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The home of transport insight and opinion

March 2016

New challenges for the bus Full UK Bus Summit report



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Wanted: a united front against congestion

or the most part the UK Bus Summit passed off harmoniously, with most delegates bearing positive

messages about the industry. But at the same time there was a feeling of tension lurking just under the surface – and it was called "the Buses Bill".

Despite minister Andrew Jones's opening speech on the subject, most delegates avoided addressing the issue directly, though there were a number of references from bus operators to the benefits of partnerships as the way ahead.

There were a few things, though, that it seemed most people could agree on. One was that the main challenge facing successful bus operations is – still – congestion.

Congestion helps to explain why bus patronage has continued to decline in recent years, while rail passenger numbers appear to be on an inexorable rise. In general, congestion on the roads encourages people to switch to rail, while bus passengers find their journey times increasing.

That is, unless effective bus priority exists. And as the summit heard, bus priority usually faces vociferous opposition from the motoring lobby and many politicians.

Transport for Greater Manchester chief executive Jon Lamonte admitted that bus lanes have sometimes been used in sub-optimal locations. That's not a reason to scrap them. It may mean, as he argued, that more attention needs to be made to making the case for bus priority. That cause is helped by the analysis carried out for Greener Journeys by KPMG, which provides powerful ammunition about the economic benefits of bus priority.

Next month we will see the launch of TfGM's ambitious Leigh-Manchester-Salford busway, which features a 4.5mile guided section and will dramatically reduce journey



The main challenge facing successful bus operations is – still – congestion

times, with services operated by First and branded Vantage. It is likely to be an exemplar of what can be achieved: expect to see healthy passenger numbers.

On a per passenger basis buses are not just more fuel efficient than cars. They are space efficient too, and the latest low emission types generate a fraction of the NOx emissions of their predecessors – measured in real world conditions too.

But there is another challenge facing buses – the rise of personal mobility apps. Uber and its ilk provide door-to-door transport, on demand, in air-conditioned comfort, at a reasonable cost.

The paradox is that an explosion of private hire cars providing personal mobility will ultimately make congestion even worse. In London there are 20,000 more private hire drivers than there were a year ago.

As Stagecoach chief executive Martin Griffiths told the summit, "road congestion is strangling our industry. For too long there has been a failure to tackle this thorny issue."

The bus operators, and local authorities, need backing from the Government – and not just support for bus priority. What is also needed is an integrated approach to transport and land use planning that incorporates parking policy.

It remains to be seen whether the coming devolution deals will give the city-region authorities the powers to tackle this. For parts of the country outside the conurbations, though, a more active approach from central government will be needed.

Tackling congestion is something many politicians fight shy of, because they feel "bus lanes" are a vote-loser. But it needn't be that way, as Bristol mayor George Ferguson has shown. He has focused instead on the principle of making cities more habitable. "I am determined we will be able to breathe cleaner air," he told the summit. Who would argue against that?

In many ways the bus industry is at a crossroads. Perhaps now the moment has arrived for the entire sector to unite around a mission to decisively tackle the issue that has plagued our cities for too long.

As Mr Ferguson has shown, it is surely possible to make a persuasive case that moves the anti-congestion argument away from car versus bus and couches it in terms that even the most reluctant politician could embrace.

Surely that is something all stakeholders in the bus industry could unite around?

David Fowler, editor Transport Times



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UK BUS SUMMIT 2016

Congestion and Uber 'the biggest threats to bus services'

ersonal mobility apps and traffic congestion are the biggest threats to bus services, and arguments about the structure of the industry are a distraction.

These were among the key messages to emerge from the UK Bus Summit 2016.

In an electronic vote in which the 300 delegates attending the event were asked to sum up the main challenge facing the bus industry in one word, the clear winner was "congestion".

TfL managing director of surface transport Leon Daniels also stressed the danger from Uber and other private hire taxi services run by smartphone apps. "This is your biggest threat," he told commercial operators. The apps provided on-demand, personal transport from door to door in a modern, air-conditioned car. "They are nearly as cheap as the bus for two or three people," he said. "Young people are growing up with smartphones and the expectation of increased personal mobility."

This was having an effect in London and would affect other towns and cities. "In rural areas the market will be completely redefined by smart personal mobility services," he predicted. Apps such as Uber are not just competing directly with bus services, they are also adding to congestion. London has 20,000 more private hire drivers than a year ago, he revealed. In addition there had been explosive growth in small vans delivering parcels ordered online.

Whereas the congestion charge meant London does not have a problem with private cars, "white van traffic is difficult", he said. "We don't have any powers to regulate them. You can't tell whether they're full or empty. But postrooms in central London are full of parcels being delivered to people's places of work."

Stagecoach chief executive Martin Griffiths told the conference: "Road congestion is strangling our industry. For too long there has been a failure to tackle this thorny issue."

Later in the conference there were differing opinions about how quickly and to what extent driverless vehicles would emerge as competition to buses. Low CVP's Andy Eastlake said: "To a passenger a driverless car is not a dissimilar experience to travelling on a bus, but the driverless car would be smaller and far less efficient." **Full report page 19**



Jones seeks to reassure operators over Bill

Andrew Jones used his keynote speech to the summit to reveal the first details of the forthcoming Buses Bill. This included the surprise announcement that bus operators will be obliged to make data on routes, fares, and times available to third party app developers.

Mr Jones sought to reassure bus operators nervous about the bill's contents, stressing that the bill had "one clear aim, to increase passenger numbers".

He added that the bill would be "an enabling bill". "It gives local authorities new choices... about how they can improve bus services in the interests of their residents, and I believe, in the long-term interest of the bus industry too." It would not "impose any particular arrangement on local authorities or bus operators" or give authorities power to take bus operators' assets. In areas where arrangements were working effectively, it would be acceptable to stick with the status quo.

The options the bill will present broadly follow ideas explored in the recent series of bus workshops held by the DfT. "Enhanced partnerships" will allow local authorities and operators to agree standards for all services in an area. New powers will remove the need for franchising proposals to be scrutinised by an independent quality contract scheme board, leaving the decision in the hands of the local area. The Competition and Markets Authority will continue to exercise oversight.

The minister was enthusiastic about the new open data proposals, designed to "address passengers' need for better information" by allowing independent app makers to develop products that passengers can use to plan their journeys, including real-time arrival data.

Speaking to *TT* he said: "I want to move quickly on this. Put the data out there and see what happens. I think it will be a huge benefit."

He added: "I think it's a very positive thing, if you give customers information so they're more in control of their decision-making process, if you remove barriers to making a purchase, perhaps through smart ticketing, and remove concerns about when their bus will be coming, then I think that will encourage bus use."

He said he hoped the government had been able to reassure bus operators over their concerns about the bill and franchising in particular. "We've been talking to them and I hope we've been able to provide some reassurance." The government would continue to work towards "nullifying" the concerns. Of the quality contract board procedure he said "It just hasn't worked. It's been cumbersome, costly and the fact that no-one has managed to get over the line suggests there are significant problems with it."

Speakers to the conference mainly skirted round the subject of the bill directly, but several operators stressed the belief that "partnership was the way forward" or argued that if the industry focused on its structure – regulated or deregulated – it was having "the wrong debate".

Commercial operators 'being blamed for cuts'

he commercial bus industry is being unfairly blamed for cuts in services caused by the withdrawal of supported services while successfully increasing passenger numbers itself, a bus industry veteran told the conference.

In a question and answer session former Brighton & Hove Bus Company managing director Roger French said that it was almost as if people were confusing two industries. The minister had begun the day by talking about the aim of increasing passenger numbers, whereas at the close of the conference Trentbarton's leff Counsell had described "the increase in passenger numbers that has been going on in Nottingham and Nottinghamshire for years, and that has also been the case in many other areas of the country".

He drew an analogy between the bus industry and bookselling: "You've got Waterstones and other growing commercial bookshops, and then you've got lending libraries that are being closed down by the local authority. You don't expect Waterstones and the like to sort out the problem of the lending libraries closing. Why



Martin Griffiths: "Bus operators are trying to pick up the slack"

is it that in the bus industry Go-Ahead and Stagecoach, and other businesses that are running successful bus companies and carrying more and more passengers year on year, get it in the neck just because the equivalent of a lending library, the 20% of tendered routes, are disappearing? Why have we got this image problem of blaming the wrong people?"

From the platform TfGM director general Jon Lamonte rejected the analogy. "The decline

in the bus is a declining picture across the market outside London, irrespective of the subsidised services. You're absolutely right that those have been cut back, but we've seen progressive change over the years." In Manchester 40 years ago around half a billion bus journeys were made annually. This had dropped to about 380 million at the time of deregulation and for the last 15 years it had been fairly static at 210-220 million per year. Earlier, NECA's Tobyn Hughes had defended his authority's bid to introduce quality contracts. "We're not contrite, we're not apologetic and we don't say that we got it wrong," he said.

Stagecoach chief executive Martin Griffiths backed Mr French. "I've worked in a company for 20 years where our complete objective has been to get people out of cars and on to bus. Every year that I've reported the number, other than two in the height of recession, we have reported passenger growth across our whole business. This idea that somehow the bus operator wants to not grow our business or get more people onto buses - I've never heard such nonsense."

He added that instead of talking about control and structural issues "we need to talk about passengers and what they want, and some of the other things that are going on in the market right now that are a challenge."

Where subsidised services were being cut, he said, "the bus industry, wherever they can, are trying to pick up slack. Why wouldn't we? It's in our interest to grow our business."

Greener buses lead the way to lower emissions

uses are playing an increasing role in cutting carbon emissions from road transport and reducing air pollution in cities, according to a new report.

The Journey of the Green Bus, published by the Low Carbon Vehicle Partnership and Greener Journeys, chronicles the development of green buses over the last 20 years. Around 3,500 green buses are operating on the UK's roads, says the report.

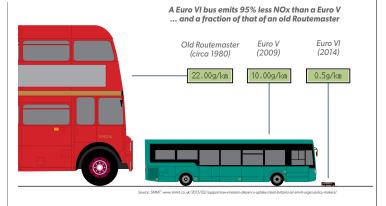
Road transport is responsible for around a quarter of the UK's greenhouse gas emissions and up to 60% of roadside pollution from oxides of nitrogen.

From its inception in 2002 the LowCVP had a clear objective to help to bring low carbon buses to the UK market, the report says. Building on work by members, in particular Millbrook proving ground and TfL, it developed the criteria for the Low Carbon Emission Bus for the DfT. This provided the basis for £90m of support through the Government's Green Bus initiative.

There are now 3,500 buses on the roads meeting the criteria. More than one in four buses sold last year was low-carbon, and over half of 2015 bus registration met Euro VI standards.

