



## Accelerated progress Chancellor backs mega-projects



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Winners at the thirteenth London Transport Awards p19



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David Hoggarth on the 'transformational' changes coming to rail p25



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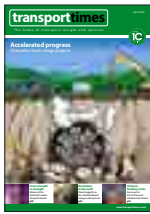
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Cover illustration:  
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Transport Times is published monthly and provides news, information, analysis and comment on surface transport.

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### Printer

Buxton Press Ltd  
Palace Road  
Buxton  
Derbyshire SK17 6AE

**ISSN 1759-1015**

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HPC Publishing  
Drury Lane  
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issue no: 131 April 2016

## A green light – but many hurdles remain

Last week's Budget may come to be seen as a pivotal moment, with chancellor George Osborne giving the go-ahead to a number of key infrastructure projects, notably Crossrail 2 and the north of England's High Speed 3.

It may also be seen as pivotal for a more political reason – the subsequent resignation of Iain Duncan Smith. The chancellor has bestrode the political stage as such a powerful figure for so long that it has become easy to forget that ministers and politicians are transitory. It's not yet clear how much now much Mr Duncan Smith's resignation will have destabilised the chancellor; as *Transport Times* went to press Mr Osborne was hoping that delivering the closing speech in the Budget debate would reassert his authority. But it should be remembered that both Crossrail 2 and HS3 are at an early stage. Lord Adonis and the National Infrastructure Commission made a robust case for both projects, but the question remains: how committed to them would a future chancellor be?

Putting that aside, the announcements also raised the question of resources. As originally envisaged by Lord Adonis when he was Transport Secretary, construction of High Speed 2 would follow seamlessly from the end of Crossrail. On the timetable announced last week, construction of Crossrail 2 would roughly coincide with phase two of HS2. High Speed 3, a yet-to-be-finalised mix of new railway and upgrades integrated with the northern sections of HS2, will be started earlier, coinciding in part with HS2 phase one. Will there be the resources, both in funding and skills, for all these projects to go ahead together?

This may have been in Labour leader Jeremy Corbyn's mind when he suggested investment



**Will there be the resources, both in funding and skills, for all these projects to go ahead together?**

in the north should be prioritised over Crossrail 2. And no doubt Lord Adonis's recommendation that London should meet at least half the cost of Crossrail 2 was made partly to head off the persistent criticism that London receives special treatment.

It's worth noting that a requirement regarding locally-raised funding is not being imposed on Transport for the North and its associated local authorities, which clearly do not have the same revenue-raising powers or ability to lever in funds that London does.

The attention to high profile projects and capital spending should also not distract attention away from the continuing squeeze on revenue funding – for such things as highway maintenance, supported bus services and the like. More cuts are still to come, a point reinforced by the chancellor's Budget speech. Mr Osborne's enthusiasm for megaprojects is because of the expected stimulus they provide to the economies they serve, particularly those of the cities of the north of England. Since the highway reforms of the last 18 months, this extends to roads, with a feasibility study of a sub-Pennine tunnel now to go ahead.

It prompts the thought that, 20 years ago, it was accepted that new road capacity generated more traffic and hence filled up – as the new all lane-running sections of the M25 seem to be demonstrating.

The Government would argue that the new roads it is proposing are intended to remedy long-standing strategic deficiencies in the networks. But let's not forget demand management also has a role to play. We should avoid the temptation to return to a full-scale policy of trying to build our way out of congestion.

**David Fowler, editor  
Transport Times**





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April 2016  
London**Keynote Speaker: Lord Adonis,  
Chair, National Infrastructure Commission**

National Infrastructure Commission (NIC) chair Lord Adonis has called on the Government to accelerate a radical new plan to start delivering key stages of national rail and road infrastructure for the North while working up details of the long-term infrastructure plan for the region.

And Nicola Shaw, chief executive of High Speed 1, has set out her recommendations for the future structure and funding of Network Rail. They will be the key speakers at next month's UK Infrastructure Summit.

In a new report, High Speed North, Lord Adonis recommends immediate investment, kick-starting the HS3 network by developing a two-part plan for the Trans-Pennine rail route.

This would start with Network Rail, in conjunction with TfN and DfT, preparing plans to upgrade the rail network between Manchester and Leeds by the end of 2017, with a view to raising capacity by 2022. His accelerated plan for the North also urges Highways England to bring forward urgent improvements to the M62 between Liverpool and Manchester and between Manchester and Leeds.

Meanwhile, the next big infrastructure project in London – Crossrail 2 – has been given the green light. There will be £80million to fund development of these plans, and the Government will ask Transport for London to match that contribution with the aim of introducing a Crossrail 2 Bill in this Parliament.

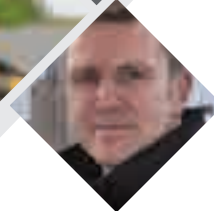
The Shaw report sets out plans for greater regional devolution within Network Rail, and proposals to attract private funding, while calling on the Government to develop a 30-year strategy.

We are delighted both these key figures will be speaking at this Summit and updating us on their milestone reports, with Lord Adonis delivering the keynote address on day one.

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# Osborne gives green light to new megaprojects



**Ed Cox, director, IPPR North**

With so little strategic planning for transport in the North for years, suddenly, like buses, three reports come along at once. Transport for the North's spring update to the Northern Transport Strategy provides plenty more detail on its main priorities and some vital work on how transport supports the North's economic strengths. The National Infrastructure Commission's *High Speed North* report makes a powerful case for a so-called HS3 network linking up Manchester, Leeds and other major cities. And on Wednesday, the chancellor was quick to respond with Budget promises of over £300m to 'kick-start' trans-Pennine connections.

Money for very necessary feasibility studies is welcome, but this can't be the limit of government funding for the north – the chancellor is ramping up expectations which will now have to be satisfied when it comes to Control Period 6 and Road Investment Strategy 2 later in this parliament. And the National Infrastructure Commission was right to highlight the urgency of projects like the M62 and Trans-Pennine electrification that can be fast-tracked immediately.

But transport investment has to be for a real purpose. Beyond a Northern Transport Strategy we must develop a Great North Plan to align transport, energy, housing and other key drivers of economic growth into a coherent strategy. This is not only critical for creating momentum and bringing people together – but IPPR North research shows it would play a key role in attracting international investment.

Chancellor George Osborne used last week's Budget to announce the go-ahead for Crossrail 2 in London and the north of England High Speed 3 network.

He accepted the recommendation of the National Infrastructure Commission, led by Lord Adonis, putting the two projects at the centre of a £300m package to kick-start the projects, plus significant road improvements in the North.

The plans included an immediate start on taking forward HS3 between Leeds and Manchester, with £60m to develop detailed plans to reduce journey times towards 30 minutes, as well as improving links between the North's other major cities.

Options for a trans-Pennine

road tunnel between Sheffield and Manchester will be explored with £75m for development, as well as looking at options to improve the A66, A69 and the north-west quadrant of the M60.

Highways England gained £161m to accelerate upgrades to the M62 between junctions 10-12, Warrington to Eccles, and junctions 20-25, Rochdale to Brighouse.

For London, the chancellor gave the green light for Crossrail 2 to proceed to the next stage, with the aim of introducing a hybrid bill for construction in this Parliament. £80m was provided to develop the plans, which is to be matched by Transport for London.

The announcement accepted the recommendations of two reports by the NIC

in the week preceding the Budget, *High Speed North* and *Transport for a World City*.

However, despite the chancellor stipulating that over half the cost of Crossrail 2 should be contributed by London itself, there were questions over whether there would be sufficient resources to allow two projects of such magnitude to go ahead at the same time as High Speed 2. There were also questions about how far Iain Duncan Smith's resignation from the Government would destabilise the chancellor, and whether a future chancellor would have the same commitment to the projects. As *Transport Times* went to press, Mr Osborne was planning to take the unusual step of closing the Budget debate with the aim of re-asserting his authority.



**Terence Watson, country president, Alstom**

This Budget wasn't focused on big giveaways, but it contained some clear and important commitments on transport. At Alstom we warmly welcome the chancellor using this opportunity to back both Crossrail 2 and HS3. These are important projects, supported by the National Infrastructure Commission, and vital for UK growth.

There's never been a more exciting time to be a supplier in this country. But it's about more than just the projects themselves, it's about a commitment to the future of the industry. Investment has been much needed for some time. As an industry we must not simply look to win these contracts and

build these projects, and then pack up at the end. I passionately believe we must use them to kick-start a new wave of UK innovation, manufacturing and exporting. That's why I believe the chancellor's announcements on skills and apprenticeships are just as important for the rail industry as the headline projects. At Alstom we are putting our money where our mouth is with plans for a new training academy in Widnes, soon to be in front of the local council's planning committee. We hope to build on that investment in the future, creating hundreds of fantastic new opportunities for people across the north of the country.



**Steve Gooding, director RAC Foundation**

There were signs in the Budget that Mr Osborne had once again been poring over his road atlas, as several infrastructure schemes were announced or accelerated in the north, roads as well as rail. This is a tacit acknowledgement that the twin hurdles of traffic and geography – specifically, congestion and the Pennines – could both stand in the way of the Northern Powerhouse succeeding. Investment in significantly-improved transport links will be key to growth of the northern economy and unlocking the potential of the regional workforce. The big problem that remains unsolved is road maintenance. As councils limp on with shrinking budgets and growing repair lists there must be an argument for having an innovation strategy not just for Highways England but for all roads.

# The North: 'action needed now'

In its report on the North the National Infrastructure Commission said: "The North needs immediate and very significant investment for action now and a plan for longer-term transformation to reduce journey times, increase capacity and increase reliability."

High Speed 3 would be a higher speed, higher capacity, higher frequency network from Liverpool in the west to Hull and Newcastle in the east, incorporating key northern sections of HS2, upgraded lines, and sections of new track where necessary, the report said. But it called for immediate improvements between Manchester and Leeds, the two largest economies of the North and where the greatest benefits would be derived, with journey times reduced from 49 to 40 minutes by 2022.

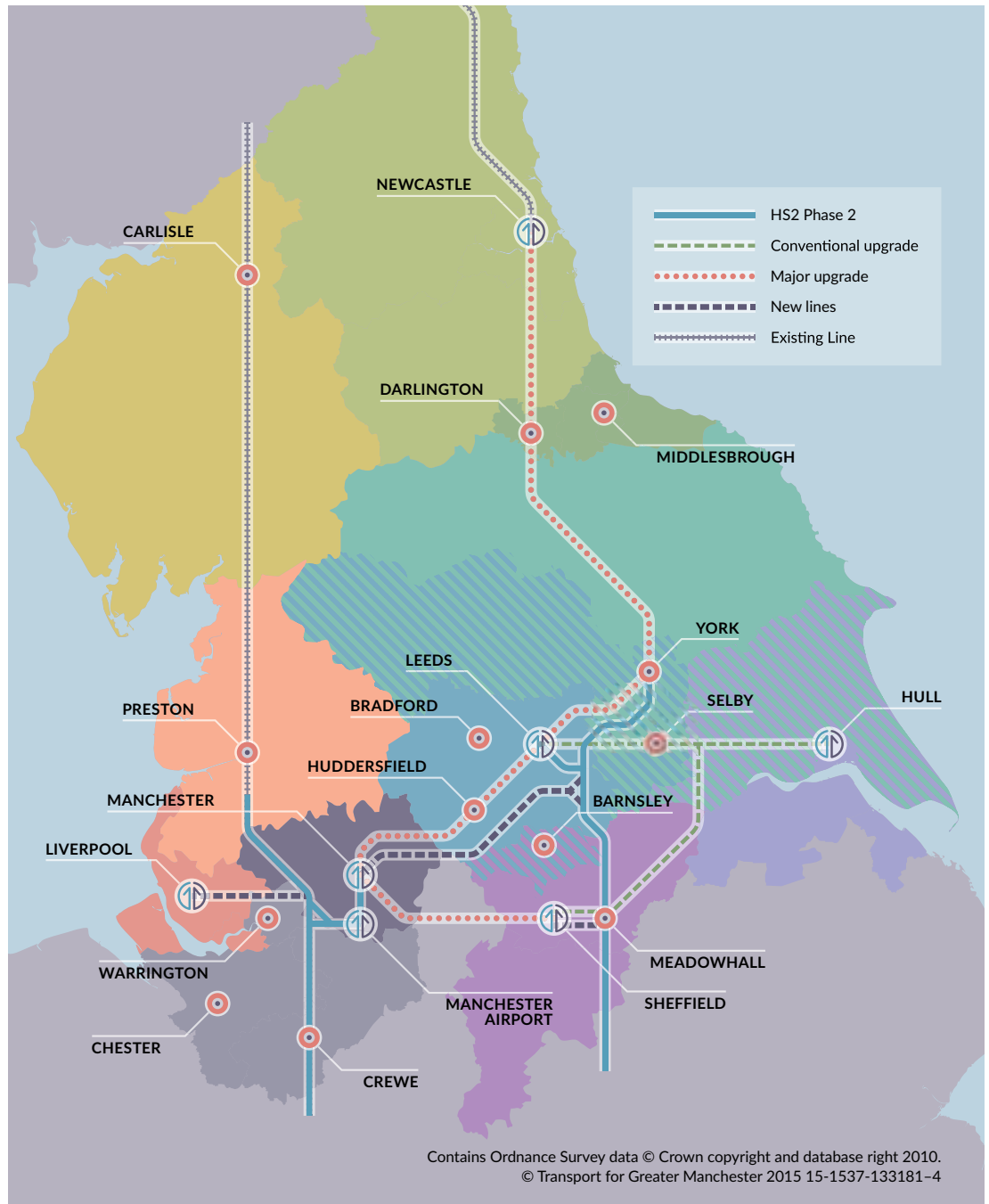
Lord Adonis said: "If the North is to become a powerhouse it has to be better connected. Leeds and Manchester are just 40 miles apart but there is no quick and easy way to travel between the two. In rush hour it can take more than two hours by car, by train it can be almost an hour."

