

Runway decision

On final approach



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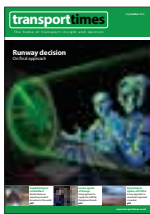
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Autumn heralds pivotal choices

After the hiatus of the summer recess, Parliament is returning to work, and the priorities of Theresa May's new administration are becoming clearer.

One thing that seems apparent is a determination to finally make a decision in the long-running controversy over runway capacity in the South East.

Last July, Sir Howard Davies's Airports Commission unequivocally backed a third runway at Heathrow, only for their recommendation to hit the immovable object of David Cameron's declaration in 2009, "the third runway at Heathrow is not going ahead, no ifs, no buts".

The new prime minister is not hemmed in by past statements of that sort. However, her Maidenhead constituency is near the Heathrow flight path; in the past she has been equivocal, recognising that many of her constituents depend on Heathrow for jobs, while at the same time being affected by aircraft noise.

The fact she has chosen to chair the cabinet committee which will make the decision suggests she is confident she can put constituency objections to one side if the conclusion is that the evidence points to Heathrow.

Meanwhile the debate has continued to rage over the three shortlisted options. London mayor Sadiq Khan has strongly backed expansion at Gatwick, sidestepping Heathrow's argument that hub rather than



Theresa May has given a commitment to proceed with devolution deals

point-to-point capacity is needed. The third contender, the independent Heathrow Hub proposal to double the length of one of the existing runways, appears to be making a last-minute sprint, after former Conservative party chairman Lord Maude and Willie Walsh, chief executive of British Airways owner IAG, backed its proposal as cheaper, quicker and less disruptive.

There are arguments from both sides over noise: Heathrow says the Hub proposal is less good for giving residents respite from noise by alternating runway use. Heathrow Hub says its proposal brings no new people into the noise footprint, while reducing noise because planes will be land-

ing further west and will therefore be higher on their approach over the most populous areas. A decision is promised for autumn.

There has also been reassurance about devolution to the north of England, the West Midlands and elsewhere. There were initial fears that this policy, closely associated with George Osborne, would be abandoned now he has left office. Ms May has acted to provide reassurance on that score, and has given her commitment to proceed with those devolution deals already in train, though it is likely that the level of enthusiasm of George Osborne will not be matched.

New Transport Secretary Chris Grayling has strongly supported High Speed 2. Regarding the Government's infrastructure investment programme, again closely associated with Mr Osborne, new chancellor Philip Hammond has promised to "reset fiscal policy" in the autumn statement if necessary in the light of events following the EU referendum. Mr Osborne had already abandoned his goal to reach a budget surplus by the end of this parliament in the immediate aftermath of the vote.

How far this means a rolling back of austerity is open to speculation. It is thought likely that it will not mean a widespread reversal of cuts in revenue budgets. But given that Mr Hammond was an ally of Mr Osborne and argued for transport investment when he was Transport Secretary in the last government, could he be planning to take advantage of unprecedentedly low interest rates to fund an expanded investment programme?

Many observers believe this would be the right way to go, not only to boost the economy but also to demonstrate confidence in the future following the Brexit vote.

The autumn looks set to be a time of pivotal decisions.

David Fowler, editor
Transport Times



Heathrow Hub proposes extending the existing northern runway



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Keynote Speaker

Chris Grayling MP,
Secretary of State for Transport



Keynote Speaker

Simon Kirby,
Chief Executive, HS2 Ltd



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A delivery partner has been appointed and shortlists announced for the main construction contracts. Rolling stock manufacturers are taking the wraps off potential train designs in anticipation of the start of procurement later this year, and a bill seeking powers to extend phase one to Crewe has been promised during this parliament. Next year, the National Academy for High Speed Rail will open its doors to its first students; it will play a vital role in helping to meet demand for the highly skilled engineers and technicians the project will need.

A detailed route for phase two, to Manchester and Leeds, is expected to be confirmed by Transport Secretary Chris Grayling by the end of the year; Scotland and the cities of the North and the Midlands are making preparations to maximise the benefits of HS2 to their areas.

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Additional confirmed speakers include:-

- Anthony Smith, Chief Executive, Transport Focus
- Sadie Morgan, Design Chair, High Speed Two Ltd
- Sir Terry Morgan CBE, Chair, National College for High Speed Rail
- Henrik Anderberg, HS2 Director, Alstom UK&I
- Laura Shoaf, Managing Director, Transport for West Midlands
- Cllr Judith Blake, Leader, Leeds City Council
- Cllr Liam Robinson, Chair, Merseytravel
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Hopes rise for decision on new runway



Expectations are rising that Theresa May's new administration will make an early decision on runway capacity in south-east England.

Almost 15 months after the Airports Commission, led by Sir Howard Davies, unanimously

by David Fowler

backed a third runway at Heathrow, there appeared to be a late surge in support for the Heathrow Hub option of extending the existing runway. Meanwhile new London mayor Sadiq Khan has thrown his weight

behind expanding Gatwick.

Hopes that the Government would come to a conclusion on the long-running question were raised by Chancellor of the Exchequer Philip Hammond, who said in July "We need to make a decision on this, and that we will do in the autumn."

A Downing Street spokesperson confirmed that the cabinet subcommittee which would make the decision will be chaired by the prime minister herself. The membership of the committee has not yet been confirmed.

Ms May's own constituency, Maidenhead, lies near the

Heathrow flight path. However, supporters of Heathrow suggest her reputation as someone who will make a decision based on the evidence means that she will put support for Heathrow above constituency interests, if she concludes this is in the national interest.

Unlike David Cameron, who said in 2009 “the third runway at Heathrow is not going ahead, no ifs, no buts”, Ms May is not hemmed in by previous statements. However, she is on record while a shadow cabinet minister of saying the UK needed “a better Heathrow, not a bigger Heathrow” and that her constituents faced “a reduction in their quality of life with more planes flying overhead”.

However, Heathrow argues that its current proposals have changed substantially since the time her remarks were made.

Following a meeting with Sir Howard Davies before the publication of the commission’s report last year, Ms May stressed that many jobs in the Maidenhead area depended on Heathrow, including many local residents who work at the airport itself, but she also raised concerns of many local residents about aircraft noise.

She said: “The future of Heathrow Airport is of vital importance to the Maidenhead area – for local businesses who rely on good transport links, and for local residents concerned about noise and the environment.”

Transport Secretary Chris Grayling has said he wants the Government to make a rapid decision on the runway. Writing in *Transport Times* this month, he says: “This is a decision we must get right, not just for London and the South East, but for the whole of Britain. However, it’s also one that we will take as soon as we can.”

Chancellor of the Exchequer Philip Hammond floated the idea in his time as Transport Secretary of a combined Heathrow-Gatwick hub connected by high speed rail, but the idea was abandoned on the grounds that it would be impossible to meet a target of 45 minutes between flights for interchange passengers.

Given that Ms May has appointed critics of Heathrow to senior cabinet posts, notably education secretary Justine Greening and foreign secretary Boris Johnson, it is thought

likely that she will allow a free vote when the eventual decision comes to parliament for approval. It is thought, if Heathrow is chosen, that an all-party majority exists in favour of expanding the hub airport.

London mayor Sadiq Khan has strongly backed a second runway at Gatwick as the solution. In July, as the airport announced an additional £200m investment designed to “pave the way” for a second runway, he said: “The new prime minister has a very important decision to make regarding new airport capacity, and I urge her to rule as swiftly as possible in favour of a second runway at Gatwick, which would bring substantial economic benefits.”

Meanwhile Conservative grandee Lord (Francis) Maude has thrown his weight behind the Heathrow Hub. The independent third option shortlisted by the Airports Commission proposes doubling the length of Heathrow’s existing northern runway, with one section used for landing and one for take-off. A key advantage is that aircraft would land 2.5 miles to the west, meaning their approach would be higher, causing less noise for people living below. The project’s latest cost estimate is also lower, at £9.7bn to £15.7bn for Heathrow’s own proposal. The Hub proposal could also be phased, with the first phase costing only £3.7bn.

In an open letter to Mr Grayling published on the Conservative Home website Lord Maude says the third runway has been stalled for so long “because it’s fundamentally toxic”. As the former MP for Horsham, adjacent to Gatwick, he argues that “Gatwick is the wrong answer” because “the environmental damage would be huge; the logistical burden on surface infrastructure insurmountable; and in the end it isn’t where the airlines want to be”.

He says: “I expected at every stage that someone would come up with a reason why the Heathrow Hub can’t possibly work. No one has. It really does work. It’s cheaper. It’s quicker. It’s less disruptive. It’s less politically toxic.”

He adds: “For all those people who have opposed a third runway, many of who know in their hearts that additional runway capacity is urgently needed, this is a way out.”

If not now, when?

The start of a new term, like the start of the new football season, is a time for hope and optimism. The frustrations and disappointments of the previous year are put to one side as belief builds that this could finally be the year. After all, if Leicester City can win the league, surely anything is possible?

Supporters of Heathrow and Gatwick thus enter the autumn with a sense of hope and expectation. With a government response long overdue, the shock of Brexit must surely now increase the prospects for a positive decision as the new government seeks to demonstrate that Britain can continue to thrive globally.

Certainly, there would be few better ways of signalling to the world that London and the UK remain open for business than endorsing long-delayed plans for an additional south-east runway. New research for the Let Britain Fly campaign group shows



that the UK is missing out on as much as £10bn of trade with emerging market economies for every year that passes without a new runway in operation.

Indeed, the biggest beneficiaries of delay are our competitors in Paris, Amsterdam and Frankfurt, who can’t believe their luck. So let’s put an end to years of economic self-harm and say yes to airport expansion.

David Leam is Infrastructure Director at London First

Decision may hinge on air quality

Since the Airports Commission produced its final report last July there has been no decision from the Government, over 14 months later. Indeed, the Government has voluntarily added the Hinkley Point C nuclear power station to its “difficult infrastructure decisions” in-tray, risking even less time being devoted to runways.

Last December the Government did make some strides forward. From a position of opposing any runway in the south-east of England, it accepted that there was a case for a new runway, and that the new runway should either be one of two options at Heathrow or one option at Gatwick. Although not a decision, that was a lot of progress from a standing start.

After six months of looking further at noise, air quality and carbon emissions, the Brexit vote happened. Installing a new prime minister and cabinet created further delay.

The new secretary of state for transport met the proposers of the three shortlisted options to hear their cases in



August and a decision is now expected this month or next. As Parliament only reconvenes for a week and a half before the conference recess, in practice that means after 10 October.

What will the decision be? The new cabinet is more Heathrow-sceptic, but is perfectly capable of putting such considerations aside. On the other hand, air quality legal tests remain a difficult hurdle for Heathrow to overcome. It could all boil down to the law, whatever the politicians may prefer.

Angus Walker is a partner at Bircham Dyson Bell

New system will speed compensation for rail delays

A new system to streamline the system for compensating rail passengers for delays has been launched by ESP Group and Barclays.

DelayCheck will allow train operators to meet new requirements for Delay Repay which are being introduced from next month, with the expectation of an increase in claims for refunds. DelayCheck is designed to make claims easier for passengers to make and for operators to process. It is due to go live in October.

Under the current system a delay has to reach 30 minutes before any compensation is payable. The compensation paid by different operators for the same delay can vary. There is no allowance for knock-on effects, so compensation is not payable if an initial service is delayed by less than the threshold but causes the

passenger to miss a connection, leading to further delays.

Making a claim is seen as complex and slow, and many passengers decide it is not worth the effort. The only train operators that currently automate refunds are Virgin Trains West Coast, for advance tickets bought via its website, and c2c, for smartcard tickets.

Journeycall, part of ESP Group, designed DelayCheck in response to increasing demands from operators. Journeycall managing director Theresa Wishart said: "The existing system was simply inadequate and unlikely to be able to cope with an anticipated increase in compensation requests."

