

# transporttimes

The independent voice of transport

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September 2015



**Rail returns to the Borders after 50 years**

Longest new domestic line in a century p9



**It's time to get serious about cycle parking**

Plan now to avoid bike chaos p32



10th anniversary issue

## Pause for reflection

### Patrick McLoughlin on the challenges ahead





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# transporttimes

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## Looking back on a decade of progress

**D**evelopments in transport – especially getting things built – can sometimes seem to move at such a glacial pace that you begin to question whether there's been any progress at all. So it's been instructive to look back over the last ten years and find that the truth is quite different.

Ten years ago when *Transport Times* was first published, the buzzwords were “road pricing” and “Eddington”. Alistair Darling had set up the Transport Innovation Fund, whereby an increasingly large proportion of DfT funding would go the cities that introduced some form of congestion charging.

Unfortunately, as demonstrated in Manchester, voters couldn't be persuaded that huge investment in other forms of transport would make up for the extra cost and slight loss of convenience a congestion charge would mean for motorists.

It took Stockholm to demonstrate that the way to do it was to introduce the charge first and have the referendum a few months later, but by then it was too late.

(Manchester, though, with characteristic determination, created its own transport fund and managed to achieve most of the transport improvements it planned anyway.)

For *Transport Times*'s first 15 months or so, the Eddington report was eagerly awaited and there was much speculation about what the former British Airways chief executive Sir Rod Eddington would say. Would he back congestion charging? Would he propose a high speed rail network?

These days Eddington is a word rarely heard. Those transport aficionados who recall his report perhaps remember its somewhat scathing reference to *grands projets* – he didn't favour high speed rail,



**“Ten years ago when *Transport Times* was first published, the buzzwords were “road pricing” and “Eddington”**

it turned out – or perhaps the doctrine of modal agnosticism.

This meant that transport needs should be considered without preconceptions about which mode was most suitable to satisfy it. Though on the face of it this sounded a logical approach, it failed to gain momentum in the transport community.

The report's significance, as David Leam points out in this issue, was not in its detail so much as in crystallising the idea in the Treasury in particular of a link between transport investment and economic prosperity, and of Transport as an economic driver.

This was a revolution in thinking that has led to a fundamental change of how the DfT is viewed in Whitehall, a change of which the implications are still being worked through today.

An earlier change had come about through the Railways Act 2005, which brought in the idea of a five-year investment plan for rail. Transport since World War II had been plagued by stop-start funding and annual budgets which prevented long-term planning.

The so-called high level output statement proved a success, to the extent that a similar approach has been adopted for roads.

A surprising omission from the first HLOS was any mention of electrification. It took Lord Adonis to put that back on the agenda – and then, as David Begg mentions on p23, single-handedly setting High Speed 2 in motion.

The advent of the coalition Government in 2010 led to fears that transport would be in the firing line for cuts, as had happened in past recessions. It turned out that Philip Hammond and George Osborne bought into the new philosophy sufficiently to protect transport investment to a large extent, though not revenue spending.

Colleagues elsewhere in these pages outline many other advances over ten years – for example the changing public perception of bus travel, where there has been progress but there is still much to do.

There have been disappointments – one area that has not developed as strongly as expected is smart ticketing, where enthusiasm for the idea among passenger transport executives has come up against the necessity of achieving consensus in a deregulated market.

What will we be looking back on in another ten years? Cross-rail will be in service; if all goes to plan we should be eagerly awaiting the start of services on HS2 in 2026. Devolved authorities across the north of England may be transforming the economy of the north of England and elsewhere. And you may be able to go into a showroom and buy an autonomous car.

Whatever happens the next ten years will be no less fascinating than the last.

**David Fowler, editor**  
**Transport Times**



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14



22



30



36

**TEN YEARS OF AGENDA-SETTING**  
*Transport Times* was first published on 9 September, 2005. Publisher David Begg kicks off our tenth anniversary review on page 20 by recalling how it all began and on the following pages, contributors look at what's changed over the past decade. Plus Transient Secretaries on page 22 and Dave Eastbury's cover art on page 28.

## ANALYSIS

- 6 HS2 EUSTON**  
Proposals fail to satisfy critics
- 7 SHEFFIELD PARTNERS**  
Plan to optimise bus network
- 8 MERSEYTRAVEL FLEET**  
Proposal to buy 55 new units
- 9 BORDERS RAIL**  
Return of trains after 50 years
- 10 NEWTON AYCLIFFE**  
Ministers turn out in force for opening

## OPINION

- 12 JIM STEER**  
Ill omens for rail's next five-year plan
- 13 ANTHONY SMITH**  
Not just drivers, but ambassadors too
- 14 CLAIRE HAIGH**  
DfT should spell out the benefits of buses

## FEATURES

- 17 UP FOR THE CHALLENGE**  
Patrick McLoughlin has had an eventful three years at Great Minster Street – but he believes that transport has never had such strong backing at the uppermost levels of government. David Fowler reports
- 32 CYCLE PARKING IS A SERIOUS ISSUE**  
If cycle use expands as policymakers hope, the question of where to put all the bikes will need to be addressed. Camilla Veen explains
- 34 FRINGE EVENTS**  
As usual during this year's party conference season, *Transport Times* will be holding a series of fringe events on key transport issues. The events will cover rail, bus and aviation policy with speakers including ministers, shadow ministers and senior transport industry figures
- 36 HELPING YOUNG PEOPLE GET THE BUS**  
Merseytravel is spearheading cheaper fares for 18s and under through some trailblazing work with bus operators

## REGULARS

- 38 PEOPLE**  
Who's moving where





## HS2 Euston proposals fail to satisfy

Under the new plans, 11 high speed platforms would be built in two phases

**N**ew proposals for a high speed rail terminus station for at Euston have been published by HS2 Ltd. The plans differ from the previous version in making provision for development above the station in the future. The footprint of the station plans remains effectively the same as previous proposals.

The cost is estimated at £2.25bn and construction, in two phases, could be extended by seven years. Previous plans, deposited in November 2013, allowed for 11 platforms for high speed services and improvements to the station concourse and interchange facilities with London Underground. There was no provision for oversite development.

In March last year, HS2 chairman Sir David Higgins's HS2 Plus report called for a more ambitious redevelopment of

**An additional provision to the HS2 hybrid bill will be deposited with Parliament later this month**

Euston that could help regenerate the surrounding area.

Under the new proposals, 11 new platforms will be built in two phases, with the aim of reducing disruption to passengers. Support structures are included to give the flexibility to accommodate oversite development plans which may be brought forward in the future.

Such supporting structures would be prohibitively expensive to add later.

Six high speed platforms will be built to coincide with HS2 phase one which will introduce services between London and the Midlands. A further five will be built to serve phase two of HS2, which will introduce services between London to Leeds and Manchester by 2033.

Another 11 platforms will remain for services on the existing network.

There will be new public spaces for shops, restaurants and cafés. The plans also allow potential redevelopment of the existing station platforms and concourses, subject to future funding.

London Underground's stations at Euston will also be improved, with a new ticket hall and a direct subway to Euston Square station.

Camden, the local borough council, which has criticised HS2's previous plans, said the new proposals left many questions unanswered and called for a comprehensive approach to redevelopment of the whole site.

It said the plans "risk creating a disjointed station with tracks on different levels that divides communities. The current plans could limit development opportunities, prevent easy access through the station in all directions to the surrounding

# Sheffield partnership aims to optimise bus network

**S**outh Yorkshire Passenger Transport Executive has achieved a major rationalisation of its bus network through a revamp of its Bus Quality Partnership.

It has been able to reduce bus mileage and remove duplication of services. The peak vehicle requirement is expected to be reduced by around 10%, allowing reductions in the premium charged on multi-operator tickets.

The changes were approved by the Sheffield City Region transport committee last week and will be introduced at the beginning of November.

SYLTE believes it has achieved many of the benefits of a quality contract or franchising scheme through working in partnership.

SYLTE interim director-general David Young said: "We've been able to negotiate improvements to the partnership with the operators because three years experience of the Bus Quality Partnership has given us the maturity to take a step further." In addition, the devolution deal agreed between the city-region and the Government last December meant the PTE had government backing for the changes. The DfT was actively involved in some of the negotiations: "We sat down with the operators and the DfT to talk to the Competition and Markets Authority to make sure they could see no problems," said Mr Young.

Mr Young said two of the four "Bus Asks" contained in the devolution agreement would be achieved under the new arrangements – to create an optimised, efficient network, reduce congestion and improve air quality; and to introduce simple, affordable tickets.

Sheffield Bus Partnership comprises the PTE, Sheffield City Council and operators First South Yorkshire, Stagecoach and Sheffield Community Transport. Consultant the TAS Partnership designed a network in which duplication was removed, and the operators were asked to express interest in operating the routes.

Where no-one expressed interest in a route, operators were encouraged to think again, although some routes had to be "bought

in" as tendered services. Where more than one operator sought to operate a route they were asked to consider either withdrawing or sharing. Mr Young said there was nothing to prevent two or more operators continuing to over-bus a route if they chose, but in all cases it was possible to negotiate an efficient sharing arrangement with cooperation on timetables and fares. Qualifying agreements were required under competition law in such cases.

As a result bus operators' overall costs will be lower and it has been possible to negotiate reductions in the average premium on multi-operator tickets to 11%.

Mr Young said: "In 2012 single operator product prices were reduced dramatically. The issue this time was margins on multi-operator tickets, which were excessive. We want to ensure oper-

ators have a sustainable business making reasonable profits, not unreasonable profits, and where the benefits are shared around."

A standard ticket specification has also been introduced, harmonising the geographical coverage and duration of tickets among the operators – for example, all "monthly" tickets will last 28 days – to make it simpler for passengers to work out which ticket is the best value. The ultimate aim is the introduction of pay as you go capped ticketing.

The North East Combined Authority has taken the alternative approach and is working through the lengthy process to introduce a Bus Quality Contract scheme under which it would regulate services and fares. A quality contract scheme board took evidence on the schemes at hearings in Newcastle during July.

## critics

area and potentially throw away up to 6,000 jobs, 1,000 homes and £400m of economic value". It added: "Failure to include the existing Euston Station in a comprehensive development could block the integration of Cross-rail 2, which could mean further disruption to an area already facing years of HS2 construction."

The Euston Area Plan, adopted by the council and the Greater London Authority, envisages the creation of up to 3,800 homes, up to 14,100 new jobs and new open space through comprehensive development at Euston, with the HS2 tracks and existing tracks all on one level.

An additional provision to the HS2 hybrid bill will be deposited with Parliament later this month. People affected by the proposals will be able to submit petitions to the committee dealing with the bill from 23 September.



## TT website relaunched

**T**o mark our anniversary, this week we relaunch the *Transport Times* website. We've given it a fresh new look and it's been integrated with the Transport Times Events site to provide a seamless browsing experience.

You can browse highlights of the current issue – subscribers get to see the whole issue and a new archive search facility. For job seekers we've added a new jobs page where you can search for the latest vacancies across

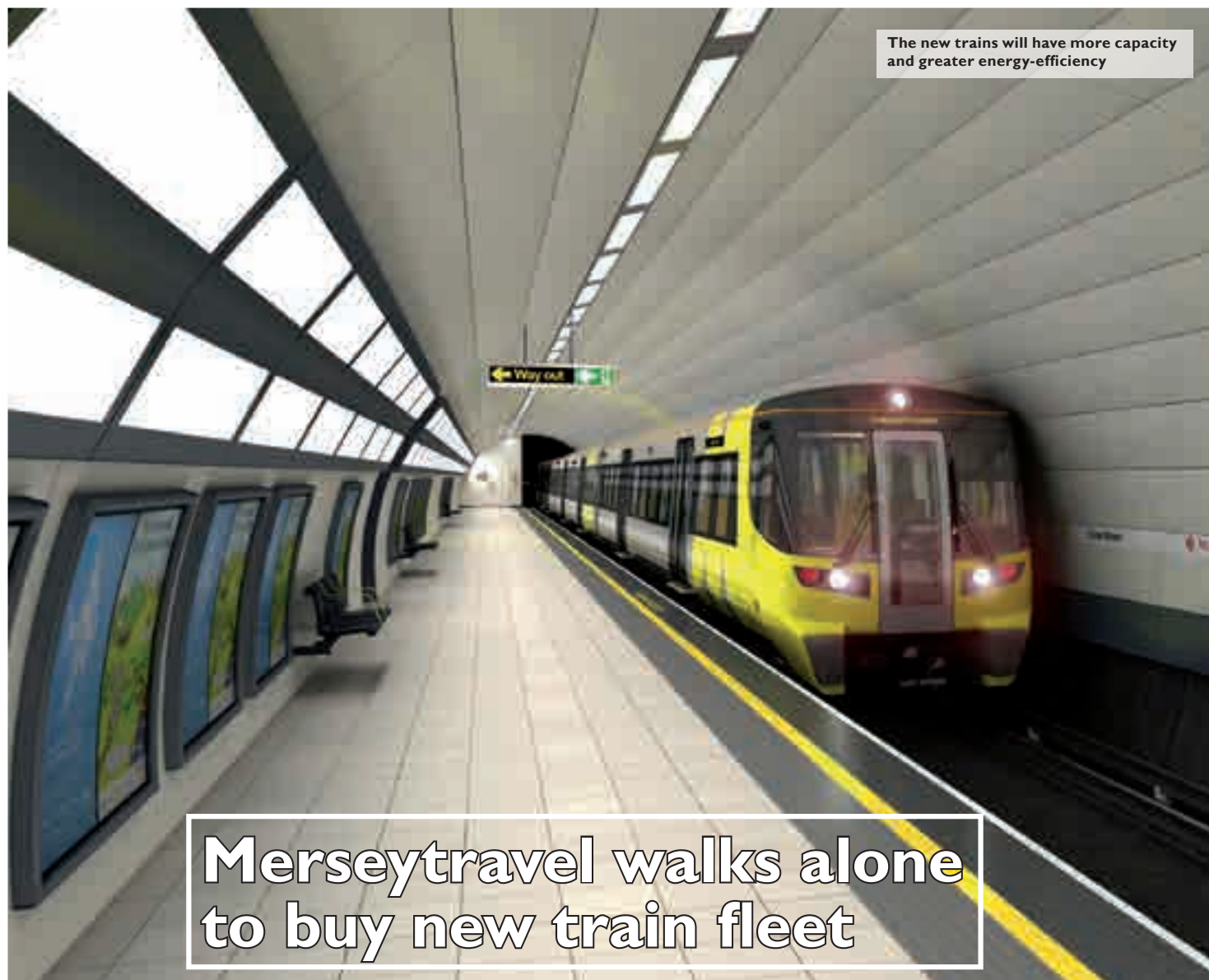
the industry. On the blogs page you can read the *TT* weekly blog – why not sign up to receive the blog and our monthly newsletter if you haven't already?