HS3 would be developed in phases. Phase one should reduce journey times from 49 to 40 minutes and increase capacity by 2022. Phase two could cut times to just 30 minutes. An integrated plan covering both phases should be drawn up before the end of 2017, the NIC said.

HS2 should be integrated into the plans. Route decisions on the northern sections of HS2 are to be announced later this year and should provide improved connections within the North, including between Leeds and Sheffield, Liverpool and Manchester, and Sheffield to Newcastle.

Manchester Piccadilly should be redeveloped to provide additional east-west platforms in the short term together with a longer term transformation, which would "unlock this hub" and stimulate regeneration of a 56ha area of central Manchester.

The NIC has worked closely with Transport for the North, whose spring update of its own strategy said that work so far indicated that "in some cases achieving the vision in full might involve entirely new lines, or in other cases major upgrades to



**If the North is to become a powerhouse it has to be better connected**

— Lord Adonis

existing routes that are akin to a new line". It added: "On routes between Leeds and Manchester, and Manchester and Sheffield our work to date has shown that we need to go further than committed investments in the existing railway to achieve our vision for faster journeys and more frequent services." A diagram of "emerging options" shows a new alignment between Manchester and HS2 near Barnsley.

On roads in the North the NIC called for urgent improvements to the M62 between Liverpool, Manchester and Leeds, "which

could cut journey times by up to 20% and increase capacity by up to a third". The chancellor provided £161m to Highways England to bring these measures forward by two years so that work can start in the 2017 financial year. The section between junctions 20-25 (Leeds-Manchester) will become a four-lane smart motorway.

The NIC also called for development funding to be provided to accelerate the design of further improvements to the road network, and said better connections to Manchester International Airport should be prioritised.

**Transport for the North's "emerging view" of options for the Northern Powerhouse rail network**

# Shaw report retreats from privatisation



**Jim Steer, director, Steer Davies Gleave**

The Shaw Review (disclaimer: Steer Davies Gleave acted as advisers to the Shaw Report Team) will be seen as the report that *didn't* privatise Network Rail – an issue made critical by its reclassification on September 2014 on to the government books. To many observers, the unwritten purpose of the review was to find a path to re-privatisation, given the £40bn-plus hit on the Government's debt account. And they couldn't have found a more suitable author, given that Nicola Shaw had spent time at the Strategic Rail Authority in 2002 carefully crafting the structure that would allow Network Rail to be classified as private sector, raising its money on the markets, albeit with a very substantial level of Government guarantee.

Nonetheless, the Shaw Report does outline a clear path to introduce private funding to the increasingly devolved organisational arrangement Network Rail is pursuing. The approach would be to concession (or license) the improvement, operations, maintenance and renewal of rail infrastructure routes over 20-30 year periods. HM Treasury could be very keen to progress this approach in due course since it could help greatly to reach wider Government debt targets. Meanwhile, the review leaves plenty of guidance on other changes needed now – and sees a 3-4 year timescale as being needed to implement them. Everyone, it seems, is well aware of the risk of major upheaval.



**Nicola Shaw: "Place passengers and freight shippers at the heart of infrastructure management"**

**T**he Shaw report on the future of Network Rail backed away from recommending wholesale privatisation of the infrastructure owner in its report last week.

The report was widely expected to recommend selling concessions to operate and maintain Network Rail's regional networks or "routes", as has been done with High Speed 1, of which Ms Shaw is chief executive.

Instead, while leaving this option open, the report adopted a policy of avoiding upheaval and instead called for intensification of Network Rail's existing plans to devolve responsibility to its regions.

In effect, Network Rail chief executive Mark Carne's plans for route devolution, combined with the national introduction of advanced signalling systems (the digital railway) as the solution to improving capacity, strongly supported by the company's chair Sir Peter Hendy and the Network Rail board, form the basis of report's future vision for Network Rail.

The report also makes significant recommendations on improving the organisation's focus on its customers and on

attracting private capital.

It is understood that arguments that swayed the conclusions away from privatisation included the risk of union disruption, with the potential to delay Network Rail's 2014-19 investment programme. In addition opponents of privatisation argued concessions on Victorian infrastructure would be considered risky by investors such as pension funds, especially after this winter once again demonstrated the network's vulnerability to damage in severe weather.

Instead the report recommends that Network Rail should "place the needs of passengers and freight shippers at the heart of rail infrastructure management". This should be reinforced by train operators.

Crucially, this customer focus would be further underpinned through "deeper route devolution supported by independent regulation". The report says; "Building on the current Network Rail move to greater devolution to its routes, there should be a step-change in the degree of autonomy of these routes."

A new regional "route" should be created for the north of England which would work closely with Transport for the North and

other transport authorities and city-regions as well as London. It would include the northern sections of the East Coast and West Coast main lines, currently stand-alone routes in their own right. Steer Davies Gleave founder and TT contributor Jim Steer said that if TfN was to succeed it was essential it had a "congruent" Network Rail team to work with.

Ms Shaw calls for clarification of the Government's role in the railway, in particular that of the DfT, which is funder, client and owner of Network Rail. The DfT should develop "a visible longer-term strategy for rail travel", coordinating as appropriate with the governments of Scotland and Wales.

Planning for improvements to the rail network should be based on passenger and freight needs. Route managers should be given the freedom to build up their own plans, recognising the role of the railway in the transport, economic and social objectives of the area. The report recommends that the DfT works with the ORR, the Rail Delivery Group, the Rail Supply Group, the Treasury and Network Rail to consider where responsibility for coordinating future improvement plans should lie.

New ways of paying for growth in passengers and freight should be explored. Options for involving private sector finance, such as letting concessions, or involving suppliers in technological investment "should be explored to release Government capital, encourage innovation, and speed up delivery of improvements". Route managers should be empowered to find local sources of funding and financing, including local businesses and others who stand to benefit from additional capacity.

In addition industry-wide plans should be developed to support and increase the industry's skills and diversity.

The report was widely welcomed by the industry and by Transport Secretary Patrick McLoughlin, who promised a fuller response later this year.

**For more Budget analysis, see our blog: [www.transporttimes.co.uk/news.php](http://www.transporttimes.co.uk/news.php)**





Crossrail 2 will have twice the length of tunnels as Crossrail 1

## Crossrail 2: 'no good reason to delay'

**C**rossrail 2 should be taken forward as a priority; it should form the heart of the new London Plan, alongside existing commitments to upgrades and other new infrastructure, the NIC recommended.

"Funding should be made available now to develop the scheme fully, with the aim of submitting a hybrid bill by autumn 2019," said the commission. This would allow "significant

progress to be made on a passage of the bill before the end of this parliament", and would be the first stage towards allowing the £33bn project to open by 2033.

"There is no good reason to delay," the commission said. By the 2030s London will have a population of over 10 million. Crossrail 2, running south-west to north-east, will address four potential problems: crowding on key Underground lines, particularly those running north-south;

lack of capacity on commuter rail routes, especially in the south-west, and main Network Rail stations; insufficient orbital links; and the need for transport to promote housing growth within the capital.

Crossrail 2 will link the suburban rail network south-west of London to lines in the north-east via a tunnel from Wimbledon to Tottenham Hale. It is a more complicated project than Crossrail 1, with a tunnel of twice the length.

For this reason NIC chair Lord Adonis called for proposals to be identified to phase construction and reduce costs. "The costs of Crossrail 2 are high and therefore every opportunity should be taken to improve its affordability," the commission says. One possibility would be to delay the proposed north-western branch to new Southgate, and to consider an eastern branch from Hackney as an alternative.

A funding plan should be devised in which London contributes more than half the costs of the scheme, and private sector involvement in the development and funding of stations and their surrounding areas should be maximised. A London deal for Crossrail 2 funding agreement should be agreed before the hybrid bill is submitted.

The commission says London has been building fewer than half the 49,000 new homes it needs each year. A strategy should be developed so that Crossrail 2 unlocks significant housing growth, the commission says.



**Stephen Joseph,**  
chief executive,  
**Campaign for**  
**Better Transport**

The most important transport announcement in the Budget was arguably what the Chancellor chose not to do – raise fuel tax. In so doing, he failed to make the cost of driving more representative of the costs it imposes, or to tackle the air pollution which kills tens of thousands each year. He further hampered local authorities' ability to do things like mend potholes and support buses by cutting a significant source of their revenue – business rates. And he again promised large sums for big new roads like the £75m that will go to developing the idea of a trans-Pennine tunnel, which would swallow huge sums of money and in return probably just add to congestion. Among the gloom, there was also some good news in the form of investment in HS3 to improve rail links between cities in northern England. In addition, the Government offered action to support more housing development around rail stations, which could be highly beneficial in encouraging more sustainable travel habits. Budget day also saw Nicola Shaw's review of Network Rail published. In it, she makes clear the Government should resist calls to break up or privatise Network Rail and instead strengthen the voice of passengers, encourage investment and help the railways grow. These are recommendations we will ardently encourage the Department for Transport to adopt.

### David Leam, infrastructure director, London First

This was the week that the rookie National Infrastructure Commission earned its spurs. The chancellor embraced the NIC's reports on Crossrail 2 and transport in the North. But while a decision on airports continues to languish with No 10, Crossrail 2 has acquired what looks like unstoppable momentum. The chancellor's decision to apply his personal seal of approval to the scheme is particularly crucial, as this will electrify civil servants who require strong political leadership for a project of such magnitude. However, the experience of Crossrail 1 should remind us that we are not there yet. If we are to avoid the 40-odd year hiatus suffered by Crossrail 1, then this week's support must be capitalised upon, not banked. The much lauded "green light" should be seen as encouragement to race ahead to the next checkpoint



as quickly as possible, not yet as a final signal to proceed.

The project needs to be gripped and championed by the next mayor, so that the government's "aim" of depositing a Bill within this Parliament becomes reality. And London needs to respond to the challenges laid down by both the NIC and Treasury. That means exploring options for reducing and phasing costs, and developing a funding package that sees London shouldering at least half of the cost.

# Highways Agency 'should adopt more collaborative approach' to motorway incidents



David Jamieson: "I am convinced coordination must improve"

**T**he Highways Agency should adopt a culture of openness and transparency in dealing with traffic incidents on the road network. It should review its response protocols and work more collaboratively with local authorities when incidents require road closures and diversions.

These were among the recommendations following a public hearing held by West Midlands police and crime commissioner David Jamieson last week, after an accident on the M6 in February led to 24 hours of traffic chaos and disruption.

Mr Jamieson made 11 recommendations to improve the response to major incidents. The

**Delays like we saw on February 4 cost the economy millions of pounds**

fatal crash, between junctions 5 and 6 of the M6, happened in the early hours of 4 February. Gridlock around Birmingham ensued when part of the carriageway had to be resurfaced because of a fuel spill, and the motorway was not fully reopened until 24 hours later.

Mr Jamieson said: "Delays like we saw on February 4 cost the economy in the West Midlands millions of pounds with people and goods not able to get to where they are needed. As a result of the hearing I am convinced that coordination must improve across the board, so that Highways England are working as closely as possible with local authorities and the police."

The commissioner was to present his findings to roads minister Andrew Jones on Tuesday. The recommendations included:

- West Midlands Police and the Central Motorway Police Group should review their protocols for informing Highways England of large diesel and petrol spillages, and their arrangements for allowing Highways England access to incident sites.
- The police, the CMPG, Highways England and local authorities should agree a programme of exercises to plan for dealing with unexpected motorway closures. They should review protocols for declaring a major incident, and consider creating a graded incident scale to allow for a proportionate mobilisation of responses.

- Highways England should develop collaboration agreements with local authorities for their shared response to incidents on the motorway network.
- The criteria for activating Operation Freeway, in which tolls are suspended on the M6 Toll, should be renegotiated with lower thresholds for activation, so that the M6 Toll can be more effectively integrated into the response.

The crash occurred at around 2am. Normally an incident at this time would be cleared before the morning rush hour, Highways England told the hearing. However, on this occasion it was not allowed on to the scene until 7.10am, when it discovered an extensive diesel spill which meant an area of carriageway had to be resurfaced. It apologised to people who were stuck in traffic for several hours, and accepted it should have declared a major incident at around 9-10am.

It would have been possible to open the M6 Toll to general traffic to help relieve congestion in return for a compensation payment to Midland Express, the owner, of £300,000, but this was not done. The cost to the economy of congestion on the day has been estimated at £40m.

Keith Davenport, Warwickshire County Council traffic manager, told *Transport Times* that the system by which Highways England set up diversionary routes was not clear. HE, which is responsible for the strategic network of motorways and A-roads, has the power to divert traffic on to local roads managed by councils in consultation "but did not engage with us in this instance". He said Highways England's national control centre had the ability to divert long-distance traffic heading towards an incident earlier in their journey. "They could advise drivers approaching on the M1 to avoid the area altogether."

