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June 2011



Results of the Scottish Transport Awards

Two winners retain their titles p17



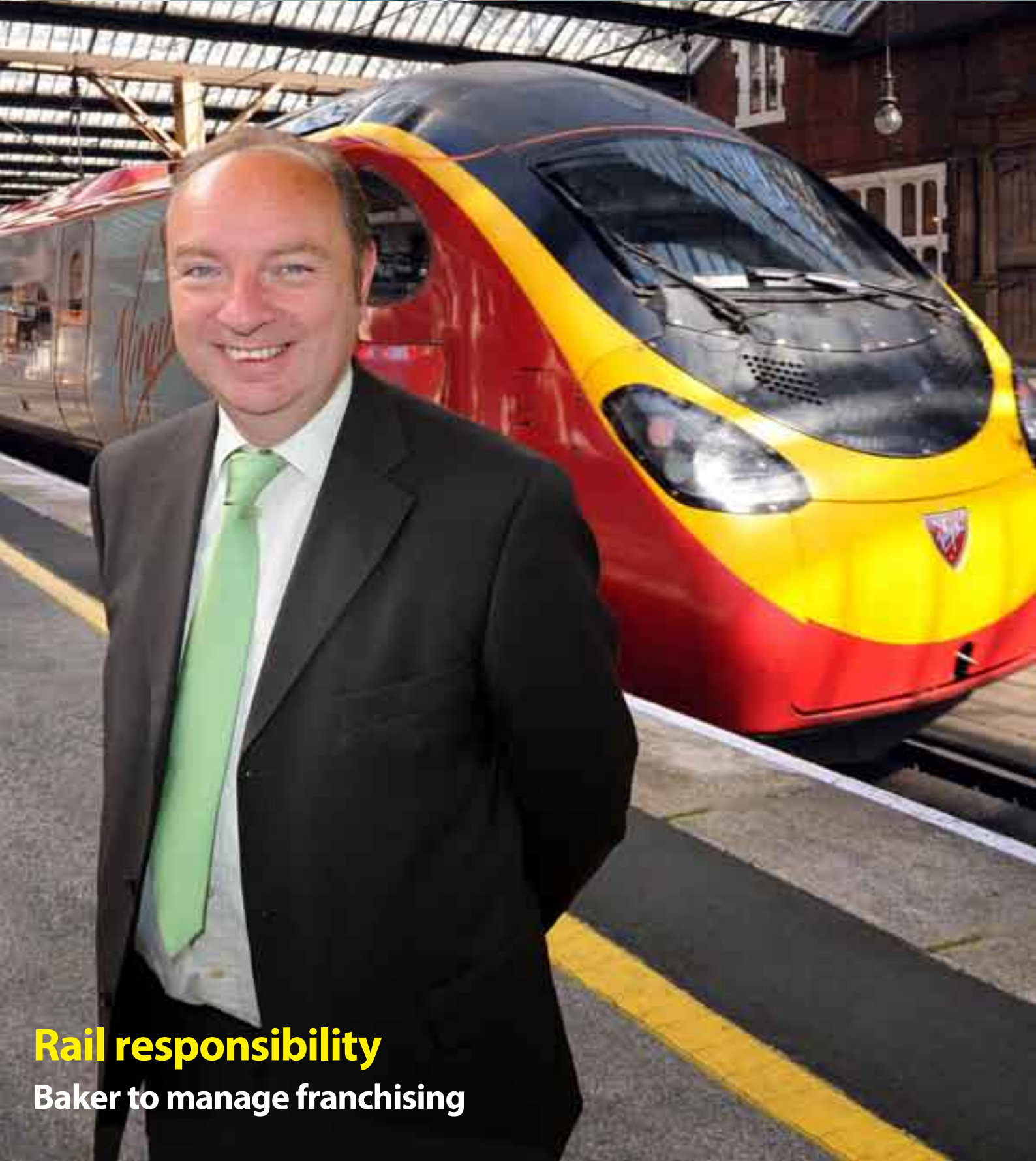
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Rail responsibility

Baker to manage franchising

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Cover illustration:
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Portrait photography:
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Transport Times is published monthly and provides news, information, analysis and comment on surface transport.

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Printed by Buxton Press Ltd, Palace Road,
Buxton, Derbyshire SK17 6AE

ISSN 1759-1015

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transporttimes

issue no: 83 June 2011

Inquiry will shed light on high speed arguments

This week's rallies organised by the Campaign for High Speed Rail in Manchester, Birmingham and London showed a gratifyingly high level of support for the project. They were supported by MPs and councillors from all three main political parties, showing the depth of support for the campaign right across the country.

Next week supporters of the government's plans for a high speed rail network will be appearing before the Transport Select Committee, as part of the committee's inquiry into the case for high speed rail, which was also launched this week. We welcome this opportunity.

Opponents will no doubt try to put across the view that the committee has launched its review because it thinks the case for the project is in some way flawed.

In fact, select committee inquiries are common for projects of this scale. It is clearly right that, in a democracy, Parliament has the opportunity to review policies of this magnitude. The government welcomes the select committee's review of the case for HS2 – as it wishes its final decisions on HS2 to be based on the best available evidence.

A large amount of technical material on the case for HS2 has already been published and closely scrutinised. To that scrutiny can now be added a review by Oxera, intended to help the committee identify lines of inquiry.

The Oxera report has not come up with anything to suggest the economic case has been miscalculated. It identifies a number of areas the committee may wish to focus on. One of these is the conundrum of how to value time saved by a faster rail journey, if time spent on a train can be used to do productive work.

Many of the suggested areas have potential to strengthen the case for HS2 further. For example Oxera notes the difficulty of quantifying the likely increase in



land value around stations, but notes that in projects such as the Jubilee Line extension this was significant.

HS2's opponents suggest the economic case is flawed. In fact it would generate benefits of £2 for every £1 of cost.

The Government is confident its case is robust and welcomes scrutiny of the work undertaken to date. The economic case is based on a wide range of evidence – including from similar projects across Europe – and in many areas, such as demand forecasts, its assumptions are extremely conservative.

Oxera notes that the costs underpinning HS2 have been subject to "fairly rigorous scrutiny". On the argument that upgrading existing lines should be considered as an alternative, it points out the costs of upgrades, as on the West Coast main line, can also be considerable. If fully factored in, this would strengthen the argument for a completely new line even further.

Overall the Campaign for High Speed rail is confident in the strength of the case. We are confident the committee will strike the right balance between the national benefits and narrower local perspectives. By shedding light on the arguments for and against, the select committee inquiry has a potentially valuable role to play.

• Theresa Villiers demonstrated her command of the transport brief when she stepped in at

short notice for Norman Baker at TT's smarter choices conference.

I had anticipated that she would have read out a speech written by civil servants and left without answering questions. Not a bit of it. She prepared thoroughly, did her homework, changed her draft and answered all the questions that were thrown at her in a professional manner.

Not surprising that she was a big hit with the audience!

It can't have been easy for her to have prepared hard as shadow secretary of state for transport only to end up as number two in the DfT when the Conservatives failed to win an outright majority. It's impressive the way she has played a team game and utilised her expertise in transport in such a constructive way.



David Begg

Professor David Begg is publisher of Transport Times



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Headaches for ministers as rail issues pile up

By David Fowler

Norman Baker has been given responsibility for rail franchise management in a shake-up of duties at the Department for Transport. Senior minister Theresa Villiers retains control of rail strategy and projects.

Mr Baker officially adds rail commercial matters, performance and day-to-day management to his local transport portfolio. He will be gratified to gain some rail duties, a long-standing area of interest for him. Ms Villiers will continue to lead on franchise renewal.

The DfT said: "As a result of the McNulty report and our focus on franchise renewal, the fares review and a new rail white paper, we have rebalanced our ministerial portfolios. Theresa Villiers will now focus on rail strategy and on our major rail projects in addition to her existing portfolio. Norman Baker will provide support by leading on the Government's implementation of current franchise agreements."

Both ministers will have plenty to keep them busy in the coming months.

Most pressingly for Ms Villiers, the rail periodic review starts this month, setting in train an intricately choreographed year-long process involving the DfT, the Office of Rail Regulation and Network Rail. This culminates next July in a new rail white paper – the High Level Output Statement in which the Government sets out rail spending plans for 2014-2019, and the Statement of Funds Available.

Added to that comes the task of following through the franchise reforms announced earlier this year. With the extension of the West Coast franchise till the end of 2012 and First's decision not to take up a three-year extension on Great Western, at least five renewals will be coming up during 2012-13.

There are significant implications for both processes arising from the McNulty value for

money study, which said: "Franchise renewal points and control period commencement are major opportunities to drive change with train operating companies and Network Rail."

ORR chief executive Bill Emery made it clear at a TT conference last month that he sees the periodic review process as a crucial opportunity for the industry to embrace the collaborative ethos McNulty saw as vital to securing better value for money. The first step towards this will be the initial industry plan to be produced by Network Rail in the autumn, in which Mr Emery said he wanted to see Network Rail "leading the pack".

On franchising McNulty broadly endorsed the DfT's approach but added some recommendations of his own.

Transport secretary Philip Hammond announced the delay to the West Coast franchise last month in his statement welcoming McNulty's final report. Instead of the expected invitation to tender, he published a draft ITT with a period of consultation lasting until 17 August.

The reason given for the additional consultation was that the draft ITT embodies "a relaxation from the rigid timetable specifications of the past" which "was not signalled" in the earlier consultation in January.

As a result, award of the franchise, which had been due to begin operation next April, will be postponed until after the Olympics. The successful bidder will be announced in August next year and the franchise will become operational on 9 December. Virgin Trains, the current operator, will be asked to bring the new longer Pendolino trains into operation during the extended franchise, rather than this happening in the new one as originally planned. The shortlist of four bidders will remain unchanged.

The key principles for franchise reform set out by Ms Villiers in January were threefold.

The specifics of each franchise would be decided on a case-by-case basis, with bidders having



Norman Baker takes on franchise management to support Theresa Villiers' role



a greater role in helping the government define the specification. Operators would be given more flexibility to decide how to achieve the outcomes set by the government, giving them greater freedom to plan and run services in a commercial manner. Longer franchises would increase opportunities for operators to invest in improvements and strengthen working relationships with Network Rail and others.

Subsequently it has been decided to replace the so-called cap and collar revenue and loss sharing system with a new mechanism linked to GDP.

The McNulty report states its support for the DfT's planned reforms before recommending consideration of additional elements.

A key recommendation calls for closer alignment and partnering between train operators and infrastructure providers. The extent (from cost sharing and joint targets to full integration) is to be decided between the operators and Network Rail for existing franchises, and by the DfT and ORR for future franchises.

There will be a stronger case for vertical integration, says the report, where there is one dominant operator on the route in question. Anglia is suggested as a possible pilot for vertical integration beginning in 2014.

Consideration of the DfT's approach to specifying franchises should be included in a review of incentives in the industry by the new Rail Delivery Group, McNulty goes on to say. He also proposes the possible use of

price-based specifications – inviting bidders to propose levels of service within a defined level of subsidy; stronger incentives for unit cost reduction; and periodic reviews by the ORR of some franchise parameters.

If his new responsibilities give Mr Baker more influence in this area, a number of recommendations chime with his interests. One is the proposal that there should be greater opportunities and incentives for passenger transport executives or local authorities to influence franchises; and consideration of an integrated Northern region as part of a review of the franchise map.

The McNulty proposal that all new franchises should mandate the use of smartcards, mobile phone tickets and print at home tickets is another issue of which Mr Baker is a keen advocate.

The report also suggests a relaxed specification for maintaining less intensively used networks. This again is likely to strike a chord with Mr Baker, who is likely to favour a greater use of solutions such as tram-train.

Franchises coming up for renewal include both the East Coast and West Coast, now in December 2012, followed by Great Western (March 2013), Essex Thameside operated by c2c (May 2013), and Northern (September 2013). East Anglia, London Midland, Cross County and East Midlands all have break points in the second half of 2013, with optional extensions on the part of the operator.

In all, ministers look set for a busy two years.

Select committee launches high speed inquiry



Manchester Councillor Andrew Fender is joined by Conservative MP Graham Evans, LibDem MP John Leech, and Labour MP Graham Stringer with supporters from the council at this week's Campaign for HS2 rally in the city

The Transport Select Committee should question assumptions such as the case for extra capacity and the value of travel time savings in its forthcoming inquiry into the government's high speed rail plans.

