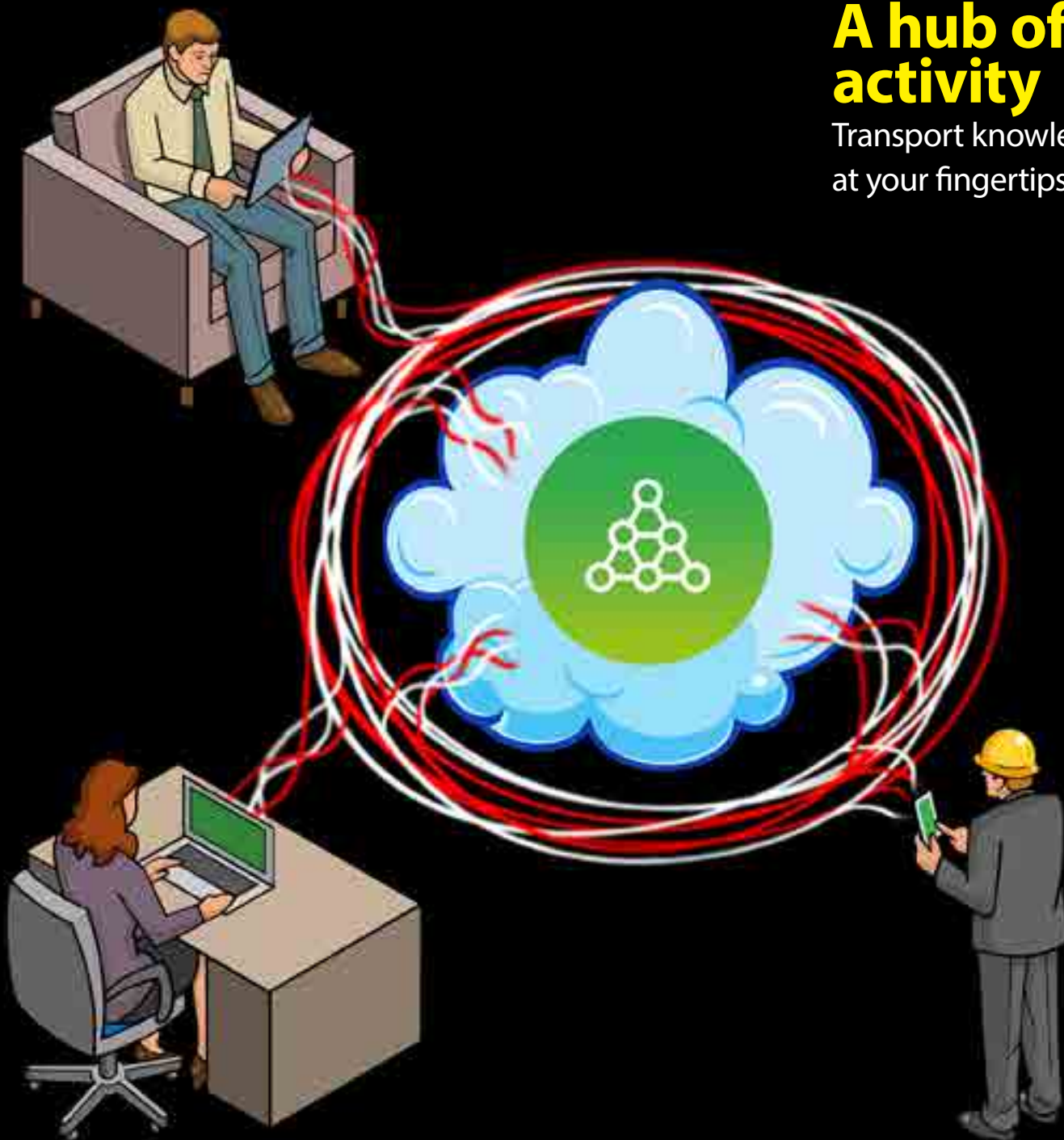


A hub of activity

Transport knowledge at your fingertips



A capital celebration

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Arriva's CEO gives it a pan-European perspective
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Transport will feature strongly among their priorities
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Fresh thinking can start a virtuous circle

Local Enterprise Partnerships have a big task on their hands. The last government gave them responsibility for distributing the Local Growth Fund, which brought together a number of funding streams from several Whitehall departments – much of it from transport – worth a cumulative £12bn by 2020.

LEPs were thus put in the position of deciding which of numerous competing proposals for investment should get the go-ahead.

The Transport Knowledge Hub, launched this week, was created at the instigation of LEPs themselves, because they felt the need for greater decision-making support.

The hub will provide guidance to best practice through the whole life of a project from inception to completion, with links to relevant government documents, as well as news and case studies, and it will provide a community for sharing best practice.

Focused on inclusive and sustainable growth, the hub's guidance should make sure all transport modes are treated even-handedly. This is important, because it helps to address the continuing concern in bus industry circles that bus projects tend to be last in the queue, or overlooked completely.

Regular readers will be aware that schemes such as bus priority measures often have extremely good benefit-cost ratios, and the Transport Knowledge Hub should help make sure such schemes get a fair hearing. It was an astute move by Greener Journeys, therefore, to take an active role in the development of the hub.

Investment in such things as bus priority and smart ticketing are among the main weapons in the battle with congestion, which is slowing bus services down and making them less attractive



Many challenges face transport in general and bus services in particular

to passengers. There is also a need to introduce fresh thinking and new ways of providing transport services to less populated and rural areas. Arriva-Click, launched in Sittingbourne, Kent, at the beginning of March, is billed as the first fully demand responsive service to be launched by a national operator.

After downloading an app and creating an account, passengers can book a seat on a 12-seat minibus running between the town and Kent Science Park from an origin and destination and at a time of their choosing. Sophisticated scheduling software consolidates requests for similar journeys, to allow the buses to run with a continuous flow of passengers getting on and off. The software allows the service to be provided with fewer vehicles than have been needed for previous schemes of this sort.

The trial has been under way for just four weeks, so it is early days, but this is a promising example – using the latest technology – of the sort of fresh thinking needed to cope with cuts to bus subsidies.

Another large cloud on the horizon for bus services is new and disruptive technology and the rise of the so-called sharing economy. A vivid and worrying scenario has been painted of city streets clogged by private hire vehicles and internet delivery vans, with buses trapped in traffic proceeding at less than walking pace.

A new report from thinktank IPPR sounds a warning. The effects of Uber and Amazon, it says, are just the beginning. But there's also a positive message. As far as London is concerned, IPPR argues that the city is at a tipping point. New technology could hinder sustainable travel, leading to ever-worsening air quality and congestion. But given the right framework it could have a benign influence, encouraging sustainable travel in which public transport, walking and cycling play an effective part, creating a virtuous circle in which the quality of city life improves. IPPR cites the example of car clubs, which, where they have been introduced, have taken private cars off the road.

There is only a limited period in which to act, though, and the IPPR urges London mayor Sadiq Khan to take the message on board and incorporate a framework for putting digital technology to work in a positive way in the forthcoming Mayor's Transport Strategy. By contrast, it warns a failure to act could lead in the situation going downhill quickly.

Many challenges lie ahead for transport in general and bus services in particular and the towns and cities they serve. But innovative thinking is out there. Examples like these initiatives demonstrate exactly the type of approach needed to overcome those challenges.

David Fowler, editor
Transport Times



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The 14th annual London Transport Awards paid tribute to the people whose efforts kept Londoners moving over the past year

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Transport will feature strongly among priorities for the new regional mayors, to be elected in May. Andrew Carter surveys the prospects

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Transport Times

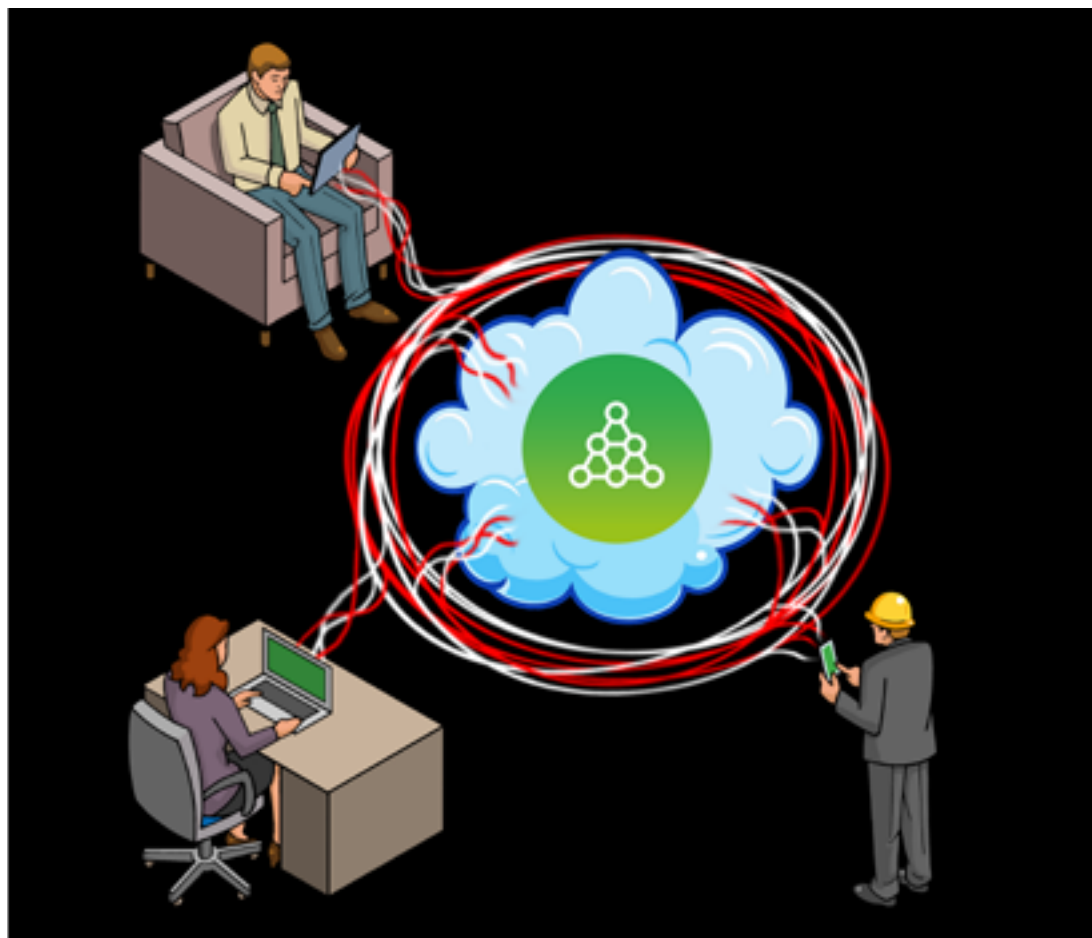
London operator of the year

Championing women drivers

stagecoachbus.com



Knowledge Hub launched to support local investment and growth



Support and guidance for local decision-making bodies in selecting and prioritising transport investment to boost local economic growth arrived on Monday with the launch of the Transport Knowledge Hub.

The online hub is intended to equip Local Enterprise Partnerships, local authorities and others with the tools and expertise to make cost-effective decisions to boost local economies.

It provides best practice guidance relating to the selection, development and execution of transport investments, as well as case studies of successful projects.

The hub, which is funded jointly by Greener Journeys and the Department for Transport, was launched at the LEP annual conference this week by Greener Journeys chief executive Claire Haigh, with support from Network Rail chair Sir Peter Hendy, Go-Ahead group chief executive David Brown,

and Arriva UK Bus managing director Kevin O'Connor.

Ms Haigh said: "The launch of the Transport Knowledge Hub marks a new dawn for investment in local transport projects. The scale of issues facing transport networks is vast. From minimising congestion to improving air quality, local transport policy has never been more essential. The hub is

a timely development designed to encourage investments which will drive inclusive and sustainable economic growth."

Functioning as an online community, hosted through Local Partnerships' website, the hub will provide a platform for sharing advice on investing in transport infrastructure for growth, and helping local decision-makers to find the evidence they need

to make important decisions on capital spending. It will also have a news and community section featuring a weekly news update to keep local decision-makers abreast of relevant news.

With an estimated underspend by LEPs on Local Growth Fund projects of £85m in the 2015/16 financial year, the Transport Knowledge Hub is designed to make sure LEPs have access to information which will support them in making important decisions about local investment.

Local transport projects can be transformative. Effective investment in local bus infrastructure, for example, can create up to £7 of economic benefits for every £1 invested.

Sir Peter Hendy said: "The Transport Knowledge Hub comes at a vital time for our transport networks. As the population continues to grow and roads become more congested, public transport has an increasingly important role to play in keeping our country moving. Investment in local transport infrastructure, such as rail networks and bus services, can have a huge impact on development and economic growth in local areas. The hub will provide the guidance and expertise local decision-makers need to make effective investments."

Buses minister Andrew Jones said: "The hub will play an important role, offering local decision-makers guidance on best practice, while enabling them to share advice on investing in transport infrastructure."

Special feature, page 17



Sir Peter Hendy: "The Transport Knowledge Hub comes at a vital time for our transport networks"



Claire Haigh: "The hub is a timely development designed to encourage investments"



Andrew Jones: "The hub will play an important role, offering local decision-makers guidance on best practice"

Mayor 'must act' on digital future

Digital technology could help or hinder efforts to encourage a shift towards more sustainable travel in London, says a new report by thinktank IPPR.

London is at a crossroads and must choose between a future of increasing gridlock and polluted air, or one in which digital technology reduces journeys and pollution.

Examples of new technology such as Uber, or new delivery patterns resulting from the growth of internet shopping are "just a first glimpse of the size of the revolution that digital technologies will unleash on London's transport system. Future technologies, like autonomous vehicles and mobility as a service platforms, promise even bigger and more rapid change," the report says.

