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July/August 2015



Commission backs Heathrow

But will the Government agree with its decision? p20



Powerhouse fails to start

Network Rail failure a blow to the north of England p24



Scotland's award winners named

Success celebrated at the Scottish Transport Awards p31



Can Hendy rescue rail investment plans?



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Upheaval ahead for railway operator

Where now for Network Rail?
A year ago everything looked good, with a £38bn investment programme agreed for 2014-19, brining extensive electrification and other substantial improvements to the UK's rail network.

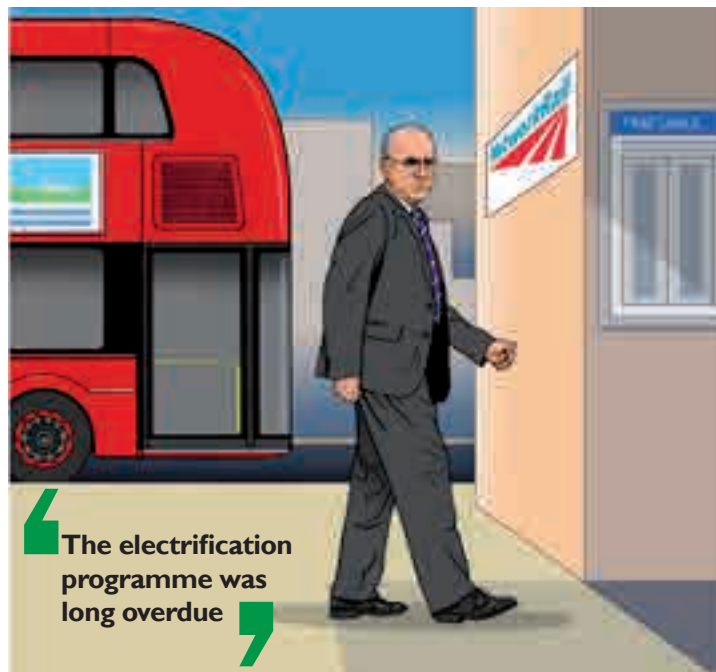
By this autumn the investment programme may have to be drastically pruned; by next spring Network Rail could be facing major reorganisation, most likely a split into separate regional companies.

The warning signs had been there for some time – the company's increasing level of debt which, when it was reclassified last September as a public company, could no longer be ignored; projects running late and over budget, with disappointing performance from the company's electrification "factory train"; warnings from the Transport Select Committee that ministers were announcing further electrification schemes without a real idea of what they would cost.

When last month the Office of Rail and Road delivered a highly critical report on Network Rail's performance in the first year of the current five-year period, Transport Secretary Patrick McLoughlin had to act.

Sir Peter Hendy has been installed as the organisation's new chairman and will review the investment plan by autumn – his job is to identify what can still be afforded for £38bn. He will work closely with chief executive Mark Carne, and Richard Brown, respected former Eurostar chairman and outstanding railwayman, who also came to the Government's rescue after the West Coast main line franchise collapse three years ago.

Economist Colette Bowe will advise on how investment planning can be improved, and High Speed 1 chief executive Nicola Shaw will make recommendations on the structure of Network



Rail by next year's Budget.

That the first casualties were electrification from Manchester to Leeds and beyond, and the Midland main line to Sheffield, has dealt a sharp blow to confidence in the chancellor's "Northern Powerhouse". The hope among leaders in northern English cities is that this vital plank of the whole process has not effectively been cancelled and can somehow be rescued.

Sir Peter has taken on a tough challenge, but is widely seen as an astute choice, given his track record of managing highly complex projects at Transport for London. Colleagues say he lived and breathed TfL, and his passion for all things transport-related is well-known.

He is more of a details man than many chief executives, but also has good emotional intelligence, able to keep TfL's board informed and on side and to navigate the politics of TfL.

His instincts at Network Rail are likely to be to forge closer relationships with the train operators, something the

Government is anyway seeking to foster by announcing it will channel Network Rail funding through train operators in future.

Sir Peter's disadvantage is that he is not a railway man; he will be going from TfL, an organisation whose culture he has moulded, to Network Rail, whose culture he is unfamiliar with.

He will find it a very different organisation – but here the experience of Richard Brown will no doubt complement his own.

There will be an anxious period until all these reports and reviews are in. The result could be the biggest upheaval to the railways since the collapse of Railtrack in 2002 and possibly since privatisation. The overall aim must be not just to end with a more efficient infrastructure operator. The electrification programme in particular was long overdue, an area where the UK's railways lagged far behind European rivals. Sir Peter and his colleagues must aim to preserve as much of it as possible.

David Fowler, editor
Transport Times

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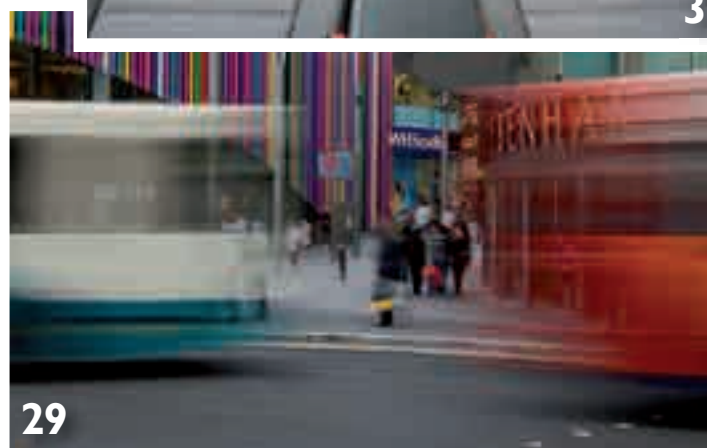
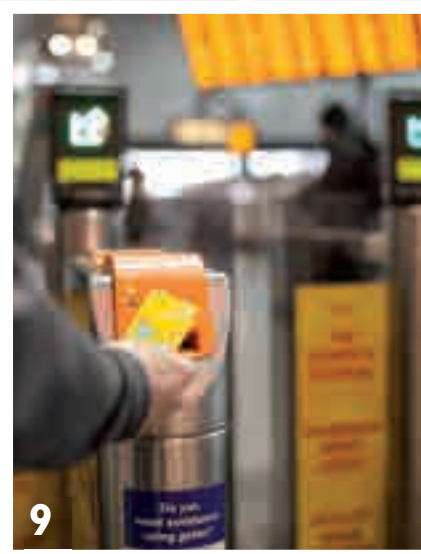


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Budget ring-fences car tax for road-

Vehicle tax will be reformed and ring-fenced to create a new Roads Fund by 2020, chancellor George Osborne announced in last week's Budget.

Transport for the North will be put on a statutory footing and given £30m of funding over three years and a brief to bring in Oyster-style ticketing, but there was disappointment that there was no update on the prospects of "paused" rail electrification schemes.

And High Speed 1 chief executive Nicola Shaw has been appointed to advise on the long term structure and financing of Network Rail, working with new chairman Sir Peter Hendy.

Mr Osborne took steps to halt the erosion of revenue from vehicle excise duty as well as restoring it to its original purpose of a road fund tax. Incentives to encourage motorists to buy low-emission vehicles have steadily reduced the amount collected. "By 2017, over three-quarters of new cars will pay no VED at all in the first year," said Mr Osborne. "This isn't sustainable."

From 2017 a new system will be introduced for new cars whereby the first year's duty is still related to emissions. Thereafter there will be three bands: zero emission, standard and premium; 95% of cars sold in the UK will pay the



standard rate of £140 a year.

There will be no change to VED for existing cars, and in total the revenue raised will be the same as today.

Of the Roads Fund the chancellor said: "I will return this tax to the use for which it was originally intended. From the end of this decade, every single penny raised in vehicle excise duty in England will go into that fund to pay for the sustained investment our roads so badly need."

KPMG UK head of transport James Stamp said the announcement provided some clarity about where funding for the £15bn road investment programme announced late last year would come from. But he added: "While road tax raises around

£6bn per year, this is dwarfed by income collected from fuel duty, which is around £27bn. We believe that more of this income should be reinvested in roads and transport infrastructure."

Campaign for Better Transport chief executive Stephen Joseph said: "The reforms to vehicle duty are welcome and could help promote greener vehicles, but the creation of a ringfenced roads fund will further inflate the Government's bloated road-building plans, adding to pollution and congestion while marginalising all other transport."

The chancellor announced his intention to devolve further powers to Greater Manchester as part of its devolution deal. He added that the same route was open to other authorities. "We are working towards deals with the Sheffield and Liverpool city-regions and Leeds, West Yorkshire and partner authorities on far-reaching devolution of power in return for the creation of directly elected mayors," he said. The aim is to agree deals in parallel with this year's spending review, expected in the autumn.

In the East and West Midlands local transport authorities have formed the Midlands Connect partnership to develop a collective view on the region's transport needs. The chancellor committed £5bn to Midlands Connect to develop a transport strategy for the region. The Government also supported the West Midlands statement of intent for devolution, while two combined authority proposals had been received from East Midlands councils. A "county deal" was also being discussed with Cornwall.

A document billed as a

productivity plan published following the Budget added that the Government remained open to "further proposals from local areas for devolution of significant powers in return for a mayor, in time for conclusion ahead of the spending review".

Mr Osborne announced that Transport for the North was to be put on a statutory footing, with duties to set out its transport policies and investment priorities in a long-term strategy, building on the northern transport strategy jointly published by TfN and the Government earlier this year (TT, April).

This would be underpinned by £30m of funding over three years. An interim chief executive and executive team will be appointed by the autumn and a chair by the end of the year. An update on the northern transport strategy will be published by next year's Budget.

The Government would "work with TfN to advance the introduction of Oyster-style smart and integrated ticketing throughout the region as one of TfN's top priorities". There will be an interim report on a possible new trans-Pennine road tunnel in time for the spending review and a prioritised list of options by the next Budget.

Sir Richard Leese, interim chair of Transport for the North, welcomed the funding announcement. He said: "This vital funding will support the development of TfN as an organisation and boost its capacity to build up a strategic case for investment and oversee the delivery of what will be an extremely ambitious programme." But he added: "We remain very concerned that no announcement has been made regarding the electrification of the Leeds-Manchester railway line. We must have a commitment from Government that the electrification works will take place – and soon."

KPMG northern chairman Chris Hearld said: "It was encouraging to hear that devolution deals are in the pipeline for the likes of Leeds, Liverpool and Sheffield. However, it was incredibly disappointing that no further announcements were made regarding investments in our regional transport infrastructure. While the introduction of an Oyster card system across the



building

Gatwick attacks 'flawed' report

North is a nice gesture in principle, it will do absolutely nothing to alleviate the lack of capacity on our region's ever-crumbling rail network." Without dramatic improvements to the transport infrastructure across the region, he said, "the Northern Powerhouse will not take off."

North-East combined authority chair Simon Henig said: "Clearly it is disappointing that there was no mention in the chancellor's budget speech of devolution for the North East." He added that he did not see why devolution deals should be tied to a big transfer of power to an elected mayor.

Funding for Network Rail will in future be directed through the train operating companies, to encourage the infrastructure operator to focus on the needs of train operators and passengers. The organisation has been told to devolve further responsibility to regional route managers.

HS1 chief executive Nicola Shaw has been appointed to advise the Government on "how it should approach the longer-term future shape and financing of Network Rail". She will work closely with Sir Peter Hendy and will report by next year's Budget.

Overall the moves are expected to herald the biggest shake-up of Network Rail since privatisation and could lead to the infrastructure company being broken up into regional bodies.

Gatwick Airport hit back this week in its response to the Airports Commission's final report, claiming the commission had understated both Gatwick's strengths and Heathrow's weaknesses.

The commission surprised many observers when it published its final recommendation on new runway capacity earlier this month by unequivocally backing a third runway at Heathrow as the best option for maintaining the UK's position as an air transport hub.

Gatwick chair Sir Roy McNulty said: "Our view has always been that the assessments on which the commission's conclusions are based must be thorough, balanced, fair and well evidenced. We believe that the commission's report falls short of this standard in a number of very important respects. As a result, the many strengths of Gatwick and the many challenges of Heathrow are underplayed, leading to a conclusion which we believe is flawed."

It believes the commission understates the case for Gatwick and the challenges facing Heathrow in a number of respects. The commission, it says, under-forecasts future traffic at an expanded Gatwick, predicting passenger volumes of 40 million in 2024, when the airport



will reach that level this year.

The commission's own analysis of the economic benefits, based on Treasury guidelines, shows relatively modest differences in economic benefit between Heathrow and Gatwick (£33.6-54.8bn versus £27.2-47.1bn): the commission's conclusion "relies heavily on other numbers, produced by PwC", Gatwick argues.

Though the commission acknowledges that the majority of new traffic over coming decades will be to European markets, it recommends a solution that is "almost entirely focused on long-haul"; the commission also "fails to consider the role that Gatwick could play in the long-haul market".

Expanding Gatwick would increase competition; instead the commission recommends increasing market dominance at Heathrow, the response continues.

Gatwick also accuses the commission of glossing over the "huge differential" in noise impact between the two. "Relatively little emphasis" is given to the 320,000 people newly affected by Heathrow expansion compared to 18,000 at Gatwick, it says. The commission also "largely ignores" the fact that Heathrow today breaches legal air quality limits whereas Gatwick would meet targets with a second runway.

The response also claims that there are "considerable delivery risks and financial challenges" affecting the Heathrow option, compared to which the Gatwick scheme is "relatively straightforward".

The airport said it would "engage with every level of government" – including writing to the prime minister – to express its concern.

Call to tax frequent flyers to manage demand

The need for a new runway in south-east England could be avoided by replacing air passenger duty with a frequent flyer levy that taxes travellers according to how often they fly.

The proposal has been put forward by the Fellow Travelers project, backed by nearly 20 organisations including anti-Heathrow pressure group Hacan, Greenpeace UK, Friends of the Earth, the Campaign for Better Transport and the New Economics Foundation, which undertook the background research.

The group's modelling suggests that such a tax could be designed to constrain passenger

demand while being revenue neutral to the exchequer, obviating the need for new runway capacity; and reducing greenhouse gas emissions in line with a low probability of a global temperature increase of more than 2°C. An individual's first flight in a given year would be tax free.

The project argues that "contrary to aviation lobby rhetoric, a new runway is not needed to allow more international business flights, which have been declining steadily since the turn of the century". Instead, "growing demand for air travel is concentrated in the short-haul leisure sector and among a small, wealthy minority of the population".

At the same time air fares are "artificially low" because aviation is exempt from fuel duty and VAT. Just 15% of the UK population are taking 70% of all flights, while 57% do not fly at all in any given year. Those who fly most often are the wealthier sections of the population, the campaign argues.

Under the frequent flyer levy an individual's first flight in a year would be free, so that families going abroad once a year for their annual holiday would not be penalised. Successive flights would attract an increasing levy.