He added that if Highways England adopted a system such as Elgin's Traffic Management app, used by most local authorities, its officers would be able to create diversionary routes within minutes and immediately share their proposals over the web, allowing any potential problems to be identified before the route went live.

## LEPs have brought in £5bn private investment

**A** total of £5bn of private sector investment has been attracted by Local Enterprise Partnerships to date, it was announced at the LEP annual conference this week.

The level of private investment is part of a set of accumulated data collected by the LEP Network from the 39 business-led partnerships in England to demonstrate the impact of the work of LEPs. These show that, to date, LEPs have created 115,000 new jobs, trained 78,000 learners, created

71,000 new businesses and supported 72,000 others, built 16,000 new homes, and spent £945m on infrastructure.

Addressing the conference, prime minister David Cameron said: "In the five years since I joined you for the first LEP conference in Coventry, I have been delighted to see the real impact Local Enterprise Partnerships are making across the country.

"Together you have invested over £15bn in projects and programmes – boosting local economies and creating

quality job opportunities that are improving people's lives and their communities.

"I believe that local business leaders and local authorities must work together to make the best decisions for their area. This Government is pushing forward with the most ambitious devolution of power in a generation and business must be at the forefront of this. Now is the time for Local Enterprise Partnerships to get involved in devolution deals and tell us what you can do to drive growth."

# Options for three-hour Scotland-London rail journeys revealed

A three-hour journey time from London to Glasgow or Edinburgh would be more readily achieved by adopting a west coast route, a new report from High Speed 2 Ltd reveals.

The study considers both upgrades to existing infrastructure and construction of new lines.

The report, *Broad options for upgraded and high speed railways to the North of England and Scotland*, was commissioned by the DfT in November 2013.

Currently the journey time between London and Glasgow is four hours 31 minutes, and to Edinburgh four hours 23 minutes. A three-hour journey time would generate £3bn in benefits on top of those of High Speed 2 phase two (to Manchester and Leeds), the report says.

Capacity and journey times are constrained on both the East Coast and West Coast main lines by tight curves, steep inclines, sections of two-track railway and a mix of passenger and freight traffic.

The study found that upgrades within the footprint of the existing lines would provide limited savings in journey time, falling short of the three-hour target.

Considering upgrades that deviate from the existing alignment, on the West Coast main line around 137 miles of high speed bypasses would be needed, at a cost of £17bn-19bn and presenting "engineering challenges similar to those for a new line". On unimproved sections of the railway existing capacity constraints would remain.

On the East Coast main line, 94-137 miles of bypasses could achieve a three-hour journey to Edinburgh but not Glasgow, and would cost £11bn-13bn without addressing capacity issues. If capacity issues were also addressed the cost would rise to £20bn. For either line, around two-thirds of the length between the end of HS2 phase two and Scotland would need upgrading.

A new high speed route from the northern end of phase two would require more than 190 miles of new railway but would increase capacity and allow other city centres to be served. The

report says a high speed option to the west has been identified which would provide the three-hour journey time while closely following the topography and existing transport corridors. This option would run north from phase two's western leg to connect with the mid-point of the Edinburgh to Glasgow high speed line proposed by the Scottish government. It would include localised reductions in speed in problematic locations. It would cost £22bn-25bn.

A full high speed route to the west could provide a potential journey time between London and both Glasgow and Edinburgh of 2 hours 30 minutes, an hour and eight minutes less than the journey time when HS2 phase two opens, at a cost of £32bn-£34bn.

A full high speed route to the east could serve markets in the North East and Edinburgh in between two hours and 30 minutes and three hours. However, serving both Edinburgh and Glasgow within three hours would entail significantly higher cost. Eastern high speed options would cost £27bn-£43bn.

The report was welcomed by Scottish Government infrastructure secretary Keith Brown and Robert Goodwill, UK minister responsible for high speed rail, at a reception in Edinburgh Waverley Station on Monday.

Work will continue next year to identify the options with the best business case, to be further developed from 2019 onwards.



Upgrades within the existing boundaries of the East Coast and West Coast main lines would provide limited savings in journey time

## Arriva wins London Overground contract

Arriva Rail London is to take over operation of London Overground in November, TfL announced last week. The £1.5bn contract will cover seven and a half years with an option to extend for up to two additional years.

Arriva is a partner in the current operator Lorol with MTR. Both bid separately for the new contract, along with LoKeGo, a joint venture between Keolis UK and Go-Ahead, and Metrolinerail.

London Overground has been a major success story, transforming under-used national rail lines into a service that now carries over 184 million passengers a year. Lorol has also been highly successful and in March won the London Transport Awards Rail Operator of the Year category for the second year running.

Lorol has run London Overground since it began operations in November 2007. MTR's original partner, Laing Rail, was acquired by German operator DB in 2008 and became

part of Arriva UK Trains after DB later acquired Arriva.

Arriva said it will work closely with TfL to introduce a variety of ambitious service, rolling stock and station improvements. Chris Burchell, managing director of Arriva's UK trains division, said: "It is exciting to be given the opportunity to build on the major improvements we have made in recent years and we are delighted to be playing a key role in the next phase of London's growth and development."

# Mental health: how transport can help

There has been great progress in helping people with physical health needs use transport. Now attention must turn to mental ill health, says **Andrew Jones**



It isn't often these days that you can celebrate a true transport "first". But in February, following months of planning, I was pleased to be involved in the first mental health and transport summit ever held in the UK.

The event was jointly organised by the Department for Transport, the Mental Health Action Group, Mind, and Anxiety UK. We knew that in putting on the event we were taking a risk. Mental health isn't a subject most of us are used to talking about, especially in the context of transport.

But the day was a spectacular success. We had some great speakers, including Alastair Campbell, who spoke of his experience travelling while suffering episodes of mental ill health. And most importantly, the transport industry came out in force. I was impressed to see the hall packed with delegates from bus companies, rail operators, airports, airlines and other parts of the transport sector.

But though I was impressed, I was not surprised. That's because mental health has something important in common with transport: it affects us all. One in four of us will experience a mental health issue this year, and at least one in 20 will experience a long-term mental health condition at some point during our lives. It might be phobias, anxiety, OCD, depression, panic disorders, dementia or one of many other conditions. Whether it's our own mental health or that of someone we know, it's high time we started talking about it.

I gained new insight into mental health issues when I and everyone in my constituency office underwent Dementia Friends training. I saw how transport has a unique power to help. With its offer of the chance to study, work and visit family members, good trans-

port represents freedom and hope. People with mental health conditions tell us that good transport can help a full, timely recovery or just make life better.

Yet the truth is that like many areas of the economy, to serve those with poor mental health transport has much to do. To see what I mean, consider the progress transport has made in meeting the needs of those with physical ill health. In the bus industry, for example, 90% of buses are equipped to serve physically disabled people, with wheelchair space, priority seats, handrails, and devices to help people get on and off. But on mental health, there's sadly been nothing like that kind of progress.

**Making changes need not be expensive or complicated**

The result is that even someone with the best mental health will sometimes find public transport bewildering. Just ask anyone who's been at Clapham Junction during rush hour, or anyone who's boarded a bus in an unfamiliar town, not quite knowing where to get off or even whether the bus is going in the right direction.

If you are prone to anxiety, panic attacks, memory loss or any of a host of other possible conditions, experiences like these can quickly become a total barrier to travel – with all the loss of social contact that entails. That's a tragedy, and it also means the transport industry is missing out on millions of potential customers.

So what can we do about it? We can start by learning from the pioneers in our sector. This shows that making changes need not be expensive or

complicated. First Bus has introduced a Better Journeys Card which gives people a discreet way of alerting the driver to any special assistance they may need. The card carries messages such as *please help me find a seat, please count out my change with me and please be patient, I have a hidden disability.*

On the railways, Virgin Trains has been working with the Alzheimer's Society to give station staff specialist training, so that a number of its stations are increasingly dementia-friendly. Most airports now offer familiarisation visits to those who would benefit from them before they fly. Gatwick Airport has said that, so far, 80% of its front-line staff have undergone dementia training. And Manchester Airport has recognised how stressful the security search can be for children with autism, so it has special wristbands for children to wear to alert staff that they need a search procedure suited to them.

These relatively simple changes show the difference that transport operators can make when they think about those with mental health needs. They also show that there's not necessarily a one-size-fits-all, identikit solution to providing a better service to those with mental ill health. The task is for transport providers to look carefully at their services, to listen to people with mental ill health and the organisations that represent them, to train staff, and, above all, to be prepared to try new things.

Everywhere you look – in politics, the press, and in public – the national conversation about mental health is getting louder. My wish is for transport to be leading among those turning talk into action.

**Andrew Jones, Parliamentary Under Secretary of State for Transport**

# Transport's verdict on the EU: it's not bad

A review by the last government concluded that, on balance, the transport community broadly favoured membership of Europe. We just haven't quite figured out how it works yet

**T**here's a referendum coming up. But don't worry, what follows won't change your views on the EU, although that's my chosen subject.

Back in December 2012, the coalition government launched its review of "the balance of competences" – an audit of what the EU does and how it affects the UK. Launched earlier that year by the Foreign Secretary, government departments were to consult Parliament and its committees, business, the devolved administrations, and civil society (that's me and you) to look in depth at how the EU's competences (the power to act in particular areas conferred on it by the EU treaties) work in practice.

Transport was covered in the second of four "semesters" over a two-year period of study. The findings were published as one of no fewer than 25 such reports in February 2014. You'll remember it well, no doubt.

It looked at crucial areas such as the single market for transport services; enforcement and implementation; EU representation in international organisations; common standards; operating and technical product standards; and consumer, social and environmental standards.

Transport isn't perhaps the dominant concern affecting people's views on continued EU membership. Some couldn't wait for the official results before telling us the answer: Simon Jenkins, writing in the *Evening Standard* in May 2013, said that London should ditch the EU and the rest of Britain too; London would leave the EU and the rest of GB could stay in.

But what did the transport competence review actually conclude? The main messages from the evidence sent in by stakeholders were "general support for liberalised free trade in the EU, and a desire for this to go further – for exam-

ple in aviation, where the EU has made slow progress in its aspiration for a single European sky – and frustration where this aspiration has been held back by ineffective implementation or lack of enforcement of existing regulation".

It continued: "While stakeholders recognised the value of common operating and technical product standards, for example in manufacturing and rail interoperability, and that these would not exist across the EU without EU action, there was some concern at the perceived use of common standards in other fields, such as safety or social

**While the concept of the single market is generally strongly supported, so too is the principle of subsidiarity**

policy, to claw back market freedom and allow the potential imposition of national barriers, possibly in a protectionist way."

It summed up these views by saying: "While the concept of the single market in transport services is generally strongly supported, so too are the principles of subsidiarity and proportionality."

My take on this work is that it offered little evidence that stakeholders in the transport field wanted to leave the EU (not a question posed at that time, of course). Any expectation that the review would throw up fresh fodder for headline writers at the tabloids just didn't materialise. The upshot was a wish for more progress on market liberalisation coupled with a view that social and other policies could sometimes be unhelpful. But on balance they wanted more, not less, from the EU.

A useful source on this subject, this time from a seasoned professional planner, was published in 2013: Janice Morphet's book *How Europe shapes British public policy* (ISBN 9781447300472, Policy Press 2013). She explores how the EU has managed to "take away" Britain's sovereign powers and explains that the EU has the ability to determine much of the relevant legislation. Transport, of course, has long been seen by EU legislators as a means of widening trade, and Morphet's book includes a chapter on that subject.

In my observation, when new policies – many formulated in Brussels – are announced by UK ministers, they are presented as "we or I have decided", especially if the measure is seen as either good or inescapable. It simply doesn't appeal to say: "this has been decided by the commission". Credit is not given when it's due.

When it's a bad or problematic measure, as a nation we tend to get in a huff ("we're the only ones playing by the rules around here"). Instead, all along we should have been exploiting the areas of flexibilities that exist. The truth is we have made poor Europeans.

How long has it taken for the penny to drop, for example, that it's okay by EU procurement rules to favour a domestic supplier? It's not hard to tilt the playing field just a little by specifying contract conditions to meet social obligations, to provide apprenticeships, and so on – as HS2 Ltd is now doing, for instance, and TfL has done before it.

Things are changing fast. Indeed, it wouldn't surprise me if there were four domestic train manufacturers by the year end, rather than just Bombardier and Hitachi.

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



# Motorways that aren't quite smart enough

Congested all-lane running, with the hard shoulder permanently in use, is an unsettling experience, especially if there's a breakdown. More information – and clearer signs – are needed



Imagine a dark, wet and windy Sunday night on the M25. It's the relatively new, somewhat oddly named "all-lane running" section between Sevenoaks and Godstone (junctions 5 to 6 in motorway language).

The response to capacity issues (and the desire to avoid more tarmac in the green belt) has been, as in other places, to make the old hard shoulder into an active lane. If you break down there are emergency refuges every 2.5km or so, and you can also use the hard shoulders on slip roads and motorway services. However, if you break down in between those refuges it must feel pretty scary – an issue well flagged up by the RAC, whose patrol people have to deal with incidents, and others.

Interesting to note that the new capacity has been filling up fast. It's not surprising when you consider the alternatives – I can still remember when the A25 was the main east-west road in those parts of Kent and Surrey.