The LowCVP then supported the Office of Low Emission Vehicles and the DfT in producing the new low emission bus criteria. A low emission bus is defined as one which can combines the Euro VI engine standard for pollutants with a reduction of more than 15% in greenhouse gas emissions. This has provided the basis for the Low Emission Bus Grant, a £30m fund to be run for three years from 2016 to 2019.

Technical solutions adopted and validated under real-world emission tests include hybrids of various types (plug-in, diesel electric, flywheel hybrids and microhybrids); battery electric buses; and alternative fuels and powertrains including hydrogen fuel cells and biomethane power.



A Euro VI bus emits 95% less NOx than a Euro V one. Its 0.5g/km emissions compare with 10g/km for a Euro V bus, and 22g/km for an oldstyle Routemaster in 1980.

Over 25% of buses sold last year were low carbon, and over half of 2015 bus registrations met the Euro VI standard.

Speaking at the launch of the report at the UK Bus Summit 2016, LowCVP managing director Andy Eastlake said, "The last 20 years have transformed the emissions, efficiency and experience of buses. There's no doubt that an effective bus operation can provide one of the best solutions to the mobility challenges of air quality, climate change, congestion, convenience and cost."

Greener Journeys chief executive Claire Haigh said: "This report demonstrates that low emission buses are a crucial part of the solution to roadside pollution and a major public health risk."



Work is still needed to create a coherent final design for Euston, says the committe

HS2 Bill committee completes its task

he select committee scrutinising the Bill to provide powers to build phase one of HS2 has published its final report.

It held 159 sessions over almost two years, hearing 1,600 petitions against the High Speed Rail (London-West Midlands) Bill. 400 amendments were made to the scheme in response to committee requirements following petitions from people "directly and specially" affected by the bill.

Among the committee's recommendations were a longer bored tunnel under the Chilterns area of outstanding natural beauty, extended to a portal at South Heath; there will be greater noise protection at Wendover and better construction arrangements in Hillingdon. The maintenance depot at Washwood Heath, near Birmingham, has been remodelled to maximise regeneration opportunities: permanent land take has been reduced by 30%, and the area to be handed back after construction has been increased by 50% over the original scheme. As a result, up to 3,000 jobs, rather than 300, are expected to be created.

There have also been amendments to the operation of the discretionary compensation schemes to make them fairer and to improve the operation of the property market in areas near to the proposed line.

Committee chair Robert Syms said: "With this report on phase one of the high speed rail programme, we have endeavoured to add substantial environmental, social and design benefits to the scheme, in balance with good use of public money and a viable engineering design."

The committee says that there is still work to be done to create a coherent final design for Euston, given that its redevelopment for HS2 is now to take place in two phases, and reiterated calls from chancellor George Osborne and Transport Secretary Patrick McLoughlin for an "innovative and visionary" redevelopment.

There was disappointment from its backers that the alternative "Euston Express" proposal was not considered further. The proposal would put all HS2 and West Coast main line trains on to the WCML tracks from Queens Park inwards and "avoid the high cost, massive disruption and demolition to streets to the west of the line and at Euston itself". The committee's report says that the plan would disrupt Watford electric services and possibly also the Bakerloo line, and reduce West Coast Main Line capacity by 25%.

Lord (Tony) Berkeley, one of the proponents of the scheme, criticised the committee for "relying on HS2 views without properly considering challenges to their assertions".

Having set a record for the number of petitions heard and

days sitting, the committee also makes recommendations to streamline the hybrid bill procedure in future – potentially important for subsequent phases of HS2 and for projects such as Crossrail 2.

The committee said: "We do not believe that spending nearly two years on this process is sensible or sustainable in terms of recruitment of future hybrid bill committee members. Nor is it necessary or indeed helpful to petitioners."

The Bill will now be reported to the House of Commons, then recommitted to a public bill committee for line-by-line scrutiny. The Bill's report stage and third reading will follow.

The Department for Transport is expected to respond to the committee's report, at least seven days before the third reading. Assuming the bill is passed by the Commons, it will go to the House of Lords, possibly before Easter.

Speculation increases over future of Network Rail

peculation over the future of Network Rail is growing in advance of the publication of the report by High Speed 1 chief executive Nicola Shaw.

The review of Network Rail's structure, commissioned by the Government last year, is expected to be published in time for chancellor George Osborne to make an announcement in the Budget on 16 March.

A recent Sunday Times report predicted that Ms Shaw would recommend selling off parts of the network to outside investors. Groups of lines or "routes" considered candidates were said to be Greater Anglia, Essex Thameside and Wessex.

Pension, insurance and sovereign wealth funds could be likely candidates to invest.

Network Rail is said to prefer a model closer to HS1's own, in which the Government retains ownership of the infrastructure but has let a 30-year concession to a consortium of Canadian



Nicola Shaw: due to report before the Budget

pension funds to operate and maintain the line. Maintenance of HS1 is carried out by Network Rail (High Speed), a subsidiary of the infrastructure company.

A number of train operators support Network Rail. FirstGroup chief executive Tim O'Toole told the Financial Times last year he did not see "any compelling evidence" that privatisation would produce a better outcome.

Network Rail has made its own proposals for devolving responsi-

bility to route managers to allow them to work more closely with train operators, but retaining a central national organisation providing support services.

A meeting of the Rail Delivery Group in November which discussed its submission to the Shaw review generally supported the Network Rail plans, but also considered the privatisation of utility services and London Buses as alternative models, as well as the funding options available.

Its submission to Shaw expressed "strong support among RDG members for the changes proposed by Network Rail and the flexibility which this allows for further evolution".

It went on to say that there was "a broad range of views within RDG about the appropriate pace and extent of any further change" beyond the Network Rail proposals. But it floated the option of an "early sale of an English route (perhaps through a long term infrastructure concession)". This would introduce "an alternative source of finance and greater local focus on customers, as well as creating a truly independent comparator". Further sell-offs would depend on how successful this was.

Critics of privatisation drew attention to the series of rail accidents under privatised infrastructure company Railtrack from 1996-2002. Shadow transport secretary Lilian Greenwood said: "There are areas where Network Rail needs to improve but more fragmentation and more privatisation are the last thing that passengers need."

She added that a policy of selling off rail infrastructure "risks dragging us back to the dark days of Railtrack when passengers' safety was endangered and the country's network ground to a halt."

Network Rail, a not-forprofit company, has £38bn of debt which was brought on to the Government's books when it was reclassified as a public company in 2014.

New ScotRail trains' interior revealed

mockup of the interior of Hitachi's new fleet of trains for ScotRail has been put on show at Edinburgh Waverley station.

Transport minister Derek Mackay unveiled the mockup, showing a standard and first class saloon with the actual seating and tables that will be used in the trains, which are due to go into service in autumn next year.

A total of 70 trains, worth £370m, are being introduced as part of a train improvement programme totalling £475m.

The AT200 trains are currently being built by Hitachi Rail and will be introduced first on the Edinburgh-Falkirk High-Glasgow Queen Street route. The eight car trains will improve capacity by up to 44% at peak times compared with the current six-car formations. They will have regenerative braking and will be around 18% more energy-efficient than the diesel trains they replace.

A total of 234 carriages in three and four car formations are to be supplied. They will feature free wi-fi, power sockets for each pair of seats in standard class and each seat in first, and space for wheelchairs, prams and bikes. There will also be a passenger counting system recording people boarding and leaving the train, and linked to platform screens to show waiting passengers where there is likely to be more space on board.

The first six four-car trains will be made in Japan, the rest at Hitachi's factory in County Durham.



Transport minister Derek Mackay (left, above), with ScotRail Alliance MD Phil Verster and (below) with Hitachi Rail Europe MD Karen Boswell at the launch





A 4.5-mile guideway section will separate buses from general traffic. Interior features some table seats and chargers in seat backs

Manchester guided busway services to start in April

ervices on the first guided busway in northwest England will get under way on 3 April, providing more reliable services and faster journeys between Wigan, Salford and Manchester.

Journey times from Leigh to Manchester city centre will be cut to as little as 50 minutes from the current hour and 20 minutes.

The new route includes a 4.5-mile traffic-free guided section between Leigh and Ellenbrook, and extensive bus priority on the A580 to make trips more punctual and reliable. The new service will be operated by First and branded Vantage. Weekday services will start as early as 4am and continue after midnight to cater for shift workers. State of the art buses will have free wi-fi, USB charging points, climate control and next stop audio announcements.

Monday to Saturday daytime frequency will be four buses hourly from the ends of the route at Leigh and Atherton, giving a combined frequency of eight buses hourly between Tyldesley, where the two branches connect, to the city centre. There will be three park and ride sites, at Leigh, Tyldesley and on the East Lancs road, which will be free for all bus users and are expected to ease demand on rail.

Councillor Andrew Fender, chair of the Transport for Greater Manchester committee, said the new service would give the communities it served access to opportunities for work, leisure and study anywhere between Wigan, Salford and Manchester. "The Vantage bus service will provide a level and quality of service seldom seen outside first-class travel," he said. First Greater Manchester head of commercial Ian Humphreys said: "First Greater Manchester is proud to be the bus service partner of this important project. We're looking forward to delivering a premium service at everyday fares."

Councillor David Molyneux, Wigan Council's cabinet member for regeneration, said: "The guided busway will open up new opportunities for our communities and bring a huge economic boost to the towns of Leigh, Atherton and Tyldesley and the surrounding areas."

Tributes for Stuart Ross

riends and colleagues of Stuart Ross, Transport for London's director of news who died last month, joined his family to pay their respects at a thanksgiving event last week.

250 people attended the event, held in the chamber of London's City Hall, on what would have been Mr Ross's 43rd birthday.

Tributes to Mr Ross's loyalty, generosity and courage were interspersed with selections of his favourite music, including the Kinks, the Clash and the Proclaimers.

It was announced that a new London Transport Award is to be created in his memory. In a video tribute, London mayor Boris Johnson said Stuart had "transformed the reputation of Transport for London over two mayoralties".

Former London transport commissioner Sir Peter Hendy told the gathering that Mr Ross had helped shape the organisation, and praised his ability to grasp and explain the most complex of stories. "He was the greatest communicator of his generation... a hero, a leader and a magnificent public servant. It has been an honour to know him and work with him," he said.

TfL managing director for customer experience, marketing and communications Vernon Everitt said the black and minority ethnic internship programme Mr Ross founded to promote diversity within the organisation gave a start in working life to many young people "who would not otherwise have been given a foot on the ladder of public relations".

He added that Mr Ross's legacy would be marked in three ways. First, the internship programme would henceforth be known as the Stuart Ross Internship and the TfL website will permanently carry an explanation of the programme and Stuart's story.