New mobility services could interact with London's transport system to create positive effects, including complementing efforts to encourage greater use of public and active transport, but they also have potential to undermine moves towards more sustainable behaviour.

Car clubs are an example of a positive effect, with evidence suggesting they reduce

car ownership and use.

The report says that a "window of opportunity currently exists in which action can be taken by London's government to ensure the positive potential of these services is realised".

The coming Mayor's Transport Strategy should set out a vision for new transport technologies in which the positive potential of shared transport and digital technology can be harnessed. This should be defined by a clear set of objectives for London's overall transport network, with a framework for achieving it. A chief digital officer for London should be appointed with responsibility to anticipate the potential impact of digital technologies and to make sure that London government takes action to modernise the city's transport system.

The report calls for an urgent audit of new mobility markets and their potential effects, and the provision of guidelines for public bodies and private operators on how they can gain from the new technologies and work within the new market framework.

It recommends that car clubs should be an important part of the mayor's vision for London; TfL and the boroughs



Car clubs such as Zipcar appear to reduce car use

should work with operators to develop borough by borough agreements to encourage car club development.

TfL should assess the potential for a mobility as a service platform (integrating planning and payment for all modes in a single application) and develop recommendations for policy responses, including considering the feasibility of a TfL platform.

IPPR research fellow Laurie Laybourn-Langton said: "Lon-

don is on the cusp of major changes in the way people move around the city. Shared transport and digital technology have the potential to drive positive outcomes. Public intervention is required to realise these ends, and a window of opportunity currently exists in which action must be taken by London's government." Failing this, there would be a significant increase in the chances that "technology will worsen existing problems".

Khan sets out plans to attract more bus passengers

London mayor Sadiq Khan has set out plans to increase bus patronage in the capital in TfL's draft budget for the 2017-18 financial year.

The budget document says that passenger numbers on the Tube, DLR, TfL's rail network, river services and Santander Cycles have all risen. Bus passenger numbers have been falling since 2014, after rising for over a decade. Bus patronage is now forecast to decline by an average of 2.3% from 2016/17, particularly in central London. Bus speeds have fallen by 3% on average, with the greatest reductions in central London. This has been attributed to high levels of construction and development, contributing to congestion, but also to a sharp rise in private hire vehicles and small delivery vans.

The proposed new measures include matching bus capacity with demand by reducing under-used



Sadiq Khan plans to invest £20m a year in bus priority measures

services in central London and reallocating buses to where they are needed. TfL will invest £20m annually in bus priority measures – around 170 schemes, many in outer London. Traffic signal timings will be reviewed at 1,200 junctions and at 200 sites to improve bus speeds, and 95% of

bus stops will be made accessible.

Information provided to passengers will be overhauled to make it easier to understand where bus services go and how frequent they are, with new signs on the outside of buses. Buses will be modified or replaced to meet the toughest

air quality standards by 2020, alongside the introduction of low emission bus zones. All 24,500 operational staff will receive new customer service training.

A longer-term approach for tackling congestion will be set out in the mayor's forthcoming Transport Strategy.

In 2016/17, TfL forecasts that its operating costs will be £195m lower than budget, after negotiating better deals with suppliers, reprioritising IT projects, reducing layers of management and relying less on agency staff.

The following year, operating costs are budgeted to be £75m lower than set out in last year's TfL Business Plan. The General Grant from central government to TfL will be reduced by £219m. Overall fare revenue for all TfL services is expected to be £86m higher (2%) than in 2016/17 but the forecast for bus fare revenue in has been revised down in line with demand.

Bus demand will continue to fall, says report

Bus operators in the UK face the prospect of continuing falls in underlying demand as car ownership grows, according to a new report.

On the basis of predictions in the DfT's 2015 Road Traffic Forecast for the period to 2040, demand could drop by 1.5-2% annually – though this is not inevitable, said report author Chris Cheek.

The Bus Demand Jigsaw is the latest in the Bus Industry Monitor series, published by analyst Passenger Transport Intelligence Services (formerly TAS Publications and Events).

The report analyses changes in demand for services in different parts of the country over the period since 2004/05. It finds that a

complex interplay of demographic, economic and social changes has driven underlying patronage downwards in most areas. A combination of high-quality operation and partnership initiatives has offset the decline in some places.

Analysis of bus travel by journey purpose suggests that shopping trips by bus have fallen by 12% since 2010 and personal business trips by 9%. Mr Cheek said: "These changes mean 151 million fewer bus journeys around the country – or over 3% of current demand." The falls have been offset by small increases in commuter, leisure and education trips.

Looking at competing modes, the report says, surprisingly, that there is as yet no evidence that the taxi and private hire market is

growing as a result of apps such as Uber or Gett. "The size of the taxi market can be measured by consumer spending surveys or by data from the National Travel Survey. Up to 2015, neither show any increase in demand over the previous three or four years, despite apparently large increases in supply," Mr Cheek said.

A series of graphs in the document seeks to explain changes in bus patronage by changes in a range of factors, using established demand elasticities. Such work can explain both the falls that have occurred in many places and the gains that took place in London up to 2014, and reinforces the view that specific economic and demographic factors have driven demand for buses in

London, rather than different regulation, the report concludes.

The report examines the possible consequences of the Department for Transport's 2015 Road Traffic Forecast, which envisaged substantial growth in car ownership and urban traffic congestion during the period to 2040. "Without other measures, we would expect this to lead to falls in demand of between 1.5% and 2% a year," Mr Cheek said. But he added that further decline is not inevitable. "Decisions made about service supply, quality of provision and the factors which influence bus speeds will all affect the outcome as well," he explained.

The Bus Demand Jigsaw is £55 + VAT as a downloadable PDF from www.passtrans.co.uk

Alstom tests hydrogen train and launches electric bus



Aptis (above) is a rubber-tyred bus/tram hybrid. The Coradia iLint (above right) is powered by hydrogen from an industrial process

Alstom has successfully performed the first test run, at 80km/h, of the world's only fuel cell passenger train, the Coradia iLint, on its test track in Salzgitter, Lower Saxony. Extensive tests will continue in Germany and Czech Republic in the coming months before the train undergoes its first passenger test runs on Germany's Buxtehude-Cuxhaven route at the beginning of next year.

The four-week test programme currently under way in Salzgitter aims to confirm the stability of the energy supply system. The braking power is also being tested to check the interaction between the pneumatic and the electric brakes.

The Coradia iLint is the world's first passenger train powered

by a hydrogen fuel cell, which produces the electric power for traction. This train is silent and only emits steam and condensed water. Based on Alstom's flagship Coradia Lint diesel train, iLint is intended for operation on non-electrified networks.

Dynamic tests will be performed at Salzgitter at 80km/h and in Velim in the Czech Republic at up to a maximum of 140 km/h. The hydrogen used for the test runs is the by-product of an industrial process. In the long term, Alstom aims to use wind energy to power hydrogen production.

The project is supported by the German ministry of Transport and Digital Infrastructure. Alstom already has signed letters of intent for 60 trains with a number of customers in Germany.

Alstom and NTL have launched Aptis, an innovative electric bus based on the design of a tram. It has low floors and two or three large doors to provide easy access for passengers including wheelchair users. Four steerable wheels assist manoeuvring around city streets and in parking at bus stops.

Alstom and NTL will provide not just the bus but a complete system including charging systems, road infrastructure, and leasing and warranty options. With lower maintenance and a longer lifetime than a conventional bus, Aptis is expected to have a total cost of ownership similar to current diesel buses.

Overnight charging at the depot or fast charging during daily operations will both be available.

NTL was founded in 2012 and manufacturers rubber-tyred tram systems. Alstom is its majority shareholder. STIF (Syndicat des transports d'Île-de-France) is to run two trials of the new bus in the second half of 2017.

 The DfT has announced a new £23m fund to accelerate the take-up of hydrogen vehicles and associated infrastructure. Hydrogen fuel providers will be able to bid for funding in partnership with organisations that produce hydrogen vehicles to help build high-tech infrastructure, including fuel stations. A competition will be launched this summer, and will invite proposals from public organisations, businesses and hydrogen operators.

South Western franchise to change hands after more than 20 years

A joint venture between First and MTR has been awarded the new South Western rail franchise, which had been run by Stagecoach's South West Trains since it was privatised in 1996.

First MTR South Western Trains promises more seats, new or refurbished trains and faster services. The franchise will run from August this year for seven years.

As the first franchise to be awarded since Transport Secretary Chris Grayling set out his goal of closer working between track and train in December, winning bidder First MTR South Western Trains is expected to form an integrated team with Network Rail.

"A railway that is predominantly run by an integrated local team of people with a commitment to the smooth operation of their routes, improving services and performance, is at the heart of my vision for the network, and First MTR South Western Trains expects to work even closer with Network Rail with the shared aim of giving passengers exactly that," Transport Secretary Chris Grayling said in a statement to Parliament.

FirstGroup chief executive Tim O'Toole said: "Our successful bid will deliver the tangible improvements that customers

and stakeholders have told us they want from this franchise."

Under the new franchise there will be 22,000 extra seats during the morning peak into Waterloo, and 30,000 out of Waterloo in the evening peak.

There will be a fleet of 90 new trains on the Reading, Windsor and London routes, and existing trains will be refurbished. There will be more frequent services and faster journeys over the whole franchise. Journeys to London will be quicker by eight minutes from Southampton, five minutes from Portsmouth and 11 minutes from Salisbury. Services will start earlier and finish later to many destinations and there will be more Sunday services.

A new smartcard will automatically offer the cheapest walk-up single or day return fare. Single, return and season tickets will be available on smartcards over the whole franchise. New flexible season tickets will offer a discount for passengers travelling fewer than five days a week. There will be a student smart ticket for 16-18-year olds, and mobile phone barcode tickets for the first time.

Improvements to stations are also planned, with refurbished waiting rooms, additional seating, improved step-free access and electric vehicle charging points.



Tim O'Toole: "Our successful bid will deliver tangible improvements"

Wi-fi will be free on stations and on trains. Delay Repay will be introduced for delays of 15 minutes or more and there will be real-time information on trains as well as at stations.

First MTR South Western Trains has designed its service plans to make optimum use of increased platform capacity at Waterloo, using the experience of MTR in operating Hong Kong metro.

Of the joint venture partners, First operates the Great Western and TransPennine Express franchises and open access operator Hull Trains.

MTR was awarded the concession by TfL in 2014 to operate Crossrail train services – the Elizabeth Line – across London. Full service is scheduled to commence by December 2019 to connect the City, Canary Wharf, the West End and Heathrow to commuter areas east and west of London. The company won the Rail Operator of the Year at the 2017 London Transport Awards in March.

During the tenure of Stagecoach, passenger numbers on the network more than doubled from 108 million in 1996 to more than 230 million now. Stagecoach Group chief executive Martin Griffiths said: "We are proud to have operated the network under the South West Trains brand for more than 20 years and we are disappointed that we have been unsuccessful in our bid for the new franchise."

The shortlist for the forthcoming East Midlands franchise competition has been announced, comprising Arriva Rail East Midlands, First Trenitalia East Midlands Rail (a joint venture between FirstGroup and Trenitalia UK) and the incumbent, Stagecoach East Midlands Trains. The current franchise is due to end in March 2018.

Roads 'fail to relieve congestion' – CPRE

New roads generate more traffic, put pressure on surrounding roads, damage the environment and often fail to relieve congestion or boost growth, according to new research by the Campaign to Protect Rural England.

The report, compiled by consultant Transport for Quality of Life, is claimed to be the largest ever independent review of completed road schemes in England. It casts doubt on whether the latest road-building programme will live up to its stated aims.

TfQL examined 86 official studies of completed road schemes. It examined 13 road schemes for changes in traffic levels; all 86

schemes for landscape impact; 25 road schemes where economic benefits had been used to justify development; and 30-40 road schemes for possible reductions in median journey time.

Traffic was found to increase much more in road corridors with new schemes than background traffic in the surrounding area, the report says. Schemes completed eight to 20 years ago demonstrated a traffic increase of 47%, while traffic more than doubled in one scheme. All new schemes put pressure on adjoining roads, while there were negligible reductions in journey times, the report says.

"We repeatedly see the cycle of more roads generating more

traffic and congestion which leads to demands for more roads," says CPRE. Of roads promoted for their benefits to the local economy, "just one in five demonstrated any evidence at all of economic benefit", the report concludes.

Campaign to Protect Rural England head of infrastructure and legal Ralph Smyth said: "The Government is keen to sell the biggest road-building programme since the 1970s, but this is a programme that will forever fail on its own terms, producing a self-perpetuating cycle of more and more roads that do little for the economy and harm the countryside."





The service uses 12-seater Mercedes mini-buses

Arriva launches demand responsive minibus service

Arriva has launched a fully demand responsive service, ArrivaClick, with US transport solutions firm Via.

The service operates in and around Kent Science Park and Sittingbourne, but its area of operation will be widened. It is believed to be the first such service offered by a national operator.

Using the ArrivaClick smartphone app, prospective passengers can request a minibus from their pick-up point at a time and to a destination of their choosing. The journey is then matched with others heading in the same direction. Once booked, customers are guaranteed a seat and can track the bus's progress using the app.

The service is operated using

12-seater high-specification minibuses, with leather seats, tables, free Wi-Fi, and USB and electrical charging points.

To use the service, customers download the app to their smartphone, create an account to buy credit (which can then be topped up as necessary) and make a booking. They are given a proposed cost and estimated time of arrival which they can then accept to confirm the booking.

Arriva UK Bus commercial director Alistair Hands said: "The ArrivaClick app is the result of two driving forces, the first being the continued demand from existing customers to prioritise punctuality of service and frequency. The second force is a shift in consumer and market behav-

iour which sees people expecting a service that is bespoke and tailored to their specific needs. ArrivaClick does all the above and is a new way of travelling, appealing to people in a different way from bus travel of the past."