This advice is contained in a report commissioned by the committee from economic consultancy Oxera to guide it on possible lines of questioning in its hearings.

The committee launched its inquiry in the week the Campaign for High Speed Rail embarked on a series of rallies in cities around the country in support of the project. Oxera conducted an independent review of all published aspects of the case for the high speed rail programme, including the economic case, demand modelling reports, cost modelling, appraisal of sustainability and wider economic impacts.

It focuses mainly on the economic case, which is one of five aspects that DfT considers in transport decisions, alongside the strategic, commercial, financial and management cases.

HS2's benefit: cost ratio was assessed as 2:1, but it was compared with a "do the minimum" scenario

Oxera suggests questions in five broad areas. These are:

- *What the programme is being assessed against:* HS2's benefit-cost ratio was assessed as 2:1, but it was compared with a "do the minimum" scenario.
- *The case for extra capacity:* this depends on demand growth projections and is sensitive to assumptions on economic growth, the performance of other modes, and the degree to which demand is managed, says Oxera.
- *Benefits:* these depend on assumptions regarding the value of travel time saved and the degree to which passengers are considered to be productive on trains, and also on the extent to which the project improves productivity in the wider economy.
- *Non-monetised impacts:* the published economic case does not attempt to quantify the value of landscape or carbon emissions in its benefit-cost ratio assessment. Land use impacts are also excluded because of the difficulty of quantifying them, but the Oxera report points out that schemes such as the Jubilee

Line extension produced "considerable benefits derived from changes in land use around stations".

- *Costs:* these have been subject to "fairly rigorous scrutiny" for the route to Birmingham for the second phase Y-route to Manchester and Leeds less so. It is less clear how the costs and risks associated with alternatives have been appraised, says Oxera, but based on modernisation of the West Coast main line it adds "the disruption associated with that type of investment can be considerable".
- *Who benefits:* Oxera says "relatively little evidence" has been presented on the regional and socio-economic aspects of the programme.

The committee held the first of five evidence sessions on Tuesday with witnesses including ATOC chief executive Michael Roberts. Supporters will appear next week, followed by the main opponents early in July. Aviation and environmental groups, followed by transport secretary Philip Hammond, will appear in September.

Electric vehicle manufacture 'not so green', report says

Electric and hybrid vehicles produce more carbon emissions during their manufacture than conventional vehicles, according to a new report.

Nearly half the total carbon dioxide emissions an electric car produces during its lifetime originate during its manufacture, though electrics and hybrids are still greener overall.

The report was prepared by engineering consultant Ricardo for, and in collaboration with, the Low Carbon Vehicle Partnership.

The study found that some of the savings in carbon dioxide made during the use of low-carbon vehicles is offset by increased emissions created during their production, notably from manufacture of the battery.

A typical medium-sized family car will create around 24 tonnes of CO₂ during its life, while an electric vehicle will produce around 18 tonnes over its life. For a battery EV, 46% of its total carbon footprint is generated at the factory.

LowCVP managing director Greg Archer said: "This work dispels the myth that low carbon vehicles simply displace emissions from the exhaust to other sources. However, it does highlight the need to look at reducing carbon emissions from vehicles throughout their lifecycle."

For a standard mid-sized petrol-engined car, the embedded carbon in production will be around 5.6t of carbon dioxide equivalent, around three-quarters of which is the steel in the

Battery manufacture adds to the carbon footprint of cars such as the Nissan Leaf and Mitsubishi i-MiEV



body and chassis. This highlights the importance of using low weight, low carbon alternatives to current steels in the ultra-low carbon vehicles of the future, the report argues.

A similar electric vehicle will have embedded production emissions of 8.8tCO₂e, 43% of which arise from the battery. Decarbonising both the electricity supply through the use of renewable energy, and the production of batteries will therefore be essential if electric cars are to succeed in producing ultra-low carbon lifetime emissions.

The report finds that lifecycle



carbon emissions for mid-sized petrol and diesel cars covering a similar mileage are almost identical, the greater efficiency of the diesel being offset by higher production emissions. It also highlights that some regulations designed to improve recyclability, safety or reduce air pollution can increase carbon emissions in production or use.

As a wider range of electric, biofuel and potentially hydrogen vehicles compete with petrol and diesel models in the future, it will become essential to compare vehicles on a whole-life

carbon basis, says the Low CVP. The study shows the complexity and also the practicalities of calculating whole-life carbon emissions and highlights the need to develop a standard method acceptable to vehicle manufacturers.

Mr Archer added: "We already measure the whole-life carbon emissions of biofuels and doing the same for vehicles is entirely feasible. However, it requires effort to be directed now at agreeing how this should be done consistently at an EU, or possibly global, level."

Vehicle whole life carbon emissions analysis

	Estimated lifecycle emissions (tonnes CO ₂ e)	Proportion of emissions in production	Estimated emissions in production (tonnes CO ₂ e)
Standard petrol vehicle	24	23%	5.6
Hybrid vehicle	21	31%	6.5
Plug-in hybrid vehicle	19	35%	6.7
Battery electric vehicle	19	46%	8.8

Based on a 2015 vehicle in use for 150,000km using 10% ethanol blend or 500g/kWh grid electricity. Source: LowCVP/Ricardo

Common tickets from next month after Oxford agreement is finalised

Oxford's bus quality partnership is set for launch next month following agreement between the two main operators on ticket interavailability.

From 24 July Stagecoach and Go-Ahead subsidiary Oxford Bus Company will operate a network of co-ordinated timetables on main routes into Oxford. A multi-operator smartcard scheme will go live on the same day. Thames Travel, newly acquired by Go-Ahead, will also participate.

Impetus for the partnership arose from concern over duplication of services on four main corridors into the city, which in turn was leading to bus congestion in the city centre.

As part of its "Transform Oxford" strategy transport authority Oxfordshire County Council brokered a qualifying agreement, a measure introduced in the 2008 Transport Act, which allows operators to collaborate on services if the local authority certifies that this is in the interests of people using the services (*TT*, February 2011). This will be the first test of the provision in action.

Stagecoach and Oxford Bus devised a shared timetable which will co-ordinate services on Oxford's busiest routes

Martin Sutton of Stagecoach and Philip Kirk of Oxford Bus Company at the launch of the joint ticketing scheme



and reduce bus movements in Oxford High Street by 25%. Double-deck buses instead of single deckers will maintain capacity.

The agreement hinges on the introduction of the new SmartZone scheme. The companies will share smartcard data to allow fare revenue to be allocated between them. Other operators are eligible to join in the future.

Passengers will be able to buy one-week, four-week, 13-week

and annual passes for the zone. Passengers who already have an Oxford Bus Key smartcard or a Stagecoach Smart card will be able to store the new SmartZone tickets on their existing cards.

Philip Kirk, Oxford Bus Company managing director, said: "The partners to this agreement have been working together for many months to deliver a better bus network with lower emission vehicles and easier access.

This is good news for Oxford and for people using buses in Oxford."

Martin Sutton, managing director of Stagecoach in Oxfordshire said: "The new timetables and smarter ticketing options will make a huge difference to passengers, giving them access to a much bigger bus network and the flexibility to get on the first bus that comes along."

The deal was welcomed by Rodney Rose, Oxfordshire cabinet member for transport, and transport minister Norman Baker.

Go-Ahead recertified to emissions standard

Go-Ahead has become the first transport provider to be re-awarded the Carbon Trust Standard in recognition of action on climate change.

The group cut carbon emissions by 5% per passenger journey in the two years from July 2008, equivalent to 90,000 tonnes of carbon dioxide.

The Carbon Trust Standard is based on an independent assessment which certifies that companies have measured and reduced their carbon emissions and are committed to continu-

ing reductions.

Group chief executive Keith Ludeman said: "The assessment process to achieve the Carbon Trust Standard has not only enabled us to benchmark our performance against our competitors, but also ensure that we identify new areas for improvement. Cutting carbon emissions is vital to ensuring businesses are both competitive and responsible."

Go-Ahead reduced its emissions through a range of initiatives including training bus drivers in fuel efficient driving,

bus fuel efficiency monitoring technology fitted to its entire fleet, regenerative braking on the third rail infrastructure and monitoring and reduction of energy at depots and other sites.

Mr Ludeman said: "The next step is to go for metering on trains so we know exactly what we're using. When we know what we're using we can measure individual driver performance better, with awards and league tables as incentives."

The company has now set a target of a 20% reduction in emissions by 2015.

- Go-Ahead announced last month that it had acquired Wallingford-based Thames Travel. The company carries around 1.25 million passengers annually in South Oxfordshire and West Berkshire and has a turnover of around £6m.

Go-Ahead deputy chief executive David Brown said: "With the resources of Go-Ahead behind Thames Travel, the business will be in a stronger position to grow over the years ahead."

Thames Travel was founded in 1998 with four buses, and now employs 75 staff with a fleet of 34 vehicles. Even before the takeover it had indicated its intention to join the interoperable ticket scheme.

ITSO 'approaching tipping point'

Take-up and use of ITSO smartcards is about to reach critical mass, says the organisation's head.

In an interview with *Transport Times* Michael Leach said: "Stagecoach, Go-Ahead and National Express will have 16,000 buses on ITSO in the next 12-18 months. It will be a tipping point."

Other developments outside the bus industry are adding to the momentum. London's network of Oyster card readers is due to be made ITSO compatible by 2013.

Meanwhile next month the long-awaited bus quality partnership for Oxford goes live (see opposite), under which Stagecoach and Go-Ahead will accept each other's tickets. This follows last December's landmark in which Cardiff Bus and Newport Bus began accepting each other's smartcards on a combined total of 350 buses. Since then there has been an increase in public transport use in Newport of 13%.

"Oxford is critical to ITSO," said Mr Leach. Agreement has been reached between Stagecoach and Go-Ahead's Oxford Bus Company, under the qualifying agreement process brokered by Oxfordshire County Council, covering the exchange of data and a settlement scheme to apportion revenue at the end of each day.

"For the first time it's true interoperability, with the opportunity to extend it to all the operators in Oxford. Previously, with existing multi-operator tickets such as those in some PTE areas, passenger numbers are estimated

based on survey data and revenue is allocated by formula," said Mr Leach. "Now we can base it on actual data."

There had been misgivings within the transport industry that although the ITSO specification has existed for a number of years, take-up had been slow. This began to change when the specification was adopted for concessionary travel cards.

Mr Leach added: "Last May there were no commercial schemes with the exception of two pilots in Cheshire and Bolton. Now we've got 13 commercial schemes. By the end of this year we're expecting three of the big five – National Express, Go-Ahead and Stagecoach – to complete their roll-out and have the majority of their schemes operating on a commercial basis."

Mr Leach said his focus as CEO of the organisation responsible for defining and developing the UK-wide technical specification for smart ticketing would "to finish getting our house in order" – improving quality of service and making it simple and easy to implement and more cost-effective. Recent developments have included the new chapter 11 specification which made a wider range of transactions possible, and a new security management system, introduced last month.

Barriers remain especially to small operators adopting ITSO smartcards. One is affordability; another is to make sure small companies are not commercially

Michael Leach: "13 commercial ITSO schemes"



disadvantaged by accepting a smartcard instead of receiving a fare directly in cash. To address this, "the settlement process needs to be as close to real time as possible", said Mr Leach. Third is maintenance of the communication systems needed to ensure data from buses is transmitted reliably to the back office system each day.

"We're talking to suppliers about innovations and one is thinking about introducing an offering specially for smaller operators in the near future," he said.

Similarly ITSO is encouraging local authorities, which are responsible for the issue of concessionary tickets, to think about forming partnerships to offer a common back office system as a way of saving costs. In Wales a single back office and card management system has been created, incorporating data from 22 district council databases

– more cost-effective than having 22 separate systems.

Mr Leach also warns against "gold-plating" or wanting ITSO to be "all things to all people rather than something lean". Scotland, Wales and some English local authorities want to use the ITSO platform to cover wider services than transport – for libraries and leisure centre admission for example. Mr Leach says: "ITSO Ltd's role is to support the specification and if the specification enables something to be done we're agnostic about how you use it." But he warns about putting excessive demands on suppliers and argues this does not mean every ITSO-compatible piece of hardware has to have every function. "Does a card reader for a bus have to be able to do everything a local authority might want? No," he says. "The only universal product I see is a stored value e-product."