DelayCheck is said to reduce processing time for a claim by 70%. It will automatically calculate the delay and compensation the passenger is entitled to, with the ability to handle multi-stage journeys and multiple operators.

At its heart is RailTrax, specially developed by ESP. This draws on a number of data sources to automate the process of ascertaining how much a train was delayed and which operator was responsible.

To claim, passengers go to the DelayCheck home screen, which will be hosted by Journeycall but within the train operators' website. The system will ask for the date and time of the journey. It will check this against the database and calculate the actual delay, the appropriate repayment, and which train operator is liable. The passenger has to scan and upload their ticket to confirm the details.

Repayments can be made in whatever way the passenger prefers – card, cheque, mobile phone in the form of vouchers, or even as a charity donation. The system can be customised to suit each operator, and branded and integrated with their own web pages.

A popular option is expected to be the ability to make a repayment direct to the customer's bank account via Pingit. Pingit is Barclays' app-based mobile payments service (based on the industry platform Paym), described as analogous to "BACS on a mobile phone", which allows money to be sent to customers using only their phone number. When a user registers, his or her phone number is mapped to their account details in the bank's database. The customer can then receive immediate payments via Faster Payments by providing only their mobile number to the person or organisation making the payment.

Barclays Bank director for mobile payment solutions Terence Trench said: "Barclays is excited to be working with Journeycall." He added: "In the insurance industry, customers' claims experience is a significant differentiator between insurers. Repayment could be the same for transport."



Crossrail train on test


The first of the new Crossrail or Elizabeth Line trains has begun track tests at Bombardier Transportation's Derby site.

A fleet of 66 air-conditioned trains will operate on the line serving the West End, the City and Docklands, and running from Reading and Heathrow to Sheffield and Abbey Wood.

The Class 345 trains will enter service next May be-

tween Liverpool Street and Shenfield. The first trains will be seven carriages and 160m long to fit the existing platforms at Liverpool Street.

Nine-carriage, 200m long trains will be introduced from 2018, initially between Heathrow and Paddington. Lightweight construction and regenerative braking mean that they will use up to 30% less energy than existing trains.

 Bombardier Transportation and Hitachi Rail Europe have joined forces in a joint venture to bid for London Underground's New Tube for London train contract. Bids are due to be submitted on September 26. The contract is for 260 trainsets for the Piccadilly, Waterloo & City, Bakerloo and Central Lines. Alstom, CAF and Siemens also prequalified for the contract.

HS2 shortlists phase two consultants

HS2 Ltd has announced shortlisted firms which will be invited to tender for detailed design and environmental assessment services on phase two of the project, from Birmingham to Leeds and Manchester.

For the role of development partner, the shortlisted bidders are Bechtel; CH2M Hill; and a joint venture of Mace with Turner & Townsend Project Management.

For Civils Design and Environmental Services: Aecom with Capita Property and Infrastructure and Ingenieria y Economia del Transporte (INECO); Ove Arup and Partners International; Atkins Arcadis joint venture (Atkins and Arcadis Consulting (UK)); Mott MacDonald with WSP (UK).

The Government is expected to make a decision on the phase two route in the autumn. Invitations to tender are expected to be issued shortly.

May asserts support for Northern Powerhouse

Theresa May moved to reaffirm support for devolution to northern England and the Midlands after initial doubts emerged about the government's commitment to the plans.

The project was associated strongly with former chancellor George Osborne, who was sacked in July.

The prime minister sought to reassert support through articles in the *Yorkshire Post* and similarly in the *Birmingham Mail* for the "Midlands Engine".

She wrote: "For too long, the UK has been much too dependent on growth in London."

She added: "Yorkshire is a key part of our vision for a Northern

Powerhouse – our plan to help the great cities and towns of the North pool their strengths and take on the world."

The strategy to achieve this would include "massive improvements to transport" including "major investments to transform key roads like the M62, the M1 and A1" and "developing high speed rail – not just from north to south but also from east to west".

She reaffirmed a commitment to creating "metro-mayors" in Sheffield and Birmingham next year. In the *Birmingham Mail* she wrote: "the Government I lead will help you unleash [untapped] potential and together we will make the Midlands –

from Lincolnshire to Shropshire – a powerful engine for growth".

There would be investment in "major projects like HS2, which will put the Midlands at the heart of a modern transport network" and "£1.8bn of upgrades to the road network to cut congestion, including upgrades to the M5, M6, and M42". Powers would be devolved "giving you a powerful new voice by creating an elected mayor next May".

Transport minister Andrew Jones, who was reappointed by Ms May, continues to have the Northern Powerhouse listed among his responsibilities and Andrew Percy, who has been appointed minister for the Northern Powerhouse at the

Department for Communities and Local Government, said he was "100% committed" to promoting the region's economy.

But last week Andy Burnham and Steve Rotherham, Labour's mayoral candidates for Greater Manchester and Liverpool city region respectively, wrote to the prime minister asking her to clarify her plans for further devolution in England and to make a clear commitment to the HS3 scheme to link northern cities.

A spokesman for thinktank IPPR North said policy was "not going to get the same level of attention as under Osborne but it will continue alongside other government initiatives".

Five options identified for trans-Pennine tunnel

Five routes have been shortlisted for the proposed trans-Pennine road tunnel to cut journey times between Manchester and Sheffield.

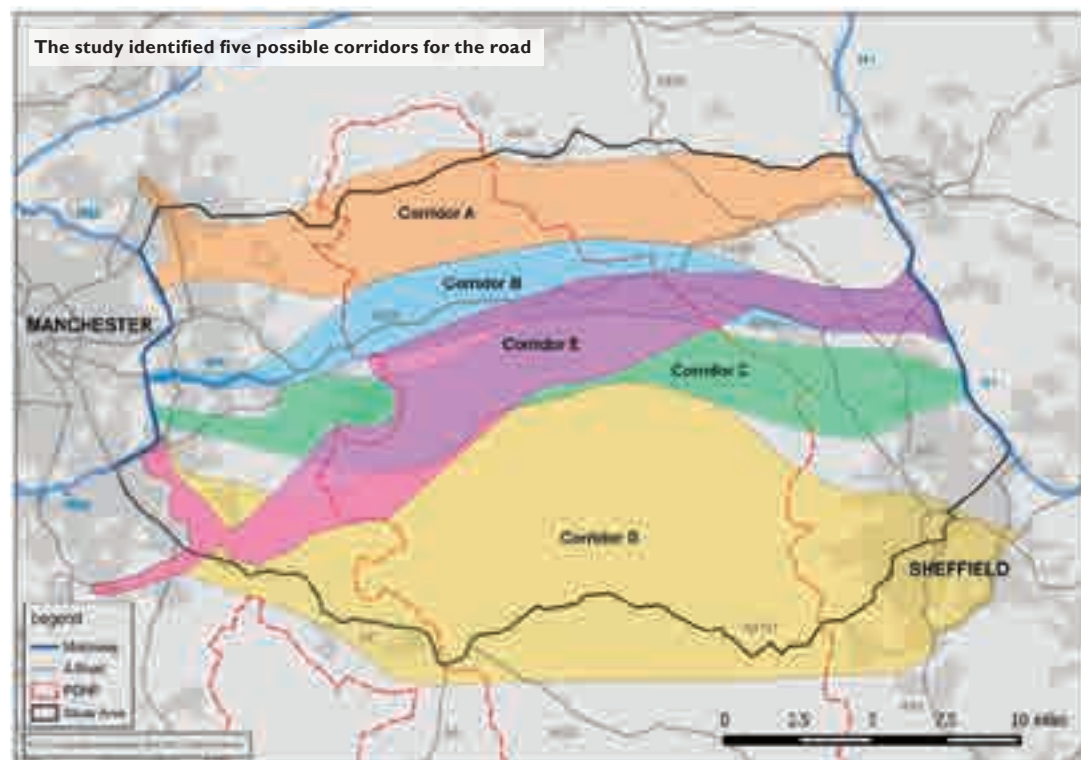
An updated interim study concludes there is a strategic case for the link and that it could almost halve journey times between Manchester and Sheffield.

Detailed economic analysis will be undertaken in the final part of the study, due to be completed by the end of the year.

The current update builds on the previous interim report, published last November, which identified benefits such as time savings and improved resilience. Construction and operation would be technically feasible.

The road is likely to be a dual carriageway to motorway or expressway standards. The study identified five broad corridors for the road: Northern (A); A628/A616 (B); Central (C); southern (D); and an overlapping corridor (E). Corridor B, and to a lesser extent A and C, had advantages over the others including potentially easier and quicker construction. Corridors D and E will not be assessed further.

Within corridors A, B and C 36 routes were identified which have been narrowed down to a shortlist of five, all of which join the M60 east of Manchester to the M1 north of Sheffield. Four options start at the M67. These will be considered in more detail in the next stage.



The new report says the link will have the greatest impact on connectivity between Greater Manchester and South Yorkshire but other areas could benefit (for example, Merseyside and the East Midlands). Travel time could be cut by 30 minutes, from the current 75, between Manchester and Sheffield for both passenger and freight traffic.

There would be significant increases in reliability and resilience given that the existing trans-Pennine roads are often

closed due to bad weather. There would be reduced travel through the Peak District National Park, benefiting the environment.

Initial assessment of wider economic benefits such as agglomeration, due to creating larger and more diverse labour and product markets, suggests these could be "significant". Detailed transport and economic modelling will be carried out in the final stage.

The scheme would contribute to Northern Powerhouse investment plans and would

increase the attractiveness of the North to inward investment, the report says.

Funding mechanisms will be considered. Tolling could be an option but this would affect the economic case.

Transport minister John Hayes said: "I want people in the north of England to benefit from quicker, more reliable journeys. This tunnel would be the most ambitious project since the construction of the first motorways 50 years ago."

London 'should phase out diesel cars'

The proportion of diesels in London's car fleet must return to 1995 levels – 10% – by 2025 if legal limits on air pollution are to be met. This is the conclusion of a new report, *Lethal and Illegal*, from thinktank IPPR and Greenpeace. The report says "It is likely that diesel cars will have to be completely phased out on London's roads over the next decade."

London breaks legal limits and World Health Organisation limits for nitrogen dioxide, and WHO limits for particulate matter, it continues. Air pollution is the second most significant factor affecting public health in London, after smoking. Under the existing policy regime the capital is not set to reach compliance with legal limits on nitrogen dioxide until 2025 or later. Most air pollution in London is caused by

road transport, of which diesel vehicles are the most polluting.

The report says that to ensure that London's air pollution reaches legal limits in the coming years, policymakers will need to effect a fundamental shift away from diesel vehicles in the capital, towards petrol and, ultimately, hybrid and electric alternatives. A range of complementary policies to address pollution from buses, taxis, lorries and vans will also be needed.

It took 20 years to get from 1995 levels of diesel ownership, 10% of London's car fleet, to the current level of 57%, the report says. New modelling carried out by King's College London Environmental Research Group shows that a return to 10% in the capital between now and 2025 would have a significant

impact on pollution but not bring about complete compliance.

Achieving such a level would be difficult but not impossible. It would require stronger policy at European levels, such as tougher emissions regulations, as well as at national and local levels, the report says.

The shift towards diesel cars since 1995 was partly driven by reform of vehicle tax policy to tackle climate change by reducing carbon dioxide emissions. Ministers should reverse this, the report recommends: "The Government could take a step in the right direction by progressively reforming the VED regime to disincentivise diesel cars relative to petrol ones." If the government is not willing to go far enough to reach compliance in places with acute air quality problems such as London, it

could devolve VED rates to allow London and other cities to go further and faster themselves.

London is due to introduce an ultra-low emission zone over the congestion charge area in 2020. Mayor Sadiq Khan has proposed to bring this forward to 2019, extending it to the north and south circular by the following year. The report says introducing the ULEV as far as the north and south circular by 2019 may be necessary.