The project has been developed in partnership with Via, which provides dynamic shared ride services in New York, Chicago and Washington DC. For the ArrivaClick project, Via has provided a custom built passenger app, the Via driver app and a powerful back end technology and algorithm to power the service's routing and dispatch functions. The algorithms allow passengers to be picked up and dropped off in an endless stream, without taking people

out of their way to accommodate other passengers. This allows the service to move a high volume of passengers while using a fraction of the number of buses needed by other on-demand services.

The Arriva initiative follows the launch in February of Stagecoach's "Little & Often" service in Ashford, which uses a fleet of high-spec Mercedes minibuses to provide a service every five or six minutes along routes serving the hospital, town centre/rail station, Kennington and Park Farm. Stagecoach is also piloting the TravelHero app which covers services operated by Stagecoach South East and local firm Longleys Private Hire.

Manfred Rudhart interview, p28



England's Economic Heartland seeks to improve east-west links over its area

Funding approved for Heartland alliance

Transport Minister Andrew Jones has announced £625,000 of government funding for the England's Economic Heartland strategic alliance, which represents the Oxfordshire-Milton Keynes-Cambridgeshire growth corridor.

The funding will help it shape a long-term strategy and develop proposals for becoming a sub-national transport body. Speaking at the first regional Heartland conference, Mr Jones welcomed the Heartland initiative and emphasised the importance of local partners coming together

to provide strategic leadership.

Cllr Martin Tett, chairman of the strategic alliance and leader of Buckinghamshire County Council, said: "The economic importance of the Heartland to the UK economy is being heard in Whitehall and we will continue to build upon the foundations laid by the strategic alliance."

Mr Jones said: "I am delighted to announce £625,000 of government funding for England's Economic Heartland to help shape its transport priorities and to help deliver the government's housing and economic growth objectives for the corridor."

Roadworks 'dating app' on the way

The Kent Lane Rental Scheme has commissioned Elgin to build a new online tool which will enable those who work in highways to find potential opportunities for working together – with what could be described as a dating site for the streetworks industry.

Many roadworks are planned but do not necessarily have to occur at a specific time. Disruption can be minimised and costs can be lowered if work promoters share roadworks sites and trenches. Up until now, it has been difficult for work promoters to be aware of each others' work in early planning and to get in touch.

To address these issues, a new notification of interest tool has been commissioned by the Kent Lane Rental Scheme, which is to be built by Elgin and hosted on the national roadworks platform roadworks.org.

This will allow works promoters to declare their intended works and find opportunities to collaborate with other interested parties to share excavations and road space.

Works promoters from the South East will be invited to take part in the first phase of the project with Kent County Council. The notification of interest tool will be released in the latter part of 2017.

EAMS Group wins IBM global award

Digital asset management specialist EAMS Group was announced as winner of the Outstanding Solution Development category award at the IBM Interconnect conference in Las Vega, in recognition of enterprise asset management solutions, products and business models. IBM Interconnect is IBM's premiere event, attended by some of the world's top industry leaders and influencers.

EAMS Group chief executive Andrew Evans said: "It is great to be recognised globally by IBM for our industry solutions, products and business models that provide our customers

with competitive advantage to transform their companies through enterprise asset management. As organisations put digital transformation at the centre of their corporate strategy to enable success, asset intensive industries are looking for rapid transformation to meet increasing demands for customers, improved reliability, performance and safety."

Mr Evans and EAMS Group director of technology & innovation Robert Carew also delivered one of the keynote speeches, on Digital Asset Management: Transforming the Asset Intensive Organisation across the entire Asset Lifecycle.

Government 'too focused on driverless cars'

Government policy on connected and autonomous vehicles is too focused on driverless cars, when the early benefits are likely to appear in other sectors, such as marine and agriculture, says a new report from the House of Lords science and technology committee.

The development of autonomous vehicles needs the Government to play a coordinating role between different sectors. To do this it should establish a Robotics and Autonomous Systems leadership council as soon as possible to develop a strategy.

There is a clear need for Government-commissioned social and economic research into the potential human and financial implications of autonomous vehicles. Car manufacturers will carry out their own research and development for fully automated cars if there is a clear business case for investing in these technologies, and the Government should not need to take the lead in this area.

The Government has much to do, with industry and other partners, to position the UK so that it can take full advantage of the opportunities that autonomous vehicles offer, the report concludes.



Autonomous vehicles were demonstrated at Milton Keynes last October by Transport Catapult Systems

A Bill to prepare for a new technological dawn

The Vehicle Technology and Aviation Bill seeks to prepare the ground for a future of driverless cars and electric vehicles as well as protecting pilots from the misuse of laser pointers, says **John Hayes**



Winston Churchill wrote that “the future is unknown, but the past should give us hope”: words from which anyone who, like me, believes that where and how we travel all matter can take encouragement. A new technological dawn is breaking, giving sight of the light on the horizon and the dim outline of an unfamiliar landscape. Much of what we have taken as defining transport – the internal combustion engine, driver-piloted vehicles, even traditional models of ownership – will be altered or replaced. The Government’s Vehicle Technology and Aviation Bill, introduced into parliament last month, is designed to help us anticipate and realise the full promise of this new dawn.

Though Churchill was right that the past should give us hope, Proust understood that the past cannot always be relied upon as a guide to the future. He said: “The world was not created once and for all time. There are added to it in the course of our life things of which we have never had any suspicion.”

Twenty years ago, few would have credited the suggestion that we were within reach of the first generation of self-driving cars. Yet they are soon to become well known, and with government support are already being tested on the streets of Greenwich, Milton Keynes, Coventry and Bristol.

Self-driving cars promise the greatest revolution in transport since the car’s genesis. When they reach maturity – sooner than we might expect – many young, disabled and infirm people will have new access to personal motorised travel. We might reduce the 86% of collisions that are caused by human error, saving many lives. And we might devise more efficient models of use and ownership as, rather than sitting idle

between journeys, cars may be summoned to a user’s home on demand, and at the journey’s end travel automatically to pick up another passenger.

Yet with all their promise, self-driving cars also pose challenges. One is the practical question of insurance. Today, the law requires that all drivers hold compulsory insurance, so that in the event that they cause a collision compensation can be paid quickly and easily. Our bill extends this compulsory insurance requirement to cover drivers both when they are in control, and when their self-driving car is in control. The insurer will pay compensation if the self-driving vehicle caused the collision and can

“Much of what we have taken as defining transport will be altered or replaced”

then recover costs from the liable party – for example, the manufacturer. Our bill ensures that those affected by collisions – whether caused by a human driver or their automated vehicle – are financially protected.

Self-driving cars are not the only technological leap forward addressed in the bill. I have written before in these pages about the need for a shift to alternative fuels. For progress to be maintained, charging an electric car in the future needs to become as easy as refuelling at a petrol station is now.

And interoperability must be assured – with the design of chargers converging on a common standard. So the bill gives the Government powers to require that fuel retailers add charge points to their forecourts, and that those charge points are accessible by all electric vehicle drivers.

Finally, not all modern technology is used in benign ways. Laser pointers have legitimate uses. But in recent years they have increasingly been used in a profoundly dangerous way: being deliberately shone into the eyes of aircraft pilots.

Apart from damaging victims’ eyesight, this dangerous habit puts the lives both of pilots and passengers at risk. The consequences could be catastrophic. And it’s not just about aircraft pilots, but drivers, and pilots of maritime vessels too. So the bill makes it a crime to intentionally distract the driver of a vehicle, on land, sea or in the air, with the penalty of an unlimited fine or a five-year prison sentence or both. The bill also gives powers to the police to search on arrest for laser pens suspected of having been used in committing an offence.

For all governments, far-reaching change of the kind we are seeing in transport poses a dilemma. In preparing for a future, the precise characteristics of which are inevitably uncertain, do we commit ourselves now to specific policy approaches? Or instead defer decisions until all has become clear and the future is upon us?

The former carries the risk of disrupting the very change for which we are seeking to prepare, the latter the risk of being overwhelmed by change, and in our unreadiness unable to seize the opportunities it brings.

The Vehicle Technology and Aviation Bill is a careful but bold attempt to straddle the horns of this dilemma. It clears the ground for the future, nourishes the green shoots of innovation, and makes space to let them flourish.

John Hayes is Minister of State for Transport and MP for South Holland and The Deepings

Government turns to counties for innovation

Backing for East West Rail and for Cornwall's One Public Transport proposal shows a shift in focus from metropolitan areas to more rural shire counties

Is the Osborne-backed era of the metropolitan authorities really over? The government of the day, at cabinet level and across its constituencies, is more rural/suburban than urban/metropolitan in character. It would be understandable if it favoured shire counties – as it has attempted to do in the rebalancing of schools funding. With so much public spending subject to central government control, either directly or through adjudication of competitive funding bids, could the shire counties be favoured in transport too?

It may matter less that rural and suburban areas are the least stressed parts of our national transport network. The Government is increasingly looking to the counties and unitaries as partners to foster innovation, in transport as much as in other policy arenas.

Take, for example, the England's Economic Heartland county-based alliance, for which transport minister Andrew Jones announced a funding package earlier this month. A new east-west railway to link Oxford, Milton Keynes and Cambridge (Sir Peter Hall's "arc of opportunity") looks more likely to succeed than at any time since the local authorities first proposed the idea in 1994.

This same project, under earlier administrations, suffered because it was hard to prioritise a scheme that didn't solve a visible problem – which for rail has usually meant an overcrowding problem, arising almost inevitably in our larger cities. But there are economic growth opportunities away from the largest metropolitan centres, and East West Rail looks a plausible – and less expensive – priority in the context of an economic development agenda.

Sharon White, when she was responsible for overseeing the UK's spending cuts in her role as second permanent secretary at the Treasury (before leaving two

years ago to head media regulator Ofcom) told thinktank the Institute for Government that the UK is "almost the most centralised developed country in the world". Compared with other countries, she said, "the UK jumps out in the degree of centralisation".

With 72% of all public expenditure directly controlled by Theresa May and her ministers in Whitehall, the UK stands in stark contrast to governments in Europe that will have a say in Brexit negotiations. Chancellor Merkel decides on less than 20% of Germany's total budget.

Relationships matter. For local and devolved authorities, being on good terms with the government of the day is important, and having administrations

This adds up to a serious attempt at creating an easy-to-use public transport alternative to the car

with aligned political affiliations can make all the difference.

Take the example of Cornwall, now represented in Parliament by six conservative MPs. How long has it been since there were truly exciting county-wide transport plans? The One Public Transport plan being developed for Cornwall is just that.

Here, just 3% of journeys to work are by bus and 1% by train. Rail use is growing strongly at 5% annually (up 140% since 2000) while bus use is (as in other counties) declining – at 4% annually. One Public Transport aims to provide a single brand, a single network, ticketing and timetable, and a single set of service standards.

The devolution deal for the county will allow the improvements to bus, train and ferry services the county wants, focused on meeting customer needs.

Franchising for buses (which is part of the county's devolution deal but subject to secretary of state approval) is being kept in reserve while the One Public Transport approach is developed on a voluntary, partnership basis. In January, the managing directors of Go Cornwall Bus and First Kernow spoke of their full support for this approach.

For rail, a 30-minute frequency trunk line service is planned. For the bus network, planning has started from a clean sheet and presumes a hierarchy of services, with core higher frequency routes, a set of "essential" links and a so-called Pulse network that may partly be demand responsive. Introduction is set for 2018 or 2019. This could be aligned with the next Great Western franchise – or with a smaller south-west England franchise that has been given some consideration by the DfT and ministers.

What this adds up to is a serious attempt at creating an easy-to-use public transport alternative to the car. It should persuade holidaymakers as well as residents to reduce car dependency. For a rural area, it represents an attempt at catching up on what is on offer – and is taken for granted – 250 miles to the east, in London. In the age of Uber, it's getting close to the last chance saloon for buses outside the metropolitan areas.

An integrated fares offer will feature. London has Oyster, but Cornwall could take its pick of appropriate seafood titles. Hopefully, a simplified fares system will emerge, as London found necessary in order to create its pay-as-you-go charging systems.

And if Cornwall can do it, why not Devon, Somerset, Wiltshire, Berkshire... and before you know it, we could have a joined up all-mode zonal fare structure across southern England.



Jim Steer is director and founder of Steer Davies Gleave.

Repayments to rail users remain subject to delay

Despite the impression of much recent activity, compensation to passengers on disrupted rail services remains a hit and miss affair and the pace of improvement is slow



There have long been concerns about compensation for rail passengers who experience delays and poor service. These were brought into sharp focus last year by *Which?*'s "super-complaint" on behalf of passengers, about the ineffectiveness of Delay Repay compensation schemes. As the full extent of the crisis on Southern Railway began to emerge, it became increasingly clear that Delay Repay did not provide adequate recompense for long-suffering passengers on that troubled part of the network.

In the last few months there has been a series of announcements intended to improve the situation. There has also been an extension of consumer protection. Rail's exemption from the Consumer Rights Act 2016 no longer applies. This means that rail services must, by law, be delivered with sufficient "care and skill".

Which?'s super-complaint clearly set out a number of long-standing and well understood deficiencies in rail compensation schemes. The procedure is unduly complex and inhibits passengers from making claims.

The regulator's response, published a year ago, tightened train companies' licence conditions in relation to providing passengers with information about compensation schemes. Beyond that, however, the response seems to have been limited to "discussions" with the train companies about improving the relevant claim forms and processes, training staff properly and identifying (and presumably addressing) the "compensation gap" between what is owed to passengers in compensation and what is actually paid out.

The Transport Committee has put pressure on the sector to improve the system, but the pace of change is far too slow. Delay Repay was first introduced some 10 years ago, but it still only applies to around two-thirds of journeys. Around a third of

journeys are still covered by the broader and less stringent provisions of "passenger charter" schemes, set out in condition 42 of the National Rail Conditions of Travel. This means a third of delayed journeys may not qualify for compensation at all.