Second, TfL is to sponsor, in his name, the Chartered Institute of Public Relations' annual award for Outstanding Young Communicator.

And third, to commemorate Stuart's contribution to transforming transport in London, TfL will sponsor a brand-new communications award in his name as part of *TT*'s London Transport Awards from next year.

His wife Becky said that it was clear from the words of friends and colleagues alike since his death that "we just didn't realise how good a man he was, or how much did for us".

Obituary, page 29

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Thorough preparation is the key to success

Britain has a long history of rejecting plans for major new infrastructure. Intensive work from the outset is helping to minimise the risk of projects failing, says **Patrick McLoughlin**



ine months into the new parliament, and the Department for Transport is busier than ever. The coalition years were about turning round our economy, and establishing a long-term transport plan to make Britain stronger, fairer and more prosperous. Now is when we start to deliver the infrastructure that will allow local economies to grow, by making it easier to get around and do business. In the next few years alone, we will open Crossrail, complete Thameslink and the Northern Hub rail networks, bring thousands of new carriages into service, begin HS2, and start work on the biggest road and motorway upgrade programme for a generation.

But that presents a distinct challenge for an industry that's more accustomed to maintaining old infrastructure than building new. We have to attract and train thousands of engineers, designers and construction professionals. We have to expand the supply chain. And we have to minimise disruption on the existing network while improvements are being made.

But any government with ambitions to renew the transport fabric of Britain faces an even more fundamental question. How do we guarantee – in a country which has long demonstrated a deep-seated aversion to new infrastructure – that the projects we work so hard to develop are not killed off at a later date?

This is why we've been so thorough with HS2. Six years of intense and painstaking planning, the biggest consultation in government history, listening to people's views, perfecting the design, making sure HS2 is the very best it can be, with minimum impact on the countryside and people's lives. It is why we've travelled the country, explaining the case for the new railway, town by town, region by region. And it is why we have sought the widest possible cross-party support for HS2 in Parliament.

If problems arise as schemes are developed, they must be dealt with immediately. My first job as Secretary of State was to sort out the West Coast franchise mess. I accepted responsibility on behalf of the department, then took swift action. Three years on, franchising is in a much better place. When it became clear that Network Rail had fallen behind schedule with its upgrade programme last year, I had to pause two electrification projects. But by appointing Sir Peter Hendy to conduct a review, and working with the industry, we got the programme up and running again fast.

We have sought the widest possible crossparty support for HS2

The key objective now is to learn the lessons from these experiences, and improve resilience as we review the regulation and structure of the railway.

A similar determination to make good our promises was the reason why, before Christmas, the Government delayed a decision on the location of new airport capacity in the South East. Of course I know that many in the industry were disappointed. But it was the right and responsible thing to do. No other transport issue is more contentious, or as crucial to Britain's long-term competitiveness. That is why I asked Sir Howard Davies to lead the Airports Commission review in the first place. To risk any chance of failure at this stage would be unacceptable. It's my responsibility to make sure from the outset that we will get the job finished.

So when opponents of expansion hailed the delay as some sort of victory, they could not have been more wrong. In fact we took a big step forward by accepting the commission's case for expansion. It showed that the debate has moved on from *whether* a new runway should be built, to *where*. We also agreed to choose one of the three shortlisted schemes, and to meet the commission's requirement for an additional runway by 2030.

We're using this time to make the case for new capacity even more watertight. It means we can test the commission's work further against the government's new air quality plan. This is additional work to test compliance and build confidence that expansion can take place within legal limits.

We're also doing more work on carbon, particularly during construction, and we're dealing with concerns about noise. We want to make sure that communities get the best possible mitigation deal. Finally, we're ensuring that the runway will create as much growth and as many jobs as possible.

This is crucial. We don't just need new runway capacity to compete more effectively with Paris, Frankfurt or Dubai. We also need it for the benefits it will bring to our wider economy. One of the most persuasive arguments for new capacity is the links it will provide to the rest of the country.

So there is a huge amount going on at the DfT. But there is also a real sense of purpose. We know the next few years will be crucial for transport in Britain, and the success of our programme will ultimately depend on how thoroughly we prepare.

The country desperately needs a modern, efficient transport system, and that is what we will deliver.

Patrick McLoughlin is secretary of state for transport and Conservative MP for Derbyshire Dales

Jim Steer

Digital control will not solve capacity problems

One of the benefits of autonomous vehicles is expected to be a more effective use of network space. But other factors make the situation less straightforward than it may seem

e live in the digital age and transport is a field full of digital opportunity. Predicting outcomes is far from easy, and not helped by a focus on technology rather than people.

Beyond consumer benefits that stem from transformed information lie changes in control systems. For futurists, this is where driving becomes an endangered career choice and infrastructure gets used so much more efficiently there's no need to expand today's network capacity. Instead, autonomous vehicles are available on a choice of contractual platforms for every conceivable journey need: you will never waste time driving again. Nor need those who drive on your behalf - in delivery vehicles or taxis, for example.

This has huge appeal and opens the prospect of major efficiency savings. But there are obvious downsides – including a huge loss of jobs. But it's how these scenarios play out in practice that most needs to be considered. Obviously, there can be no instant switchover with over 30 million vehicles on the national network.

The move towards vehicle autonomy is well under way, with a host of driver assistance devices coming onstream (to do the difficult bits like parallel parking, for instance). So what is in prospect is a road network with a mix of traditional drivers, with semi-autonomous and fully autonomous vehicles. And cyclists and pedestrians, of course. In contrast to the excellent but fully segregated Heathrow Airport pod, the control system algorithms will need to deal with great complexity - as will remaining unassisted drivers.

This suggests the transition period will be lengthy. Consumer choice will not lead quickly to a converged or common system, with personal income differentials at such high levels. A mix of simple and cheap self-drive and much more expensive automated vehicles will need to co-exist. And with the cyclists and pedestrians.

So will this mixed arrangement make for more efficient utilisation of road space? Along plain sections of road - say motorways - there is likely to be a tendency towards better speed harmonisation (as happens under managed motorways) and that helps throughput. Automated vehicles should out perform those conventionally driven, with faster reaction times, but will they be "driven" so ill-advisedly close behind the vehicle in front? It is hard to see how algorithms can be set for less than safe driving distances.

And at junctions – say pulling

As with a highway network, rail capacity is controlled by junctions

out at a T-junction – one suspects algorithms operating in a mixedmode control environment will need to be more cautious than the average driver. With network capacity controlled by intersections, the likelihood of more efficient utilisation is low, as network use in effect becomes more varied.

Turning to rail, where driver assistance technology is also becoming commonplace, there have been great claims made for the digital railway. Simulations have suggested a 40% increase in capacity on the South West main line into Waterloo is feasible, as the Rail Delivery Group was told earlier this month at its annual conference. This would increase fast line use from 24 trains/hour to 35.

This relies on a level 3.5.0 application of the European Train Control System – a significant step up from the level 2.3.0d ECTS application going on to the central section of Thameslink, and some way from being proven in practice. But if this increase proved practicable – and London Underground is busy increasing throughputs to 36tph on the tube – does digital offer a solution to the capacity problems on the national rail network?

It would seem not. As with a highway network, capacity is controlled by junctions. And for rail, also by what happens at stations. The 40% increase was apparently a simulation along the section of line between – but not including – Woking (a key junction) and Waterloo itself. It is the task of "platforming" trains at Waterloo that makes today's 24tph hard to achieve reliably, and digital control systems may add little in these circumstances. Indeed, codifying and ap-

nideed, coalitying and applying consistent best practice might reduce train throughputs over these complex parts of the network – it's happened before with signal modernisation schemes as "grandfather rights" operating practices get binned.

For railways like South Western to Waterloo, capacity improvements will come through train designs that reflect much higher levels of crowding than even a few years ago – more doors, wider doors, and an end to the time lapse caused by conductor control of doors; trains with better acceleration; junction improvements and, of course, longer trains where these can be accommodated.

For national rail, the digitisation of control systems will and should continue. It offers maintenance and operating cost savings, and should bring reliability benefits and support better overall service management.

But the beneficial impact on capacity is unproven, and there remains no escape from the need to look at the analogue world of infrastructure when searching for major capacity increases.

Jim Steer is director and founder of Steer Davies Gleave.



Anthony Smith

The keys to attracting more, happier passengers

The latest Transport Focus research provides some new insights into what people want from a bus service, and why some people avoid buses. But frequency, reliability and punctuality remain crucial



us passengers have rarely been in the news as much as they are now. Cuts to local authority tendered services are changing patterns and possibilities of travel in many places. The Buses Bill has re-ignited the debate about control and funding of bus services. Bus passenger numbers are largely static or dropping.

Everyone has a view about what is best for bus passengers, but what do passengers really want? The latest Transport Focus report looks at trust, priorities for improvement and why people don't use the bus more. We hope this report will provide a bedrock for future debates about boosting bus use.

We spoke to over 4,500 bus passengers outside London to find out what they most wanted to see improved, and about their relationship with, and trust in, their bus company. Before this we held 12 focus groups in Maidstone, Sheffield, Bristol, Reading, Lincolnshire, and Manchester. We also asked 2,400 less regular users of bus services why they did not travel more by bus and what might make them do so. The full report is on our website.

This report confirms the importance of providing a good "core product" – a frequent, punctual and reliable service that provides value for money. This is the view both of regular passengers and infrequent or non-users. It also shows that there is real value in companies communicating and engaging with passengers and building up a relationship. Not only could this help in making better decisions but it also generates trust and goodwill towards the company when things go wrong.

Levels of trust vary. Among the five largest bus groups it varies from 47% to 32%. The score for the other bus companies (which includes many of the smaller, local companies) is higher at 59%. Using statistical techniques we were able to quantify the impact 17 different aspects of providing a bus service have on passengers' levels of trust. We found those concerned with "providing the essentials" had the highest impact (36%) while those about the corporate values they show accounted for a quarter (25%).

Of the 17 aspects, surprisingly "care about their [bus company's] place in the local community" came fifth highest. Companies should be well placed to act on this finding as most operations are locally organised and managed.

Among non-users, 86% agreed that a good bus network is important to the local area

In "business as usual" conditions bus companies are seen to show little desire to interact with passengers. When things don't go to plan bus companies don't communicate particularly well, while on the bus or at the stop. Passengers speak of variable experiences from drivers.

Turning to areas for improvement, the highest priority is value for money, followed by reliability and punctuality. Interestingly, the effort made in tackling anti-social behaviour came in as the fifth highest priority nationally.