Modelling carried out as an illustration indicates that a levy starting at £10 for a passenger's second flight in 12 months, and

rising in increments of £20 for each additional flight, would constrain demand sufficiently that a new runway would not be needed. The project's formal policy proposal is for a more sophisticated levy based on a rising percentage of ticket price, to differentiate between first and economy classes, for example.

This approach would "shift the burden away from families flying to their one annual holiday and on to the frequent flyers who are driving expansion," the campaigners argue.

Further details including the report *Managing aviation passenger demand with a Frequent Flyer Levy* are available at <http://afreeride.org>

Northern businesses back devolution, survey finds

The majority of businesses in the north of England are keen for a “full steam ahead” approach to devolution, according to a new survey carried out by IPPR North.

The survey also revealed a number of reservations about the process. But although businesses expressed a range of concerns about existing plans for devolution – including the capacity of local government to deal with change – the overwhelming view was that the benefits outweighed the risks.

The research considered the following questions: What do representatives from businesses in the north of England think of decentralisation in principle? What would “good” decentralisation look like for business? What were their perceptions of the “Northern Powerhouse”?

The research methodology included two roundtable discussions with businesses from a range of sectors and types; interviews with business leaders; and an online survey, which was promoted through a wide range of business media channels, and attracted 81 responses.

The view of the overwhelming majority of northern businesses surveyed was that England is over-centralised. Only 10% of respondents thought that the balance of power between central and local government was about right, with over a quarter “completely disagreeing”. When asked what the government should do to benefit individual companies, devolution was the third most



popular answer, supported by approximately one in four. Asked what government should do to improve the northern economy at large, devolution was the second most popular answer, after investment in infrastructure.

The most popular functions that northern businesses felt should be devolved concerned training and the skills system. There was also strong backing for the devolution of transport and infrastructure funding and decision-making.

About nine of every 10 respondents to the survey said that they had heard of the Northern Powerhouse, and roughly seven out of 10 considered that their company is contributing to it. Just over half agreed that the concept would help to attract investment to the region. “Overall, this amounts to fantastic brand

penetration, particularly for a government proposal,” the report says. However there was considerable frustration and confusion regarding what the northern powerhouse means in practice.

Businesses were wary of the nature of devolution negotiations so far, which were perceived to have been secretive backroom deals between local and national government, with business interests excluded from discussions. There was also cynicism about the Government’s intentions.

“Until the government commits new money for the north, particularly in infrastructure, many businesses are likely to continue to view the northern powerhouse as a brand lacking substance,” say the authors.

Just one in four respondents thought that local government was up to the job of having more

power. There were two reasons for this: first, that local government does not have sufficient officer support to perform capably, and second, that the leadership of local authorities in the north is a cause for concern, Greater Manchester being held up as an exception.

Concerning possible barriers to the devolution process, one was that businesses were wary that the devolution process would be negotiated by Whitehall line by line, and that an apparent prerequisite of devolution is the adoption of a directly elected mayor. Also, so far the devolution agenda has focused exclusively on city-regions – Manchester and Leeds in particular. “More work needs to be done to bring the Liverpool, Sheffield, Newcastle and Hull city-regions more fully into the Northern Powerhouse frame,” says the report.

Another concern is that the spending review due in the autumn. “If there is to be a further £8bn reduction in government grant funding to councils over the next parliament – as the Office for Budget Responsibility currently predicts – local councils will simply not be able to cope. If it is the genuine intention of the new government to roll-out the ‘Manchester model’ in devolving powers to other places, then this necessitates a different approach to the spending review.”

Full steam ahead – Business attitudes towards the northern powerhouse is available at www.ippr.org/north

Merseytravel’s Alan Stilwell passes away

Alan Stilwell, former director of integrated transport at Merseytravel, has died aged 64. He was a champion of integrated public transport at the PTE. Before Merseytravel, he was county engineer at Cheshire and worked at several other Merseyside councils.

Notable achievements at Merseytravel included the development of the transport plan for Merseyside and the delivery of Olive Mount Chord, linking the Port of Liverpool to the West Coast main line. Nationally he was acknowledged for his expertise on road safety.



Mr Stilwell had been in poor health and had retired from Merseytravel in December 2012. In May he was presented with a National

Transport Award for Lifetime Contribution to Transport.

David Brown, chief executive of Merseytravel, said: “Alan was a well-liked and much respected colleague both in Merseyside and within the wider transport and local government community. He will be sadly missed by all who knew him. He was honoured to receive his award for Lifetime Contribution to Transport, describing it as ‘the proudest moment of his professional life’. He will always be remembered as a man of integrity who was passionate about Merseyside and its development, both economically and culturally.”

PTEG calls for government support for smart ticketing

PTEG, the passenger transport executive group, has put forward a new plan to bring “smart, simple and integrated ticketing” to the city-regions.

It seeks a partnership with the Government to put the conurbations on a fast track to Oyster-style ticketing.

But it warns that though ticketing may become smarter, it could still be far too complex, with different fares being charged for the same journeys by different bus companies, high charges for tickets that can be used with more than one operator, and insufficient integration with rail.

PTEG seeks to build on existing collaboration between city-regions, transport operators and the Department for Transport to ensure more cooperation in cracking technical and logistical problems more quickly and at less cost.

It calls for new legislation to give local transport authorities more powers on fares to ensure



simpler outcomes for passengers – even in areas where bus services remain deregulated. “There is a need for additional powers for transport authorities to ensure the premium that is charged for tickets that can be used on services run by more than one operator is reasonable, and also that those tickets are properly promoted, retailed and accepted by all operators,” says the plan.

And it seeks coordination of policies and initiatives on bus

and rail ticketing nationally to achieve effective outcomes in the city regions. The Government must make sure there is “read across” from smart ticketing initiatives on local and inter-urban rail services with those for local bus networks – otherwise there is a danger that the ticketing structures adopted by local rail and bus services will be incompatible.

South-east England was used as a test bed for smart ticketing

on rail networks through the South East Flexible Ticketing initiative. Now the approach has been proven PTEG wants it rapidly extended to the rest of the country, starting with the city-regions, with a similar commitment from the Government to provide the funding support necessary.

John Henkel, who leads for PTEG on smart futures, said: “It should never be the case that a public transport user needs more than one smartcard in their pocket to be sure of getting the cheapest deal – yet in some parts of the country this is already happening, as bus companies promote their own tickets ahead of those that can be used on all services. Public transport users in the city regions want ticketing that is smart, simple and integrated and which looks and feels more like London’s Oyster. That’s what we want to give them but can only give them with a legislative framework that allows us to do so.”

Electric double-decker is world first

The world’s first pure electric double-decker bus is to go into service in London in the autumn. The zero-emission bus will undergo trials on route 16 between Cricklewood and Victoria station. London mayor Boris Johnson made the announcement at the inaugural global Clean Bus Summit at City Hall, attended by bus manufac-

turers from around the world.

The summit and trial underline the mayor and TfL’s continuing efforts to reduce emissions from London’s bus fleet, which is already one of the cleanest in the world.

The bus will be designed and built by China’s BYD, the world’s largest maker of pure electric buses. It has already supplied 3,500 buses

models around the world.

Many believed it would not be possible to make a purely electric double-decker because of the size and weight of the battery packs it would need. However BYD has succeeded, using its iron phosphate battery (or FeBattery) technology. This is said to be fire-safe, completely recyclable, with high energy density and a capacity for up to 10,000

charging/discharging cycles. It has been used in a range of cars, buses, trucks and other vehicles.

Since 2008, London has introduced 1,300 hybrid buses; 1,400 retrofitted buses, reducing emissions by up to 88%; and eight single-decker electric buses.

By 2016, around 800 New Routemasters will be in service, reducing carbon dioxide emissions by 27,500 tonnes a year.



In an ideal world Sir Peter Hendy would have stayed on until the end of London mayor Boris Johnson's term next year before standing down as London's transport commissioner.

But such things seldom work out as planned and instead, Sir Peter this week took over as chairman of Network Rail. He will be working with chief executive Mark Carne on a review of Network Rail's investment and upgrade programme and making proposals, by the autumn, on what can realistically be achieved for the £38bn budget for 2014-19.

He will also work with HS1 chief executive Nicola Shaw who is tasked with reviewing the organisation's structure.

This represents a new and significant challenge for the man who is credited as the strategic mastermind behind TfL's successful performance in coping with extra demand during the 2012 Olympics, and cemented TfL's reputation for spending public money effectively. At the same time, the four-day-a-week job will allow the 62-year old Hendy to perhaps begin to wind down slightly, though he appeared to be in no hurry to leave, telling a national newspaper: "I'm going to miss this place terribly. It's been my life for 15 years."

Clearly he will be a difficult man to replace. Mike Brown, managing director of London Rail, has been appointed commissioner on an interim basis. But will the mayor make a permanent appointment, or allow the interim appointment to run until after next May's mayoral elections and let his successor hire a permanent replacement?

London First executive director David Leam said: "I think they'll need to go for a permanent appointment. The period till the next mayor is elected is a bit too long. It would be uncomfortable to go on with an interim solution for such a long time." Moreover, if Mr Brown is covering the commissioner's role, who takes charge of his London Rail role and in particular the Tube upgrade?

Though TfL is expected to go out to the market to recruit a successor for what is one of the world's most high profile transport sector jobs, Mr Brown is seen as the man to beat – and, according to insiders, the candidate Sir Peter would have recommended.

And although applications may be sought worldwide, the successful candidate is likely to



Hendy moves on...

be someone closer to home, who is familiar with TfL's culture.

"It's quite a political job," says Mr Leam. "You've got to have transport credibility and expertise but you've also got to manage the politicians. Appointing someone from the global market could be a bit risky. They would have to bring something quite impressive."

That doesn't mean that the successful candidate will necessarily come from within TfL's current ranks. People with high-profile transport roles and experience of TfL who could be considered candidates include Go-Ahead

chief executive David Brown, and Transport for Greater Manchester chief executive Jon Lamonte. Observers also see Nicola Shaw herself as a potential candidate.

Though the candidate needs to have good political antennae, the job is not in itself a political appointment; provided the successful candidate is not overtly political or associated too closely with any policy with strong political overtones, there is no reason to expect that Boris Johnson's successor would feel the need to overturn the appointment.

Mr Leam said: "There would be an element of uncertainty

around the transition – but Peter Hendy survived despite being closely associated with Ken Livingstone. What the mayor wants is someone who can run things effectively. There could be a bit of tension at the margins, depending on the top team – who is appointed as a deputy mayor, or chief of staff, issues about reporting lines – but that's life. You'd want continuity with the top guy but somewhere below that you would want an influx of fresh thinking."

On the next page, we profile the people we think will be the front-running candidates.

...but who will replace him?



Mike Brown

TfL's managing director of London Underground and London Rail has taken over as interim commissioner from this week and is thought to be front-runner for the permanent appointment. He is seen as the man to beat, and is thought to be the candidate Sir Peter Hendy himself would have recommended to the mayor as his successor.

He joined London Underground in 1989 and became chief operating officer in 2003, having begun his career as a graduate trainee at food giant Rank Hovis McDougall.

He left LU in 2008 to become managing director of Heathrow Airport during the delivery of a multi-billion pound investment programme, but rejoined TfL two years later as managing director of London Underground.

In the intervening period Boris Johnson had defeated Ken Livingstone to become mayor, and the Tube upgrade programme was beginning to show tangible results. Mr Brown arrived back weeks before the controversial public-private partnership for the upgrade finally ended, with the TfL acquiring Tube Lines, which was absorbed into his area of responsibility.

He was appointed managing director for London Rail in November 2010, where he is responsible for integrating national rail services with London's transport network and taking forward major rail projects in London, including London Overground.

London Rail is also responsible for London Overground, Docklands Light Railway and London Tramlink.



David Brown

The chief executive of Go-Ahead is a former TfL managing director of surface transport, with over 30 years' experience in the transport industry on both sides of the public/private divide.

A geographer by background, he joined London Transport before participating in a buyout of bus company Centre West in 1994, followed by another outside the capital, of which he was managing director.

He became chief executive of Go-Ahead's London bus division before rejoining the public sector as managing director of surface transport for London, responsible for all London's buses, the strategic road network, river transport, transport policing, light rail, taxis, private hire and urban rail.

His predecessor as chief executive at Go-Ahead, Keith Lude-man, who first recruited him in 1998, said: "He knows London bus operations inside out."

With his experience of TfL and of the private sector Mr Brown would clearly be a strong candidate. However times are exciting for Go-Ahead, which last year with Keolis won the UK's biggest and most challenging rail franchise, Thameslink Southern and Great Northern; the same joint venture has just been shortlisted for the new London Overground concession, so he may be tempted to stay put.



Jon Lamonte

Chair of PTEG and chief executive of Transport for Greater Manchester, Dr Jon Lamonte has a somewhat different background from the other candidates.

His TfGM portfolio covers rail, bus, tram, highways and cycling; his knowledge of transport in London was gained as chief executive of Tube Lines (which kept its name after acquisition by TfL) from 2011-12, including the critical period of the London 2012 Olympic and Paralympic Games. Tube Lines was responsible for the maintenance, renewal and upgrade of the Jubilee, Northern and Piccadilly lines.

Dr Lamonte (who gained a PhD in History from Birmingham University in 2011) had joined Tube Lines from the RAF, where he fulfilled a number of senior operational roles and led major project delivery. His last role was chief of staff, strategy, policy and plans, which included co-leading the strategic defence and security review into the maritime programme for the Ministry of Defence. This identified considerable opportunities for savings from the structure and planned procurement of the Royal Navy over the next decade.

Before that he was director general of finance for Defence Equipment and Support, the MoD's £17bn a year procurement and logistics organisation. Other roles included running the RAF's largest base, Brize Norton, with over 4,500 people. He served in the Falklands, Iraq and the former Yugoslavia.

Experience in leading change, driving efficiency and motivating large workforces are his strong suits.



Nicola Shaw

Nicola Shaw is chief executive of HSI Ltd, the company that holds the concession to operate, manage and maintain the high-speed railway and its stations between St Pancras International and the Channel Tunnel until December 2040.

Ms Shaw was educated at both Oxford University, where she studied for a bachelor's degree in History and Economics, and Massachusetts Institute of Technology where she received a master's in Transportation. Like David Brown, her career has spanned both public and private sector in the UK and abroad and has included work in several different regulatory, commercial and operational roles.

She has worked in the US at the World Bank and with engineering consultant Halcrow in the Philippines, Singapore and Abu Dhabi. After stints at project management group Bechtel and the Strategic Rail Authority, Ms Shaw moved to become a director of FirstGroup. For the five years to 2010, she was managing director of the £1.3bn, 25,000 staff bus division in UK, Ireland and Germany.

She is a non-executive director of the Aer Lingus Group and a member of the DfT rail franchising panel. She is also a trustee of Transaid, the international development charity.

Though many observers consider her a strong potential candidate, after having been appointed last week to advise on the future structure of Network Rail she may feel taking on the role of commissioner would be a step too far.