Train companies are always compensated for disruption to their services when it is caused by Network Rail. The current system does not require train companies to pass any of this compensation to passengers. It is grossly unjust that train companies are automatically compensated while many passengers have to jump through the hoops of a complicated scheme or receive nothing.

We were encouraged that the

It is grossly unjust that train companies are automatically compensated while passengers have to jump through hoops

rail minister acknowledged as much in an oral evidence session earlier this month: we will be pushing him to address it.

The slow pace of change means that the Government's recent announcement of Delay Repay 15 – providing compensation for delays of 15 minutes instead of the current 30 minutes – must be met with a degree of scepticism. The only passengers who currently qualify for Delay Repay 15 are those on the Thameslink, Southern and Great Northern franchise. The Government was able to introduce it there quickly because, uniquely in the franchising system, it bears the financial cost.

This is welcome but when will everyone else benefit too? We understand that the Government is "exploring the possibility" of extending Delay Repay 15 within this parliament, but it is not at all clear how other train

companies can be forced to offer the new scheme under their current franchise agreements.

Around the time of our report on improving the rail passenger experience, the Government made the welcome announcement that the Consumer Rights Act would apply to passenger rail services. This is undeniably good news for rail passengers. But it is not yet clear how this development will play out.

How will the courts interpret "sufficient care and skill" in relation to the provision of passenger train services? We simply do not know. In any case, the onus will be on passengers to pursue train companies through the courts. This should not be considered an adequate alternative to a simple, fair and effective compensation schemes.

While the announcements over the past few months give the impression of a much improved system, it remains to be seen whether this will be the case. Much of the uncertainty is a symptom of the rail franchising system; it may not be possible to introduce the changes fully until the next round of franchises is complete in 2029. There is no sense of how the department can reconcile its medium-term ambitions for improving the railway to the benefit of passengers with its long-term procurement programme.

The rail sector's apparent inability to address deficiencies in important areas raises serious questions about its governance, and the effectiveness of monitoring and enforcement. The Transport Committee will continue to add to the pressure for much swifter change.

The railway must get its house in order, or be compelled to do so by an oversight body with real teeth.

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

Demonstrating customer service on the roads

Highways England took a bold decision to allow ITV cameras to film a documentary series about the work that goes on behind the scenes to keep traffic flowing safely on the M25

Since I arrived at Highways England we have developed three key imperatives; they are understood by all our staff and our supply chain: safety, customer service and delivery. For me having safer roads and providing better customer service go hand in hand, and we are certainly delivering our capital programme.

Highways England runs an open network. You don't have to buy a ticket and join a timed service to use the strategic road network. Our users just turn up and expect the capacity to be there.

Every driver is different, and research tells us that everybody thinks their journey would be better if other drivers behaved differently. Of course our customer base is varied; it includes both the cautious driver in a small car who uses the motorways infrequently, and the haulier in a large truck who is very accustomed to driving on motorways. We also consider the businesses they connect and the communities they pass through. We need to make sure everybody is getting the best level of customer service that we can provide.

One of the best ways to help people understand how something works is, of course, to give them first-hand experience of the work which goes into resolving delays or making improvements to the road network. That is why Highway Englands supported a bold approach in 2016 to allow ITV to film with our teams on the M25 to showcase what we do to keep it safe and flowing. The resulting programmes – *Britain's Busiest Motorway* – are all about the people who need and use the motorway and our people who help them. I'm pleased that the strong emphasis on safety, helping people complete their journeys and caring about road users shines through.

The half-hour programmes can't show the full extent of our work, but they do show, for

Highways England traffic officers Kevin Burton and Simon Stearman feature in the ITV series *Britain's Busiest Motorway*



We will take whatever action we can to minimise disruption to drivers

example, that we will take whatever action we can to minimise disruption to drivers, and how we strike the balance between maintaining the motorway so it is safe and serviceable and keeping lanes open. This is why some incidents take longer than others to resolve, and an example of the amount of work that goes on overnight when traffic flows are lowest.

Since filming, we've carried out public consultations on proposals to improve three junctions around the M25 as well as working towards adding capacity to the south-west quadrant of the orbital, the busiest section of motorway in the country. These are all excellent examples of the

work we are doing to fulfil our commitments in the £15bn Road Investment Strategy – keeping customers even more satisfied.

In 2016 we launched a new training package for our traffic officers that trains them to handle animals safely. It is one of a number of initiatives intended to improve their ability to clear incidents more quickly and keep everyone safe in doing so. It's great that ITV has captured this during the initial trials, and the training is now being extended across the country.

The series *Britain's Busiest Motorway* started on Tuesday 21 February on ITV at 7.30pm, a prime time of over 2.5 million viewers.

This is a huge audience to reach and a great opportunity to help us achieve our customer satisfaction target – to achieve a score of 90% of drivers who are very or fairly satisfied by March this year.

Jim O'Sullivan is chief executive of Highways England



Britain's Busiest Motorway

- The M25 (including the A282 Dartford Crossing) is 120 miles long clockwise and 122 miles long anti-clockwise
- At any one time, around 2% of all traffic in England is on the M25
- Around the M25 there are 1,116 CCTV cameras, 2,182 electronic signs and 2,704 SOS phones

Sharing road space should not be a political matter

Motorists, cyclists, bus operators and pedestrians all want greater priority in the use of road space. A new business model and legislation to foster cooperation are needed



Allocation of road space to users often defaults from transport planning to frontline politics. Bus operators demand new priority lanes, residents want streets for people, the cycle lobby seeks designated cycle lanes, and car users want more traffic lanes and parking spaces. The rough and tumble of the socio-political debate is not providing solutions that work in the interests of society.

The bus industry has not been particularly effective at mobilising politicians to allocate road space by the numbers of people moved, or the value of the transport services provided. Cities such as Edinburgh have less bus priority than they did a decade ago. Across the country, journey times by bus are rising and the costs of these changes are seen in lower fare revenue. Transport operators have failed to negotiate partnership agreements with roads providers to invest in solutions that could be better for everyone.

In theory, a highway authority could share in the benefits of better bus priority through new investment in roads partly funded from the additional bus patronage. However, other than for a few park and ride locations, the business models to achieve this have proved to be too difficult to organise. If roads are to fulfil their potential, they need management capable of organising more complex collaborations.

Space for cycling has proved to be particularly controversial, and these tensions could be a trigger for change. At the 2016 Scottish Parliament election, Scottish Conservative leader Ruth Davidson opposed what she perceived to be a badly planned cycle route in what is now her constituency in west Edinburgh. Edinburgh Council is pressing ahead with the scheme and also with controversial 20mph zones to try to get all road users travel-

ling at the same speed. The talk in Edinburgh workplaces is of drivers reporting they have been overtaken by cyclists who are exceeding the new 20mph limits.

The battle lines for road priority seem to be hardening. On the Bear's Way cycle route into Glasgow, East Dunbartonshire Council has started work to remove the cycle lane, following pressure from car and bus users.

However, the cycle lobby is not going quietly. The Roadshare campaign (www.roadshare.org.uk), led by personal injury lawyer Brenda Mitchell, has called for changes in the law to allocate rights and responsibilities more clearly. There seems to be a mood for new transport legislation better able to frame integration and co-operation,

Insurance markets could offer a framework within which to share the risks and rewards

with legislation across the UK governing new rights and responsibilities for using roads.

Difficulties aligning the cultures of public administration and commercial operation have constrained the ability of successive governments and transport operators to work together effectively. If roads are to become a platform for shared transport provision they need a new business model.

The success of experimental or pilot projects has shown the huge potential scale and scope of the benefits of sharing road space. Attractive streets, such as in home zones, have higher house prices, as do places served by efficient public transport. Yet the transport economy is failing to capture the value of the services it provides.

With a new layer of complexity being added by technology, the

new business models require a joint approach to investment. Autonomous vehicle manufacturers may need to invest in traffic control systems to ensure safe operation, managers of smart car parks may need to invest in more parking sensors, and new energy sources for vehicles will mean new charging infrastructure. It will be increasingly practical to link the priority offered to road users to the value provided through their road use.

Access to road space for movement and parking could increasingly be linked to the social, economic and environmental value created. If pedestrian priority or bus priority increases spending in local shops, it will be easier to track the value and link it with investment.

One option might be to rely more on insurance markets for sharing the risks, and could offer a promising framework within which to share the risks and rewards. A requirement for vehicles that cause congestion to carry social insurance to fund projects to solve congestion problems could provide the foundations of a new business model.

Bank of England Governor Mark Carney has hinted at this sort of approach for tackling climate change. Those that sell insurance could be required to manage more explicitly all known social and environmental risks.

Clear road policy goals with measurable and verifiable results can be used to allocate rights and responsibilities. Road sharing policies can be set by the government, but day to day management requires an approach which is able to stand back from the churn of politics.

Derek Halden is director of transport data and technology business DHC Loop Connections and is secretary of Scotland's transport think tank STSG. www.dhc1.co.uk



A hub of activity

The Transport Knowledge Hub is intended to be useful to all local decision-makers

This week the Transport Knowledge Hub was launched to provide a single online source of information to help local enterprise partnerships and others prioritise transport investment projects. Here we set the scene, while over the next six pages leading industry figures give their views on the significance of the initiative

Local Enterprise Partnerships came of age in 2014. That was when the organisations, until then seen as business-led public/private sector bodies with a mainly advisory role, were given responsibility for allocating and spending the Government's Local Growth Fund, worth £12bn.

The decision came in response to Lord Heseltine's 2011 report, *No Stone Unturned*, into the imbalance between regional economies and how it could be redressed.

The Local Growth Fund amalgamated a number of funding streams from several departments, but about half came from Transport.

The Transport Knowledge Hub, launched this week, aims to guide LEPs and other local decision-makers through the whole process of transport investment, from appraisal

and prioritisation of transport projects competing for funding, through to project implementation and evaluation of the result. It came about in response to pressure from the organisations themselves.

"LEPs themselves highlighted that they lacked the resources to meet the expectations placed on them by the Government," says Claire Haigh, chief executive of campaign group Greener Journeys, which has sponsored the hub's development.

The Transport Knowledge Hub has been created to meet LEPs' need. It builds on the Transport Delivery Excellence Programme, a joint programme involving the DfT, Local Partnerships and LEP Networks, which was designed to support all the implementation of successful capital investments in transport. A series of regional launches are

planned to promote the hub to decision-makers around the country.

The knowledge hub is intended to be more holistic than the TDE. It has three main elements: a Guidance Tool, a news and community area and case studies.

The Guidance Tool was developed by KPMG and is designed to cover not just implementation, but all the stages of a project from inception to execution. "It's got a much wider remit than the TDE," says Ms Haigh. "It covers what's the vision, what are the objectives, how can transport help – building the business case for that investment, all the way through to monitoring and evaluation."

It also aims to act as a directory, providing LEPs with access to the right documents. Each section will highlight the latest and most relevant documents, such as the Treasury

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Green Book, guidance on transport appraisals, and so on.

"It's an important priority for the guidance tool to pull together everything that's out there, not to reinvent the wheel but to take a local decision-maker through the process of making an investment, highlighting at each stage that 'there's a good resource here'."

It was felt that a single guidance tool that brought everything together in one place was lacking. "It's an attempt to bring together a directory of all the resources, an intelligent walk-through of how they all fit together, not duplicating but linking to as many as possible," Ms Haigh says. It is expected to expand, with more links and case studies appearing over time. Ultimately it is hoped that the hub will include a comprehensive list of all funding opportunities from the DfT, Department for Communities and Local Government and the Department for Business, Energy and Industrial Strategy and other sources.

The information must be robust, independent and, of paramount importance, reliable. The Transport Knowledge Hub is overseen by a board, chaired by Hilary Chipping, deputy chief executive and head of strategy and operation at SEMLEP. Board members include LEPs, local authorities, Local Partnerships, the LEP Network, the Department for Transport and other government departments. The board has responsibility for overseeing its content and making sure it remains reliable, and representing a range of perspectives. The board will also approve case studies before they can be uploaded to the site.

There will be another dimension to the hub which will differentiate it from other online resources. "What's going to bring it to life is the news and community section," says Ms Haigh. This will give users a snapshot of what's going on, with weekly news updates from leading transport journalists and reports of events from the past week. There will be an active presence on social media, as a readily available way of encouraging groups with a com-



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mon interest to form.

The news section will also keep users up to date on progress of the devolution agenda, from the latest on devolution deals and progress of subnational bodies.

And although the hub was conceived to respond to a need highlighted by LEPs, it is intended to be useful for all local decision-makers. A consultation process during its development included LEPs, local authorities, and central government.

The Knowledge Hub will cover all modes of transport, and so appears to be outside Greener Journeys' normal area of operation, which is to promote the benefits of bus services.

"The reason Greener Journeys was happy to support the project," says Ms Haigh, "was that buses tend to be the last in the queue for transport capital investment. While we support devolution, the big risk we and others across the bus sector have identified is that there is the risk that vital bus infrastructure spending

will suffer. It doesn't tend to be top of local decision-makers' minds, it's something you could easily overlook,

and so the bus sector has to work extra hard to make the argument about why buses are crucial to the running of local economies. With congestion rising it's absolutely in local decision-makers' interests, we believe, to see the benefits.

"From the perspective of Greener Journeys this is very much a continuation of our work in communicating why it is so important for local and national decision-makers to prioritise investment in buses, otherwise they will just be overlooked. It's a real burning issue for the bus sector, so we were happy to sponsor the hub as the best way to reach local communities."

Greener Journeys involvement was intended to provide funding while the project gets established. In the long term it is anticipated that the LEPs and others will take over funding responsibility.

What will constitute a success for the hub? "If we have a good number of users who regularly benefit from the hub, and if through the regional events we have begun to build a community of local decision-makers," says Ms Haigh. "And from the Greener Journeys perspective, we would want to see a much stronger relationship between bus companies, local authorities, LEPs and other key decision-makers – so that the risk that we identified, that vital bus infrastructure spending will suffer, is avoided. It would be nice by this time next year to see some substantial bus infrastructure investments that wouldn't otherwise have happened."