It was busy that night – all four lanes full, with traffic moving at around 50mph. And I saw some interesting driver behaviour. The "block" feeling of four packed lanes seems to induce more undertaking and lane hogging (what was that man thinking, doing 40mph in the third lane?).

So when a sign appeared that indicated the inner lane was blocked due to a "stranded vehicle" I thought this is going to be interesting.

The signs actually worked well. There now appear to be more signs which are mounted on the left of the road, rather than the massively intrusive (and presumably expensive and difficult to maintain) gantries that run right across.

Lots of warnings; people got out of the inner lane, everything slowed down a bit more and we finally passed the stranded car, a small, older Ford Ka. The driver had tucked the car right up against the barrier (there is a small strip). However, somewhat terrifyingly, the driver was still sitting in the car.

I've visited Highways England's regional control centres and seen how these sections of the

**To me all-lane running simply doesn't feel that safe**

network are monitored by CCTV; a traffic officer would be sent out immediately to an incident of this type. But would the broken-down motorist presume help was coming if they just sat there? I wonder what happened in the end.

Having passed the stranded car it was unclear whether it was okay to go back into the inner lane. Drivers hovered, not sure what to do. Was the lane ahead clear? Finally, a signal came up as in the photo (left).

This caused a lot of interesting debate in our car. My wife thought it meant no parking. My daughter thought it was a full moon. I divined it as the national speed limit sign, so presumably okay to get going again? It wasn't clear – there surely needs to be an "all clear" sign that is easy to understand.

The use of smart motorways (where technology and hard shoulder running are used to manage congestion) is a pragmatic response to traffic levels and road capacity. It also reflects the fact that modern cars are much more reliable. The RAC reports the main cause of breakdown is now flat tyres.

However, there needs to be better communication about the safety aspects. To me all-lane running simply doesn't feel that safe, even though I know all the statistics. The Transport Select Committee is looking into this – you can read our evidence at [www.transport-focus.org.uk/research/publications/road-user-needs-and-experiences-summary-report](http://www.transport-focus.org.uk/research/publications/road-user-needs-and-experiences-summary-report)

All-lane running will probably become the norm – by 2020 Highways England expects to have started work on some 480 miles of smart motorways, with 286 miles already completed. More information and education is needed so we all understand it a bit better.

We will be doing more research on this in the course of this year.

Still on the roads, you may remember last summer's images of lorries parked on the M20 in Kent as cross-Channel services were disrupted by industrial action and migrant activity.

National media picked up on the problems it caused, for local residents and businesses as well as other road users.

There seems to be broad agreement, reflected in the recently-closed Highways England consultation, that a long-term solution is needed for when this sort of thing happens again.

What do lorry drivers make of all this? Perhaps theirs is one voice that is not heard enough. We will be asking HGV drivers what they think of the proposed lorry park sites, what facilities should be there and what level of preparedness is needed. The results should be out next month.

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

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# Better valuation of bus services is needed

A lack of understanding of the effects of bus cuts on the economy as a whole militates against making a stronger case for investment in public transport

**B**us services are often the unsung heroes of local transport, serving vital social and economic needs at low cost. As a new financial year approaches, Scotland's local papers are currently full of stories of planned cuts in funding for buses. In the face of these pressures a new campaign has been launched this month in Scotland.

Transform Scotland has been best known for its rail and active travel campaigning, but has recently moved up a gear with its bus campaigning. The new campaign calls for increased funding and explains that travellers are not getting a fair deal. Taxation reform, a higher priority for buses on congested roads, and smarter ticketing systems are all urgently needed.

The scale of the cutbacks in bus services across England and Wales have been mapped by the Campaign for Better Transport, but so far the maps have not covered Scotland. However, the consensus at last year's Confederation for Passenger Transport Scottish conference seemed to be that Scotland had not "yet" seen the level of cuts observed south of the border. That may be about to change.

Transport managers in most Scottish transport authorities have so far managed to trim their budgets while maintaining the highest value services. 2016 looks like being a crunch year. The stories in local papers are about how residents will need to give up their jobs or move house if the cuts are implemented.

However, there seems to be a difference of perspective between the council papers about affordability and the public debate about social costs, which if resolved could strengthen the case for bus investment. The impacts of public transport network cuts are very much larger for the wider economy than for the transport industry itself. The lost sales in local town centres, lead to boarded-up shops and

consequential expensive regeneration programmes. Centralisation of skilled workforces in larger urban centres weakens the economic potential of more economically-fragile regions. Wage pressures grow as people on low incomes are unable to take up employment in locations that were once served by buses.

It is by understanding these effects that transport can compete with other public spending priorities such as health and education. Some good progress has been made through business improvement districts, such as the recent network improvements in Falkirk, but more investment is needed quickly to maintain comprehensive public transport coverage that meets everyone's needs.

**No politician wants a detailed evidence base about the damaging effect of funding cuts**

Cuts can be a much needed incentive for change, enabling redesign of legacy services, but opportunities are being missed. In contrast to the economic evaluation of new infrastructure investment, very little effort is put into the evaluation of the impact of cuts. No politician wants a detailed evidence base about the damaging effect of funding cuts, which would be readily available under freedom of information rules. Even the campaigns challenging controversial service decisions rely mainly on anecdotal evidence.

A key role for public and shared transport is part of every future scenario for the country, but investment in bus services is not always presented to investors, including local politicians, in that way. Growing consumer spending is an opportunity as people buy more things like cars and bikes and take more flights, but

opportunities to buy into the future of public transport are much more restricted. The tax disbenefits highlighted by the campaigners such as parking being provided tax-free to employees but support for public transport costs being treated as a taxable benefit, are just one example of the current missed opportunities. If people and businesses receive perverse fiscal signals about the role of buses, they will invest in other opportunities.

Many parts of the country need a substantial redesign of networks to replace inherited service patterns with more flexible approaches using integrated service designs. Times of change can be times of opportunity, and most operators need a more efficient mix of bus sizes with fixed and flexible operating schedules and routes. Regardless of how many people use public transport, comprehensive network coverage is still needed to serve the third of the population who depend on public services for their access.

Scotland has so far escaped the worst of the cuts to public transport found in parts of England and Wales. There is an opportunity to work alongside campaign groups to make a case for a new programme of investment in public and shared transport. The maps of funding cuts since 2010 are a call to action, and adding Scottish data to the maps could work to the benefit of everyone, helping to benchmark the best of what can be achieved across Britain.

**The Campaign for Better Transport's maps of bus service cuts can be seen here: <http://bettertransportmaps.org.uk/map-bus-cuts-2015.html>**

**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](http://www.dhcl.co.uk)**



# In the Buses Bill debate, don't forget shared goals

The fundamental principle of getting more people on buses and attracting them away from cars must not be lost in discussions about the best way to provide services, says **Giles Fearnley**



**Giles Fearnley: "Congestion is the biggest impediment to better services"**

**W**ith congestion estimated to cost the UK £33bn a year by 2030, operating sustainable public transport solutions will become even more important to local authorities, communities and economies.

And like all bus operators, First Bus shares the aim of local councils and the Government to get more people out of their cars and using buses.

This fundamental principle often gets missed in the heated debate about the best way to provide local bus services.

Given this common ground, we're pleased that ahead of publication of the Buses Bill Andrew Jones, the buses minister, underlined the importance of positive partnerships and talked about maintaining the status quo where operators and councils are working successfully together to improve services and increase patronage.

We are convinced that the quickest, cheapest and best way to improve bus services is through positive and active partnerships.

Bus operators across the country are working hard to improve their customer proposition and

therefore attract more people on to the bus. We're seeing more investment in new buses, smart ticketing, free on-board wi-fi and other innovations.

For example, last year First announced the largest UK order for Euro 6 buses, which has helped position us at the forefront of the industry, setting new standards of emissions and helping councils to drive really dramatic improvements in air quality.

We also have a number of really strong partnerships around the UK, including with many authorities that are actively pursuing devolution, which are achieving results for our customers – from Sheffield and Manchester to Cornwall and Bristol.

**We champion Bristol as a fantastic example of what can be achieved through partnership**

George Ferguson, the mayor of Bristol, recognises the importance of strong bus services to the local economy, and to his vision for the city. His support for policies that actively support the bus has helped us to provide higher frequencies, new buses, new service links, a strong night-time network, simplified fares, new ticketing systems and, for many, cheaper fares.

These initiatives have led to passenger growth in excess of 25%, improving the city's notorious congestion problems.

In addition we've worked hard to establish Bristol as a test bed for sustainable transport innovation. For example, we're introducing two revolutionary virtual electric buses into our Bristol fleet in partnership with the DfT, Bristol City Council and the University of the West of England. The buses use geo-fencing GPS technology,

and in areas which are considered to suffer from poor air quality they run in pure electric mode producing zero emissions.

We also trialled a bus in Bristol powered by bio-methane created using human and food waste. Such has been its success, and demonstrating the strong partnerships that we have in place, we've submitted a joint bid alongside four local authorities for 110 double decker bio-methane buses for Bristol. Should our plans come to fruition, the buses will be deployed on routes in designated air quality management areas and Bristol will by some distance run the most environmentally friendly bus fleet in the UK.

At First Bus we champion Bristol as a fantastic example of what can be achieved through partnership. Similarly, in Cornwall, we welcome the empowerment that devolution brings to the county. We are confident that if we continue to work with the authority to improve its bus network – even stepping in over a weekend to take over another operator which went bust – Cornwall won't be taking up the franchising powers which it has been given.

The message on partnerships mustn't get lost in debate on the Buses Bill. Congestion is the biggest impediment to better bus services; we need to work closely with highways authorities to achieve our shared aspirations for reduced congestion and car use, and improved air quality, encouraging public transport and modal shift.

Let's not get caught up in a stolid debate about structures.

Let's use this Bill as an opportunity to work together to achieve our shared goals by putting the bus centre stage to foster strong, vibrant and sustainable economies.

**Giles Fearnley is managing director of First Bus**

**Virtual electric buses switch to zero emission mode in areas of poor air quality**





# The digital railway: a case of when, not if

Last month Jim Steer argued that digital signalling would have limited potential to solve capacity problems. Here **Alistair Gordon** responds that digital technology does have a role in optimising infrastructure use

**T**hirty years ago, had you asked the board of British Rail for their vision of the railways in 2016, I don't know whether they would have predicted the huge passenger growth we've seen. However, I am certain they wouldn't have dreamt that we would be using the same technology to signal and operate our trains. As it stands, the network can hardly meet existing passenger demand, much less cope with sustained growth, and our existing signalling is part of the problem.

Block signalling is safe and simple, but we pay a huge price in the form of underused capacity. The essence of the digital railway is to address this by maximising our existing infrastructure. The widespread introduction of digital, in-cab signalling via the European Traffic Control System (ETCS) would allow trains to run more closely on existing tracks, with automated traffic operation and digital traffic management ensuring safety and optimal frequency. This is tried and tested technology that is being adopted by new railways throughout Europe and Asia and has already made an impact on the Victoria Line of the London Underground, increasing the number of trains per hour by more than 20%.

The alternatives are problematic. Longer trains demand platform extensions, double-decker rolling stock would require track to be lowered or bridges raised – with modest benefits in return – while the addition of more track would come with a hefty bill for land acquisition.

In the last issue of this magazine Jim Steer argued that capacity on our railways is controlled by junctions and what happens at stations, limiting the positive impact the digital railway could have. I take Jim's point that digital is not a panacea for all capacity issues, but it would ensure that trains arrive at junctions at optimal times, minimis-

ing conflicting movements and the resultant capacity crunch.

And while implementation would not completely eliminate the need for investment in new infrastructure, it can result in a lower overall cost solution, as well as providing a platform to make future improvements simpler.

It is necessary progress, and the lower maintenance costs arising from fewer critical trackside assets would arguably allow for greater investment in transformative infrastructure projects. Without a digital railway we risk reducing the sustainability and potential growth of the rail network and UK economy, and therefore it must be seen as a key part of the overall strategy to respond to growing demand.

**Lower maintenance costs arising from fewer trackside assets would allow for greater investment in transformative projects**

Capacity isn't the only consideration. Reliability would also be improved, as digital networks have been shown to reduce delay minutes by 10%. There are also significant customer service benefits on offer, with newly available data which could be used to develop apps and other digital solutions to provide information and services for passengers.

The UK is on the cusp of a revolution in integrated transport. The new fiscal and transport powers on offer for metro mayors, along with the possibilities represented by the forthcoming Buses Bill, mean regions may soon be able to emulate the model that has been successful in the capital under TfL. The digital railway will be an important piece in this puzzle, opening up the opportunity for real-time data to

be used to improve connectivity between modes, for the benefit of passengers and operators. When you consider this potential in the context of smart cities and the pace of innovation in the internet of things, it's also a chance for the railways to be part of something much greater.

Of course, I have made this sound wonderfully simple, when in fact implementing the digital railway will take careful consideration and planning. Significant capital investment will be needed to build new control centres and to fit existing rolling stock, and it will have to be considered alongside continuing investment to keep the current network functioning.

Perhaps more profound, though, is the level of cultural change it will require from the industry. We're talking about fundamentally revolutionising the way things have been done in this country for the last 40 years. It will demand a wholesale transformation of procedures and protocols, not to mention investment in digital and cyber security skills and new training for key operational roles. This requires cohesion and collaboration from the industry to plan, adapt and lobby for the right decision to be made in the best interests of the future railway.