Employers must help in closing the skills gap

The Government is providing funding for infrastructure skills academies and long-term thinking – but employers must support schools and universities and invest in staff development, says **Lord Ahmad**



Britain has a great transport history. Our maritime prowess spread global commerce, the modern railway was invented here, and British industry played a pioneering role in the development of the car.

These achievements all depended on a highly skilled workforce, a product of education, training and opportunity. But without that opportunity to train and work on cutting-edge projects, the skill supply lines become increasingly stretched. It is a lesson Britain is learning after decades of under-investment in our infrastructure.

We need a new generation of qualified engineering, surveying and construction talent. For example, HS2 is expected to create almost 25,000 jobs during construction and over 3,000 permanent jobs in operation. And the 30,000-strong roads workforce will need to grow by a third.

This skills shortage won't solve itself. First, we must create institutions fit for training the infrastructure experts of the future. The Crossrail Tunneling Academy – which has so far trained 7,000 tunnelling and underground construction experts – has shown that focused training institutions succeed.

So this autumn the National Training Academy for Rail will open in Northampton. Jointly funded by the Government and the rail industry, the academy will produce graduates qualified in the latest railway technology. In 2017, the National College for High Speed Rail will open at campuses in Birmingham and Doncaster. The curriculum will equip a thousand graduates each year in modern engineering and construction techniques.

Second, we must confront the gender imbalance that blights today's infrastructure sector. Women make up a tiny proportion of our surveyors, engineers and construction professionals. In stark terms, Britain is missing

out on 50% of the available talent. And as things stand there is little prospect of major improvement – in 2014, only 24% of A-level physics entrants were women.

So on July/August 23 – National Women in Engineering Day – I hosted a summit with female engineers working in rail, aviation and construction, alongside students from Imperial College London. We talked about how to overhaul the sector's image and how to encourage more women to study engineering at university. We had some great ideas, and we will work these into a new infrastructure skills strategy.

In addition, the Rail Supply Group – co-chaired by Transport Secretary Patrick McLoughlin –

We must confront the gender imbalance that blights today's infrastructure sector

will address the gender imbalance by working with organisations such as Women in Rail and Young Rail Professionals to promote careers in the industry. So it is a subject I am certain you will be hearing more on from both of us.

But it is a challenge that must also be taken up by infrastructure employers – from major organisations like Network Rail to the thousands of smaller firms providing the equipment, materials and services that allow our infrastructure to be built and maintained.

And that is our third theme. The Government is providing the funding and the long-term thinking: it is now down to employers to recruit, train and deploy the infrastructure workforce of the future. That means making sure engineering and construction are attractive to ambitious women. It means supporting schools and universities to help students choose courses that equip them

for careers in engineering and infrastructure development. And as the market for infrastructure talent becomes increasingly competitive, it will mean investing more in staff development and the right conditions to attract the very brightest.

Where the government can help, it will. HS2 will create some of the largest-value contracts in UK construction history. And Highways England has said that if it identifies that particular roads skills are needed they will be mandated in contracts with suppliers. These requirements will be reflected in the price that Highways England will pay, but it's far cheaper to invest in rearing home-grown talent now, than wait and outsource work to international consultants later.

Today in Britain we are facing an unprecedented skills challenge. But there lies before us a great opportunity, too. If we meet the challenge, not only will we address our domestic requirements, we can export British skills around the world. In the coming decades, railways and roads across the world will be digitalised. The EU has set an ambition to triple the high-speed rail network by 2030. Markets in Asia, the Middle East and North America will follow.

It is an exciting prospect for a workforce which will be fresh and rich in experience from building Crossrail, HS2 and a revitalised British road network. Our approach must be one of equal partnership between government, industry and employers as well as our training and educational institutions. The strength of this approach will avail us of the immense opportunities which lie ahead to ensure our proud history is reflected in realising our true potential on the global stage.

Lord Ahmad of Wimbledon is parliamentary under secretary of state for transport

Rail reopenings could reinvigorate backwaters

We should consider the benefits of restoring rail connections systematically to close gaps and ease growth pressure, rather than leaving it to a haphazard process led by local pressure groups

Services start on the Borders Railway on 6 September. After 45 years of being cut off, Galashiels will be back on the national railway map. The compelling tale of those battle-hardened souls who kept on fighting for this rail revival has been nicely documented by David Spaven in his book *Waverley Route: the battle for the Borders Railway* (Argyll Publishing)

Re-connection with Edinburgh is already showing signs of stimulating housing growth. Tourist traffic to the attractions of Abbotsford (Sir Walter Scott's home), and Melrose Abbey near the terminus station at Tweedbank – as well as new commuter patterns to work and education – seem likely to follow.

So is now the time to look more widely at the question of rail re-openings? Or is that an exercise in nostalgia – since many closed lines carried little traffic when closed 50 or more years ago, and would struggle to do better today?

What is clear is that at times of budget constraint, it's very difficult for ministers to decide to prioritise the lengthy process of building a new line compared with addressing any of the always abundant problems on today's operational railway. I couldn't persuade my colleagues in the Strategic Rail Authority to prioritise even preliminary spending on East West Rail (Oxford-Cambridge) 12 years ago, for example. Yet since then, it has emerged as a well-supported project with a rich spectrum of funding sources, including a development levy.

Rail re-openings are the subject of essentially local campaigns, and even those that have been apparently rebuffed (Derbyshire's Matlock-Buxton, say) have a habit of refusing to die. Some grow in stature as a response to planning pressures – so the possible reconnection

of Wisbech becomes potentially valuable in addressing housing and commuter pressure around Cambridge.

A couple of years ago, ATOC produced an assessment of possible line re-openings, but it got short shrift from the ministers of the day – I believe because it failed to identify the wider problems reinstatement could solve.

A rigorous approach would start by categorising these potential problems. These might be:

- Creating valuable commuting capacity in strong growth areas
- Providing major connectivity gains detectable at a national network level

This isn't a question of re-opening closed branch lines so much as looking at growth pressures and connectivity gaps

- Giving access to the national rail network from a wide catchment bereft of a rail service
- Providing a short cut that improves service viability
- Creating a diversionary route – for freight, or for times of network disruption.

Recent research published by CPRE took the Plymouth-Tavistock-Okehampton-Exeter route as a case study. This is a line that is being considered already because of its diversionary route potential (including to bypass Dawlish when the need arises). But the CPRE research looks at the benefits of a local service to the two West Devon towns en route, the impact on the wider rural hinterland, and the benefits to the cities at either end. Thirty-five years after the research into the social consequences of

rail closures written by Mayer Hillman and Joan Whalley (which included the Okehampton case), here are the beginnings of an unexpected sequel: the possible social consequences of getting a rail service back again.

Just as the impacts of line closures are complex, so too are the likely effects of line re-opening. Most strikingly, rail connectivity is crucially linked to housing questions. In the West Devon case, where housing densities are very low and commuting distances have grown to be about the longest in the whole country, it would seem likely that rail reinstatement would have a market response in the housing sector and help make more acceptable a pattern of sustainable expansion of housing in both Tavistock and Okehampton.

In appraisal terms, the land-use implications of the with-rail case will be different from the without-rail case. Conventional cost-benefit analysis with a fixed land use assumption will not reveal the best estimate of the railway's impact.

Rather than respond to local pressure groups case-by-case, the Department of Transport might want to look at the national rail network, with its over 100% growth in usage over the last 20 years, and consider where its reach and benefits could be usefully extended. This isn't a question of re-opening closed branch lines so much as looking at growth pressures and connectivity gaps systematically.

Places with no rail connectivity often have weak economies and ageing populations. Besides backing the winners (our more successful cities), let's look at the areas of neglect too and see what economic stimulus can be provided.

Jim Steer is director and founder of Steer Davies Gleave.



Survey ratings head in the wrong direction

Passenger satisfaction scores are down in the latest National Rail Passenger Survey. Ironically, this is partly a result of disruption that is a side effect of work to improve the network



What will the man or woman waiting on Balham station make of the recent announcements about rewriting the five-year rail investment plan? Not much – they are more focused on when the next train is coming. However, the news probably erodes trust in the rail industry a little more, and probably makes people a little bit more resentful of the fares they are paying – often on the promise of future improvement – and probably just a little bit more cynical about future promises.

The Government has done many of the right things; it has introduced a long-term plan backed by serious investment. There is a consensus among the industry, the regulator and many stakeholders. Investment capacity will lead to more, longer and more reliable trains. All this is calculated to feed the virtuous circle of more passengers, more revenue and more investment.

In the meantime many passengers are feeling the side effects of this investment. Our recent National Rail Passenger Survey showed another drop in overall satisfaction across the country (except in Wales).

Transport Focus talks to around 60,000 passengers a year in what is the biggest published survey of its kind. In January to March 2015 we found that eight in ten passengers across Britain were satisfied with the service overall – down from 82% in spring 2014. Satisfaction with punctuality is down to 75% (from 77% in 2014); this figure drops to 65% for commuters. And crucially, value for money ratings continue below the halfway mark, at 45%. The overall scores were dominated by weak results for four of the major commuter train companies in the South East: Southern, Govia Thameslink Railway, Southeastern and Abellio Greater Anglia.

In particular, the London Bridge rebuilding scheme, which

aims to increase capacity, is itself causing disruption. We're working with train companies and Network Rail to try and minimise the impact on commuters. Less than half the passengers in our survey were satisfied overall with London Bridge station (49% – down from 64% in 2014), and overall satisfaction with the journey for passengers who started their journey at London Bridge was 59% – down from 70% in 2014.

Following months of disruption in the South East, Transport Focus has been asked to be part of a taskforce to help tackle it. Set up by rail minister Claire Perry, the group will focus on immediate improvements. As part of this work, we will develop ways to get instant feedback

Just tell us the right-time performance of trains both en route and at their final destination

that will stand alongside the National Rail Passenger Survey to help us monitor more frequently whether improvements are being felt by passengers.

There were big changes for Scottish rail passengers this year with new operators both for ScotRail and the Scotland-London sleeper service. Our survey was carried out when the service was still provided by First ScotRail (it is now operated by Abellio). A drop in satisfaction in autumn 2014 was halted, and almost nine in ten ScotRail passengers were satisfied with their train service. An overall satisfaction score seven percentage points higher than the national average, ScotRail passengers recorded a value for money rating of 60%.

For the first time, our passenger survey has been built into the new franchise contract to monitor how the operator is working

to improve overall passenger satisfaction and how well it deals with delays. Meanwhile Serco has agreed on a bespoke Caledonian Sleeper passenger survey, putting passengers at the heart of its service.

In Wales the national trend was reversed with a five percentage point increase from the spring 2014 survey – almost nine in 10 (89%) of those using Arriva Trains Wales were satisfied.

Looking ahead, what are the priorities? The five-year plan needs to be based on an agreed understanding of the resources available, the cumulative impact of various schemes and how much rebuilding passengers can bear. The industry needs to develop measurements of its own performance that more clearly reflect passengers' experiences.

The pass/fail of the abstract public performance measure has the twin drawbacks of not meaning anything to passengers and painting a very unrealistic picture of what is actually happening. For years we have been saying to the industry: just tell us the right-time performance of trains both en route and at their final destination. Passengers want information on their own train. Open up the data. Tell us how many trains were early, how many one minute late and so on. At present, the industry is probably under-representing the fact that most trains arrive pretty near their scheduled time most of the time.

We will be adding to this debate soon by publishing work on how passengers view train performance and the balance between the number of trains, the number of seats and reliability. It seems crucial to us to start the debate about future planning and performance reporting. Without it, you have little hope of ending up with happier passengers.

Anthony Smith is chief executive of Passenger Focus.

Difficult questions loom ahead for ministers

Rail investment and a response to the Airports Commission are just the start. The House of Commons transport committee has a long list of policy issues it proposes to investigate over this parliament

I was very pleased to be re-elected unopposed as chair of the Transport Select Committee in July/August. The new committee will start work this month, once its members have been elected. Although this parliament is only a few weeks old, a number of controversial issues which warrant investigation have already emerged.

The performance of Network Rail is at the top of this list. Six months ago the committee warned the Government that ministers had been announcing the electrification of rail lines without knowing how much each project would cost, leading to uncertainty over whether the electrification would be delivered on time, or even delivered at all.

These concerns had been exacerbated by Network Rail's performance during the first six months of the 2014-19 funding period, and in particular the overrunning engineering works on the East Coast and Great Western main lines which caused chaos at Christmas.

We warned of "systemic weaknesses in Network Rail's capacity to plan and execute" the engineering works required to upgrade the railway, and were clear that there were serious concerns that it would not be able to deliver the ambitious £38bn programme for 2014-19 (control period 5).

Ministers seemed determined to ignore our warnings, despite the evidence that the electrification programme was in serious trouble. While the Secretary of State finally admitted to us in March that the electrification of the north trans-Pennine line between Manchester and York would not be completed on time, this was not reflected in the statements made by the prime minister and Chancellor of the Exchequer.

It was a complete turnaround

when the Transport Secretary came to the House just weeks after the election to announce that both the electrification of the north trans-Pennine line as well as the Midland main line south from Sheffield were not only delayed but "paused". It is unclear what precisely this means.

The Government has chosen to divert resources to Great Western electrification, which is now over budget by as much as a factor of three, and rumoured to be over a year behind schedule. I am very disappointed by the decision to relegate transport in the North in this way and will be asking my new committee to agree to undertake

I am very disappointed by the decision to relegate transport in the North and will be asking my new committee to agree to undertake an inquiry into Network Rail

an inquiry into Network Rail.

There are also questions for ministers and the Office of Rail and Road to answer about why the 2014-19 spending plan was agreed, when the Transport Committee's warning that it was undeliverable has proved to be correct.

The second major development since the election has been the publication of the final report from the Airports Commission. Delayed until after the election, Sir Howard Davies's work is thorough and considered, and deserves a prompt and committed response from Government.

I welcome Sir Howard's support for a third runway at Heathrow, which echoes the findings of the Transport Committee in 2013. Heathrow expansion will not only maintain our vital aviation hub, but will also

improve connectivity with the nations and regions of the UK.

The challenge will be for the Government to act: for too long airport expansion has been viewed as too difficult, with decisions deferred and postponed. To delay again would have calamitous risks for the UK's economy.

Looking further ahead into this parliament, there are likely to be some difficult questions for ministers about transport policy.

- Who will be responsible for transport after the devolution to city regions and further devolution to Scotland and Wales?
- Will HS2 will be delivered as planned?
- As we approach the EU referendum, what would be the impact of leaving the EU on our transport policy, particularly on issues like the single European sky and ports regulation?
- How can we make transport as affordable as possible?
- As apps like Uber and car clubs grow in popularity, how will this change the way we drive or take public transport?
- How will transport policy adapt to rapid technological change?
- What is the future for local bus services, under threat from reduced local authority budgets?
- How can investment in transport infrastructure be implemented in an equitable way across the country?