The Transport Knowledge Hub can be found at www.transport-knowledgehub.org.uk and via the Local Partnerships website, <http://localpartnerships.org.uk>

Martin Dean, Go-Ahead managing director for bus infrastructure

The Transport Knowledge Hub will be a valuable opportunity for operators to play their part in helping LEPs, local authorities, and others to make informed decisions. The industry has a wealth of practical examples and case studies that can assist decision-makers reach evidence-based conclusions.

For example, the hub can provide researchers with real examples of where effective road congestion measures give tangible benefits to the local economy. A good case study is in Brighton. Our operating company Brighton & Hove worked together with the city council, which put in a bus lane along the city's coast road. After five years of operation it proved a sustained success. In the morning peak, nearly

half the people being carried along the road were in buses. And buses were just 2% of the vehicles.

Passenger numbers increased from 55,000 a week to 82,000 and the journey time from nearby Peacehaven to Brighton in the morning peak decreased from 44 to 26 minutes.

The hub will help the industry demonstrate that lasting improvements come when transport services are planned and implemented alongside modest but well targeted infrastructure investment and road space policies. These optimise the use of scarce road space for the largest numbers of people.

We welcome the Transport Knowledge Hub as an opportunity for us to support local authorities make improvements for the people and the communities that we are all part of.

The hub features a Guidance Tool, a news and community area, and case studies, such as the Manchester-Leigh Busway (opposite)



A community to spread best practice

The Transport Knowledge Hub will help to fill the gaps in resources local decision-makers have identified, says **Claire Haigh**

Greener Journeys is delighted to be a sponsor of the Transport Knowledge Hub. Transport is central to unlocking growth, which is why transport infrastructure investment accounts for such a significant proportion of allocated Local Growth Fund spending. The key question is what is needed to make possible investments which will bring about sustainable and inclusive economic growth.

In bringing together the private and public sectors, Local Enterprise Partnerships are uniquely positioned to play a pivotal role. However, they face significant challenges. Last year the National Audit Office noted that only 5% of LEPs feel that the resources available to them are sufficient to meet the expectations placed on them by the Government.

And this is against the backdrop of massive cuts to local authority budgets, where revenue funding has been squeezed to the point that in some areas all but statutory services are at risk of being axed. The result is

that local government expenditure on pro-growth measures such as housing, planning and economic development has reduced disproportionately.

LEPs and local authorities face a challenging brief. The Transport Knowledge Hub seeks to address some of the key gaps in tools and resources identified by local decision-makers.

Functioning as an online community, the hub offers best practice guidance relating to the selection, development, and execution of transport investments, as well as best practice case studies. These include examples from across the transport spectrum including bus, cycling, rail and road.

In this era of devolved decision-making there is a real risk that vital bus infrastructure spending suffers. Though local people are best placed to make investment decisions to drive economic growth in their local area, it is vitally important that the benefits of investment in bus networks are fully recognised and understood.

For its part, Greener Journeys has built up an extensive evidence base

on the significant wider benefits of the bus. Bus commuters generate £64bn in goods and services. Bus is the primary mode of access to our city centres, facilitating 29% of city centre expenditure. And buses have a vital role to play in improving the life chances of the very worst off. A 10% improvement in bus service connectivity is associated with a 3.6% reduction in social deprivation.

In these financially constrained times it is more important than ever to prioritise investment in buses. Not only would such benefit bring substantial benefits – more than £7 of net economic benefit for every £1 invested – but buses are central to reducing carbon emissions and improving air quality. The best used bus services in urban centres are reducing carbon emissions from road transport by 75% through modal switch. The latest Euro VI buses emit 95% less NOx than older types.

Buses form the vital connections in society and the economy. Investment in bus infrastructure is central to achieving inclusive and sustainable economic growth.



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

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Helping LEPs invest for growth

Quick and easy access to the most up to date guidance from the DfT together with case studies will help LEPs pull together bids for investment in short timescales, says **Hilary Chipping**

Local Enterprise Partnerships are private sector led organisations that operate over a functional economic area that may cover several local authority areas. My own LEP, South East Midlands, covers 14 local authorities including Northamptonshire, Milton Keynes, Bedford and Luton.

LEPs have a single aim and that is to bring about economic growth in the form of new jobs, new homes and increased productivity. Investing in infrastructure, in the widest sense of the word – transport, utilities and broadband – is an essential enabling factor for growth.

A Local Growth Fund of £12bn has been made available to LEPs for five years from 2015 via a series of Growth Deals. For example, SEMLEP has received over £265m following a recent announcement with the Budget. Investment in transport projects accounts for a large share of this expenditure.

To compete successfully for scarce public resources and to lever in private sector investment, it is essential to put forward projects with a strong business case that can demonstrate a high benefit-cost ratio and good value for money.

LEPs have limited resources and are often called upon to submit bids to the Government in a very short timescale. It is therefore essential to build up a good knowledge base and learn from others. The LEP Network provides excellent opportunities for sharing experiences with other LEPs. The Transport Knowledge Hub will go one step further with a website that will offer quick and easy access to the most up to date guidance from the DfT together with case studies from successful local transport initiatives.

LEPs are keen to invest in all forms of transport infrastructure that will support growth. In an area such as the South East Midlands, where the challenge is to link up a network of towns – Northampton, Milton Keynes, Bedford, Luton and Aylesbury – with significant rural areas in between, it is necessary to invest in sustainable forms of transport making use of new technology.



Providing the evidence to support this kind of complex investment can be more challenging than is the case for a conventional road scheme. The work that KPMG has carried out on behalf of Greener Journeys provides examples of techniques that can be used to evaluate the economic benefits of investment in public transport.

The Transport Knowledge Hub will provide LEPs, local authorities and other transport professionals with an invaluable source of high quality and up to date information to support their bids for investment in local and sustainable transport projects. This will benefit local communities and contribute to national economic growth.

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Brighton & Hove Bus & Coach Company has collaborated successfully with the city council



Hilary Chipping is deputy chief executive and head of strategy and operations of the South East Midlands Local Enterprise Partnership

Richard Threlfall, partner and head of infrastructure, building & construction, KPMG

Local transport is the thread from which is woven vibrant, successful communities. Every local authority wants to provide the best services it can from the resources it can secure, but knowing what to do can be hard. While different local areas face unique challenges and opportunities, many have similar ambitions, and are exposed to the same headwinds.

In particular, transport is now in the early stages of its technological revolution. Over the next decade we will see radical changes in the forms of transport available, and the way in which everyone obtains and uses transport services. The potential social and economic benefits for society are enormous. But in a period of such upheaval, it is harder than ever to know how to plan for and invest most effectively in a city or region's transport services.

Hence my enthusiasm for the Transport Knowledge Hub. By sharing best practice and advice among transport authorities, the quality of local transport can be raised everywhere.

And it is not just about transport. The devolution and localism agendas have focused the role of local decision-makers on developing economic plans and supporting economic growth.

To create that growth, local authorities will need to develop and carry out transport plans that reflect local strengths but also align with regional and national strategies. For some, this will simply be a continuation of what they do now but for others it will mean developing new capabilities.

The Transport Knowledge Hub is an important platform to guide and help authorities across the country.

Strategic approach depends on partnership

Investment in the strategic road network is informed by a wide range of stakeholders. The Transport Knowledge Hub will allow the process to be targeted more effectively on growth, says **Elliot Shaw**

Good transport is one of the most powerful assets for driving economic growth. Vital to our economic prosperity, it attracts investors and creates jobs.

The strategic road network comprises only 2% of all roads in England, but it is used by a third of all traffic and two-thirds of freight, with journeys totalling up to 85 billion miles per year. It is therefore crucial to economic success. And that is why the Government committed £15bn of capital investment to 2021 for improving, modernising and maintaining the network – investment at a scale not seen in a generation.

Infrastructure needs long-term planning to be effective and the certainty of funding has allowed Highways England and our supply chain partners to do just that.

The results speak for themselves. So far we have completed nine projects on or ahead of schedule and have started construction on a further 19 schemes, adding more than 100 lane miles of extra capacity on some of the busiest sections of motorway.

In the coming weeks we will be opening schemes that will benefit communities in Cheshire, the Midlands and Humberside; in future, improvements will take shape across the country, bringing benefits for years to come. Crucial to this result is partnership working.

As a national infrastructure provider Highways England already collaborates with Local Enterprise Partnerships, as well as with a range of other important bodies which have a stake in where, when and how the strategic roads in England are improved. They provide local insight into the difficulties and opportunities related to the strategic roads in their regions.

The Government has ringfenced £900m in this roads period as designated funds covering five areas: growth and housing; innovation; environment; air quality; and cycling, safety and integration. Working in partnership, we have been able



The hub will host an active news and community section

to make awards from the £100m Growth and Housing Fund in places where the funding will have the most impact. In March, we announced funding to help unlock the development of almost 11,000 jobs and more than 4,000 homes. The improvements, worth £75m from combined Highways England, developer and other public funding, will create opportunities around Derby and Davenport in the Midlands, Oldham in the North West, Durham in the North East and Taunton in the South West.

LEPs and local authorities along with other partners have been vital in allowing us to publish our strategic economic growth plan, *The Road to Growth*. It is a significant piece of work which will ultimately ensure England's strategic road network continues to make a valuable contribution to the prosperity of our country.

Alongside the plan, Highways England has published 18 route strategies. Covering the entire network and divided into areas such

as East of England, and the M25 to Solent, these represent our most informed views to date of what the key routes around the country need. They provide a clear indication of our priorities beyond 2020 and are a key step in the research underpinning the next Road Investment Strategy.

Our partners also supported us to create those strategies – and that is why the creation of the Transport Knowledge Hub is welcome. It will be a resource where like-minded decision-makers can find the right information to help them make decisions that will drive growth.

What Highways England will be doing from 1 April 2020, in the next roads period, will be born out of a thorough and robust process, using a substantial body of evidence from a wide range of people.

We will need to ensure our shorter-term planning process contributes to our ambitious longer-term thinking, vision and future of the strategic road network. And that can only bring benefits – for road users and communities, for the economy, for the country.

Kevin O'Connor, managing director, Arriva UK Bus

Arriva is proud to support the Transport Knowledge Hub, which will provide a useful toolbox for LEPs and other commissioners to make the transport investments required to drive local economic growth. We share with LEPs a mutual goal of boosting economies and strengthening communities, and public transport has an important role to play achieving these objectives.

Arriva works closely with employers, making adjustments to routes and timetables to fit their needs. Last year Arriva undertook a significant market research project with existing and non-users of bus services, which underlined the need to make bus travel more convenient. In response, Arriva is making journeys simpler, easier and orientated around what customers want. For example, we are piloting a new demand responsive

service, ArrivaClick, in Kent where customers can book a journey using their phones and be picked up at the nearest corner – a “virtual bus stop”.

Reducing journey times could significantly support local communities and tackle one of the biggest challenges facing the UK economy – the need to boost productivity. Bus is a cost-effective and flexible solution to address this challenge. With each double decker potentially taking 75 cars off the road, buses can help to ease the pressure on the road network and alleviate congestion.

We need to work in partnership, making journeys even more convenient and supporting local economies. The Transport Knowledge Hub is a great platform and we hope these practical resources will play a useful role supporting collaboration and conversation, helping to achieve these important objectives.



Elliot Shaw is Highways England executive director for strategy and planning

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Rail must find new sources of funding

New technology and decentralisation will improve the efficiency and capacity of the railway, but investment cannot continue to come exclusively from public funds, argues **Sir Peter Hendy**



from page 21

Since arriving at Network Rail, I have been struck that, fundamentally, Britain's railway is a remarkable success story.

The UK has the safest, fastest growing railway in Europe. Every day, people take more than 4.5 million journeys to work, meet, study or visit friends and family – double the levels of just 20 years ago. Freight trains deliver goods all over the country, taking 7.6 million lorry journeys off the road each year. Rail links are vital to business and communities; new rail lines unlock growth, jobs and housing.

But with this growth comes challenges. Decades of underinvestment, coupled with soaring passenger numbers, mean that large parts of the railway network are full. Timetables are being squeezed to capacity, with no slack in the system for recovery from delays of any sort.

The Government is more committed to investing and expanding and improving the railway than at any time since the railways were first built. Network Rail is investing billions of pounds in its railway upgrade plan, the biggest programme of modernisation since the Victorian era. This means massive upgrades, such as the Thameslink programme, the modernisation and electrification of the Great Western main line from Paddington to Cardiff, and new lines such as the Borders railway in Scotland and the new Chilterns link which connects Oxford with Marylebone.

It also means completing Cross-rail and starting HS2 and kicking off new projects, in innovative ways, such as the new East West Rail organisation. Some of our major projects will bring economic benefits of £4 for every £1 invested.

To keep pace with forecast demand for rail, we're going to need to do more than just lay more and more track. We estimate that in the next 25 years the number of people travelling by rail will double again. In many cities and towns there is simply no space to build new railways. How are we going to accommodate all the passengers that will want to use the railway in the future?

We're going to have to be bold about our solutions. In particular, we need to be bold about how we use technology. Digital rail is a massive opportunity for the industry and one that we must seize today. The Digital Railway will increase capacity, save money, will undoubtedly take more than five years, must be national, and the industry must get on with it so we can be technological leaders, creating British jobs.

Network Rail is restructuring its business to put the needs of passengers and train companies at the heart of what we do. Responsibility and accountability have been decentralised to eight geographical businesses called routes, allowing each to respond more effectively to local needs. Supervisory boards for each route, with passenger representatives, will oversee the run-

ning of the railway in their area. At the end of February the first such board was launched on the Western route.