Metro presses on with quality contract work

West Yorkshire passenger transport executive Metro is to continue with work on introducing London-style franchised bus services through quality contracts after West Yorkshire Integrated Transport Authority approved the strategy.

Metro welcomed a range of proposals to improve bus services put forward by local bus companies, but will continue the work on franchising in parallel.

Under a quality contract scheme Metro would be responsible for setting routes, fares, timetables and standards with private bus companies competing

to win the franchise to run services. In a *Guardian Leeds* poll 95% of respondents said "yes" to the question "Should Metro regulate Leeds buses?"

Metro had asked bus operators to put forward detailed partnership proposals to meet its objectives of improving services and reversing the decline in passenger numbers. The Association of Bus Operators in West Yorkshire, formed by the county's four largest bus companies, made suggestions on buses, ticketing and fares, development of the network, reliability and punctuality. But the ITA pointed out that the proposals did not offer a fully integrated ticket scheme, which

the PTE sees as a vital element.

The ITA will wait for the final report of the Competition Commission's investigation into the bus industry before making a final decision. In its provisional report (TT last month) the commission identified franchises as a possible solution in areas where particular operators are dominant, which the ITA says is the case in West Yorkshire.

ITA chairman James Lewis said: "As the report made clear, there is a significant potential cost involved in introducing quality contract schemes. However Metro is already paying out over £20m of public money each year for services that would not otherwise

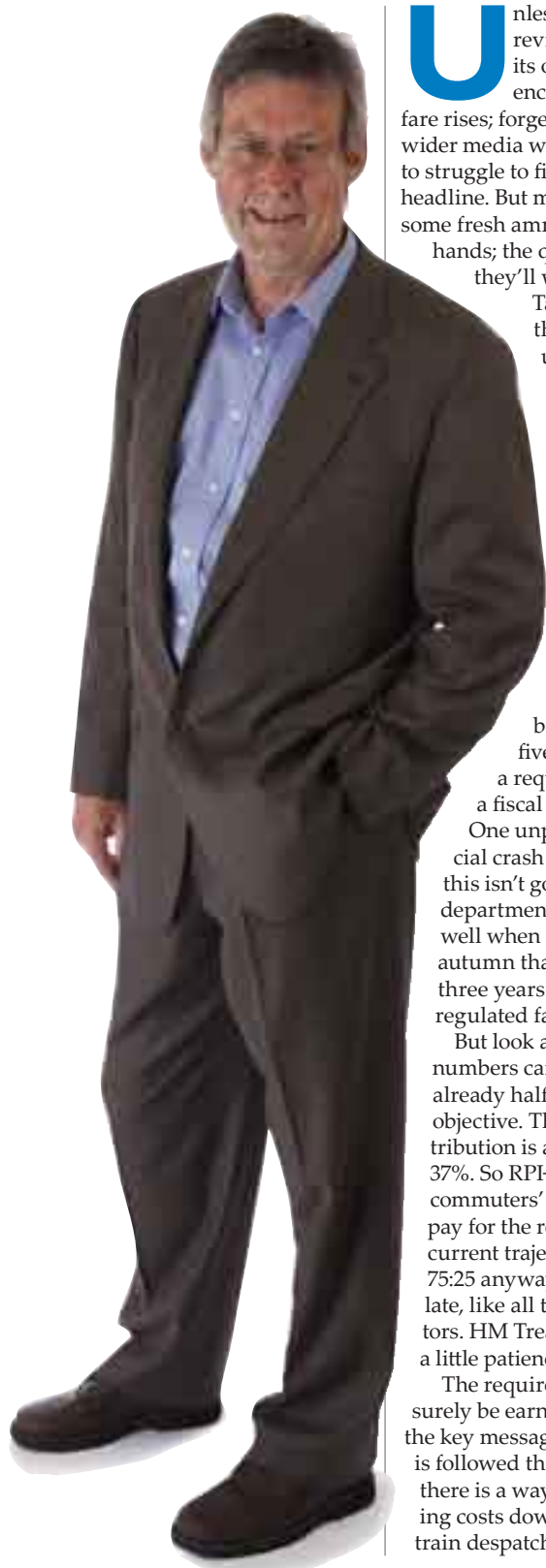
run because the operators don't consider them profitable, yet still passenger numbers are declining."

• Cambridgeshire's guided busway will finally open on Sunday 7 August with services run by Stagecoach and Whippet Coaches.

Opening of the busway has been delayed by two and a half years by disputes between the county council and contractor BAM Nuttall. The busway links Huntingdon, St Ives and Cambridge. On Monday to Saturday from 7am to 7pm buses will run between St Ives and Cambridge at least every 10 minutes. Services to Huntingdon will be every 20 minutes.

Rail needs to recover its knowledge of its cost base

The McNulty review poses a number of difficult questions for the industry, but before they can be answered it must regain the detailed knowledge of costs it once had



Unless the McNulty review chose to ignore its own terms of reference (forget blanket fare rises; forget line closures) the wider media were always going to struggle to find an arresting headline. But ministers have got some fresh ammunition in their hands; the question is whether they'll want to use it.

Take, for a start, the fundamental user/taxpayer funding ratio. It was up at 50:50; the 2007 White Paper determined that, along with the commitment to invest through control period 4, this had to "return" to more normal levels, with a balance of 75:25 to be achieved within five years. This was a requirement I called a fiscal shock at the time. One unprecedented financial crash later, naturally this isn't going to plan, as the department knew only too well when it announced last autumn that we should have three years of RPI+3 applied to regulated fares.

But look at the McNulty numbers carefully. We are already halfway towards this objective. The taxpayer contribution is already down to 37%. So RPI+3 is just a dip into commuters' pockets to help pay for the recession; on the current trajectory, we'd get to 75:25 anyway, just a few years late, like all the other indicators. HM Treasury should learn a little patience.

The required patience could surely be earned if at least one of the key messages from McNulty is followed through. Because there is a way to get operating costs down: modernise train despatch with a norm of

driver only operation (saving guard costs) and modernise ticket retailing (saving booking office costs). Both functions are quaint and costly and have nothing to do with passenger security.

Yet how are these savings to be achieved in practice? It's not that railway staff pay rates are higher than those in Europe (source: McNulty benchmarking); the real pay increases over the privatisation period have been a correction up to the norm. It's not either a matter of "Spanish practices". The current terms and conditions are the result of repeated annual bargaining, and both sides of the industrial relations table know they are outdated and expensive. So these should be in the mix.

Ministers are going to have to

Headline increases in annual subsidy overlook increased outputs and performance across a broad front

make it clear in the next franchising round that these are the areas on which they expect progress, leading to lower fare rises.

Back in mainstream medaland, the subtlety of cost rates (per passenger-km) won't break surface. Instead the outside world will read headline increases in the annual subsidy from BR days in the early/mid 1990s to today – overlooking in the process the increased outputs and performance across a broad front: safety, punctuality, traffic volumes, customer satisfaction.

They won't notice the end of a Government-enforced process of under-investment, with assets not replaced as they should have been: capital expenditure in the 1990s that averaged £1.99bn per annum positively leapt to £4.74bn per annum a decade later. And they certainly won't attempt to factor in the external benefits

that enhanced rail capacity has provided.

Yet the shocking finding in McNulty is that despite all the growth in rail use, unit costs have scarcely moved, when significant economies of scale should have been realised. The use of short trains is shown up as a candidate factor. The way the industry's economics work, it's nearly always better to squeeze in more frequent services rather than lengthened trains with an unchanged timetable. Then there's the point that elsewhere, franchising has led to significant cost savings – but not in Britain. Did we put in just too many safeguards against service degradation? If so, can't we get over this, 15 years on?

McNulty demands that the industry starts the painful process of getting a much better joined-up understanding of its cost base. The review sees this happening at a devolved level (Network Rail "route") and at an individual franchise level (as the Strategic Rail Authority had required previously from the Greater Anglia franchise). This is essential: without a full understanding of where costs arise, there is no chance of knowing what the "subsidy" is buying, even less how it may be better directed.

But it's not enough to obtain some comparators that will provide benchmarking data. What's needed is what BR once had in its sector days, which is the knowledge of the cost drivers, business by business across specific pieces of the network, and a good understanding of how costs and revenue would change as services were adapted.

This is the essential information needed for efficient management, in deciding the next year's service plan as well as five-year and longer investment planning. There is an efficient future: to McNulty and beyond!

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

Changing attitudes can help to save money

With funding stretched, the cost-effectiveness of the smarter choices approach to traffic management makes more sense than ever. So why is it being overlooked?

As local transport authorities search desperately for new ways to deliver their services against a backdrop of severe budget cuts, it is easy to overlook past innovations that are still to be fully exploited and properly understood.

It has been known for some time that raising public awareness, together with changing attitudes and behaviour – the smarter choices approach – can be one of the most powerful traffic management tools in the transport planner's armoury. It is surprising how quickly the lessons learned can be forgotten, especially in view of the cost-effectiveness of this approach compared to other transport interventions.

When money is short, local authorities must focus on what provides the best return on investment, rather than salami-slicing budgets and programmes. The salami-slicing approach misses entirely the axiom that prevention is better than dealing with the consequences of decisions made further down the line.

Since the comprehensive spending review the Government's approach has been to introduce a few chunky packages of funding for transport and encourage new structures of governance to replace the old, coupled with a multitude of initiatives. We now have LEPs, RGF, EZs and TIFs instead of RDAs, CIF, CILs and GAFs.

It is understandable that as the new organisations find their feet their attention will be focused on tackling the traditional infrastructure deficit. It will take some time before the benefits of lateral interventions to solve transport issues are properly recognised. In the meantime there is a real danger that the people skilled in the smarter choices approach will gradually slip away and move out of the profession altogether.

Recent surveys suggest that 25% of authorities are not expecting to reach their budget targets

by 2014. Cuts are expected to be of the order of 20-30%. Experience shows that transport will be in the front line for these cuts and transport departments will retrench to do the basic minimum, mainly maintaining the infrastructure network they already have.

There will be very little investment in tackling the root cause of our transport problems or pushing the boundaries of research to complete our understanding how changes in attitudes and behaviour can be achieved and used in the field of transport, where work so far has only scratched the surface. This could put thinking back a decade. Investment in this area now could provide best value for money and be more effective

“We now have LEPs, RGF, EZs and TIFs instead of RDAs, CIF, CILs and GAFs”

in fostering a sustainable future for communities.

The Department for Transport could offer real leadership in this area. Local authorities will be hard-pressed to take on cutting-edge transport research in the current economic climate. The DfT must lead the way.

Just a very small proportion of the £1.4bn regional growth fund could make great strides in researching the use of behavioural measures as transport interventions and providing guidance on best practice to local transport authorities.

So far only 50 projects (mostly non-transport) have been approved through the RGF at a cost of £450m. Commendable as these schemes may be, it would be remiss not to invest in forward-thinking approaches to tackling the transport implications of economic growth, given that growth is being actively stimulated by government.

The industry has made a good start in this area through its transport awareness campaigns. However, these appear to have fizzled out across the country and their take-up remains mixed. The next wave of thinking, when it comes, must move beyond this and start to measure effects on behaviour to evaluate the effectiveness of initiatives and to inform policy-setting.

A good example of this can be found in the recently published guidance note on road safety prepared by the University of Surrey, UCL and TRL. This research revealed that there has been a tendency for road safety design to be based on “enthusiastic intuition”, no doubt drawing on examples of best practice from around the country which gives plausibility to the interventions.

What this loses sight of are the human factors that play a role in causing accidents and how these could be changed through a particular scheme. The research shows how behavioural variables can be evaluated in order to justify a particular safety measure.

This is the beginning of using new thinking on attitudes and behaviour to better inform evaluation processes and interventions. If such approaches were more thoroughly understood it would be interesting to see how the government would allocate funding in future.

Regrettably, none of this will be in time to reap the benefits of the few opportunities for funding councils have – so why not invest in research now in order to be ready for the economic upturn? It doesn't cost much in relative terms.

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



It will take decades to repair our railways

A culture of cost reduction must be embedded in the rail industry, but fragmentation and ineffective incentives make this a tall order



This is the age of the train. Passenger numbers are at their highest levels for 80 years. In the past 15 years, there has been an unprecedented 60% increase in the number of rail journeys. And despite the weak economy, growth is continuing, with numbers up by nearly 5% in the first three months of this year. Recession? What recession?

But a more pertinent question is why has Britain the fastest growing railway in Europe, when its costs are 40% more than its European competitors, its fares are among the highest in the world, and when many of its trains are overcrowded, dirty, and (if you are lucky) run at 20th century speeds?