The committee's initial work programme will be discussed and agreed later this month, and I look forward to updating *Transport Times* readers in the autumn with news about which issues we will be placing under the microscope.

Louise Ellman MP is chair of the House of Commons Transport Select Committee and Labour MP for Liverpool Riverside.



Buses are essential to the fabric of society

Connecting to friends or family, to work or study, bus services are woven into the lives of individuals and communities, according to new research



Research just published by Greener Journeys reveals compelling new evidence of the value and importance of the bus to its users. These user benefits support much of the existing research on the value of the bus to the wider economy, but also give new depth and insight into the vital role the bus plays.

The picture which emerges is that the bus is a key factor in people's lives.

Strikingly, seven out of ten bus users say that the bus is important to their quality of life, with half saying their lives wouldn't be as rich without the bus. The bus links them with friends and family, employment and social events.

Eight out of ten bus users believe the bus is an essential part of the fabric of UK society, connecting them with British institutions such as the pub and sporting events, in addition to the theatre and shops.

These are important findings. There is a tendency for policymakers to focus on economic measures, but this research suggests that the bus is also a major factor in shaping people's lives and supporting the very fabric of the communities in which they live.

The bus has a major role to play in connecting friends and family, and allows people to care for and spend time with relatives. 57% said that the bus is crucial for their social life and for attending events. Nearly half (47%) of bus passengers said that they would spend less time with friends, and 55% said that the bus is important to their family life.

Greener Journeys' previous analysis of concessionary travel similarly revealed that the bus is important in enabling bus pass holders to look after children and care for others.

We already have a great deal of evidence of the importance

of bus services in providing access to employment.

So it is no great surprise that seven out of ten bus users say that the bus helps people find work, while nearly a fifth say the bus allows them to accept work or study in places they wouldn't otherwise get to.

Of the entire sample, a fifth say that the bus helps them to attend job interviews or look for employment, rising to 54% in the unemployed group.

Evidence of how the bus supports the local economy is provided by the 79% of bus users who say that they use the bus to shop locally. This concurs with previous research demonstrating that the bus provides essential access to retail and leisure,

There seems to be a disparity between the perception and reality of bus travel: bus users tend to have a much more positive view of bus travel than non-users do

and is the predominant mode of access to city centres, facilitating 29% of city centre expenditure.

One of the most interesting findings questions the idea that the car is necessarily more convenient. 78% of bus passengers say it's easier to get to their nearest town or city by bus rather than by car. Nearly half (49%) of bus passengers have the option of using a car but find it easier to get to their local town or city by bus.

By contrast, for non-bus users the convenience of the car is one of the most often cited reasons for choosing the car. In previous research we found that more than half of car drivers would use the bus more if bus routes were more convenient to them.

There seems to be a disparity between the perception and reality of bus travel: in general, bus users tend to have a much more positive view of bus travel than non-users. As Transport Focus research shows, 88% of bus users are satisfied with their bus services.

We timed the publication of the new research to coincide with Catch the Bus Week 2015. Now in its third year, the campaign is steadily gathering momentum, and is an excellent way to galvanise the whole bus sector to promote the benefits of bus travel.

This year more than 160 bus companies, local authorities and passenger groups took part. The week has caught the imagination of parliamentarians, who have supported the campaign on social media, through their local media and even by holding their surgeries on a bus.

Over the coming months it is going to be more important than ever for the bus sector to work together to make the case for the bus. We know that bus revenue funding is set to come under renewed pressure in the spending review 2015. Further cuts would put at risk the demonstrable benefits of buses, such as enabling the labour market to work more efficiently, cutting congestion, and reducing air pollution and carbon dioxide emissions. There could in turn be serious implications for employment and productivity, two of the main aims of the Government's economic strategy.

1,000 adults in the UK who regularly take the bus were surveyed during May. The research was undertaken by MindLab on behalf of Greener Journeys.

Claire Haigh is chief executive of Greener Journeys, a campaign dedicated to encouraging people to make more sustainable travel choices www.greenerjourneys.com

Cities must prepare for a future of smart mobility

Local transport authorities must adapt to a future in which they become mobility providers for citizens with smartcard-operated accounts, says **John Henkel**

There is growing recognition that technology will change the way people travel and the way transport services are provided, as recognised in the recent PTEG publication *Simple, integrated, ready for the future – our vision for smart ticketing in the city regions*.

Transport authorities and transport operators introducing ITSO smart ticketing should view their projects as part of the journey to a world in which people don't just automatically jump in their car but use their phone, tablet or wearable device to examine a range of options for making their journey. People will want these options presented in a way that shows costs, allows payment or billing and provides the reassurance that they will be able to revise their travel plans during the journey should disruption occur.

Carrying a paper ticket or pass will become a thing of the past as travel entitlement is written to smartcards and mobile phones. "Ticket in the cloud" options will also be made available as technology, confidence, user acceptance, commercial agreements and trust models are developed.

Most travel is local, and with the emergence of combined authorities we are seeing a greater correlation between the local transport area, functioning economic regions and travel patterns.

In the future, citizens will be able to set up an account with their local transport authority and be billed for journeys made – in the same way that customers are billed for mobile phone or energy use. Local transport authorities will collaborate where this makes sense from the viewpoint of travel patterns, economic purpose and realising economies of scale.

An emerging example of this is the way that authorities across the north of England are working with each other, the Department for Transport, Highways England and Network Rail to bring about a much needed transformation

of connectivity, with technology making possible easy and seamless travel across the north for a population of over 12 million.

The relationship with citizens, as customers, will reflect the best of current online retailers. Customers with mobility accounts will have access to a wide range of options, from conventional public transport to car clubs, bicycle hire and taxis, as well as being able to pay car parking charges and pre-book premium spaces.

Mobility accounts will embrace the shared economy, offering options for lift-share, with high-occupancy vehicle lanes providing incentives for more efficient use of road space. Though there is talk of Uber as an example of disruptive technology, economies

Cities will need to have the powers to exploit evolving technologies

of scale and priority given to moving high volumes of travellers will mean that rail, tram and buses, providing mass transit on key routes, will continue to be the key to keeping cities moving and economies growing.

Not all travellers are adults or necessarily have bank accounts and smartphones. We must not overlook or abandon such groups. We need to make sure parents can pay for their children's travel online, as they can do now for school meals. Local education authorities and other public bodies will have to be innovative in how they address cost barriers that can limit educational achievement.

The growing use of electric vehicles, which pay no fuel duty, will make road user charging to raise revenue for the cost of externalities, such as highway maintenance and street lighting, more likely. Charging will also help manage congestion, and its associated costs to the

economy, through road space rationing. Mobility accounts will simplify calculation and payment of road user charges.

Local transport authorities must start thinking about what it will mean to be a mobility provider, offering account-based travel to their citizens, with incentives to behave in ways that reduce congestion, avoid environmental harm and allow the development of more liveable cities and urban areas.

Cities with the greatest ability to innovate and integrate will be the most successful in embracing this smart travel future. The slow progress to date in smart ticketing outside London shows the challenges faced by local transport authorities and transport operators working in a fragmented environment where progress is often based on a lowest common denominator approach to agreements. UK cities will need to have the powers to exploit evolving technologies to transform travel options for their citizens – with the outcome of cleaner, greener, healthier and more productive cities.

My authority, the West Yorkshire Combined Authority, has retained the powerful and widely-recognised Metro brand for its transport activities, with the strapline of *Metro: Here to Get You There*. To me, this neatly and concisely sums up what transport is for, and that technology will get us there so much better in the future.

Simple, integrated, ready for the future – our vision for smart ticketing in the city regions can be downloaded from the PTEG website www.pteg.net

John Henkel is acting director of transport for the West Yorkshire Combined Authority and leads for PTEG on smart futures. The views expressed are those of the author and do not necessarily reflect the views of the authority



John Henkel: "Carrying a paper ticket will become a thing of the past"

Do infrastructure plans help struggling areas?

Will transport expenditure help to rebalance economic growth? Evidence of its impact is scarce and inconclusive, says **Professor Henry Overman**



Henry Overman: "The findings at best paint a mixed picture"

Since the financial crisis of 2007, there has been a renewed focus on the economic gap between London and other UK cities, and how investing in transport could help narrow those disparities.

Supporters of projects like HS2 or HS3 have claimed that these schemes will help bridge the gap and rebalance the economy, an argument that underpins the Government's "Northern Powerhouse" initiative – hence the £50bn committed to HS2, and the initial £30m promised by the chancellor to Transport for the North in last week's Budget.

These arguments are based on the premise that investing in transport infrastructure for struggling areas is a cost-effective way to stimulate new economic activity. Unfortunately, however, our recent review for the What Works Centre for Local Economic Growth suggests that there is no clear evidence to support some of these claims.

For the review, we looked at more than 2,300 policy evaluations and evidence reviews of the economic impact of transport investment, but found only 29 that met our minimum evidential standards.

That's a problem in itself – there is very little high quality evaluation evidence about the impact that transport projects have on local economies. But the findings we do have at best paint a mixed picture.

The clearest evidence is about the benefits of transport infrastructure spending for property prices. Studies show that both road and rail projects have a positive impact on residential property prices (although these effects vary by distance and time).

We also found evidence that roads can have a positive impact on local employment, wages and productivity. However, the impact is not always positive, and the majority of evaluations show no (or mixed) effects on employment.

Considering rail projects, we found no high quality evaluations that demonstrated impact on employment, wages or productivity. The same was true for trams, buses, cycling and walking schemes.

“The clearest evidence is about the benefits of transport infrastructure spending for property prices”

In short, the basic message that emerges from the review is that the economic benefits of transport infrastructure spending are not as clear-cut as they might seem.

Thinking about the broader empirical and theoretical literature in this area doesn't help settle the debate either. There are two main ways of thinking about the likely impact of infrastructure investment. The first views public sector infrastructure investment as a capital investment (much like a firm would invest in building or machinery). This investment should make firms and workers more productive.

But infrastructure is expensive, so the cost of putting it in place can outweigh the productivity benefits, especially in areas which are struggling economically. It is also durable, and so places where growth has been slow often already have relatively large amounts of infrastruc-

ture per person. The key issue in these areas may have much more to do with the skill levels and the sectoral structure of the local economy. Building more infrastructure is not necessarily a solution to these problems.

The second approach looks at infrastructure as providing a network that connects different places. In this view, investing in public sector infrastructure reduces the transport costs between places. But this approach offers more mixed messages, particularly when considering connecting rich and poor regions. For example, lowering transport costs can encourage firms to move to richer markets, to the disadvantage of poorer areas.

The reality is that decisions about spending on transport are usually based on political priorities, rather than good quality evidence, and that's likely to continue to be the case. But that doesn't mean there is no role for better evidence in improving policy decisions about future transport schemes.

So whether or not initiatives like the Northern Powerhouse deliver the economic benefits their supporters suggest, they certainly offer an ideal opportunity to thoroughly evaluate the economic benefits of investing in transport infrastructure.

That might seem boring and tech-y, and is unfortunately little use to us in making strategic decisions right now. But it will help future generations make the right decisions about spending on transport – much more so than theoretical arguments about what the balance of transport spending should look like.

Further information is available at www.whatworksgrowth.org/policies/transport

Henry Overman is professor of economic geography at LSE, and leads the What Works Centre for Local Economic Growth.

Infrastructure is viewed as a capital investment to make economies more productive





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Out of the grass



The Airports Commission has backed a third runway at Heathrow. Government accept the verdict

Cleared to taxi, but not yet take-off



Despite the predictions, the Airports Commission has made a clear recommendation in favour of the official Heathrow option. So that'll be taken forward and built, right? Not so fast.

First, the Government has to decide whether to agree with the recommendation, and although George Osborne has made some positive noises, there are others in the cabinet who are not so keen: the current Mayor of London, in particular – and his potential successor.

Then, it has to decide what consenting route to use. There are two options. First, a hybrid Bill in Parliament (like HS2) would have to be promoted by the government, which would mean unequivocal support from it, if it's not too busy promoting HS2. The other option is a Development Consent Order (like the Thames Tideway Tunnel or Hinkley Point C nuclear power station), which would be promoted by the airport itself. This option would be preceded

by a National Policy Statement from the Government, which would set out the need for a new runway. It could also say that Heathrow is a suitable location for it – and could say Gatwick is too – or it could be silent on that point.

The latter route might be easier if the government is divided, although some of the Airports Commission recommendations, such as setting up a noise authority and imposing a noise levy on all UK airports, could not realistically be part of a single airport's application and so there would still be something for the Government to do.

One final sticking point could be air quality. A new project cannot slow down achievement of air quality targets in the relevant part of the country. The Airports Commission report simply says that no new flights could be permitted at Heathrow until that is demonstrated, but that's easier said than done.

The commission report is an important milestone on the way to a new runway, but there is a rocky road ahead before it finally takes off.

Angus Walker, partner and head of infrastructure planning at Bircham Dyson Bell and chair of the National Infrastructure Planning Association

“There's only so long you can hide in the long grass.” So said Sir Howard Davies, opening his final press conference as chair of the Airports Commission.

And indeed David Cameron's decision to refer the question of the need for new airport capacity, and where it should be sited, to the commission, with instructions not to announce a conclusion until after the general election, was considered by many a masterclass in long-grass kicking.

Time, however, moves on, and the commission has duly reported. And with its recommendation in favour of a third runway at Heathrow, the issue has bounced back out of the long grass with the controversy surrounding it undiminished. Mr Cameron's government may now be unhindered by coalition partners whose policies ruled out any new airport capacity in the South East, but dissent from within the Conservatives' own ranks – including among cabinet ministers – appears likely to present no less a political headache.



unequivocally
row – but will the
? By David Fowler

Refreshingly fudge-free



Contrary to much of the pre-publication speculation, the final report of the Airports Commission was refreshingly fudge-free.

After three years of investigation, the commission

unambiguously recommended expanding Heathrow to boost the UK economy and reinforce London as a global hub for business.

The commission concluded that the proposal for a new north-west runway at Heathrow Airport presents the strongest case for airport expansion and offers the greatest strategic and economic benefit – providing around 40 new destinations from the airport and more than 70,000 new jobs by 2050.

The commission also recommended that expansion needed to be combined with a significant package of measures to address its environmental and community impacts. These include a total clampdown on all scheduled night flights – something that local

community campaigners like John Stewart of Hacan rightly acknowledge as a major win.

With half a century of indecision on airports expansion behind us, the view of business is now clear – it's time for the Government to accept the commission's recommendation and give the green light to construction of a new runway at Heathrow.

But with any new runway a decade away and our key airports already at bursting point, there are things the Government should be doing right now to improve the lot of passengers.

This includes reducing the number of planes stuck in holding patterns, cutting border queues and improving the quality of rail services to airports such as Stansted so that we can make full use of South East airports. We also need the Government to reverse the mayor's absurd decision to block expansion at City Airport.