We asked the 2,400 infrequent or non-users about their attitudes to local bus services. Reassuringly, 86% of them agreed that having a good bus network is important to the local area. We also seem to have moved beyond the days when bus travel was looked down on by some – only (26%) of non-users agreed with the statement that "people like me do not use buses". So the value of, and need for, bus services is acknowledged by users and non-users alike. This does not always translate into a willingness to actually use the bus. 72% of non-users in our survey would not consider making more journeys by bus. This still leaves 28% who would and, with the 54% of existing users who said that they wouldn't mind making more bus journeys, suggests a reasonable market for growth exists.

All this makes it even more important to understand the barriers to making more journeys by bus. For non-users the main reasons were very practical: they don't run where or when people want (36%); journeys take too long (34%); and cost (23%).

So what to do? Any future enhanced partnerships (which look like the most promising of the changes on offer in the Buses Bill) or any future arrangements that share benefits and risk between local authorities and operators must explicitly focus on frequency, reliability and punctuality. Value for money, which smarter ticketing can help with, is the highest priority for improvement.

People matter. Tackling anti-social behaviour was the fifth highest priority for improvement, and even higher among those with a disability.

Drivers are the face of the bus company. Our research in 2015 described how drivers were seen by passengers as the chief source of information on delays and disruption, as well as on tickets. In short, they do much more than just drive the bus.

The message from passengers is clear. Local authorities and bus operators need to form effective partnerships to provide reliable, value for money, clean buses with welcoming drivers. This needs to be backed by a clear sense of who is in charge and where comments and complaints should be directed. Is that too much to ask?

Anthony Smith is chief executive of Transport Focus.

Louise Ellman

How can road haulage solve its skill shortage?

The UK has at least 45.000 fewer HGV drivers than it needs. Stress, demographics and image are all factors, the Transport Select Committee has discovered

he road haulage sector is a curiously overlooked component of the UK economy considering its importance. Without it business would quickly grind to a halt.

It is a cause for concern that the sector is facing difficulty recruiting enough drivers. It is common to hear about a driver shortage which is making the logistics sector less efficient. That risks soaring overheads for businesses and a rising cost of living for everybody else.

In response to these concerns, the Transport Select Committee launched an inquiry into "Skills and workforce planning in the road haulage sector". This is continuing. The aim is to assess the claim that there is a driver shortage and to identify what can be done to increase the recruitment, retention and the skills of drivers in the sector.

What is the extent of the shortage? Overall the number of HGV drivers has increased to just short of 300,000 - but it is still below the pre-recession level of 320,000. Both the Government and the Freight Transport Association believe there are 45,000 fewer drivers than are needed. The Road Haulage Association's estimate is higher, at around 60,000, because it draws a distinction between licensed drivers and licensed and qualified drivers. Trade associations and unions report that their members are experiencing significant problems when recruiting. The shortage is real but what lies behind it?

The Transport Select Committee has found that a significant number of people have HGV licences but have decided they do not want to be truck drivers. DVLA data shows that there are 80,000 individuals with a Category C or C + E HGV licence and a valid Driver Certificate of Professional Competence in the 25-44 age group who are not currently working as drivers. While there is a shortage of drivers, there is evidently not a shortage of people qualified to do the job.

The reasons the sector is struggling to recruit are complex. There is a great variety of roles that require an HGV licence – from construction to transporting hazardous chemicals. The challenges the sector faces are not uniform. Nevertheless, our inquiry so far has uncovered several common causes of dissatisfaction that are forcing experienced people out of the industry and discouraging others from entering it.

The difficulty and stress of the job is often understated. The role is more demanding than ever as drivers work to tighter delivery schedules and more stringent customer service requirements. The

There are 80,000 individuals with a valid HGV licence who are not currently working as drivers

roads are more congested than they have ever been. There is a significant regulatory framework that drivers must be mindful of – particularly for those employed by smaller operators. Many HGV drivers are required to work irregular hours with long absences from their families. These all add to tiredness and stress.

The logistics sector also has a demographic problem. The average age of an HGV driver is rising; 15 years ago it was 45 – today it is 48. Around 64% of HGV drivers are 45 or older. Only 1% of employed drivers are under 25. In short, more drivers are leaving the sector than are joining it. The Road Haulage Association estimates that 35,000 new drivers need to be trained each year, but only about 17,000 new HGV licences are issued.

There are a number of possible remedies. Increasing pay is one solution – although some might argue that the sector's tight margins make this problematic.

Many haulage companies have introduced apprenticeships to encourage more young people to get behind the wheel. This is a welcome step. But the largest barrier to joining the industry is the cost of acquiring an HGV licence, which can amount to as much as £3,000 – a huge sum, especially the young. Who should pay? New apprenticeships are being designed for 2017 but it is unclear whether they will include funding for licence acquisition.

The Road Haulage Association has called for the Government to help firms to fund the cost of licensing. Is that fair or should the onus be solely on the industry to invest in its workforce?

The best haulage companies are recognising that a greater emphasis is needed on improving the perception of the job. 94% of truck drivers are men. To enlarge the pool of potential recruits a great deal more can be done to attract women into the sector. Women working in haulage who have appeared before our committee rejected the idea that physical strength affected their ability to do the job. They felt that a more significant reason for so few female drivers was the absence of any female role model in the industry.

There are of course other economic, technological and regulatory reasons for the problems the industry is battling. The rise of e-commerce and its logistical requirements might be the most transformational for road haulage. The Transport Committee is still welcoming written submissions from individuals with knowledge or views on these issues. If you would like to contribute, please get in touch with us at http://bit.ly/1QRNi15

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



Opinion

Will Osborne's Budget keep Britain moving?

The chancellor is due to address an unusually large number of transport issues in next month's Budget, from priorities for the north of England to the future of Network Rail, says **Mike Indian**



Mike Indian: "Infrastructure Commission will determine whether Crossrail 2 gets the go-ahead"



Definitive political intelligence

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Usually, the most memorable transport announcement from Budget statements is a cut in fuel duty, designed to gently guide motorway man from the slip road into the polling booth. This year, however, Mr Osborne has two integral decisions to weigh up that will affect the long-term prospects of the UK economy.

The Government is already facing questions over its fiscal policy. A combination of the falling cost of borrowing and low inflation is expected to expect to grant a £20bn windfall to the Treasury. This comes on top of a £27bn gain from debt interest and inflation forecasting changes in last year's autumn statement.

The Department for Transport received mixed news in its spending settlement, with an emphasis on capital spending rather than resource spending. This underpins the first area that Mr Osborne will address in his Budget.

The chancellor will receive reports from the newly-established National Infrastructure Commission on improving connectivity between cities in the north of England, and large-scale transport improvements in London.

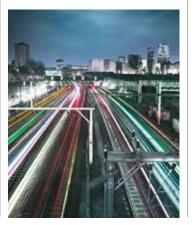
Since the spending review, the Government has put Transport for the North on a statutory footing, and local leaders have powered ahead with plans for transport investment in their regions designed to boost economic growth and create new jobs. TfN chief executive David Brown has given strong hints on important questions like smart ticketing and improving east-west connections. However, as IPPR North director Ed Cox has pointed out, the key task for Mr Osborne in 2016 is to assure stakeholders that the agenda is not losing steam. Meanwhile, Labour has chastised ministers over the "shockingly poor progress" of the introduction of smartcard readers in the North East and Cumbria.

Key questions remain over how those improvements will be funded. TfN has an operational budget of £10m a year. There is another £300m that it could bid for and another £150m committed by Mr Osborne for developing smart ticketing.

The key task for Mr Osborne is to assure stakeholders that the Northern Powerhouse is not losing steam

The recommendations from the National Infrastructure Commission could provide a new sense of strategic direction for the Northern Powerhouse. It will report back on the prioritisation of transport challenges facing the region, including improving east-west connectivity. The commission will also assess large-scale investment in London's transport infrastructure.

Network Rail's future will be decided



This will determine whether or not Crossrail 2 gets the go-ahead.

London mayor Boris Johnson has already warned the Government of the potential cost of delaying this project and has appointed Daniel Moylan interim chair of the company designated to drive forward takes the project. He wants to see a commitment to "serious funding" in the Budget, alongside legislation to grant planning powers as soon as possible.

The opposition of residents concerned about how Crossrail 2 might affect their neighbourhoods is unlikely to be blunted by Mr Osborne handing the decision to the commission, but he will be hoping that it will make it less politically toxic.

Another element will be the chancellor's response to the Shaw report on the future shape and financing of Network Rail. The review conducted by HS1 chief executive Nicola Shaw has been used by bodies such the Institute of Economic Affairs as an opportunity to push for the privatisation of the rail infrastructure body.

Minutes of the Rail Delivery Group meeting in November showed that executives discussed selling off the assets along the lines of utility firms. Another clear indication came from Network Rail chair Sir Peter Hendy, who told a joint meeting of parliamentary rail groups last month that the body needed to continue to look for more private finance for control period 6 (the period covering the current fiveyear investment plan to 2019).

Answers to the infrastructure needs of the North and London, as well as the future of rail infrastructure, are likely to be known when Mr Osborne holds up his red box on 16 March. Politics is all about the big questions, and in transport terms, they do not come bigger than those.

Mike Indian is a senior political analyst at DeHavilland

Opinion

Commons scrutiny of HS2 Bill nears its end

The select committee scrutinising the high speed rail Bill completed its work this week, having heard from over 1,600 petitioners. **Sarah Clark** and **David Mundy** look at what it has achieved

he House of Commons' scrutiny of the High Speed Rail (London-West Midlands) Bill - the legislation that will authorise phase one of High Speed 2 – ended this week with the publication of its final report. That is more than two years after the Bill was first introduced in November 2013 and some 18 months since the select committee appointed to consider the proposals first convened in July the following year. What has been achieved for those most concerned about the impact of the new high speed railway, and what can we expect when the Bill goes into the House of Lords? Once the select committee

was convened, it spent most of its time hearing evidence from both the promoter of the project and from petitioners who were "specially and directly" affected by the new railway.

A select committee's remit does not extend to considering the principle of the Bill because that is decided at the Bill's second reading. This means that petitioners cannot preclude or defeat the new railway altogether, but rather seek to influence its design or construction or to secure additional measures to help reduce its impact. The value of the select committee stage can perhaps best be judged by the extent to which the proposals are able to evolve to take account of matters raised by petitioners.

Earlier this month, in concluding the oral stages of the committee proceedings, counsel for the promoter provided a barrage of statistics to chart the Bill's progress. Between 1 July 2014 and 4 February this year, the committee held 159 sessions, enabling it to hear 1,600 petitioners make their case, including 1,450 individuals and 22 MPs. 13 site visits were undertaken along the route of the railway. For the promoter's part, it issued 2,846 response documents (to respond to petitions) and exchanged over 15,000 exhibits with petitioners. It is clear that the select committee stage demanded considerable time and resources from all involved.