And, as always, you can renew your subscription or book tickets for any of our events.

There are links to Facebook and Twitter throughout, and the site has been fully optimised for viewing on smart devices.

Whether you're at your desk or on the move we're sure you'll find it essential.





The new trains will have more capacity and greater energy-efficiency

## Merseytravel walks alone to buy new train fleet

**A** new fleet of trains could be in service on the Merseyrail network by the early 2020s.

Transport executive Merseytravel is to put forward proposals to the Merseyside Combined Authority in October to go ahead with procurement of a fleet of up to 55 units at an estimated cost of £400m.

Merseytravel would finance the procurement itself without recourse to the Government or council tax payers.

The current fleet, leased from Angel trains, is approaching 40 years old. Merseytravel chief executive David Brown said growing capacity meant new trains were needed. "Projections in our long term rail strategy indicate that passenger growth will be capped by train capacity in the early 2020s, so we need to address that or there will be a negative economic impact," he said.

A substantial refurbishment had also been considered but would also be expensive "and would not address the fact that the existing trains are 40 years old", he said.

Merseytravel's business case indicates that it is more efficient to procure the fleet itself and own it outright rather than going through a Rosco and leasing the trains. Funding would come from money set aside in reserves, plus borrowing from the Public Works Loan Board and the European Investment Bank. "The borrowing would be funded by growth in revenue and savings in electricity costs," said Mr Brown. Given current interest rates, "it's a good time to borrow. Our projections suggest the project would be self-financing."

It is possible for Merseytravel to take this course because of the length of the Merseyrail franchise. Merseytravel has a 25-year

concession on the franchise, running to 2028, which has allowed it to develop a long-term relationship with operator Merseyrail, a joint venture of Abellio and Serco. A fleet of 52-55 new units is expected to be sufficient to replace the current 59 three-car units and provide extra capacity.

The project would include improvements to power supplies and infrastructure, including working with Network Rail to modify platform profiles to make gaps more consistent.

The trains would be considerably more energy-efficient than the current fleet and would be equipped with air-conditioning, wi-fi and other modern technology. This would include real-time passenger counting, to inform waiting passengers of the best place to board an incoming train and allow passenger flows on platforms to be managed more effectively.

The trains would be more accessible with spaces provided for wheelchairs clearly signed and easier to manoeuvre into and out of. A similar approach would apply to spaces for carrying bikes.

The internal design of the train and facilities provided will be informed by research undertaken last year by Merseytravel with Transport Focus.

Bidders will be asked to propose options for the most effective way of making possible aspirations to extend services to Warrington, Crewe and Skelmersdale – by extending electrification or specifying hybrid trains capable of running in self-powered mode for limited distances.

Subject to approval by the combined authority's Merseytravel Committee on 1 October, the procurement process could start immediately, with the aim of identifying a preferred bidder a year from now.



# TfGM announces some smart ticket progress

**M**anchester bus and tram passengers could be using smart tickets to travel by the end of the year, under new plans by Transport for Greater Manchester. This is despite the termination in August of the contract between TfGM and its supplier Atos to provide an integrated smart ticketing scheme.

TfGM is currently in a transition stage, expected to last for several months, in which it is taking stock of its position and how best to make the transition to a new supplier. Meanwhile it has submitted updated plans to the TfGM committee detailing how it will press forward with a number of smart travel developments where this is possible.

Under the plans, on Metrolink it will introduce a smartphone app, allowing passengers to buy and download Metrolink tickets via their phone, avoiding having to queue for a printed ticket. It will upgrade the network's 250-plus ticket machines so that

contactless bank cards can be used to pay for printed tickets.

On bus it will support the principal bus operators Arriva, First and Stagecoach in introducing smart ticketing in Greater Manchester by allowing passengers to load a range of prepaid travelcards onto smartcards for use on bus services across Greater Manchester. It will assist smaller bus companies to be participate in smart ticketing by making sure they have the right on-board ticket machines and back-office connections.

TfGM has also been working with the three largest bus operators and multi-operator travelcard provider System-One to include Get Me There, its smart ticket brand, in their own smart ticketing plans.

As a result, TfGM says, passengers will soon be able to load an initial range of pre-paid multi-operator bus travelcards on to a Get Me There card or an operator's smartcard, and then simply touch in as they board their bus.

These initiatives will only operate on either Metrolink or bus. Passengers will be able to use contactless cards on Metrolink only to pay for conventional tickets in the normal way – they will not be able to use the card itself as a ticket. TfGM says it will continue to work towards the vision of an integrated multi-modal, multi-operator smart ticket.

Councillor Andrew Fender, chair of the TfGM committee, said: "Our plan is to make travel in Greater Manchester easier and the overarching smart ticketing programme will be updated over the next few months so we can give passengers confidence that smart ticketing is progressing in Greater Manchester.

"That will enable us to take advantage of new opportunities in technology, and developments such as devolution and Transport for the North, which have come to pass since the original smart programme was launched."

TfGM and Atos announced early last month that they had agreed to the mutual termination of the contract to design, build and operate the Get Me There smart ticketing scheme.

A statement issued by the two organisations said: "TfGM contracted Atos in 2012 to design, build and operate a smart ticketing system for Greater Manchester, to be rolled out initially on Metrolink and with options to roll the system out subsequently to bus and rail. Although the system is currently operational for use by our 500,000 concessionary card holders, after a considerable period of delay it has become clear that Atos cannot deliver the smart ticketing system as contracted. Therefore, the parties have decided that it is in their best interests to agree to a mutual termination of the contract."

Atos agreed to compensate TfGM for costs incurred and to collaborate in making the transition to a new provider.



# Trains return to Borders after 50 years

**A** 50-year wait ended with the reintroduction of services on the Borders railway this week.

The Borders Rail project is the longest new domestic railway line to be built in the UK for over a century. Completed on time and on budget, it is expected to carry almost 650,000 passengers annually, and will create new jobs and new opportunities

for economic growth across Midlothian and the Borders.

The £294m line, funded by Transport Scotland and the Scottish Government and constructed by Network Rail, consists of seven new stations joined by 30 miles of new track. At its peak over 1,100 people were working on the project, refurbishing or building 137 bridges, laying over a thousand 108m lengths of rail over almost 100,000 sleepers.

Her Majesty the Queen officially opened the line on Wednesday this week, but members of the public got their first chance to travel on the route on Sunday morning when the first train left Tweedbank at 08:45.

Infrastructure secretary Keith Brown said: "There can be few projects which have generated the levels of excitement and anticipation we have seen around the opening of the Borders

Railway. That a scheme of this magnitude has been completed on time and on budget is testament to those who have worked on it. There are now many more possibilities for people in the Borders and Midlothian – access to new work, learning and social opportunities, as well as new business and industry links. The Borders Railway will be the vehicle for a new prosperity for the communities on the route."

## Greener Journeys leads bus priority campaign

**E**very pound spent on local bus infrastructure can generate up to £7 of benefits for local businesses, communities and the environment.

New research for Greener Journeys by KPMG found that carefully planned bus priority measures, such as bus lanes, busway schemes and better interchange systems to speed up journeys, achieve significant local benefits such as cutting pollution and journey times.

The study evaluated existing schemes across the UK,

and found that the schemes demonstrated a benefit-cost ratio of between 4.67 and 6.94:1.

Meanwhile, new research by Peter White, professor emeritus of public transport systems at the University of Westminster, for Greener Journeys found that effective bus priority measures can reduce emissions by up to 75% per passenger per km. Bus journeys are made shorter and more reliable, encouraging more people to leave their cars at home. This results in a corresponding knock-on reduction in congestion.

The findings are brought together in Greener Journeys' *Roadmap to Growth*, a new framework which outlines the ways in which local decision-makers and the Government can maximise the contribution of buses to society and the economy (enclosed with this issue of *TT*). As responsibility is devolved locally, the framework calls for the provision of guidance to local decision-makers on the evaluation of transport schemes. It also calls on the Government to sponsor evaluations of large and complex schemes and of local

bus schemes so that lessons are learned and best practice shared.

*Roadmap to Growth* was launched on Thursday this week as the highlight of the *Bus Priority Works* campaign, a week-long campaign calling for the wider adoption of simple traffic measures which could cut pollution and journey times. The campaign brings together a coalition of transport groups, including Greener Journeys, Transport for London, Campaign for Better Transport, Confederation of Passenger Transport, PTEG, and Bus Users UK.



## Trams start on NET phase two

**N**ottingham's extended tram network opened to the public on 25 August.

NET phase two, running to Chilwell and Clifton to the south and south-west of the city, doubles the network to 32km in length. Nottingham now claims to have one of the most integrated transport networks in the country. The tram serves all three Nottingham M1 junctions, and has seven park and ride sites with 5,400 spaces. The Queen's Medical Centre is the only UK hospital directly on a tram route.

The £570m extension joins phase one at the recently refurbished Nottingham station, and is expected to support regeneration to the south of the city.

NET line one opened in 2004 and has carried nearly 100 million passengers. The expanded network has an extra 28 tram stops,

and has the capacity to carry up to 20 million passengers a year.

The project was built by a joint venture of Alstom and Taylor Woodrow. Alstom also supplied 22 Citadis trams to take the fleet to a strength of 37.

Councillor Jane Urquhart, with lead responsibility for NET at Nottingham City Council, said:

"This marks the dawn of a new era when NET becomes a true network and, with trams running from every seven minutes, it is all set to provide easier access to key locations right across the city. The extended tram network represents a fantastic investment in our city and we will now start seeing its benefit, not only in terms of affordable, reliable travel, but also in economic growth."

The project opened eight months late, mainly due to the need for unexpected utility diversions.



Ministers were joined by Hitachi executives and the Japanese ambassador at the opening ceremony

## Ministers turn out in force for Newton Aycliffe opening

**T**he prime minister, chancellor and transport secretary marked the return of train manufacturing to north-east England by officially opening Hitachi's new £82m plant in Newton Aycliffe, County Durham last week.

Hitachi's decision to build its plant followed the award of the £5.7bn Inter-city Express contract.

The new train factory, the firm's first in Europe, will build the IEP, the next generation train for the East Coast and Great Western main lines, as well as AT200 commuter trains for ScotRail.

It will create over 700 direct jobs and support thousands more in the supply chain.

The first train will enter passenger service on the Great

Western line in 2017, and on the East Coast in 2018.

Chancellor George Osborne said: "Today we see a major boost for UK manufacturing with Hitachi investing millions in returning train manufacturing to the North East. This state of the art facility will grow and secure jobs for decades to come and will help us to build the Northern Powerhouse."

Transport Secretary Patrick McLoughlin said: "The state-of-the-art IEP trains that will be manufactured here will transform rail travel for countless passengers in the north east and south west. Not only will these trains allow us to operate more services, with more seats and faster journeys, they will generate hundreds of jobs in the local area and thousands across the country in the supply chain."



# national transport awards

8 October 2015

Westminster Park Plaza Hotel, London



## Book your place now for the 2015 National Transport Awards

The 15th Annual National Transport Awards will be held at the Westminster Park Plaza on Thursday 8th October 2015.

We are delighted to announce that Rt Hon Patrick McLoughlin MP, Secretary of State for Transport will deliver the keynote address. The event will be hosted by comedian and impressionist Rory Bremner.

The awards continue to bring together the Industries' best to showcase excellence, professionalism, innovation and outstanding achievement in the UK on a local and national level.

With a record number of entries and take-up of tables, 2015 looks like the biggest yet!

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# Ill omens for rail's next five-year plan

Reclassification of the infrastructure owner as a public company has severely disrupted its investment plans. But there is no reason why this should be the case



**N**etwork Rail is under siege. Lateness and budget overruns on high-profile projects are an embarrassment. Brigades of angry passengers at London Bridge and Finsbury Park feature on TV news bulletins. It doesn't look good.

If Network Rail were entirely to blame, it would be game over. But it is not. The programmes and budgets are not set by Network Rail but by a tripartite process involving Network Rail, the ORR and the DfT (and Transport Scotland). The DfT arrives at the table fuelled with its own aims and ambitions, stoked (over the last five years) by ministerial appetite for more capital investment. In the face of relentless demand growth, who could say it was wrong?

And how seductive this all was when Network Rail's private sector credit card was available, its use safely recorded off the Government's balance sheet. But then the ONS reclassified Network Rail in response to the European System of National Accounts 2010 which came into force in the EU last September.

The secretary of state and the DfT said ahead of the event: "The ONS decision on the classification of Network Rail does not affect the planned improvement and investment in the railways, including Network Rail's £38bn settlement for the planned running of and investment in the railway in the five years from 2014."

But like it or not, with this change comes Treasury control of Network Rail's budget. All its funding now has to be sourced from the Treasury and it cannot continue to draw from the markets, for which Network Rail offered a very safe bet, complete with its near watertight government guarantee.

You might assume that this obligatory change in the source of funding is another Eurostat

convention of public sector accounting – but it isn't. The way nationalised industries (sorry, that's what Network Rail has become) are funded is a matter of political choice. And here's the proof, in a short history lesson (I am indebted to ex-SRA colleague Richard Davies for knowing the Hansard references).

In 1956, nationalised industries were the norm. Not just in the transport sector, but the whole of the energy sector too – in fact electricity accounted for half of all nationalised industry capital expenditure at the time. Herbert Morrison invented the genre, but he preferred to call them "socialised industries" and insisted they would go to the market, not the taxpayer, for their capital requirements.

**Whether Network Rail is allowed to raise funding on the capital markets or whether it must draw on Treasury funds is a political decision**

It was a Conservative government and chancellor – Harold Macmillan – who changed that arrangement in the Finance Act of 1956. As he told the committee debating the matter late into the night on 12 June: "At present the nationalised industries, other than the Coal Board... raise their capital either by temporary borrowing from the banks or by stock issues in the market, with Government guarantee. I propose that for the next two years – and that limitation, I am glad to see, has the approval of my honourable friends – the nationalised industries shall cease to borrow on the stock market and have their capital requirements met by finances from the Exchequer."

The committee evidently attracted the rising political

stars of the day. Future prime minister Harold Wilson had said: "Probably the chancellor's motive... [in] doing this [is] because it is impossible for him to manage the capital market, to 'rig the market' in the best sense of the word... The Treasury has to do it every day of its life, and is probably doing it now. To do this, the chancellor cannot allow these large items of capital expenditure to be carried out in what he would regard as an unplanned way from the point of view of raising the capital."