As Sir Howard remarked when launching his report, the government's ability to now make a decision on expansion is a litmus test of London's ability to remain a leading world city. The moment must be seized.

David Leam, director of infrastructure, London First

ard said, adding that even if it did the result would be "suboptimal".

So out of the three options short-listed – a new north-west runway at Heathrow, a second runway at Gatwick, and the Heathrow Hub proposal to extend the existing north runway – the commission had agreed that the best was the new north-west runway. (The proposal, unshortlisted, for a new estuary airport was "not supported by anyone other than the mayor of London".)

The new runway would have benefits for consumers, because capacity constraints were pushing up fares, especially for long haul destinations. The addition of new capacity would encourage competition and would allow fares to come down in price. There would be productivity benefits, from agglomeration, the ability to trade more, and also improved freight connections. Heathrow offered the prospect of generating more long-haul routes to emerging markets compared with Gatwick, which was more oriented towards short-haul.

Not only would the new capacity allow long haul flights to be accommodated, there would be a chance to restore flights to other parts of the UK, particularly the north of England and Scotland. These have been squeezed out in recent years, so that Heathrow now has flights to only UK destinations.

Heathrow has better and more resilient transport links". Improvements such as Crossrail are under

construction and others, such as the western access proposal from Reading and HS2, have the Government's commitment. Gatwick "relies heavily on the London-Brighton main line".

Heathrow had advantages for freight traffic. It already had a much bigger network of logistics companies sited around it, and it was better placed on the strategic road network for freight distribution. Gatwick's business model, with predominantly low cost operators depending on short

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Aviation and climate change

Aviation currently accounts for less than 7% of the UK's overall carbon dioxide emissions, but it is rising, and air travel has an extremely high carbon cost compared to other sources, the commission says. The UK's Climate Change Act 2008 sets a legally binding target to reduce overall UK emissions by 80% below 1990 levels by 2050. The Committee on Climate Change has specified a planning assumption for the sector that requires gross carbon dioxide emissions from aviation to total no more than 37.5Mt CO₂ (the level in 2005) by mid century. On that basis, the economy-wide target of reducing emissions by 80% could be achieved by other sectors reducing their emissions by around 85% on average, a target the CCC considers realistic but ambitious.

The commission integrated the CCC's planning assumption into its approach to forecasting aviation demand. It developed two sets of forecasts. One assumes that carbon trading, for example through international trading mechanisms, will allow emission reductions to be made where they are most desirable or efficient within the global economy. The other assumes a firm aviation emissions cap of 37.5Mt CO₂ is in place in 2050.

Sir Howard stressed that the current third runway proposal is markedly different from previous versions, and much of his report is devoted to ways in which the enlarged airport could be "a better neighbour" in future. He also pointed out that the commission had visited the areas around the airport and found public opinion to be more "shaded" than you might guess from media coverage. However, such nuances were mostly lost in the immediate reporting of the commission's conclusions.

Sir Howard began with a reminder. Was there really a capacity problem at all, he had been asked. Yes, he replied, and the commission had spelt this out 18 months ago in its interim report (*TT* Jan/Feb 2014). "Demand will grow," he said, "on any view you take of the future."

Was there another way, for example using spare capacity at regional airports, perhaps facilitated by better access via HS2? No, he said: there is spare capacity at Birmingham airport, which airlines could use but do not. "The Government does not have the power to direct them there," Sir How-



There is an alternative



In the wake of the Airports Commission announcement supporting a third runway at Heathrow, debate has focused on the choice between this or Gatwick. There has been too little debate on whether any airport ex-

pansion is necessary or desirable.

Some argue that airport expansion in the South East is crucial for our economy to thrive, but the number of UK international business flights are actually in decline and are now only around 12% of total flights. Although the demand for leisure flights is on the rise, most of these flights are being taken by a small, wealthy minority of the population.

We argue on this basis that building a new runway at either Heathrow or Gatwick is unnecessary. Demand for leisure flights can be managed by replacing air passenger duty with a much fairer and greener frequent flyer levy.

Under this proposal, everyone will get one tax-free flight a year, so families can still enjoy their yearly holiday abroad, but those who fly several times a year will be taxed at an increasing level. Seventy per cent of

flights taken in the UK are made by only 15% of the population, and the introduction of this levy will ensure that the majority of passengers will not be penalised. Analysis of this proposal suggests that the levy would manage demand effectively and fairly.

There are also questions about whether South East airport expansion is really compatible with tackling climate change. The commission numbers suggest that it only works if all other UK airports don't expand and emissions trading increases carbon prices – both highly implausible.

Finally, there are big surface access questions. The Government needs to realise that Heathrow expansion will put a huge strain on the surrounding road network, especially the M25 and M4 which are both already struggling to meet demand, and improved public transport such as new rail links will be filled by future growth in population and won't have room for the extra airport passengers.

For all these reasons, the Government should ignore the recommendations for further expansion at Heathrow and instead tax aviation fairly, with the proceeds invested in better public transport such as good local bus services and restarting "paused" rail projects in the North. These will help the UK far more than adding to South East gridlock and pollution.

Stephen Joseph, chief executive, Campaign for Better Transport

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turnaround times, meant there was limited time for freight to be loaded.

Much of the commission's report is devoted to how Heathrow could be made a better neighbour to surrounding communities. "In our view, Heathrow can be a better neighbour because it is bigger," Sir Howard said.

"Expanding Heathrow provides a unique opportunity to change the way the airport operates. The income generated as a result of operating a third runway should be allocated in a new way, and the airport should be obliged to develop a better and more collaborative relationship with its local communities," the report adds.

The commission puts forward a number of ways in which this might happen. Following construction of a new runway there should be a ban on all scheduled night flights between 11.30pm to 6.00am – only possible with expansion.

A clear "noise envelope" should be agreed, reflecting local priorities, and Heathrow must be legally bound to stay with the prescribed limits. Heathrow's noise impact is expected to fall in coming decades as new, quieter aircraft come into service. Even with expansion, new approach and departure paths "could allow the noise impact to be dispersed more widely".

A third runway would allow periods of predictable respite from aircraft noise to be more reliably maintained. At present, alternating use of the existing runways at different times of day becomes untenable when disruption occurs and a backlog of flights has to be dealt with.

The commission proposes, as Heathrow has itself offered, that the airport should compensate those who would lose their homes at 125% of full market value, plus reasonable costs. It should be held to its commitment to spend over £1bn on community compensation – for example, providing sound insulation. Schools around Heathrow had stressed the need for air conditioning, so that on hot days the sound-insulated windows did not have to be opened. This should be supplemented by a new aviation noise levy on airport users at major UK airports. A rate of 50p per flight would raise £50m annually, Sir Howard said. Support for schools should be a priority.

An independent noise authority, first put forward in the commission's interim report, should be established with the statutory right to be consulted on flight paths and other operating procedures.

Heathrow is situated in an area of the west of London in which unemployment is relatively high. Expansion

would generate 59,000-77,000 jobs by 2030. The airport should work with local authorities and schools to provide training opportunities and apprenticeships for local people, so that local communities benefit from jobs generated by the new infrastructure.

A Community Engagement Board should be established, with an independent chair, with “real influence over spending on compensation and community support and over the airport’s operations”; this is something that has been successfully introduced at a number of overseas airports.

There should be incentives to bring about “a major shift in mode-share” for those working at and arriving at the airport, through measures such as new rail investment and a continuing focus on employee behaviour change. A congestion charge for motor vehicles should be considered.

One of the most critical considerations for the airport is air quality. “Additional operations at an expanded Heathrow must be contingent on acceptable performance on air quality”, the report says. This is particularly important in view of the recent Supreme Court judgment requiring the Government to meet European air quality limits.

However, the report goes on to point out that, even with additional runway capacity, “none of the air quality receptors around Heathrow which would have implications for human health, such as at schools or residential buildings, are forecast to exceed air quality limits in 2030”. Where expansion would be problematic would be in the achievement of EU air quality targets on the Bath Road close to the airport’s northern perimeter.

“Firm action will be needed on the part of the airport operator to ensure that emissions related to the airport are minimised, together with an effective national strategy to address broader background air quality issues primarily associated with road traffic”, the report says. “Any new capacity should only be released when it is clear that air quality around the airport will not delay compliance with EU limits.”

Heathrow is a private company and as promoter of the runway would be primarily responsible for putting the plans into effect. However, the Government and other agencies would need to play “an important enabling role”.

The commission says “a timely decision” on its recommendations from the Government would help greatly to speed up the provision of new capacity. All parties involved in bringing the new runway into existence should agree roles and responsibilities – a joint oversight

Act now – or throw in the towel



After three years of proposals and counter-proposals, the Airports Commission has finally delivered its verdict – recommending that a new runway be built at Heathrow.

Business-
es in much of the UK will breathe a sigh of relief that an end to this interminable debate may finally be in sight.

Many business leaders were furious when the Airports Commission was set up, viewing it as a delaying tactic by a coalition government. Yet the commission has proved to be adept, building an authoritative, independent and evidence-led case for its recommendations. It has helped to take on some of the more intractable and emotional arguments, making a strong case for building additional airport capacity.

Now, businesspeople across Britain will be looking to ministers, and straight to Number 10, for a decision on Sir Howard Davies’s final recommendation. What they want, more than anything else, is an irreversible commitment followed by swift action.

By the end of this year, business wants the Government to commit itself to the recommended expansion at Heathrow and move forward without further delay. A failure to

act – defined as the necessary planning complete and diggers on the ground by the end of this parliament in 2020 – will send a deafening message both to British businesses and to their competition around the world.

It would be seen as a betrayal not just by companies in the capacity-constrained South East, but by businesses in the nations and regions who desperately want greater connectivity to London, and thence to key markets around the world.

For business, the airport capacity debate boils down to some clear questions. Do we want to reach out to new markets, and unearth new opportunities? Do we want to achieve the prime minister’s ambitious aim to double exports? Or do we want to be left behind in another era?

Britain’s companies – large and small alike – do not want to be left behind. Restless for new opportunities, they are adamant that Britain needs the right infrastructure to do business with the rest of the world. Most say that the new runway at Heathrow is just a start.

It’s time for ministers to find their courage, and for the Government to make a cast-iron commitment to a new runway at Heathrow. Failure to do so will be seen by UK businesses as throwing in the towel on our global ambitions.

Dr Adam Marshall, executive director for policy and external affairs at British Chambers of Commerce

board should be considered. The Government would also need to agree “the nature, scale and financing of surface transport improvements associated with expansion”, including seeking contributions from Heathrow (see box on surface access).

A decision on whether to seek planning consent through a national policy statement and development consent order or through a hybrid bill should form part of discussions between the Government and the airport.

Far from delivering a fudge, as some had predicted, Sir Howard said the commission recommended the Heathrow option “unequivocally and unanimously”.

Additional operations at Heathrow must be contingent on air quality

Surface access

The commission assumes public transport access to Heathrow will be improved by Crossrail, an HS2 interchange at Old Oak Common, and the planned Western Rail Access link to the Great Western main line at Reading.

A new Southern Rail Access link to Waterloo was also included in the surface access package. This scheme was highlighted in the commission’s interim report and Network Rail is currently reviewing the case and options for it. Because neither a firm proposal nor a funding package is in place, the commission argues that its costs should be treated as linked to the expansion of the airport.

The new northwest runway “is a fundamentally different proposition from previous proposals to expand at Heathrow”, the report concludes. It adds that “the commission recommends that the Government should support the delivery of this plan in its entirety.”

Transport secretary Patrick McLoughlin, in a statement to Parliament, praised the “clear and reasoned” report. He said the Government would “study the substantial evidence base the commission has produced; it would “need to decide on the best way for achieving planning consents quickly and fairly if expansion is to go ahead”; and it would “come back to Parliament in the autumn to provide clear direction on the government’s plans”.

He added: “All those with an interest in this important question are expecting us to act decisively... [This report] is based on the evidence. It deserves respect and consideration. And we must act.”

Mr McLoughlin stuck with plans for HS2 against stiff opposition. Opposition to airport expansion is on another level entirely, however, not least because a number of high profile parliamentary colleagues are among those against. After years of delay by successive governments, few would bet that this saga is nearing its end.

The Government's commitment to its vaunted "Northern Powerhouse" was called into question after electrification of the northern trans-Pennine route and the Midland main line were put on hold last month.

Increasingly loud warnings about the rising costs of Network Rail's investment programme finally burst into the open last month and forced Transport Secretary Patrick McLoughlin to take emergency action.

Mr McLoughlin announced Sir Peter Hendy, Transport Commissioner for London, would replace Richard Parry-Jones as Network Rail's new chairman and would undertake a review of the 2014-2019 investment plans.

He is to "develop proposals by the autumn for how the rail upgrade programme will be carried out". Richard Brown, former chief executive and chairman of Eurostar, who was brought in by Mr McLoughlin to conduct an emergency review of franchising in the last parliament, has been appointed a special director, with a brief to update the secretary of state directly. Network Rail's voluntary public members, who were meant to act as the company's "shareholders" and hold it to account, have been dispensed with.

Economist and former Ofcom chair Dame Colette Bowe has also been appointed "make recommendations for better investment planning in future". And High Speed 1 chief executive is to advise on the future structure of Network Rail.

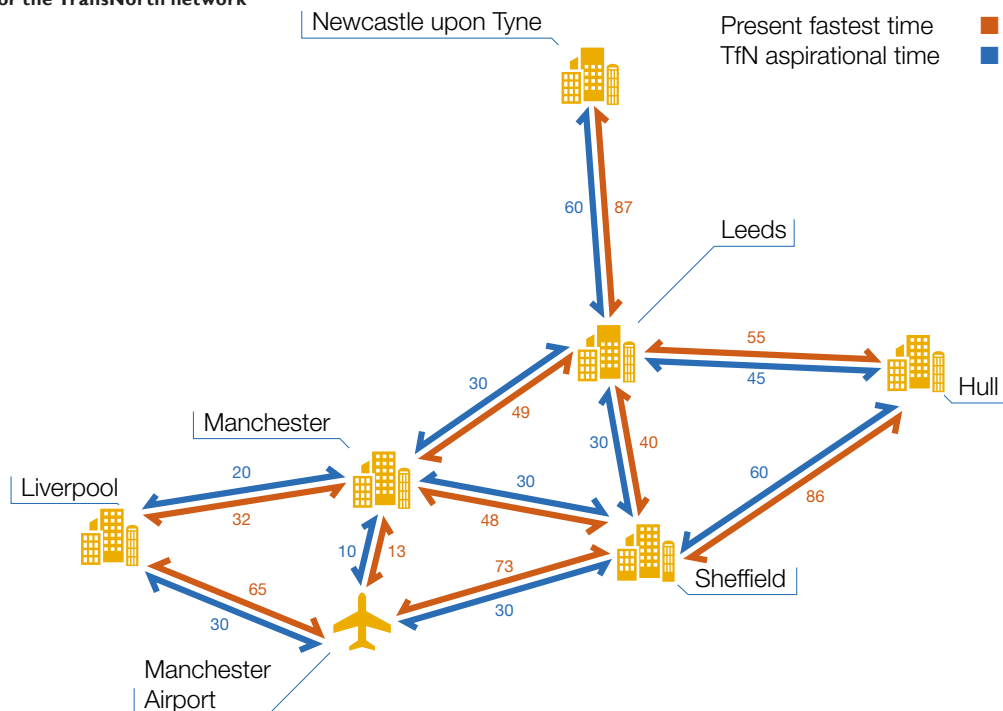
A number of factors built up to the crisis. Network Rail's borrowing had been increasing at what many thought



Powerhouse fails to start

The unravelling of Network Rail's investment plan was a severe blow for the north of England. **David Fowler** reports

Transport for the North's plans for the TransNorth network



was an unsustainable rate, but this only came under serious scrutiny after the organisation was reclassified as a public body last September, putting its debts on the Government's books.