Network Rail's plan for the digital railway is currently the subject of a new inquiry by the Transport Select Committee. I would urge you to make your voice heard in supporting something which stands to benefit UK rail and, importantly, our customers.

**Alistair Gordon is chief executive officer of passenger transport group Keolis UK, which operates some of the UK's busiest public transport routes including the DLR, Govia Thameslink Railway, Southeastern and London Midland. He is a member of the Digital Railway steering group.**



**Alistair Gordon: "Reliability would be improved"**

# Transport could be crucial in the race to City Hall

The mayor of London's biggest responsibility is for the capital's transport needs. The candidates' policies on this issue will play a decisive role in the outcome of May's election, says **Mike Indian**



**Mike Indian:** "The new mayor will have to connect with the concerns of ordinary commuters"

**T**ransport lies at the centre of this year's election for the next mayor of London. The office holder is responsible for overseeing the largest integrated transport authority, Transport for London, in the world and a system moving people around Europe's biggest city.

For a long time, successive governments have taken the view that London's needs ranked highest in the country. Chancellor George Osborne gave the green light to Crossrail 2, along with £80m of public money, in his Budget, following the recommendation of the National Infrastructure Commission. The new north-south line epitomises the contrasting sides of the debate. Politicians cannot dispute that the capital's rapidly rising population and economic importance means the city needs further infrastructure development. On the other hand, they must answer the charge that London already receives a disproportionate share of investment.

This tension was best represented in Labour leader Jeremy Corbyn's belief, expressed in an interview with the *Manchester Evening News*, that Crossrail 2 should only go ahead following massive investment in northern rail lines. Unsurprisingly, the remarks earned a quick rebuke from Labour's London mayoral candidate Sadiq Khan, who responded that Mr Corbyn, as a London MP, ought to understand Crossrail 2's importance.

Far from being a petty, party political example, the situation highlights the cross-party consensus and potential obstacles on one of the major decisions the next London mayor will have to deal with. Both Mr Khan and his Conservative opponent, Zac Goldsmith, place Crossrail 2 at the top of their transport agendas in order to keep the city moving. However, the Budget announcement proves there will be fierce competition

for funding for the £30bn project and ingenuity (and an element of tact) will be needed to raise more of the revenue from London itself.

The new mayor could also be at loggerheads with Westminster within weeks of taking office over the decision to build a new runway in the South East. Both Mr Khan and Mr Goldsmith are staunch opponents of an expanded Heathrow and have instead backed Gatwick, though with differing degrees of enthusiasm.

The new mayor will also have to connect with the daily concerns of hundreds of thousands of ordinary commuters.

**There will be fierce competition for funding for Crossrail 2 and ingenuity will be needed to raise revenue**

This is the reason for Sadiq Khan's headline pledge to freeze all TfL fares and charges for cycle hire schemes for four years. He claims this can be funded by making the organisation more efficient, through merging engineering functions and cutting down on wasteful spending, such as agency staff. However, Mr Khan's proposals to let TfL bid for transport contracts in other parts of the UK and abroad could be interesting given the Government's devolution agenda. Fare evasion would also be clamped down on and public land would be put to better use under a Khan mayoralty.

Questions still remain over how this policy will be funded. When I asked him about this earlier in the year, Mr Khan assured me that the money, some £450m, could be found. That claim was called into question when BBC London revealed a TfL briefing document claiming the actual cost would be closer to £1.9bn, when additional passengers

on the new Elizabeth Line or Crossrail were accounted for.

Zac Goldsmith believes voters are more concerned about capacity than cost. His plans would increase capacity on the some Underground lines by between 25 to 33%, while also supporting improvements in wi-fi technology and mobile signal. This vision of capacity and reliability is not confined to space on the Tube, as Mr Goldsmith wants to use TfL's network of rail lines, tunnels and bridges to roll out superfast broadband.

Mr Goldsmith's thinking is epitomised in his linking of transport to London's other big capacity issue: housing. Extending the transport network will help tackle the housing crisis by opening up land for new homes, 200,000 along the route of Crossrail 2, he claims.

Nevertheless, the Conservative candidate has been challenged by both the National Infrastructure Commission and TfL over his claim that these new homes would not be built on green belt land, according to the website CityMetric. Both organisations suggest that properties would have to be constructed on such land and would also increase housing density.

In addition to criticism of the candidates' headline manifesto pledges, some commentators have questioned how well Khan and Goldsmith can understand the transport needs of ordinary Londoners. Anna Rhodes, writing in *The Independent* in March, cited the candidates' opposition to Uber and defence of black cabs as an example of this.

As the race enters its final weeks, the polls show that Khan is ahead of Goldsmith. Even at this late stage, transport could be playing a part in shaping the outcome of the election. Will voters find it easier to relate to the son of a bus driver than the son of millionaires?

**Mike Indian is a senior political analyst at DeHavilland**

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# From strength to strength



BBC Breakfast's Steph McGovern hosted the thirteenth London Transport Awards, which celebrated the huge team efforts and outstanding individual contributions that keep the capital moving



There's been quite a lot to cheer about over the last year

Over 500 people attended the thirteenth London Transport Awards, hosted by BBC Breakfast presenter Steph McGovern at the Lancaster London hotel.

In his opening address London transport commissioner Mike Brown said: "We're here to celebrate the people who make our transport networks succeed, and there's been quite a lot to cheer about over the last year. The shortlist for tonight's awards shows the breadth and range of our collective achievements in our city."

Winner of the prestigious Borough of the Year award was **Camden**. The award, endorsed by Transport for London, recognised numerous innovations in pursuit of the borough's transport strategy objectives.

To promote road safety, council contractors are required to achieve Fleet Operator Recognition Scheme accreditation, install safety equipment, train drivers and report collisions. Other road safety initiatives have been introduced including reduced speed limits and cycle and pedestrian training.

Camden leads the London Borough freight consolidation initiative, with partners Islington and Enfield, which has reduced vehicle trips and emissions, and won the Contribution to Sustainable Transport category.

Other projects have segregated motor traffic from cyclists, and introduced shared crossing points and stepped track cycle lanes. Over £6m is being spent this year on the public realm, cycling/walking initiatives and infrastructure improvements.

In 1997 Camden was the first planning authority in Britain to introduce car-free developments. This became formalised in the borough's planning strategy. A borough-wide car-free development policy is being considered as part of its local plan consultation.

#### Bus Operator of the Year

**Metroline** was named Bus Operator of the Year, an award also endorsed by Transport for London. TfL statistics show Metroline is consistently very good for reliability and comfortably beat its target. Service cuts due to staff issues and mechanical issues combined are better



than the network average (0.71% compared to the network 0.77%).

Metroline has maintained its performance seamlessly since taking over five garages (Willesden Junction, Greenford, Alperton, Uxbridge and Hayes) and associated routes from First Group in June 2013. The company has been instrumental in helping develop the In the Zone safety training initiative for London's 24,000 bus drivers.

## Rail Operator of the Year

Lorol was named Rail Operator of the Year, sponsored by Bombardier Transportation. London Overground Rail Operations Limited is London's most popular and punctual railway. Last year the Overground network increased in size by a third when the West Anglia Inner routes were added. The new routes were successfully integrated.

Lorol's first five-car train went into public service on the East London Line in November 2014, the start of the introduction of an extra 57 carriages, providing capacity for an extra 170 passengers on each train. Over the last year, 29 modifications have been made to improve fleet reliability.

LOROL is the first train operator in the UK to offer a turn up and go assistance service for mobility-impaired, which has been used by over 11,000 people since March 2014.

c2c was highly commended in this category.



## Transport Supplier of the Year

Transport Supplier of the Year was **Bombardier Transportation**, for completion of the largest rolling stock project ever undertaken in the UK, the new fleet for the Metropolitan, District, Circle and Hammersmith & City lines (the Sub-Surface Lines). The project entailed replacing A, C and D stock, some of which dated back to the 1960s. The programme was completed in December last year, ahead of programme and on budget.

The air-conditioned S7 and S8 stock trains are substantially longer than their predecessors and provide a significant capacity im-

Left: Mike Brown  
Above: Transport Supplier of the Year – Bombardier  
Bottom: Bus Operator of the Year – Metroline

provement (25% for the Circle Line). They are cheaper to maintain, and have regenerative braking, which on the Circle line is saving the equivalent of two months of electricity each year.

## Contribution to Sustainable Transport

The freight consolidation service led by the **London Borough of Camden** took the honours in the Contribution to Sustainable Transport category, sponsored by Go-Ahead. Enfield and Islington are also involved in the service which began as a trial in 2014.

Over 80 of the councils' suppliers deliver goods to a consolidation centre operated by DHL in Edmonton, north London, where goods are grouped together into fewer onward deliveries to be taken to their final destination.

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The trial covers office and cleaning supplies for 250 council buildings in the three boroughs, covering 9% of the area of London. The consolidation service negotiated with DHL has saved £37,000 annually. There have been 46% fewer van trips, while emissions of CO<sub>2</sub> have been reduced by 41% and NO<sub>x</sub> by 51%.

### Transport Team/ Partnership of the Year

The award for Transport Team/ Partnership of the Year, sponsored by Worldline, was presented to **MTR Crossrail and Network Rail**. MTR Crossrail was awarded the concession for operating Crossrail services in July 2014. It took over services from Liverpool Street to Shenfield, under the interim brand TfL Rail, from May last year.

MTR Crossrail formed an alliance with Network Rail to allow the seamless introduction of changes ready for full Crossrail services. Signallers based at Liverpool Street and controllers based at Network Rail's operating centre had to adapt to a change of culture and sharing of performance data. Station staff feed back information to the disruption group, and MTR and Network Rail analyse all disruption until the cause is understood.

Once a week with the heads of control from LOROL, Abellio Greater Anglia, Network Rail and MTR meet to discuss service regulation issues. A declining PPM trend has been reversed to create the most improved TOC in the UK, with PPM averaging 95%.

### Most Innovative Transport Project

The Most Innovative Transport Project, sponsored by Keolis UK, went to **Transport for London** for its bus passenger counting and occupancy screen. This was developed to deal with "phantom overcrowding", in which the lower deck of a bus appears full but there are plenty of seats upstairs. The simple and cost-effective solution adds image recognition software to the bus's existing CCTV system. This identifies whether each seat is occupied and calculates the number of empty seats. It is undergoing trials on route 59, to find whether the device encourages passengers to go upstairs. The data could also be used to inform passengers how full an approaching bus is, via the Countdown system.

**London Borough of Ealing** was highly commended in this section for the inclined lift at Greenford Tube station, where it proved impossible to install a conventional lift.

### Excellence in Technology

The award for Excellence in Technology, sponsored by Clear Channel, went to **London Underground** for installation of a traction inverter on the Victoria Line.

The Underground consumed 1.2TWh of energy last year, a figure which is growing. Modern trains are fitted with regenerative braking, in which their motors operate as generators during braking, to convert the train's kinetic energy back into electrical energy which is then available to be used by accelerating trains in the same vicinity. If there are no nearby trains, the energy is dissipated as heat. London Underground, Alstom and UK Power Networks undertook a trial in which an insulated gate bipolar transistor inverter was installed in a substation. This allows the energy from the train to be directed to the substation and back to the high voltage distribution system. The inverter consistently recovers over 800kWh of energy every day, enough to power two medium Underground stations.

### Airport of the Year

**Stansted** was the winner in the Airport of the Year category, sponsored by Amey. The airport was taken over by Manchester Airports Group three years ago and a £260m, five-year investment programme is under way. Prior to the acquisition Stansted had suffered from under-investment; passenger numbers were declining and a number of carriers had moved to other airports.

A new security area is the key feature of an £80m terminal redevelopment. It provides 92% more floor space, four extra security lanes, and 20 new self-service access gates. Departure

**Top: Excellence in Technology – London Underground** (© Grainge Photography)  
**Right: Airport of the Year – Stansted**

**Opposite top: Excellence in Cycling and Walking – London Borough of Ealing**  
**Opposite bottom: Frontline Employee, Pele Bapere**





that Southall Broadway is “good or very good” and that movement is “easy or very easy”. There has been a 22% increase in the number of people walking to the area and a 12% reduction in the number of visitors driving to the area.

## Road Safety, Traffic Management and Enforcement

Ealing was also winner of the Most Effective Road Safety, Traffic Management and Enforcement category, sponsored by First Group. The Atlas Road/Old Oak Lane Roundabout is an important junction in the borough but also one of the biggest causes of complaints from the public. Guardrails were regularly damaged by speeding vehicles and many near-misses were recorded. In the three years before the new scheme was undertaken, there had been seven accidents involving pedestrians and vehicles. Local schools had submitted a petition expressing their concerns.

In a radical remodelling, traffic lights were removed and replaced with a mini-roundabout. New zebra crossings were installed on all four arms. The guardrails were removed. Kerbs were built out with tactile paving. The approaches were changed from two lanes to one. The junction fell within a 20mph speed limit area. These measures changed the priority at the junction from vehicles to pedestrians. A year later, the changes have been a resounding success. No accidents have been recorded and a survey of residents showed 98% felt the junction was safer.

The City of London’s Holborn Circus Casualty Reduction Scheme was highly commended.

## Frontline Employee

In his opening speech Mike Brown had said: “The Frontline Employee category stands out for me personally. These amazing individuals are our public face. They represent the very best of what is around in public service.”

