The problem will only be solved if you solve the whole of it and everybody pitches into solving it**

**– Sir Roy McNulty**

**A long franchise has allowed Chiltern Railways to invest in track improvements such as the £250m Evergreen 3 project**





# Metropolitan movers

The London Transport Awards once again recognised the great achievements of the capital's transport industry





**W**ith construction of Crossrail now under way, London should be planning Crossrail 2 and 3, to match the deep level cross-city routes already enjoyed by residents of Paris. So said Ken Livingstone, speaking at this year's London Transport Awards ceremony.

The former London mayor and Labour candidate in next year's mayoral election stressed the importance of transport investment to the world's major cities and stressed it would be vital if London is to keep its status internationally.

If his speech was a call on transport professionals to set their sights high in the future, the rest of the evening celebrated the high standards being achieved in the present.

The evening's top award, Transport Borough of the Year, went to Hounslow. Hounslow had been most improved borough in 2008 and the judges said: "Hounslow has gone from strength to strength, introducing large numbers of major schemes for bus priority, cycling and walking, all with tangible results. It has consolidated its achievements in road safety, workplace, school travel planning and smarter travel."

The borough's bus priority schemes have significantly improved speed and reliability. A full programme of improvements to the London Cycle Network has removed poorly-designed footway cycle paths and dangerous pinch points while installing 1.5m wide advisory cycle lanes on key routes and a contraflow cycle route through a bus-only section of Hounslow town centre.

It successfully bid to DfT for funding to build on the Injury Inequality Reduction Project, developed in partnership with TfL, to provide road safety advice and practical training to parents in the Somali community.

Over 90% of schools have a school travel plan, and the borough requires



promoters of all new major developments to provide a comprehensive travel plan, setting out how they will manage trips generated by the development.

## Most improved borough

The winner of this year's award for most improved borough – which will no doubt hope to emulate Hounslow's achievement – was Ealing.

This was in recognition, in the judges' view, of "good progress across a wide range of policy areas". Cycling investment has risen by 30% over the last three years, training facilities have been expanded by 40% and Ealing has been awarded Biking Borough status. It has shown innovation and tangible results with its congestion relief programme. Smarter travel initiatives resulted in a 44% rise in cyclists since 2007 and an 18% increase in public transport use overall. The number of pupils being driven to school has decreased by 12% and walking to school has increased by nearly 6.5%. In the last year there has been a reduction of 5% in total road casualties.



**Hounslow has gone from strength to strength, introducing large numbers of major schemes for bus priority, cycling and walking, all with tangible results**

## Public transport operator of the year

Public transport operator of the year was London Overground Rail Operations (LOROL). In the fourth year of its concession to operate a number of former Network Rail lines transferred to TfL in 2007, it has been overseeing a transformation in the services on its routes, which include the East London Line extension, opened a year ago.

Over the past 12 months, customer satisfaction with LOROL has risen by 7%, train performance improved by almost 2% and passenger journeys increased by 60%. It now has the most modern train fleet in the country, with its new trains providing 23% more passenger capacity than their predecessors. It has recruited and trained 132 new drivers, almost doubling their numbers, and has improved security with team of 20 Travel Safe officers. It has speeded up a station refurbishment programme and all its stations are fully staffed during operating hours.

National Express C2C was highly commended in recognition of its all-round performance, hitting high levels of passenger satisfaction and punctuality.

## Achievements in cycling

The borough of Tower Hamlets won the award for Achievements in Cycling with its 'Ocean's 11' cycle training programme for women, mostly Bengali Muslims, from the Ocean Estate. "Improved social inclusion and increased active travel were the double successes for the Ocean's 11 cycling project," was the judges' verdict. Its consideration of cultural sensitivities led to the successful take-up from a non-traditional target group and the success of the initial

turn to page 22



# London Transport Awards

**An ambitious and complex project that was impressively brought to fruition with very few teething problems**

from page 21

project has led to it being repeated. More than 50 women from the estate have so far undergone training, with a long list of others keen to follow.

Commendations went to Bromley's long-standing "Wheel Changes" training programme, and to Sutton for its Smarter Travel Sutton programme.

## **Most effective road safety, traffic management and enforcement**

The borough of Kensington and Chelsea emerged as winner with its successful operation to address congestion and illegal parking outside schools. Kensington and Chelsea successfully engaged with the schoolchildren themselves to help to get the message to their parents. Coupling this with a visible presence by enforcement officers successfully tackled illegal parking which was endangering pupil safety and causing congestion and problems with residents.

Brent was commended for its excellence in protecting the most vulnerable road users in the borough, an achievement backed up by independent research by TfL.

## **Excellence in walking and the public realm**

Southwark Council with Mouchel took this award with its Salisbury Row project.

The initiative reclaimed the streets of the neighbourhood, which had been dominated by traffic, for the



Kensington and Chelsea

community, tangibly improving their quality of life. A combination of one-way systems, partial road closures, traffic calming and shared spaces transformed the streets, a road through Salisbury Park was removed and a new community square was created. Pedestrian activity during the morning peak has increased 379%, car travel to school has reduced from 26% to 9% and children walking to school has risen by 7%.

Lambeth's Herne Hill regeneration project and Bromley's Orpington High Street improvements were highly commended.

## **Rail station of the year**

Rail Station of the Year went to TfL London Rail for the South Quay Docklands Light Railway station.

Because the track layout prevented extension in situ, the station had to be completely rebuilt 125m down the track to allow three-car trains to stop there.