There were seven Papers of Amendments to the Bill, including five sets of additional provisions, meaning that changes had been secured. No fewer than 400 amendments were made in response to select committee requirements and petitioners' cases. Importantly from a petitioning viewpoint, the register of undertakings and assurances, which documents commitments made by the promoter both to the committee and to petitioners directly, contains 1,600 entries, with 700 new commitments having been added since the last publication.

No fewer than 400 amendments have been made in response to select committee requirements

So where does this leave us? The statistics suggest that affected parties were able to exert direct influence on the project by securing amendments. For example, the second set of additional provisions featured the relocation of the Heathrow Express depot from its originally intended home at North Pole to Langley in Slough.

What the statistics do not illustrate is that many petitioners' concerns are not actually addressed through securing amendments to the Bill, but instead by entering into a private agreement with the promoter. Such deals are often done between the parties at the door of the committee room, in the corridors of the House. It is at the very least questionable as to whether the promoter would have offered these types of agreements to private individuals without the backdrop of their petitions and looming select committee proceedings.

The Select Committee published its final report this week. The Bill will now be reported back to the House for a public committee stage where further amendments can be made. This is likely to include changes to compulsory purchase and compensation law contained in the Housing and Planning Bill currently before Parliament.

Once the Bill has cleared the Commons it will be introduced into the House of Lords where, once again, there will an opportunity to petition against it and to be heard by a select committee of peers. It is expected that the Bill may reach the Lords before it rises for the Easter recess on 23 March, with its second reading at some stage before the end of April, when this parliamentary session is also expected to end.

The petitioning period will probably run for around 10 days after the date of the second reading. Though the process will not take as long as it did in the Commons, if the Bill is to receive Royal Assent before Christmas the Lords will be under pressure to start a select committee before the House rises for the summer recess.

For those eager to see the new railway built, another select committee stage may feel frustrating. For affected parties who have outstanding concerns, it is an important opportunity to engage in the process and secure commitments from the Bill promoter.

And do not forget the same process is about to start for further Bills for High Speed 2 (phase two).

Sarah Clark is legal director and David Mundy a partner at Bircham Dyson Bell





Sarah Clark and David Mundy: "Statistics suggest affected parties have exerted direct influence on the project"



KPMG

UK Transport Infrastructure Summit

12-13th April 2016 London



Mike Brown MVO Commissioner, Transport for London

Chair, National Infrastructure Commission

A new independent National Infrastructure Commission (NIC) has been created, with the task of offering unbiased analysis of the UK's long term infrastructure needs.

Keynote Speaker: Lord Adonis,

Former cabinet minister and transport secretary Lord Adonis will lead the commission as its first chairman.

The NIC has already started work. It will recommend to the government before next year's Budget what should be done in economic and transportation terms to transform east-west connectivity between the northern cities by road and rail as well as advising on priorities for future large-scale investment in London's public transport infrastructure such as Crossrail 2.

The NIC will provide an assessment of the UK's infrastructure needs every five years, looking 30 years ahead and examining the evidence across all key sectors of economic infrastructure - including roads, rail transport, ports and airports.

We are delighted to announce that Lord Adonis will deliver the keynote address at this Summit and update us on his first report to government.

For more information please visit www.transporttimes.co.uk or call 0207 828 3804 Robert Goodwill MP Parliamentary Under Secretary of State for Transport



Sir Peter Hendy CBE Chairman, Network Rail Transport for the North

David Brown

Nicola Shaw

High Speed 1

Chief Executive,

Michèle Dix CBE

Crossrail 2, TfL

Managing Director,

Chief Executive.



Simon Kirby Chief Executive, High Speed Two Ltd



Jim O'Sullivan Chief Executive, **Highways Agency**



Stewart Wingate Chief Executive Officer, Gatwick Airport

Philip Hoare Group Managing Director, Transportation, UK & Europe, Atkins



Baroness Jo Valentine Chief Executive. London First

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We have one clear aim: to increase bus passenger numbers

- Andrew Jones

A question of choice

After last year's UK Bus Summit brought the main industry players together on a scale not seen for over 15 years, this year's event was eagerly awaited. Anticipation was heightened by the announcement that transport minister Andrew Jones would reveal details of the contents of the forthcoming Buses Bill in his keynote speech. But partnership remained a key theme of the day, as well as the potential threats from apps such as Uber, and the scourge of traffic congestion. **David Fowler** reports

he overriding aim of the Buses Bill is to increase bus passenger numbers, transport minister Andrew Jones told the *Transport Times* UK Bus Summit 2016.

Mr Jones confirmed that the Bill, due to be introduced to Parliament in the near future, will give local areas the ability to introduce franchising, as well as the option of "enhanced partnerships" with bus operators. In an unexpected development he announced that operators will also be required to open up their data on routes, fares and times.

Mr Jones' speech spelt out in detail for the first time what the bill will contain. He stressed it was an "enabling" bill which sought not to impose solutions but to give local authorities more choices in how to improve bus services "in the interest of their residents and, I believe, in the long-term interest of the bus industry too".

The government was "on the side of free enterprise" and there was "much about today's deregulated bus industry that works well". But there was still room for improvement, Mr Jones said.

"Passengers right across the country want Oyster-style ticketing, better access to information about timetables, better information on fares before they travel, and real-time data about when the bus is going to arrive at their stop," he said. In addition bus routes should "reflect and support economic development", such as new housing and business parks.

Of the current choices for areas seeking improvements, voluntary partnerships "are only as good as the personal relationships between those involved". Statutory quality partnerships, he said, force local authorities to spend public money on new infrastructure, "even when everyone agrees it isn't needed".

And the quality contract process for franchising "has proved more time-consuming, costly and challenging than anybody could ever have imagined".

New partnership arrangements introduced by the bill will remove the requirement for new infrastructure. These "enhanced partnerships" will allow local authorities and bus operators to agree their own standards for all services in their area. These could focus on "frequency and reliability along a particular route or corridor, setting emissions standards to improve local air quality, or introducing common branding, marketing and ticketing rules over

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a wider geographical area".

This would build on the strengths of existing partnership arrangements while addressing their weaknesses, the minister said.

The Bill would honour the Government's devolution deal commitments to give local authorities new powers to franchise bus services in their areas. Mr Jones said: "I want to keep the good parts of the quality contract scheme process, which at least forces people to think things through properly, but I want to lose the parts which don't work, such as the excessive cost, the bureaucracy and the second-guessing."

He added that the decision to take up those powers will for local areas to make – removing the need for proposals to be considered by an independent quality contracts scheme board, which proved an insurmountable obstacle in the case of the franchising proposals introduced by the North East Combined Authority.

But local areas would need clear arrangements for ensuring the powers are used accountably, and a system that does not disadvantage bus services that cross local authority boundaries, Mr Jones said. "This will be an important decision for local areas to make, and it must be made on the basis of solid information," he said.

Given concerns among operators about franchising, Mr Jones was at pains to stress what the Bill would not do. It would not impose any particular arrangement; it would be acceptable to keep the status quo if it was working satisfactorily.

It would not give local authorities the power to take bus companies' assets. And it would leave oversight of anti-competitive behaviour with the Competition and Markets Authority.

The new proposal on open data would address passengers' need for better information. All operators will be required to make information about routes, fares and times open and accessible, enabling independent app makers to develop products that passengers can use to plan their journeys, including real-time arrival data.

Asked if he was confident the bus operators' concerns about franchising could be overcome, he said: "We've been talking to them and I hope we've been able to provide some reassurance – particularly the point that oversight won't change." The Government would continue to work towards "nullifying" these concerns, he said.



Lessons from around the UK

he summit was organised around four themes: Lessons from around the UK, Maximising the potential of the bus, the Bus of the future, and the Future of the bus market.

In the first session, Bristol mayor George Ferguson explained how, as an independent, he was free to be more radical in the policies he had pursued than if he had been constrained by party lines. But policies such as residents' parking zones and bus priority continued to attract controversy, he said.

When he became mayor in 2012 he had inherited a good transport team who had experienced frustration over decades. He was able to build on good work that had been done on bus priority across Bristol between 2008 and 2012.

This had paved the way for the new Metrobus rapid transit project, "which I sell as a trackless tram," he said.

The city region had a population of 1.2 million. Transport was constrained by rivers with a limited number of crossings. "In practice the future of public transport lies with the bus – it has huge advantages of accessibility and flexibility," he said.

He added: "There's no doubt we get better bus services through better relationships." In the Bristol area First was the dominant operator, followed by Wessex. With 12 operators altogether, there was the potential for "anarchic madness".

But co-operation had led to First's investment in 59 new double deckers with a fourteenth of the emissions of their predecessors, a £1.4m grant for "virtual electric" hybrids which switch to electric mode automatically in air quality control areas and would not have been affordable on a purely commercial basis, and further grants to clean up existing buses to Euro V or VI standards.

"We are determined to make Bristol a laboratory for urban change," he said.

"I am determined we will be able to breathe cleaner air, we will be able to allow our children to roam and to walk to school safety. If we take as a single principle to make our cities child-friendly, we will make cities good for us all," he said.

Transport for London managing director of surface transport Leon Daniels took up the theme, drawing some conclusions from his experience of working in the commercial bus industry until joining TfL five years ago.

If people wanted safer cities with a better urban realm and better transport and other services, "we need politicians to make the case, like George," he said. Experience in London, where there had been strong political leadership over 16 years under two mayors, demonstrated this. "Wherever strong political leaders make their priorities clear, bus companies will provide the services."

"If parking is expensive, backed by good enforcement, bus operators will gladly provide high quality services," he added. "But if you fudge it, and it's not clear whether public or private transport has priority, the result is confusion."

Bus companies' biggest threat came from the personal mobility revolution led by apps such as Uber. This provided an on-demand, door-to-door service which was almost as cheap as the bus if two or three people travelled together.

Young people were delaying getting their driving licence or buying a car. But "they are growing up with a smartphone and an expectation of increased personal mobility," he said. "In rural areas the market will be completely redefined by personal mobility services."

Ciarán de Búrca, director of the transport projects division in the Department for Regional Development in Northern Ireland, said that Belfast had had high and unsustainable levels of car dependency and congestion.

He described the city's strategy to change travel behaviour. "The city

centre has been transformed in recent years," he said. In 2011 the department had embarked on an ambitious plan to give more space to cycling, walking and public transport. As a result, more people were using these modes, more were coming into the city centre, and through traffic had been significantly reduced. Public transport use was up 5%.