Meanwhile industry observers had been warning that Network Rail's initial electrification programmes (the Great Western main line and Manchester-Liverpool and Wigan, and Preston-Blackpool) were escalating in cost and behind schedule.

Earlier this year the House of Commons Transport Select Committee warned in a report that ministers had been announcing the electrification of rail lines without knowing how much each project would cost. It warned of "systemic weaknesses in Network Rail's capacity to plan and execute" the engineering works required for its upgrade plans, following the engineering overruns at Paddington and King's Cross over the New Year, and that there were serious concerns about the company's ability to achieve what was required in the £38bn programme for 2014-19.



Transport infrastructure must be the foundation

The announcement of a pause in rail upgrade projects – dubbed a Northern power cut in these parts – by the Department for Transport is troubling for the Northern economy and a major setback to the Northern Powerhouse project. It will further stall planning and deter potential investors in the region.

In the spending review due in the autumn, the chancellor is in the last chance saloon to make a much bigger financial commitment to the Northern Powerhouse than has been made so far. This would send a strong signal to investors and businesses that he is serious about really firing up the powerhouse and opening the North up for business.

Transport connections and infrastructure must be the foundation on which a prosperous Northern economy is built. The North already loses out substantially in public investment in its dated, poorly integrated and under-funded transport network. Now it will see projects fall further behind.

IPPR North figures show the extent to which the North East (£263), Yorkshire and Humber (£395) and North West (£460) lose out in transport infrastructure funding compared with London (£3,095), in total planned spending per resident from 2014/15 onwards.

Promises of bigger and better mean little to the immediate needs of the North. Business leaders in the North tell us they want to see a more



radical devolution of powers and budget over transport and infrastructure to create prosperity and rebalance the economy.

Decisions about Northern transport should be made in the North. We published preliminary ideas for a body called "Transport for the North" in November 2012. We argued that its remit should be to work on key strategic transport issues throughout the three northern English regions and be a key means of improving transport integration in England. Our latest report, published in March this year, set out a blueprint for how the North can move towards an improved Transport for the North body over the next 10 years.

We would urge the Government to go further and faster in support of Transport for the North, so it can shape the region's destiny and end decades of chronic underinvestment.

Ed Cox, Director, IPPR North

Finally last month the Office of Rail and Road published a highly critical report on Network Rail's performance in the first year of the 2014-19 plan.

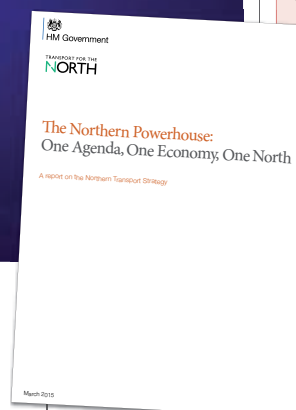
Network Rail had missed 30 out of 84 targets in the first year of the programme, it said. ORR launched investigations into Network Rail's performance and "its capability to deliver the massive enhancement programme", aiming to identify "the issues the company needs to address to help it achieve the targets it agreed to for CP5 by 2019".

The budget for electrification of the Great Western main line had leapt to £1.8bn, from an initial estimate of £1.2bn, it added. Punctuality targets were also missed.

The Government was forced to act – and was accused by critics of deliberately ignoring the problem until the election was safely out of the way.

Mr McLoughlin described his action as being "to reset this programme and get it back on track".

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Top: Electric services between Liverpool and Manchester began in March – their extension to Leeds and beyond is now in doubt
Right: Richard Brown
Below: Sir Richard Leese



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But there was disappointment in the north of England when he said "Electrification of the Great Western Line is a top priority" while work on the Midlands and trans-Pennine line was to be "paused". This was widely interpreted to mean "shelved", though at last week's prime minister's question time David Cameron took issue when Labour backbencher Jonathan Reynolds' spoke of the "decision to pause indefinitely". "That is not the case," the prime minister responded.

Mr McLoughlin sought to paint the pause as an opportunity to rethink the trans-Pennine scheme on a larger scale. "We need to be much more ambitious for that route," he said.

Transport for the North's strategy report published in March, *The Northern Powerhouse: One Agenda, One Economy, One North*, described a vision for a fast TransNorth rail network, a development of chancellor George Osborne's HS3 concept, which would be created by "building on the existing commitments to the Northern Hub and the electrification of the trans-Pennine line". "Completing planned investment... in trans-Pennine electrification" was listed among "the first steps" towards building the network.

In a statement following last week's Budget, in which the chancellor announced Transport for the North



"Pause" should not have been a surprise

"P pausing" Network Rail's £38bn programme for 2014-19 is a blow to the rail sector, but one most informed observers knew was coming. Too many projects were already known to be late and over budget.

The truth is £38bn will no longer buy the projects ministers, the DfT and the ORR believed they had contracted. The DfT will be under attack from the Treasury: "this is your budget and you assured it; how can we trust you with anything else?" So there is no place for schadenfraude in highways, HS2 or any other part of the transport world.

Three responses are worth avoiding. There is no value in throwing yet more people into the task of providing so far elusive project assurance. Nor does it make sense to jettison agreed project scope. And wholesale restructuring of the industry would be counter-productive too, although some rebalancing of HS2 Ltd/Network Rail workloads might be beneficial.

Carefully distinguishing project outputs and inputs, though, would



be worthwhile. And challenging assumptions made five or six years ago is also worth doing: technologies and their associated costs move on. With dual powered electric/diesel trains becoming commonplace, less electrification spending need not mean losing service benefits, for example. More efficient delivery of the outputs is what's needed.

Jim Steer, director and founder of Steer Davies Gleave.

Delivery of a Northern Powerhouse is a key government pledge

would be put on a statutory footing and awarded £30m over the next three years, TfN's interim chair and leader of Manchester City Council Sir Richard Leese said: "We remain very concerned that no announcement has been made regarding the electrification of the Leeds-Manchester railway line and while TfN can now look to the development of long-term plans, we must have a commitment from Government that the electrification works will take place – and soon. Let us not forget that the delivery of a Northern Powerhouse is a key government pledge."

The appointment of Sir Peter Hendy was widely seen as an astute move, putting in charge the man with a towering reputation for keeping London moving during the 2012 Olympics, as well as having steered TfL's investment programme for the last nine years, allowing it to gain the Government's confidence as an organisation that can be relied on to spend public money effectively.

However, though he has transport in his blood, he is not a railway man and will be unfamiliar with Network Rail's culture. That aside, there are fears that things will prove so bad that, when Sir Peter reports in the autumn, a much more severe pruning of the investment programme will be inevitable.



Glasgow City Council is delighted
to have been named

Local Transport Authority of the year 2015



**Most Effective Road Safety, Traffic
Management and Enforcement Project**



**Best Practice in Travel to School and
Work Schemes**

Glasgow City Council's Land and Environmental Services was shortlisted in 10 categories and as well as the overall win picked up a further two awards. One for Best Practice in Travel to School and Work Schemes and the other for Most Effective Road Safety, Traffic Management and Enforcement and Parking Plans.

We would like to take this opportunity to thank our staff as it is due to their commitment and hard work that we have won these awards.



What should go in the Bill?

With the Queen's speech in May, the Government announced its intention to introduce a Buses Bill, which would allow the secretary of state to devolve bus franchising powers to combined authorities with an elected mayor.

But should it go further? The bill presents an opportunity to overhaul bus policy in general. Transport Secretary Patrick McLoughlin was signalled that he is open to suggestions on what it could contain, provided they add up to a coherent package, rather than just a shopping list.

Should the potential to devolve powers be available more widely? Should councils be given incentives to put in infrastructure such as bus lanes?

We asked Campaign for Better Transport, Greener Journeys and passenger transport executive group PTEG for their views on the bill and on bus policy generally. This is what they said.



Claire Haigh, chief executive, Greener Journeys

Buses are the main mode of travel to city centres and account for 29% of spending. Bus commuters generate £64bn in economic output. Buses have a vital part to play in reducing congestion in urban areas, which costs the UK economy £11bn annually.

The best solution is to make better use of Britain's road capacity. That means investing more in local bus infrastructure and selective priority measures to make transport networks work better. Analysis for Greener Journeys by KPMG shows that targeted investment in such measures would typically generate £3.32 of net economic benefit for each £1 of cost incurred.

From this year, the Department for Transport is devolving much of its capital funding to the Local Growth Fund, with Local Enterprise Part-

nerships making the decisions on spending. Transport initiatives will need to compete for capital investment with other growth proposals.

Greener Journeys believes that the Government should issue a National Statement on Local Bus Infrastructure, to encourage local decision-makers to invest in bus infrastructure as part of local transport plans.

The statement would describe what the Government expects the bus sector to provide in return for public funds. Growth deal awards would be linked to the quality of Strategic Economic Plans, and these would have a supporting Local Transport Plan. The statement would provide guidance on best practice, showing how bus-related infrastructure can improve network performance and help local economies to grow.

Growth deal awards would be linked to the quality of Strategic Economic Plans

Stephen Joseph, chief executive, Campaign for Better Transport

The future of bus policy in the UK is up for grabs. In the Queen's Speech, the Government committed itself to introducing a new Buses Bill later this parliament. As yet unpublished, it will form part of plans to devolve powers away from Westminster, giving some city councils control over bus services in their area.

The bill could go much further. Campaign for Better Transport has identified it as an important chance to improve the support buses get more broadly and is seeking ideas for what should be included in the bill.

Better support for buses is overdue. Outside London, bus patronage has been flat or falling for some years. The squeeze on local authority finances has hit supported services hard, while the cost of using the bus has risen faster even than rail fares.

A wide range of measures could reasonably form part of the new bill. For example, given its objective in supporting integration and regeneration, there is a strong case for broadening its scope beyond the combined authorities likely to benefit from devolution deals. Special measures could be included to support bus services in rural areas. It could give support for establishing minimum levels of service that communities can expect.

There could be restrictions on how and why funding for buses is allowed to be cut, or for how subsidised bus services can be used by local authorities to cut congestion.

It all adds up to a great opportunity to get the best out of buses. Campaign for Better Transport is keen to hear from all those who have ideas for the Buses Bill.



Measures could be included to support services in rural areas



Powers must be available for 'self-contained' cities such as Nottingham (top) as well as city-regions such as Sheffield (left)

David Brown, director general and chief executive of Merseytravel

Buses are the backbone of public transport networks in the city-regions. They give access to opportunity, reduce traffic congestion and support growth. Yet the powers that our increasingly successful, cohesive and assertive city-regions have to ensure the simplest of outcomes that passengers want – a joined-up public transport network – are limited. New buses legislation is therefore urgently needed and very welcome.

The urgent need for new legislation means we do not want to get bogged down in a timid and interminable process like the 2008 Local Transport Act. The chancellor and the Treasury

are keen to see rapid progress on buses – and so are we. The chancellor has been very clear that he wants the Buses Bill to give a fast-track process on franchising for those city-regions that adopt the elected mayor model, as part of a wider push to give city-regions the economic levers they require to encourage growth and increase their prosperity and productivity. The case for such a fast-track process is very strong. However, not all areas will want to go down the city-region mayor route.

Many urban areas are just individual cities, rather than large conurbations. And of course rural areas should not be forgotten. That

is why the process in the 2008 Local Transport Act on franchising also needs to be radically simplified, so that franchising is a viable option everywhere. Where services remain deregulated the powers to ensure that multi-operator tickets are competitively priced and readily available needs strengthening. Passenger rights and open data on buses also need bringing in line with those for other public transport users.

In short, the bill should be everything that previous buses bills have not been – bold, decisive and rapidly implemented through focusing on fixing the biggest problems and realising the biggest opportunities.



Franchising should be a viable option everywhere

Congratulations to all SPT staff
who made 2015 another great year
at the Transport Awards

Congratulations to all SPT staff
who made 2015 another great year
at the Transport Awards

The best and most innovative of Scotland's transport industry were honoured last month at the thirteenth Scottish Transport Awards. An audience of 300 assembled at Glasgow's Radisson Blu hotel, with longstanding host, radio and TV presenter Grant Stott, compering the awards again.

Transport minister Derek Mackay, who gave the night's keynote address, congratulated the winners. He said: "It was a tremendous honour to meet some of the unsung heroes who played a pivotal role in keeping Scotland moving under the global spotlight last year. Winners ranged from those who worked on major projects to smaller, local schemes, but the main point is that without all of their hard work, innovation and joined-up working, our economy would grind to a halt. I believe that far too often transport is talked about in negative terms. It is therefore fitting that we pay tribute to those individuals, organisations and initiatives that have made such a difference to people's lives, for the better."