The judges said: "Careful engineering on the construction of South Quay DLR station allowed works to take place within a metre of live railway line, with the line remaining operational throughout." Since its opening, there has been an increase in passenger numbers using the station of 27% over the previous year.

The borough of Merton with Southern and Network Rail were highly commended for improvements to Mitcham Junction which addressed access problems and transformed the forecourt and entrance.

## **Most innovative transport project**

Transport for London's Barclays Cycle Hire scheme was named most innovative transport project. Launched last July, the central London scheme has exceeded predictions for its use, with over 1.5 million journeys in the first three months. Development only began in summer 2008 and the scheme included a number of original features based on experience of existing schemes elsewhere in the world, which make it unique.

The judges said: "TfL's Barclays Cycle Hire scheme is an ambitious and complex project that was impressively brought to fruition with very few teething problems. Early indications show over 30% of users have switched from road or rail."

Brent was highly commended for its efforts to involve a hard-to-reach community in plans to redesign Harlesden town centre.

## **Contribution to Sustainable Transport**

The Borough of Camden, Westminster City Council and the City of London, through their Clear Zone



Hounslow



Partnership, took the contribution to sustainable transport award with a new approach to freight deliveries. With funding from TfL the boroughs ran a trial with Gnewt Cargo and Office Depot to distribute stationery and office supplies using low-carbon vehicles. Deliveries were made from the main warehouse on the edge of London using conventional diesel vans, to a microconsolidation centre in the delivery area, where they were transferred to cargocycles and electric vans. There was a reduction in mileage travelled by the diesel vans of 64% with a significant reduction in fuel used. Over the operation as a whole carbon dioxide emissions were reduced by 52%. The service is now being run commercially. The innovative has potentially wide applications, said the judges.

The Olympic Delivery Authority was highly commended for sustainable travel and transport initiatives in the construction of the Olympic Park.

## Excellence in Technology and Innovation

Excellence in Technology and Innovation was won by Cubic Transportation Systems, TfL and ATOC for the extension of the Oyster smartcard to national rail services.

The culmination of five years' work, the project entailed adding 300 stations to the existing 350 where Oyster was accepted, installing touch-in/out validators at stations and redesigning the back office and fare allocation systems. Effective partnership allowed the highly complex system to go live in January last year without disruption, providing travellers across London with better-integrated journeys across London.

## Transport Team/Partnership of the year

The Transport Team/Partnership of the year award went to Amey, Enterprise Mouchel, Ringway Jacobs and TfL for their highways maintenance and works partnership. TfL's directorate of roads employs three highway contractors through separate contracts for the north, south and central areas.

Over the last three years a "one-team" ethos has evolved in which expertise and supply chains are shared and mutual support is offered. This partnership between otherwise commercially competitive companies has resulted in collaborative working which has produced real benefits for TfL and London's road users, with improved performance in areas as diverse as winter maintenance, emergency call-outs, health and safety and environmental impact.

Morrison Utility Services was highly commended for a collaborative

**A key principle of the mayor's plan is improved cooperation and coordination between highway authorities and utilities**

approach to utility work in Borough High Street. By combining major utility works for Thames Water, Southern Gas Networks and UK Power Networks, with Morrison Utility Services working as a contractor for all three, 384 days' of work were saved compared with carrying out the three projects separately.

## Excellence in travel information and marketing

BAA's Heathrow Commuter Team took the award for Excellence in travel information and marketing for its campaign to encourage more of Heathrow's 76,000 employees to travel to work by rail. This targeted staff living within 900m of stations served by the Heathrow Connect stopping service from Paddington, offering discounted season tickets.

Season ticket sales to staff doubled, contributing towards a 10% shift from single occupancy vehicles over the last five years.

Serco Docklands was highly commended for improvements to its real-time information systems, introduced to get the latest information to passengers more quickly during the 2009-10 upgrade to allow longer trains to run.

## Road/Streetworks contractor of the year

The award for Road/Streetworks contractor of the year, sponsored and presented by TfL, went to JSM Construction. London mayor Boris Johnson had made tackling the disruption caused by streetworks a priority and has introduced a number of measures to reduce it. Presenting the award, deputy mayor Daniel Moylan said: "A key principle of this is improved cooperation and coordination between highway authorities and utilities to ensure that works are well coordinated and all opportunities are taken to mitigate disruption." JSM Construction had embraced the mayor's principle and, working with a variety of utility companies, had shown real commitment to improving collaborative working, he said. Its approach has helped prevent over 340 days of disruption to the travelling public.

## LUL Customer Service Team of the Year

LUL Customer Service Team of the Year Award, also sponsored by TfL but decided on the basis of votes by passengers, went to King's Cross St Pancras station.

## Outstanding individuals

TfL's recently retired managing director of London Rail Ian Brown was honoured for his outstanding contribution to transport across London.

In a career spanning over 40 years, he was a central figure in some of the great improvements to rail services in London, including the transformation of the Docklands Light Railway, the construction of the East London line, and the birth of London Overground, which has transformed the previously neglected Silverlink service.

"He played an integral role in the development of Transport for London, where he has approached his decade of service with an indefatigable commitment to improving the life and landscape of London," said the judges.

Phil Hiett, a driver for First London Buses with 26 years' experience and an exemplary record, was named Frontline employee of the year.

The award for Young transport professional of the year was presented by Atkins director of highways and transportation, John Taylor, who dedicated it to the memory of Cressida Spachis, a highly talented transport planner with Atkins and project manager on a London Transport Award winning project, who sadly passed away at the age of 33 in 2010.