Backbench Conservative MPs, and Liberal Party leader Jo Grimond, were unhappy with the change; but Labour could at least see the merits of better planning and "rigging the markets" – a phrase which the Chancellor of the Exchequer was happy to adopt. But far from lasting only for two years, Macmillan's measure is still in force. Later, in the 1980s and 1990s, Labour would propose allowing British Rail to borrow from the markets again.

History lesson over. Here's the point. Whether Network Rail is allowed to raise funding on the capital markets (which it did for 12 years) or whether it must draw on Treasury (taxpayer) funds is a political decision. Since the ONS determination means that public sector net debt has risen by 2% of GDP, the fiscal benefit of getting it back into the private sector is obvious.

But to do so will mean – among other things – overturning a temporary measure from 59 years ago that became permanent. My guess is that, in time, someone will find a way. But meanwhile, the omens are not good for Control Period 6 (2019-2024), for which the budget will be set through this year's spending review.

**Jim Steer is director and founder of Steer Davies Gleave.**



# Not just drivers, but ambassadors too

The person behind the wheel does much more than drive. A common approach to customer service training for drivers could help to raise standards throughout the industry

**P**assengers' main – and sometimes only – contact with bus companies is through the driver.

Whether that is someone who gives you enough time to find a seat before pulling away, is able to advise you on what stop you need or simply offer a smile, we know that the bus driver is a company ambassador.

Operators frequently say that drivers who provide good customer service give them a commercial edge over competitors. We've heard them say things like "customer service is not just a nice to have factor, it is a commercial imperative" and "if we are going to get people out of their cars we have to differentiate ourselves".

Two research projects which Transport Focus did back in 2013 (on value for money, and passengers' experiences with delays and disruption) both highlighted the critical role of the driver. They were seen by passengers as the chief source of information on delays and disruption, as well as on the range and price of tickets available. In short, they did much more than "just" drive the bus.

Meanwhile our latest Bus Passenger Survey found that satisfaction with the helpfulness and attitude of bus drivers varied between 62 and 91%. This means that the majority of passengers in England get good customer service from the bus driver – but there is still room for improvement.

While it is always pleasing to read comments from the survey like this: "Drivers on this route are first class for friendliness, courtesy and helpfulness", there are others which give more cause for concern: "The notice on the bus said passengers should remain seated after they have rung the bell until the bus has stopped. I am elderly and was taken far beyond my stop."

With this central role of the driver in mind, we start-

ed an investigation into how bus drivers are trained and equipped to take on this customer service role. The bus industry is making a real effort to improve the training it gives its drivers, so this work should help to build on these efforts.

We talked to a wide range of bus operator staff including managing directors, directors, operational managers, bus drivers, heads of training and trainers, as well as other industry organisations.

Companies welcomed us to their training centres, and gave us access to their training materials. We were given open access to all areas of training. We watched training sessions, and talked to trainers. There was even an opportunity to drive a bus (off road) and get a small insight into the challenges bus drivers face.

**Drivers are effectively field workers, who work alone in a difficult environment**

We also reviewed our own research data, verbatim comments from passengers, and used our own observations in putting together *Bus Driver Training – What works? What next?*

We found that providing good customer service to passengers is the job of everyone at the bus company, not just drivers. Training needs to give drivers the skills and confidence required to assist passengers, while managers need to ensure that there is continuing support and engagement.

Bus drivers are effectively field workers, who work alone and usually follow a shift pattern that differs from managers' working hours. Added to this the environment in which they work is difficult, varying

from navigating rush hour traffic in metropolitan areas, to avoiding horses in the New Forest, with using a chain ferry thrown in for good measure.

Their work takes place under the gaze of passengers, but usually far from the management team. There is often an admirable camaraderie and *esprit de corps* among bus drivers, but all these factors can also make it difficult to instigate and maintain change.

From a passenger perspective the key question is whether the training is based on a clear understanding of passengers' needs and requirements. When we dug deeper into the Bus Passenger Survey scores, we found that the biggest gap between best and worst scores was in the two elements that might be considered at the core of customer service: "greeting and welcome", and "helpfulness and attitude".

Other factors highlighted in the survey as being important to passengers were: stopping near to the kerb; appearance; time allowed for the passenger to reach a seat before pulling away from the stop; smoothness of ride; and safety of driving.

When we looked at training currently available, we found that operators have adopted separate approaches, from off-the-peg training to employing specialist staff.

The next step could be the development of industry-wide guidelines on best practice.

Sharing best practice may sometimes be seen as giving away a competitive edge, but there were areas where a shared approach or common understanding could be developed.

There is much good work being undertaken and there is also an opportunity to share this good news with passengers.

**Anthony Smith is chief executive of Passenger Focus.**



# DfT should spell out the benefits of buses

New findings show that investment in bus infrastructure frequently exceeds expectations and provides a high level of benefits and extremely high value for money



**N**ew research for Greener Journeys demonstrates a compelling case for the Department for Transport to issue Guidance on promoting local economic growth.

There is a growing interest in the importance of towns and cities to our economic and social welfare, in what makes them successful and how we can shape their development. Transport networks and local bus services are vital to this new urban agenda. Our ability to get around affects where we live and work, where we are educated, how easily we can attend to our healthcare needs, where we shop and how we use our spare time.

Local decision-makers have been given the important responsibility of deciding how to allocate funding for transport schemes. They also need to develop robust and rigorous plans for the monitoring and evaluation of these schemes. It is not clear, however, at what level this needs to be done, and there is no guidance on the monitoring and evaluation of specific schemes.

Making sure that schemes provide value for money, and work for the benefit of local communities, is more important than ever. It is in the interest of all of us to ensure that local decision-makers can make investments which will promote economic growth.

Buses have a particularly important role to play in helping our towns and cities to prosper. For example, every year bus users make 1.4 billion shopping trips and spend an estimated £27bn on retail goods. Almost 2.5 million people in the UK travel to work by bus and a further one million use the bus as a vital backup. Those commuters create more than £64bn worth of goods and services.

A barrier to Britain's long-term prosperity is traffic congestion in urban areas – a problem which is getting worse. Latest figures

published by data firm Inrix reveal that congestion has risen over the past year in more than three-quarters of UK cities, and that overall traffic in the UK is up for the third year running. It attributes the rise in congestion to the strong growth of the UK economy and the increase in urban populations, which have resulted in an increase in demand for road travel.

Greener Journeys has long argued that the best solution for tackling congestion is to make better use of existing road capacity. That means investing more in local bus infrastructure. Analysis by KPMG in 2014 concluded that targeted investment in bus priority measures will typically generate £3.32 of benefits to users, non-users and the wider economy for each £1 of cost incurred.

**Each of the projects studied exceeded their objectives and targets**

Building on this earlier work, new research for Greener Journeys by KPMG has considered how we can improve decision-making in regard to investing in local bus infrastructure. In this latest work KPMG has investigated the costs and benefits of investing in local bus infrastructure schemes and how to monitor and evaluate their impact.

An important part of the work included detailed ex-post evaluations of bus infrastructure projects. These evaluations not only documented the extent to which objectives were achieved, they also identified important lessons learnt.

The selected schemes were: Crawley Fastway, a series of bus priority measures along two routes linking Horley, Gatwick Airport and Crawley; Mansfield public transport interchange, a new fully enclosed bus station

building with a connecting footbridge to the railway station; and the South East Hampshire bus rapid transit (Eclipse), a high specification, sub-regional public transport network.

KPMG found that each of these projects achieved or exceeded their specific objectives and targets, and represented very high value for money. For each £1 of investment, the Fastway project produced, for users, non-users and the wider economy, benefits of £4.67. The Mansfield interchange provided benefits worth up to £6.50; and for the Eclipse, up to £6.94 was created for each £1 invested.

All schemes exceeded patronage growth targets, with demand for Fastway services increasing by 160% between 2003 and 2013; the Mansfield interchange showed 7% growth in the first year of operation; and patronage for Eclipse grew by 48% over the first two years of the service.

With decisions on capital spending now resting with local decision-makers, Greener Journeys believes that the DfT should issue a new Guidance on promoting local economic growth.

This would explain how bus-related infrastructure can help local economies to grow. It would provide guidance on the evaluation of schemes, and would include evaluations of particularly large and complex schemes. Periodically a meta-analysis of local bus schemes would be undertaken to ensure that lessons learnt can be shared among scheme promoters.

If we want to see our towns and cities thrive the role of the bus must be maximised. The new guidance would be a major step towards ensuring that local decision-makers are empowered to seize this opportunity.

**Claire Haigh is chief executive of Greener Journeys, a campaign dedicated to encouraging people to make more sustainable travel choices [www.greenerjourneys.com](http://www.greenerjourneys.com)**





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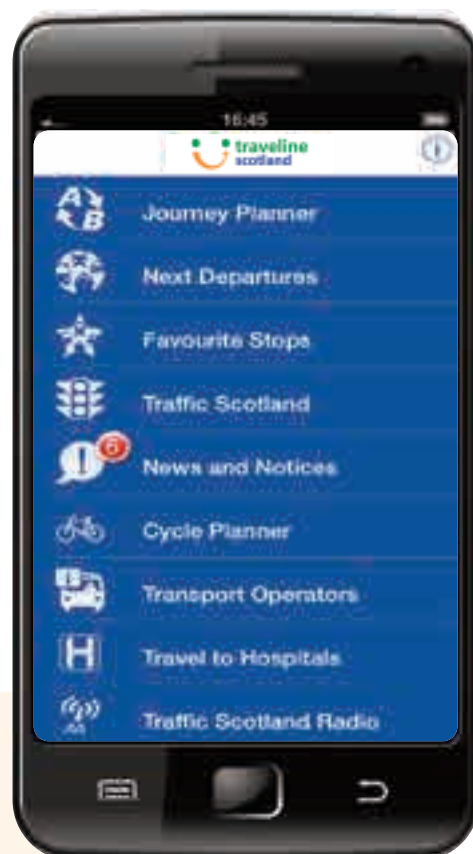
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Transport Secretary Patrick McLoughlin has declared the general election result “a massive vote of confidence” in HS2; the argument, he said, “has been won”.

This autumn the project enters a critical new phase, as the procurement process for £10bn of construction and engineering work gets under way in anticipation of a site start in 2018. Invitations to tender are expected for main construction and signalling contracts, as well as for preparatory work (to begin a year earlier than the main contracts). Rolling stock manufacturers are also gearing up in expectation of procurement starting early next year.

At the same time the Government has signalled its intent to introduce a bill in this Parliament to allow construction to Crewe, currently part of phase two, to be brought forward, allowing high speed services to a wider range of destinations in the North can begin sooner. And Mr McLoughlin has also signalled his intent to expedite construction of the Birmingham to Sheffield and Leeds arm of the Y-shaped HS2 route. More detail is expected when the Government sets out its plans for phase two, also promised for this autumn.

Transport Times in association with KPMG is organising a conference this autumn which will focus on these key steps.

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**Keynote Speaker**

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Rail Minister

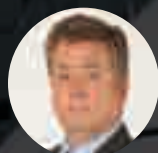


**Keynote Speaker**

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**Keith Brown MSP**

Scottish Cabinet Secretary  
for Infrastructure,  
Investment and Cities



**Sir Richard Leese CBE**

Leader, Manchester  
City Council



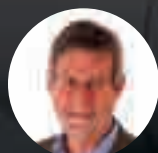
**Darryl Murphy**

Partner, Global  
Infrastructure, KPMG  
(Public /Private Finance)



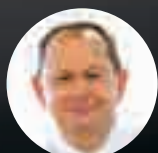
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Acting Technical  
Director, High Speed 2



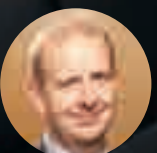
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# Up for the challenge



One of the first things Patrick McLoughlin points out when I arrive for our interview is that *Transport Times's* tenth anniversary coincides with his third in the post of Transport Secretary – which fell on Friday last week (4 September).

As we've observed elsewhere, three years is a long time in transport secretary terms, and Mr McLoughlin's reappointment after the election was widely welcomed as representing stability and continuity.

The affable Mr McLoughlin seems to have a genuine enthusiasm for his brief – despite undergoing a baptism of fire on his appointment when almost immediately the rail franchising system – and in particular the West Coast main line competition – began to unravel.

He kept a cool head, took decisive action, brought in advisers such as Richard Brown of Eurostar, and set about getting the process back on track.

With unfortunate symmetry, within weeks of his reappointment seri-

ous problems emerged in Network Rail's £38.5bn, five-year investment programme, with evidence of growing overspends on electrification in particular. Two key electrification programmes, the trans-Pennine route from Manchester to Leeds and York and the Midland main line from Bedford to Sheffield, were put on "pause" and Sir Peter Hendy was swiftly recruited from Transport for London to conduct a review to decide which elements of Network Rail's 2014-19 programme can still feasibly be achieved.

Mr McLoughlin has quite a lot on his plate right now: apart from Network Rail, there's also the spending review, and the government's response to the Airports Commission to deal with in the next few months (though in many ways the airport question is at least as much David Cameron's headache).

Nonetheless, Mr McLoughlin is optimistic about where his department is at the moment.

We begin with the most pressing problem, Network Rail. The last Government was enthusiastic about infrastructure investment, but there is genuine concern in the industry that this may now be reined in, with cancellation or postponement of key projects. There is no hard deadline for Sir Peter Hendy's report: it is due "at the end of October/November – I'd rather the report be done properly than in a rush", he says.

But, he adds, "There are a few things I want to say about the context. We will see over the next five years the largest investment in the railway network that we have seen for many a generation. And actually the £38.5bn of Network Rail is only part of the story.

turn to page 18

from page 17

"There are the new IEP trains – there's £6bn coming on. You've got the new Siemens trains for Thameslink. There is just unprecedented investment, including the work we'll be doing on highways as well. A five-year road programme, the first ever road investment strategy that we've had in this country, £15bn of investment there. Nobody can say that we're not getting the levels of investment into our transport infrastructure that it needs."

But he adds: "Having said that, I'm very mindful of what happened with the upgrade of the West Coast main line, which started at £2bn, ended at £8bn and was cut off at Rugby. That's what I do not want and I'm not prepared to see a repeat of that kind of incident. And that's what asking Peter to look at this is all about."

## The Hendy report

How apprehensive is he about the extent to which Sir Peter Hendy's report is likely to call for cuts or postponements to the programme?