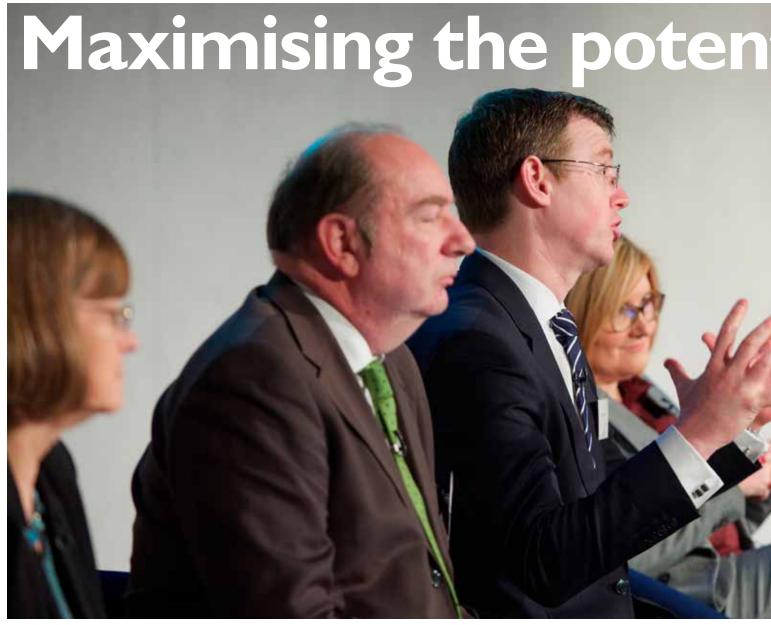
The next stage would be the introduction of Belfast's bus rapid transit system, a network which would total over 20km in length. "It's important that the system we build is as good or better than a light rail system," he said. The scheme would be "transformational" for the city.

The first phase would link east and west Belfast to the Titanic quarter, where there has been considerable growth in jobs, education and tourism. Starting in 2014, 70% bus priority has been introduced with major benefits for existing bus services. The number of stops will be reduced to make buses quicker. "The lesson is bring the buses in on time, tell people when they're coming and get them there efficiently," he said. New buses, 18m long and tram-like in appearance, would be introduced, with wi-fi and only off-board ticketing. The first stage would be operational in 2018.

"We're making good progress towards sustainable transport," Mr de Búrca said.

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left to right: Hilary Chipping, session chair Norman Baker, Kevin O'Connor, Liz Chandler ince 2012, Greener Journeys has been developing a powerful case for the bus, said the organisation's chief executive Claire Haigh. It had worked with KPMG on reports such as last year's *Roadmap to Growth*, which included case studies of local authority transport projects which showed a benefit:cost ratio of up to 7:1.

But now it was broadening and deepening its campaign from a purely economic focus to consider social factors. A new piece of work would be "testing the hypothesis" that buses could have a positive impact on equality, deprivation and life chances in general. Greener Journeys was working with KPMG and Leeds University to produce "the definitive report on the value of buses to society". "We believe it will make the case for buses and bus infrastructure unarguable - especially in a climate of austerity," Ms Haigh said. She added that the bus industry should be encouraged by the declaration at the 2015 Paris Climate Conference in December, in which the participating countries reaffirmed their commitments to emissions targets.

Launching a new report with LowCVP, *The Journey of the Green Bus*, she said "Testing for buses is far more rigorous and closer to the real world than tests for cars. Buses are leading the way, and we as a sector must continue to lead the way to achieve a sustainable future for everyone."

Transport Focus chief executive Anthony Smith spoke about the organisation's latest research among bus users, involving 47,000 people in 12 areas.

This found that two-fifths of passengers had a high level of trust in bus passengers. But there was only a shallow relationship between passengers and bus companies. "Most passengers don't have a clue who runs the bus," he said. "They are very surprised to find that most are run commercially."

Priority areas for improvement were: value for money; more buses arriving

and running on time; more frequent services; and more effort to tackle anti-social behaviour. Punctuality and value for money were the main drivers of satisfaction, but perceptions of "value for money" were not purely related to the fare, he said.

Hilary Chipping, acting chief executive of South East Midlands LEP explained that the LEP covered 11 local authority areas including Milton Keynes, Bedford and Northampton. It had good north-south transport links, but east-west links were less good. Like many areas around the country it contained a few big towns but was 70% rural; three-quarters of people lived and worked in the area and 65% commuted by car.

The Semlep area included a number of long-distance routes including the Oxford-Cambridge X5. Electric buses were on trial in Milton Keynes. The Luton-Dunstable busway had been a success. Bus passenger numbers had risen in Milton Keynes. But, she





said, "There's a big gap betwen the latest technology and your experience if you're standing at a bus stop in the rain on a cold evening in a rural area, and you don't know whether the bus is coming. She added: "LEPs want to do more to work with operators to increase patronage."

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Arriva UK Bus managing director Kevin O'Connor said he had been struck by the varying factors driving passenger growth in different areas. There was no single factor that would work everywhere.

He described research Arriva had conducted among people who had not used buses for over 10 years. They were encouraged to go on a bus and their perceptions were compared with reality. Perceptions were that buses were cramped, untidy, and carrying miserable passengers.

The reality was that there was much greater comfort, with leather seats, wi-fi, power sockets and air-conditioning. This was now the standard for all Arriva buses, not just its premium Sapphire services.

Arriva was "obsessed with overcoming the barriers" to bus travel, he said. What put people off was uncertainty – would the bus come? Would it be full? Could the bus stop GPS system be trusted?

Arriva was addressing the barriers through technology such as better information and e-ticketing, and investment in buses. For example, although over a million people had downloaded the company's mobile bus information app, it had also made its data available to Google, to reach people who would be unlikely to download the app.

He stressed: "We need to be data-led in decision-making. Ask what will really drive passenger growth."

Merseytravel director of corporate development Liz Chandler said that Liverpool city region was "changing the way we do buses". Though the city-region devolution deal included franchising powers, Merseytravel was more interested in other elements of the package which would allow a more integrated and strategic approach to be adopted.

It was working closely with Arriva and Stagecoach. The operators had invested £50m in buses. The Walrus ITSO-based smartcard had hit its millionth ticket this month. Merseytravel had set a target of 10% growth in fare-paying passengers by March 2017.

In a new way of working, Arriva, Stagecoach and Merseytravel were pooling their knowledge through six joint work teams covering areas such as reliability, punctuality, and the customer experience. A stakeholder board with members including politicians and representatives from LEPs and customer groups had been set up, with the right to challenge the organisation's proposals.

"We believe we can make the difference, to change the bus from Cinderella to the belle of the ball," Ms Chandler said.

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The bus of the future

he bus of the future is here now, said Low CVP managing director Andy Eastlake. Over the past 20 years, the bus had transformed, he said.

Buses need to adopt low carbon energy, including renewable electricity or renewable biodiesel. They need to be high-efficiency – for example electric buses, hybrids, or using fuel cells or gas engines, and they need to be efficient in weight and use of road space. And they need to be low-emission – full electric, geo-fenced, using Euro VI engines – as well as low-noise.

The new LowCVP/Greener Journeys report showed how far buses had come. Over 3,500 green buses were in operation around the UK; they had been proven technically and financially. The best new buses to be tested emitted only a thousandth of the level of nitrogen oxides that the original Routemaster did. "The UK industry and market are leading the way in the world," he said. "I'd like to see, in 2020, 100% of the new buses going on the road to be low emission," from 25% today.

First Bus managing director Giles Fearnley described the Bristol and West of England partnership from the operators' viewpoint, and the aims the operator and local authorities shared.

In 2012, First West of England had been 12 months into a transformation campaign when George Ferguson was elected mayor. "This gave us the confidence to accelerate the programme," he said.

"We want to use Bristol as a testbed for new technology," he continued. "When the 2015 European Green Capital project came up we wanted to be part of it."

This led to a partnership application to introduce 110 biometh-

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– Andy Eastlake ane-fuelled buses, and last month to the start of a trial of virtual electric buses using geofencing to switch to electric mode in air quality management areas. Moblie ticketing has been introduced with smart ticketing to follow. "We took some risks by bringing forward our plans in 2012. But we're now carrying 70,000 additional passengers per week."

Alexander Dennis group engineering director Ken Scott took up the session's subtitle "from workhorse to thoroughbred". A workhorse was something "that dependably performs hard work over a long period of time". For the bus this meant availability, maintainability and reliability: the ability to operate 18 hours a day in harsh climates over varied topography, with a continual stop-start routine, over a 14-year lifespan.

A thoroughbred was something which had evolved to the point where it apparently had no flaws. For the bus this meant being at the forefront of technology including low emissions, and to be stylish – while still meeting all the previously-mentioned functional requirements.

The thoroughbred would have a hybrid, virtual electric or full electric driveline, would be lightweight, and would incorporate features such as priority at traffic lights and on-demand route modification. The challenge, said Mr Scott, was to balance the need for pioneering technology and lightweight materials with cost.

And such a bus would only be successful if it attracted passengers – through attributes such as capacity, comfort, safety, ride quality, access, convenience and connectivity. The bus of the future needs to be both workhouse and thoroughbred, he concluded. "If we can do that, more people will use the bus."

Optare engineering director Alastair Munro said the challenge for bus manufacturers was to meet passengers' wants – for example, for features such as real-time information and smart technology, accessibility, comfort and ease of use – at the same time as operator's demands for low cost of ownership, fuel efficiency, and ease of maintenance. They also had to meet sustainability challenges of improving air quality and the technical challenge of adopting the latest advances in automotive technology, particularly safety systems.

Addressing all this required manufacturers to listen to the voice of the passenger and operator; operators must understand passengers' needs; and the Government must understand the need to get people out of cars and on to public transport.

In short, Optare's view of the thoroughbred bus was that it must encompass passenger needs; strike a balance between capital and operational costs; and it must be supported by government policy.

Top: the latest buses from ADL and Optare on display outside the summit Bottom (l-r): Andy Eastlake, Giles Fearnley, Ken Scott, Alastair Munro



tagecoach chief executive Martin Griffiths said the bus industry needed to transform itself, and it was doing – as shown by the commitment to introduce contactless ticketing on all buses by 2020.

But, he added, "The market is changing fast, in the face of personal mobility." He continued: "Road congestion is strangling our industry. For too long there has been a failure to tackle this thorny issue."

There needed to be clear direction from the Government to encourage an integrated approach to transport that included parking and land use, proper bus priority and better infrastructure, as well as a financial regime to encourage private sector investment.

"I believe the bus operators are stepping up to the challenge," he said, "but we need the same commitment from our central and local government partners."

Of the Buses Bill he said: "We need to get this right. The bus industry is at a crossroads. Focusing on the industry structure is the wrong debate."