The winner in this category, sponsored by the Rail Delivery Group, was **Pele Bapere**, a London Underground station supervisor at Covent Garden. Mr Bapere has worked tirelessly to improve the customer service and team ethos at the station, leading initiatives to support staff development, community engagement and a wide range of improvements on the station.

For the past two years, he has led celebrations for National Poetry Day, WWI remembrance events, and festive celebrations. By contacting local businesses and community groups, Pele has made the station part of the local community. He has helped to create an active Covent Garden station Twitter site which celebrates the station team’s contribution to the local community and is followed by other 3,000 people.

Mr Bapere is passionate about improving customer service and was selected to represent the Piccadilly Line as an “Every Journey Matters” advocate. In this role he has led workshops involving hundreds of colleagues from the network.

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lounge space has increased by 60% and seating by 70%, with 40 new retail outlets. MAG has signed long-term growth deals to inspire airlines’ confidence. New destinations have been announced and, after two years of investment, Stansted is the fastest growing major airport in the UK.

## Excellence in Cycling and Walking

The award for Excellence in Cycling and Walking went to the **London Borough of Ealing** for the Southall Broadway Boulevard project. The £7m upgrade sought to boost local business and improve pedestrian safety without slowing traffic flow.

The street was split into “boulevard zones” and “street zones” creating clear areas for pedestrians to cross but still allowing free pedestrian movement. Modelling showed the removal of pelican and puffin crossings would allow a more consistent traffic flow, reducing congestion. Six contraflow cycle routes were created on adjacent streets to improve connections generally. A survey showed that the majority of the respondents now think



## Outstanding contributions



Chairman of the judges and *Transport Times* publisher David Begg said that probably everyone could agree that the greatest figure in transport in London over the last 100 years was Lord Ashfield, the first chairman of TfL's predecessor the London Passenger Transport Board.

But, he argued, Sir Peter Hendy came a close second. In 14 years at TfL, nine as commissioner, Sir Peter had "been at the helm" through the introduction of Oyster, the creation of the London Overground, the success of the 2012 Olympics and devastation of the July 2005 bombings. There had been improvements in bus patronage and in the capacity of London Underground, and dramatic improvements in reliability. London was the only major city in which there had been a modal shift away from car.

Presenting the Outstanding Contribution to Transport Across London award, he said: "Under Peter's stewardship, Transport for London has developed a reputation as one of the best delivery agencies in the UK," he said. That reputation extended worldwide.

But Sir Peter's legacy, he said, was more than this: he had created not just an organisation, but a family.

Sir Peter, who left TfL last year to chair Network Rail, said the achievements were not the work of one person alone. "It is about teamwork. It's a huge team, not just in TfL but in our contractors and the boroughs."

He said: "TfL has been the work of my life and I miss it intensely. It's a very emotional moment." He added: "Mike [Brown] is a very worthy successor. I know he's going to lead the place properly. I've left it in good hands and it will go from strength to strength."

### Lifetime Contribution to Transport in London

A Lifetime Contribution award commemorated the life of **Stuart Ross**, Transport for London's director of news who died in January aged 42. TfL managing director of customer

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experience, marketing and communication Vernon Everitt said: "Stuart was with TfL from the very start. He shaped the arguments that secured political, media and public support for TfL, supporting three commissioners and two mayors. He was the greatest communicator of his generation and a magnificent public servant. What he has done for the reputation of TfL and for London will live on."

He will also be commemorated from next year by a communications-based award in his name at the LTAs which TfL will sponsor. "We look forward to making the first award next year," said Mr Everitt.

### Outstanding Contribution to Transport in London

London Assembly member **Val Shawcross**, who is about to step down after 20 years in public service, was presented with an award for Outstanding Contribution to Transport in London, sponsored by Siemens.

Since 2008 she has alternated between being chair and deputy chair of the Assembly transport committee, playing a key role in holding TfL to account and scrutinising strategic transport matters. She won a reputation for being tough but fair in fighting to get a better deal for passengers, pedestrians and cyclists and has won respect for her work from across the political spectrum. As leader of Croydon Council from

1997-2000 she oversaw the development of Croydon Tramlink, before being elected to represent Lambeth and Southwark on the newly formed London Assembly in May 2000. She became an LTA judge in 2014.

### Outstanding Contribution to Local Transport in London

Ealing Council leader **Julian Bell** won an Outstanding Contribution to Local Transport in London award. Mr Bell has been Chair of London Councils' transport and environment committee since July 2014. London Travelwatch chief executive and LTA judge Janet Cooke said: "Under his stewardship, the committee has managed the renewal of more than a million Freedom passes and helped secure £13m of funding from central government to increase the uptake of low-emission vehicles across the city. An ardent cyclist, he has worked tirelessly to promote two-wheeled transport in London and is a staunch advocate for improving air quality in the capital."

### LU Station Customer Service Team

The award for LU Station Customer Service Team, endorsed by TfL, went to **Totteridge & Whetstone Underground station**. The winner is decided on the basis of a mystery shopper survey.

Totteridge & Whetstone is the penultimate station on the High Barnet branch of the Northern line and serves 42,000 customers each weekday. It provides a key commuter route into central London, with a journey time of 25 minutes to King's Cross St. Pancras. The five members of the Totteridge & Whetstone station team scored consistently highly in all the areas on which they were judged including presence and availability in the ticket hall; attention to customers; communication with customers; and standard of uniform. Passengers have commented on the "helpful and friendly" nature of staff.

Top (l-r): Peter Hendy; Val Shawcross (centre); Julian Bell (centre)  
Below: Totteridge & Whetstone Underground station customer service team







# Revolution in the north

Rail North is set to become the franchising arm of Transport for the North. Director David Hoggarth (top right) tells **Jeanette Bowden** about the “transformational” changes about to be introduced across the northern rail network

**R**ail services across the North of England will be “unrecognisable”, says Rail North director David Hoggarth, as he sets out the strategic vision of the Leeds-based organisation. And the change begins on 1 April, with the start of the new Northern and TransPennine Express franchises.

Competition from the road sector is a key issue for rail in the north of England, with commuters between northern towns and cities often preferring the comfort and door to door convenience of their cars, as much as speed of journey. Congestion on the M62 between Leeds and Manchester means the 40-mile journey can take anything up to two hours at peak times. Nevertheless, driving is still seen as an attractive option for many passengers based on the edges of these hubs, frustrated by limited onward local connections as well as overcrowded and often outmoded trains.

All this is set to change, with the transport scene in the North of England in all respects set to become more dynamic and bringing “transformational change” for passengers, according to Mr Hoggarth.

Transformation is a word that surfaces frequently during our conversation, but doesn't feel overused for two North Yorkshire-based commuters, accustomed to travelling on out of date Pacer trains, with infrequent and poorly connected services to major cities in the North, not to mention London.

Change is long overdue and much needed to underpin the Government's aspirations for a Northern Powerhouse. Meanwhile, growth in rail commuting is already happening – on an unprecedented and unpredicted scale. Mr Hoggarth says: “Phenomenal growth has been seen in last 10-15 years which traditional rail models did not predict.”

As Transport for the North embarks on its plans to improve infrastructure connections between the major economic city hubs, in turn supporting the Northern Powerhouse strategy, Rail North is already forging ahead with plans to improve rail services.

Rail North was established approximately 18 months ago. It currently manages the Northern and TransPennine franchises through a 50:50 part-

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## Rail North's vision

Sustainable economic growth will be supported by:

- Improving connectivity between the cities of the North
- Expanding commuter networks
- Connecting areas of economic disadvantage with areas of economic opportunity
- Providing capacity to accommodate the expected growth in freight by rail
- Addressing the differing needs of the North's evolving and rebalanced economy
- Providing direct and efficient links to London, the other major centres of Great Britain and international airports and to ports and freight terminals.

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nership with the DfT, but its objective is to acquire full regional responsibility for franchises as a coordinated body which represents the interests of the local authorities and agencies – and hence the travelling public – in the north of England. “In time, Rail North will become the rail franchising arm of TfN,” Mr Hoggarth explains. “Ultimately the goal is to have full devolution of rail franchises in the North in the same way as Transport Scotland and Transport for London.”

Rail North has 29 local transport authority members, of which 11 are on the board of directors, allowing them to bring local knowledge and information to bear, and to articulate priorities to the Government with the full political impetus of the North.

Attention has focused on the imminent start of the new Northern and TransPennine Express franchises, but Mr Hoggarth is keen to point out that the remit of Rail North is considerably broader, and its strategic thinking is firmly focused on the longer term. In addition to encompassing freight, Rail North will, for example, become involved in decisions relating to East Coast and West Coast franchises as well as HS2's onward links in the North.

Nevertheless, the new Northern and TransPennine franchises are the first to demonstrate what is to come. Mr Hoggarth points to Rail North's involvement at an early stage in the specification for these franchises, working alongside the DfT in the consultation leading to the invitations to tender over 18 months ago. The basic message from Rail North to the DfT, Mr Hoggarth explains, was that “no-growth franchises in rail are not an option if we are serious about a Northern Powerhouse”.

This is a message that was listened to and Mr Hoggarth professes that he is “really excited” about what is both planned and in progress for the two routes. “By the end of the franchise period, they will be unrecognisable,” he says, with significant investments in new trains, passenger services such as wi-fi, and major improvements to the station network.

Under the new Northern franchise agreement with Arriva, an addition to the brand new diesel trains that will replace the Pacer fleet (due to be phased out by 2019), the remaining fleet will be refurbished to a high standard. The new trains will serve the new “Northern Connect” services. These will provide fast inter-urban services on 12 arteries and fill in many of the gaps in current services.

Connectivity is one of the four cornerstones of the Rail North strategy,

**A growing rail network will help the North's economy meet its full potential**

**David Hoggarth says Rail North will jointly oversee a transformation of north of England rail services. Opposite centre: the new Northern Connect network will provide fast inter-urban trains on 12 routes**



the others being capacity, coherence and cost-effectiveness. “Connectivity”, Mr Hoggarth says, “is key to economic growth, in particular connecting economic centres across the North.” This, he adds, includes not just major towns and cities, but airports and ports.

It is a theme that is echoed in Rail North's long term strategy document – subtitled “a 20-year vision to develop rail services in the North of England” – which states: “We want rail in the North to grow. The reason for this is simple: growing rail will support a growing economy. More than this, a growing rail network will help the North's economy meet its full potential.”

Making the case for connectivity Mr Hoggarth alludes to the example of

Bradford, which he feels has previously been poorly served for a city of its size. Under the new plans it will be linked with Sheffield via Wakefield Westgate, which will take 20 minutes off the journey time. Furthermore, under the new Northern franchise, a revised timetable will be launched as early as December next year to provide more services between Leeds, Manchester, Newcastle and Sheffield.

Meanwhile, for the TransPennine franchise to be operated by First, a new fleet of 125mph trains is planned. Mr Hoggarth describes this as “a prestige service... brought up to true Intercity level, with massive upgrading of rolling stock” and adding new services including to Edinburgh and connecting Glasgow and Liverpool.

## Rail North Partnership Management Team

One of the main innovations through Rail North is the creation of a new devolved management team for the new franchises. For the first time, this is management in the North, by the North, for the North. Headed by Rail North partnership director Fergus Robertson and based in Leeds, the management team will have all the key functions the DfT would have for managing the outputs of the franchises. The team will have delegated to it local management of the new Northern and TransPennine

franchises, to maximise revenue and benefit to the taxpayer.

It will manage and develop relationships with the franchisees, monitor and enforce compliance with the contract conditions, monitor the franchisee's commercial performance and monitor and report on operational and financial risks. It will also have a key role in investment planning, including developing proposals for the Government's high level output statement for each control period, as well proposals to be wholly funded by Rail North members.



Station improvements are also on the cards, with a £35m investment programme in the Northern franchise, which is not just targeted on the main stations but also aims to raise the standard of smaller stations that have often been overlooked. With over 500 stations on the Northern network, Mr Hoggarth says: "It is not just about putting money where the demand is, but spreading investment. Although smaller stations may not need as many facilities, there should be a basic standard that is welcoming to passengers." There will be an continuing role for Rail North to audit progress and rectify any problems, as Mr Hoggarth points to the fact that if public money is being invested this needs to be maintained.

Passenger focus is a particular area where Rail North will add value by taking an overview of services. This will come into play, for instance, with upgrades. Mr Hoggarth recognises that it is not possible to make infrastructure improvements without disruption, but he says "this shouldn't happen when there is a major event, for example in the centre of Manchester". He adds: "One of the major issues is a lack of integration, and rolling stock should be viewed as part of the plan when upgrades take place. This is where Rail North can take the joined-up view."

Although the improvement of services between cities is central to the strategic plan of Rail North, rural

locations have not been overlooked. Of the 29 members, only five are former PTEs or combined authorities; hence there is significant representation from the rural community, and "a philosophy of achieving consensus and delivering for everyone", as well as "making services fully part of the community". Sunday service frequencies will, for example, improve.

This is a different way of looking at projects, compared with a purely financial business case, developed solely on projections of passenger numbers. As an example, Mr Hoggarth cites the Ashington, Blyth and Tyne railway in Tyneside, a route that last carried passengers in 1964, but is currently the subject of a feasibility study to reinstate services. In an area that has declined economically and where road congestion is problematic, there is a serviceable railway through the heart of the area, leading to Newcastle city centre.