"We'll need to wait and see on that. When you're doing infrastructure spending, some things overrun." He compares the £800m rebuilding of Reading station, completed a year early and under budget, and Birmingham New Street, opening later this month but over budget and a year late. "No matter how well most projects go, people only remember the ones that went wrong, he argues."

Recent reports have suggested that in the spending review the Treasury is calling for further cuts and efficiency savings from Network Rail, above the 20% over five years agreed between the infrastructure operator and the Office of Rail and Road, and in effect reopen-

ing the question of the Network Rail's five-year settlement, which is supposedly ringfenced. Is this the case?

"No, the simple fact is the £38.5bn is there, it's locked, there's no question about that... Of course I want Network Rail to operate in the most efficient mode possible. I'd expect any big company to look at efficiencies and efficiencies can be found in many different ways." But the investment budget is sacrosanct?

"The £38.5bn is there and none's going to change it," he says.

As a northern MP (his constituency is Derbyshire Dales) Mr McLoughlin must be aware of the concern about the implications of the "pause" for the Government's aim to create a "northern powerhouse".

"As far as the Northern Powerhouse is concerned, there's no backing away from what we're doing. We've now got electric trains running from Liverpool to Manchester and Manchester Airport. What we want to look at is exactly what we're doing on TransPennine between Leeds and Manchester to make sure that the money we're spending gives us the best value."

Whatever happens, he adds, "there is going to be a transformational change in the services people are going to get with the new franchise for Northern and the new franchise for TransPennine. By 2020 there'll be no Pacers running on that service. A decision which was taken and was backed by the chancellor and the prime minister in the last Government is getting rid of the Pacer trains."

Mr McLoughlin had to overrule his civil servants on the question of replacing the uncomfortable and unloved Pacers and this was thought another area that could come into question in

the spending review. He insists, however, that the plan is not under threat.

"The invitations to tender have gone out, we've got the tenders and we'll be coming to a conclusion in October." He adds that Manchester Victoria station is about to be reopened, as part of the Northern Hub project to remove rail bottlenecks affecting the region, and that HS2 "will be of tremendous benefit for the eight of the 10 largest cities outside London".

## Fundamental change

More importantly, he argues, underlying all this is a fundamental change in the way transport is regarded in Whitehall. "I was in this department 25 years ago as a junior minister and in the period between then and now, transport has gone up the political agenda in an unprecedented way – partly because of the fantastic support that I get from both the prime minister and chancellor on the importance of a modern transport system to the economy."

"I was at a conference 18 months ago which was addressed by the prime minister and the chancellor on the railways... that wouldn't have happened under Tony Blair, Gordon Brown, Margaret Thatcher, or John Major. Or for that matter under Edward Heath, depending how far you want to go back."

The problems with Network Rail's spending to some extent only came into focus after it was reclassified as a public company by the Office of National Statistics, which affected the organisation's ability to borrow and brought its finances under greater scrutiny. Is a statistical quirk dictating government policy on rail?

"I don't think that is true. Don't forget the ORR and Network Rail agreed the cost basis and I think some of the issues around the cost basis have changed." Network Rail's corporate structure, with no shareholders other than the Government and only its "members" to hold it to account, was an anomaly which couldn't have continued, he says.

Turning to the coming spending review, although a welcome aspect of the last Parliament was the focus on transport investment, the burden of cuts fell disproportionately on local authority revenue budgets. Local authorities are sounding warnings that they will not be able to cope with another round of cuts in this review.

"First and foremost, nobody in the Government likes cutting public expenditure. It's the hardest thing to do. The easiest thing is to spend more money, but we've got to live within our means. We are still as a country borrowing more than we raising in taxation. So this department has got

Patrick McLoughlin has been an enthusiastic advocate for HS2. Opposite: how TT saw the franchising crisis three years ago





to play its role in bringing down that overall burden on the taxpayer."

The Campaign for Better Transport has warned that the cuts are falling on council support for socially necessary bus services, services people depend on to get to work, for example. The organisation estimates 2,000 services have been lost or reduced in the last five years.

"We're still putting a huge amount of money into the bus industry," Mr McLoughlin responds. "Concessionary travel costs a billion pounds a year, we've got BSOG support. I'm conscious of the bus companies, I know how important buses are to everyday journeys to work – I will look to see what we can do to help support those. But it's also up to local authorities to be very positive in the way in which they set up their support for local bus companies as well."

Bus service operators grant is also often mentioned as a likely candidate to be cut in the review. Can he offer the industry any reassurance on this? "At this stage in the spending review I can't give any assurance about specific issues – I know how important it is to the bus industry, but all things have to be looked at."

The Government has set up a cabinet committee to consider the recommendations of the Airport Commission and respond by the end of the year. Does Sir Howard Davies's unequivocal backing for a third runway at Heathrow leave the issue back where it was 10 years ago, with a favoured option which faces wide opposition and is politically unpalatable?

"There's no easy solution to this – if there was we wouldn't still be grappling with it. Nobody can argue that what the Airports Commission has recommended, or indeed the proposals Heathrow or Gatwick came forward with, are what was being looked at a few years ago. They are completely different options. But the prime minister has set up a special committee to look at the issues in detail and we'll be doing that over the next few months."

Mr McLoughlin has been an enthusiastic advocate for HS2. The election result, he said, was a vote of confidence in the project. Is he confident it is on track to emerge from parliamentary scrutiny and move to the construction phase on the planned timetable?

"The plan is still to start construction in 2017. The committee in the Commons is making very good progress, and I think it's been remarkably chaired by Robert Syms. Big projects like this are always controversial and I do not in any way complain about the people who are going to be directly affected making their voices heard – that is wholly right and proper. But we've got to look at the long term future for

the country, and one of the things that I don't think this Government can be accused of ducking is those big infrastructure investments."

He repeats that HS2 will be transformational for travel between eight of the ten largest English cities outside London. "And what it also does is give us a huge amount of flexibility over what we do with existing railway lines." If the growth in rail passenger numbers over the last 20 years continues for another 10, there will be huge capacity problems, he continues.

And, he adds, drawing a historical parallel, "the first time it was suggested that a railway line should be built between Birmingham and London, it was defeated in the House of Commons because the canals were perfectly adequate."

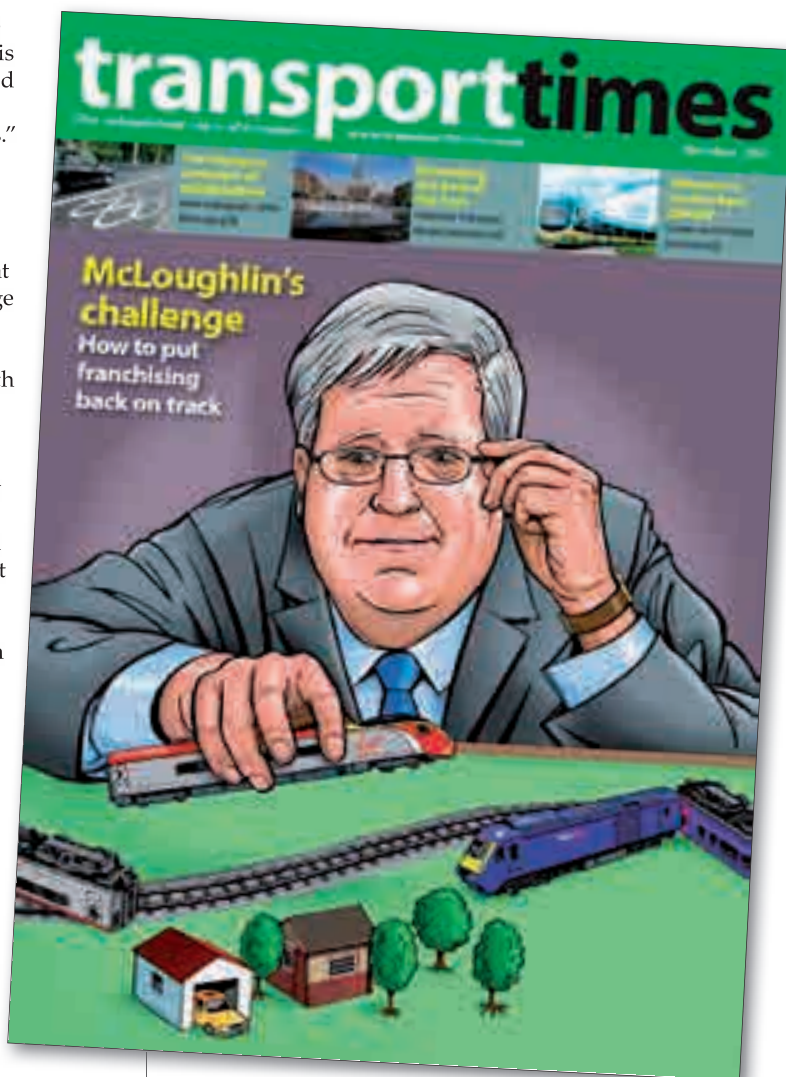
### Liberal Democrats

In the last government a number of transport policies were energetically championed by Liberal Democrat ministers. Norman Baker was the driving force behind the Local Sustainable Transport Fund, now absorbed into the Regional Growth Fund, and Baroness Kramer made it her mission to push for progress on smart tickets. Can we expect to see a continuing focus on these issues in the current parliament?

On local sustainable transport he says: "Yes, to a degree... we did a huge amount and you can't keep doing the same projects." There will always be challenge funding, he adds, for Local Enterprise Partnerships to apply for, and LSTF-type schemes will be eligible to be funded from the Regional Growth Fund.

He continues: "As far as smart ticketing is concerned – absolutely. There is no question but that we want to see the Manchester Oyster card or the equivalent for the North West. But it shouldn't necessarily be something where the Government says this is what you're going to do, because we set up Transport for the North, and it's right that they should be in the lead for it."

Regarding the proposal by the big five operators to introduce multi-operator smart ticketing in major cities this year, he adds: "My understanding is that there have been certain problems. Progress is being made... it's got to be the right way to move forward, and we will give it every support we can."



In conclusion I ask: what would he like his legacy to be?

"I don't know because I don't know when it's going to be written – I hope I've got a bit more time ahead of me yet!" he replies.

But, Mr McLoughlin adds, he is particularly pleased and proud about investment in the rail industry; setting up Highways England and launching the first five-year roads investment strategy; and getting the HS2 Bill into the Commons, as well as the paving bill before it which gave the department the means to undertake preparatory works before the main bill had gone through.

"And one of the biggest challenges I faced when I got here three years ago was the franchising system, and I think everybody now accepts that's back on track and serving us very well."

The problem with legacies for transport secretaries is a familiar one. "Transport," he reflects, "is one of those fascinating departments where it affects everybody's daily life. When we get it wrong people let us know we've got it wrong... and when we get it right they say, well, that's no more than we expect..."

**As far as the Northern Powerhouse is concerned, there's no backing away from what we're doing**



transport**times**

10 YEARS

2005 | 2015

# Ten years of agenda-setting



*Transport Times* was first published on 9 September, 2005. The first issue featured a major interview with the then Transport Secretary, Alistair Darling, who questioned the logic of supporting little-used train services and won our praise for backing road pricing. Other contributors included Christian Wolmar, co-founder Adam Raphael, and London's transport commissioner at the time, Bob Kiley.

As *TT* publisher David Begg explains opposite, progress since then on road pricing and other climate-change related initiatives has not been all we'd hoped. But other developments have been more positive.

Here David kicks off our tenth anniversary review by recalling how it all began and on the following pages, contributors look at what's changed over the past decade.

## alastair darling

## interview

The transport secretary tells **Adam Raphael** that politicians have to be able to answer the question: "What's in it for me?"

# Darling stakes all on road pricing

**A**listair Darling is the longest serving transport secretary for more than a quarter of a century in a department notorious for continual ministerial reshuffles. But, unlike most of his predecessors, he has the advantage of knowing what he wants to do. After more than four years in Marsham Street, compared to an average ministerial stay of 13 months, he has a long-term agenda. "One reason why I was keen to carry on is that there is a lot of unfinished business," he told *Transport Times* in an exclusive interview this week.

**Darling is determined to avoid a big-bang solution to pricing.**

es," he says. The money will be provided by the Transport Innovation Fund, but he stresses there is no open cheque book. "I want a pilot, but I am not going to pay any price for it."

The transport secretary is keen to emphasise that road pricing is not a single solution, but has to be buttressed by public transport and road management initiatives. There is, however, a huge prize to be gained. "If we could make it [road pricing] work and be the first, we would have something to export to other countries rather than wait around for someone else to do it." The government's aim is to work alongside these industries already using pricing and positioning technologies. Mr Darling is determined to avoid a big-bang solution to pricing, not least because the government's record in pioneering IT projects is "chequered". The problem of persuading the public to support road pricing depends, he believes, on politicians being able to answer one question: "What's in it for me?"

London's scheme has affected only a comparatively small number of people, a sharp contrast to Edinburgh's scheme which would have affected most of those living in the city, and 700,000 outside. But Edinburgh's rejection of the scheme in a referendum was also a result of poor presentation. "In retrospect there were quite a number of things that might have been done better." One costly mistake was antagonising a quarter of the city by originally putting them outside the zone, which meant that they would have had to pay to come into the city.

What chance is there of a political consensus behind road pricing? The transport secretary acknowledges that little can be achieved without it. But he is sensibly cautious, saying that much will depend on the character of the next leader of the Conservative Party. "If the Tory Party were to take the view that we don't want to know about this, then we would be getting back to the situation at the end of their government where the way they deal with the future was to turn their back on it."

Mr Darling is unapologetic about abandoning the government's plans to charge lorries via satellite (LRUC) which



many transport experts saw as a pilot for national road pricing. He claims it makes "no sense" to carry on with LRUC at the same time as developing plans to charge all vehicles. Asked how he proposed to deal with the issue of foreign lorries on British roads, he denied that there was any vacuum in policy and expressed doubts about paper-based solutions which would involve "hundreds of thousands of bits of paper floating around Whitehall".

He is equally sceptical about the Transport Select Committee's call for the government to take a lead and introduce changes on existing inter-urban motorways. This, he says, could not be sold politically. "What you can't do is to say we are going to toll lots of roads and we are going to move to a national road

pricing scheme." Offering motorists a choice between a quicker journey using a new road, such as the M6 toll relief road around Birmingham, was much more realistic.

**Darling is blunt about ditching traffic growth restraints.**

Another long-term issue on which Mr Darling's mind is focused is the future of Britain's railways. Many commuter journeys and inter-city routes are already badly overcrowded. In 10 years, the situation will be acute. Capacity decisions, he acknowledges, can no longer be deferred. Asked about the need for new high-speed passenger trains linking North and South, he says this is a key problem for the joint Treasury-Transport team headed by BAA's chief executive, Rod Eddington, who has been asked to draw up a strategy for railways, roads,

and airports. But the transport secretary implicitly acknowledges that a new fast rail route will have to be built. "The big question about [the high speed link] is where it is going to go, which areas it is going to serve."