Traditionally, railway investments have been funded by the taxpayer through direct Government grants, but with the pressures on the public purse we have to look for other sources of funding. Network Rail is seeking third-party funding from people, businesses and organisations that will benefit from railway improvements – developers, LEPs, suppliers.

Over 80% of infrastructure projects in the water, energy and communications industries are funded solely by the private sector. At present, 99% of investment in rail comes from the Government or the public purse. That is clearly unsustainable in the long term. It is only right that the people who will benefit from railway improvements should contribute towards them.

When I was at TfL we secured private finance for new investments. The Northern Line extension to Battersea and Nine Elms is almost entirely funded by private finance. We're working with TfL to look at how Network Rail can capture a share of higher land values caused by rail improvements in London, and potentially elsewhere as well. Clearly, there are different models that can be used to bring in private finance.

The Transport Knowledge Hub will be an invaluable resource for policy-makers and local authorities who are looking to invest in infrastructure projects to drive development and regeneration and unlock housing supply.

We are working with the Department for Transport to consider the best options for the railway. But it is not just about the model, it is about a change of mindset: having the entrepreneurial spirit to spot opportunities, and having a better understanding of the needs of businesses and our customers.

We are committed to breaking down barriers that currently discourage either third party funding and financing of projects, innovation or new models of delivery. This is why Network Rail chief executive Mark Carne asked Peter Hansford to chair an independent review into the barriers that prevent alternative project delivery models.

By bringing private money into the railway, we can bring infrastructure schemes forward more quickly. This will allow firms to grow, reduce the burden on the public purse, unlock housing supply and offer a better service to passengers.



Sir Peter Hendy
CBE is chair of
Network Rail



A capital celebration



The 14th annual London Transport Awards paid tribute to the people whose efforts kept Londoners moving over the past year



Above: presenter Cathy Newman
Middle: Airport of the Year London City Airport
Top right: Employer of the Year MBNA Thames Clippers

“What you do every day makes a real difference to Londoners’ lives,” Transport Commissioner Mike Brown told an audience of 400 transport colleagues at the London Transport Awards.

The best of London’s transport industry were honoured at a ceremony hosted by Channel 4 news presenter Cathy Newman. The ceremony was held at the Park Plaza Riverbank Hotel.

“It takes a huge coordinated effort to safely provide 30 million journeys across the capital each day. The challenges that come with serving our city are growing, as London’s population increases from 8.6m now to 10m by 2030,” said Mr Brown. “I am delighted that the London Transport Awards allow us to celebrate the talent across the sector that goes into the services and investment projects vital for growth and for the future of our city.”

Transport Borough of the Year

Top award of the night, Transport Borough of the Year, endorsed by Transport for London, went to the **London Borough of Waltham Forest**, which is supporting growth by investing in sustainable local transport infrastructure. Through its Enjoy Waltham Forest mini-Holland programme, £27m is being invested to improve cycling and walking and encourage modal shift from car use. The programme focuses on a network of segregated cycle routes on arterial routes such as

Lea Bridge Road and Forest Road, and quiet cells of residential areas. A target of 10% cycling mode share has been set, in addition to a reduction in short car trips from 40% of all journeys to 35%. The council also recognises the importance of reliable bus services and is working with TfL to find ways to reduce journey times. To support rail, a new station at Lea Bridge on the Greater Anglia line was opened last May after a long campaign. For pedestrians, “Copenhagen”-style crossings are being introduced, providing a continuous footway across side streets rather than a traditional kerb.

Rail Operator of the Year

Rail Operator of the Year, sponsored by Bombardier Transportation, was won by **MTR Crossrail**, which began operating Liverpool Street-Shenfield services nearly two years ago. It has overseen a dramatic improvement in performance and continues to exceed its own performance targets. Its public performance measure moving annual average has risen from 91.21% to 94.38%. It has been the best right-time operator in the UK on several occasions. In its first 18 months it improved fleet reliability from just under 9,000 miles per technical incident to over 21,000, through changes such as eradicating repeat failures in the door system. The company has actively engaged with local communities, with the aim of reducing crime and disruption and increasing public confidence in the railway.

Bus Operator of the Year

Bus Operator of the Year, endorsed by TfL, was presented to **East London Bus & Coach Co (Stagecoach London)** which received the fewest customer complaints per 100,000 passengers of the five operators shortlisted and the second fewest reliability complaints. It was best of the larger operators on TfL’s measure of mechanical lost mileage, at 0.13% compared with the network average of 0.34%. It was the second best of the five shortlisted for driving standards.

Employer of the Year

A new award, Employer of the Year, went to **MBNA Thames Clippers**. The Thames riverbus operator carries 4 million passengers annually. It employs 316 people, 20 of whom have worked for the company for over 10 years. Thames Clippers offers employees the opportunity to obtain nationally and internationally recognised qualifications, notably the Boat Master’s Licence. To date the company has trained 29 masters, including 80% of the female boat master’s licence holders working on the river today, with a further 12 candidates in training. It has the most diverse workforce

on the Thames. This year it will be creating four new apprenticeship roles.

Stuart Ross Young Transport Communications Professional of the Year Award

Another new award, the Stuart Ross Young Transport Communications Professional of the Year Award was introduced to commemorate that life and achievements of Stuart Ross, Transport for London’s head of news, who sadly died last year. The inaugural award, sponsored by Go-Ahead, was won by **Sandeep Dhillon**, head of the London Underground press desk at TfL. Sandeep joined the TfL press office in 2009 on the BAME internship scheme championed by Stuart Ross as a way to rectify the lack of diversity in the transport sector, the media relations sector and TfL itself. He has risen from intern to leading media relations for London Underground at only 29.

MTR Crossrail communications manager **Emma Love** and London Borough of Waltham Forest assistant programme manager **Jane Sherry** were highly commended.

Airport of the Year

London City Airport came out top in the Airport of the Year category, sponsored by Amey. The airport has undergone a change of ownership, been granted planning permission for a £344m expansion programme, opened the first phase of a £20m refurbishment, and completed a £20m runway overlay project. New routes and new departure lounge concessions have added to its appeal. It has become the first UK airport to introduce automatic real-time flight updates via Facebook Messenger. It is the first UK airport to adopt the Rohde & Schwarz Quick Personnel Security scanner, which features new technology promising more efficient throughput. A passenger survey in July 2015 recorded



an overall satisfaction rating of 77.5 in July 2015, 4.6 points higher than the UK transport industry average.

Transport Consultant of the Year

Steer Davies Gleave was named Transport Consultant of the Year in recognition of its work to support London's growth. For the last three years it has chaired the St Giles Circus Working Group, helping TfL, Crossrail, Camden and Westminster councils, contractors and developers reduce the impact of construction near Tottenham Court Road Underground station. The consultant has helped TfL work with outer London boroughs, Kent County Council and Ebbsfleet Development Corporation to develop the business case for an extension of Crossrail from Abbey Wood to Ebbsfleet and beyond.

The firm led an expert team to review the case for large scale investment in London, with a specific focus on Crossrail 2. It developed an innovative classification system for people and places which could be used with different modes for a wide range of planning and forecasting purposes. Since January last year SDG has led the East and South East London Transport Options planning project. This brings together inner and outer boroughs in east London as well as organisations from outside the GLA boundary to consider the opportunities for meeting London's population growth.

Transport Supplier of the Year

Trueform Engineering was named Transport Supplier of the Year. Trueform provides turnkey solutions for the manufacture, installation and maintenance of all forms of passenger transport hardware, transport information display and communication technologies.

It has provided some of the largest and most successful public transport



The London Transport Awards allow us to celebrate the talent across the sector

authorities in the world with infrastructure and systems, for bus, rail, light rail, wayfinding and aviation. Equipment includes bus stops, shelters, interchanges, mobility hubs, stations, real-time information, journey planning kiosks, pedestrian wayfinding, counter-terror and solar energy systems. It is responsible for the manufacture, installation and maintenance of TfL's 19,500 bus stops and 12,500 bus shelters.

Contribution to Sustainable Transport

Go-Ahead London took the award for Contribution to Sustainable Transport with its project to convert Waterloo Bus Garage to fully electric operation – the first in the UK to do so. A fleet of 51 single-deck EnviroEV buses built by Alexander Dennis and BYD of China operates on routes 507 (Waterloo to Victoria) and 521 (Waterloo to London Bridge). Work on converting the garage began in 2015. Much of the floor had to be dug up to install cables for charging points. Two substations with a capacity of 2.5MW were installed. The buses are fully charged overnight using 43 charging posts and a number of fast charging units. Emissions of carbon dioxide and oxides of nitrogen are reduced.

Transport Team/Partnership of the Year

Baker Street Quarter Partnership, a business improvement district with 160 members, was named Transport Team/Partnership of the Year for its Smarter Deliveries and Smarter Recycling scheme, part of a programme to reduce members' impact through consolidation of waste collections and reducing deliveries. Smarter Recycling is a consolidated waste service using a single provider to collect all

waste streams from members. Smarter Deliveries reduces the number of deliveries to multi-tenanted office buildings, which in some cases have more than 200 deliveries daily. The scheme is being designed by Arup with projects in development at two buildings. Instead of expensive out-of-town consolidation centres, Smarter Deliveries uses a combination of multiple suppliers using the same carrier, and a change to sustainable procurement practices. A campaign in the run-up to Christmas last year raised awareness among employees of the impact of personal deliveries on traffic.

Most Innovative Transport Project

Virgin Trains won the Most Innovative Transport Project category with its "digital ease of boarding" system at Euston, designed to avoid the sudden rush of passengers to board a train when its platform is announced and displayed.

A modification to the departure boards at Euston provides a graphical indication of the level of reserved seats on each coach. With Worldline and Network Rail, Virgin devised a system that separated the announcement and the platform updates, so the platform appears on the board before it is announced. Because passengers check the board at slightly different times, this spread passenger loading over 20-30 seconds, reducing the surge by an average of 10%.

For passengers who reserve seats on Virgintrains.com, a text message is sent when the train is ready with the platform number and their seat reservation details over a minute before the platform is displayed on the main departure board. This reduced the surge by a further 20%.



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Excellence in Technology

The accolade for Excellence in Technology went to **KeolisAmey Docklands** for its self-powered condition monitoring system for traction motors.

The company worked with Perpetuum, a UK vibration engineering specialist, which designed and built a condition monitor installed on DLR rolling stock. It allows remote detection of traction motor bearing degradation, which makes possible condition-based or preventive maintenance. The technology allows engineers to predict bearing failures by monitoring vibration in the motor, and take action before they occur. Changing the unit as required, rather than at fixed intervals, avoids both premature failure and unnecessary replacement. The monitor is self-powered, using vibration energy from the train, and needs no maintenance.

Excellence in Cycling and Walking

Cycle Training UK and Lambeth Council took the Excellence in Cycling and Walking category, sponsored by consultant PWLC, with their 'Positive Spin' and 'Silver Cycling' projects. Positive Spin enables people with dementia to cycle. The aims of the project were to offer an enjoyable social activity to promote health and wellbeing for people with dementia. Cycling is a skill learnt through procedural memory, which is often unimpaired in people

with dementia. The Alzheimer's Society has helped increase awareness of the project, and it has been extended to Hackney and Lambeth.

Silver Cycling links older people with volunteers who can take them out for a spin on an adapted bike. The partners wanted to offer participants independence from their home and an opportunity to chat to someone new. Side-by-side bikes are used, with pedals that can be set so the older person can contribute to pedalling, or fixed so that the "pilot" does all the pedalling. The older person can choose where they want to go, such as the shops or the park. A trial last summer proved to be a great success.

Excellence in Travel Information and Marketing

Transport for London's Enhanced On Board Next Stop Sign was the winner in the Travel Information and Marketing category.

TfL worked with digital sign maker Navaho to develop a digital screen which amalgamates the functions of the iBus and Countdown systems. As well as the route, destination and next stop as shown on buses at present, the new screen also shows the next five bus stops and interchanges for London Underground and rail stations, with predicted arrival times. Disruption information for London Underground, London Overground, DLR and Tram are shown, plus National Rail departures for stations the route serves.

Focus group sessions were positive and led to the decision to introduce the sign on routes 507 and 521.

Westminster City Council's Anti Engine Idling Campaign was highly commended.

Most Effective Road Safety, Traffic Management & Enforcement

Winner of the Most Effective Road Safety, Traffic Management & Enforcement category, sponsored by First, was the **London Borough of Bromley** for "the evolution of road safety". The borough offers road safety training for all ages. To cater for those under four there is a child car seat centre, car seat fitting checks and road safety talks in nursery and pre-school. For children between 5 and 11 there are road safety talks, school travel plans, scooter training, walk to school weeks and Bikeability training, among other initiatives. For those between 11 and 18 Bromley has youth travel ambassadors, cycling events such as secondary schools biking brunch, moped/scooter rider education in schools, and other initiatives. Adults can choose from adult/family Bikeability training, cycling on prescription, bike maintenance, a cycle recycling project, adult driving and parking courses and adult Bike Safe and Scooter Safe. Deaths and casualties on Bromley's roads have been decreasing.

Outstanding people

Frontline Employee of the Year

Ayesha Sheikh, a customer sales experience assistant at MTR Crossrail's ticket office at Manor Park in east London, was named Frontline Employee of the Year, sponsored by the Rail Delivery Group. Despite only working in the industry for a short time, Ayesha has made a massive impact on her team, customers, and the wider business. She has trained several ticket office staff members, sharing with them her infectious enthusiasm. She is always calm during times of disruption, keeping passengers informed and reassured. Ayesha is highly vigilant and last July received a Hero of the Day award for preventing a drunk passenger from committing suicide. She uses her artistic talent and creativity to the benefit of the station, which won Best Decorated Station in MTR Crossrail's 2015 festive station competition. Ayesha is an active member of Women in Rail.