There is also considerable potential for housing growth along the route. Though it is ultimately the responsibility of the scheme promoter, Northumberland County Council, to develop the business and funding proposition, there are strong arguments in its favour and it is an example of a scheme that fits well with Rail North's strategy.

The devolution model for Rail North reflects those already established for both Transport for Scotland and Transport for London, but David Hoggarth feels that the Scottish situation is more comparable with that in the north of England. The situation is quite different in London, where passengers are much more dependent on the rail network. Nevertheless, there are some best practice aspects that can be applied, with, for example, a lot of work to improve smart ticketing.

Lessons have also been learned from Transport Scotland. Most notably Mr Hoggarth says: "If you care about something in procurement you need to specify it in the ITT. If you want Intercity trains, then you need to specify what that means. Equally there will be areas where you don't need to be specific and you will get a good market response." There is a clear intent to carry this forward to the franchises for which Rail North will have future responsibility. "Although we haven't started our first two franchises, we are already thinking ahead 10 years to when we will make our own procurements," he says.

Such commitments are not entered into lightly. Mr Hoggarth concludes: "This is an economic vision for the North and we are in it for the long term. It is a real opportunity, and there is masses of ambition. The only challenge is how quickly we can deliver."



### Commitments of the new Arriva Northern franchise include:

- 281 new carriages, refurbishment of the remaining fleet and removal of all Pacer trains within three years
- Over 2,000 more trains each week – an increase of 12% by 2019 – with more frequent, earlier and later trains
- New provision for through journeys between Leeds, Manchester, Newcastle, Sheffield and other regional hubs from 2017
- New inter-urban Northern Connect services will provide faster city connections, with free wi-fi
- More frequent and longer trains will add up to a 37% increase in peak capacity
- Investment in stations with better access to information, and new seating and waiting areas
- Easier ticket options including new advanced and off-peak fares, and improved retailing at stations
- 45 currently unstaffed stations will be staffed, and there will be extended opening hours at 54 locations.

### Commitments for new First TransPennine franchise include:

- £500m of investment to improve the franchise
- £18m to further modernise major stations
- 13 million extra seats including 80% capacity boost at peak times
- 220 new intercity train carriages, with remainder refurbished to "as new" standards
- 72% of carriages in fleet new
- Speeds of up to 125mph
- Expanded weekend timetable
- Free wi-fi and onboard entertainment by July 2018
- Improved catering on more routes
- Investment in smart ticketing



# Thinking differently about

Planners must start to focus on mobility rather than just transport, and on integrated solutions rather than single modes, if they are to meet the challenges facing them, says **Dr Jon Lamonte**

**T**here are constant reminders that the world is changing, and that we in transport must change with it. During the recent UK Bus Summit, we heard about some of the technological and social changes that are taking place. For me, it is a time to rethink transport.

Among our European colleagues, few now talk of transport: most talk of mobility. This reflects the reality that's always been there: that people want to travel, and their journeys often start at home as they plan their trip. How they plan it and the tools they use, from apps to web, from maps to plain experience, are becoming more sophisticated, instant, and informed.

Everyone will walk, whether to the car, or to the bus stop, or to the train station, or even to get to their bicycle. Many journeys will encompass more than one mode, and in an increasingly integrated network, expectations are that this should be a seamless experience. So for transport professionals, the

challenge is to provide mobility solutions for people. How long then before *Transport Times* becomes *Mobility Times*?

The importance of the active portion of the journey, whether by foot or cycle, is increasingly acknowledged to be part of the vital "greenest journey". Not only does it create a more sustainable environment by requiring no fuel use other than some healthily-burnt calories, but it also addresses some of the health challenges most prevalent in our society such as obesity, heart disease, and diabetes. There's every reason for these forms of travel to be better combined with public transport, offering a package deal for longer-distance travel, by providing cycle hubs, particularly at stations and other interchanges, and information about journey planning to link walking and bus travel, so that these become viable and natural options for people to pursue.

### An ambitious strategy

Having recently released a vision for transport for the next 25 years, Greater Manchester is forming an ambitious strategy that uses a spatial approach to transport planning, integrating all modes over the city region to provide seamless mobility opportunities for our customers.

Active travel also forms part of the solution to the other big challenge of our day, which is air quality. For authorities such as mine, road use is the biggest contributor to poor air quality, contributing to over a thousand premature deaths a year. Though engines are becoming cleaner, progress is hampered by ever-increasing traffic volumes.

For those who thought the era of car ownership was declining, last year's record sales of new cars was a timely reminder of the challenge we face. But in theory, public transport and active travel, particularly in combination, should provide effective solutions to some of the problems we see. What is required is smarter thinking about mobility solutions in fixed road infrastructure to optimise the use of space.

Part of this smarter thinking needs to consider the balance between individual travel and mass transit, and the boundaries between demand-responsive transport and fixed transport infrastructure. These boundaries are getting more and more blurred.

For many individuals, a door to door journey by one mode can seem very attractive – whether by car or foot or cycling. With the introduction of autonomous vehicles, or pods, this could become even easier, removing the hassle



**John Lamonte is chief executive of Transport for Greater Manchester**



**Opposite and below left: New interchanges in Bolton and Wythenshawe have been designed to revitalise their town centres**

**Active mobility: With over ten cycle hubs integrated into major points of interchange across the city region, and with more to follow in the future, Greater Manchester is helping to meet customers' needs for flexible and personalised mobility**

**Sustainable mobility: Greater Manchester currently has a network of over 200 electric vehicle charging points, allowing travellers to use environmentally-friendly mobility opportunities without compromising efficiency. Greater Manchester is also expanding its bus priority network, giving customers a reliable and effective alternative to private transport, which also helps combat congestion in the city region**

## Devolution and Mobility

As part of devolution, Greater Manchester will gain access to multi-year funding, allowing long-term sustainable transport opportunities to be implemented, which will benefit customers across the wider city region.

in an increasingly competitive global economy, where the transport, housing and skills of city regions are fundamental to their long-term viability.

What is emerging is something rather different from our traditional concept of transport. How effectively can we create new, attractive places, or transform places, using transport as the means? In Bolton, we are using a new interchange as a pivot to re-orientate the focus of the town centre. In Wythenshawe, the interchange has created new life around the town centre. And as part of our spatial framework development, we are involved in new housing planning in Greater Manchester, aiming to create new communities and opportunities by improving connectivity, in the same way that Canary Wharf in London was catalysed by the Jubilee Line, or Docklands by the DLR.

All this, whether using technological innovation, meeting health challenges, or creating communities and facilities, speaks of a rather different role for transport.

We need to think in terms of mobility solutions. Rather than single modes, we need to look for integrated solutions. Rather than a simplistic divide between public transport and the car, we need to accept that the boundaries are less clear, and will become even less so.

We need to think harder about the role of fixed infrastructure and where and how that can be employed and used efficiently and sustainably.

The future will certainly be more complex, and no single authority will have all the answers, but thinking broadly about how we can contribute more directly to meet other policies in health, education, housing and planning, among others, will encourage a more integrated approach, which is likely to offer some solutions.

# out transport



of driving, and allowing people to work or talk while in transit. The problem of congestion caused by lots of autonomous vehicles travelling at once has yet to be addressed, but the technology is here now, and mobility planners need to incorporate this into their thinking.

What the Uber revolution has done is to challenge many of our thoughts about how demand-responsive transport can work. The idea of a responsive service, with a driver whose reputation you can see online, at a price you can predict, is attractive for many. It is a short step from this to a demand-responsive bus service, using slightly larger vehicles to pick up more people from locations on demand. Whither then the fixed infrastructure of bus stops and bus stations? Again, this is not a technology of tomorrow but of today.

There are two key challenges here. The first, for transport authorities – which increasingly have a key role as

mobility integrators – is to incorporate new mobility solutions and to create a mixed economy of complementary modes that gives citizens and businesses the networked connectivity they need. And second, transport authorities need the capacity and tools to be able to manage the issues of vehicle standards, service quality and numbers, for example to make sure that finite highway space is used as safely and efficiently as possible. For many operators, this is becoming an area of development, away from the conventional single mode supplier model which is perhaps becoming outdated.

Transport planners have for many years considered transport as an enabler for economic growth and development. In an era where housing is becoming an issue and new developments are needed at an ever-expanding rate, the need to provide solutions has never been greater.

Devolution has forced many authorities to consider what their real economic strengths are, and how they can best be developed. This means an increasing need for skills and mobility for people, so that they are able to live and work in different locations and not be limited by lack of transport. Connecting people and places has long been a priority for authorities, but this is more important than ever



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# Let's create virtuous circles in transport funding

In advance of next month's UK Transport Infrastructure summit, experts from KPMG set the scene by looking at two key issues. First, with money for capital investment short, **James Stamp** and **Richard Threlfall** argue that the public sector must find more ways to get a return out of its investments. And on page 32, **Ben Foulser** looks at how data can help transport flow

**A**fter decades of underinvestment, the UK has grasped the importance of infrastructure investment to our economic future. This government has big plans to expand our road and rail networks, and the new National Infrastructure Commission consultation proposes setting a target for the proportion of GDP invested in infrastructure. But while our ambitions on transport capital spending are growing, our ability to pay for them is not.

In some cases, major transport investments can be funded by a small levy on the tax bills paid by millions of people and businesses: the estimated £33bn cost of Crossrail 2, for example, could be met in part by a supplement

on the business rates, council taxes, and planning gain charges paid by London's businesses and residents. But doing so would exhaust these sources of funds for a generation – and the city is growing at a rate of knots, with the London Infrastructure Plan identifying the need for £200bn of transport investment by 2050.

So how can the UK fund important investments, such as improved transport links between the cities of the "northern powerhouse"? In our view, the government must get better at producing returns from big, publicly-funded infrastructure schemes, collecting money to repay investments and support future projects.

In some cases, this means looking

for opportunities to generate revenue from planned transport projects. New roads can include conduits carrying cables or pipes for communications firms and utilities; roundabouts and junctions often make good sites for phone transmitter masts. And as driverless cars become common over the next 20 years, the data they share will enable local services and retailers to make highly targeted use of roadside advertising hoardings.

Sometimes, the government will have to alter its transport strategies to make the room for investment. Today's train franchises are too short to encourage operators to make big investments in stations. But if the system was reformed to pair operating

**Projects with wide benefits such as Crossrail and Crossrail 2 can be part-funded by small but far-reaching levies**

**turn to page 32**

from page 31



**James Stamp is KPMG in the UK's head of transport and KPMG's global head of aviation. Richard Threlfall is the UK firm's sector head for infrastructure, building and construction.**

franchises with longer-term property leases, money could be attracted into retail, commercial and residential developments – producing extra funds for reinvestment in transport.

There's also a need to spread the financial benefits of new transport links. Because the government typically sets out its proposed route long before a scheme gets under way, nearby property owners receive an unearned windfall as the forthcoming investment boosts land values. The public sector can issue safeguarding orders banning new construction along a proposed route at the very beginning of the planning process, but is effectively barred from taking action to minimise net development costs until after the scheme has statutory consent. And by then, of course, it's too late.

In some cases, innovative public officials find a way to turn the system on its head. At Battersea power station, public bodies and the site's developers agreed a package that captures the increase in land value to contribute £250m to the Northern Line extension. The Government has put the cash up, but it will be repaid

as the developer sells homes. So the extension will be part-funded out of the value created by the planning consent, the developer's investment, and the new transport links themselves.

In the case of Crossrail, the benefits are so broad and the beneficiaries so numerous that a system of small, far-reaching levies can provide part of the cash. And in Battersea, the developer's need for transport links and the scheme's huge value produced a single cash-rich funder. But it should also be possible to capture more of the value created when schemes fall between those two stools – when thousands of nearby businesses and property owners see their incomes and assets rise, but the benefits are not truly city-wide.

Here, the Government, cities and infrastructure managers must think creatively. We could, for example, assess land values before proposed investments have boosted values, then levy a stamp duty supplement on property sales close to new transport hubs. Values would be assessed as the safeguarding order is laid, then the variation in the increase in value between these zones and properties

outside them would be tracked, so that the value created by public investment is shared between property owners and the taxpayers who funded it.

This approach would be controversial; people would, no doubt, call it expropriation. But it avoids taxing earned income or land ownership, making sure that people could afford to pay, and protecting businesses that make their money out of goods, services or research rather than speculative property investments.

The public sector doesn't invest to enrich a few nearby property owners; it invests to support the wider community's economic development and quality of life. Given our ever-growing need for infrastructure, it must find the money to keep on investing.

There are many ways in which the public sector could make better use of the business opportunities and increases in value created by its transport investments. Currently, too much public capital takes a one-way trip into the pockets of speculators and lucky property owners. It's time to bite the bullet, and find ways of turning that linear flow into a cycle of reinvestment.

**“We already possess much of the data we need to solve congestion problems”**

**T**ransport operators the world over are being challenged by demand exceeding capacity, but being unable to build additional infrastructure as a result of unavailability of space or funding. For example, in just five years, the annual number of passenger journeys on Transport for London services has increased by half a billion – and demand continues to grow rapidly.

The resulting congestion weakens safety and degrades services, increases asset degradation, and slows down the network. At busy times traffic flows unevenly and buses and trains must leave their doors open for longer, so congestion begets congestion. Yet even as some elements of the network are overcrowded, others have spare capacity. We are increasingly seeing the use of digital technologies to spread the load – making full use of the infrastructure, and relieving the pinch points that appear during the busiest periods.