Sadiq Khan said: "Nearly 10,000 Londoners die every year from exposure to pollution – which is simply unacceptable. This important report is published while I'm conducting a major public consultation on my plans to crack down on the most polluting vehicles and to bring in hard-hitting new measures to improve our city's air."

Nottingham hits climate change target four years early

Nottingham City Council has achieved its carbon emission reduction target set for 2020 four years early, in part thanks to the introduction of a workplace parking levy. Government statistics show a 33% reduction in carbon emissions since 2005, beating a target set by Nottingham City Council to reach 26% by 2020.

Councillors said the success was in part due to a reduction in domestic energy use, following a programme of energy-saving investment for social housing and private owners.

But around 13% of the cut was due to the popularity of public transport, cycling and walking in Nottingham, as well as the use of a workplace parking levy to discourage car use.

Councillor Nick McDonald, Nottingham City Council portfolio holder for business, growth and transport said: "We have Europe's largest fleet of electric buses, the addition of the new Chilwell and Clifton tram routes and we have invested £6.1m in improving cycling routes to provide alternatives to using cars to get around the city."

He added that the city had

also been successful in winning government funding for low emission transport options – electric charging infrastructure, all-electric buses, electric taxis, gas-powered buses and improved travel planning for businesses.

"The result is that we are continually reducing the environmental impact of transport in Nottingham," he said.

Wright unveils electric buses



The Wrightbus StreetAir EV DF will be available as a single or double decker

Wrightbus has unveiled two new electric buses in its "Electricity" range – the StreetAir EV WF and the longer StreetAir EV DF.

The 9.5m, 13 tonne StreetAir EV WF (wheel forward) builds on more than two and a half years' in-service experience. It will be available in lengths from 8.8m to 9.5m.


The 10.6m StreetAir EV DF (door forward) is an 18 tonne electric bus based on the current StreetDeck chassis. It will be the platform for both single deck and double deck variants.

Both models feature the Siemens ELFA 2 electric drive system and will be available with all three main charging options – overnight (plug-in), inductive, and conductive (pantograph)

charging. An 18-hour charge for the WF provides 150 miles or 18 hours of service.

Wrightbus is able to offer the three charging systems and associated battery configurations by using a modular build process. This allows standardisation of bus fleets and optimisation of aftermarket support.

Versions of both vehicles will undertake a demonstration programme which will run throughout the rest of the year and 2017, with series production due to start in 2017.

 A total of 13 bus operators and local authorities in England will receive a share of £30m under the low emission bus fund, the successor the Green Bus Fund. The funding will contribute to the cost of buses as well as infrastructure.

Stronger transport links will show UK's confidence

Continuity and decisive action, with the interest of travellers centre stage, will be my watchwords says new Transport Secretary **Chris Grayling**

After a summer of historic change for Britain and political change in Westminster, the August recess provided a welcome opportunity to focus on my new job. I spent my first few weeks as Transport Secretary travelling around the country, seeing how transport investment is changing Britain for the better, and meeting many of the leaders and decision-makers who drive this great industry.

Things have certainly changed in the decade since I was shadow transport secretary. Back then, we were making the case for large scale investment in transport infrastructure. Now we're actually delivering it. It is inspiring to see that the biggest road programme for a generation and the largest rail modernisation plan since the Victorian era are under way. The Government is spending £13bn on northern transport this Parliament. We are close to completing Crossrail and Thameslink. And next year we start building HS2.

My first responsibility is to provide continuity, to see these massive projects through to completion as quickly and smoothly as possible. As the prime minister has made clear, we will be a government that brings the country together, and helps everyone in our society to get on. Transport has a unique power to do that – improving the links between people and places, bridging the economic gaps between regions, and spreading the benefits of growth. Schemes such as HS2 are vital for the UK's future prosperity, and I will give them the support they need.

Yet we must also seize new opportunities wherever they arise. Britain's vote to leave the European Union provides us with a once in a lifetime chance to reshape our future and boost our standing in the world. Here too, transport has an important

contribution to make. While some critics of Brexit claimed it would result in Britain becoming inward looking, in fact the opposite is true. Outside the EU, investment in our long-term infrastructure has become more important, not less. The continued growth of our roads and railways will be more integral to our future. And by strengthening our air and maritime links, we can show that the UK is open for business, confident about who we are as a country, and ready to trade with the rest of the world.

That is why, in late July, I was pleased to announce a major expansion of London City Airport, with investment of £344m by the airport's operators. An even more crucial decision awaits on

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runway capacity in the South East – so among my priorities during August was to meet airports and airlines. This is a decision we must get right, not just for London and the South East, but for the whole of Britain. However, it's also one that we will take as soon as we can.

Big business inevitably has a vital role in helping us plan and construct major transport schemes. But as Transport Secretary I will never lose sight of the fact that we are ultimately accountable to the passenger and everyday transport user: the commuter catching his or her daily train to work; the motorist trying to avoid congestion; the truck driver moving freight for a living; or the retired person taking the bus to the high street. My test for any transport system will be whether it helps

people get to their destination safely, efficiently, cleanly and affordably. And where I make changes, I will always seek to act in the traveller's interest.

Of course, I am also aware that new transport schemes can be controversial. Just as there were many people who opposed the building of the first railway nearly two centuries ago, the development of transport infrastructure today can be divisive in affected communities. So it is right that there's discussion about where and when investment takes place. People affected deserve to be heard, and, if appropriate, properly compensated.

But we must not imagine that decisions about transport can be deferred forever, or that the best location for new infrastructure is always just over the horizon. The pressures we face on our roads and railways, with traffic and passengers at record levels and set to increase still further, mean that decisive action is needed.

I am fortunate to be taking over the transport brief from Patrick McLoughlin, who not only did an excellent job making the case for new transport investment and putting those plans into operation – he was also among the longest-serving transport secretaries on record.

My task is to take forward that work by delivering transformational new projects like HS2 and Crossrail, by ensuring we have the airport capacity to meet the country's future needs, by modernising and improving current infrastructure, and by working closely with the industry to put the transport user at the very heart of everything we do.

It's an extraordinary time for transport, and I am excited to be part of it.

Chris Grayling is Secretary of State for Transport and MP for Epsom and Ewell



Renationalisation – not the panacea it may seem

The rail industry is a complex mix of public and private, and bringing franchises back into the public sector would not make as much difference as its backers claim



Rail has been getting a bad press through the summer. The dispute over conductors' duties on Southern was compounded by the ritual summer angst over next year's fare levels, triggered by the July RPI increase of 1.9%.

Quite why this should lead to fresh calls for rail renationalisation might be more a matter of sentiment than reason. But, as with Brexit, it's one thing to say you want to end the current arrangement, quite another to describe the new one – and even harder to describe how to get there.

The current allocation of rail between the public and private sectors has its own mini-history. Infrastructure started out in 1993 as a regulated near-monopoly in the public sector that was then privatised – Railtrack. With the withdrawal of Government funding, it collapsed in 2001. It was converted into a “third way” company in 2002, no longer listed, but able to raise its own funding – Network Rail.

But changes in Eurostat accounting rules in September 2014 meant the Government could no longer treat Network Rail as if it were in the private sector. Its debts would henceforward appear on the public books, adding about 2% to public sector net debt. Over the two years since, ministers and the DfT have been able to exercise greater control over Network Rail.

So Network Rail was nationalised two years ago and few people noticed. They might in the years ahead if the Government tightens its funding. Fortunately, Network Rail still has five-year budget-setting cycles, rather than the Treasury's annual budget constraint that bedevilled BR. But independent regulation has been weakened, with ORR giving up its role in monitoring Network Rail's improvement expenditure.

Rolling stock remains privately-owned through the Ro-

sco structure established in 1994 (freight companies aside), and the private sector supply chain is of course heavily involved through all stages of the many infrastructure improvement activities. But Network Rail brought track maintenance back in house in 2004 – again with little interest from the wider media.

What we have today is a private-public sector model. The trains are privately owned and leased by privately owned (or foreign state-owned) train operating companies on infrastructure managed and funded in the public sector that tenders major construction projects to the private sector.

 **There are areas of tremendous strength, including the safety record** 

For now, any clamour for “nationalisation” usually refers to the franchised train operating companies, even though they are just one of several private sector components in today's railway. The franchises are already tightly specified by the public sector, and all franchises are time-limited and subject to a huge set of obligations, including on fare levels. Some face competition from open access operators threatening revenue flows committed to in franchise agreements. This is real risk transfer, but with strings attached.

Franchises yield about 3% of their turnover as profit. Not a great potential reward for nationalisation, but proponents argue that much higher cost savings could be achieved. Is this realistic?

Well, there were extra costs from the 1990s privatisation programme – my own work at the time suggested these would arise mainly from additional transaction costs and the ending of BR's

self-funded insurance scheme, as well as from profit margins.

The problem is that (i) many transaction costs with third parties would remain and (ii) even if a new BR-style monolith (as privatisers used to like calling it) were to be created around Network Rail, the work and costs involved in managing operational, technical and financial interfaces would be likely to survive in the form of an enlarged bureaucracy.

Ending franchises is unlikely to transform rail economics or to reduce fare levels. It would be better to think about the strengths and weaknesses in the current arrangement and how the weaknesses can be put right. Number one weakness is the fare system – a BR inheritance made more complex with the advent of yield management systems.

But there are also areas of tremendous strength, including market growth. Another is the safety record, which is surely not to be jeopardised. Strangely, the separation of responsibilities for train and track may have focused on this crucial interface in a way that has increased rail's safety rather than (as many suggested it would) worsened it. So those who believe that EU legislation drove Britain away from a vertically integrated railway should realise that leaving the EU does not make vertical reintegration necessarily a good idea.

In the past, successive governments were reluctant to back investment in a nationalised rail industry. How very different from today. Of course a publicly-owned rail system could be tried again, but a new approach to management would be needed.

And it would be truly ironic if the Government were to give up on rail franchising at the same time as it introduces franchising for bus services through the Buses Bill.

Jim Steer is director and founder of Steer Davies Gleave.

Digital technology will shape the future railway

New signalling systems and technology such as traffic management could mean big capacity increases, but the entire industry needs to join forces to make the benefits a reality

Digital technology has transformed our daily lives. Most notably, a smartphone in your pocket can send and receive vast quantities of data at a few taps of your screen. Digital technology has made a positive impact on transport too. In London, for the first time in nearly 200 years, you don't have to turn your currency into a ticket – your contactless smartcard will give you best value, automatically.

It has transformed air traffic control by enabling busy airports like Heathrow to expand capacity significantly since the 1990s. Similarly, it has been used to reduce congestion and keep people moving on “smart” motorways like the M25, with variable speed restrictions used to manage traffic flows.

There's more to come. With the recent announcement that self-driving taxis (albeit with “real” drivers on-board) are undergoing trials in the US, the appearance of driverless vehicles on our roads is a near-term certainty.

As transport improves through these innovations, it allows us to better meet our potential. I've argued previously that improving Britain's railways is vital to economic growth, jobs and housing, but rail hasn't yet fully embraced the potential of digital technologies to achieve this.

It's a revolutionary next step in a long history of improving operations. The system of solid-state signal interlocking introduced in the mid-1980s radically improved efficiency, and its control system counterpart, the integrated electronic control centre, still underpins the network today. Meanwhile, the obstacle sensors introduced on level crossings since 2012 have improved safety greatly and reduced the time barriers are down.

But the fact remains that the basic signalling system based on fixed railway blocks – distances of between a few hundred yards

and a couple of miles – has not changed since the inception of the railway nearly 200 years ago. Only one train can enter a block at a time, and the length of the block, speed, and braking characteristics determine capacity.