Instead there should be a focus on customers. "Let's develop a proper shared vision to support bus use in our country. We can make it happen and we can do it quickly."

Transport for Greater Manchester chief executive Dr Jon Lamonte said: "We need to think as an industry about how we tackle congestion." He added that the motoring lobby was "incredibly strong" in arguing against bus priority. "We need to have, collectively, good evidence as to why it's value."

Go-Ahead group chief executive David Brown said he believed partnership was the only way forward. "Don't conflate the debate about structure with the future of the bus market," he said. The future of urban mobility would be a future determined by customer choice.

"There is a lot everyone in transport can agree on," he said. First, passengers wanted simplicity in fares. Second, city regions would dominate the UK economy and create land use, housing and environmental challenges. Third, air quality would be an issue. Fourth, the age profile of the public was changing from "austerity pensioners", to baby boomers used to consumer choice.

"Partnership between the public sector and private sector is the only way to make our future city regions work," he added. Given current public sector finances, investment in a shared vision had to come from the private sector attracting investors. This would not happen if profit was "a dirty word". "If we're in conflict we will fail."

North East Combined Authority managing director of transport operations Tobyn Hughes recalled that a year ago the combined authority was pre-



The future bus market

paring for the quality contract scheme board's process of scrutinising its proposals to introduce bus franchising. He said: "We planned to introduce an integrated transport system that would be the envy of the UK. It would allow people to move freely, with a simple fare structure, and it would attract people back to buses. We knew that it would be controversial and difficult. But we believed it was worth it for the social and economic benefits it would bring." But, he said, the organisation had not anticipated just how complex and adversarial the process would prove.

The quality contract board produced its opinion – that the proposal did not meet three of the five statutory public interest criteria. "We disagree and we believe we are right," he said.

He added: "We desperately need legislation that is workable. The Buses Bill is a good opportunity for the Government to get it right this time."

Buses were the lifeblood of the community, he said: they were too important to leave to chance. He concluded: "We still intend to introduce an integrated transport structure in the North East, and we will get there eventually."

Systra public transport operations director Neill Birch recalled that Dr Richard Beeching had been brought in to reduce the losses of the rail network and define where public money should be spent. Since 1965 the rail network had been stabilised. He believed Beeching was "the fundamental underpinning of rail's success today". Meanwhile bus use continued to decline significantly. Perhaps it needed a Beeching-like process to decide on a network appropriate for current requirements, what public spending was appropriate and where it should be targeted, based on a thorough analysis of the whole problem.

Mr Birch predicted that big cities would continue to have "a vibrant bus-based public transport service for the foreseeable future". In rural areas, where services were threatened, often there were numerous agencies providing transport services - the local transport authority, health boards, education authorities and social work departments. It was estimated that up to £1bn was spent on transport by these agencies combined. Mr Birch said there was a need to work harder at unlocking potential synergies between them. "The savings could be mind-blowing," he said.

Trentbarton managing director Jeff Counsell urged all parties to focus on priorities. "Hopefully we all want the same thing – a thriving successful bus network," he said.

The future of the bus market, he believed, lay in "enhanced and improved partnership working – which benefits everyone."

In greater Nottingham, partnership had achieved 7.7% growth in bus use since 2005 (9% in Nottingham city itself); 93% overall passenger satisfaction levels, the highest in the UK; the highest level of public transport patronage per capita in England outside London; and a multi-operator, multi-mode smart card. "This is what the commercial free market has delivered in Nottingham, in partnership with local government," he said. "It needs strengthening. It doesn't need changing." Session chair David Begg with from left to right: Jeff Counsell, Neill Birch, Tobyn Hughes, David Brown, Jon Lamonte and Martin Griffiths

Don't conflate the debate about structure with the future of the bus market

– David Brown

Scotland

Strategy review raises as m

n January the Scottish Government published a "refresh" of the National Transport Strategy for Scotland. The big announcement was that the process had been more helpful in asking big questions than answering them. Minister for Transport and Islands Derek Mackay had concluded that a more fundamental review of the strategy was needed and commended "a fuller, collaborative review of the NTS to the next Scottish Government".

Cynics in the industry observe that a strategy review which simply promises another review kicks difficult transport choices into touch until after the May 2016 Scottish Parliament elections. However, the refresh also revealed evidence of a need for a change in strategy. The implicit suggestion in the minister's foreword that better progress is needed on the government's core goals of prosperity, fairness and participation could offer promise.

The review of what has actually been achieved in the last 10 years reflects the weaknesses of the 2006 strategy. This set out policy goals for improving journey times, reducing emissions and improving quality, accessibility and affordability of travel, but it was not clear how delivery programmes related to these goals. It is therefore no surprise that, despite the strategy's programmes such as new roads and railways having been carried out over the last decade, the policy goals have not been achieved.

Statistics published in the strategy show walking and bus use lower than 10 years ago and car use up. "A lost decade" was how transport campaign group Transform Scotland summarised the review. Rail use has increased strongly, and cycling is also slightly higher than a decade ago, but these changes are not easily related to the impact of transport policy, but instead to wider effects.

There is no published monitoring of whether strategy outcomes are being achieved for journey times, quality, accessibility or affordably, but a number of proxy measures are shown in the review. Falling average road speeds are used as a proxy for increasing average road journey times which have been experienced. Changes in public transport journey times are not described, despite their stated importance to policy.

Considerable attention is given in the statistics to the fall in total emissions from transport, including a discussion of why transport emissions have fallen more slowly The development of partnerships with industry is still a work in progress



Scotland's refreshed National Transport Strategy still leaves a disconnection between aims and action, says **Derek Halden**

than those of other sectors of the economy. Other than a suggested link between policy and outcomes for the UK government's plug-in grant scheme, it is not clear what, if any, effect the government believes its transport programmes have achieved over the last 10 years.

The strategy describes much activity. It is clear that the transport sector is keeping many Scots occupied, but less clear whether the pursuits have resulted in transport benefits or disbenefits. Particular emphasis is placed on the benefits of construction activity: "The part that investing in transport infrastructure has played in mitigating some of the worst effects of the recession should not be underestimated," says the review.

The review describes how the context for transport has changed as part of new approaches to economic policy, climate change and community participation. It identifies how transport is tackling what it calls "the three key shifting challenges of tackling inequality while increasing sustainable economic growth; making the transition to a low-carbon economy; and making the most of scarce public resources".

However, commenting on these new commitments, walking charity Living Streets observed that policy statements needed to be backed up with funding and action to make local access more equitable. Where large sums are being invested in pursuit of these goals, such as the national concessionary travel scheme, the evidence in Transport Scotland's own research is much less clear about benefits for equality and reduced carbon consumption than the bald statements in the strategy.

This disconnection between aims and action is illustrated in the discussion of priorities by mode of travel. Placing walking at the top of a transport hierarchy looks good in a diagram. However, the television and

Summary of road network performance			
	Annual Veh KM (millions)	Annual Veh Hours (millions)	Average Road Speed (kph)
2005	28,900	461	58
2012	34,500	610	57

any questions as it answers



radio debates about the launch of the new strategy failed to clarify what improvements people could expect. The net decline in active travel has severe social and economic consequences, but the strategy talks about the benefits of more active travel rather than practical steps to achieve it.

Despite the apparent failure to deliver on the high level outcomes, perhaps the most surprising conclusion of the new strategy is "business as usual". Few would disagree that the objectives are the correct ones. However, these goals have not been achieved over the last 10 years so it is a brave assumption that continuing with the same strategy will deliver positive changes in the future.

However, there is recognition of the need for change in the chapter about establishing clearer roles and responsibilities. A greater focus on partnership working is a helpful recalibration of the strategy direction, but that is as far as it goes. Rather than reflecting reality as expressed in the daily proceedings of the parliament and council chambers, the strategy bravely states: "Relationships between the Scottish Government and its partners in RTPs, local authorities and third sector are now based on trust and mutual respect", and "the challenge of scarce public resources means that this partnership working is more important than ever and must transcend existing roles and responsibilities."

There has been growth in the number of rail passenger journeys, but bus use and active travel have fallen

A changing landscape

he original National Transport Strategy was published in December 2006, intended to act as "an enabler of economic growth". A "refresh" was announced in April last year. Not intended as a full-scale review, the aim was not to rewrite the strategy but to see whether it was still fit for purpose, and to test it against changes since 2006 – constitutional, political, economic, social or purely transport-related.

The 2006 strategy set out an overall vision, five high-level objectives and three key strategic outcomes. The high level objectives were to promote economic growth; promote social inclusion; protect the environment and improve health; improve safety; and improve integration.

The strategic outcomes were: improved journey times and connections; reduced emissions; and improved quality, accessibility and affordability.

The refresh notes that "the national landscape has changed significantly since 2006".

Constitutionally and politically, further powers are being devolved to the Scottish Parliament. The Scottish Government in its current programme has set out a new way or working based around democratic renewal, greater public engagement, and the core principles of prosperity, participation and fairness.

There is "a reinvigorated relationship" between central and local government, demonstrated practically through shared services, and specifically in transport through a collaborative approach in areas such as road maintenance.

Global challenges include climate change, where "new approaches have been developed at the national and local level".

Scotland's economic strategy has been refreshed; the town and country planning framework has been overhauled; and the Community Empowerment Act has come into force, setting a new context for community planning partnerships.

The Scottish government has invested £15bn in transport since 2007. This is described as being "a massive socio-economic enabler" and the construction activity "has undoubtedly mitigated some of the impact of recession in Scot-

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land". The Scottish construction sector has grown by 21% to 2014.

Transport statistics suggest that the use of transport has changed "although perhaps not quite as may have been envisaged in 2006". Statistics show a continuing reliance on cars, and although there has been significant growth in the number of rail journeys, the number of bus journeys has fallen.

The refresh process raises questions such as whether the declining trend in bus patronage will continue or whether it can be reversed given the right policies; whether the market for low carbon and electric vehicles in self-sustaining or dependent on continuing financial support; and whether a strong economic rebound will impose new demands on the transport system.

These suggest, according to the refresh document itself, the need for a fuller review of the strategy.

In his foreword to the new document transport minister Derek Mackay says he does not underestimate the challenges facing transport but argues that "we are well placed to meet them", not least because of a new political landscape.

"We now frame the relationship between central and local government through partnership working; and we now frame our discussions with communities around empowerment and the socalled 'co-production' of solutions to shared problems," he says.