There are several answers. Travel is a growing market in which rail's competitive advantage over other modes in speed, comfort, reliability and cost is increasing. Petrol prices have risen by about twice the rate of rail fares over the past 12 months. The trend is accelerating.

The annual cost of motoring has already risen by more than a fifth this year, thanks to large rises in fuel and insurance premiums. Rail fares, by contrast, increased by an average of 6.2% in January.

Quite apart from cost, congestion is making long-distance car journeys a more uncertain and unpleasant way to travel. As for increasingly expensive short-haul flights, the experience of hanging around an airport for an hour before being body-searched and treated like cattle is no more attractive.

None of these trends is short term. Ministers are terrified of building new airports where they are needed in the South

East and delays are bound to increase.

They also have no answer to traffic congestion. New motorways are politically unsellable. The solution – national road pricing – may be more than a decade away, but when it is introduced, it will give another huge boost to rail travel.

Whether the politicians dither or decide, rail on certain types of journeys – commuter lines into cities and inter-city travel of more than two hours – has big inbuilt advantages in this small, highly congested country.

As I have argued in this column for many years, the case for new high-speed rail lines linking all parts of Britain is overwhelming. The tragedy is that it has taken

Longer franchises and less day-to-day interference with how operators conduct their business are part of the solution

us so long to realise this, some 60 years after Japan, 30 years after France, and 20 years after Spain and Germany.

When these new high-speed lines are introduced, there will be another big increase in rail travel. All this suggests that forecasts of doubling of rail traffic over the next 20 to 30 years could be a serious underestimate. Rail currently accounts for only 9% of passenger journeys and an even smaller percentage of freight traffic. There needs to be only a small shift from other modes for the rail network to be swamped.

If the government is underestimating the need for more rail capacity, it would be only one of a long list of policy mistakes, from the failure to electrify to the notion that railways could exist without subsidy. Successive governments, Conservative and Labour, share the blame, but much

of the problem was the influence of the bean counters.

It was a Treasury mandarin, Steve Robson, who persuaded ministers in the dying days of the Major government that the way to ensure competition was to split the management of the track from train operations. Repairing this mistake will take several decades. The present government is exploring the idea of having integrated franchises, but apart from a trial in Merseyside there is no political appetite for another fundamental reorganisation of the railways.

The recent report by Sir Roy McNulty into why British rail costs are out of line with its continental European competitors is an indication of the scale of the challenge that lies ahead. Unit costs have not improved since the mid-1990s. As the report points out, both passengers and taxpayers are currently receiving a very raw deal, with both groups paying at least 30% more than their counterparts in other European countries.

Reversing this abysmal record will not be easy. The chief obstacles to improvement are the fragmentation of the industry, and ineffective and misaligned incentives. Network Rail and the way it interacts with the train operators is at the heart of the problem.

Unless the government is willing to reform the way franchises are awarded, little will happen. Longer franchise periods, and less day-to-day interference with how operators conduct their business, are part of the solution.

But even more important is changing the culture of the railways to one that insists on cost reduction. Without that, the investment the railways urgently need will not be forthcoming.

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.

We abandon road safety targets at our peril

There is much to commend in the government's new strategic framework – but will councils facing competing demands be tempted to ease up on road safety, asks **Robert Gifford**

On May 11, the day of the launch of the UN Decade of Action for Road Safety, the British government published its strategic framework for road safety. The speech outlining the content of the framework was given by Philip Hammond, Secretary of State for Transport. The first words of the framework bode well: "Road safety is a priority for the government. Great Britain has one of the leading road safety records in the world and we want to maintain this record and build upon it". The question is whether the document lives up to these laudable opening statements.

Great Britain has a mature safety record. We were one of the first countries in the world to set targets for casualty reduction, in 1987. We followed these up with a second round of targets in 2000 supported by a strategy for road safety set out in *Tomorrow's Roads – Safer for Everyone*. That document was also an early example of open government with a list of actions for which the government could be held to account. We contributed to the OECD analysis of targets and target setting and were compared alongside the Swedish Vision Zero and the Dutch Sustainable Safety models.

Finally, in 2009, the previous government published a consultation paper entitled *A Safer Way* that set out further targets for casualty reduction for the period 2010 to 2020.

The world in 2011, however, is a very different one. Road safety is going to have to fight its corner for resources and it is unclear whether the new framework provides enough support in difficult times.

Three factors are critical under the new government. First, there is an overall reluctance to adopt targets for policy achievement. These are viewed as a Labour initiative, distorting policy and often resulting in perverse outcomes. I would agree with that

view about health targets, but in road safety the targets have been developed in partnership with the profession and have provided a common cause around which the Big Society of road safety can coalesce. We should not throw the baby out with the bathwater.

Second, there is the issue of localism. It is absolutely right to devolve power to local government and local communities, especially in transport where 96% of roads are in local authority control. However, with the emphasis on localism comes the possibility of inconsistency. Central government has a duty to offer leadership in areas where the public are at risk.

In road safety, targets have been developed in partnership with the profession and have provided a common cause

Third, there is the context of deficit reduction. As a local councillor with less money, how do you decide the relative priority of adult social care or road safety? Or between child pedestrian safety and the resources needed to prevent the death of another baby P?

The new strategic framework rightly points out that road deaths are preventable events with a high economic cost to society. However, without a target against which to measure progress, we run the risk of letting local authorities ease up on road safety interventions.

The framework is strong on the importance of education and enforcement. It argues that the next challenges for road safety are to encourage behavioural change and to "nudge" road users towards greater compliance. No-one could argue with these intentions.

However, greater enforcement will be difficult to achieve with fewer police officers, even if you reduce police bureaucracy by allowing them to issue fixed penalty notices for careless driving.

The framework rightly highlights the importance of the systems and public health approaches to problem solving. Road crashes are preventable events. The means to prevent them – improvements to vehicle design, better enforcement, investments in highway improvements – are known and at our disposal. Society, therefore, has a moral and economic duty to act to reduce the cost that crashes and injuries place upon us all.

Road safety is at an interesting stage of maturity. On the one hand, we are victims of our own success – road deaths in 2010 are likely to be below 2000, the lowest figure ever, maintaining our position of world leader. However, achieving this has come over a period of nearly 25 years and with a considerable amount of effort. As psychologist and safety expert Professor James Reason rightly observes, safety culture is developed over a long period of time but is lost overnight.

The challenge arising from the framework is therefore a fundamental one: will it help us to maintain and enhance our safety culture or lead to its weakening and to increases in deaths and injuries?

The impact of the recession on casualties cannot be overlooked. If the economy begins to pick up at a time when we have lessened our commitment to road safety, who will be responsible for the additional lives lost?



Robert Gifford: "The means to prevent road crashes are known and at our disposal"

Robert Gifford is executive director of the Parliamentary Advisory Council for Transport Safety.

Our national infrastructure

The Localism Bill will restore decision-making powers over infrastructure projects to ministers – but it fails



Robbie Owen: "The process is still not a one-stop shop"

Few disagree that the UK is on the verge of an infrastructure crisis. Despite recent whole-sale changes, there is still huge uncertainty.

We need new rail capacity, more reliable water distribution, modern waste management and, of course, energy generation. Yet anyone with experience of the planning system knows that we have taken an inordinate amount of time in the past not just to build these vital structures but to obtain planning and other consents for them. It is often said that Heathrow's Terminal 5 took longer to gain consent than it took the Hong Kong government to plan, fund, build and open a whole new airport.

The last government believed that because so many of these decisions were ultimately political it would be helpful to remove ministers from the decision-making process. So the 2008 Planning Act established the Infrastructure Planning Commission (IPC) to consider the merits and then to decide the largest transport, water, waste, waste water and energy projects against the backdrop of National

Policy Statements (NPSs) approved by ministers and having considered all the local issues involved. For main line rail projects, this new process was to replace the Transport and Works Act (TWA) system.

However, to counter claims of a lack of democracy in the system, Parliament imposed a risk-averse and inflexible process on project promoters and constrained what the Infrastructure Planning Commission could do. The result is that it has already led to uncertainty and additional costs for project promoters since the new regime went live for transport and energy projects on 1 March 2010.

The Localism Bill now before Parliament fulfils the coalition government's promise to reform the 2008 Act by abolishing the

Infrastructure Planning Commission and returning the final decision on individual projects to ministers. National Policy Statements will be retained but will now be formally approved at least by the House of Commons, so the risk of a subsequent judicial review of them should be reduced. It must be asked, though, why the Government has not used the Bill to remove the risk of judicial review altogether, now that the statements will be approved by Parliament.

But these changes do not alter the overly complicated, costly and inflexible system that is putting investment and so economic growth at risk. The Localism Bill is failing to link the removal of the democratic deficit, which the Bill arguably achieves, to a more proportionate and slimline planning process. It is perfectly possible to balance the needs of all those involved – promoters, regulators and local communities – facilitating proper consultation on projects and, ultimately, their delivery.

The 2008 Act process has become focused on risk aversion. A simple look at the numbers makes the point – despite the

The Localism Bill is failing to link the removal of the democratic deficit to a more proportionate and slimline planning process

Promoters of large infrastructure projects, such as the West Coast Trent Valley four-tracking, face additional uncertainty and costs under the new system



planning process is sclerotic

to reform the overly complex system created by the last government, says **Robbie Owen**

IPC having been able to accept applications for well over a year and despite all the projections and predictions, it is still only examining two (energy) projects. The process is still not a one-stop shop for the construction process, as it is full of parallel consent requirements such as those dealing with land owned by local authorities and utility companies.

With decisions now going back to ministers, which ensures proper democratic control, checks and balances imposed on the IPC can and should be removed. They are simply not required. If the government cannot produce a system that provides a clear way forward then why should project promoters take a risk and commit time, effort and resources to developing schemes that may never see the light of day?

While it is cheering to hear IPC chair Sir Michael Pitt call for the promoters of these major projects to get the best technical and legal advice available to them to help prevent hold-ups, there are other issues that need to be addressed.

In line with the TWA regime, ministers should be given the power to waive certain procedural requirements at the outset for smaller projects. The current "one size fits all" system is far too rigid and as a result incurs entirely unnecessary costs. These are ultimately borne by consumers who will already be paying more for their rail fares.

As far as consultation is concerned, it is right to make sure that planning decisions are based on a proper consideration of all the evidence – not only of national value but of local impact – so that the quality of life of local communities and the environment in which they live is not unnecessarily or excessively prejudiced. We must, though, also make sure that national issues have their proper place in the final decision.

An instructive example of where future development may be hindered if the balance is not struck is strategic rail freight in-



With decisions now going back to ministers, checks and balances imposed on the IPC are simply not required

terchanges – local communities bear the weight of the project but the benefits locally, regionally and nationally can be immense. This shows the need for the government to ensure that National Policy Statements are worded strongly and clearly, with no weasel words.

There is also a desperate need for the cornerstone of this new process, the National Policy Statements, to be put into place. In the two and a half years since the passing of the 2008 Act not a single NPS has been finalised ("designated"). Embarrassingly, some have not even been published for consultation.

The National Networks one, to deal with the strategic road and rail network and strategic rail freight interchanges, was first promised by the Department for Transport in October 2009 but

it has repeatedly been delayed; there is still no sign of a draft being published any day or month soon. Yet only a designated National Networks NPS will create the conditions necessary to encourage some project promoters to come forward, particularly those from the private sector, removing a log jam of real uncertainty that is standing in the way of economic growth.

The Government really needs to grab the opportunity of the Localism Bill to make further changes that are essential to fine-tune and streamline this still-new planning process for our national infrastructure projects. If it does not, then transport and other infrastructure businesses, many of which are multinational, will simply invest elsewhere, where planning risk is significantly less.

Time is simply not on our side. The opportunity for change is there and we ignore it at our peril.

Robbie Owen is a Partner and Head of Major Projects at transport advisers Bircham Dyson Bell LLP. He is also Secretary of the recently-formed National Infrastructure Planning Association, chaired by Steve Norris.