This surely acts as a barrier to the capacity the railway desperately needs. Passenger numbers have doubled since the mid-1990s, and are expected to double again over the next 25 years.

The digital railway programme was established to develop a rail industry plan to modernise the network and I am delighted that Network Rail chief executive Mark Carne has asked David Waboso to join us from TfL to lead it.

Travel on the Jubilee, Northern, and Victoria Lines at peak times and you cannot fail to be impressed

David has an excellent track record in digital rail modernisation. On the Underground he was responsible for introducing modern control systems on the Jubilee, Northern, and Victoria Lines. Travel on those lines at peak times and you cannot fail to be impressed at the rapidity and frequency of trains.

Digital train control is a cost-efficient way of increasing capacity and making better use of the existing rail network. As with London Underground, it will be based on a central intelligence system based at a number of rail operating centres. Combined with other technologies, like Traffic Management, it will be possible to control flows of trains across the network in the most efficient way.

But technology isn't the whole story. Fully realising the benefits of a digital railway will depend on close cooperation throughout the industry. The digital railway will affect everything from

rolling stock procurement to how railway people work, recruitment, training, and how franchises are specified to align with greater capacity across the entire industry. This modernisation can't be achieved in isolation. It is vital the entire industry joins forces to produce real benefits to customers.

The good news is we have already started. From 2018 digital technology will be introduced on the Thameslink core through central London, and this will help increase the number of trains to 24 hourly.

Meanwhile, Crossrail will be introduced with digital train control on the western and central sections. This will be combined with traffic management technology from Network Rail's new rail operating centre in Romford to optimise the flow of trains along the route.

Beyond these developments, David Waboso's team is currently developing proposals to deploy digital technology to address some of the other major pinch-points across the network. The need for capacity from both a railway and economy viewpoint should determine which areas are upgraded with digital deployment first.

How do we pay for it? More capacity equals more revenue. Suppliers should be prepared to invest, and the industry has to be prepared to reward them through incremental revenue growth otherwise unobtainable.

This is only the start. Britain's railway network has a long way to go in the way it embraces modern technology. It won't be easy to marry everyone's needs on a busy mixed-use railway, but the potential reward is too huge to ignore.

Britain could be a world leader in this vital new technology. We must modernise. Maintaining our proud railway heritage depends on it.

Sir Peter Hendy CBE is chair of Network Rail



Transitional year sets a strong foundation

How much can a business reasonably expect to achieve in a year? In the first of a regular series, Highways England chief executive **Jim O'Sullivan** talks through the newly formed company's first 12 months



One year on, I believe Highways England's transition from its predecessor, the Highways Agency, is well established. We are on track to complete the largest roads investment across England's major roads in a generation, around £15bn of new roads and improvements by 2021.

We recognise how important a safe, well maintained and free-flowing road network is for the economy, so we have placed a greater emphasis on putting safety first for those who use our roads and those who work on them. Our two other key priorities are improving people's experience on our roads and implementing the Government's five-year Road Investment Strategy and beyond.

As far as the first year goes, I think we have achieved a great deal, but there is never room for complacency.

We have completed five major schemes and have continued to build 11 other schemes, as well as starting work on a further eight. We've added more than 90 lane miles of extra capacity on some of our busiest sections of motorway, and resurfaced 1,200 miles of carriageway.

A particular highlight of my first year was when we were asked to assist with the reconstruction of a bridge on the A591 in Cumbria after flooding caused extensive damage across the region. Although that road is not part of our network, we helped the local council by carrying out the necessary repairs. A visitor walking along that bridge today wouldn't even know we had been there. The sympathetic restoration and repair demonstrates our ability to be responsive and work with other road authorities when needed.

One of our biggest challenges is implementing such a significant roads programme, while maintaining a high level of customer satisfaction and guarding everybody's safety.

To do this we need to strike a balance between roads being accessible and us being able to complete the work to modernise the roads. During our first year almost all our network remained open during roadworks and we cleared 86% of incidents within an hour, minimising disruption to drivers.

Beside improving England's major roads, we are also committed to supporting the environment, through a ring-fenced £300m fund; this will also benefit those road users not in vehicles, for example by developing an integrated, high quality cycle network.

The UK's motorway network continues to be among the safest in the world, and we're determined to keep it that way. Our aim is a reduction in

 **Our aim is a reduction in congestion, improved journey times and improved journey reliability** 

congestion, improved journey times and improved journey reliability as we increase capacity on some of the most congested parts of the network.

The signs are encouraging. Our all lane running smart motorway on the M25 is a good example. Its first 12 months has been positive. Although traffic flows have increased over the first year, reliability has improved and commuters are having faster and more reliable journeys.

We are also improving communication with motorists. Providing information to customers in the here and now is a growing expectation among the public. We're starting to use new technology to much more accurately determine how long it takes vehicles to travel between two points. We can display these times on

overhead message signs to give motorists up to date information about their journeys. There are great opportunities in this area.

To support the country's economic growth and the longer-term vision for our road network, Highways England is making good progress with technically advanced projects, such as the Lower Thames Crossing, and at the world heritage site Stonehenge, which will be starting construction in the first roads period.

We are already planning for after 2020 and the next road investment strategy. Our next tranche of route strategies that will determine our priorities are under way and it is important to get feedback about our plans from regional transport bodies, Local Enterprise Partnerships, local highway authorities and all our other stakeholders. We have a very broad consultation strategy and are determined that what we build and operate in the next decade meets the needs of the people we serve and the communities that we work with.

Expressways will be an exciting new development. These will be the first new road classification to be introduced since motorways in the 1950s, and will be another method that Highways England will be using to speed up traffic flow, ease congestion and increase average speed to help support economic growth by improving connectivity, providing better journeys and boosting safety.

We are pleased with the progress we've made so far and that we are able to offer our neighbours support when needed. We will continue building on the past year's achievements as we continue to deliver our investment programme and our service to road users. Our plans are ambitious; we are committed to improving England's major roads and delivering our infrastructure plan.

Jim O'Sullivan will be writing for Transport Times every three months

Emotion-based app tracks how passengers feel

The National Rail Passenger Survey is a source of reliable data but takes time to compile. A new initiative gives train operators immediate insights into travellers' states of mind

Just how do you get useful, speedy and representative feedback from passengers that will really help you manage your business? It's not easy.

Transport Focus's National Rail Passenger Survey has a role to play because it gives a view of rail journeys across 20 weeks a year. Each year we survey more than 55,000 passengers.

Though we offer passengers the opportunity to fill in an on-line version, most still choose to use the paper version. It can take up to five months from the first questionnaire of each "wave" being returned until that wave is published, but the data, which is an Official Statistic, has to be entered and carefully checked. Money changes hands based on the results because the NRPS is built into many franchise contracts, so it has to be accurate.

Transport Focus now has 17 years' worth of data. It represents a very powerful picture of passenger opinion which can be broken down by route, gender, age and in many other ways. It is all available on our website.

It is true that the results can sometimes look different from those of other surveys. However, there is a very good reason why. The NRPS is asking different things of a representative sample of users in a different way from other surveys.

The NRPS focuses on the journey the passenger has just undertaken. This is deliberate. Being able to link the results back to specific trains produces rich, useful data the train companies, Network Rail and others can act on. The results shift around, showing that such action has an effect and can be recorded. Other surveys ask more generalised questions about train companies – but there is no check that anyone has even used the companies in question or that they are describing the right company. Transport Focus double checks all this.

The NRPS is primarily paper-based, and will remain that way until it is no longer the only way to reach a representative sample of passengers. Social media users' views are valid, but are unrepresentative and don't provide much evidence for basing action plans around.

However, what is interesting is that the results of other surveys match quite closely with our own work on trust – a much more generalised feeling which is, nonetheless, important. So the NRPS gives us a good feel for passenger opinion, trust and priorities for improvement. This adds up to the richest view of rail passenger satisfaction in the world.

We have developed an app to track how passengers feel about journeys and hope to develop this further.

The app and emotional scale could help capture passengers' views of Southern's temporary timetable

The poet Maya Angelou once said that "people will forget what you said, people will forget what you did, but people will never forget how you made them feel". Any commuter will know that their daily travel can often feel like an emotional rollercoaster. Our report on *Passengers' relationship with the rail industry* confirmed that a good service is the cornerstone to building and maintaining trust. However, this research also showed emotions are key to establishing a trusting relationship with passengers.

That is why in December 2015 we commissioned Populus to set up an app to record "in the moment" emotional reactions and turn them into data. In a one-

month pilot, the app sent a short questionnaire to participants at the end of their pre-set "typical" journey, using a non-verbal scale to allow them to describe it in a more natural way. Its success led to the pilot being developed into a full scale six-month project, and the results being used to bring about real change.

In response to Southern Rail's temporary timetable introduced in July, Transport Focus decided that the app and emotional scale would be suited to help capture passenger experiences of the timetable and the disruption along the network. The app was redesigned as a travel diary and incorporated the emotional scale to capture how passengers felt about each journey.

This project is continuing with travel diaries being uploaded to our website each week, and results being used daily to help the industry make improvements for Southern Rail passengers. What it tells you above all is how most passengers end an uneventful journey in a pretty neutral state of mind, but poor performance and crowding pushes them into more negative emotions.

Govia Thameslink Railway gained some quick wins from the anecdotal feedback. Passengers were being sold tickets for services that weren't running and people were reporting Passenger Assist services not being ready or not turning up at all, so it put effort into sorting that out quickly.

Other train companies are interested in the app and the Department for Transport is looking to us to develop this further. So speedy and useful feedback from passengers should be coming soon.

Anthony Smith is chief executive of Transport Focus.



Give communities a say in service provision

Audit Scotland and others have bemoaned the slow progress in developing collaborative approaches to functions such as road maintenance, despite there being clear advantages



Audit reports over the summer describe growing problems in the management and maintenance of transport systems. The auditors point to their previous recommendations for more collaborative working between public agencies and communities, and ask why better progress is not being made. Why is it so difficult to get these bodies to work together when the benefits are so clear?

In its report *Maintaining Scotland's Roads*, Audit Scotland says that the current arrangements cannot continue if there is to be any improvement in road conditions. It says that "progress with introducing a shared services approach to roads maintenance... has been disappointingly slow." Even the task of agreeing joint working arrangements between neighbouring councils seems to have made little progress.

Joint working between agencies and with communities is a critical part of public sector reform. The 2011 Commission on the Future Delivery of Public Services – the Christie Commission – called for reforms to empower individuals and communities by involving them in the design and provision of the services they use. The commission suggested that the whole system of public services – public, third and private sectors – needs to become more efficient by sharing services wherever possible.

It makes sense for the commuter walking to the station to have confidence that their reporting of overgrown vegetation will be acted on, perhaps even by local volunteers as some local authorities have helped to organise. Compared with entirely top-down inspection and maintenance regimes, collaborating with communities does not just save money but involves users in deciding priorities for better public services, making successful approaches more popular.

Clarity of accountability seems to be critical to motivate collabora-

tive action. However, most residents remain passive recipients of the publicly-funded elements of transport services. In contrast, they are active participants in their choice of car, bikes, flights and other transport. Facing up to choices sharpens accountability, so it is no surprise that people feel more accountable for the car they choose than the consequences of where and when they drive it on a public road network.

In June, Citizen's Advice Scotland (CAS) published a report showing that support for bus services across Scotland appeared to be poorly matched to the changing needs of the population. As local shops, bank branches, and other local services have closed, the need to invest in local bus services to maintain access to essential facilities has grown.

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CAS pointed out that there was little evidence that public services were being constantly changed to respond to the evolving needs of the population. A more collaborative approach was needed.

CAS's audit of local bus access is more incisive than the regular council and community planning audits. It is too early to say whether its review might prompt more effective joint working between transport providers and colleges, hospitals, GPs, post offices, and banks, but widespread news coverage demonstrated the public interest. Can this interest be converted into the resources and energy for collaborative delivery?