The award went to Louisa Clarke, manager of the London Travel Awareness Team, which is responsible for project-managing high profile pan-London travel behaviour change projects such as the London Cycle Challenge and Big WoW, on behalf of TfL. Ms Clarke has developed strong contacts with the behaviour change



Ian Brown

officers and school travel planners from all 33 London boroughs, making sure that boroughs are up to date with the latest information, with bi-monthly meetings to provide updates from TfL. The travel awareness team is now seen as a one-stop source of information and guidance for behaviour change officers.

The outstanding contribution to local transport in London went to Archie Galloway, chair of the East London Line Group for his "years of dedicated service to London". The East London Line Group, campaigned for over twenty years for the creation of an effective orbital rail network, particularly by making the most of an extended East London Line, which finally opened last year. TfL acknowledged that the groups can claim to have influenced over £1bn of infrastructure improvements for London and East London Line.



# High speed fact and fiction

Facts have given way to propaganda in the debate about high-speed rail, says **David Begg**. Here he sets the record straight on some of the myths circulated by opponents

Computer generated images of how a viaduct will look, according to the anti-high speed campaign (left) and what HS2 is actually proposing (right)

## Myth 1

**The national high speed network will cost each household £1,000 in taxes**

This is a massively misleading oversimplification because it doesn't take into account the significant financial returns that will be generated from an investment in high-speed rail.

To start with, the overall costs of the proposed Y-network will be offset by the fare revenue that will reduce the cost of the proposed network from around £30bn to around £17bn, according to DfT figures.

The £1,000 figure also ignores the substantial returns to the economy that high-speed rail will generate, estimated to be double its net costs. The estimated figure currently stands at £44bn. This has been criticised by leading specialists for being too conservative.

The £1,000 figure also fails to account for likely private sector investment in key parts of the network – especially for new station developments.

In fact, HS2 will pay for itself over its lifetime.

## Myth 2

**Look at financial problems with HS1 – it cost £5.8bn and has now been sold at a loss of £3bn**

A lease for the HS1 operating concession has been sold for 30 years, following which it will be returned to Government in the same condition, when it will be able to be resold again (and again) and will more than pay for itself. This first sale directly returned over £2bn to the public purse.

HS1 has also acted as a catalyst, unlocking regeneration and investment. Original projections were that

HS1 would unlock £500m of investment, but an independent report by consultants Colin Buchanan and Volterra in 2009 put the value of HS1 at almost £20bn – 40 times the original estimate.

The regeneration effect includes HS1 directly helping to create tens of thousands of homes and almost 100,000 jobs in the South East, particularly in Ashford, King's Cross and Stratford.

## Myth 3

**It is irresponsible to spend this much money in a recession**

Investment in the high-speed network would only start in 2017, long after the recent cyclical recession, and it will be spread over almost two decades. Building work on the London-Birmingham line is expected to require average funding of around £2bn per year, broadly similar to the level of annual expenditure on London's current Crossrail project which, together with London's Thameslink upgrades, will come to a total of £20bn by 2019.

This annual expenditure is only about 10% of the Department for Transport's total yearly budget. Between 2010 and 2015, before any work would begin on HS2, the Government is already committed to spending £200bn on infrastructure projects.

HS2 is an infrastructure project of national economic significance that will be truly transformational for the whole country rather than just London and the South East.

The country cannot afford to neglect investment in its future at a time when global competitors are building supply-side improvements that give their businesses enormous competitive advantages.

## Myth 4

**The business case relies on over-optimistic passenger forecasts (the passenger numbers for HS1 are still lower than originally projected)**

Overall demand for rail travel in the UK is booming, and there seems to be no reason why it will not continue to do so over the coming years.

Long-distance inter-city travel has grown at 5% a year, more than doubling between 1994/5 and 2009/10. The current business case for HS2 is based on projections of an increase in passenger demand of only 1.4% per year – a very conservative estimate compared with what recent trends would suggest.

On the West Coast main line, the line which will benefit most from the proposed HS2 route, passenger demand has doubled over the past six years and has now reached 28 million passengers annually.

HS1 was a pioneering project that is able to offer HS2 significant experience. Its data will be helpful in ensuring that more accurate passenger forecasts can be made for HS2. Despite being lower than initially forecast, the number of passengers using HS1 also continues to grow rapidly. For example, Eurostar sold 135,000 advance tickets for travel over the Easter weekend, which is up 8% on last year.

Now that EU rules allow operators access to national railway infrastructure across Europe, there is likely to be a significant increase in the number of international trains using HS1 in the next two or three years. Deutsche Bahn has already confirmed plans to operate services between German and Dutch cities and London in 2012 or 2013.



## Myth 5

**The business case assumes the time spent on trains is wasted, but this is no longer true with modern technology where business travellers can work productively on laptops**

The Department for Transport's original business case relied on a standard set of assumptions that must be rigorously proven with historical data and it did not take into account the time spent by business travellers productively working. People value time savings, which is why many people still fly to Scotland rather than take the train. Unfortunately, not all time on a train is productive. Overcrowding makes it more difficult to get work done. Wi-fi and mobile signals are patchy along routes – an essential part of many people's business.

For the same reasons the DfT business case also did not take into account additional productive time that high-speed rail would release. For example, high speed-rail will ease overcrowding on existing trains as well as attracting drivers and air passengers on to rail, both of which would increase the productivity levels of business commuters and increase the economic value of time spent on the high-speed network. Introducing more realistic estimates of the worth of time on trains may therefore actually improve the case for HS2.

## Myth 6

**The case for high-speed rail ignores the impact of new technologies, which are reducing the demand for travel**

Although it is too early to say for certain either way, the likelihood is that new technologies, particularly when combined with the effects of globalisation, are likely to increase the demand for travel rather than decrease it.