Outstanding Contribution to Transport Across London

Two special individual awards were given out on the night. An award for Outstanding Contribution to Transport Across London, sponsored by Siemens, was presented to **Roger Blake** of Railfuture and formerly of



Roger Blake (centre)

Hackney Council. Roger worked for Hackney Council and its residents for 24 years. Many years of passenger counts and work with fellow campaigners led to more and better train services for Cambridge Heath and London Fields stations. Without Roger, Homerton station might well still be closed, Hackney Wick station would not have step-free access and there would be no direct interchange between Hackney Central and Hackney Downs.

Outstanding Contribution to Local Transport in London

Councillor Heather Acton of Westminster City Council was presented with an award for Outstanding Contribution to Local Transport in London, sponsored by

AECOM. Cllr Acton has welcomed electric car sharing in Westminster, with Zipcar introducing electric VW Golfs. She has also developed a number of innovative neighbourhood plans for different parts of Westminster which, if put into action, would encourage greater use of active travel.

The London Underground Station Customer Service Team of the Year

The LU Station Customer Service Team of the Year award, endorsed by Transport for London, is decided on the basis of a mystery shopper survey carried out by an independent company on behalf of London Underground. Customer service staff were assessed five times in each four-week period.

The winner was **Camden Town**, an important interchange on the Northern Line in zone two. Approximately 85,000 people use the station each day; it is particularly busy at weekends with visitors to the Camden markets and the vibrant social life in the area. In November the line started running a 24-hour service on Fridays and Saturdays. The 46-strong team's scores were outstanding for their availability and attention to customers, clarity of communication, knowledge of the local area, general helpfulness and their smart appearance.

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A portrait of Dr Manfred Rudhart, a middle-aged man with short, graying hair, wearing a dark suit, light blue shirt, and patterned tie. He is smiling slightly and looking towards the camera. The background is a blurred office interior with vertical lines.

A European viewpoint

Arriva chief executive Dr Manfred Rudhart brings a pan-European perspective to a company with operations in 14 countries

At February's UK Bus Summit there was much debate about the factors behind declining bus patronage. Was the biggest threat congestion, Uber, internet shopping, low prices on the filling station forecourt?

Arriva chief executive Dr Manfred Rudhart had an alternative take on the problem. "We shouldn't spend too much time on forensics," he told the conference. Instead, he argued, "we have to understand the passenger much better."

This is a view born of direct experience.

"In my youth I tried to fit a macroeconomic growth model behind passenger numbers, but I found out that it was completely useless. All the models provided completely inconclusive data. So I'd rather think about how we can make ourselves more attractive to our customers, and this is what we're focusing on."

Dr Rudhart took over at Arriva in January last year, on the retirement of David Martin. Mr Martin, a veteran of 20 years at the company, had pursued a long-term strategy of European expansion. This culminated in 2010 with the acquisition of Arriva by German state railway Deutsche Bahn. The new owner kept Arriva's structure and management intact, and Arriva became DB's international arm.

It now has 54,500 employees, with operations in 14 countries, roughly evenly split between the UK and the rest of Europe. In the UK its 5,900 buses operate in the North East, North West and South East of England, Yorkshire, the Midlands and Wales. On rail it operates Chiltern, Arriva Trains Wales and Cross Country; in the last year it has won the Northern franchise and the new concession for London Overground, replacing Lorol, a joint venture between itself and MTR.

Dr Rudhart joined DB in 2008, and before the Arriva post had been chief executive of DB Regio, its subsidiary which operates short distance train services, metros and buses in Germany, since May 2013.

Coming from a continental European perspective he was struck by a mismatch between the UK bus industry and the public perception of it. "I'm very surprised by how much we are delivering. As an industry we're providing brilliant services. When you get on one of the newer buses, typically they come with leather seats, with wi-fi, and with a route frequency which is unheard of. So I'm a bit disappointed that the public perception of buses in the UK is not really in line with what we do in reality as an industry," he says with understatement.

Arriva has been trying to get to the bottom of this. "There are probably

historical reasons for this – I think it's a matter of the reputation that the industry had maybe 20 years ago; I don't know whether the reputation was justified or not, but it's still haunting us." The industry also has a reputation of serving the lower quartile of the population, which may be true, but has "absolutely no relation to what we're doing or offering".

Arriva's research suggests this mismatch is an important factor in why some people don't use the bus.

"I think we are starting to understand why our non-users are non-users," he says. The company identified a large number of non-users and used them as a test group, asking them to use one of its services and record their views before and after.

Some were simply unconvinced because they were car people: "There will always be part of the population that almost by definition will never use our services, because they love their cars," Dr Rudhart says. "But others found that they had expected something completely different from our services, and that's frustrating. When you see the statements of what our non-users expected to see before they got on one of our buses, and after



the exercise what they actually got from us, there's a lot of eye-opening."

He concludes: "Obviously we're not good enough in not only marketing our services but making the reputation of the bus in this country more in line with what we're doing."

He adds that marketing is not the only factor: politically buses lack the lobbying power of many other modes. And there are "frame conditions" that have deteriorated over the last five to ten years.

Of these congestion is the main one: "This is a massive problem for us as bus services – if there's no active management to improve the position of the bus in congestion, then it's almost natural that people are starting to reconsider going on the bus."

There have also been substantial reductions in subsidised service-



As an industry we're providing brilliant services

es, which brought "a much wider range of the population on to our services". But again he comes back to understanding what customers want. "Do they really want to go from A to B, where we think they want to go, or is there something different that's not adapted to their needs?"

Another point he made at the Bus Summit was that bus services have the ability to change "rapidly and radically". He elaborates:

"I think the core routes will remain as they are: they are populated with passengers and they will stay as such. The biggest question for me is about less densely populated and more rural areas, especially those that have been suffering from a reduction in subsidies. Can we bring those people back on our buses – can we provide mobility services to them which are better than basic services, and without completely killing the commercial model?"

Two trials have recently started. ArrivaClick, in parts of Kent (see News) uses demand responsive minibuses which can be booked by an app.

In the province of Limburg in the Netherlands, Arriva won a contract, starting last December, which combines rail services, bus services and demand responsive services.

"The PTA defined 'white spot areas' that have been left out from public transport services over the last couple of years and which they're now trying to reinvigorate. They asked us, what creative things could you do to bring services back into those white areas?"

With the PTA, Arriva defined train core routes and bus core routes between the main centres of population, plus 21 white spots which are difficult to reach from the core routes, and looked at different ways to serve them.

These areas are now connected to the core routes with various types of subsidised service so that people can travel to a bus or train station where they can then catch a core service to a larger city. "It's highly interesting and it is currently teaching us a lot. The PTA is working with us to understand how the services are working, how the commercial model could work out

**Top: In Limburg, Arriva operates bus, rail and demand-responsive services
Above: it has a 5,900-strong bus fleet in the UK**

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In my life

Name

Manfred Rudhart

Organisation, job title

CEO, Arriva

Education

Studied electrical engineering at the Technical University of Karlsruhe before gaining a PhD in the same field at the Franco-Allemand Institute in Saint-Louis, France

First job

Strategy consultant at Booz Allen & Hamilton

Career highlight

Becoming the CEO of Arriva

I relax by...

Sitting in my garden under a tree and reading

Favourite book

The Water Method Man by John Irving

Favourite film

Breaking Bad (not exactly a film, but the story holds you for a very long time)

Favourite music/album

Anything from Joe Jackson throughout the decades

Favourite TV programme

Loved watching *Spongebob Squarepants* with my kids

Inspirational figure

Winston Churchill

Favourite quote/advice

"Mia san mia, staerker wie die Stier".

This is almost untranslatable, but roughly it means: "We are who we are, stronger than any bull". That is Bayern Munich's motto. Although I am not exactly a fan of Bayern Munich, the line represents a level of undefeatable self-confidence, which I sometimes admire

A typical working day

In essence: I talk and listen all day long.

This can happen while visiting one of our British or European operations, seeing a depot, a workshop or something new and innovative, like the Luton busway or our electric bus fleet in Maastricht; having strategy discussions with the local leadership team or being in our London office trying to make the right decisions for our company

The best thing about my job is...

Having so many opportunities to do something that our customers (and our society) really need – and doing this across the world

I'd like to/my vision...

Public transportation to become an integral part of many people's lives – essential but almost invisible



from page 29

I was astonished by how little integrated bus and rail are in the UK

and which services are really necessary." He thinks it will take six to nine months to get a clear idea of where demand really lies and how the services need to be modified to make the overall model as commercial as possible.

Another aspect that struck Rudhart forcefully when he arrived in the UK was the absence of integration between trains and buses. "I admit I was astonished to see how little integrated bus and rail are in the UK," he says. In Germany integration is "implicit": "From my former office in the middle of Frankfurt to my home in Bad Homburg, I take one ticket which gets me on the metro, then I use the same ticket on the bus; the timetables are integrated and even if the metro is late there would be a message asking the bus driver to wait a few more minutes."

The UK system, where train services and deregulated bus services are seen as separate entities, militates against integration, I suggest. "It's something which I don't consider completely impossible here. We're starting to do something in that direction in Rhyl, where we're integrating Arriva Trains Wales services with our bus services in a much better way. In part we're using very simple things like signage, telling the passenger on the train that there are buses out there, directly in front of the rail station." The Rhyl initiative is being extended to other areas where Arriva operates both buses and trains, but it is "absolutely not restricted to connecting Arriva buses to Arriva trains: we're completely open to [connecting] between us as or train operator with other competitors. Once we can show that this is beneficial to our passengers I don't see a reason why this shouldn't happen."

What is his opinion of the Bus Services Bill? Will it be beneficial? "I think it can have a positive influence if it brings the municipalities closer to the bus operators and vice versa." He cites the Merseyside Bus Alliance with Merseytravel as "to me, a brilliant example of bringing us closer together, to our customers also and to the municipality, where they can help us define better what the services should

Demand-responsive ArrivaClick uses high-spec minibuses





look like. The partnership approach is something that I absolutely value and for me this is the best example of how the Buses Bill should be interpreted."

With the UK formally triggering the Article 50 process this week, on the whole he remains sanguine about the prospect of Brexit. "As an international company operating in 14 countries across Europe, I still don't see any structural inhibitions to our business. We will still be able to operate companies and services in all the EU countries that we want to, and I don't see us not being able to buy companies abroad, so the basis of our business is not impaired in any way." His main concern is the effect on the UK economy. "If Brexit leads to a substantial and sustained decline of the economy then our patronage figures might be hurt. In the Brexit context that's probably the biggest concern that we have."

How concerned is he about disruptive technology, such as Uber?

"What I'm currently seeing is not one disruptive development. I see that Uber and the like are starting to nibble off part of our markets, not in a substantial way, but still I think it's hurting us. Here in London, it seems TfL is concerned Uber is or will be taking away quite substantial passenger numbers. The other thing is that there is some concern about internet shopping. High street footfall is in decline: for us it has been the only [factor] where we think that we can see a correlation with our passenger numbers."

Self-driving vehicles are still considered too far ahead to be factored into investment decisions, but Arriva is closely following trials DB is currently involved in of self-driving minibuses in Berlin.

Turning to the UK rail market, many observers have expressed the view that franchises are getting too complex and prescriptive, and bidding costs too

high for the returns that can be made – with National Express leaving the UK market completely. Does he agree?

"I think one has to look at the total contract... for me it's a matter of the balance between risk and reward. In those contracts that we're running, knowing there's a decent risk/reward profile is much more important than bidding costs. Could they be lower? Could the complexity of a bid be smaller? I would hope so. But I don't consider them going away."

In general, Arriva's philosophy towards international markets dates back 15-20 years, and it has built up its presence gradually. "You have to apply a certain amount of patience, and even when things are going not quite as well, which they always will, you have to stick to your strategy and maintain your presence there, because things will get better and markets will open. This is what has been done at Arriva – I don't take any credit for that – for the last 15 years, and now we're reaping the benefit."

He adds: "I would of course be happy if market-opening in some of the European countries, especially on the rail side, was a bit faster than we're currently seeing it. I'm pretty sure it will open at some point and we will be there."

He believes in patience in the UK open access market, too. Arriva owns the successful Grand Central, and its subsidiary Alliance Rail recently won the right to operate services on the West Coast main line to Blackpool. But, I suggest, the process involved in winning those rights seems inordinately long. "My expectation is the market in the UK will develop into more areas – smaller markets than simply just the tendered market, and for us it's important to be there when it comes. For us this is a potential future interesting market. It takes a lot of work but I think it's worth it."

Arriva's strategy for growth in new markets is a combination of acquisition and organic growth. "When we go into a new market it's typically not bidding for a tender, but we buy a company [with] good management, because we need to rely on the management on the ground. Then we have the basis to start growing from that core. That's the strategy that Arriva has always had. We don't buy bad companies and try to turn them around, we buy companies where we can rely on the management to do it the Arriva way."

Conversely, does the company seek to import ideas back from the companies it acquires?

"That has been the key theme of my last 12 months here and will be for the foreseeable future – how can we bring the benefits of such a large and international group to bear for everybody?"



Arriva Trains Wales is one of the company's franchises; bus and train services are being integrated in Rhyl

"With 14 countries and 20 different markets, it's absolutely clear that there are ideas out there. We were just talking about the Limburg example... at the same time when you go into a bus operation centre in somewhere like Serbia, you find processes there where you think 'why don't we have that anywhere else in the group?' The big task is how can we find the processes of innovation which are sitting around somewhere in the group and bring them to the benefit of the rest of the group?"

But, he says, it's not something you can impose from the top: "It's not a programme where we have a programme manager and a series of formal steps – it has something to do with the attitude of the management wanting it and knowing that we can benefit from things that are happening in Tottenham or in Belgrade."

Big challenges ahead for the new m

In May, new metro mayors will take office in some of England's biggest city regions – including Greater Manchester, West Midlands and the West of England – armed with the largest personal mandates in UK politics aside from Sadiq Khan's. The new mayors will have powers over housing, transport and infrastructure in their area, and so it's no surprise that high-profile candidates from Westminster and the business community have been drawn to the new roles, including former health secretary Andy Burnham and former John Lewis managing director Andy Street.