The UK requirements for planning accessibility were established more than a decade

ago, using audits and partnership as the twin pillars of successful cross-sector action plans. Experience since then shows that specific targeted action to make measured and managed improvements has been highly successful, but good practice is not yet mainstream.

How can isolated good practice be converted into more widespread adoption? The audits show that too little resources have been invested in those with the capability to bring about improvements. Accessibility plans show how investing in good walking routes to local services backed up with efficient quick bus services would achieve what people want. However, David Begg's June report for Greener Journeys, *The Impact of Congestion on Bus Passengers*, shows that people and buses have not been given priority in funding and space, so everyone has found that their journey times have increased.

These trends are not inevitable. If the government and communities can work better together, then more personal time, money and social connections can be invested in securing social goals, rather than being solely invested in private purchases such as cars, bikes, and flights.

People will participate if they think they can make their lives better by doing so. The recent audits demonstrate that weak transport delivery continues to undermine better public engagement. The transport profession must abandon the baggage of top-down delivery and listen to the audit recommendations. A faster transfer of central and local government resources to people and organisations succeeding with people-focused outcomes would help to build more trust in these approaches.

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

Northern strategy must embrace the future

To provide the transport connections the north of England needs, high speed rail should be complemented by autonomous vehicles acting as feeders, says **Richard Threlfall**

I am evangelical about the transport revolution that will be unlocked by autonomous vehicles. But the recent claim by the Taxpayers' Alliance that they will obviate the need for HS2 is just nonsense.

Recent research by KPMG in the US estimated that by 2050, autonomous vehicles would lead to more than a trillion additional personal miles travelled, and up to four trillion additional vehicle miles travelled, because of the likely reduction in vehicle occupancy rates (*The Clockspeed Dilemma*, KPMG International, January 2016). So autonomous vehicles will revolutionise our lives, but if anything they will require more investment in transport capacity, including efficient mass transit between cities and in congested city centres.

A recent report by Balfour Beatty (*Infrastructure 2050: Future Infrastructure Need*, July 2016) recognised the synergy between high speed rail and future autonomous vehicles. High speed rail will conquer the inter-urban market, potentially obliterating domestic aviation. Autonomous vehicles will provide the connections into that network, from the smallest rural hamlet, the remote suburb, or the city-centre transport interchange.

And this is my vision of the Northern Powerhouse and the critical role of HS2 in it.

Theresa May is reportedly lukewarm on the Northern Powerhouse, worrying that it promotes the interest of one part of the country over others. That misses the point. The Northern Powerhouse is not an artificial construct. It is an articulation of what transport technology will soon make possible in a region of the world with a remarkable concentration of major cities relatively close together.

The basic facts are well rehearsed: a £300bn economy; a population of 15 million. If the Northern Powerhouse functioned as a single econo-

my, it would be a megacity, one of the top 40 in the world.

That is not fanciful. Another well worn fact is that the centres of Leeds and Manchester are no further apart than the ends of the Central Line in London. And Leeds and Sheffield the distance of the Northern Line.

Aha, say the sceptics, but what about the beautiful national parks that separate these cities? Are you planning to flatten the hills and concrete them over at vast expense and in the teeth of public outrage?

No, I am not. Engineers have been boring tunnels across London for a hundred years. Work is about to start on start boring an 8m diameter tunnel to store sewage and avoid polluting the River Thames. It is really

The new high speed rail stations should not be seen as the ends of the line, but as the gateways into the city and rural hinterlands

no big deal to connect the cities of the north of England with tunnelled roads and railways.

HS2 provides an artery into which a future transport strategy for the North can be plugged. It provides long-term capacity between London and the North, and as KPMG's September 2013 economic analysis *HS2 Regional Economic Impacts* showed, that capacity benefits the North more than the South, because it helps trade flow to the lower-cost economy of the North.

But it does not of itself create the transport connectivity which the North needs. In particular, the recent proposal that HS2 phase two should not stop at Meadowhall means the connectivity of all the northern cities is something which needs to be addressed through HS3.

By the end of next year Transport for the North should have brought forward a strategy for HS3, which I hope will distinguish the creation of a new high speed inter-city network for the Northern Powerhouse from the upgrading of lines to strengthen commuter flows. I would like to see a dedicated city centre to city centre network, tunnelled where necessary, and using a next generation technology such as that being developed by Hyperloop in the US.

A Hyperloop connection would reduce the journey time between the centres of Leeds and Manchester to just a few minutes; Liverpool to Newcastle in 20 minutes; Liverpool to Hull in 15 minutes. To put that in context, Canary Wharf to Bond Street via the Jubilee Line currently takes about 20 minutes.

A network like that would turn the North into a multi-centre megacity. But complementary investment would still be needed within each city-region to provide connectivity into and out of those central transport hubs.

That is why the masterplanning around the Leeds and Manchester HS2 terminuses is vitally important. Those new stations should not be seen as the ends of the line, but as the gateways into both the city and rural hinterlands.

And here too, visionary thinking is needed. The tram, the bus, park and ride – these are all potentially yesterday's solutions to yesterday's opportunities. City and business leaders today should be thinking about the world in 20 years' time, when the HS2 network is completed. That will be the world of the autonomous vehicle. That is why we need to start planning for that transport revolution now.

Richard Threlfall is KPMG UK Sector Head for Infrastructure, Building and Construction. KPMG hosts the Transport Times conference, HS2: Phase One and Beyond, on 12 October



Richard Threlfall: "The North could become a multi-centre megacity"

Grayling's chance to stamp his authority

Transport must play its role in closing the UK's productivity gap, and a national policy that fits transport into a broader economic and social framework is essential, says **Gavin Devine**



Gavin Devine: "A seamlessly integrated strategy is a necessity"

1,409 days: that's how long Patrick McLoughlin was Transport Secretary. That's how long he was a safe pair of hands, pressing quietly ahead with HS2, kicking the airport capacity can down the road, damping down the headlines about Network Rail and CP5, and avoiding controversy like the plague.

Let's hope his successor can do the same. Chris Grayling has taken up the reins at a pivotal time for his department and for transport policy more generally. Most urgently, the Government will have to decide soon whether to make a decision about Heathrow. He faces a landscape where potential investors in big transport projects have been spooked, first by Brexit and then by the prime minister's abrupt decision to re-examine at Chinese investment in Hinkley Point. And – notwithstanding Mr Grayling's £20m to help out Southern – the confrontation between TOCs and rail unions on Southern and elsewhere seems to be growing, not going away.

Mr Grayling's challenge is to lift up his eyes and look beyond the immediate issues he faces. He simply has to look at transport in the round and for the long-term, rather than be distracted by his in-tray, and by the temptation to set short-term policies for rail, road, aviation and the rest. He has to be thoughtful, and he has to be brave. There is much to do.

It has been a truism for years that we have not had a proper transport strategy. John Prescott and the Commission for Integrated Transport tried to look holistically at the sector, but with only partial success. The DfT has become adept at badging lists of initiatives for specific modes as strategies, but these have been limited and siloed, creating a world where ports policy takes little account of plans for road and rail, where aviation seems divorced from freight, where intermodal is a slogan and rarely a reality. As

a result, navigating Britain's transport network remains frustrating and inefficient for most users.

This is all the more important now. One of the few legacies of George Osborne that has not been questioned under the new regime is his focus on productivity, and the UK's lack of it. The UK's confusing and often creaking transport hotchpotch is a key part of what is holding us back. The need for change is self-evident.

Now is the right time to be bold and imaginative. By telling the Department for Business that it must now develop an industrial strategy (and re-naming it accordingly), by talking about reforming capitalism, and by generally being in thrall to the story of Joseph Chamberlain, Theresa May has

The time is ripe for a much more muscular and interventionist transport policy

indicated that she will be far less *laissez faire* than most of her predecessors. The chancellor has said that with borrowing costs so low, now could be the time to invest. Technological advances, particularly in autonomous vehicles, are shaking up the whole industry. In short, the time is ripe for a much more muscular and interventionist transport policy.

That policy has to be truly a national one, not least to chime with another clear steer from Mr Grayling's boss. Despite some initial confusion, No 10 has said that the Government still backs the Northern Powerhouse.

It is, though, apparent that the new administration's ambition is bigger, and that all cities and regions outside London should receive similar attention and support. Transport links are crucial in this context; making sure that they actually work effectively is all the more dif-

ficult as devolution deepens.

So developing a holistic, nationwide, seamlessly integrated transport strategy would not only be timely, it is a necessity.

But Mr Grayling's challenges don't stop there. If he is genuinely to address the productivity gap, if he wants to establish a package of policies that will seem visionary and that will last, he must put transport in a broader economic, social and institutional framework.

For Britain to work better, the way we get from A to B must be considered alongside things like superfast broadband, housing development, education and training, and that forthcoming industrial strategy. The DfT needs to work closely with a host of other departments and with others from the public and the private sectors.

It must become more flexible and more open, and officials need to embrace what could be quite dramatic changes in its structure, its culture and its role. Its leader must set out and pursue a very clear vision for the department itself, as well as for the transport sector it supports.

Once he has developed his strategy and set out his vision we can only pray that he is given the time to implement it. Transport has been a revolving door, with only Alistair Darling lasting longer in the job than McLoughlin in the last 40 years. Implementing a new strategy, embedding it across modes and evangelising for it through local, regional, devolved and national organisations will be a hard slog. Mr Grayling has to be here for the long haul.

In his ministerial career to date Chris Grayling has not really been given the chance to leave his mark, to stamp his authority on his policy area. He now has a golden opportunity. Let's all hope he takes it.

Gavin Devine is managing partner of Newgate Communications

Pressing decisions loom alongside Brexit

Domestic issues that cannot be dodged are lining up to stake claims for the prime minister's attention, say **Mike Indian** and **Matthew Bentley**

Parliament has returned from a period of calm before the Brexit storm and prime minister Theresa May already has a full in-tray.

Top of her agenda will, of course, be the leviathan task of taking the UK out of the European Union. However, there are pressing domestic issues that cannot be dodged, and some of the biggest questions hang over transport policy.

Stacking overhead, but possibly making a final approach, is the decision on airport expansion in south-east England. The May ministry looks set to make a decision this autumn. The constituencies of both the prime minister and her new Transport Secretary, Chris Grayling, would be affected by an expanded Heathrow, a possible omen for the recommendation of the Davies Commission.

Constituency questions have not deterred Ms May from grappling with the issue, she will personally chair the cabinet sub-committee that will make the final decision. Though she will keep Mr Grayling involved in the process, other known opponents of a third runway, specifically education secretary and Putney MP Justine Greening, will reportedly not be involved in the process.

In the uncertain climate following the EU referendum and with the need to produce a decision to reassure investors, ministers may at last be moving towards a decision.

No such doubts hang over High Speed 2. The fevered atmosphere following 23 June inevitably led opponents, both inside Parliament and out, to call on the new government to scrap the scheme. Others, including the thinktank IPPR, wanted to see work on HS3 (improving east-west rail connectivity in the north of England), take priority. Any doubts were quashed when Chris Grayling declared that he has "no plans to back away" from HS2.

The drive to find cost savings in the project looks set to continue. Cabinet secretary Sir Jeremy Heywood was reportedly tasked with leading a review into cutting costs, while HS2 Ltd's recommendation to change the route in South Yorkshire is expected to save £1bn. Chancellor Philip Hammond may give further hints when he appears before the Lords Economic Affairs Committee this month.

Elsewhere, resolving the dispute on Southern Rail was meant to be top of the Transport Secretary's list of priorities when he took over in July. The Department for Transport appears likely to keep the franchise, but recent progress in reaching a resolution with the RMT and TSSA over ticket offices has given cause for hope.