It does not automatically follow that the surge in mobile communications and IT will act as a substitute for business travel. The evidence suggests that the internet is increasing the demand for travel because businesses now have access to a far broader geographical spread of clients and business contacts.

Indeed, the strongest growth in information technology is for mobile devices, which can be used while travelling. This claim is supported by research conducted by major bodies including government advisory body the Committee on Climate Change.

## Myth 7

**The UK is too small to gain much advantage from a high-speed rail network. They work better over longer distances, as found abroad**

This is quite wrong. The most successful high-speed lines in other countries connect cities at similar distances to those being proposed in the UK.

The proposed network will extend beyond Birmingham in a Y-shape to Manchester and Leeds, and eventually to Scotland. The distances between these cities have similar equivalents in other European countries and further afield including Japan.

For instance, the most successful high-speed service in Germany is between Frankfurt and Cologne. This is around 110 miles – comparable to the distance that separates London and Birmingham.

The distance between Edinburgh and London (325 miles) is similar to one of the most successful of the world's high-speed services – the line that runs between Tokyo and Osaka (332 miles).

## Myth 8

**We already have an extensive fast-rail network, with journey times between our major cities faster than other European competitors**

It is misleading to refer to frequently-stopping trains that periodically reach a top speed of 125mph on congested mixed-use tracks, but average much lower speeds overall, as "high speed".

On the continent, high-speed lines are being built for speeds of 200mph or faster and in Japan the newest parts of the network can reach up to 190mph. Some Chinese trains are even faster.

Journey times on the UK's rail system are slower today than they were 15 years ago – average speeds today for inter-city journeys are often little more than 80mph, and they are continuing to slow as the network attempts to juggle competing demands.

At the moment, only a few fast trains can run each day because of the local and freight services that share the track. Only a dedicated high-speed line with ambitious policies to increase the speed of the UK's rail services will bring Britain into line with international high-speed services.

In any case, a new high-speed rail network is needed to increase capacity to meet demand, not just speed up journeys. In 1994 rail passengers travelled fewer than 18 billion miles. In 2009, this had risen to almost 32 billion miles. This trend is expected to continue.

## Myth 9

**The limited regional benefits will be sucked to the few stations directly on the high-speed line itself**

The idea that investment in a high-speed rail network simply benefits residents in a few city centres misunderstands the importance of upgrading Britain's rail capacity.

The additional capacity that will be released on the existing rail network means that towns up and down the country will get better service. Towns including Burton, Derby, Telford,

Shrewsbury, Stafford, Stoke, Worcester, and Leicester will benefit from hugely improved rail access through the West Midlands and to Birmingham.

Additional trains will also be able to serve places such as Lichfield, Nuneaton, Coventry, Rugby, Northampton and Milton Keynes on the West Coast main line. As the Y-network expands it will relieve capacity along the Midland and East Coast main lines benefiting towns and cities such as Leicester, Market Harborough, Kettering, Wellingborough, Bedford, Luton, and Doncaster, Retford, Newark, Grantham, Peterborough, Sheffield and Stevenage.

The benefits will be felt widely. A report published by KPMG in 2010 concluded that HS2 alone would generate economic benefits worth £600m and 10,000 new jobs for the West Midlands region. Nor do these figures take into account currently proposed local and regional rail improvements. Once these are considered, the original figures more than double – generating £1.5bn and the creation of 22,000 more jobs in the West Midlands alone, according to a report published by West Midlands passenger transport executive Centro.

## Myth 10

**Fares will be so high that only the rich will be able to travel on the high-speed network**

Economic logic suggests that massive new investment in capacity will drive down prices for all operators. Look what happened to airline prices in the last 20 years – increased capacity has led to airline travel becoming more and more affordable.

If HS2 is not built and crowding increases on Britain's railways, there is a risk that average fares will increase as price-rationing prices passengers off peak services.

High-speed rail will release extra capacity. The laws of supply and demand suggest this will, at worst, stabilise prices. At best, it will increase competition, for instance with services on the West Coast main line. Logic suggests this will benefit passengers' pockets.

This is supported by evidence from rail experts who have demonstrated that fares on high-speed rail need not be any higher than they are currently. They project that average prices could remain at around £40-45 for a long-distance journey such as London-Birmingham, with fares available as low as £20 (all at today's prices).

Current rail services are used by those on low incomes as well as wealthier people and, if fares are comparable, then there is no reason to think that high-speed rail will be any different.

**David Begg is publisher of Transport Times and director of the Campaign for High Speed Rail.**

**HS2 alone would generate economic benefits worth £600m and 10,000 new jobs for the West Midlands region**



# HS2's formidable opponents

Plans for high-speed rail are facing vociferous and well-organised opposition. **Lucy James** looks at the groups making up the alliance

**W**e are half-way through the HS2 consultation roadshow and the battlelines are clearly drawn.

The most visible arena is the media. There are daily exchanges in the relevant local and regional press which occasionally boil over into the national press; and there is frenetic traffic on social media sites like Twitter. There are discreet exchanges in the corridors of power, particularly in the House of Commons where the Transport Select Committee study on HS2 is set to be a catalyst for debate. And forces are being prepared for what may prove the decisive battle, in the High Court.

The question the rail industry should ask itself is: are opponents of HS2 effective enough to derail this once-in-a-lifetime investment in our train infrastructure?