Mr Darling has no intention of retreating from his determination to shut down rail lines that are hopelessly uneconomic. "No one can tell me I am anti-train: the budget has doubled for railways in my time. But if a railway is carrying only fresh air around the country, you must do something about it."

He accepts that decisions on local railways are best taken by local communities, but he stresses that there is one important exception. Where local lines affect the reliable running of high-speed

inter-city routes, decisions have to be taken nationally.

He acknowledges that rail fares have increased by 7% during Labour's time in office, in sharp contrast to the costs of running a car which have declined by 6%. Asked what sort of price signal this sent, he says there is "no perfect answer", adding: "We have got to strike a balance what the rail passengers pay and what the taxpayers pay." But he supports the plan under consideration by some train operating companies to move to demand pricing similar to the airlines which charge much more for peak hour flights. "What's wrong with that? If you can fill trains 24 hours a day [with flexible pricing] that makes sense."

The transport secretary is equally blunt about his decision to ditch John Prescott's policy of restraining traffic growth. "There was a strand of thought," he says, obliquely referring to his predecessor's ill-fated claim that he could reduce car travel, "that you can restrain traffic and that will reduce congestion with all sorts of environmental benefits." But he dismisses that approach as unrealistic. "Any policy which flies in the face of what people want to do is problematic... people look to government to facilitate the things they want to do, rather than stop them."

One of his early actions on taking office was to abandon the government's pledge in the 10-year transport plan to

continued on next page

22 | Transport Times | 9 September 2005

Transport Times | 9 September 2005 | 23

**W**hen I started publishing *Transport Times* ten years ago with my friend Adam Raphael, we were motivated by a passion to influence the transport agenda. I had just finished a six-year stint as chairman of the Government's Commission for Integrated Transport.

This had the ambitious task of holding the Government to account on implementing the 1998 White Paper on transport and on delivering its 10-year plan. Adam was one of our biggest supporters in the media, running countless articles in *The Economist*. We wanted to continue influencing the agenda and supporting politicians who sought to rectify the decades of underinvestment in the UK's transport system.

In the 10 years we have been publishing *TT* we have pushed hard for high speed rail and a modern rail network, and have relentlessly campaigned for road pricing and the devolution agenda. Successive governments have backed two out of three, and we remain hopeful that road pricing will return to the agenda as fuel-efficient cars and cheap oil deprive the Treasury of fuel tax.

We have been pleasantly surprised by many developments over the past

decade: the recognition of the importance of transport investment to the economy and the way it has been relatively protected during a period of austerity; the relentless growth in rail travel and a commendable attempt by governments to increase capacity to match it, with HSR central to the policy; incremental steps to a more efficient way to deliver roads with the creation of Highways England; remarkable progress in London in achieving a modal switch from cars; an audacious devolution agenda for Manchester and other English cities; a commitment to transport north of the border which is a credit to successive devolved Scottish administrations.

However our glass is half empty when it comes to policies to tackle climate change. We are also concerned about the ability to deliver capital programmes in transport against stringent cuts to revenue budgets. Against this background, we have concerns about the future for bus services, regardless of whether it's a regulated or deregulated market.

There are lots of very good transport publications in the UK which specialise in specific areas: rail, bus, road, technology, engineering, local government, aviation, maritime and more. At *TT* we

look right across the whole transport landscape in the way our prestigious award ceremonies do: we focus on the big issues on the secretary of state for transport's desk. Sometimes we indulge ourselves by telling the Government what it should be concentrating on!

I have been blessed with a great team at *TT*. Grant Poulton, our managing director, has developed into a very shrewd businessman with great commercial and people skills; David Fowler, our editor, is one of the most knowledgeable transport journalists around; and in a world where printed magazines have been in decline we would not have survived without our energetic and persuasive sales manager Isabel Poulton. Production editor Rob Buckley amazes us with his speed and skill in producing layouts; without him, *TT* would certainly not look as good as it does. And Kirsty Walton, our events coordinator – who has been with us for less than a year – has made herself indispensable with her work ethic and keen intellect.

A special thanks to our columnist Jim Steer who has been with us from the beginning. He is one of the most visionary and strategic thinkers in transport and we are lucky to have him as one of our contributors.



**“We wanted to support politicians who sought to rectify decades of under-investment”**



## A green, sensible cost-effective alternative

David Brown says the argument for the bus is being won



**B**uses and the way in which people perceive this mode of public transport have changed a lot in the last 10 years.

It's not just the physical look – that they are more polished and equipped with the latest technology such as wi-fi and CCTV and accept smart ticketing. Nor is it the fact that infrastructure allows for more bus stops and routes. It's the changing attitudes that strike me.

Nationally, buses are now taken far more seriously by decision-makers – and the evidence base for support for the bus has gone from feeble to robust. London has shown the potential of the bus to act as a modern mass transit system which people have embraced, and it's something that other PTEs are aspiring to follow. Indeed, at Merseytravel, we are developing a bus alliance to ensure we get the best bus offer for all passengers – making improvements for people who already use the bus, but ultimately finding out and acting on those things that would get people on board who don't currently use it.

Many things customers want from the bus are common. They want a service that is reliable and punctual with more routes, they expect value for money fares, quality buses and drivers who offer good customer service. This is why the bus industry needs to be more forward thinking and PTEs need to work with operators, to put customers at the heart of their work

and to make the bus a transport mode of choice, not a mode of last resort.

It's good to see, though, that a strong consensus has emerged that transport is key to rebalancing the economy and that simpler, more integrated city-region transport networks are needed with Oyster-style simple ticketing.

With funding tight there is also a clear need to make every pound of available public support for local bus services count, while also breaking down barriers between sectors to capture savings and synergies – this is what total transport is all about.

All this means that the bus is operating within a very different context from what it was ten years ago, when regional, devolutionary and urban policy were less ambitious and where public funding was less pressurised.

The position of the bus, then, remains challenging in the current climate. However, if the bus can reposition itself as a greener, sensible, and cost-effective contributor to tackling congestion and an innovative joiner of the dots between the economic, social and environmental challenges that city-regions have, then these will be good, solid foundations on which to build.

The argument for the bus is a powerful policy tool that has been won in principle in the last ten years – the trick in the next decade will be to make it happen.

**David Brown is director-general and chief executive of Merseytravel**



# Still on the fringes

Culture change is needed to bring sustainable transport into the mainstream, says **Stephen Joseph**

**S**ustainable transport has had its ups and downs over the last ten years. On the positive side, there's been a steady growth in sustainable transport programmes – ten years ago the Sustainable Travel Towns and the Cycling Demonstration Towns programmes had just got going. These showed that it is possible to change travel habits through what were then called “soft” measures, travel behaviour change programmes, alongside improved public transport services and cycling facilities. But they were demonstrations – they were followed by much more widespread programmes, notably the Local Sustainable Transport Fund, in which most English authorities got at least something, and further cycling programmes including the Cycling City Ambition Grants. Evaluations so far have confirmed that these are good value for money, even using traditional transport appraisal, and have some wider health and other benefits.

On the face of it, therefore, sus-

tainable transport is doing well and growing. But in practice, there are three big problems.

- **Funding:** LSTF ends this year, and much other sustainable transport spending is under threat from cuts in local and national budgets. The risk is that the spending review will wipe away any central Government funding for sustainable transport, and local councils won't give it priority either.

- **Fringe not mainstream:** Sustainable transport is still outside the mainstream transport profession and transport programmes. Modelling and appraisal finds it difficult to cope with behaviour change that isn't price-led – the programmes so far have had to produce endless evaluations, certainly compared with multi-billion projects. The lure of big schemes and hard hats also captures funding and people.

- **Political fashion:** for politicians, big projects to cut ribbons on outweigh programmes of smaller, local schemes which are less politically visible, even if more effective.

**Stephen Joseph is chief executive of the Campaign for Better Transport**

And sustainability is out of fashion anyway, deemed as politically unpopular and economically costly.

The case for sustainable transport – that it is cheaper, better value for money and more effective in tackling transport problems than major infrastructure – is still going unheard among many transport decision-makers. Even the idea that it can make some infrastructure projects work better isn't understood.

More evidence won't itself convince decision-makers – sustainable transport will come into its own as part of a wider culture change. This is already the case in London, especially after the Olympics, when travel behaviour change was deemed essential to keep the city moving. Maybe sustainable transport just needs to be the cool thing, the way urban motorways and underpasses once were. More immediately, we'll have to see what survives the spending review to see how far sustainable transport has really got in the last ten years.

**W**ay back in 2005 I was the Department for Transport's roads director. I have a vague memory of David Begg saying he was thinking of launching a new magazine for transport professionals. As a good civil servant, I like to think I was encouraging – there's always space for a journal genuinely committed to fostering an informed transport debate – without actually committing myself to a subscription (money was tight even then).

The big issue of the day in the mainstream media was... the colour of speed cameras. Meanwhile, the transport cognoscenti were worrying about rising congestion, carbon emissions from vehicles and the headache of designing and delivering big infrastructure programmes while subject to annual stop-start budgeting and accounting.

Those were heady days for transport policy professionals. The Road Pricing Feasibility Study had appeared in 2004, riding a wave of interest sparked by the London congestion charge. Logistically feasible? At a price. Politically feasible? At perhaps too high a price. The anti-road pricing petition was soon to come, and the issue was hotly debated in all quarters. Anyone thirsting for facts and analysis could reach for their copy of the Eddington Study, published in 2006, which took a hard, thorough look at transport

## Technology makes its mark



Road pricing didn't take off, but technology is reducing emissions and increasing capacity on the roads, says **Steve Gooding**

and transport demand, attracting considerable coverage along the way.

Late in 2005 DfT hosted the Environmentally Friendly Vehicles Conference, a global event that brought the political, automotive and energy worlds together. I recall riding a novel electric scooter around the venue car-park; ten years on, this year I rode an electric Harley Davidson. We've seen the launch of Formula E and the Isle of Man Zero TT, but there's still work to be done to crack the range, recharging and purchase price challenges of going “ultra-low”.

What about roads? The M42 all-lane running pilot paved the way for

the rapid development of the smart motorway concept. And in 2015 the Government created Highways England and committed itself to a five-year Road Investment Strategy. Technology holds out the prospect of making better use of road capacity, and might take the task of driving off us altogether.

Air quality has become the environmental anxiety of the day – another complex issue with no easy answers, demonstrating that there is still a place for *Transport Times* to foster informed debate. As for the colour of speed cameras: that is an issue that continues to make headlines.

**The M42 pioneered smart motorways; Sir Rod Eddington's report was influential**

**Steve Gooding is director of the RAC Foundation and was Director General of Roads, Traffic and Local Group at the Department for Transport from 2013 to 2015**

## 10 years of TT

There have been eight secretaries of state for transport since 2005. **David Begg** looks at their legacies

# Transient secretaries



Clockwise from bottom left: Philip Hammond, Geoff Hoon, Alistair Darling, Douglas Alexander, Ruth Kelly, Andrew Adonis, Justine Greening

### Alistair Darling (2002-2006)

I first met Alistair Darling in his capacity as Transport Secretary a few weeks after he was appointed, in my role as chairman of the Commission for Integrated Transport (CfIT). We knew each other from Edinburgh City Council, where I had succeeded him as chair of the transport committee. It was clear from the start that he wanted to wind up CfIT: "So let me get this right, David – I give you a budget of £3m per annum so you can publish research which gives me a kicking in the media?" Not the best of starts, and our relationship was not helped when CfIT extolled the virtues of Transport for London

(relationships between Ken Livingstone and Whitehall were not good) and the necessity of road pricing.

Alistair started off as a sceptic on the latter but by the end of his stint at Marsham Street he was an enthusiastic supporter. It is hard to believe that ten years ago national road pricing was a case of "when, not if" and that the Transport Innovation Fund was established to give English cities an incentive to introduce congestion charging. Converts to a cause often turn into devout supporters.

Alistair brought stability to the Department for Transport, which had been through some torrid times. However, his legacy on rail is not the strongest. Abolishing the Strategic

Rail Authority left a void which still needs to be filled, and he was not a fan of high speed rail nor trams (ask Manchester, or Liverpool). This is ironic, because I inherited a tram project from him in Edinburgh which at the time, in 1994, was unfundable. So we introduced Greenways, which was at the time the best bus priority scheme in the UK outside London.

Alistair had spent so long at the Treasury – at the time he was a close ally of Gordon Brown – that he viewed spending departments through the Treasury lens. This resulted in policies such as passengers paying more to fund the rail network, and a hostility towards big projects such as HSR.





### Douglas Alexander (2006-2007)

**D**ouglas Alexander was in post for just over a year. He was another Scot whom I knew well before he became Transport Secretary. He is a much better politician than his stint at transport would indicate. He ran with Darling's road pricing agenda, but it was blown out of the water when over a million people signed a petition on the prime minister's web site opposing it. He is one of the most decent, thoughtful and strategic politicians I know – but he did not make much of a mark on transport.

### Ruth Kelly (2007-2008)

**O**nly in post of 14 months, so again Ruth Kelly had little time to make an impact. She left three lasting legacies: active traffic management on motorways; giving the green light to Crossrail; and promoting the Northern Rail Hub. When she announced the go-ahead for Crossrail at the 2007 Labour Party conference in Manchester she was concerned that it would be seen in the North as more favourable treatment for London. She asked me in my capacity as chair of the Northern Way Transport Group what she could do to redress the balance. I said the Manchester Hub – it had a benefit-cost ratio of 4:1, and I was surprised it hadn't been approved decades ago.

### Geoff Hoon (2008-2009)

**I**n office for only 245 days. The one secretary of state on the list that I didn't get to know. His legacy: approving the third runway at Heathrow – but Whitehall ran out of time to get it on the statute book before it was kicked out by David Cameron in 2010. It could be a case of back to the future with the categoric backing for Heathrow from the Airports Commission. But it's a very different and better proposal now from the one Mr Hoon approved, which will give Cameron wiggle room to change direction.

### Andrew Adonis (2009-2010)

**I** always think the key distinction in politics is between radicals and conservatives (with a small 'c'). Andrew Adonis is a radical who wants to reform the way we deliver public services, as was evident during his stint at education. He had the advantage of serving his apprenticeship at transport as a minister before being appointed secretary of state. His legacy was to drag his party and

the DfT, from being at best indifferent to HSR to enthusiastic backers. This wasn't a collective effort: he did it single-handed, with conviction, good manners and sheer persuasion.