Backing away from metro mayors would present a potential complication for another legacy item, the Bus Services Bill

Though the DfT has announced measures to improve the running of the Southern network with a £20m fund and a new project board headed by Chris Gibb, the announcement of nearly £100m profit by Southern co-owner the Go-Ahead group will not soothe the sore commuters. The RMT has showed no signs of calling off strike action and the Government may yet be pressed into further action.

Away from the South East, the continuation of the Northern Powerhouse and Midlands Engine agendas would seem assured after prime ministerial articles in the *Yorkshire Post* and *Birmingham Mail* over the summer. Questions remain over how Ms May will proceed with the next phase of devolution, with *The Times* reporting that the key

Osbornite policy of metro mayors would be ditched. This development could reshape devolution deals still open, such as the West of England, as well as those that could yet come. All eyes will be on the autumn statement for further signs of progress.

Backing away from metro mayors presents a potential complication for another legacy item from David Cameron's administration, the Bus Services Bill. The present terms of the legislation state that only combined authorities with elected mayors automatically get bus franchising powers. Removing one card could bring the whole house toppling down. Ministers may provide some steer on this when the bill resumes its passage in the Lords after the summer recess.

With the prospect of an early general election receding and the question of activating Article 50 looming, the prime minister has limited time to act on these important issues. Swift and bold decisions will inspire confidence in Ms May from the sector and the wider public. Delays will be blamed on events. With Brexit to negotiate, that may be entirely understandable and completely unenviable.

Mike Indian is a senior political analyst and Matthew Bentley is a monitoring consultant at DeHavilland

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Mike Indian (top) and Matthew Bentley: "Limited time to act"



Capitalising on contactless

TfL is set to spread its ticketing knowhow worldwide, through a licensing deal for its contactless payment system with Cubic and by directly working with other UK organisations, says **Shashi Verma**

Open your wallet, and chances are you will find a ticket to travel on public transport around London. Not an old paper ticket or even an Oyster card from your last trip to London, but your contactless bank card. Since 2014, this simple piece of plastic can let you ride on the Tube, hop on a bus or even board a boat along the Thames – even if you have never been to London before.

In recent years, the face of retail has changed as cashless payments overtook the use of notes and coins. This seemingly small but ultimately huge switch demonstrates the progressive change that has been taking place in the UK ever since the first bank cards were issued in the 1960s.

For more than 100 years, London's transport network has constantly been innovating ticket acceptance for travel. From the Gibson bus ticket machine of the 1930s to magnetic strip tickets in

the 1960s, each revolution has helped make travelling easier while offering customers the best value fare.

Since September 2014, anyone wishing to use London's transport system has been able to do so by using a contactless bank card. No need for customers to manage an Oyster card. No need to top up. No need to worry about ticket choices, as all fares are capped on both a daily and Monday-Sunday basis to help guarantee best value.

Customers have been switching to using contactless in staggering numbers. Around a third of all pay as you go journeys in London are now made using contactless instead of Oyster, with an incredible 550 million journeys already made. And more importantly, this shows no sign of stopping, as TfL continues to see more than 25,000 new cards on the network every day from more than 90 countries around the world.

Earlier this year, the system was expanded to cover rail services from London to Gatwick airport, with more than 1.2m journeys made since January.

As well as contactless bank cards, we're also now seeing a growing number of commuters using mobile devices to travel, removing the need even to take your card out of your wallet to complete the transaction. Around 5% of contactless journeys are being made with mobile phones using Apple Pay or Android Pay, which allow customers to see instantly what they have been charged while also getting additional information such as service delay information or special offers.

Among the success stories surrounding the use of contactless in London, perhaps the most recent and best one comes from South-eastern, which stated that there had been a 72% increase in journeys



Making contact

- One billion taps have been made by contactless cards on TfL's system since launch
- Cards from more than 90 countries have been used on the system – including Montenegro, Bermuda and Singapore
- More than 14 million unique cards have been seen, with over 25,000 new cards every day
- The system covers around 650 Tube and rail stations, all 8,000 London buses, London's tram and Riverbus network and the Emirates Air Line cable car
- Since July 2015, around 15 million transactions have been made using mobile phone payment systems like Apple Pay and Android Pay.

TfL's experience could help others in the UK make this leap

between Stratford International and St Pancras since the launch of Oyster and contactless acceptance last July. That is clearly a significant impact on the company's bottom line and shows how, when provided with a simple and effective payment method, customers are more inclined to make regular journeys.

Following the success of contactless in London, in June TfL entered into a licensing deal with Cubic to use our contactless back office within Cubic's Next Account platform. The deal is a non-exclusive arrangement and helps to fulfil the new mayor's promise to derive more income from selling TfL's knowhow and expertise. Subject to successful implementation, this is expected to generate up to £15m for TfL, which will be reinvested into our network to help make further improvements.

Earlier this year, transport minister Andrew Jones announced that the five biggest bus companies will accept contactless on their buses by 2022. Transport for Greater Manchester has also announced that it plans to introduce contactless acceptance on its networks in the future. Around the world, other transport authorities are also now pursuing a similar course. Public statements have been made by authorities in Australia, Asia, North America and Europe about their plans to accept contactless on their networks.

TfL's experience could help others in the UK make this leap to a more convenient way of paying and improving passengers' experience of public transport in the rest of the UK.

Cubic recently submitted a bid to introduce contactless ticketing technology to the New York subway, and is in detailed discussions with Transport for New South Wales in Australia about trialling the system on the ferries in Sydney early next year.



Around a third of pay as you go journeys are made using contactless – both cards and increasingly, mobile devices. Below, Shashi Verma

TfL is in regular dialogue with colleagues at Transport for the North, as well as with various bus and rail operators around the country and the world. We have learnt many lessons in recent years and are happy to offer our expertise to anyone planning to adopt this technology.

By constantly innovating and seeking to introduce a ticket that acts as the "heart" between the customer and the transport provider, TfL can continue to ensure that passengers get the simplest and cheapest fares while travelling on our network. Ultimately, this philosophy must be central to the proposition if it is to be accepted and as successful as we have seen in London.

Shashi Verma is chief technology officer and director of customer experience at TfL



Transport Times at the

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

Congested Society: Could Buses Drive Change?



Giles Fearnley



Transport Times in conjunction with Greener Journeys is staging fringe events at the Labour, Conservative and SNP party conferences which will focus on buses and their role in reducing congestion.

Over the past 50 years, bus journey times have increased by almost 50% in congested urban areas – with a corresponding drop in passenger numbers. Laissez-faire transport policies have resulted in congestion and traffic jams for bus passengers and motorists alike. Could a concerted effort to improve bus speeds put congestion into reverse, to everyone's benefit?

About Greener Journeys

Greener Journeys is a campaign dedicated to encouraging people to make more sustainable travel choices. It is a coalition of the UK's leading public transport organisations, user groups and supporters. It aims to reduce CO₂ emissions from transport by encouraging people to switch some of their car journeys to bus or coach instead. Switching from car to bus for just one journey a month would mean one billion fewer car journeys on our roads and would save 2 million tonnes of CO₂ every year. For more information visit www.greenerjourneys.com



Lilian Greenwood



Claire Haigh



Humza Yousaf

Transport Times and Greener Journeys and Greener Journeys is staging fringe events at the Labour, Conservative and SNP conferences. The Labour and Conservative events are located outside the secure zones, whereas the SNP event is inside the secure zone and therefore you will be required to have a secure zone pass to attend. Refreshments will be provided at each event.

Labour
Tuesday 27 September 2016
08:00-09:00 Room 1, Jurys Inn, 31 Keel Wharf, Liverpool, Merseyside L3 4FN
Speakers: Lilian Greenwood MP; Prof David Begg, chief executive, Transport Times (chair); Claire Haigh, chief executive, Greener Journeys; Robert Montgomery, managing director, Stagecoach UK Bus; Louise Ellman MP, chair, House of Commons Transport Select Committee; David Brown, chief executive, Go-Ahead Group.

Conservative
Tuesday 4 October 2016
08:00-09:00 Room 101, Jurys Inn, 245 Broad Street, Birmingham, B1 2HQ
Speakers: The Rt Hon Chris Grayling MP, Secretary of State for Transport (invited); Prof David Begg, chief executive, Transport Times (chair); Claire Haigh, chief executive, Greener Journeys; Laura Shoaf, managing director, Transport for West Midlands; Dean Finch, chief executive, National Express (invited); David Brown, chief executive, Go-Ahead Group.

SNP
Friday 14 October 2016
12:30-13:30 Rockall Suite, Crowne Plaza Hotel, Congress Rd, North West, Glasgow, G3 8QT
Speakers: Humza Yousaf MSP, Minister for Transport and the Islands; Prof. David Begg, chief executive, Transport Times (Chair); Claire Haigh, chief executive, Greener Journeys; Giles Fearnley, managing director, UK Bus, FirstGroup

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

e party conferences

Growing the Railway and Delivering Capacity

SIEMENS



Growth in passenger demand on the railway continues and overcrowded trains are the norm in many areas. There is general agreement that new capacity must be provided – but how should it be done? Thousands of new carriages are on order for franchises such as Northern and TransPennine Express to address the problem in the short-term. In the longer term, many argue for new infrastructure, such as HS2, while others put their faith in the ability of advanced signalling and traffic control technology – the digital railway – to squeeze more capacity from existing lines. Or is there a role for both? These events will debate how the right balance should be struck.

Transport Times is collaborating with Siemens and Virgin Trains to produce fringe events at the Labour and Conservative party conferences which will focus on rail. Both events are free of charge and are located outside the secure zone, so attendees will not require a pass to attend. Refreshments will be provided at each event.

Labour

Tuesday 27 September 2016

13:00-14:00 Room 4, Jurys Inn, 31 Keel Wharf, Liverpool, Merseyside L3 4FN

Speakers: Andy McDonald MP, Shadow Secretary of State for Transport (invited); Prof David Begg, chief executive, *Transport Times* (Chair); Graeme Clark, head of business development – rolling stock, Siemens; Louise Ellman MP, chair, House of Commons Transport Select Committee (invited); Cllr Liam Robinson, chair, Merseytravel

Conservative

Monday 3 October 2016

13:00-14:00 Room 110, Jurys Inn, 245 Broad Street, Birmingham, B1 2HQ

Speakers: The Rt Hon Chris Grayling MP, Secretary of State for Transport (invited); Prof David Begg, chief executive, *Transport Times* (chair); Phil Heathcote, sales director, Rail Systems UK, Siemens; David Horne, managing director, East Coast, Virgin Trains



Chris Grayling



Liam Robinson



Graeme Clark



David Horne



Louise Ellman



Agents of change

When the West Anglia Inner lines became part of London Overground, operator Lorol turned to agencies to supply the new staff it needed. **By David Fowler**

At the end of May last year Transport for London assumed responsibility for the West Anglia Inner routes from Liverpool Street, which became part of the London Overground network.

This added 24 stations to the network, an increase of about a third.

For London Overground Rail Operations Limited (Lorol), holder of the operating concession for the Overground, this presented an unusual problem. As was the case with the rest of the network, TfL required all stations to be staffed throughout operating hours. Lorol therefore needed additional staff, but with only 18 months of the concession to run taking on new permanent staff was not a realistic option.

Instead, Lorol chose the option of using agency staff to meet its additional requirements. This presented challenges of its own: because these would be frontline customer service staff, selecting the right people and giving them effective training was crucial.

"It would have been almost irresponsible not to use agencies till we knew what the plans were for the next concession," says David Innes, Lorol's West Anglia business lead for customer services.



Top: staff members Viktoriya Mishonova (left) and Rohan Palmer (right) helping customers
Above: David Innes
Below: London Fields station
Bottom: The West Anglia routes added 24 stations

The initial weeks immediately after the transfer suffered from teething problems, mainly related to train reliability. These have now been overcome, says Mr Innes.