Certainly, opponents of HS2 have made significant gains in the last year. At first sight, they seem like a rag-tag collection of colourful groups. But branding its opponents simply as Nimbys fails to capture the complexity of the opposition that HS2 is facing and, in turn, seriously underestimates the subtlety of their strategy.

In fact, it is an alliance of unex-

pected bedfellows who collectively touch many influential elements of the British political system. Most visible are the local groups focused along the proposed route to Birmingham, particularly in the Chilterns in towns like Great Missenden and Denham. They are leading the grassroots campaign, providing a sense of popular credibility. Local representatives of high-profile environmental groups help mobilise their memberships.

A group of heavyweight right-wing ideologues oppose the principle of public transport and state-supported rail investments. This influential cabal provides financial support and strong connections in the media.

Lastly, a handful of concerned MPs whose seats are threatened along the route of HS2 give the Antis a presence in Parliament.

Such a multi-pronged opposition represents a fundamental threat to the future of high-speed rail in the UK and to this once-in-a-generation investment in rail transport capacity. That is why the Campaign for High-Speed Rail was launched earlier this year to counter opposition myths and misinformation, and to coordinate the enthusiastic but low-visibility support for HS2 from members of the UK's business communities.

It is supported by a diverse group of 250 business people – from the chief executive of major employers like Morrisons, to the leaders of representative groups like the British Chambers of Commerce, to local manufacturers and service companies. Geographically, the alliance ranges from one end of the country to the other.

To win the fight, and to ensure that the coalition does not retreat from its commitment to build HS2, it is imperative that supporters of HS2 understand the extent of the opposition that must be faced.

### Local opposition groups

There are roughly 70 local groups ranging from the influential Chiltern Society to "Anglers Against HS2". These groups are almost exclusively located in and around the proposed HS2 route, predominantly in the Chilterns and north-west London.

Our research indicates that, as with many grassroots campaigns, there are a small number of committed activists doing most of the work. With a wealth of legal, transport, communications and organisational expertise, these five or so key individuals are surprisingly well-qualified to run such a campaign.

**Clockwise from top right: High Speed 1 demonstrated the ability to minimise noise and visual intrusion; a typical "No" campaign poster; Lord Wolfson is a leading opponent; the official consultation roadshow, which is being shadowed by the "anti" campaign**



These committed front-line operators receive occasional support at their events and on their blogs from a few dozen regular followers. Intermittently they have been able to attract an audience of hundreds to town hall meetings and rallies. Are there is an internet audience of tens of thousands which is difficult to value (there are 40,000 signatures on the 'Stop HS2' online petition). Of course, the number of people living between London and Birmingham numbers millions, and it is not proven whether the campaign can sustain even these levels of participation.

The local groups collaborate relatively well among themselves and, despite occasional "People's Front of Judea" elements to their operations, they have successfully raised awareness of their concerns at a local level, particularly about the supposed environmental impact.

In the Chiltern villages, opponents hand-deliver campaign material to homes, much of it using highly emotional language and relying on frightening projections that go much further than official material. "Stop HS2" posters are visible in the windows of homes, on lamp-posts, in village halls, and on car bumpers. Tents are erected outside the official consultation as it works its way up the route, where local opponents directly interact with residents and provide on-the-spot counter-messages to the claims of HS2 Ltd.

The local campaigns have occasional creative moments. In a cute publicity stunt last month they carved their white elephant logo into the chalk hillside overlooking the country retreat of the Prime Minister at Chequers.

But, largely, their message focuses on a repetitive environmental theme about the local impact of the trains and the track on housing and the landscape. However, they are evidently aware of the limitations of such messaging. They are seeking to create a national debate about business case behind HS2, to draw on the evidence provided by the environmental groups and to extend their reach up the line to the Midlands and Cheshire. But these efforts have not had the same resonance.

## Environmental groups

Environmental and conservation groups like the Campaign to Protect Rural England, Friends of the Earth, Greenpeace, RSPB, the Wildlife Trusts and the Woodland Trust play a complex role.

Support among these organisations, which are essentially federal in nature, is split. While the local groups based in the Chilterns are outspoken, the national groups seem reluctant to be dragged into a bust-up with the

Government over an issue which is far from clear-cut.

Most environmental groups acknowledge that rail travel is a more sustainable alternative to road travel so they tend to focus their comments on the route rather the principle: for instance, the effect on protected woodlands, and on different route options that minimise the impact by following existing transport corridors.

A protracted debate about the route would certainly lead to damaging, possibly terminal delays. However, our instincts are that recent improvements to the route have answered many key questions and opponents have made a mistake by overstating the environmental impact of the trains and track, damaging the credibility of their campaign. Comparisons with HS1 in Kent and high-speed developments overseas indicate that modern construction methods mitigate sound and visibility issues, minimise the carbon footprint and are less damaging than road-building. This is an area where the industry must continue to sell its message clearly and energetically.

## Ideologies

There is a group of highly-placed Conservatives, many who donate significant amounts of money to the party, who have an ideological antipathy to this project.

Lord (Simon) Wolfson is the chief executive of Next and a donor to David Cameron's leadership campaign in 2005. Chris Kelly is a Midlands road freight entrepreneur and was a donor to the Taxpayers' Alliance. Bob Edmiston is another motor industry entrepreneur and a contributor to the Midlands Industrial Council of Conservative donors, who owns land in Birmingham that may be affected by HS2. Lord Rothschild is an international financier and Conservative donor. He is concerned about the impact of the route on his magnificent family home at Waddesdon Manor.