Hong Kong built an entire new airport in the time it took to get planning consent for Heathrow Terminal 5

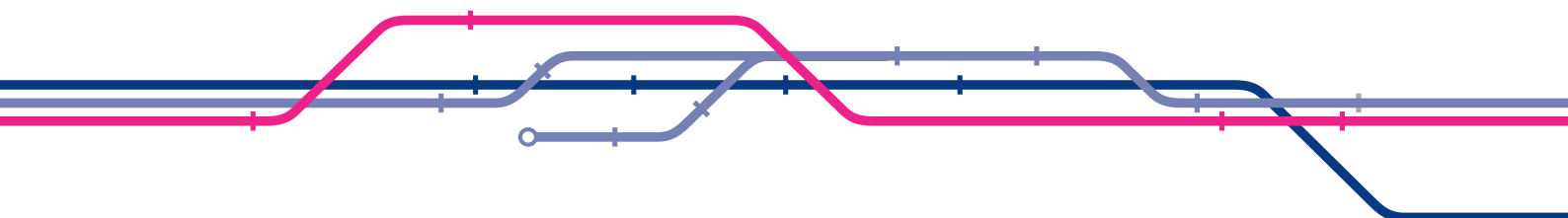


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Doubles for Fife and CalMac



Two winners pulled off the unusual feat of retaining their awards for a second year in the Scottish Transport Awards

Fife pulled off a remarkable double at last week's Scottish Transport Awards by retaining the most prestigious award, Scottish transport local authority of the year, for the second consecutive year. In the opinion of the judges, Fife again showed strong progress in most areas.

A 20-year transport strategy to 2026, integrated with the 2006-26 structure plan, envisages "an integrated and sustainable transport system contributing to a strong economy, community and a healthy environment". £50m has been invested over the last decade.

The new X42 Kircaldy-Dundee express, launched with Stagecoach last year, continued to surpass expectations and attract car passengers. On the road safety front, 20mph zones have been introduced in 85% of residential areas, and rural speed limits are being reassessed.

A social marketing campaign using travel planning to promote different modes of travel has been developed to counter rising levels of car ownership. Other campaigns promote walking and cycling to work and school. 35km of new cycleway has been constructed in the last five years, including

the recently completed Round the Forth route.

Trials of technology to vary the level of street lighting at different times of day are making significant inroads into emissions from this source.

The recent "rejuvenation" scheme for Kircaldy has shown the way ahead for Fife's principal town centres, succeeding in improving the image of the high street and attracting more shoppers.

The judges concluded: "Fife's committed, enthusiastic team of officers, strong on overcoming hurdles and lobbying the private sector to achieve common goals, has made good progress across the spectrum of transport policy."

Public transport operator of the year

Also for the second year running, Caledonian MacBrayne Hebridean & Clyde Ferries took the award for public transport operator of the year, in recognition of the essential public services it provides. These include special sailings which run during term time to get children from the Island of Iona, where there is no secondary school, and children in the southwest

corner of Mull who go to school in Oban, to their places of education.

Getting livestock and produce off the islands to markets such as Lochmaddy is vital to many communities' economic survival. Calmac varies sailing times or adds sailings to ensure livestock is transported in accordance with regulations dictating maximum journey times.

The company supports music events (such as the HebCelt Festival, Millport Country & Western Festival, Bute Jazz Festival) and sporting events (the Mull Car Rally, Tiree Wave Classic, Harris Golf Club Open), helping to draw new visitors to the islands. CalMac's Explore magazine has a print circulation of 250,000 and publicises the communities it serves as tourist destinations.

CalMac holds regular meetings to get the views of local communities: between 2009 and 2010, passenger-requested improvements included a new hourly off-peak service to Bute; an additional Friday evening return service and Sunday service in winter from Mallaig-Armdale; additional sailings on Lismore & the small isles; and at Port Askaig, the ferry was diverted

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Fife's committed, enthusiastic team of officers has made good progress across the spectrum of transport policy

Airdrie-Bathgate is expected to contribute to economic prosperity and open up new educational and economic opportunities in Glasgow and Edinburgh for those living along the route

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to Port Ellen to pick up participants in the Islay Beach Rugby Festival.

Best bus service

Best bus service went to Aberdeen City Council and Stagecoach Bluebird for the JET 727 service, the only direct public transport link from the city centre to the airport. Stagecoach Bluebird spotted a gap in the market: existing public transport links to the airport only called at the airport en route to somewhere else, while passengers queued for taxis at peak times. It decided to introduce a limited stop express service to try to attract new users.

BAA agreed to provide access to the forecourt area, and a 24-hour bus lane for departure from the airport. Aberdeen City Council contributed specially-branded bus stops.

The service began in August 2010, branded "JET 727" to capitalise on the success of the established Jet service to Inverness airport (last year's winner in this category).

In the first week the route carried over 2,000 passengers. By Christmas this had risen to nearly 14,000, and Stagecoach has introduced three brand new buses. The service operates commercially seven days a week and appears to have generated significant modal shift.

Transport project of the year

Scotland's longest new passenger railway to be built since 1903, the reopened Airdrie-Bathgate rail link, took the honours in transport project of the year. The £300m Network Rail/Transport Scotland project, completed on time and budget, provides a fourth rail

link between Glasgow and Edinburgh (continuing to Helensburgh and Milngavie in the west), connecting poorly-served parts of central Scotland and providing an alternative to the M8. Services began in December 2010.

The line is expected to contribute to economic prosperity and open up new educational and economic opportunities in Glasgow and Edinburgh for those living along the route. Housing is being built near stations to attract commuters. The route allows coast-to-coast trips and will link to the east end of Glasgow for the 2014 Commonwealth Games.

The project entailed the reinstatement of 24km of track between Airdrie and Bathgate and the upgrading of 31km of existing route from Bathgate to Newbridge Junction.

To compete with the M8, the electrified track has a line speed of 85mph between Airdrie and Bathgate and 90mph east of there. There are four trains hourly in each direction.

New stations were built at Arma-dale, Blackridge and Caldercruix and 1,350 park and ride spaces have been provided, as well as a new cycle track. "A highly significant project which could be the precursor to further Scottish rail upgrades," said the judges.

Excellence in road safety, traffic management and enforcement

The award for excellence in road safety, traffic management and enforcement went to a partnership of South Lanarkshire Council, SPT, Strathclyde Fire & Rescue, South Lanarkshire Community Safety Partnership for their rural roads initiative.

This reflected concern that since 2005, serious accidents on rural roads

and those involving young, inexperienced drivers had begun to creep up.

South Lanarkshire council introduced two initiatives– the Route Action Plan Programme and Pass Plus. A programme of route action plans on rural roads, part-funded by SPT, was launched in 2007, to prioritise improvements on routes with higher than average accident rates.

Between 2006 and 2010, 25 routes were upgraded with measures costing over £3m, including improved road markings, upgraded warning signs, geometry improvements, and anti-skid surfacing. Injury data at 18 sites shows a 64% reduction in injury accidents.

The PassPlus initiative, launched in 2008 with funding from Strathclyde Fire & Rescue and South Lanarkshire Community Safety Partnership, helps newly-qualified drivers to gain additional experience, including driving at night and on motorways and dual carriageways.

In a survey, 73% of participants thought that the safety of their driving had significantly improved, and 75% thought there had been a major improvement in their attitude and behaviour.

Best transport integration

Scotland's largest park and ride site, Croy Park and Ride, won the prize for best transport integration for SPT and North Lanarkshire. The site, which provides access to the main Edinburgh-Glasgow rail service, has been expanded by over 700 spaces to a capacity of 940.

The improvements increase accessibility between North Lanarkshire and Glasgow and Edinburgh, and support growth in the economy in the region.

SPT introduced supported bus services to link Croy station to the surrounding area, further increasing the benefits and integrating car, rail and bus. Design and construction cost over £3m.

Best practice in travel to school and work

Research shows that over 40% of children want to cycle to school but only 2.3% do, mainly because parents don't allow it because the roads are too busy. Cycling Scotland's Give me Cycle Space Campaign, devised to address this, won the best practice in travel to school and work category, "using a simple concept and imagery to impressive effect" in the words of the judges. The campaign, launched last April, aimed to increase driver awareness, asking them to "Give Kids Cycle Space", and created "cycle friendly zones" – highly visible cycle routes to school advertised by banners, lamp post ads, ad bikes, drivetime radio and posters, and 20m stencils on the carriageway.

CalMac Hebridean & Clyde Ferries: public transport operator of the year



The organisation worked closely with councils to ensure schools taking part were able to support a push for more cycling, by running cycle training. Parents were sent local cycle maps and information to help plan the safest and quietest route.

Research to evaluate the impact of the campaign found that 94% said the campaign made them slow down when driving in cycle friendly zones; 97% said they were more aware of children cycling to school; and 79% said the campaign made them feel more confident about letting their children cycle to school.

Best cycling improvements

Glasgow City Council won the award for best cycling improvements for a range of initiatives to promote cycling in Glasgow.

Connect2Glasgow and Smarter Choices, Smarter Places (SCSP) are major infrastructure projects which aim to introduce 6.5km of new, mostly segregated cycleways.

Cycle parking has been steadily increased with the council installing cycle racks at a rate of approximately 100 annually for the last three years.

Bike Week Glasgow has been launched in conjunction with the Pollokshaws Carnival and its annual cycle ride. A Glasgow Schools Mountain Biking Challenge was led by the council and run in partnership with Glasgow Life, Scottish Cycling and Cycling Scotland.

European Mobility Week included a led cycle ride, and a community event involving local children and adults where the next sections of the Connect2 cycle lane were chalked on the street.

Surveys show an increase in city centre cycle parking use of 26% over the last three years, with cordon counts indicating a 52% increase in commuting cyclists over that period.

Excellence in Walking and Public Realm

The transformation of Edinburgh Grassmarket from "a down-at-heel area into a vibrant public space" won the excellence in walking and public realm award for City of Edinburgh Council.

The largest open space in Edinburgh's Old Town, Grassmarket is an important focal point, but it was plagued by rising traffic levels, parked cars and anti-social behaviour.

The city council's project set out to restore the original qualities of the space and reclaim it for a wider range of users.

The area has been opened up, levelled and made available for mixed use, shared between cyclists and pedestrians. Loading access is limited to before noon, and parking



spaces have been removed to reduce potential conflict between pedestrians and motorists. The redistribution of space has allowed it to be used for markets, film shows, dance events and concerts.

An area opposite the Grassmarket has also been upgraded, providing a pedestrian connection all the way from the south gate of Princes Street Gardens and the castle to Quartermile and Meadows Park. Early indications suggest road safety has improved considerably.

Contribution to sustainable transport

The Central Scotland Consortium, with its successful bid for funding under the "Plugged-in Places" scheme to install electric vehicle charging infrastructure, took the award for contribution to sustainable transport.

The consortium brings together Glasgow City Council, Edinburgh Council, South Lanarkshire Council, Scottish Power, the Energy Saving Trust, WEEF Scotland, Scotland Development International and Transport Scotland, with support by Peugeot and the English regional development agency One North East. The project will capitalise on Scotland's huge renewable energy resources, which will make vehicles charged in Scotland among the lowest-emitting in the world.

The bid will provide a network of up to 375 charging points by 2013 to allow commuting by electric car to Glasgow and Edinburgh from the surrounding areas. It will also link up with planned charging points in north-east England and Northern Ireland, making possible a continuous journey by electric vehicle from Newcastle through Scotland to Belfast via Stranraer. The

investment is only £3.1m (including £1.45m from central government).

The project will conduct research on the use of smart grids and the potential to link renewable energy with the charging infrastructure, as well as providing experience of electric car performance on hilly terrain and about the ability to charge at temperatures that regularly fall to -20°C.

Excellence in technology and innovation

A clear example of an efficiency improvement leading to substantial savings won the excellence in technology and innovation award for Strathclyde Partnership for Transport and Glasgow City Council. Using SPT's expertise in scheduling technology, operational costs of council-provided transport services for voluntary social groups were cut by 40%.

The council provides 67 voluntary and community groups with transport to allow 1,300 people including the elderly, disabled and those with learning difficulties to attend various social and learning activities and community centres.

In 2009 Glasgow's social work department asked SPT to undertake a pilot to schedule and manage its non-statutory transport provision. The pilot established that SPT would be able to manage the transport more efficiently. SPT's travel dispatch centre took over responsibility for booking and scheduling from April last year.

Benefits of the project include: a reduction in costs through improved vehicle utilisation; potential to address increasing demand within current resources; a single-point booking system; the ability to make scheduling

Network Rail and Transport Scotland: transport project of the year

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The campaign reduced accidents involving the public by nearly 20%

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changes in real time; a reduction in duplication of journeys; and reduced mileage and emissions.