He continues: "I feel we've made massive progress in the way the stations look, the presentation of trains and the reliability of trains." PPM figures are now in the high 90s. "Without wanting to be disrespectful to the previous operator," he points out, "these stations were not their main focus."

A concerted effort was needed by maintenance staff to improve the reliability of the train fleet. Stations were deep cleaned and gained new equipment and signs.



"But the most important change," he says, "is the presence of people on the station at all times. Staffing is the single biggest change." This has been "overwhelmingly positively received" by the travelling public.

Around 90 customer service personnel, mainly ticket office staff, transferred from Abellio Greater Anglia. To allow the stations to be staffed continuously from around 0515 to 15 minutes after the last Chingford train at 0129,

150 agency staff were needed. Lorol approached three agencies to create a pool from which they can be drawn.

"We were very clear about the type of people we wanted," says Mr Innes. "We gave the agencies a detailed person specification." This stressed, among other things, the need for people who could be relied on to be friendly, and would be happy to work in all weathers in sometimes stressful situations. The agencies were then left to handle recruitment against the spec, using partners such as local colleges as necessary, with little direct involvement from Lorol. The results met or surpassed expectations.

"On day one of training it was clear we had a phenomenal group of people," says Mr Innes. "The agencies had done a tremendous job."

Lorol was keen to recruit local people and specified a radius around each station to recruit within. "That way they haven't got to worry about travel to and from work," he says. But more importantly, "they have a sense of ownership because they're part of the community the station serves". And conversely, if people using the station see that it is staffed by local people, they too feel the station is part of the community.

Responsibility for training was shared, some undertaken by the agencies to Lorol's specification and some by Lorol direct. The team of West Anglia station managers were heavily involved in a week's training in the company and its ethos. The agency partners undertook up to two weeks training for new staff.

Access to stations was limited before the handover. "AGA helped as much as they could, but they still had a business to run," says Mr Innes.

So the first day inevitably suffered from teething problems, mostly due to a lack of familiarity with stations and systems: "There was lots of rushing around. But it didn't matter because of the passion of the staff."

From the start a policy was introduced of having a staff member welcoming passengers and wishing them good morning; previously staff had been mainly confined to the ticket office.

Asked about whether there were differences between the permanent and agency staff, Mr Innes says that the staff transferred from Abellio had coped with being transferred between train operating companies before, but the transfer from a TOC to TfL was a much greater change. "They've had a tumultuous time, but they accepted it and changed and have been amazing," he says. But although their roles have changed – they had to learn a new ticket system, and have some responsibilities outside the ticket office – they are still mainly ticket office based.

Agency staff brought a new flexibility to operations. "Their staff are remarkably flexible. There was a general desire to make this a success," Mr Innes says. Having a pool of agency staff available has also made it easier to fill in for people who are absent or on leave.

TfL sets requirements for community engagement, but Lorol has gone beyond these, with initiatives across the whole network to develop and strengthen local links. Areas around disused platforms at Kensington Olympia and Clapham Junction have been turned into allotments, for example. There are numerous garden initiatives around the network – for example at Haringey Green Lanes, Highams Park and Norwood Junction – created and maintained by staff and passengers, and an annual Overground in Bloom competition has been held since 2013.

The Energy Garden project is a partnership between Repowering London, Groundwork and Transport for London on the network more widely, to transform up to 50 London Overground platforms and stations into gardens. They will incorporate food-growing plots and solar energy generation, providing on-site renewable energy for lighting or other station amenities. Brondesbury Park was the first, followed by Dalston Kingsland, Hampstead Heath, and Acton Central. Crystal Palace, Bush Hill Park, Chingford, Enfield Town, Hackney Downs and West Croydon are in development.

School familiarisation visits have been "fantastically well received" at Enfield Town. Parties of schoolchildren get to look behind the scenes and see how a station is run, as well as learning about how to be safe on

the railway. The children could then enter a competition to design a station of the future, judged by Lorol staff.

Mr Innes recognises the importance of initiatives to support and keep up the morale of customer service staff. "It's vitally important

Below: Silver Street in bloom
Bottom: Iwona Kaminska and Robert Taylor at Clapton



the management team is out there supporting people," he says, "talking to them, guiding them and recognising them for doing a great job."

Lorol and all three agencies have recognition schemes for "people who go the extra mile". At one extreme there have been examples of staff dealing with potentially suicidal members of the public and keeping them safe until help arrived. On a more day-to-day level, station staff always try to make direct contact with owners of lost items – through a business card in a wallet, for example – before sending them off to lost property centrally, where the volume of items can make finding something more difficult. One agency, recognising the importance of uniform standards, awards a monthly prize for the best dressed member of staff.

Numerous measures exist to track passenger satisfaction. On TfL's customer satisfaction survey, based among other things on information given out during disruption and passengers' perception of security at stations, scores



Countdown to the transfer

The West Anglia inner routes were part of the West Anglia franchise operated by Abellio. They include services from Liverpool Street to Enfield Town, Cheshunt and Chingford plus the Romford to Upminster line, and were transferred to TfL on 31 May last year.

Lorol, a joint venture between MTR and Laing Rail (the latter subsequently acquired by DB and merged into Arriva) has operated the London Overground network since it was set up in 2007. Since then the service has been transformed, with longer, higher frequency trains. Lorol carries 520,000 passengers on each weekday.

David Innes and his team began preparations to take over the West Anglia routes in June 2014. June to September was taken up in working out how to meet all the points of TfL's specification, after which there was six months of mobilisation proper ready to take over in May last year.

Lorol's operating concession ends in November this year. Both Lorol's constituent companies bid separately for the new concession. It was won by Arriva.

for information have risen from the 60s to just below target (72.2 compared with 73), despite many stations lacking PAs so that staff have to disseminate information by walking up and down the platforms. On security, a score of 86 has been attained, above the target of 84.

The West Anglia stations are six points above target – 82 versus 76 – on TfL's "mystery shopper" survey.

QPR – TfL's quality performance regime – measures in detail how staff react when asked questions by the public. Staff are not necessarily expected to know the answer but are expected to know where to look to find the information. They have been issued with iPads and smartphones to help them. An in-house developed app, Orinoco, brings a range of

information sources together including the performance of all Underground lines and disruption alerts, as well as information from Network Rail. TfL gives detailed feedback on QPR performance four times a year. Currently the score for the West Anglia Overground stations is 70.16 against a target of 66.

Mr Innes pays tribute to his team's drive and sense of ownership which, he says, have brought the West Anglia stations "broadly in line with the rest of the Overground network in just over a year". The job, he says, is "the best thing I've done in over eight years at Lorol – it's been challenging and frustrating, but exhilarating at the same time."

He adds: "When we took on this railway it was unloved. Since becoming part of London Overground it's infinitely better in every respect. I couldn't be prouder of the team I work with."



Faster transport allows people to travel further and changes land use patterns, as seen in London Docklands following investment in the DLR and Jubilee Line

The purposes for which people travel have changed only slowly over the years, but the transport system has developed enormously since the coming of the railways. This has expanded horizons vastly, both for individuals and for society. Yet improvements to the transport system have not saved time – we are on the move for about an hour a day on average. Higher speeds just send us further.

We recently passed a point of transition in both demand and technology, coinciding with the turn of the century. Travel per person in developed economies has ceased to grow, so that future growth of the total amount of movement will be driven by population growth. The new digital technologies are of increasing importance in facilitating and managing journeys, and their further potential is considerable but uncertain in impact.

“Transport policy” is what should emerge when we think coherently about the travel needs of society and the means by which those needs can be met. However, a coherent transport policy is what Britain lacks. The thinking about public investment in the transport system has been remarkably volatile in recent decades. We closed under-used railways and then experienced a doubling of passenger numbers that has prompted huge new investment. We gave up making substantial investment in motorways, but now have revived the road construction effort in a big way. We vacillate on road pricing, introducing congestion charging successfully in London, but backing off in the face of local opposition elsewhere. We procrastinate when faced with decisions about whether and where to build additional airport capacity. The environmental impact of transport infrastructure – global and local – has come into focus, and then has faded.

A journey in space

Savings in travel time are one of the tenets of transport planning, yet journey times have remained the same for 40 years. A new approach would change the emphasis of investment, argues **David Metz**

This policy volatility is not the consequence of the politics of left versus right. Constituents of the rail system have moved in and out of the public sector, dictated by practicalities rather than principles. An earlier Conservative government privatised and deregulated buses outside London, hoping to gain benefits from on-road competition that largely failed to materialise. The present government intends to allow cities to opt for the successful London approach in which the public transport network is well integrated under political oversight.

It is particularly striking that the current Conservative government plans a major increase in public expenditure on the transport system despite a climate of financial austerity, when most other sectors are experiencing deep cuts. There is enthusiasm for big investments in transport infrastructure – in national roads and railways, both urban and inter-city; in regional developments, particularly in the north of England and in London; and in big single projects such as High Speed 2 and a third runway at Heathrow airport.

Many of these plans are controversial, generally on account of environmental impact – local, regional and global. Controversy also arises when we ask who benefits and who loses. And there are serious questions about opportunity costs – how public money might otherwise be spent, particularly in an era of financial stringency.

In my new book, *Travel Fast or Smart?*, I argue that much of the conventional analysis that underpins the economic case for transport investment – techniques of economic appraisal and modelling that are employed to forecast future benefits – is misleading. In consequence, we are getting our priorities wrong and are making mistaken decisions.

The key error is the focus on travel time savings as the main economic benefit of transport investment, savings which are valued because they would allow more productive work or appreciated leisure. Yet average travel time has not changed in the past 40 years that it has been measured in the National Travel Survey. This means that there are no time savings in the long run.

People take the benefit of investment that permits faster speeds by travelling further to seek more opportunities and choices, particularly of jobs and homes. This further travel results in changes in land use as new sites become accessible for development, as exemplified by the development of London's Docklands, stimulated by public investment in the rail system. Yet the evident increase in land and property values is not included in the investment case for Crossrail, since this would be double-counting benefits already included in the notional time savings – “notional” because these are model outputs, not observed changes in travel behaviour.

A further problem with the time-savings approach is that it provides no indication of how the benefits of investment are distributed. For HS2, the main economic benefit is seen as time savings to business travellers, with no indication of how this is likely to be apportioned between London and the cities of the Midlands and the North, a crucial issue for the political case.

For investment in the strategic road network, the conventional approach fails to distinguish between how the benefit of adding capacity is apportioned between local car commuters and long-distance traffic. Congestion arises near to populated areas where local traffic impedes the progress of long-distance road users, for whose benefit the strategic network primarily exists. However, evaluation by Highways England of its “major schemes” shows that time savings are quite small: three minutes on average, too small to make a difference to a long-distance user, but significant for commuters. This results in extra distance travelled and thus extra traffic – “induced traffic” – consistent with the evidence that people take the benefit of faster travel to go further, not to save time.

The result is that congestion is restored to its original level, hence the maxim that “we can't build our way out of congestion”, which from experience we know generally to be true. My proposition, consistent with the available evidence, is that the bulk of the benefits of investment in the strategic network are gained by car users commuting to nearby employment and by owners of land that can be developed, for instance

ce, not time

for housing, as a result of improved access. The question is whether this represents good value for investment in the *strategic* road network.

The current approach of transport economists plays into the hands of those keen to invest in road construction – big civil engineering projects that involve shifting earth, pouring concrete, rolling tarmac. Evidence-based analysis that is relevant to real travel needs would point to different investment decisions.

I contend that we need to invest less in inter-urban roads and more in urban rail, both to foster economically dynamic cities and to ease pressure on the housing market. I argue that we should shift emphasis from costly civil engineering investments that add infrastructure capacity to more cost-effective digital technologies that allow us to take full advantage of the structures we have.