These small-state advocates who oppose HS2 tend to see rail transport as a high-cost option associated with the socialist *grands projets* of high-spending Continental governments. They associate road transport with values like "freedom" and "choice", and gather support from transport economists who emphasise the short-term returns on capital from road investment. They fundamentally disapprove of supposedly wasteful government interventions to regenerate regional economies, instead advocating investments in successful Southern economies, such as the creation of a Silicon Valley-style hub between Oxford and Cambridge.

In a worrying development, the Taxpayers' Alliance, the anti-waste

campaign, has recently formed a coalition against HS2 that is supported by the Countryside Alliance and the RAC Foundation. These bodies pack considerable organisational and financial firepower, though it is not clear at this stage whether they will be able to mobilise their members outside the Chilterns to any great degree.

## Political opposition

Support for HS2 in the coalition starts with a strong commitment by David Cameron, Nick Clegg and George Osborne, and it runs through to Phillip Hammond, who has proved himself an effective advocate. High-speed rail is an issue that attracts warm cross-party feelings among the vast majority of MPs.

However, there is also a cross-party opposition movement that is sowing doubt in Westminster. For the mainly-Conservative MPs along the route, the pressure from their constituents is intense and, in today's populist political climate, some face the prospect of sacrificing ministerial ambitions – at least in the short term – to meet commitments to local electorates.

They will have noticed that during the most recent local elections, Stop HS2 campaigner Seb Berry won a seat as an independent in Chiltern District Council, overthrowing the Conservative candidate. Although councils like Birmingham and Manchester have come out strongly in support of HS2, a coalition of 17 councils (mostly Conservative) are opposing the project. It is reported that Buckinghamshire Council has put £200,000 into a campaign fund. Others are contributing resources in kind.

## What next?

There are two dangers facing HS2. The first is political. The cross-party support for HS2 is vulnerable to political opportunism. Opponents have appointed Quiller, a leading lobbying company, to help them win their case with MPs. The second is legal. Inspired by the successful legal action against the planned third runway at Heathrow, there is a strong chance opponents will launch a judicial review before the end of the summer.

It is clear that the pro campaigns have their work cut out. The rail industry has a key role to play in this. The industry must mobilise its substantial expertise and experience to make the case for HS2.

If the Government pulls out from its commitment to build HS2 or if it is defeated in the courts, this country will lose a once-in-a-generation opportunity to revolutionise the way people travel.

**Lucy James is Campaign Coordinator for the Campaign for High-Speed Rail.**

**Branding its opponents simply as Nimbys fails to capture the complexity of the opposition that HS2 is facing and seriously underestimates the subtlety of their strategy**

# Powering ahead

A new personal travel application for smartphones will provide passengers with updates as they travel and help them decide what to do if the service is delayed or disrupted

Innovations in journey planning technology are being harnessed in Greater Manchester where a new smartphone application – ultimately aimed at becoming a personal public transport “satnav” for each passenger – had its first live pilot last month.

The pilot marked the culmination of an 18-month Technology Strategy Board match funded scheme by Logica and Vix-Acis, supported by Transport for Greater Manchester, aimed at designing, developing and demonstrating a virtual travel planning assistant service for public transport passengers.

Bus operator First Manchester also put its support firmly behind the pilot with 120 First Manchester buses fitted with automatic vehicle location (AVL) equipment to provide the vital real-time bus information needed for the trial to take place.

While other journey planners typically operate from the transport operator’s point of view, the “virtual travel assistant” will focus primarily on passenger requirements. As a result, it will operate across multiple modes, providing a personalised, context-aware service for travellers, both before and during their journey.

Available online and as an accessible smartphone app, the virtual travel assistant features a number of major innovations in personal journey management including real-time service updates via PC or mobile phone and the opportunity to re-plan while on the move in the event of service disruptions or delays.

Tony Mallichan, head of transport consulting at Logica, explains: “Public transport passengers are at the heart of this innovation, which looks at how we can help provide the

information they need in an accessible, user-friendly way, ultimately helping them to make smarter transport choices.

“Using the new app, passengers will be able to plan their entire journey from A to B, choosing their preferred route and then monitoring the entire journey as they travel – what time will the service depart, is it delayed, will they make their interchange with the tram or train? If not, they can use the app to re-plan the journey in real time.

“All this information will be available right in the passenger’s pocket, on their phone, so as soon as they set off from home or work they will know exactly what time the bus will arrive at their stop and what time it will reach their destination, and so they can plan ahead.”

Keenly aware of how advances in technology will affect how – and where – passengers get information in the future, Transport for Greater Manchester will act as a central information hub for the technology, providing the processing and filter point for the scheduled and real-time service information.

This is vital to ensuring that all the

available information ties together with the real time data provided by the automatic vehicle location system on buses, trams or trains matched to the scheduled timetable information, enabling identification of each vehicle’s route and destination point.

David Hytch, information systems director at Transport for Greater Manchester, says: “The key to this technology is the availability of real-time information from multiple public transport modes. By matching that real-time information with the scheduled data, we are able to see exactly where a bus, tram or train is, in comparison to where it should be at that time.

“Sharing this data with passengers in a way that relates directly to each individual journey is the first step to helping our passengers get the most out of their public transport network.”

The new application had its pilot in Bury, Greater Manchester, over a three-day period in April, giving each of the partners an opportunity to see exactly how the technology fared outside the confines of the development team.

To provide as wide and accurate





a trial as possible, volunteers from a broad spectrum of ages and backgrounds were chosen to take part in the pilot. They included residents of Bury, passengers who were unfamiliar with the area, passengers at ease using smartphone technology and others who were using this type of journey planner for the first time.