Transport team/partnership of the year

During 2009, 26% of those killed on Grampian's roads were motorcyclists, though they make up only 2% of road users.

Operation Zenith, a multi-agency safety campaign to tackle the problem, took the accolade of transport team/partnership of the year. Led by Road Safety Grampian (the police, fire and rescue services) and North East Scotland's road authorities – Aberdeenshire, Aberdeen City and the Moray councils, the initiative included local motorcycle groups, community safety partnerships and the North East safety camera partnership.

The group adopted a target of a 15% reduction in casualties over the next five years and identified riders' skills as a key area for improvement. A reinvigorated Bikesafe course attracted 65% more people than the previous year. Funding was obtained from the community safety partnerships to offer 100 offending riders the chance to undertake a free skills assessment.

Internet and intranet sites of the partners and major employers were used to promote the "Look twice... think bike... think biker" message. Police riders audited three routes popular with bikers and recommended improvements to signs, maintenance

and engineering. Trials of anti-skid manhole covers are being undertaken.

During the first year fatal accidents were down from 6 to 5; serious injury collisions were down from 57 to 48 (16%) and slight injury collisions from 81 to 62 (24%).

McGill's Buses and Western Ferries were commended for the Cowal Connector, a bus service connecting Glasgow to Dunoon on the Cowal peninsula in Argyll. Its unique feature is that it includes a ferry crossing, boarding Western Ferries at McInroy's Point in Gourrock.

Excellence in travel information and marketing

When Amey found that 30% of recorded near-misses at its roadworks sites in the last two years had been the result of actions of members of the public – most of them due to motorists driving on to closed roadworks – it launched a campaign to increase the safety of road maintenance staff. "Be careful... people work here" won the excellence in travel information and marketing category.

The campaign addressed public behaviour and awareness at such sites by forcing the public to consider road workers as real people with lives and families. An internal competition asked the children of Amey staff to design a poster depicting their family member at work, and the winning entry was displayed on vans, roads signs and lamp-posts. A regional campaign used ads and interviews to get the message across, and there was an external competition for school

children. The campaign reduced accidents involving the public by nearly 20%. Arriva Scotland West's network reviews and telemarketing campaign was commended.

Frontline employee of the year

SPT delivery manager Ann Murdoch was named frontline employee of the year. Having worked for SPT since 1990, she oversees operations of the organisation's three bus stations. Her work ethic and attention to detail has contributed to the smooth running of events such as the G8 summit, the papal visit and T in the Park. During last year's severe weather, her bus stations remained fully operational. When 40 people were stranded in Buchanan bus station Ms Murdoch stayed on through the night to make sure they were as comfortable as possible.

Iris Durno of Stagecoach Bluebird, John Telfer of Stagecoach West Scotland, Scott Linning and Ricki Campbell of First in Glasgow, Stephen O'Hara of Lothian Buses and Michael Cochrane of ScotRail were all commended.

Lifetime contribution to transport

Jim Barton, recently retired as director for trunk road and bus operations at Transport Scotland, was presented with a lifetime contribution to transport award by Transport Scotland chief executive David Middleton. A graduate of Bolton Institute of Technology, Jim worked with Lancashire Road Construction Unit, Fife Council and Dumfries and Galloway Council prior to joining the Development Department of the Scottish Office, as it was then called, in 1987. Jim has devoted the last 24 years of his working life to the Scottish Office, Scottish Executive and Scottish Government. As well as being responsible for the management and operation of the 3,500km Scottish trunk road network, he also oversaw Scotland's National Concessionary Travel scheme and the development of smart and integrated ticketing.

Outstanding contribution to local transport

The award for an outstanding contribution to local transport went to recently appointed head of transportation and environmental services at winning authority Fife, Bob McLellan.

Dr McLellan began his career as a graduate civil engineer with Lothian Regional Council in 1982 and progressed to assistant director of transportation, a post he held between 1993 and 1995. He joined Fife Council as head of transportation services in September 2001 after a brief stint as director of roads for Angus Council. In his current role, he heads a staff of 1200 people and is responsible for a budget of over of £120m.

Operation Zenith: transport team/partnership of the year





Scottish Transport Local Authority of the Year 2011

Last year, in 2010, Fife Council was proud winner of the prestigious Scottish Transport Local Authority of the Year.

We are delighted to announce on 16 June Fife Council was awarded the honour of being winner of the 2011 Scottish Transport Local Authority of the Year

– repeating our 2010 victory. Fife Council has now won this coveted award for a record breaking three times.

This top award has always been highly regarded – but never more so than in these uncertain economic times. As well as improving service delivery and safeguarding communities, local authorities are facing the challenge of providing better services for less and focusing more on customer needs.

Whilst delighted at winning the top honour in 2011, 2010 and also back in 2004, we're not resting on our laurels. We'll be presenting submissions for the Scottish Transport Awards in 2012, with a view to demonstrating our continuous improvement in every service that we provide. From public transport to cycling and road safety, we're proud of what we've achieved – now come and experience it – transport in Fife!

Dr Bob McLellan, Fife's Head of Transportation & Environmental Services, was also the recipient of a special award for his outstanding contribution to local transport.



*Helping make Fife a great place
to live, work and visit*



A smart future starts now

Contactless payment, multi-operator tickets, and above all, seamless journeys – we could be on the verge of a revolution, a *Transport Times* conference heard. **David Fowler** reports

Much has been said of the ability of smart technology to transform transport. But are those predictions about to become reality? Many of those at last month's *Transport Times* conference, A Smarter Future for Transport, believed so.

They were encouraged by an upbeat address by transport minister Theresa Villiers. Standing in for Norman Baker, she impressed her audience with her enthusiasm for the subject. "Our options for making transport better aren't confined to new road and rail links, or renewing and upgrading infrastructure," she said. "I believe that technology has huge potential to deliver a smarter, more efficient transport system in the years to come."

She added: "A world of smarter travel is one where demand can be more accurately predicted and capacity

can be used more efficiently." A smarter system could make possible seamless connections between operators and modes as well as spreading demand more evenly across the day. And it could empower travellers by giving them much better information flows.

Innovative technology such as intelligent transport systems could provide real-time data from bus and train times to updates on traffic delays. The UK is a leader in the field, with its work on managed motorways and hard shoulder running and urban traffic management and control systems, said Ms Villiers.

Changing behaviour is another building block. Ms Villiers said smarter choices projects, and in particular the sustainable travel towns project, had demonstrated the potential to make a difference to issues from traffic congestion to obesity, while providing good value for money. This was one of the decisive factors in setting up the £560m Local Sustainable Transport Fund, with a mix of revenue and capital funding expressly to make it easier for local authorities to include smarter travel projects in their bids.

The Oyster smart ticketing scheme had helped transform attitudes to public transport in London and the government wanted to see smart ticketing introduced more widely across the country. "Our ambition is to enable most public transport journeys in the country to be made

using smart ticketing by the end of 2014," she said. A growing number of ITSO-compliant ticket schemes were in operation or development.

The government had provided £20m of grant funding to the nine biggest urban areas in England to provide the infrastructure needed. TfL is to install ITSO-compatible smart readers across London's transport networks and investigations are going on to see whether PlusBus can be made available as an ITSO product.

Last month's McNulty report had pointed out that intelligent ticketing could help to make better use of capacity by spreading demand more evenly. Smart technology would also allow the season ticket to be modernised "so that it adapts to the reality of 21st-century working life where many people, especially women, no longer fit the standard nine to five, Monday to Friday stereotype," Ms Villiers said.

Asked in a question and answer session whether the government was concentrating too much on smartcards – particularly in rail franchises, when many train operators saw EMV contactless bank cards and mobile phone ticketing as more appropriate for complex journeys – Ms Villiers said: "Smartcards have their place but it is important to create the conditions for other technologies as well. For the rail industry there's a need to differentiate between different types of product. What might work for a £2.20 fare on

Above, from left: a contactless card on a Stagecoach Merseyside bus; Arriva's mobile phone application; a Barclaycard contactless terminal. Below: all Scottish concessionary fare transactions are now ITSO-based



London Underground isn't going to work for a £75 fare on the West Coast main line."

In future franchise agreements, she said the government "wants to give ITSO that push which it needs to generate the national benefits we've talked about, but we also want to give as much flexibility as we can to train operators to use other technologies as well."

ITSO chief executive Michael Leach talked about progress towards the concept of nationwide integrated smart ticketing. He said that ITSO was now "getting to critical mass very quickly". The ITSO specification, intended to operate seamlessly with different operators and travel modes, was "finally fit for purpose" with changes to meet the needs of the rail system.

The newly-released Part 11 specification, "the critical part of the puzzle that was missing", allows "customer not present" and over the air transactions, making it possible for passengers to download tickets at home, or pick them up from a retail store that is not ITSO equipped.

It potentially makes possible compatibility with EMV contactless bank cards. It will also allow smartphones to display journey data.

Another part of the puzzle is pay as you go. Thinking about the difficulty of being in an unfamiliar town and wanting to catch the bus, but being unsure what it will cost or whether you have enough change, he said: "Wouldn't it be great if you could say, I've got £10 loaded in Scotland, and I can use that when I'm in Cardiff next week?"

The ability to have a nationwide stored value purse is absolutely critical, he said, and two multinational firms are currently working towards that. "You can take away the concept of transport money on your card being linked to a locality and turn it into a common currency for use on public transport."

He hailed progress on interoperable ticket schemes. In Oxford, agreement on interoperable fares has just been reached between Stagecoach and Go-Ahead, driven by the county council. In Newport and Cardiff, two schemes initially planned as separate have been integrated, and public transport use in Newport has risen 13% in the 10 months since launch.

Shashi Verma, Transport for London director of fares and ticketing, gave further details of TfL's plans to introduce payment by contactless bank cards, as outlined in *TT* in April.

Even with the success of the Oyster card, collecting fare revenue costs TfL 14p in every pound. And ticket issuing still runs on a "bureau de change" business model in which you have to

change money into a "currency" you can use on the transport system.

TfL approached the problem from first principles. In Oyster, the billing engine in the reader reads the information on the card. It looks up the appropriate fare data locally and writes changes back to the card. A copy of the written data is sent to TfL's servers. "A fundamental problem is that the intelligence is all in the card," Mr Verma said.

After looking at "every possible technology", TfL came to the conclusion that EMV contactless cards held the best promise of reducing costs.

For EMV transactions, no processing is performed at the reader, which holds no fares information. No transport specific data is written back to the card. All card processing takes place centrally in servers. Accounts held in the back office contain all the key data.

This allows travellers to pay for transport in the same way they pay for

everything else, with no need to get a card specifically for transport or top it up. Revenue collection is cheaper; the system is easier to manage and it provides greater flexibility over fares, for peak pricing for example.

TfL's "transit model" will work as follows. When the card is presented at the reader the front office system checks to see whether the card is valid or on the deny list. If valid the "middle office" checks the card authorisation, though not in real time. If authorised the transaction is passed to the back office. If not the card is added to the deny list. TfL still gets paid for the journey but the card will not be usable again.

The back office sorts the data, "constructs" the journey and applies capping, on a daily and weekly basis.

Cubic has been responsible for design of the front end of the system and

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David Hytch:
Manchester plans to introduce contactless payment alongside pay-as-you-go and mobile phone tickets



from page 23

the security system. TfL has produced the fares and aggregation engine and customer account.

The culmination of five years' work will come next year, with contactless bank card payment being introduced on buses in the first quarter, and extended to rail, Underground and DLR by the end of the year.

David Hytch, information systems director for Transport for Greater Manchester, described the conurbation's own plans for a smart ticket

system. TfGM, he said, had reached similar conclusions to TfL. With the aim of producing a ticket system that is easy to use, understandable and promotes confidence in public transport, TfGM also intends to introduce payment by contactless bank cards.

Manchester's 86,000 students were "a significant factor" in planning: "Lots of them have contactless bank cards but don't want to use them for

travel because they are maxed out," said Mr Hytch. So there will also be an ITSO pay as you go/top-up option. And because many people don't have bank accounts but do have mobile phones, pay as you go mobile phone tickets will also be available.

The system will be introduced in three phases running partly in parallel, beginning with Metrolink and followed by bus and rail (where there are more operators to deal with).

Advantages will be reduced the barriers to using Metrolink; reduced cost of sales; no need to market, sell and maintain cards; reduced transactions at the validator; and reduced fraud and ticketless travel.