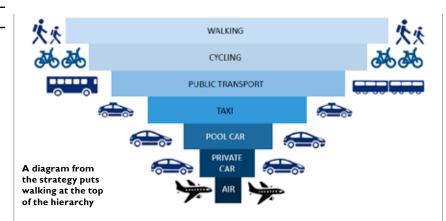
The NTS is seen "not just as a framework for central government but increasingly as a framework for all of us with roles and responsibilities in relation to transport".

He continues: "We have refreshed the NTS and I could now conclude that it is broadly fit for purpose in its own terms – improving connectivity, reducing emissions and improving the passenger experience."

However, he concludes that "we should reconsider the NTS more fully through the lens of prosperity, fairness and participation – re-examining how we can best work together and prioritise our collective activity to the benefit of Scotland's economy and Scotland's people." From this viewpoint the refresh is "a conversation begun, and I now commend a fuller, collaborative review of the NTS to the next Scottish Government."

Scotland

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Derek Halden is director of transport data and technology business DHC Loop Connections and is secretary of Scotland's transport think tank STSG. www.dhcl.co.uk Even if these statements are taken at face value, there is still the major omission that the government is not claiming it has built trust and mutual respect with the transport industry which provides the road and rail services on which people depend. Instead the development of partnerships with industry is still work in progress – "we are now forging new partnerships with bus operators and authorities to deliver smart and integrated ticketing, tackle congestion and use our existing road space to give bus the priority it needs".

It is hard to be optimistic that this new framework for partnership will be any more successful than the partnerships with industry over the last decade, without some recognition of the reasons why bus and freight quality partnerships have failed. To make pro-

Partnership Director, Edinburgh, £75 - £85k per annum

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A relevant degree level qualification and membership of a professional body is essential.

Closing Date: 18th **March 2016** Interviews will be held at the Scottish Government office, Victoria Quay, Edinburgh during April 2016.

For information on the above post and/or to apply online go to: https://www.myjobscotland.gov.uk/organisations/ south-east-scotland-transport-partnership/jobs/ partnership-director-41089

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Application forms must be completed and CVs alone will not be accepted.

gress with partnerships a new strategy is needed that recognises the realities of finance, procurement, performance and need. Working through the details of co-production and partnership even for basic assets and needs like car parks and revenue can seem endless. If freight deliveries, bus lanes and car parking have been the frontier of partnerships over the last decade, things are now much more complex.

The explosion in the collaborative economy, for example through ride-sharing app Uber, challenges commonly held assumptions about the limits of public transport and creates new demands on streets. The role of transport authorities in facilitating sharing of streets is crucial, yet the new strategy offers no route to partnership or terms of engagement. Debates in town halls are currently more about raising more revenue than smart integrated transport, so there is little appetite for these challenges.

The strategy suggests that Scotland's new legislation, including the Community Empowerment Act, can help to offer a more participative approach. The promise of more action on local social priorities is certainly promising, but the partnerships did not support delivery over the last 10 years because the organisations involved were unclear about their roles. They failed due to a lack of will to work jointly.

Perhaps the minister recognised that transport changes were so fundamental to life in Scotland that they required a clear democratic mandate for change. If so, then 2016 could be an interesting year for Scotland. It is hard to imagine how the Scottish Government's aspirations for an effective transport strategy can be developed after an election if each political party avoids mentioning them prior to the vote.

In the meantime we have another strategy announcing future strategies and sub-strategies within these. If the January 2016 refresh proves to be significant it will be as a result of the minister's conclusion "that we should reconsider the NTS more fully through the lens of prosperity, fairness and participation". However, that is for a future document to explain.

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People

Stuart Ross – a great communicator

tuart Ross, Transport for London's Director of News, lost the bravest of battles with cancer on Friday 22 January. He was 42.

No words can really do justice to Stuart's contribution to London and making TfL a world-leading organisation. A deluge of heartfelt tributes from all quarters show just how deeply he will be missed.

Stuart was there at the beginning of TfL's journey in 2000. The mayoralty had just been created. The first steps were being taken to genuinely integrate transport. The politics were raw.

While many struggled in this high-octane environment, Stuart was at home. He shaped the arguments that secured public support for steady and sustained investment in transport. He relished the complexity, the cut and thrust, the madnesses. He simply loved London.

As the best communicator of his generation, he deciphered transport-speak to explain to Londoners what was happening in their city. With typical understatement, he told us recently "I felt like a round peg in a round hole."

Managing the swirling media environment with such brilliance is remarkable enough. Keeping your team sane and colleagues calm as well takes someone of an altogether higher calibre. It's macroeconomics one minute, a signal failure at Acton the next.

Stuart had the intellect and energy to master the lot. And he led those working with him with such skill and empathy that they would have followed him to the ends of the earth.

Stuart became a trusted confidante to three commissioners of transport and a source of rock solid advice to two mayors. Journalists trusted and respected his deep integrity, commitment to public service and fearless pursuit of accuracy. Colleagues tell of hearing one of Stuart's trademark phrases when he thought a journalist wasn't quite getting it – "I think you can sense my frustration..."

Over 15 years, Stuart's broad shoulders helped carry London through some of its greatest challenges. He gathered everyone up after the July 2005 bombings. He masterminded the Tour de France Grand Depart in 2007. And he was at the epicentre of the best ever Olympic Games in 2012, transforming the reputation of London and its transport in the eyes of the entire world.

Always putting the needs of others before his own, not once did Stuart seek the limelight. He was only ever interested in delivering the right outcome for London.

Stuart's leadership has given numerous other people a start in life. Through an internship scheme he started, young people from all backgrounds have had a chance to make their own way in the communications industry. It is why Stuart could say with immense pride that the diversity of his team truly reflects the city that it serves.

Work was important to him, but his devotion to his family, his humour, his command of world events and his support for Arsenal and Hibernian made sure that he was one of the nicest and most well-rounded world citizens that you will ever meet. Working with him was a joy and privilege for all of us.

Stuart wrote to his colleagues a few weeks before we lost him. David Bowie had just passed on and, in words that only a master communicator like Stuart could conjure, he told us that he too "was on his farewell tour". It gave us time to tell him how much we loved him as a friend, colleague and fully paid-up member of the human race.

Stuart Ross was a magnificent public servant and elevated all who knew him to a higher plane. He will remain a hero and inspiration to us all. We will also ensure that Stuart's memory will be with us in perpetuity.

Our thoughts are with his wife and daughter Becky and Rowan, Stuart's parents and sister, wider family, friends and colleagues.

Vernon Everitt, managing director, customer experience, marketing & communication, Transport for London













Daniel Moylan

Isabel Dedring

Daniel Moylan appointed interim chair of Crossrail 2 Ltd

London mayor Boris Johnson has appointed **Daniel Moylan** as interim chair of Crossrail 2 Ltd, the new company set up by Transport for London in December to drive the scheme forward.

Mr Moylan is already a member of the TfL board and the mayor's adviser for aviation.

The appointment will run until shortly after the London mayoral and assembly elections in May this year. TfL will postpone the current recruitment process for a chair until after the elections.

With London's population expected to reach 10 million by 2030, Crossrail 2 is needed to create additional capacity. Construction is planned to start in 2020.

Mr Moylan said: "Crossrail 2 is a transformative new railway that will benefit not just London but the South East and the country as a whole. There is an overwhelming case to progress with the development phase so that we can get construction under way in just a few years."

Crossrail 2 will link destinations in south-west London and Surrey including Wimbledon, New Malden, Kingston and Epsom to north-east London and Hertfordshire including Tottenham Hale, Waltham Cross, Cheshunt and Broxbourne, with a tunnelled section between Wimbledon and Tottenham Hale. Further appointments to the board, which will bring together independent directors, representatives from the DfT and Network Rail and senior TfL officers, will be made in the coming weeks.

Isabel Dedring, London's deputy mayor for transport, is to join consultant Arup as global transport leader in March. The new role is intended to consolidate the firm's integrated approach to transport and urban development.

Ms Dedring is a qualified US lawyer with a background in regulated industries and management consultancy. She spent six years at TfL, before which she worked at City Hall for eight years the mayor's environment adviser.

In her role as deputy mayor, Ms Dedring was responsible for setting policy and for monitoring execution of the mayor's transport portfolio. She takes up the new post on 21 March.

Consultant Atkins has appointed **David Brewer** as its new market director for its strategic rail market. Mr Brewer will lead the strategic rail client team, responsible for a portfolio of services and projects ranging from strategic advice through to large schemes.

He will also lead the development and execution of Atkins' long-term market strategy in the UK and overseas.

He joins from Highways England, where he was network delivery and development director, leading a team of six directors each running a regional business unit as well as the traffic technology division. He was a member of the executive committee and formerly a board director of Highways England.

- Isabel Dedring joins Arup
- Atkins appoints David Brewer as rail market director
- Amey chief exec Mel Ewell to retire, Andy Milner to replace him
- Xavier Brice to become Sustrans chief exec in June • Will Whitehorn named
- new CILT president

Amey chief executive **Mel Ewell** is to retire at the end of March after 15 years with the business. **Andy Milner**, managing director of the company's consulting and strategic infrastructure division, has been named as his successor.

During his tenure Mr Ewell supported Ferrovial in its purchase of Amey in 2003, as well as Amey's successful acquisition of Enterprise plc in 2013. In this time the business grew from a £600m UK-based company into an international organisation employing around 21,000 people and with turnover of £2.5bn.

Mr Milner, a chartered civil engineer, joined Amey in 2006 following the acquisition of Owen Williams. Since being appointed managing director of consulting in 2008, he has overseen the business's growth into one of the leading engineering and technical consultancies in the UK, as well as moving into three more continents, with contracts in Australia, Qatar and the US.

Sustrans has named Xavier Brice as its new chief executive from June this year. Mr Brice has worked for the past ten years in a number of roles for Transport for London, most recently leading the Fit for the Future Stations programme. He was also responsible for designing a new cycling strategy for London, which led to the introduction of Cycle Superhighways and the Cycle Hire scheme. He is a lifelong cyclist and public transport aficionado.

He will succeed current chief executive Malcolm Shepherd, who is retiring at the end of March following 21 years with the charity, eight as chief executive. Operations director Andy Wistow will be interim chief executive until Mr Brice joins.

Will Whitehorn is to become president of the Chartered Institute of Logistics and Transport, taking over from Beverley Bell in May. Mr Whitehorn is a director of Stagecoach Group and chairman of Transport Systems Catapult. He has been a vice-president of CILT for the past four years.

Mr Whitehorn has worked in the transport sector all his working life. He learned to fly at 16 as an RAF cadet, and studied history and economics at Aberdeen University. He began his transport career working for British Airways as a helicopter crewman in the North Sea oil industry. He worked for Virgin Group for 25 years, where he helped establish Virgin Atlantic before leading Virgin's move into rail, including the company's bid for the West Coast main line franchise.



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