After spending time on the network, using the app to navigate their way across a number of different routes, each volunteer was asked to fill in a detailed analysis of their experience, answering a series of set questions as well as adding any feedback they wished to provide.

Though Logica, Vix-Acis and Transport for Greater Manchester are still in the process of combing through the detailed feedback and making any necessary tweaks to the technology, the general overview is that the trial was a success.

"The results from the pilot were very encouraging with a general feeling that the application was extremely useful and, crucially, that it operated as planned out in the field," says Mr Hytch.

"Looking forward to our future aims for this app, we would be keen to take the concept even further by introducing it across Greater Manchester, incorporating real-time information from the Metrolink and train networks as well as other bus services, as the different modes move to real-time information."

Work is continuing on plans for further development, which will effectively turn the smartphone app into a personal transport satnav for passengers.

Mr Mallichan explains: "We really want to push the limits of what we can do with this technology and one possibility we are exploring is to use mobile phone location data to provide passengers with even more information on their journey. The idea is that the app will not only provide up-to-date service information but will work in a more dynamic way, using the location of the mobile phone to provide individual travel updates."

"Just as a satnav in a car alerts the driver to take the next turn or what lane to take at a roundabout, the app will tell the bus, tram or train passenger they need to get on or off the service – that the bus is arriving at their stop or, while they are travelling, that their stop is the next one so they should prepare to alight."

"All the data will be filtered and provided directly to the individual passenger, based on their chosen journey as well as their location, making it much more of an empowered personal journey planner."

This further innovation is something Transport for Greater Manches-

**“We really want to push the limits of what we can do with this technology - we are exploring the possibility of using mobile phone location data to provide passengers with even more information on their journey”**



ter is keen to see harnessed within the current technology, putting the app at the forefront of journey planner systems in the United Kingdom.

Mr Hytch says: "With the advent of phone technology, the smartphone has become an ideal passenger information resource with maps, timetables and real-time data for public transport networks across the world now available at the tap of a button."

"The first stage of this new app is that passengers will be able to get travel updates while on the move but the second part, which is even more innovative, is pioneering the idea of empowered travellers within the UK."

He continues: "Using mobile phone location combined with scheduled and real-time information, presented in a fresh and accessible way, passengers can plan a journey, monitor and re-plan the route if necessary as well as receiving updates on when they should alight, change or board services."

"This puts the focus on the passenger, and what they need to plan their entire journey across all modes, rather than it being based on the

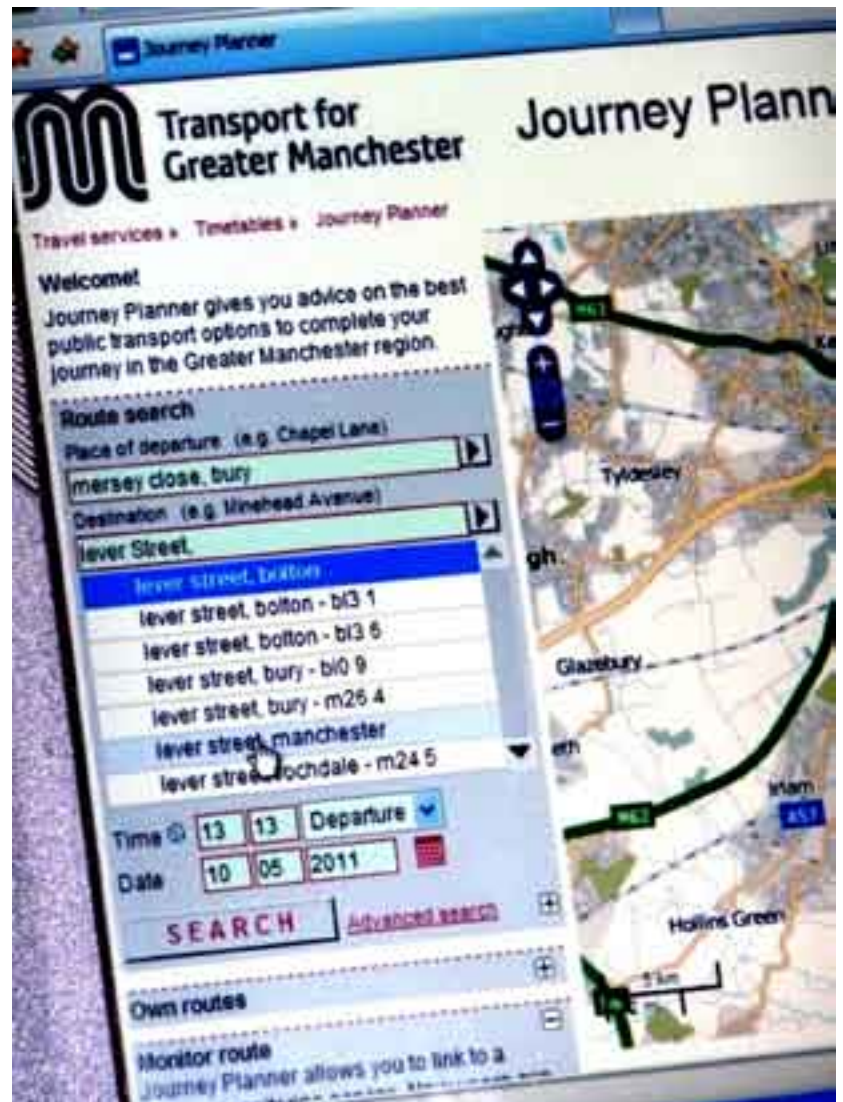
single operator's perspective."