The system will work in a similar way to TfL's, with the touch-in validator checking whether the card is on the deny list or not and a back office calculating the cost of journeys made and producing a daily bill on the passenger's card or bank statement.

Gordon Hanning, Transport Scotland head of integrated travel and concessionary ticketing, said Scotland's concessionary fare scheme, introduced in 2006, now accounted for over a third of bus passenger journeys, while one in four Scottish residents is entitled to free travel.

The need for fraud prevention had enabled a business case for an ITSO-based system to be constructed. Some 7,000 electronic ticket machines and card readers had been installed and 900 wireless LAN units established. Since last December every concessionary fare transaction has been ITSO-based. The capital cost of the smartcard infrastructure was £40m but it saves £20m annually.

Transport Scotland's next aim was to introduce an integrated multi-modal ticket system across Scotland

using ITSO. Working with PWC, it concluded that rather than going for integration immediately, that there were sufficient benefits to make replacing cash and paper tickets a worthwhile goal in itself, paving the way for integration at a later date.

Jayne Davidson, product manager for Visa payWave Transit Solutions, considered the question of whether contactless payment was the future for integrated transport. She said that use of contactless cards was growing fast. Public transport had come top in a survey in which people were asked what products or services they would like to be able to pay for using a contactless card.

Barriers to integration – being able to use the same payment system for multiple operators over a multi-leg journey – included operators wanting to lock in customers to their own services.

There was also the need to establish partnerships with other organisations in the areas of scheme management; card or media design, technology and distribution; security management and fraud prevention; hardware provision in stations and on vehicles; system-level integration, testing and proving; customer service provision; and marketing.

With contactless payment, card issuers deal with card design and distribution and customer service; acquirers (the banks that provide the merchants' terminals) shoulder much of the burden of security, hardware provision and system integration; and the card schemes act as the locus for card issuers and acquirers to come together to deal with scheme management and marketing.

"The result is a dramatic lowering of the barriers that stand in the way

Bus information app Edin Bus has clocked up 200,00 downloads



Not hard to follow

London Borough of Harrow sustainable transport office Fuad Omar gave delegates a crash course in using social media to promote sustainable transport, engage with customers and encourage behaviour change.

Anyone who had not so far quite got to grips with Twitter or Facebook would have had their eyes opened by the end of Mr Omar's presentation.

The point about social media, he said, was that it offered two-way communication with the intended audience. It was important to understand the distinctions and use the right channel for any particular situation or group of customers.

Twitter, he said, was analogous to chatting in a coffee shop. Facebook was a mirror of real life, with interactions with friends and family. Blogs were like libraries where you could research other people's experiences to

help you make decisions such as "should I get an Oyster card?"

Old school vs new school

He drew a distinction between advertising, marketing and publicity.

Advertising was "old school" but would work if done well. Marketing will also work but is expensive. Social media can provide a great deal of publicity at next to no cost.

Tweets and Facebook posts allow you to discover what people are planning.

Twitter provides an open dialogue to which you can respond – for example if someone is tweeting about your bus service. Mr Fuad's team at Harrow organised "tweetathons" during the bad weather last winter in which they targeted and responded to people tweeting about transport problems in Harrow. For example if someone tweeted that they were at a certain station but there

were no trains, the team could respond with live transport advice about when a train was expected or what alternatives were available.

Harrow's It's Up to All of Us campaign was based on the idea that if everyone made one small change, like cycling to work once a week, it would add up to a big difference on a global scale.

The campaign targeted 16-25 year olds at the stage of their life when they are forming lifelong travel habits as they left education and started work.

The campaign was publicised on Facebook and via a YouTube channel. *The Green Effect* video received over 12,000 views in less than three weeks. The campaign was highly successful in attracting celebrity endorsements. The overall message was "the way you travel can save the planet: the future is in your hands."

of operators and authorities coming together to implement integrated ticketing," she said. And once contactless cards are widely accepted for travel, multi-operator caps and discounts would become much easier.

Go-Ahead group IT and procurement director Dave Lynch outlined the drawbacks of the current ticket system. It is highly manual, has high operating costs, is inflexible, anonymous, and there is limited ability to detect fraud or to innovate.

Smart media provide a number of opportunities for operators, including improved customer insight, reduced fraud, the ability to drive revenue growth, and the potential to manage demand. For passengers there would be shorter queues and it would be easier to buy tickets.

He cited the success of airline travel organisation IATA, whose 300 members had gone over to 100% electronic ticketing, saving \$3bn annually.

Arriva marketing manager Mike Woodhouse described the company's mobile ticketing project. Rather than wait for mobile phones with near field communication technology the company sought a lower-tech solution that could be introduced immediately, at no additional cost to the traveller.

Concept Data Technologies designed an application which is held on the phone rather than the network, eliminating SMS text message charges. It allows users to register and buy tickets online or directly from the phone. Once purchased the tickets are displayed on the phone's screen. The mobile ticket replicates the appearance of the paper tickets, making it easy for drivers to check them.

Tickets do not have to be activated until they are first used. When a ticket expires it simply disappears off the phone. Payment can be made through the mobile operator, or by bank card, Paypal or cash. It is also possible to download timetables and plan journeys on the phone.

Mr Woodhouse said: "I think we're at the thin end of mobile commerce. At the moment we're seeing early adopters but everyone will be using it in a few years."

Independent software developer Gordon Christie described how he had created the EdinBus app for the iPhone to access information from the Edinburgh Bustracker system, which since 2008 had supplied real time information for all bus stops in Edinburgh via the mybustracker website and via WAP.

Mr Christie said: "I created EdinBus because it didn't exist and I wanted to use it. The website was a bit difficult to use and the iPhone doesn't support WAP."

The app allows you to search for a bus stop, street, or service. You can

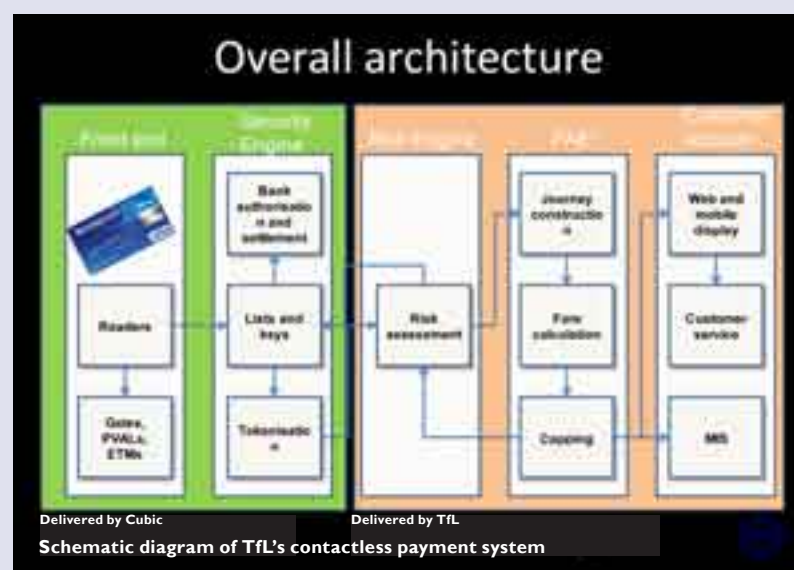
Lots of students have contactless bank cards but don't want to use them for travel because they are maxed out

Smart ways to pay

- **Jayne Davidson, of Visa payWave Transit Solutions, outlined five ways of using smartcards to pay for transport.**
- **Visa payWave Retail: analogous to buying a coffee using "wave and pay" – suitable for use when buying tickets where time is not critical, but not for gated entry and exit points. Above a certain limit chip and PIN authorisation is needed.**
- **Contactless – flat fare: as used on Merseyside. When the card is presented the bus driver pushes a button and a set amount is deducted**

from the card. No back office is needed.

- **Contactless – distance based fare: in this case it is necessary to touch out as well as in.**
- **Contactless – variable fare: as planned by TfL and TfGM. The back office records journeys and works out the charge on a daily basis.**
- **Hosted application card: like Barclays OnePulse, a bank card with Oyster capability built-in: two cards combined in one, without integration of the travel and payment functions.**



save stops you use frequently, allowing you to get information quickly. It also provides walking directions to stops.

Popularity has exceeded expectations, with 200,000 downloads, 30,000 upgrades within a week of the software being updated, and 500 five-star reviews.

A similar app for Android phones, My Bus Edinburgh, has since been developed by an undergraduate, Niall Scott, as a final year project. This has so far had 14,000 downloads.

Since the launch of EdinBus, hits on the mybustracker website, which had levelled out, have risen exponentially.

From smart technology to smarter choices. Darren Richards, executive head of planning and transportation at the London Borough of Sutton, explained Sutton's approach.

The pioneering three-year, £5m Smarter Travel Sutton initiative had been undertaken with Transport for London. Its centerpiece was a personal travel planning initiative in which all 76,000 households in the borough were visited by volunteers with walking maps and information about cycling and public transport. In hindsight, said Mr Richards, this was expensive and not good value for

money – it would have been better to target groups more precisely.

Other activities included awareness-raising events, school travel planning (Sutton was the first borough in which all schools had a travel plan) and Walk-Cycle-Reward in which local shops offered discounts for people walking or cycling to them.

The results were an 83% in cycling (from a low base), an increase of 18% in bus patronage, and a 10% mode shift from the car.

At Sutton the transport planning and network development service has been renamed Smarter Travel Sutton. It includes both the behaviour change team and traffic and transport engineering, integrating services with the aim of combining physical and smarter choices measures and locking in the benefits of STS.

The borough is also pioneering a "big society" approach to transport planning, with three key strands: giving people greater responsibility for how their roads, cycling routes, buses and trains are organised; working with TfL and the DfT to create more open mechanisms for consulting on public transport issues; and reducing bureaucracy so that schemes can be put into practice more quickly and cheaply.



Keith Ludeman may be about to retire next month as group chief executive of Go-Ahead, but there's no sign of any letting up in activity.

This week the company revealed it is the first transport company to be re-certified under the Carbon Trust Standard for reducing emissions. Last month it acquired Oxfordshire operator Thames Travel. This week it was announced that the groundbreaking "qualifying agreement" brokered by Oxfordshire County Council to rationalise bus services in Oxford has been finalised. Agreement had been reached on the final outstanding issue, allowing Go-Ahead and Stagecoach tickets to be used on each other's buses.

The Carbon Trust Standard award is in recognition that the company reduced its carbon emissions by 5% in the two-year period to July 2010, a reduction equivalent to 90,000 tons of carbon dioxide, and bringing the total saving to 9%. The company has now set the target of a 20% reduction by 2015.

Ludeman stresses that the award is based on a rigorous independent assessment and that savings have to be measurable and demonstrable. "You also have to demonstrate you have plans to continue to reduce carbon, not stand still," he says.

Go-Ahead, he believes, is in the vanguard of emission reduction, which it has championed through

its management structure, and by measuring and monitoring consumption: "If you can't measure it you can't manage it."

The reduction has come about through monitoring electricity, gas and water at depots and other sites. Its bus fleet has been fitted with a monitoring system, RIBAS, which records revving, idling, braking, acceleration and speed and how much fuel each driver uses. On its Southern rail franchise on the south of England DC network Go-Ahead has fitted its trains with regenerative braking.

At depots savings have been made by, for example, installing systems which automatically switch off lights when the building is empty, reducing bulb wattage and only using black and white rather than colour when copying documents. "It all adds up," he says. It also all helps to get people thinking about emission reduction: "Tackling climate change is all about changing behaviour," says Mr Ludeman.

Depots, however, only account for a small proportion of total energy use. The main elements are electricity for traction on its rail operations (55%) and diesel for buses (35%).

For the buses, the RIBAS system cost about £0.5m to fit to the entire fleet. It is gradually being taken up by other transport groups. Mr Ludeman predicts bus manufacturers will make it a standard fitting in the future.

The system encourages savings through defensive driving,

Ahead of t

As he prepares to hand over leadership of Go-Ahead, green credentials, and some immediate challenges for

discouraging heavy acceleration and braking. There are incentives for drivers to compete to get the best fuel economy, but fuel efficiency is also one of the criteria considered in drivers' performance reviews. Ultimately, persistently lead-footed drivers will face disciplinary action. "At one of our garages, on the same type of bus, the best driver gets 9mpg and the worst 3mpg," says Mr Ludeman.

On rail, the introduction of regenerative braking on the third rail network south of London has reduced the access charges the company pays to Network Rail.