Lord Adonis has this rare ability to rise above tribal party politics and act in the best interests of the country. A class act.

### Philip Hammond (2010-2011)

**P**hilip Hammond started off as many people new to the post do by declaring that the "war on the motorist" was over. He viewed many transport issues from a motorist's viewpoint and had little time for cycling and buses – which left plenty of space for his minister Norman Baker to exploit.

His legacy was in playing his part in persuading George Osborne and the Treasury of the importance of transport investment to the economy, and pushing ahead with HS2 during a time of fierce opposition – not least from people in his own party. He felt there were few people articulating the case for HS2, which is why I set up the Campaign for HS2 at the time. I enjoyed working with him and hold him in high regard. I felt more disappointed about the reshuffle which led to his departure from transport than any of his predecessors.

### Justine Greening (2011-2012)

**E**nthusiastic and eager, but inexperienced and lightweight in comparison with her predecessor. Justine Greening was always compromised on aviation, given her fierce constituency opposition to Heathrow expansion, which made her a strange choice for David Cameron. Her legacy will be the shambles she left on rail franchising for her successor to mop up.

### Patrick McLoughlin (2012-present)

**P**atrick McLoughlin has been in post for three years and is the longest serving Conservative Transport Secretary since Ernest Marples. He is one of the most respected and likeable politicians at Westminster, which stands him in good stead when the going gets tough – as it did recently when he had to announce that Network Rail would not hit its targets. His legacy, so far, is getting rail franchising back on track after the West Coast debacle, progressing HS2 and creating Highways England. A great team player with an ego much smaller than most politicians.

## From the doldrums to an economic powerhouse

### David Leam on the evolution of the DfT

**T**he Transport Secretary of ten years ago, Alistair Darling, was famously appointed to "take the department out of the headlines". Thankfully for *Transport Times'* longevity this curmudgeonly mindset did not persist. Indeed the DfT is today a key player in both articulating and delivering the government's plans for economic and jobs growth.

So what brought about this change – beyond of course the sheer impossibility of making a service people interact with every day disappear? For the past decade, *Transport Times* has had a front row seat in helping to record this journey.

Following the muddle of the early new Labour years, when a sprawling DETR produced ten-year plans that it was neither equipped nor funded to deliver, a reincarnated DfT under Alistair Darling steadily rehabilitated its reputation as an economic department within government.

Key to this was the Budget 2005 launch of the Eddington transport study "to examine the long-term links between transport and the UK's economic productivity, growth and stability". The Eddington study was important less for what it concluded than for what it symbolised – transport as a vital economic driver to be pursued in joint endeavour with the Treasury and No 10.

Sure enough, the Treasury's intellectual investment was soon followed by hard financial investment, requiring the DfT to progressively strengthen its capability to plan, prioritise and deliver new investment in transport infrastructure. And as the fruits of this investment ripened, so did our politicians awaken to transport's potential to be a good, as well as bad, news story. High visibility, not low visibility – in the case of dress code for most ministerial visits nowadays literally so.

Alas, the road to progress is not always linear or swift. With the current focus on rail reform to secure value for money and cost control, we have come full circle on the problems faced a decade ago. Similarly, the decision on south-east airports expansion – and maybe even one day the beginning of runway construction – remains just tantalisingly ahead.

Yet as we approach another challenging spending review, we should take heart that appreciation of transport's potential to support additional economic activity is now high within the Government – as well as beyond it. Taken together with a chancellor whose enthusiasm for infrastructure investment is unquestionable, the prospects for transport to progress onwards and upwards over the next decade remain strong.

**David Leam is Infrastructure Director at London First. He was a Special Adviser at the DfT between 2007-10 and is a former Treasury civil servant.**



## Too far, too fast?

The last ten years may have been a high point for rail, says **Jim Steer**



Ten years ago, I was packing my bags and leaving the Strategic Rail Authority. Most of its functions were passed to the DfT and the secretary of state for transport.

The Railways Act 2005 marked the statutory ending of the SRA; it also established the “HLOS” process, through which ministers would henceforward specify what they wanted from Network Rail and tell the regulator how much they could afford. The ORR’s powers were clipped, but it would (in effect) adjudicate in the inevitable debate with Network Rail on budgets and outputs.

In effect, 2005 ushered in a period of government control of the railways. Ten years on, the DfT has more control than any ministry ever had over British Rail in its days as a nationalised industry. And the infrastructure company – while “not for profit” since the demise of Railtrack – was last year in effect renationalised. Treasury control perfected.

Following Eddington’s report in 2006, transport was seen as key to economic success. Under the coalition government, every available railway project, it seemed, got the go-ahead. When has there been a Chancellor of the Exchequer more supportive of rail investment?

Growth in railfreight dipped in the recession and then recovered. Passenger demand, astonishingly, just kept on growing – by 57% between 2004 and 2014. Not many non-digital industries have done so well. Since 2005, only one passenger has been killed in a train accident. It is a remarkable record, putting the UK rail system at the top of the European charts on a wide range of indicators.

Not that the travelling public seem that enamoured. They have to put up with long periods of disruption with – completion of the West Coast route modernisation aside – little to show in improved train services and less overcrowding for commuters. New rolling stock (the Intercity Express, for example), transformed timetables (as promised for the Great Western main line and for Thameslink) remain tantalisingly close. Crossrail will open in the next few years. The Borders Railway in Scotland opens this month.

But meanwhile, the programme on electrification is seriously delayed and running over budget. It was in October 2007 that the heads of ATOC and Network Rail called for electrification to be put back on the agenda. The Government in response went too far too fast. With Network Rail’s budget under threat, it is unlikely that the next ten years will be such a success story.

## Smartcards develop exponentially

We’re only scratching the surface of the potential of smart ticketing, says **John Verity**

Like everything else involving technology, the ability to use smart ticketing on public transport has developed exponentially.

It now takes many forms and can be divided into directly paying to travel, or loading actual tickets on to your method of payment such as a smartcard or phone.

There are print at home tickets with barcodes, or mobile tickets with or without barcodes. These can be read by a smart reader or shown to a driver.

You can have smartcards loaded with prepaid tickets (ITSO) or cash (e-purse) to pay for single journeys, or debit or credit cards which can be used by themselves to pay for single journeys, or linked to a bank account via your Apple Watch. You can have account-based ticketing where, no matter what you use to get you through the gate, the back office gives you the best deal at the end of the day.

Everyone from banks to mobile phone operators wants their foot in the market, because there is money to be made in processing payments.

My personal experience is in seeing ITSO develop over the 15 years since it was a gleam in a few enlightened public transport pioneers’ eyes. They wanted interoperable smart ticketing. Cheshire was a frontrunner for a multi-operator commercial smartcard based on the ITSO specification back in 2002. It was not in the happy position of London and the Oyster card because it was dealing with an open, defranchised situation, relying on everyone buying into a shared vision.

By 2008 the Government had adopted ITSO as a national specification and wanted it used on all concessionary passes – and that has now happened. The Government, transport authorities and operators have invested heavily in developing smart ticketing schemes which accept ITSO concessionary and commercial smartcards.

ITSO is now widely used by the big five bus operators, is in use on seven rail franchises, and specified for all future national rail franchises. Smart ticketing can help tackle such things as peak time overcrowding by offering off-peak season tickets



**Baroness Kramer demonstrates smart ticketing**

or four-day-a-week seasons by using a secure system to validate and record these transactions.

The key to future success lies not with the technology but with those implementing and using it. I predict that the next ten years will be more about developing that shared vision for smarter travel, rather than the thing that goes beep...

**John Verity is chief adviser to ITSO and chairman of the Smart Ticketing Alliance.**

London has always led the way with urban transport ticketing. For 150 years we have been issuing tickets but, in a modern urban transport environment, we need to think differently. With 12 million journeys a day being made on public transport in London, time spent buying tickets only creates unnecessary hassle for our passengers in an already very busy environment. This is why we introduced Oyster in 2003. Over the past 11 years it has enabled our customers to simply touch in and travel. The 17 million transactions we see processed each day are testament to its success.

Our purpose at Transport for London is to keep London working and growing and to make travel easy for our customers, and Oyster has been a key contributor to this. Its efficiency has led to a reduction in congestion at Tube stations and faster bus boarding times, and therefore an overall improvement in the economics of buses. It has also helped to reduce ticket fraud, and the number of paper tickets sold has dropped by more than half, despite an increase in passenger journeys. All this has helped us to save hundreds of millions of pounds.

Oyster is an attractive proposition because it gives our customers access to all our transport services, provides a promise of the best value fare for their journey and a no-fuss refund policy. Oyster's success led not to complacency but to further developments to improve our customers' experience.



## From Oyster to contactless

Shashi Verma on how London has embraced smart ticketing

That is why we started the search for the next generation of ticketing technology even while we were still in the initial stages of Oyster. While much cheaper, easier and more efficient than regularly buying paper tickets, Oyster requires those who use it for pay as you go travel to monitor and top-up their credit. This is time that customers could spend doing other things. So why shouldn't they have the option to be able to pay for their travel in the same way they pay for everything else – directly, with little fuss and in a smooth transaction process?

The appeal of contactless payments for us was obvious – it eliminates

the step of converting customers' money into "our money" before they travel. To keep track of what they are paying, customers can check their travel history by registering online, the same as they would for Oyster.

In less than a year since its launch, six million unique cards have been used and 20% of pay as you go journeys are now made using contactless payments. New methods of payment such as Apple Pay are automatically accepted on London's transport system – the only city in the world to do so.

London's advances can help every city deal with the challenges of dealing with growth.

**Shashi Verma is TfL's director of customer experience**

## Collaborative working comes full circle

John Jarvis on ten years of strategic transport planning in the north of England

Ten years ago, as *Transport Times* was established, so was the Northern Way Transport Compact – only for it to close in 2011.

Roll on to 2015 and the tenth anniversary of *Transport Times*, and Transport for the North is being established – as a statutory body.

At first sight, strategic transport planning in the north of England has been on a rollercoaster. But the core objective of rebalancing the country's economy and the fundamental part transport can play never went away.

The compact's 2011 legacy report was confident it would not be long before the North returned to working together again on transport. The case for the Y-shaped high speed rail network had been made. The North had dominated new Highways Agency schemes in the October 2010 roads programme. And funding for the first phase of the Northern Hub had featured in

**John Jarvis was Transport Director for the Northern Way throughout its lifetime. He established John Jarvis Consulting in 2011 and is Associate Director with Greengauge 21.**

George Osborne's March 2011 Budget.

And since then, scheme announcements have continued with regularity, so that as of today the vast majority of the strategic priorities set out in 2007 – to start by 2016 – have been backed by the chancellor and Patrick McLoughlin, albeit with cause for concern along the way as with the pause in trans-Pennine electrification.

But a fault line was also becoming clear with the break in collective long-term strategic thinking by the North. This was the challenge identified by Sir David Higgins in his *HS2 Plus* report of March 2014, rapidly taken up by the North's core cities in the One North report. This was pushed further by Sir David in *Rebalancing Britain* and then the joint Government and TfN Northern Powerhouse Transport Strategy in March this year.

In recommending the creation of Transport for the North, Sir David concluded the One North work "only

reinforced our view that there would be huge advantages if that level of cooperation were formalised in the North where there are real issues of priority and focus to be resolved."

And those "real issues" are not just rail-based around HS2 and HS3 east-west across the North. They also face the North's strategic highways.

Routes such as the A1 north of Newcastle, the A66 and Woodhead – where better east-west and north-south road connectivity is now being studied – were only ever likely to be prioritised once solutions to motorway congestion were well in place. And don't forget managed motorways will provide time-limited benefits, maybe just ten years, especially if the North's economy does indeed power ahead.

So as the North returns again to working together on transport in 2015, it is sure to be another exciting decade to look back on when 2025 comes around.





November 2012: Airports Commission chair Sir Howard Davies faces a poser...



...but by Jan/Feb 2014 we revealed how he'd cracked the problem



March 2014: 175 years of rail magic

## Cover star



Dave Eastbury's covers have become synonymous with *Transport Times*. We look back at some of the most memorable – and you can vote for your favourite...

For its first couple of years *Transport Times* was a fortnightly, newspaper-style magazine. From 2007, it became a monthly, with a proper front cover.

Since then, and over the last five years in particular, the cover art of illustrator Dave Eastbury has become an integral part of the TT style.

Dave has an uncanny ability to produce likenesses of transport ministers and other well-known figures, often in unlikely situations. Whatever we throw at him – Philip Hammond batting for transport, or a wild west style Peter Mandelson plotting to dynamite HS2 – he always comes up with the goods. In fact he covers the complete spectrum from cartoon-like caricatures to realism, as well as being able to do a creditable pastiche of Heath Robinson or a 1930s railway poster.

Dave studied graphic design at St Martin's School of Art before

working for IPC Magazines and then Reed Business Publishing for a number of years.

He has been a freelance illustrator since the early 1990s, since when his work has encompassed everything from Stephen King book covers to cartoon strips for the *Beano*, with work for business magazines somewhere in between.

We've collected some of the most memorable Eastbury covers here, but why not go online to [www.transporttimes-10.co.uk](http://www.transporttimes-10.co.uk) where you can see more examples and vote for your favourite – and there's a chance to win a free year's subscription. Long may he continue.

Perhaps our most surprising cover image, though, was not one of Dave's: it was Sir Alex Ferguson in December 2008, who was an unlikely supporter of Manchester's road pricing campaign.



Top: July 2010: Philip Hammond bats for transport in the 2010 spending review.



Right: Greener Journeys' campaigns to boost the profile of the bus have featured strongly in TT – here oiling the wheels of the economy in July 2012





Manufacture in Derby



July 2013: Peter Mandelson and Boris Johnson plot (separately) to ambush HS2...



...while in October, Ed Balls appears to have second thoughts



Left: George Osborne has made a number of cover appearances: for example, worrying about fuel tax revenues in June 2012, and unveiling a new dawn for roads in December 2014



Right: December 2008: Not one of Eastbury's, but this really did happen – Sir Alex Ferguson backs the Manchester Transport Innovation Fund package. Sadly, Sir Alex couldn't turn the tide of public opinion





## Public transport embraces social media

Smartphones have given passengers more convenient ways to plan journeys, says **Martin Dean**

It's fair to say the transport industry embraced social media much more quickly than many other sectors. Bus and rail companies across the UK realised the value of Twitter and Facebook as a way to have conversations and interactions with customers and, of course, enable passengers to pass on information to each other almost in real time.