However, it's also clear that the new mayors will face many challenges when they take office. They will need to act on their election pledges and prepare their city regions for Brexit, as well as establish the new mayoral institutions as a long-term part of Britain's political landscape. To ensure the roles are a success, it's vital the mayors visibly address the biggest political and economic issues in their city regions – and as you might expect, transport will feature high on the priorities list in every place introducing a mayor.

The specific transport issues that the various mayors will face vary from place to place, but a major challenge in a number of city regions is dealing with traffic congestion. This is an acute problem in the West Midlands (and especially in Birmingham and Wolverhampton), mainly because



Transport will feature strongly among priorities for the new regional mayors, to be elected in May. **Andrew Carter** surveys the prospects

The new mayors will be able to take a strategic approach to transport over their city regions

of an over-reliance on cars, which account for eight out of ten commuting journeys in the city region.

To deal with this problem, the new West Midlands metro mayor should focus on cutting down car use and encouraging people to use public transport. They should avoid the temptation to scrap the M6 Toll, and instead use scarce public resources to improve bus

and rail travel throughout the region – for example, by making it easier and cheaper to use the Swift smartcard on all public transport networks.

Managing congestion will also be a top priority for the new Greater Manchester metro mayor. For example, Manchester city centre is the economic hub of the city region, but increasing traffic congestion is hampering

What powers will new metro mayors have?							
	Cambridgeshire and Peterborough	Greater Manchester	Liverpool City Region	Sheffield City Region	Tees Valley	West Midlands	West of England
30-year investment fund	£600m	£900m	£900m	£900m	£450m	£1.1bn	£900m
Education & skills powers	Apprenticeship Grant for Employers, Adult Skills Budget, Post-16 further education system	Apprenticeship Grant for Employers, Adult Skills Budget, Post-16 further education system	Apprenticeship Grant for Employers, Adult Skills Budget, Post-16 further education system	Apprenticeship Grant for Employers, Adult Skills Budget, Post-16 further education system	Adult Skills Budget	Adult Skills Budget	Apprenticeship Grant for Employers, Adult Skills Budget, Post-16 further education system
Housing & planning	£100m affordable housing grant, Strategic planning, Mayoral Development Corporations	£100m a year Housing Investment Fund, Strategic planning, Local Commission, Compulsory purchase powers, Mayoral Development Corporations	Strategic planning, Compulsory purchase powers, Mayoral Development Corporation, Control of Key Route Network	Strategic planning, Compulsory purchase powers, Mayoral Development Corporation	Mayoral Development Corporations	Compulsory purchase powers	Strategic planning, Compulsory purchase powers, Mayoral Development Corporation
Transport	Consolidated transport budget, Local roads network, Bus franchising, Smart ticketing	Consolidated transport budget, Bus franchising, Smart ticketing	Consolidated transport budget, Local roads network, Bus franchising, Smart ticketing	Consolidated transport budget, Local roads network, Bus franchising, Smart ticketing	Consolidated transport budget	Consolidated transport budget, Local roads network, Bus franchising, Smart ticketing	Consolidated transport budget, Local roads network, Bus franchising, Smart ticketing
Health & social care	Planning for health and social care integration	Control of £5 billion integrated health and social care budget	Planning for health and social care integration	Planning for health and social care integration			

Source: Centre for Cities

metro mayors

commuters, public transport and businesses, and is therefore restricting the city region's economic growth. Introducing a congestion charge would help address that problem, as well as having environmental benefits such as improving air quality.

Crucially, it could also help to generate funding to improve public transport in less well-connected parts of Greater Manchester – for example, by subsidising more frequent bus routes in places like Rochdale.

In other places introducing a metro mayor, the top transport priority will be addressing gaps in the local public transport provision. For example, Liverpool has one of the best-performing rail networks in the country, but there's plenty of scope for the city region's new mayor to improve bus links over the wider area.

A good start would be to integrate the routes run by different bus providers, to make the system easier to use and make sure that different routes don't clash. The new mayor should also consider reintroducing bus lanes in the centre of Liverpool, to help people from across Merseyside reach jobs and opportunities in the city centre more easily.

The other major factor that all the new metro mayors must take into consideration is how they can use their new powers to take a more strategic approach to managing transport over the whole of their city region and integrating it into their plans to build more housing and to support economic growth across their wider area.

In the West of England, for example, a key political consideration for the new metro mayor will be how to work most effectively with North Somerset, which lies just outside the city region, but from where more than one in five working residents commute to Bristol.

Taking an inclusive approach to involving leaders from North Somerset in decision-making on transport, housing and jobs will be crucial for the mayor, even though the area is not within the formal city region.

In a similar way, the mayor of London Sadiq Khan has worked closely with leaders in places such as Hertfordshire and Kent on issues such as transport, even though he has no formal responsibility for these areas.

There's a lot at stake for metro mayors. Showing that they can have a real impact on issues such as transport – which have a tangible impact on the daily lives of local residents – will be crucial in building trust and support, and will also be critical in securing the long-term future of the mayoral offices.

A major challenge in a number of city regions is dealing with traffic congestion



Andrew Carter
is chief executive
of the thinktank
Centre for Cities

Policies and candidates

The centrepiece of the devolution programme initiated by former chancellor George Osborne, metro-mayors will have wide-ranging powers and are expected to become, like the mayor of London, highly influential.

The six regions holding mayoral elections in May are Greater Manchester, Liverpool city region, the West Midlands, the West of England (comprising the local authorities Bristol, Bath & North East Somerset, South Gloucestershire), Tees Valley, and Cambridgeshire & Peterborough.

The precise powers devolved vary from region to region depending on the individual devolution agreements (see table), but generally include aspects of education and skills, housing and planning, transport and in some cases health and social care. All have a 30-year investment fund of typically £900bn but ranging from £450bn to £1.1bn.

Transport is expected to figure prominently among the issues facing all of them. They will all have a consolidated transport budget and most will have powers over local roads, smart ticketing and bus franchising, although most appear to be keeping the last of these in reserve.

Thinktank Centre for Cities argues that to cement public support for the office, metro-mayors will need policy successes which make a tangible difference to people's lives, and for each region it proposed three policy priorities: a quick win and two medium or longer term goals.

For Greater Manchester, the thinktank argues, a long-term aim should be the introduction of a congestion charge to tackle growing congestion which is holding back the economy of central Manchester. Most of the candidates have rejected this suggestion, however. Centre for Cities also argues for a congestion charge in Cambridge, alongside bus re-regulation, as a quick win for Cambridgeshire & Peterborough. Revenue from the charge would be used to improve other parts of the transport system. But like Manchester, plans for congestion charging were dropped during the last decade in the face of public opposition.

For Liverpool a quick win would be to improve the bus network to make it easier for people to reach jobs and other opportunities in the city centre.

For the West Midlands the transport priority should be getting people out of cars by improving public transport and encouraging walking and cycling and public transport for getting to work, and

by simplifying ticketing and fully integrating the Swift smartcard.

The West of England should tackle the region's housing shortage in the short-term, with investment in transport networks to reduce congestion a long-term aim. The thinktank recommends investment in road and rail networks, introduction of smart ticketing on the bus network, and consideration of potential new rail routes such as the Henbury loop line and extension to Portishead.

The Tees Valley priorities centre on finding work for people made redundant by the closure of the Redcar steel plant, tackling the long-term unemployment problem and regenerating Middlesbrough city centre to attract high-skilled businesses.

The elections have attracted a number of high-profile candidates, notably Labour's Andy Burnham who is seen as the frontrunner in Greater Manchester. The MP for Leigh, shadow home secretary and former health secretary has spoken strongly in favour of bus franchising, describing deregulation as "a 32-year failed Tory experiment" and "a complete and utter disaster for the travelling public".

Labour is seen as the frontrunner in Liverpool City Region, where Walton MP Steve Rotherham and Jeremy Corbyn's parliamentary private secretary is the party's candidate and in Tees Valley, where Sue Jeffrey, leader of Redcar and Cleveland council, has been selected.

The race in the West Midlands could be close. Although Birmingham itself is a Labour city, the Conservatives have a high-profile candidate, former John Lewis managing director Andy Street, and a close race is expected between him and the Labour candidate Sion Simon, MEP for the West Midlands and former MP for Birmingham Erdington.

In Cambridgeshire & Peterborough the Conservative candidate, James Palmer, leader of East Cambridgeshire district council, is seen as frontrunner.

In the West of England the situation is difficult to predict, with Bristol favouring Labour but the surrounding councils being Conservative. Over the city region the Conservative vote is expected to be higher, making Conservative Tim Bowles, a councillor on South Gloucestershire Council and a manager for a global events company, the narrow favourite over Labour's Lesley Mansell, a councillor and NHS worker in Bath.

The final list of candidates will not be known until the deadline for submitting nomination papers on 4 April.



Danny Vaughan



Chris Carson



Stuart Cockburn



Matthew Trevaskis

Vaughan becomes head of Metrolink as Cushing bows out

Peter Cushing has stepped down as director of Manchester Metrolink, following the opening of the second city centre crossing, completing Metrolink's expansion into the largest light rail network in the country.

Mr Cushing has handed over management of the network to new head of Metrolink **Danny Vaughan**. Mr Vaughan had been his deputy since joining Transport for Greater Manchester from Luas, Dublin's light rail network, in 2013.

Mr Cushing became director in January 2013, and will continue in a part-time capacity to oversee the change in operator from RATP Dev UK to KeolisAmey.

TfGM committee chair, Councillor Andrew Fender, said: "Peter has played a vital role in one of the country's largest transport projects. During of the expansion, one of the most challenging periods in the network's history, we have seen record-breaking patronage and year-on-year increases in passenger satisfaction."

Tyne and Wear transport authority Nexus has appointed **Chris Carson** Metro services director as the system is brought back in house as a wholly-owned Nexus subsidiary.

Mr Carson, who has more than 20 years of experience in the UK railway industry, will lead the Metro workforce and oversee the operation of trains and stations. He has previously worked in senior roles on the

Channel Tunnel rail link, as operations manager for Network Rail (CTRL) and as head of service delivery and programme manager on publicly-owned operator East Coast.

Nexus, the public body which owns and manages the Tyne and Wear Metro, will take direct control of Metro operations on 1 April when the contract with DB Regio to operate the system comes to an end. Mr Carson, a native of the North East, has been operations and safety director at DB Regio since February 2016 and will transfer into the new job when the Metro operation is officially handed back to Nexus.

Arriva has appointed **Stuart Cockburn** as the group's strategy and development director. Mr Cockburn will be a member of Arriva's group executive committee. With responsibility for strategy, business development and asset management, he will lead the development and execution of Arriva's strategy and accelerate growth through the development of new markets and technology. He will also lead the development of a group-wide asset management strategy to reduce whole-life costs throughout the organisation.

Mr Cockburn has extensive experience in a range of senior roles, most recently at broadcasting and telecoms company Arqiva, as well as Cable & Wireless, and strategy consultant Booz & Company.

- **Chris Carson** named Nexus Metro services director
- **Stuart Cockburn** to be Arriva strategy and development director
- **Wrights Group** makes two new appointments
- **SYPTe** adds **Ben Gilligan** and **Tim Taylor** as directors
- **Matthew Trevaskis** to head electric vehicles at Renewable Energy Association

Bus manufacturer Wrights Group has made changes to its management team. Commercial director **Sam McLaren** has assumed responsibility for all vehicle sales activities following the departure of Ian Downie.

David Barnett has been appointed business development director. He will lead on all commercial aspects of the company's growing clean technology product portfolio, as well as developing a number of potential opportunities in mainland Europe. In over 19 years in engineering and product development with Wrightbus and the group's chassis design and manufacturing arm EN-Drive, he has overseen the introduction of the StreetCar RTV in Las Vegas and the New Routemaster in London.

South Yorkshire Passenger Transport Executive has taken on two new directors to oversee the county's buses, trams and trains. **Ben Gilligan** has been appointed director of public transport and **Tim Taylor**

director of customer services. The roles have been created in response to changes in public transport in the region as well as to travel information and infrastructure needs, and following significant restructuring at SYPTe. Mr Taylor joins SYPTe from welfare-to-work organisation Working Links and Mr Gilligan from Transport for Greater Manchester, having previously been managing director of First South Yorkshire.

Matthew Trevaskis has been appointed head of electric vehicles at the Renewable Energy Association. A long-standing advocate of electric vehicles, his new role is to champion the use of ultra-low emission vehicles, such as plug-in hybrids and fully electric vehicles, in the UK. He will be expanding the REA's work in the area, focusing on the integration of EVs into the electricity grid, and the need for new infrastructure; government energy, transport, and planning policy; and the potential for EVs to act as a form of distributed storage.

In 2005, he founded Ecodrive, first an electric vehicle fleet trialling company and now an independent transport consultancy. Since 2010 he has worked with car makers such as Peugeot-Citroën, Renault, Kia and BMW to help specify vehicles for the UK. Transport is the largest source of CO₂ emissions in the UK and the REA is anticipating greater Government attention to the decarbonisation of the sector.

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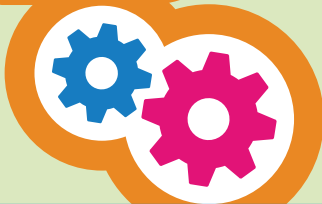


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- Professor Stephen Glaister, Chair, ORR
- Paul Plummer, Chief Executive, Rail Delivery Group
- Bill Reeve, Director of Rail, Transport Scotland
- Gareth Powell, Director of Strategy & Contracted Services, TfL
- David Williams, Partner, KPMG
- Ed Thomas, Partner, KPMG
- Nick Donovan, Director of Rail, Northern Powerhouse

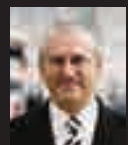
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