Having first introduced the system on its Southern franchise, for which it won a commendation in the 2009 National Transport Awards, it is now being installed on Southeastern trains.

Mr Ludeman says: "The next step is to go for metering on trains so we know exactly what we're using. When we know what we're using we can measure individual driver performance better." As on buses drivers will be trained in defensive driving, with awards and league tables as incentives. "Up to now we've relied on eco-driving, pioneered

on Southeastern, where we've reinstituted coasting boards that show the driver he can bang the power into neutral and glide up to the next station."

Mr Ludeman admits that making significant savings at first is comparatively straightforward. "As you go forward it will become more difficult – that's why you've got to change people's behaviour."

There are still some technological fixes available, such as the introduction of smart metering, but behaviour will become increasingly important.

He adds, however, that the targets are expressed in emissions per passenger journey, so it is possible to make progress by increasing the number of people using buses and trains. "The single most effective way of reducing carbon emissions is to get people out of cars and on to public transport. It's also good business sense."

Both rail and bus passenger numbers have shown strong growth in recent months, driven to a greater or lesser extent by the increasing cost of fuel. "Surveys of our customer base making



Outgoing chief executive Keith Ludeman. Landmark events during his tenure included the launch of domestic high-speed services and the introduction of regenerative braking on the third rail network

he game

Keith Ludeman reflects on his legacy, the company's the industry. By David Fowler

online purchases has shown that quite a number are from car-owning households. They tell us they use buses if they are convenient, value for money and frequent," he says.

Go-Ahead's environmental performance may come to be seen as part of the legacy of Mr Ludeman's five years as group chief executive (and 15 years with the company). More broadly, he says, "I would like people to think Go-Ahead had become a more professional organisation in the last five years: a more focused, economically efficient organisation well-regarded by its stakeholders, the City and its customers. I would like the group to be recognised as one of the leading transport providers in the UK, and hopefully as chief executive I've managed to enhance that reputation."

Milestones in the last five years have included introducing domestic high speed services as part of the Southeastern franchise; the retention of the Southern franchise in 2009; start-up of North American yellow school bus operations; and the acquisition of Plymouth CityBus.

In addition the company is coming out of the recession "much stronger than we were beforehand, with the lowest debt in the sector".

But he concludes, "What I will miss more than anything are the people that I've worked with and the management team that exists in this company, which I think is the best in the industry."

With his successor, ex-TfL managing director of surface transport David Brown, on board since April it has been possible to carry out an effective handover.

Having chosen his own retirement date – "I've seen too many people stay on for too long" – he admits that at least this has the advantage of allowing him a hand in choosing his replacement: "I believe I'm leaving Go-Ahead in very good hands with David Brown and I think it will go from strength to strength."

The two go back a long way: "When I left running the London Bus business I handed over to David then, so we're both quite used to doing this. There's a lot of mutual respect."

The future will not be without challenges. Mr Ludeman is to

become a non-executive director of Network Rail at what he believes, following the McNulty report, is "an important moment" for rail. Asked whether he thinks the savings McNulty seeks will materialise, he says "I think there is an opportunity if the industry chooses to grasp it."

He believes the newly created Rail Delivery Group has two principal tasks: to produce the industry plan, due in autumn as part of the periodic review process, and to look at system authorities. "What that's all about is safety regimes and structures within the rail industry – the system authorities that allow you to do things. They are very complex, some of them are unnecessary and a very important task of this group will be to work its way through that and to simplify them and to reduce the costs."

On his non-exec role he says: "I'm quite excited about seeing life from the other end of the telescope and I hope, given my knowledge of the commercial TOC side, I can add some value to Network Rail."

Last month the Competition Commission published its provisional findings on bus industry competition, coincidentally followed by another landmark: the signing of the qualifying agreement for Oxford's bus quality partnership, which will come into effect on 23 July. Facilitated by Oxford City? Or County Council, the aim was to rationalise services on key cor-

ridors into the city centres where there was duplication between operators, resulting in too many buses crowding the city centre. Under the agreement services will be co-ordinated so different operators' buses don't arrive close together; double deckers are already replacing single deckers to maintain capacity with fewer vehicles; and Stagecoach and Go-Ahead's Oxford Buses will accept each other's tickets.

The agreement has taken a long time to finalise, says Mr Ludeman, and interoperability was the most difficult area. "One of the Competition Commission's views was that there isn't enough interavailability of ticketing between operators. You can empathise with that from a customer perspective but one shouldn't underestimate the difficulties of competing organisations introducing a common form of ticketing."

Regarding the Competition Commission report, he questions some of its findings. For example, the commission said that in many areas of the country there is a dominant operator – "it might be that the market can only support one operator in those areas," he suggests. Similarly, the commission puts forward franchising as a solution: "If you're worried about saving costs, that's the last thing you want to do," he says.

Noting that the industry can appeal against the commission's final findings, he adds: "We will be watching the commission very carefully."

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Campaign focuses on national benefits

The Campaign for High Speed Rail moved into top gear this week with rallies in Manchester, Birmingham and London. A roadshow, complete with double decker bus bedecked with illustrations of a high-speed train, is aimed at mobilising support for the government's plans and showing that there is large-scale support for the project across the country.

The roadshow continues in Sheffield and Leeds next Tuesday (28 June) and Wednesday.

The rallies coincided with the launch of a poster campaign as well as a YouTube video.

The poster campaign aims to put across the message that high speed rail can make a positive difference to the lives of real people across the UK, contrasting the expected creation of jobs and benefits for the economy nationally with the narrower arguments of the "no to high speed rail" camp, which have focused on the cost and the impact on rural communities in south-east England.

The adverts will be run on buses, trains and at transport

hubs in the north-west and north-east of England.

A campaign source said: "The message I think highlights the frustration felt in large parts of the country that a very small number of well-funded Nimbys may be able to derail a scheme that will do so much good to so many people in Birmingham, Manchester, Leeds, Sheffield, Newcastle and elsewhere."

The campaign is backed by civil society groups alongside businesses including Morrisons, Greggs, Goldman Sachs and the leaderships of the main northern cities.

With just over 30 days to the close of consultation on 29 July, the campaign urges supporters to get behind the project by signing up at the campaign website www.campaignforhsr.com or texting

"support" to 88802.

Alternatively cutting out and sending the form below to the consultation address shown will count as an official consultation response.

Supporters can respond in more detail on the DfT website at <https://highspeedrail.dft.gov.uk>, where you can give your answers to seven specific questions (see box).

The consultation questions: respond on the DfT website

- Do you agree that there is a strong case for enhancing the capacity and performance of Britain's inter-city rail network to support economic growth over the coming decades?
- Do you agree that a national high speed rail network from London to Birmingham, Leeds and Manchester (the Y-network) would provide the best value for money solution (best balance of costs and benefits) for enhancing rail capacity and performance?
- Do you agree with the Government's proposals for the phased roll-out of a national high speed rail network, and for links to Heathrow Airport and the High Speed 1 line to the Channel Tunnel?
- Do you agree with the principles and specification used by HS2 Ltd to underpin its proposals for new high speed rail lines and the route selection process HS2 Ltd undertook?
- Do you agree that the Government's proposed route, including the approach proposed for mitigating its impacts, is the best option for a new high speed rail line between London and the West Midlands?
- Do you wish to comment on the Appraisal of Sustainability of the Government's proposed route between London and the West Midlands that has been published to inform this consultation?
- Do you agree with the options set out to assist those whose properties lose a significant amount of value as a result of any new high speed line?

Show your support for high speed rail: cut out and fill in this form as an official consultation response

Attn: Department for Transport.

I agree that a national high-speed rail network is in Britain's best interests.

We need a modern 21st century railway, with increased capacity to support economic growth.

This should link the country's biggest cities providing more seats and faster and more reliable journeys. The proposed Y-shaped network is the right way to achieve this.

It should also provide vital links to Heathrow and the high-speed line to the continent, to improve connectivity and help reduce the environmental impacts of travel.

I urge the Government to get on and build the line between Birmingham and London as soon as possible and fully support their plans to build a truly national network.

Yours sincerely,

Name*

Email

Postcode*

*Required Fields

Then return it to:

**Freepost RSLX-UCGZ-UKSS
High Speed Rail Consultation
PO Box 59528
London SE21 9AX**





Sir Brian Souter



Sir David Higgins



Mike D'Alton



James Trotter

Souter and Higgins knighted in Queen's Birthday Honours

Stagecoach Group co-founder and chief executive **Brian Souter** was knighted in the Queen's Birthday Honours List earlier this month, for services to transport and the voluntary sector.

Sir Brian (57) is one of the UK's foremost entrepreneurs, a significant supporter of charitable causes and the country's leading public transport innovator.

Sir Brian co-founded Stagecoach with his sister, Ann Gloag, in 1980 with just two buses and has developed the company into a leading international transport group in the UK and North America with 35,000 employees and an annual turnover of more than £2bn.

He has spearheaded efforts to change people's perceptions of public transport and encourage car users to switch to greener, smarter travel options. He is also a significant contributor to charitable causes through the Souter Charitable Trust, supporting many health and community projects, as well as initiatives to benefit young people.

Network Rail chief executive **David Higgins** was also knighted, for services to regeneration in his previous role as chief executive of the Olympic Delivery Authority and earlier career.

Sir David, born in Brisbane, Australia, was formerly managing director and chief executive of property and construction firm Lend Lease, when the corporations' developments included the Sydney Olympic park for

the 2000 Olympics. In 2003 he became chief executive of English Partnerships, the government regeneration agency. He joined the ODA in December 2005.

Consultant Parsons Brinckerhoff has appointed **Mike D'Alton** as director of highway services and public partnerships for its European/Middle East/Northern Africa Infrastructure business.

With over 25 years of consultancy experience, Mr D'Alton will be responsible for expanding Parsons Brinckerhoff's substantial highways business, with particular emphasis on integrated transport solutions for national and local governments. His main focus will be on strategic highway networks and expanding both public and private sector workload. Mr D'Alton has a keen technical interest in sustainable travel solutions, especially in the areas of mass transit and bus rapid transit systems. He joins Parsons Brinckerhoff from WSP where he was director of transportation.

Amey has appointed **James Trotter** as business development director of its local government division to drive further growth in the highways and infrastructure market.

Mr Trotter will be responsible for increasing Amey's local government market share in key sectors, including highways management and street lighting.

He brings over 10 years' experience in providing public sector

- **Brian Souter and David Higgins knighted in Queen's Birthday Honours**
- **Parsons Brinckerhoff appoints Mike D'Alton**
- **James Trotter joins Amey as business development director**
- **DfT's Local Sustainable Transport Fund panel named**
- **Siân Berry to be sustainable transport campaigner at the Campaign for Better Transport**
- **Rail editor becomes director of the Campaign for High Speed Rail**

services. Prior to joining Amey, he was the business development director of Carillion's local government services and highway maintenance divisions; he has also held senior roles at both Alfred McAlpine and Jarvis.

The Department for Transport has named the members of the expert panel which will review bids to the Local Sustainable Transport Fund.

They are **Tony Depledge**, director of transport policy at Arriva; **Ian Drummond**, assistant director of transportation at Leicestershire County Council, who also represents ADEPT, **Stephen Joseph**, chief executive of the Campaign for Better Transport, **Adam Marshall**, director of policy and external affairs at British Chambers of Commerce, and **Lynn Sloman** of consultancy Transport for Quality of Life.

Siân Berry has been appointed sustainable transport campaigner at the Campaign for Better Transport.

The former London mayoral candidate will primarily work to influence the decisions on which major transport schemes will receive funding. Her role will be to try to ensure the governments get these big decisions right by moving away from major road building schemes and prioritising more sustainable transport solutions instead.

She will also be working with local councils to help them address their future transport needs with more sustainable transport schemes. Ms Berry has been an active environmental campaigner for a number of years, among other activities founding the Alliance Against Urban 4x4s in 2003.

Transport journalist **Nigel Harris**, managing editor of *Rail* magazine, has become a director of the Campaign for High Speed Rail. Mr Harris co-launched and ran book publishing company Silver Link from 1984 until 1990. He has edited six national railway magazines, including *Steam Railway*, *Steam World* and *Trains Illustrated* and is the author of around ten specialist books on railways and shipping. Mr Harris is also the chairman of the Great Central Development Company Ltd, which is rebuilding the missing 500m of dismantled main line to reunite the separated portions of the Grand Central Railway.

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