The expansion of smartphones and the development of some really clever apps has also played a part in

technology giving customers new and more convenient ways to plan journeys, buy tickets, and find out when the next bus arrives. M-tickets are growing in popularity and Go-Ahead issued around two million last year. With your smartphone, if things go wrong such as a traffic hold-up, you can get updates through social media. And for those who can't bear being unconnected for a minute there's now free wi-fi – as well as USB charging points – on

**Martin Dean**  
is managing  
director for bus  
development, The  
Go-Ahead Group

many regional buses and coaches.

Almost everyone is aware of London's Oyster system, but smart-cards are being used on buses up and down the country. Go-Ahead has some 600,000 of its Key smart-card in circulation. There are also many multi-modal, inter-operator schemes across the UK. Transport operators in places like Brighton, Manchester, Newcastle and Oxford accept each others' tickets, making travel easier for customers.

## Necessity drives transformation

Austerity has forced local authorities to embrace new ways of doing things, says **Tony Ciaburro**



The most significant change in the provision and delivery of local transport and infrastructure services in recent times has occurred, ironically, more as a result of austerity than of positive policy interventions. Local authorities have been forced to think differently and innovatively about technology and how their services are provided against a backdrop of severely reduced budgets, with more cuts yet to come. The biggest developments over this period have come about in the way in which transport is funded and governed, which has dramatically altered the role of local transport authorities and their relationship with a range of stakeholders, including local enterprise partnerships, the private sector, the voluntary sector and a range of strategic partners.

Transport authorities can no longer deliver sustainable solutions on their own and most now recognise the

need for greater collaboration with a range of other players. While many authorities would have already begun this journey of their own volition, for a number of others the new financial environment is seen as pressure for budget cuts and salami-slicing rather than true transformation.

However, we have seen examples of how authorities are working across traditional boundaries, with the aim of providing more effective services with greater efficiency through combined authorities or similar arrangements of a voluntary nature. This has helped encourage a more strategic oversight for infrastructure and public transport provision. Coupled with this, new technologies (hand-held and on street), the use of social media, data and information sharing have all helped accelerate innovation, which not only improves service delivery but also helps save money.

However, the new opportunity for greater strategic collaboration has

undoubtedly been hindered by the lack of certainty. The infatuation of the Government with competitions for relatively small amounts has resulted in a nation of winners and losers with very little rationale to support successful and unsuccessful bids. On top of this, funding that would have traditionally come direct to local authorities is now being channelled through LEPs and yet more bidding processes.

As a result, there is a commendable growing trend towards joint partnerships and funding with others in the private and voluntary sector to compensate for shortfalls, or to avoid unnecessary bureaucracy.

Despite what appears to be a negative situation for local transport authorities, the good news is that this has helped stimulate true transformation. Councils are now on the cusp of having to exploit next generation technology to the full, which must be the way forward for sustainable transport provision.

**Tony Ciaburro**  
is director of  
environment,  
development  
and transport at  
Northamptonshire  
County Council



# transporttimes

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# Cycle parking is

If cycle use expands as policy makers hope, the question of where to put all the bikes will need to be addressed. **Camilla Ween** explains

**T**he UK needs to get to grips with cycling. Increase in the mode-share of cycling is still well below where it should be. This is despite the Government's National Cycling Strategy, published in 1996. London, through the London Plan and mayor's Transport Strategies, has also been promoting cycling, but the increase has been slow.

The UK is still depressingly far behind many of our European neighbours – but hopefully sometime in the next decade or two we will reach cycling levels approaching those in Denmark, Holland, Germany and Switzerland. The UK has more temperate weather than those countries and is relatively flat. Good cycle infrastructure, which is pretty patchy in the UK, will help to boost the numbers. Good cycle parking is a vital aspect of cycling infrastructure: lack of parking and stolen bikes are often cited as a serious barriers to cycling.

Assuming we become a cycling nation (and get all the positive environmental benefits of less motorised traffic), there will be the much overlooked consequence of thousands of parked bikes. If we do not plan for where they will go we will be overwhelmed with bikes on railings, round trees, on lamp posts and on every bit of urban furniture that is able to accommodate a lock.

Sadly, a litter of bikes is very much the scene in cities such as Amsterdam, Copenhagen and Berlin. City

squares and streets are marred by a clutter of chaotically parked cycles, and railway stations are often drowning under a sea of bikes. However, attractive facilities that are well integrated into the public realm will mean that we don't end up with the visual chaos of bikes everywhere and trip-hazards on our pavements.

We need to start now in developing solutions to this problem.

There are various parking functions that need to be catered for: at interchanges where cyclists leave their bikes to take public transport; around the city to accommodate those making multiple stops; and at cyclists' places of work or their homes. Each is different.

## Interchanges

Railway stations inevitably attract large volumes of cycles, often in the thousands. How cycle parking is integrated is a problem: if it is too close to the main entrance it can be an eyesore, too far away and it will not get used. Finding your bike in the dark among thousands of others can be a nightmare.

Amsterdam has a multi-storey ramped bike park in front of the central station, an interesting solution because it tackles the issue head on, and you don't need signposting to find it.

One of the most integrated solutions I have seen is at a station in Hertogenbosch in Holland where the cycle parking is located under the main ticket hall; you can ride direct-



ly down a ramp to the parking area (no need to dismount) and then walk straight up into the railway station.

Our main line and suburban rail stations need to come up with some better solutions so that commuters can gain access to the railway by cycle instead of cars. These facilities are for mass parking and will therefore be big, but that does not mean that they can't be attractive and designed to fit into their local context.

### Around the city

When you cycle around the city, often making multiple stops, you want to park very near where you are going, not in the next street or in an awkward location. It is therefore imperative that we think about how to provide an abundance of indi-

vidual or small clusters of parking all over the city. If we don't, then trees, railings, lamp-posts and street furniture will simply attract unwanted cycles. The key is to make these facilities attractive and part of the city.

We need to develop designs that ideally integrate cycle parking with other street furniture such as benches, advertising boards, waste bins, car parking or planting. If this is done, the bikes can be somewhat disguised. A nice example is at White City in London where blocks of cycle parking are interspersed with planting – you hardly see the bikes. Shepherds Bush station has located cycle parking at the centre of activity, with people constantly passing, so cycles are less likely to be stolen.

Parked cars are an extravagant way of using road space. One car parking space can accommodate 10 cycles. We should be willing to remove some car parking spaces to make way for cycle parking.

### Commuter cycling facilities

Cyclists who regularly commute to work need safe and secure parking where they can leave their bike all day. If they ride an expensive bike they will not want to leave it on the street all day: even if it is not stolen, it is at high risk of being stripped of parts. Many old office buildings do not have space to provide parking for commuters, so alternatives nearby need to be considered. New offices should be required through planning policy to provide sufficient cycle parking for staff, as well as for visitors.

Lack of cycle parking in the Bloomsbury, Holborn and St Giles area of central London led the business

improvement district, Inmidtown, to consider making provision for cyclists working in the area. Inmidtown asked Goldstein Ween Architects to come up with a design. The first problem was to find a site, as space is at a premium in the area. An under-used car park under Bloomsbury Square was eventually identified, and the owners agreed to collaborate and release 16 car parking spaces to make room for 100 cycles. (The car park is a wonderful legacy of 1960s car-oriented design: a concrete cylinder sunk deep into the ground, with double spiral ramps, one up and one down.) The bike park is located at the top of the up-ramp and will be operated by the car park management.

Our concept was to create something that combined elegance with

security. The enclosure walls are stainless steel mesh, which gives an industrial and sharp feel, with dynamic lighting incorporated into the structure. In addition to secure parking, there are 100 lockers available for the users, WCs and showers, as well as a fully equipped workshop for general cycle repairs. The unit will be operated on a membership basis and will cost about £20 monthly or £200 annually; users will just have to swipe a smart card to get in. The bike park has undergone trials during the summer and will open this month. The project was jointly funded by Transport for London and Inmidtown.

There is also a need for cycle parking at the other end of the journey. New housing should have provision for this built in. However, there is a big question about how the vast majority of UK's terraced streets can accommodate secure parking; for many, bringing a bike into the house is not welcome and when there is no front garden, the parking options are as neither attractive or secure.

Clearly, if we aspire to become a cycling nation, and one that aims to improve the quality of the public realm in our cities, we will need to think hard about how to provide the various types of cycle facilities that are needed to support a growing proportion of cyclists. Mayors, architectural and transport organisations and local authorities should throw their weight behind running competitions to get designers to come up with elegant solutions that are affordable, and products that can be mass produced. We need a revolution of new ideas and product designs for a new cycling era that are beautiful, elegant, practical and affordable.

**Clockwise from bottom left: The Inmidtown cycle vault provides space for 100 bikes in central London; chaotic parking in Amsterdam; stations need provision for large numbers of bikes; 10 bikes can fit in one car space; cycle parking at Shepherd Bush station; and partly hidden by planting in White City; in the absence of any other provision, trees are pressed into service**



**Camilla Ween is a director at Goldstein Ween Architects**

# a serious issue

# Transport Times at the

As usual during this year's party conference season, *Transport Times* will be holding a series of fringe events on key transport issues. The events will cover rail, bus and aviation policy with speakers including ministers, shadow ministers and senior transport industry figures.

## High Speed Rail – Rebalancing the UK economy



**SIEMENS**

**T**he Government has given the green light to plans for an east-west HS3 rail link in the north of England which will further increase the benefits of HS2. A joint strategy document from the Government and Transport for the North, published alongside March's Budget, set out plans for east-west links which would radically reduce journey times between northern cities.

The Government will work with Transport for the North to manage the Northern and TransPennine franchises and implement the Rail North 20-year strategy to improve connectivity, coherence, capacity and cost-effectiveness. And following the election, Transport Secretary Patrick McLoughlin announced plans to bring forward the construction of HS2 to Crewe so that the benefits of high speed rail will reach the North sooner.

*Transport Times* is collaborating with Siemens and Virgin Trains to produce fringe events at the Labour and Conservative party conferences which will focus on rail. They will examine the short, medium and long term measures that the Government has proposed to improve rail in the north. Both events are free of charge and are located outside the secure zone so attendees will not require a pass to attend. Refreshments will be provided.

### Labour

**Monday 28 September 2015**

**13:00-14:00 Ashdown 2 room, Holiday Inn, Kings Road 137, Brighton BN1 2JF**

**Speakers:** Michael Dugher MP, shadow secretary of state for transport (invited)

Prof David Begg, chief executive, *Transport Times* (chair)  
Steve Scrimshaw, managing director, Rail Systems, Siemens  
Graham Leech, group commercial director, Virgin Trains

### Conservative

**Monday 5 October 2015**

**13:00-14:00 Dickens/Thackeray room, Radisson Blu Edwardian, Free Trade Hall, Peter Street, Manchester, M2 5GP**

**Speakers:** Claire Perry, parliamentary under secretary of state for transport  
Prof David Begg, chief executive, *Transport Times* (chair)  
Steve Scrimshaw, managing director, Rail Systems, Siemens  
Richard Scott, executive director corporate, Virgin Trains

## Buses: Driving Britain's Economy



**T***ransport Times* in conjunction with Greener Journeys is staging fringe events at the Labour, Conservative and SNP party conferences which will focus on buses. Discussions will include the important role the bus plays in growing local economies and cutting pollution.

### About Greener Journeys

Greener Journeys is a campaign dedicated to encouraging people to make more sustainable travel choices. It aims to increase the value of bus and coach travel in stimulating economic growth, reducing congestion and carbon dioxide emissions and providing access to jobs, retail, leisure and vital services.

Launched in 2009, Greener Journeys is a coalition of Britain's leading bus companies and other supporters including Transport for London, the RAC Foundation, Confederation of Passenger Transport, Passenger Transport Executive Group, and the Campaign for Better Transport. Its primary funders are bus companies Arriva, FirstGroup, Go-Ahead and Stagecoach.

*Transport Times* and Greener Journeys are staging events at the Labour, Conservative and SNP conferences.

The Labour and Conservative events are located outside the secure zones, whereas the SNP event is inside the secure zone and you will need a secure zone pass to attend. Refreshments will be provided at each.

### Labour

**Tuesday 29 September 2015**

**08:00-09:00 Glyndebourne 1 room, Holiday Inn, Kings Road 137, Brighton BN1 2JF**

**Speakers:** Michael Dugher MP, shadow secretary of state for transport (invited); Prof David Begg, chief executive, *Transport Times* (chair); Claire Haigh, chief executive, Greener Journeys; David Brown, chief executive, Go-Ahead Group; Stephen Joseph, executive director, Campaign for Better Transport.

### Conservative

**Tuesday 6 October 2015**

**08:00-09:00 Barbirolli room, Radisson Blu Edwardian, Free Trade Hall, Peter Street, Manchester, M2 5GP**

**Speakers:** Andrew Jones, MP, parliamentary under secretary of state for transport (invited); Prof David Begg, chief executive, *Transport Times* (chair); Claire Haigh, chief executive, Greener Journeys; Giles Fearnley, managing director UK Bus, FirstGroup; Robert Hough, chair, Liverpool City Region LEP; Mike Blackburn, chairman, Greater Manchester LEP (invited).

### SNP

**Friday 16 October 2015**

**12:30-13:30 Room 15/16, Aberdeen Exhibition and Conference Centre, Exhibition Avenue, Bridge of Don, Aberdeen AB23 8BL**

**Speakers:** Drew Hendry MP, shadow SNP Westminster group leader (transport); Claire Haigh, chief executive, Greener Journeys; Robert Montgomery, managing director, Stagecoach UK Bus.

The events are free to attend but are by invitation only. Please contact Kirsty Walton ([kirsty.walton@transporttimes.co.uk](mailto:kirsty.walton@transporttimes.co.uk)) if you are interested in attending, putting "Greener Journeys Fringe Events" in the subject line.



# the party conferences

## The implications for UK growth and aviation from the Davies Commission recommendations



**S**ir Howard Davies's Airports Commission has published its final report, recommending a third runway at Heathrow. The commission has been described as a once in a lifetime opportunity to secure the UK's aviation capacity for the future.

Whichever option has been chosen, it was likely that vociferous protests would be reignited. Gatwick has claimed that it could build a new runway more cheaply and less problematically than Heathrow. The Government has announced a further period of deliberation on the outcome, but ultimately it must announce a decision: with its slender majority will it struggle to win Parliamentary approval?

Meanwhile the government's devolution agenda will turn the focus on air capacity in the north of Britain. This will in turn reopen the question of whether spare capacity elsewhere in the country is being used effectively.