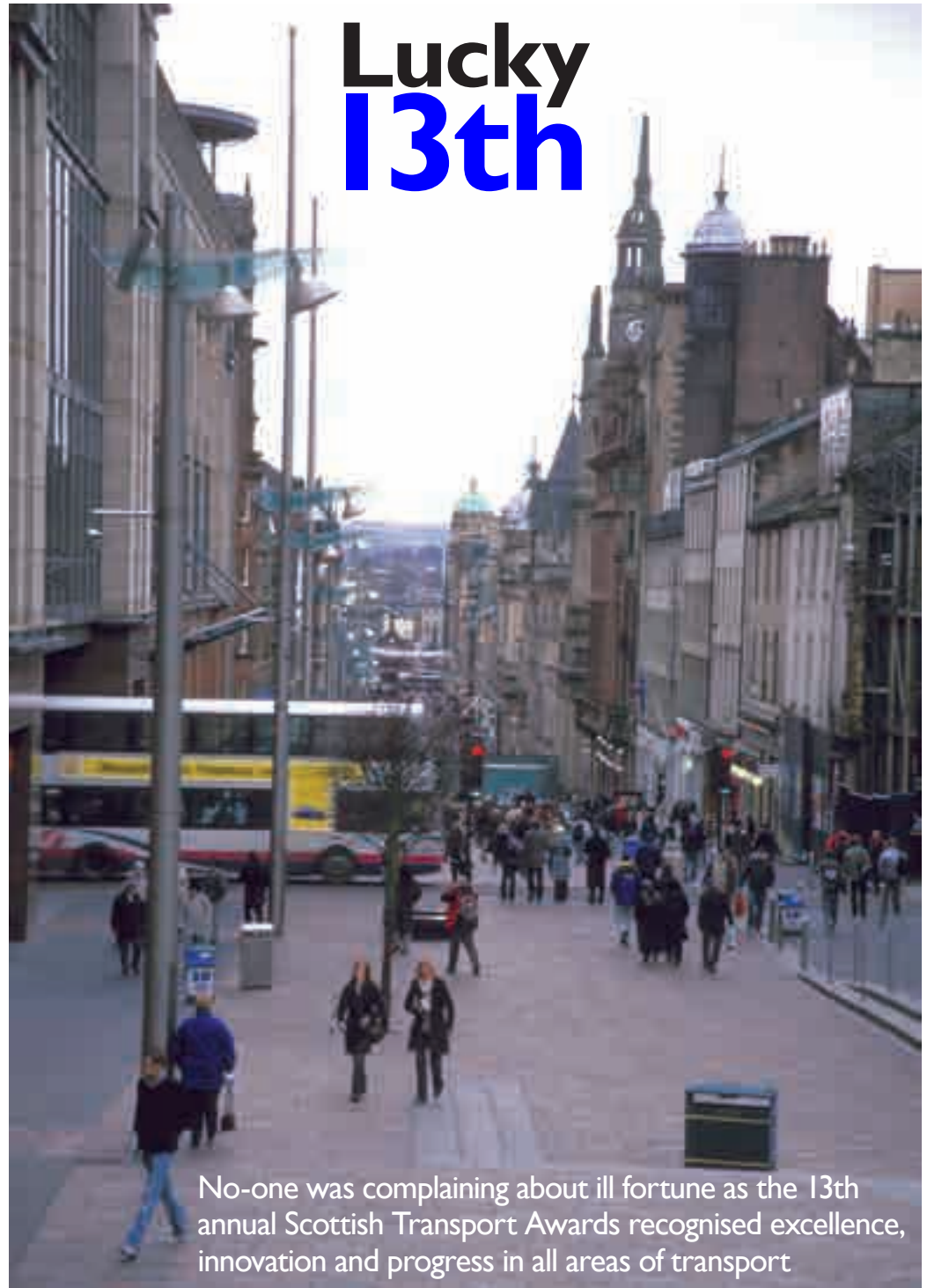
Local Transport Authority of the Year

The top award of the night, Local Transport Authority of the Year, went to **Glasgow City Council**. The award, sponsored by Clear Channel, recognised a range of important transport initiatives undertaken by the council in 2014. Much of this work was in connection with the 2014 Commonwealth Games.

The need was to provide reliable transport for officials and athletes, and fast, frequent, and accessible services for spectators while keeping Glasgow's normal traffic moving. Glasgow's Land and Environmental Services provided a games route network which transported over 90% of athletes in 20 minutes or less to their competition venue. A partnership of the council, the Commonwealth Games Traffic and Transport team, the organising committee, and Police Scotland produced traffic management plans to accommodate the needs of the games as well as the normal city traffic. Alongside this, the council introduced a range of other initiatives including the Nextbike cycle hire scheme.

Public Transport Operator of the Year

The Commonwealth Games theme continued with the Public Transport Operator of the Year award, where **First Glasgow** impressed the judges in a hotly contested field. Glasgow 2014 was branded "the public transport games", with car use discouraged. It lived up to that billing, with First Glasgow rising to the challenge and transporting



No-one was complaining about ill fortune as the 13th annual Scottish Transport Awards recognised excellence, innovation and progress in all areas of transport

a quarter of a million spectators.

The company has invested £37m in the past three years to put 226 new buses into service. It recently opened a new £20m headquarters in the south side of the city, which incorporates some of the latest advances in eco-friendly design.

Most Effective Road Safety, Traffic Management and Enforcement Project

The Commonwealth Games Traffic Management Plans were feted in their own right in the Most Effective Road Safety, Traffic Management and Enforcement Project award. This category, sponsored by FirstGroup, went

to **Glasgow City Council, Transport Scotland, Police Scotland, and Glasgow 2014 Ltd.** The winners developed local area traffic management plans, and held consultations to get the views of local communities and businesses. Games-time traffic regulation orders were instituted for 11 competition venues, seven non-competition venues, four official hotels and residences and the athletes' village. Access to 706 roads was restricted; restricted parking was introduced on nearly 1,200 roads; and 14 bus lanes were opened up to general traffic. There was only a small number of complaints or delays.

Glasgow City Council was Local Transport Authority of the Year

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Rail Supplier of the Year

BAM Nuttall scored a hat-trick with its third consecutive win in the Rail Supplier of the Year category, endorsed by Network Rail. The company was praised by the judges for outstanding commitment to collaborative working. Examples of collaborative projects include the Edinburgh-Glasgow Improvement Project, where the company was engaged on the three-year advance route clearance programme prior to electrification works. It had to deal with clearance issues on 40 structures, and has so far undertaken 49 possessions without overrun. In another example, the Shore Road bridge at Stirling station, which carries a main road over several railway lines, had to be replaced to provide improved headroom. Network Rail, BAM and AECOM with supplier Macrete built a five-span arch made of lightweight precast concrete sections in a series of 54-hour possessions.

Best Bus Service

The Best Bus Service category went to **Stagecoach East Scotland's X7 Coastrider**, the only coach route linking towns and cities along the east coast of Scotland. It began in 2011 as a luxury coach route between Aberdeen and Dundee, but quickly became a popular option for commuters. Growth in passenger numbers led to new buses being bought last year, with free wi-fi, leather reclining seats, air-conditioning, a toilet and bike racks on board. Last November, the route was extended to Perth, with a number of new stops added. The service now carries 12,000 passengers weekly.

Integrated Transport Project of the Year

Integrated Transport Project of the Year, sponsored by Abellio, went to **Fife Council** for its Connecting Kirkcaldy Esplanade project. Kirkcaldy is located on the waterfront of the Firth of Forth but for many years, the seafront was blighted by a four-lane trunk road, creating a barrier to waterfront activity. The town also suffered from flooding of the Esplanade road and seafront properties due to overtopping of the sea wall. This was detrimental for residents and for development of the town centre.

In November 2012, Fife embarked on a £9.3m scheme to upgrade the sea wall and reduce the risk of flooding for the next 50 years, to create a new promenade and overhaul the esplanade environment. The project was completed last November. Benefits to the local economy, residents, visitors to the town, and town centre businesses are expected and over 100 properties have had their flood risk reduced.

Best Practice in Travel to School And Work Schemes

Glasgow City Council again came up trumps in Best Practice in Travel to School And Work Schemes, for its Active Travel Plans. It has exceeded targets for promoting active travel on an annual basis. Design to prioritise cycle movement has created exemplar projects, providing safe routes and generating a significant rise in cycling in the city. Barriers to growth in active travel have been identified and targeted.

Glasgow's road safety team has provided training to 150 teachers and volunteers to help teach the Bikeability programme. A third of Glasgow's schools provide on-road

cycle training to primary children. The council has been helping to increase access to cycles through the cycle hire scheme, launched last July.

Achievements in Cycling

Strathclyde Partnership for Transport took the honours in the Achievements in Cycling category. SPT has invested over £5m in cycling over the past three years with a further £2.8m earmarked for this financial year. SPT funding has supported the National Cycle Network, local cycle route design and infrastructure, and promotional activity with member councils, universities, health boards and large employers.

To encourage short commuting trips and the integration of cycling and public transport, SPT has provided over 150 additional cycle parking spaces at transport interchanges and Subway stations. With ScotRail and partner councils, SPT has funded cycle parking at commuter railway stations and stations near cycle routes.

Achievements in Cycling: Strathclyde Partnership for Transport



Contribution to Sustainable Transport

The award for Contribution to Sustainable Transport went to **Aberdeen City Council and partners** for their approach to encouraging electric cars. The council worked with Co-wheels car club, using council staff as a test group to give Co-wheels the confidence to make electric cars available to all members. An electric club car is available at most public charging points.

A good working relationship with electric vehicle users has underpinned the introduction of electric vehicle charging points. Drivers were consulted on the plans, allowing the identification of problems on the network. The city supported promotional events such as "plug-in adventures", in which a group filmed their journey from Aberdeen to Wales and back over five days to prove long-distance travel by electric car was possible.

Contribution to Sustainable Transport: Aberdeen City Council



Most Innovative Transport Project

The Most Innovative Transport Project award went to **Amey Sersa and Network Rail** for the Switch and Crossings Northern Alliance

Craigtenny renewals. The alliance is intended to bring to the UK the most efficient track renewal methods from continental Europe. Amey Sersa is a joint venture of Amey and European rail technology company Rhomberg Sersa. The alliance's approach has allowed switch (points) and crossing renewals to be completed in eight hours with fewer workers.

Last October on a section of the East Coast main line at Craigtenny, the use of electronic measurement techniques to place replacement rails to an accuracy of 10mm minimised tamping, freed time to compact the ballast and allowed the line to open immediately at full line speed, avoiding delays to 500 trains.

North Lanarkshire Council was highly commended for "Pupil Power Paths" in which primary year seven pupils had a leading role in the design, construction and supervision of an improved cycle path near their school.



Excellence in Technology and Innovation

Traveline Scotland, Transport Scotland and SPT took the honours for Excellence in Technology and Innovation, sponsored by BAM Nuttall, for their Commonwealth Games spectator journey planner, which found a post-games use in healthcare.

Traveline had customised its smartphone apps for spectators of the games. A "games shuttle" mode was created, offering shuttle bus services only to ticket-holders. A "venue picker" assisted spectators in identifying their venue by location or by sport.

Early this year SPT and Traveline Scotland were exploring ways of encouraging NHS staff moving to the new South Glasgow Hospitals site in early summer to use public transport options. The campus is home to the UK's largest adult hospital.

The games apps have been updated to assist with journey planning for staff and visitors. The apps offer specific NHS travel messages posted

in a new "Travel to Hospitals" section. Staff-only shuttle buses are included in the journey planner, and the venue-based technology offers pre-defined destinations for the new hospitals.

Transport Team/Partnership of the Year

Transport Scotland, Perth & Kinross Council, Ryder Cup Europe and Police Scotland won the award for Transport Team/Partnership of the Year, sponsored by Worldline, for their Ryder Cup Transport Planning Partnership. The 2014 Ryder Cup, held at Gleneagles last September, presented the challenge of transporting 50,000 people daily to the PGA Centenary Course, a rural location in Perthshire.

The transport planning partnership was responsible for planning and operational aspects of transport for the event. The partners created a joint transport hub within the overall event control centre, making it easier to gather information on match timings and crowd movements to allow the transport system to respond. Partners Stagecoach East Scotland and First ScotRail aligned transport provision with the overall plan.

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Technology and Innovation (above): Traveline Scotland, Transport Scotland and SPT

Transport Team (below): Ryder Cup Planning Partnership

(bottom from left): X7 Coastrider, BAM Nuttall, Glasgow Airport, First Glasgow



Scottish Transport Awards

Excellence in Travel Information and Marketing

Network Rail was the winner in the Excellence in Travel Information and Marketing category for the Borders Railway, the 35-mile line which will bring passenger railway services back to the Scottish Borders and Midlothian in September. Research in 2012 established that residents living along the route broadly supported the railway, but had inconsistent knowledge about the location of stations and operation of services. Network Rail set about increasing awareness through regular press releases, site visits for journalists, and an updated website with monthly podcasts and video content. A Twitter feed has over 2,800 followers.

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Airport of the Year

Glasgow Airport was named Airport of the Year following 2014's challenges of the Commonwealth Games, the Ryder Cup, the MTV European Music Awards, and a range of music and sporting events. It was the airport's busiest year since 2008, with more than 7.7 million passengers travelling through. Highlights of the year included completing a £20m terminal investment programme and unveiling a new-look international arrivals area. The airport secured 20 new routes and services. Glasgow became the first Scottish airport to accommodate the Airbus A380, and the first UK airport to achieve the Airport

Clockwise from above left: **Network Rail's Borders Railway campaign**

Frontline employee Craig Duthie with Logan Coleman and his mum

Ainslie McLaughlin
Iain Black



Council International's Airport Service Quality Assured Certification.

Frontline Employee of the Year.

Craig Duthie, a driving instructor for First Aberdeen, was named Frontline Employee of the Year. His depot received an enquiry from a Mrs Coleman, who wanted to hire a bus for the birthday of her son Logan. Logan, who has learning difficulties, has been fascinated by buses from an early age. Mr Duthie picked up Logan and his family from their home in Dyce, a 20-mile round trip, in a bus with "Logan's Run" and "Happy Birthday" programmed on the destination screen. He brought them to First Aberdeen's base for a behind the scenes tour. At the depot Logan drove a bendy bus through the bus wash, and Mr Duthie presented him with a free model bus before driving the family back home again. He did all this for no charge, in his spare time.

Lifetime Contribution to Transport

Two personal awards were made on the night, the first for Lifetime Contribution to Transport, which was awarded to **Ainslie McLaughlin**. Mr McLaughlin was Transport

Scotland's director of major projects from its inception in 2006 until earlier this year. A career road engineer, he cut his teeth on the St James Interchange on the M8 in the 1990s, but more recently has overseen and assisted in a diverse range of major transport projects including the Clackmannanshire Bridge, the Queensferry Crossing, the Borders Railway, and the Edinburgh Tram.

Special Contribution to Transport

The second award, for Special Contribution to Transport, was presented to **Iain Black**. Mr Black spent over 35 years working in a wide variety of roles in transport. He is known outside the industry as the driver of the Pendolino train that was derailed at Lambrigg in 2007. He sustained life-threatening injuries in the accident; however, after 18 months' recovery he was able to return to work. In the subsequent years, Iain has given many talks to those working in incident support roles, helping them to understand the experiences of those who have been through traumatic events. His colleagues describe him as warm, inspirational and a great team player.



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Defined as the smarter, greener and more efficient movement of people and goods around the world, intelligent mobility is predicted to become a £900m market by 2025. We are looking forward to a future in which cars are effectively computers, absorbing real-time data and self-regulating traffic flow, and drivers become passengers, working, purchasing and consuming while on the move.

Both the UK Government and the European Commission are committed to their economies becoming major players in this market and have made large investments in innovation projects to mark out a position – £47m to launch Transport Systems Catapult being just one example of the many initiatives. It is a race before Google buys BMW or Ford and our traditional transport landscape is changed forever by the advent of the driverless car.