Information for passengers has improved quickly in recent years, with announcements, websites and emails alerting people to hold-ups and suggesting alternative routes – but with everyone diverted, these messages can foster new bottlenecks elsewhere. Similarly, satnav systems try to steer drivers around traffic jams; too often, though, the various providers – lacking coordination or predictive capabilities – simply end up directing everyone into new queues on minor roads that are even less able to cope with demand.

We already possess much of the



## When information flows, so does transport

Our transport networks often struggle to keep up with demand – but **Ben Foulser** says that data and communications techniques can help us tackle congestion

data we need to solve these problems, and the connectivity to get the right messages out there. Highways England and Transport for Greater Manchester know this, and have been developing data analysis and communications systems to optimise use of road space, while Network Rail is developing

similar solutions through the digital railway programme. In London, the established databases serving Oyster card, contactless payment, congestion charge and Santander Cycles users provide powerful assets: contact details for many travellers, plus an understanding of their typical travel patterns. Rec-



ognising this, TfL is investing heavily in tools and resources to analyse data and tailor customer communications.

The growth of data collection in respect of individual customers together with multiple engagement channels and the use of individual customer accounts allows transport operators to segment travellers experiencing congestion or delays and suggest to each group a different way to reach their destination – dispersing the crowd to make better use of the available capacity.

Using emails, SMS and apps, operators can offer passengers discounted fares if they take a particular route, with cash being refunded to their transport accounts. And with real-time data coming in on recipients' behaviour, operators can quickly adjust their messages to focus on the most effective incentives and the most responsive travellers.

Meanwhile, TfL is investigating the use of mobile phone data to track increases in road traffic in real time; this, along with the growth in "connected cars" – which transmit data on their movements and satnav destination – will soon enable transport managers to predict the formation of traffic jams. Then TfL will be able to amend traffic light phasing to ease the bottleneck; given coordination with the in-car navigation providers, it

may also be able to segment incoming drivers and calculate the best way to get each to their destination without creating fresh hold-ups elsewhere.

The best results would arise from strategic management of demand on both public and private transport. Then, for example, a London-bound driver heading down the M40 into a major jam could be told how much time, money and carbon emissions they'd save by stopping at Oxford park and ride and taking a train or coach. Ultimately, this combination of data, analytics and personalised messages could dramatically strengthen our ability to use infrastructure at close to its optimum load, but not above it – taking full advantage of the system's capacity, while avoiding the need for investments that only pay off at the busiest times.

Today, these technologies are at their most advanced – and our infrastructure is at its most stretched – in London. But such tools have huge potential to improve journey times, travellers' experiences, and investment returns in all our major cities and our national transport networks. Given the growth of megacities and digital infrastructure around the world, they could also produce a useful export industry for British business.

As we develop these systems, we will encounter many hurdles concerning

the technology, the data-gathering, the analytics techniques and the communications systems. As ever, though, the biggest challenges are likely to lie in persuading and organising people. Travellers will only listen to messages if they trust the source: if they're confident that organisations' use of their personal data is both ethical and transparent, and that altering their route will produce the promised benefits.

This in turn demands a single, connected mind to manage the flow of data around the system: a transport management authority with the tools and relationships to gather data from – and transmit messages via – all the key actors guiding and carrying travellers around our transport infrastructure. As we move from connected to autonomous cars – strengthening technology's role in deciding vehicles' routes – we'll increase our ability to manage traffic flows across the whole network; and the role and powers of a central authority will become still more crucial to realising the potential of these technologies.

If we develop these systems in the right way, we'll not only route travellers around congestion, but also reduce the amount of congestion in the first place – helping citizens, transport managers and infrastructure investors to get the best out of our hard-pressed transport networks.

**“The best results would arise from strategic management of demand on both public and private transport”**



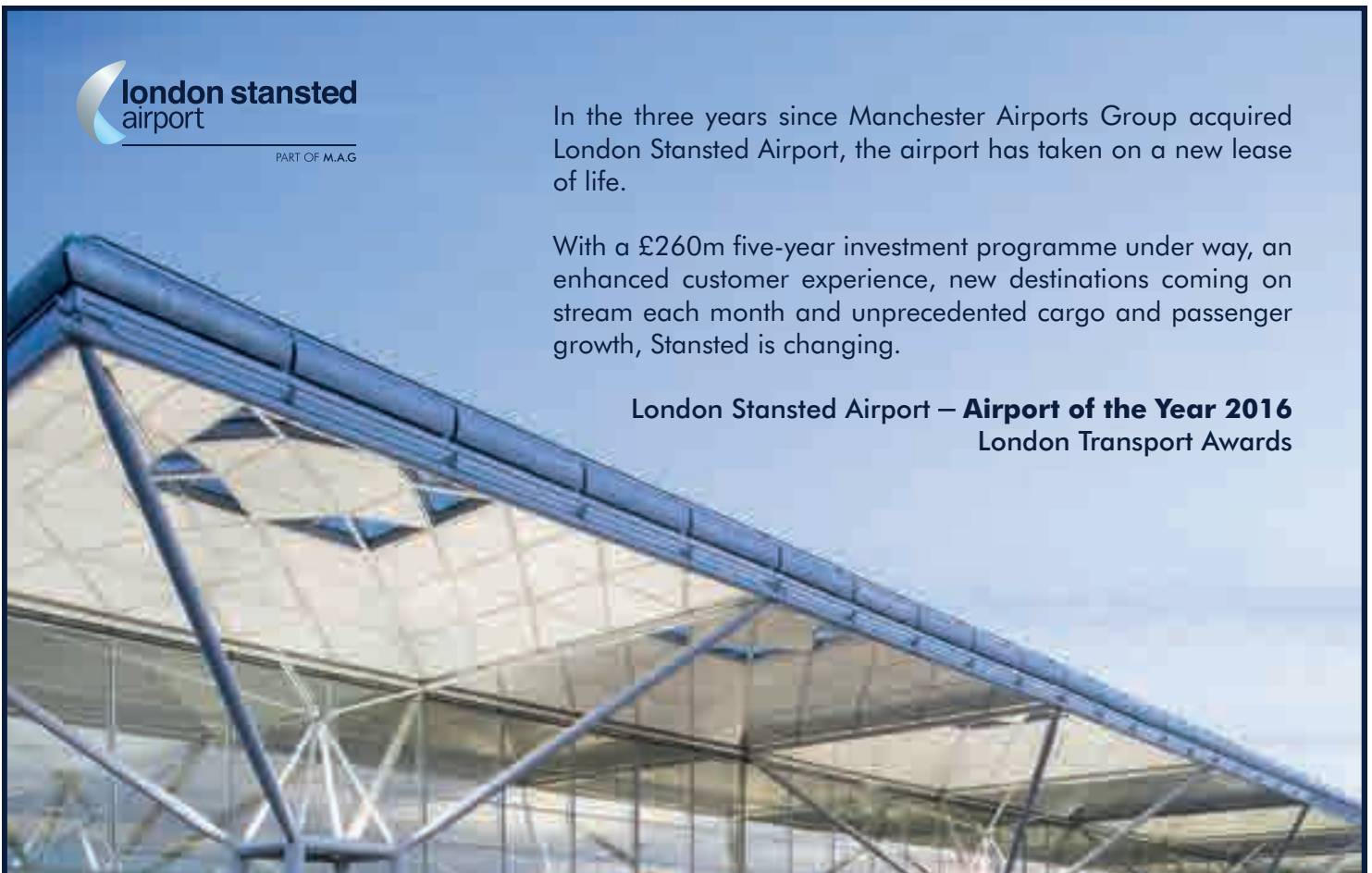
**Ben Foulser is an associate director in KPMG's Transport Advisory Practice**



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Lord Deighton



Professor David Begg



Stephen Hammond



Susan Evans

# Lord Paul Deighton to chair Heathrow Airport board

Heathrow Airport Holdings has announced that **Lord Paul Deighton** will succeed **Sir Nigel Rudd** as chairman of the board when Sir Nigel steps down later this year.

Lord Deighton's breadth of experience in funding and managing major projects is extensive. He is widely respected in the financial, infrastructure and political communities. He will guide Heathrow through its next phase of development, supporting Heathrow's vision of giving passengers the best airport service in the world and preparing for the Government's decision on airport expansion.

Following a successful career at Goldman Sachs, culminating as European chief operating officer from 2000 to 2006, Lord Deighton became chief executive of the London Organising Committee of the Olympic Games (LOCOG), which was responsible for the highly successful 2012 London Olympic Games. More recently, as commercial secretary to the Treasury, Lord Deighton was responsible for the UK's national infrastructure plan, focusing on getting major projects built, benefits captured, attracting capital into the UK from around the world and creating the right environment for continued infrastructure investment.

**Transport Times** publisher **Professor David Begg** has been appointed non-executive chairman of EAMS Group.

EAMS Group is an industry leader in enterprise asset and

safety management, providing business and technology enterprise solutions. The group enables its clients to achieve world class performance in asset management.

Clients include London Underground, New York MTA, RSSB, Docklands Light Rail, BART San Francisco, Virgin Trains, Stagecoach and Heathrow Airport.

Chief executive Andy Evans said: "We are extremely fortunate to have Prof Begg join EAMS Group in this role with his immense experience across the transport sector and his focus on industry best practice and customer experience."

Prof Begg continues as owner and director of *Transport Times* and as a non-executive director of Heathrow Airport.

Former transport minister **Stephen Hammond** has been elected chair of a new All-Party Parliamentary Group for the Future of Transport, launched this month. The group will look at ways in which technology will have an impact on transport systems in the future.

Mr Hammond, MP for Wimbledon, said he hoped the new group will help to keep Britain at the forefront of transport innovation. "We already have strong expressions of interest from business, academia and transport groups, and I look forward to welcoming their input into developing transport policy fit for the future," he said.

Mr Hammond was under-secretary of state for transport from

- **EAMS Group names David Begg as non-executive chairman**
- **Susan Evans to chair Community Transport Association**
- **Stephen Hammond to chair Future Transport Group**
- **Graeme Matthews joins Fore, Leah Stuart and Emma Roberts promoted**

2012 to 2014 and was a regular contributor to *Transport Times*. Secretarial support for the APPG will be provided by the UK innovation centre for intelligent mobility, Transport Systems Catapult.

**Alstom Transport** customer director and Alstom UK board member **Susan Evans** has been selected as the next chair of the board of trustees of the Community Transport Association.

Ms Evans has worked at Alstom Transport since 2013 and, among other projects, led the £450m extension to the Nottingham tram network. She has been responsible for developing relationships with MPs, local politicians, residents and journalists and is the executive sponsor of the People work stream within the Alstom Transport corporate responsibility strategy.

She founded and chairs the Woman in Alstom group which has worked on the development of diversity policies and practice.

Prior to her role at Alstom, Ms Evans held a number of positions in technology research,

business development and engineering. Her previous employers include SEMTA, the Sector Skills Council for Science, Engineering and Manufacturing Technologies; The National Physical Laboratory; and aerospace manufacturer EADS Astrium.

**Graeme Matthews** has joined Fore as an associate in the Newcastle office, from Mayer Brown. With 15 years' transport planning experience, Mr Matthews has worked with a range of public and private clients, offering comprehensive highways advice from initial scheme conception and feasibility studies through to production of transport assessments and travel plans to accompany planning applications. Fore now has a team of three professionals permanently based in Newcastle and is able to offer a tailored service to a range of public and private sector clients.

**Leah Stuart** and **Emma Roberts**, both based in the Leeds office, have been promoted to the position of associate, recognising their capability in managing projects at both strategic and site-specific levels. **Rachel Savage** has been appointed as a senior highways engineer.

Fore Consulting, founded in 2011, is an independent consultant providing specialist services in transport planning, transport engineering, development, regeneration and project management.

It has a team of 18 staff, based in Leeds and Newcastle.

A new business partnership, whatever the sector, will always present a challenge. Each has its own model, working culture and unique practices. The challenge then is how to ensure a seamless transition without any detrimental effect to services.

This is exactly the challenge that MTR Crossrail and Network Rail faced in May 2015 when taking over operation of the Liverpool Street – Shenfield Line.

Network Rail and MTR Crossrail worked collaboratively to develop initiatives which ensured a smooth changeover with minimum disruption to passengers.

An instant messaging communication tool was introduced to ensure quick and easy dialogue between Network Rail and MTR Control. The sharing of data between the signallers at Liverpool Street and those at the Network Rail operating centre became a cornerstone of the new shared culture. In addition, MTR Crossrail and Network Rail staff members were seconded to assist in the transition.

Since takeover of the line, MTR Crossrail have transformed into the most improved TOC in the UK, with PPM averaging 95%. Network Rail delay minutes have decreased, on average, by 33% and the number of Network Rail cancellations has also been reduced by 18% in the ten periods since takeover compared to the equivalent periods last year. The new emphasis on safeguarding also led to the successful prevention of 28 suicide attempts in the year since takeover. Crucially too, MTR Crossrail demonstrated a 9% increase in recent National Rail Passenger Survey customer satisfaction results, compared with the previous year.

For MTR Crossrail effective teamwork and partnership is key to ensure continued improvements to the line as the partnership goes from strength to strength.



Network Rail, IECC Signalling team



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