The system will be able to provide yet more. "Passengers will also be able to store journeys, for example their daily work journey, so they will know if their service is on time before they even leave the house in the morning. Similarly, if you are visiting a new area or are nervous of using public transport alone, the app will act as your personal travel companion, helping you to safely navigate any chosen route and updating you every step of the way."

"We also hope to develop the app to support our strategy for cycling and, in the future, it could be extended to provide real time information on traffic conditions, adding yet another element for the public."

With the successful pilot in Bury marking the end of the Technology Strategy Board project element of the empowered personal journey planner app, Logica, Vix-Acis and Transport for Greater Manchester are continuing to work together to develop the app with high hopes that the initial version, providing passenger journey planning and monitoring, will be launched next year.

Passengers will be able to plan their journey before departing (right) and get real-time updates on a smartphone while travelling (opposite)





David Simpson



Nicola Shaw




Phil Halewood



Stuart Webster-Spriggs

# Changes in transport as Boris reshuffles team

 London mayor Boris Johnson has made a number of appointments to strengthen his top team.

**Isabel Dedring** is to become deputy mayor for transport, to ensure that the unprecedented investment in the network brings about a better and more reliable service for Londoners.


**Daniel Moylan** will increase his time commitment as deputy chairman of Transport for London from two to four days a week, supporting Ms Dedring in this task and working with the mayor on his key projects.

**Kulveer Ranger**, who successfully oversaw introduction of the cycle hire scheme, the introduction of Oyster to the rail network, and the promotion of river transport, has been promoted to director of environment.

**Edward Lister**, leader of Wandsworth Council, has been appointed as the Mayor's chief of staff and deputy mayor for planning, following the death of **Sir Simon Milton**, who has died aged 49.

The mayor said: "In Simon Milton London has lost a brilliant public servant and one of the nicest and cleverest men in politics. It is hard to think of anyone in politics who commanded such universal respect and admiration from people of all parties."

Sir Simon was instrumental in drawing up the new London Plan and in securing the budgets for Crossrail, the Tube upgrades, and many other projects for the benefit of the city.

 Network Rail's devolved route structure went live this month in Scotland and Wessex. **David Simpson** (Scotland) and **Richard O'Brien** (Wessex) were confirmed as the new route managing directors following the completion of the assessment process and safety validation.

Work continues to get the next three routes (Wales, Kent/HS1 and London North Western) ready to go live by October.

Network Rail also announced that a new function will be created in June 2011. Called network operations, it will be led by **Robin Gisby** – currently director of operations and customer services. This will completely replace operations and customer services; all teams from that function will work in network operations, which will include a new position of freight director.


 HS1 Ltd, the holder of the of High Speed 1 concession to operate the UK's high speed line connecting St Pancras International to Europe, has announced the appointment of **Rob Holden** as chairman and **Nicola Shaw** as chief executive.


Mr Holden joins from Crossrail and before that had been chief executive of London & Continental Railways. Ms Shaw was previously on the board of FirstGroup where she led the company's European bus division.

Before joining FirstGroup she was managing director of operations at the ORR.

- **Boris Johnson strengthens top team**
- **Network Rail announces new route MDs, creates network operations function**
- **Rob Holden, Nicola Shaw to head HSI board**
- **Lorraine Baldry appointed chair of London & Continental Railways**
- **Phil Halewood joins Merseytravel**
- **Stuart Webster-Spriggs to head VolkerRail UK safety**
- **Hima-Sella appoints Richard Verity project engineer**

 **Lorraine Baldry** has been appointed the chairman of London & Continental Railways, succeeding **Sir David Cooksey** as part of a wider board restructure as LCR moves to focus on property development following the sale of High Speed 1.

 **Phil Halewood** has joined Merseytravel as head of integrated transport, from Liverpool Chamber of Commerce where he was transport policy specialist. Previously he managed Arup's north-west of England transport business as well as teams at WSP and Babbie Group (now Jacobs), following a 20-year career in the public sector. He will be responsible for integrated transport development and operational delivery, publicity and information, Travelsafe and contract performance.

 **Stuart Webster-Spriggs** has been appointed safety and compliance director for VolkerRail in the UK.

Mr Webster-Spriggs has been working for VolkerRail since 2001; before his promotion he progressed from quality assurance officer to safety and compliance manager for VolkerRail's specialist businesses division, where he was instrumental in implementing a robust and effective safety management system.

He will be responsible for further developing VolkerRail's safety and compliance capability, while ensuring the continued service of professional occupational health and safety to VolkerRail site teams.

 Integrated safety, control and automation systems specialist **Hima-Sella** has appointed a new project engineer, **Richard Verity**, to strengthen its telecommunications expertise in the rail sector.

Mr Verity has previously worked on include the management of design updates for on-train passenger information systems on London Underground's Northern and Piccadilly Lines and the design of replacement customer information systems for 27 stations on the Chiltern Railways network.

He will join the team responsible for a recently-awarded contract with London Underground.



# **scottish transport awards**

awards dinner 2011

**16 June 2011**, Grand Central Hotel, Glasgow

Book Your Place Now at

[www.transporttimesevents.co.uk](http://www.transporttimesevents.co.uk)

Our supporters



# Award-winning transport services.



London's cycle hire scheme covers nine boroughs and the Royal Parks



Docklands Light Railway across five boroughs and the Woolwich Ferry

Northern Rail and Merseyrail across the country



Traffic signals and traffic systems in major arterial routes and tunnels linking central London and Docklands

We help cities reduce congestion and carbon emissions, operating public transport across the UK. Visit us at [serco.com](http://serco.com)

Bringing service to life

**serco**