Data is the new oil, according to Transport Systems Catapult's March 2015 report *The Transport Data Revolution*. New technology applications burn up vast quantities of data just as engines burn up fuel. The journey planning apps on everyone's smartphones rely on vast quantities of historical and real-time data on traffic patterns, multi-modal schedule data, incident data from official bodies, weather data and so on just to make them function.

Much of the critical data is within the public sector, locked away within the 200-plus public bodies responsible for transport infrastructure and traffic management. Much also resides in the private sector – real-time car movement data from vehicle manufacturers; mobile telephone data; logistics data from industry. Releasing public data and combining it with private sector data will be one of the great challenges in the race to create an environment where world-beating intelligent mobility innovation can flourish.

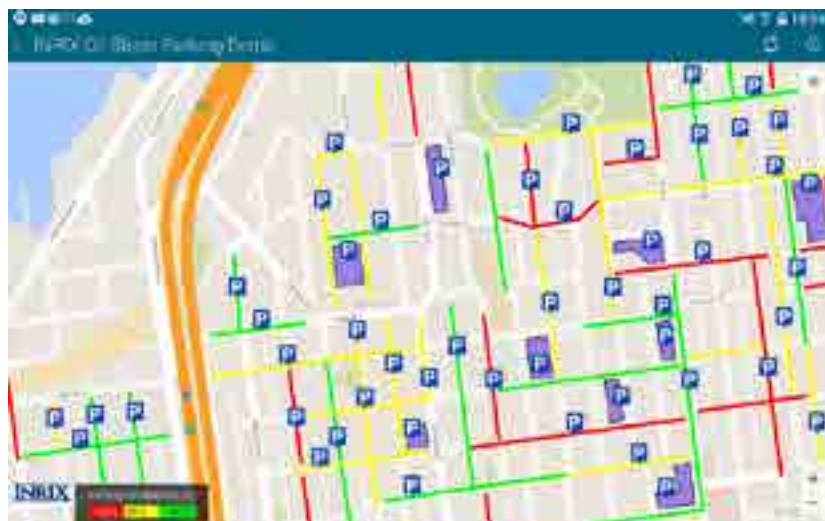
On public data release successive UK governments have taken a lead. Far-seeing and innovative examples of government innovation public data release initiatives in transport go back a decade and more, when New Labour's majority and self-confidence – and a hyperactive John Prescott at the Office of the Deputy Prime Minister – presaged the open data movement by initiatives such as the creation of Traveline and Elgin.

Traveline was and is a partnership of transport companies, local authorities and passenger groups which brings together routes and times for all travel by bus, rail, coach and ferry. Its provision of such integrated data is a fundamental building block upon which many small companies



Shane O'Neill is chairman of Elgin

Releasing public data and combining it with private sector data will be one of the great challenges



Driven by data

The UK is in a good position to realise the gains of the revolution in transport technology, argues Elgin chairman **Shane O'Neill** – but only if the Government makes good on its support for opening up data, and new models of public-private sector cooperation and governance are developed

base their open data transport service offerings. Traveline has over 200 subscribers to its application program interface – a developer data feed – from independent developers through local authority and transport operators to organisations such as Google and Nokia. Though pump-priming finance was originally provided by the Government, Traveline is now self-sustaining with a joint public and private governance model designed to maximise what it can provide free of charge and to minimise costs for those larger enterprises which pay for its services.

Pilot

Elgin also began in 2004 as a pilot to see whether local highway authorities could share roadworks information on the web. Responsibility for over 95% of the UK highway network, and much the data associated with it, lies disaggregated among over 200 different local highway authorities and other public bodies – a very obvious and fundamental impediment to sharing data and fuelling early web and now intelligent mobility services. Elgin.org.uk was an early pilot attempt to rectify this. After some hard years kept on life support when the pilot money ran out, Elgin successfully relaunched itself, with the roadworks.org platform, in 2011 as a private sector venture. It has succeeded within three years in creating a national dataset of roadworks, kept

its free-to-view model, and today supports over 100 users to its API, free for innovators and start-ups to use the data to fuel their own applications. In adopting the public sector's own governance model, the Information Fair Trader System, Elgin is taking the publicly-funded Traveline model further and pointing the way to how the public and private sectors can work together in formal governance arrangements to make this cooperation sustainable into the future.

From 2010 there was a quickening of the open data movement. In greeting Tim Berners-Lee in Downing Street in May of that year, prime minister Gordon Brown may have hoped to distract attention from the MPs' expenses scandal and emphasise his government's transparency credentials, but open data had deep wellsprings within parts of the public sector and internationally.

The coalition government saw transparency as a means of public sector reform (aka cost-cutting – shining the light) and as a means of stimulating technology innovation. And large public sector bodies like Transport for London saw the sense in releasing data and realising the twin benefits of stimulating products and services within the wider economy and not having to develop these themselves.

Momentum has not dissipated, but a new and more coherent shape has emerged to the thinking. Data

infrastructure is seen at last as the foundation of the 21st century information and technology economy, as much as roads and bridges, canals and railways were the foundation of the 19th-century industrial economy. The Government has announced the creation of a National Information Infrastructure, formally to be designated in 2015/16 with a view to ensuring that essential data is available at national levels to innovators and the public.

Most recently it announced funding to rationalise the public sector's own infrastructure datasets by combining Ordnance Survey's Integrated Transport Network with the local government National Street Gazetteer. Amalgamation of these fixed geometry datasets (road widths, bridge heights and so on) along with Elgin's creation of dynamic national datasets (temporary roadworks, closures and diversions) are substantive steps in the development of a National Information Infrastructure for transport.

Examples

The UK's ability to compete in the intelligent mobility market will be vastly enhanced by greater access to both public and private sector data. There are several examples.

The outcomes of the Technology Strategy Board (now Innovate UK) STRIDE project highlighted the importance of both private and public sector datasets to Intelligent Mobility innovation. Private sector logistics and vehicle manufacturer data were a critical component for the Dartt driver behaviour app – a fantastic example of how UK public and private sector data can fuel world-beating technology innovation.

Another innovative project combining public and private transport data with technology to produce an innovative app and public benefit are INRIX's On-Street Parking and Off-Street Parking products. These would not be possible without involvement of car makers (BMW and Ford among them) and the release of transactional parking data from both public and private sector sources.

Elgin is now building a suite of traffic management applications which automate the processes of raising statutory notices, creating the legal orders, and then syndicating closures and diversion information through its hundreds of syndicated partners. And this data is beginning (subject to local quality curation) to be integrated into satnav providers' intelligent systems – themselves fuelled by the combination of hundreds of different public and private sector datasets. This represents the best example there is of how intelligent mobility applications utterly depend on mass data availability.

Not all innovation requires government subvention – indeed the presence of subvention can sometimes work against the need to evolve sustainable business models: when the money runs out, the project dies. And in any case, this government, like the last, instinctively mistrusts intervention and is intent on reducing public expenditure.

But by releasing the data, and providing encouragement to the private sector to release its own data, it can provide the conditions for the growth of intelligent mobility services just as effectively as by trying to build services itself.

A great Stride for big data

The Dartt driver behaviour app was developed as part of the Technology Strategy Board's Stride (Smart Transport Internet of Things Data Ecosystem) project, led by BT. It is designed to use the sensors in a smartphone, such as GPS and accelerometers, to analyse the driving style of the user. This data provides coaching to gain better fuel consumption and lower emissions. The addition of contextual data offers the opportunity to add a variety of new services.

The Stride Hub links to over 50 different data sources from both the private and public sectors and has the ability to process large volumes of data. This allows the Dartt app to request location and time specific subsets of this data.

The project used Elgin's services for roadworks, obstructions and incidents, Highways Agency data from variable message signs and matrix signs, TrafficLink data and weather data, along with a number of services on the Stride Hub such as estimated time of arrival and journey time prediction. The app also generates data such as traffic analysis, queue information and user-generated notifications for accidents, unexpected events and even "panic!". This data is sent to the Stride Hub and combined with the other data sources to ensure the hub is working with the latest information.



On-Street Parking was demonstrated in a BMW i3

Inrix's On-Street Parking helps drivers avoid the frustration of driving round the block or round town looking for a space. Apart from helping drivers, the service is also expected to help reduce congestion: according to a US study, up to 30% of urban traffic is accounted for by people looking for parking.

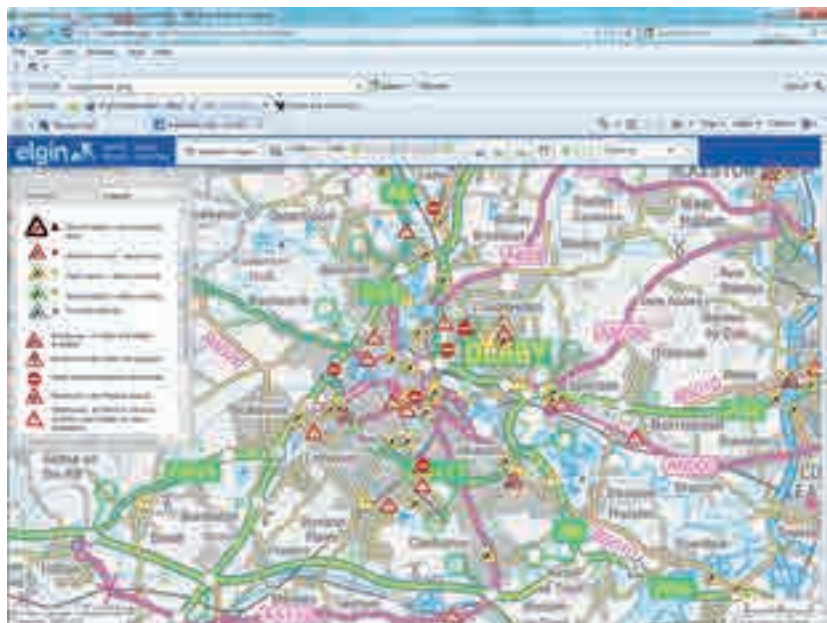
The app aggregates information from a range of data sources, including cities, mobile payment companies, real-time parking data, connected car-sharing services, and Inrix's vast supply of real-time vehicle GPS data.

BMW is the first carmaker to say it will offer this service, which was demonstrated in a BMW i3 integrated into the navigation system of BMW's Connected Drive telematics platform at the Telematics Automotive 2015 conference in July/August. The service is initially available in Seattle, Vancouver, San Francisco, Amsterdam, Cologne and Copenhagen, and is due to expand to 23 cities by the end of the year.

It shows the driver regularly updated parking availability with costs, and if no on-street parking is available drivers are directed to one of over 80,000 off-street parking locations in Europe and North America, with pricing information and help to locate the nearest entrance.

The app provides a cost-effective way for cities to manage parking without the need for roadside counters or beacons, and gives an insight for planners into how demand for parking changes by day, hour and so on, feeding into decisions about where to locate parking provision and what it should cost.

Top left: Inrix's On-Street Parking app is initially available in six US and European cities.
Below: Elgin created roadworks.org, a national dataset of live roadworks information





Jim O'Sullivan



John Dowie



Sue Sharland



Heather Barnes

Jim O'Sullivan appointed as Highways England chief exec

Jim O'Sullivan has been appointed chief executive of Highways England, the government-owned company which is the successor to the Highways Agency. Mr O'Sullivan is an experienced engineer who was managing director of the airports division of Heathrow Airport Holdings (formerly BAA) from 2012 to December 2014. He was previously managing director of Edinburgh Airport, and technical standards and assurance director at BAA. He spent four years at Central Networks (Eon UK) as capital delivery and field force director, and he worked for British Airways between 1988 and 2002, serving some of that time as chief engineer for Concorde and as technical director for the airline. He took over from his predecessor Graham Dalton at the start of July.

Highways England is responsible for an £11bn programme of improvements to England's motorways and A-roads.

John Dowie, who as the DfT's director of strategic roads led the establishment of Highways England and the new road investment strategy, was appointed acting director general of the department's roads, traffic and local group from May. This follows the departure of Steve Gooding to become director of the RAC Foundation.

Mr Dowie joined the civil service in 1989, and in addition to working at the Department for Transport has worked in the Department of Energy,

Department of Trade and Industry, HM Treasury, Scottish Executive and the Government Office for the East of England.

Dr Susan Sharland has been inaugurated as the new president of the Chartered Institution of Highways & Transportation for 2015/16. Her theme for the year is "Intelligent transport in a connected world". This will look at the opportunity to improve transport and mobility through technology and innovation. CIHT will be exploring and developing the theme over the next 12 months with a focus on what transport will look like in the future and the skills needed; using innovation and technology to improve transport network accessibility; and shaping the transport and innovation agenda.

Dr Sharland has been a Fellow of CIHT since 2001 and had served as a vice-president since 2013. She is currently a non-executive director for a number of organisations, including Transport Systems Catapult and the Vehicle Certification Agency of the Department for Transport. She is the former chief executive of both TRL and the Transport Research Foundation.

Heather Barnes has become the new president of ADEPT, the Association of Directors of Environment, Economy, Planning and Transport.

Ms Barnes is Devon County Council strategic director of place. She began her local government

- **John Dowie becomes roads acting director at DfT**
- **Susan Sharland to be president of CIHT**
- **Heather Barnes named president of ADEPT**
- **Oliver Steele appointed economic policy manager at Mott MacDonald**
- **Jacqueline Starr made an MD at ATOC**

career in 1989 after leaving the Women's Royal Naval Service. Initially in human resources, in 1995 she moved to a role working for the Secretary Of State for Scotland looking after the welfare and justice system for children. Returning to human resources at Devon County Council in 2001, she became director of personnel and performance in 2004, deputy chief executive in 2009 and took up her current role in 2011.

Ms Barnes becomes president after a several years serving on the association's management board.

Mott MacDonald has appointed **Oliver Steele** as economic policy manager in its economic and social development team. Mr Steele is a trained economist and professional accountant with a broad range of expertise spanning the strategic planning and development of major infrastructure projects. This includes business case support, economic evaluation and funding and financing advisory, with a particular focus on the transport and regeneration sectors.

He joins the firm from Infrastructure NSW in Australia where he was executive director of economics and planning. Mr Steele led the New South Wales government's state infrastructure strategy, which generated several high-profile major transport projects including the WestConnex toll road scheme and Sydney Metro. Prior to his role in Australia, he spent six years with HM Treasury in London, working on a range of infrastructure financing and economic issues. These included funding arrangements for Crossrail and the restructuring of the London Underground public-private partnership. At Mott-MacDonald, he will be in charge of developing its economic and policy advisory business for London and the south of the United Kingdom.

The Association of Train Operating Companies (ATOC) has appointed **Jacqueline Starr** to the newly created role of managing director for customer experience from September.

Ms Starr was customer experience director at Barclays UK retail and business bank since 2013. Prior to that, she held head of customer experience roles at O₂ and Orange, having started her career at BT.

The new position combines two previous roles, those of commercial director of ATOC and chief executive of National Rail Enquiries. Chris Scoggins, the former chief executive of NRE, left in early April and David Mapp, the current commercial director, will retire this September.



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