**Transport Times is collaborating with Birmingham Airport to produce fringe events at the Labour and Conservative party conferences which will focus on national transport infrastructure. The events will tackle the key issues:**

- Response to the Airports Commission's recommendations
- City Devolution
- Should we be doing more to utilise the spare capacity at regional airports?

**Both events are free of charge and are located outside the secure zone so attendees will not require a pass to attend. Refreshments will be provided.**

### Labour

**Tuesday 29 September 2015**

**13:00-14:00, Ashdown 1 room, Holiday Inn, Kings Road 137, Brighton BN1 2JF**

**Speakers:** Michael Dugher MP, shadow secretary of state for transport (invited); Prof David Begg, chief executive, *Transport Times* (chair); David Winstanley, chief operating officer, Birmingham Airport; David Leam, executive director for infrastructure policy, London First

### Conservative

**Tuesday 6 October 2015**

**13:00-14:00 Dickens/Thackeray room, Radisson Blu Edwardian, Free Trade Hall, Peter Street, Manchester, M2 5GP**

**Speakers:** Robert Goodwill MP, transport minister; Prof David Begg, chief executive, *Transport Times* (chair); Paul Kehoe, chief executive, Birmingham Airport; Stephen Hammond MP



Claire Perry



Steve Scrimshaw



Paul Kehoe



Robert Goodwill



Richard Scott



# Helping young people get the bus

Merseytravel is spearheading cheaper fares for 18s and under through some trailblazing work with bus operators

**F**or many young people, the cost of public transport is frequently at the top of their list of concerns. They rely on public transport not only to get to education and employment, but also to make the most of leisure and social opportunities.

This is a subject that has been high on the agenda for Merseytravel, the strategic transport adviser to the Liverpool city region.

The transport executive has been working hard with bus and rail operators and its partners such as those in education, training providers and employers to address these

issues and bring down the cost of travel for young people. This is all the more important given that from this month it is a statutory requirement for 16-18 year olds to be in education or a form of work-based training.

The hard work is paying off in the bus sector: over 95% of buses in the Liverpool city region are now providing cheaper fares for all young people up to and including the age of 18 (that is, up to the day before their 19th birthday). Liverpool city region is the first to introduce this benefit outside London, setting a standard for other regions to follow within the UK.

Explaining how it has managed to work with bus operators to achieve reductions in fares and increases in the eligible age for many ticket types, Merseytravel chair Cllr Liam Robinson says: "A fair deal on fares is something we have been pushing for for a long time. MyTicket – which for £2 offers all day unlimited travel on participating buses – has been a success story, proving a big hit in the year since its launch. More than £2m worth have been sold and close to four million journeys have been made. It was initially available on a trial basis for five to 15 year olds, but we've recently extended it up to a young person's 19th birthday.

"On the back of this work and many discussions and meetings with commercial operators, bus companies are making transport more affordable by reducing fares for young people too.



It is a massive win for young people in our area and has directly come about through a continued commitment from ourselves at Merseytravel and pressure from our young customers."

Feedback from young people has been overwhelmingly positive following the changes and those who have been campaigning tirelessly for affordable transport have told Merseytravel and bus operators that they feel they are being listened to.

UK youth parliament member Ciara Brodie, 16, who has been a keen advocate for driving down the costs of transport for young people, says: "A lot of young people in the city feel that our voices are valued. We face a lot of financial pressures and transport is one of those burdens. To know that MyTicket is available to 18s and under is brilliant – it means I can now get the bus as it works out so much cheaper for me as I continue with my education. It's also fantastic to see bus operators reducing their fares and increasing the eligible age for their tickets – let's hope the rail operators follow suit."

Stefan Price, 16, is part of the Shout it Out Sefton group, which works with key decision-makers to make the borough a better place for young people. It has listed transport as its number one priority. He says: "Transport is a top issue for us because it is a lifeline to everything, from education or work to hobbies and seeing our friends. Making transport cheaper was one of our biggest asks and it's great to see this is happening."

From this month, the child tickets of Merseytravel's own multi-operator ticket scheme – Saveaway, Solo, and Trio – can be used by anyone up to and including the age of 18 and will now be known as young people's tickets. Merseytravel is also raising the eligible age for child

and young people's tickets up to 18 on its supported bus services.

Merseytravel works with schools and colleges to help young people with transport issues, and offers personal journey planning or free tickets to some pupils from low income families whose attendance has been affected because they can't afford to travel to school.

Cllr Robinson seeks to reassure young people that this isn't the limit of Merseytravel's ambitions. "We're not stopping at MyTicket, but looking at fares across the board. We are continually seeking the views of young people on transport, which has led to the Transport Asks Charter, where we have committed ourselves to look at any issues they raise. We hosted a mini-forum with bus operators and young people to discuss the latest developments on MyTicket, bus operators' new fares and to find out what young people's other wants are."

He continues: "Young people are the most regular users of buses. Their needs are too often overlooked by operators – yet they are the users of the future. In my view, there needs to be a complete rethink of the business model with value for money the secret of its success. We are currently working on developing a bus strategy to reverse the decline in passenger numbers and are developing a customer-focused way of working with operators.

Young people's needs will

certainly play a big part in this work to ensure we can encourage operators to consider their asks relating to improved affordability, frequency, punctuality and reliability."

Looking at the commercial operators, young people will enjoy cheaper fares on Arriva, Stagecoach, Avon and Halton Transport bus services in the city region. The operators have raised the

age limit on their young people's tickets to 18 and have reduced the fares for young people, in many cases, throughout Merseyside. Arriva and Halton Transport have extended these changes into the

Halton Borough Council area.

Cllr Robinson says: "Though it's great to see that bus firms are taking our advice and reducing children's ticket prices – something that ultimately makes good business sense – this must not be the end of the journey. We're working with operators because we want to make the bus a transport mode of choice, not a mode of last resort. We want to understand why people don't use the bus, and remove those barriers. As part of our bus strategy work, we're fundamentally changing the way we do bus, taking a Merseyside view of what our residents and businesses want and need from bus services, setting ambitious targets to help make sure we make real improvements for customers."

**More information:**  
[www.merseytravel.gov.uk](http://www.merseytravel.gov.uk)

**Young people's needs are often overlooked yet they are the bus users of the future**

**Main:** Merseytravel's David Brown, young people and bus operators launch an increase in the eligible age range of MyTicket in Catch the Bus Week; (below) young campaigners meet executives from the bus operators and the PTE at a Merseytravel forum; (inset) Saveaway tickets can be loaded on to the Walrus smartcard







Paul Plummer



Bernadette Kelly



James Haluch



Phil Heathcote

# New chief exec announced for Rail Delivery Group

**Paul Plummer** has been appointed chief executive of the Rail Delivery Group and the Association of Train Operating Companies.

Mr Plummer, currently group strategy director of Network Rail, will take up the post in November. He succeeds Michael Roberts, who is stepping down from the role.

The RDG brings together Network Rail and passenger and freight operators to provide leadership to Britain's rail industry. ATOC is a business services organisation that provides national network services to the rail industry including National Rail Enquiries and running the infrastructure that underpins rail's multi-billion pound retailing.

Mr Plummer joined Network Rail in 2002, where he has been responsible for planning the development of the network, business planning, the interface with government and economic regulation. He has been one of the two Network Rail members of the RDG since its inception in 2011.

Before joining Network Rail, he had worked for or advised companies, regulators and governments on business strategy, restructuring, privatisation, corporate finance and regulation in the transport and utilities sectors.

**Bernadette Kelly** has been appointed as the DfT's new director general for the Rail Executive. She will take over the role later this month.

She is currently director general for business and local growth at the Department for Business, Innovation and Skills, where she is responsible for government policy towards business sectors including advanced manufacturing and services as well as local and regional growth.

She takes over from Clare Moriarty who was recently promoted to permanent secretary at Defra. Her career includes many years working with business, with a strong focus on the economy, including the interests of consumers.

**Amey** has named **James Haluch** as business director for its strategic highways division. Mr Haluch is a chartered civil engineer and joins Amey from EM Highways where he was service director. He spent over 25 years there and with its parent company Mouchel in developing the company's integrated strategic highways services.

His experience includes private finance lead projects, and covers highway, communications and tunnel engineering projects in the UK, Hong Kong and the Far East. Mr Haluch will be part of the company's consulting and strategic infrastructure executive team.

Amey has been a key player in the strategic highways market for nearly 20 years, holding key contracts with Transport Scotland, Roads Service Northern Ireland, Highways England and clients in the Middle East, Australia and the US.

- **Bernadette Kelly** named DfT's new director general for the Rail Executive
- **James Haluch** becomes business director at Amey
- **Phil Heathcote** appointed sales director at Siemens
- **Matthew Gregory** to become chief financial officer at FirstGroup
- **Robert Drewery** named Optare commercial director

**Siemens** has appointed **Phil Heathcote** to the position of sales director of its rail systems business in the UK. Mr Heathcote has more than 25 years of experience in the rail industry. At Siemens, he will support the company's growth strategy as it prepares for several major bids.

His responsibilities will include relationship management, business development and sales, including tendering, major contract negotiations and amendments in new rolling stock. He will also lead negotiations on contracts for maintenance, service, modification and upgrades.

Mr Heathcote joins Siemens from Arriva UK Trains, where as bid director he led teams responsible for rail franchise pre-qualification and tendering. Most recently, he was responsible for the leadership of the bid to run the Northern franchise.

Before Arriva, he held sales, marketing and delivery roles with Angel Trains, Bombardier and Daimler Chrysler Rail Systems.

**Matthew Gregory** will become FirstGroup's chief financial officer with effect from 1 December.

Mr Gregory joins from FTSE 250 constituent Essentra, a leading global provider of components and solutions. He joined the company in 2003 and was appointed group finance director in 2012. Prior to that he performed a number of senior roles including corporate development director with responsibility for group strategy, planning and business development, and finance director in a number of its businesses.

**Optare** has appointed **Robert Drewery** as commercial director. Mr Drewery has more than 15 years of national and international sales and marketing experience in the bus and commercial vehicle industries at a senior level.

His career started with Leyland Daf, where he gained experience in both sales and aftersales, followed by the role of business development director of the truck maintenance company Pullman Fleet Services. More recently he led the Wrightbus sales team to win a number of major UK and international contracts. Mr Drewery also oversaw the introduction and support of the New Routemaster.

His first task at Optare will be to oversee the customer trials of the MetroDecker, and he will also seek to expand the company's presence in overseas markets.

As the largest Passenger Transport Executive in the UK, Centro plays a leading role in public transport within the integrated transport strategy for the region. We are dedicated to developing and promoting high quality public transport services and infrastructure across the West Midlands. Our vision is to provide a world class public transport system delivered by a “best in class” organisation. We now have the following two exciting opportunities that we are looking to appoint.

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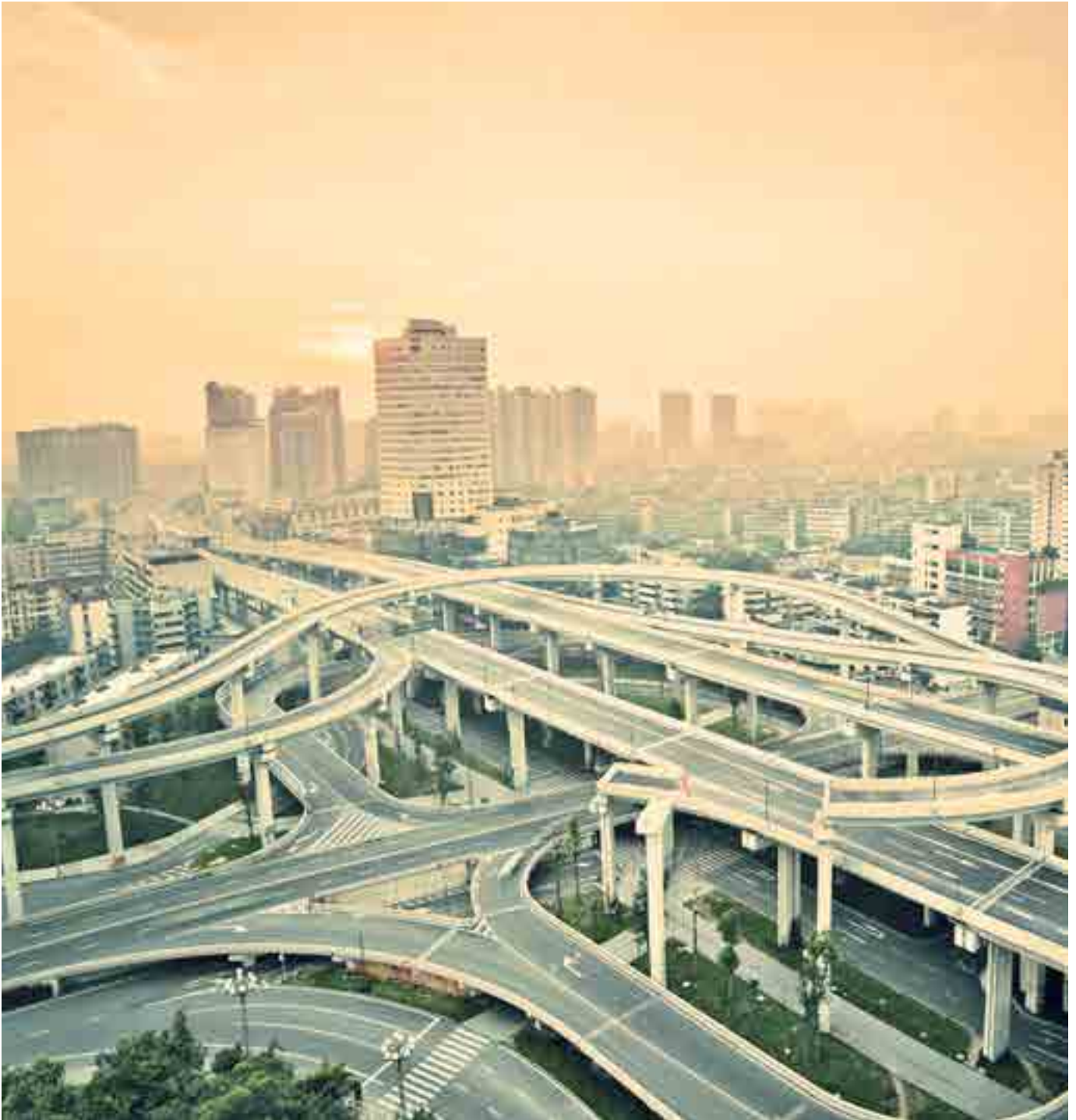
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