Planners and policymakers need to think about space rather than time when considering proposals for new transport investments. Transport serves to move people and goods through space. Investment that increases speed or capacity results in more such movement. Space gets filled, but time is not saved, which explains why new roads rarely ease congestion, why high speed trains will reshape the geography of Britain in yet undetermined ways, and why the transport investment of the future needs to be in new technologies, not just tarmac and steel.

David Metz is honorary professor at the Centre for Transport Studies, University College London, and a former chief scientist at the Department for Transport. His new book, *Travel Fast or Smart? A Manifesto for an Intelligent Transport Policy*, is available from <http://londonpublishingpartnership.co.uk/travel-fast-or-smart/>

The bulk of the benefits of investment in the strategic network are gained by car users commuting to nearby employment

Appraisal of strategic road schemes fails to address how far additional capacity benefits local commuters rather than long-distance traffic



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A senior position, candidates will ideally have extensive RTI/digital display sales experience gained from within the public transportation/systems integration industry with exposure to other DOOH market sectors.

Operating internationally, the company has a considerable customer base within the UK, USA, Canada and Europe and is looking to further expand within the bus, rail, wayfinding and general digital display markets.

The position includes responsibility for managing and developing existing customer relationships with key customers in the UK, Europe and North America to ensure Ferrograph is positioned in preferred status for future new business as well as identifying new business opportunities, via online tender portals, direct market intelligence and VAR sales channels.

Responsibilities will also include full management of the bid process, ensuring budgets are adhered to, and seeking board approval of any proposed bid outside of their delegated authority acting as the lead commercial point of contact for customers, ensuring involvement in discussions with customers which could require a commercial decision.

Key Skills/Experience

- Previous experience within the electronics displays industry is essential, ideally within the DOOH, outdoor advertising and/or public transportation sector.
- Previous experience of producing detailed commercial project propositions.
- Proven track record of sales conversion through leading the maintaining and developing of key customer relationships.
- Experienced in setting up a diverse range of routes to market.
- Ideally graduate level, technically qualified, with previous proven commercial experience.
- Preferred style is a consultative sales approach, working closely with customers on long term gestation projects.
- It is essential to be a team player, working closely with department heads of other areas of the business, and also with the group sales function and group management team.

Ferrograph offers competitive salary and benefits packages.

For further information apply with a CV to liz.brown@trueform.co.uk

Ferrograph is committed to a policy of equal opportunity and non-discrimination.

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Bob Kiley

By Sir Peter Hendy and Tony Travers

Bob Kiley, Transport for London's first commissioner, has died aged 80.

He was born in Minneapolis, the son of Raymond Kiley, a Woolworth executive. He graduated from the University of Notre Dame in Indiana, then attended Harvard graduate school and was president of the National Student Association, which was backed by the CIA. He went on to work for the agency at its headquarters in Langley, Virginia, where he became manager of intelligence operations and executive assistant to the then director, Richard Helms.

In 1974 he was appointed deputy mayor of Boston, and was responsible for public safety during protests against the court-ordered desegregation of schools. He said his priority was "to make certain children weren't killed as a result of Boston's massive inattention to the inevitability of school desegregation". None were.

In 1975 he was appointed by Michael Dukakis, governor of Massachusetts, to head the Massachusetts Bay Transportation Authority, with responsibility for transport systems in Greater Boston. He reduced political patronage and union privileges while extending rail services. From 1979 to 1983 he worked as a management consultant before taking up the position of

chairman and chief executive of New York's Metropolitan Transportation Authority.

The New York subway was infamously decrepit, grimy, graffiti-covered and dangerous at the time. Kiley's predecessor, Richard Ravitch, had started the process of raising capital investment resources from the New York State legislature, a process that Kiley continued. He brought in Bill Bratton (also from Boston) to head the transit police.

Kiley observed of the MTA that "the root of the problem, along with years of disinvestment, was the absence of real management: hardly anyone could be held accountable for the performance of some 51,000 employees". Air-conditioned trains were introduced along with major station improvements. Punctuality, safety and passenger numbers improved significantly.

On leaving the MTA in 1990, Kiley moved to the private sector, first in construction and then to a private equity company. In 1995 he became president and chief executive of the New York City Partnership, a business-led good government organisation.

In 2000, Ken Livingstone was elected first mayor of London. For his new transport authority, Transport for London, he rejected the "dullards" he thought ran the previously state-owned London Transport. His staff

called Bob in New York – did Bob know any US transit people who would be interested? He didn't, but was then persuaded to be interested himself.

With Livingstone, Kiley set about building TfL into by far the country's largest local transport operator, but also opposing Gordon Brown's public-private partnership for the underground. The PPP involved, at great public expense, hiving off the maintenance and rebuilding of the system to private companies. His choreography of the opposition to it was superb, even if at the time unsuccessful; no Briton would have been so bold as to directly challenge the prime minister and chancellor – Bob did, fearlessly. He predicted it would fail and, after his time as commissioner, it duly did so.

Kiley prompted Ken to be an even bolder mayor than he would have naturally been. He was successful in combining the different elements of London's transport system, including buses, the Tube, taxi regulation, river services, major roads and trams. During his term of office, the congestion charge and Oyster card were introduced. These massive IT-based systems were a great success and showed that TfL, unlike many parts of Whitehall, was able to manage major procurement exercises and computer systems.

Kiley's grasp of city and national governance throughout the developed world was remarkable; he regarded the British state as only marginally less centralised than North Korea – as he said, "the UK hadn't had a decent revolution for 400 years" – and thought the consequent lack of direct tax-raising powers in London lamentable.

His style was hands-off; he spent more time with the mayor and the media than managing the organisation. In the early years of his tenure he was regularly photographed, often in a rumpled overcoat with a high collar, with Livingstone, travelling on the Tube. He and his second wife, Rona (née Shuman), used their London home to entertain leading personalities from politics, the media, the judiciary and the arts. They were, it became clear, extremely well connected within the establishment. Kiley stepped down in 2006.

His first wife, Patricia, and their two children were killed in a car accident in New York in 1974. He is survived by Rona, their two sons, and a granddaughter.

• **Robert Raymond Kiley, transport executive, born 16 September 1935; died 9 August 2016**

Sir Peter Hendy CBE is chair of Network Rail. Prof Tony Travers is director of LSE London, a research centre at the London School of Economics



Sharon Daly



Jonathan Willcock



John McLeister



Stephen Rennie

New UK MD for Steer Davies Gleave

Sharon Daly has been appointed managing director for its UK business.

Ms Daly, formerly SDG's head of planning, is an Australian-born management consultant specialising in transport. An accountant by training, her career began in government working for the Department for Transport in South Australia, where she focused on forward investment strategies. She moved to the UK in 2000, taking a leading role in the development of transport strategy and planning at SDG.

Her career has spanned a range of high profile secondment positions, including roles at the Strategic Rail Authority, Merseytravel, West of England Local Enterprise Partnership, Cambridgeshire County Council, and London Underground. She led a study advising the National Infrastructure Commission on the case for Crossrail 2.

At Steer Davies Gleave she has led the UK planning team's success in increasing revenue and expanding its client base.

Jonathan Willcock has been appointed managing director for signalling and infrastructure in the UK and Ireland. This is a newly created role, which will bring together the company's growing signalling operation and its successful infrastructure division.

Mr Willcock joined Alstom in 2013 as managing director for systems and infrastructure, where he was responsible for managing Alstom's large-scale construction projects, including its joint venture with TSO and Costain, ATC, to fit out Cross-

rail track and power equipment. He will report to **Nick Crossfield**, who was recently appointed managing director of Alstom UK & Ireland.

Alstom recently won its largest ever UK signalling contract, worth approximately €100m, for the full resignalling of the Great Western main line between Reading and Paddington.

Stagecoach has announced the appointment of two new managing directors for its bus operations. **Edward Hodgson**, currently managing director of megabus.com Europe, will also take on the position of MD of Stagecoach South from October. **Mark Whitelocks**, currently operations director of Stagecoach East Scotland, has been appointed managing director of Stagecoach North Scotland, also from October.

Mr Hodgson was commercial director of Stagecoach South before spending three years in the US in the role of director of

megabus.com. He returned to the UK in 2011 as MD of Stagecoach West Scotland, and in July 2014 also took on the role of managing director of Scottish Citylink. In October 2014, he took on responsibility for megabus.com Europe and led its rapid expansion in mainland Europe. Following the recent sale of megabus.com in mainland Europe, Mr Hodgson will now carry out the dual role as MD of Stagecoach South and managing director of megabus.com's retail business in the UK.

Mr Whitelocks is a product of the highly successful Stagecoach UK Bus graduate development programme. He has previously held managerial positions at Stagecoach West and Stagecoach South West. In September 2013 he took on the role of Operations Director at Stagecoach East Scotland.

Wrightbus International has announced the appointment of **John McLeister**

as its managing director.

Mr McLeister has been with the company since 1990, holding various positions throughout the organisation including production manager, general manager of Metallix and most recently new product development director for Wrights Group.

Wrightbus International was established as a separate division of Wrights Group in 2012 to drive forward initiatives in overseas markets. Over last four years the business has grown significantly, with offices established in Abu Dhabi, Singapore, Hong Kong, Chennai and Kuala Lumpur and manufacturing capacity in Malaysia and India.

Low carbon and sustainable transport specialist Stephen Rennie has joined Evolt, the electric vehicle charge point supplier, as business development manager for Scotland.

Mr Rennie has spent his career working in the low carbon industry, including eight years with the Energy Saving Trust, which included managing the distribution of millions of pounds of grant-funded schemes for the installation of EV charge points.

He helped establish EST as an industry expert in the low-carbon vehicle sector in Scotland, and in 2014 as programme manager he successfully managed 16 low carbon transport programmes, including electric vehicle loan funds, low carbon vehicle fleet advice, fuel efficient driver training and electric vehicle "hotspots". More recently he has been consulting on the issue of alternative fuels and sustainable transport for Transport & Travel Research.

New DfT ministerial team

The new ministerial team at the Department for Transport was announced just after the last edition of *Transport Times* closed for press. **Chris Grayling**, former leader of the House of Commons, becomes Transport Secretary. His predecessor Patrick McLoughlin, who had held the post since September 2012 in an unusually long period of stability, became chairman of the Conservative Party and was knighted.

John Hayes replaced Robert Goodwill as minister of state, and **Paul Maynard** replaced

Claire Perry as parliamentary under-secretary of state. **Andrew Jones** and **Lord Ahmad** remained in their posts.

Mr Grayling was shadow Transport Secretary under David Cameron between December 2005 and July 2007. Mr Hayes will be responsible for Highways England, the Modern Transport Bill, maritime, freight and logistics, environment and technology, and skills and innovation. Mr Maynard, a former *Transport Times* contributor, will take on rail, including rail security and light rail.

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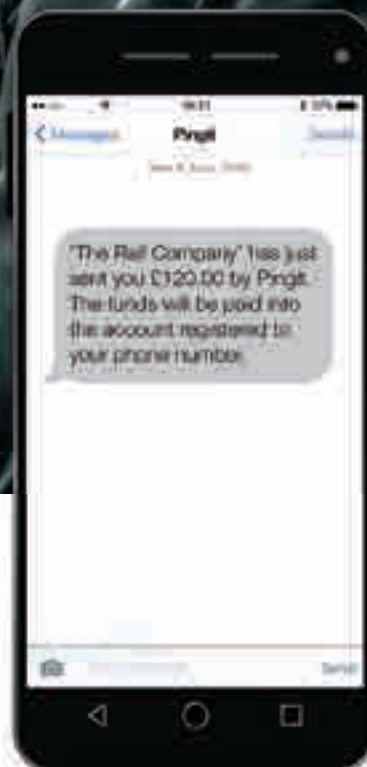
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