

Alan Patrick HOWES

Principal, Alan Howes Associates

**Transport Planner, specialising in
Public Transport Planning and Operations**



Alan Howes is a highly experienced public transport planner and bus operations practitioner, with over 35 years experience in the UK and overseas, covering local authorities, bus operators and the consultancy sector.

He has worked for local authorities in England, in the bus operating industry in Scotland, in bus management in the Middle East, and in consultancy in the UK. He has wide experience in public transport (particularly bus) operation, marketing and management, as well as institutional issues. He is also an experienced project manager and has keen business development skills.

Having been involved in planning and/or operating bus services in the UK, the Middle East, India and China he has an excellent knowledge of best practice in developing public transport in a variety of environments.

Key Experience

- Public transport planning
- Bus service market development
- Bus operations
- Data collection and analysis
- Inter-urban coach services
- Park and Ride
- Achieving modal transfer to public transport
- Rural transport and accessibility
- Taxi operations and regulation
- Parking strategy
- International comparisons in public transport

Nationality

British

Qualifications

BSc(Hons) Civil Engineering
(London, UCL)

Professional Associations

Chartered Member of Institute
Logistics and Transport 1990

SUMMARY OF EMPLOYMENT HISTORY

Alan Howes Associates (August 2009 - Current) – Independent transport consultant

Working for clients and as a sub-consultant on a range of public transport projects, in the UK and the Arabian Gulf.

Atkins Transport Planning (2007- August 2009) – Managing Consultant

Responsible for Public Transport projects in the UK and overseas, both as Project Manager and providing specialist input to larger projects.

Colin Buchanan (2003- 2007) – Associate Transport Planner

Managed Public Transport projects in Scotland and overseas, as well as contributing to a variety of multi-modal studies. Experienced in working with clients in both public and private sectors.

Dubai Municipality (2001-2003) – Special Advisor

Advisor to the Public Transport Department, tasked with improving standards of bus operation and planning, and acting as a client representative for the development of the Dubai Metro (LRT) project.

Saudi Public Transport Company (1998-2001) – Special Advisor

Advisor to the national bus and coach company in the fields of Operations, Marketing and General Management. The company at that time operated around 2,500 buses on both long-distance and urban services.

Alan Howes Associates (1991-1998) – Independent transport consultant

Worked directly for clients and as sub-consultant on a range of public transport and other projects, in the UK and abroad.

Scottish Citylink Coaches Ltd (1987-1991) – Managing Director

Managed Scotland's main express coach company, operating services within Scotland and into England, taking the company through privatisation.

Prior Experience (1968-1987)

- Midland Scottish Omnibuses, Falkirk (1983 - 1987) – Operations Manager
- W Alexander & Sons (Northern) Ltd, Aberdeen (1979 – 1983) – Planning and Development Manager
- Milton Keynes Development Corporation (1974 – 1979) – Public Transport Planner
- Greater London Council (1968 – 1974) – Transportation Engineer

Project Experience – Alan Howes Associates, 2009 to present

Bus Master Plan (Abu Dhabi Dept of Transport – ongoing) – Alan Howes is a key member of a team responsible for the generation of a complete Master Plan for buses throughout the Emirate of Abu Dhabi, including appraisal of existing conditions, identification of markets, estimating the scale and nature of future demand, defining and evaluating optional service strategies, identifying and scoping requirements for new infrastructure (e.g. transport interchanges), making recommendations and devising plans for institutional matters, finance, funding and implementation. This project, and that described below, are being carried out in the context of an appraisal of the recently completed Abu Dhabi Surface Transport Masterplan. *Sub-consultant to MVA*

Policy and Regulation Study (Abu Dhabi Dept of Transport – 2010) – A complete review of the existing legal framework concerning public transport, including issues such as operator and route regulation, ownership structures and franchising, safety, the environment, monitoring and compliance. Alan Howes was particularly responsible for reviewing existing conditions, and funding options, for buses and taxis. *Sub-consultant to MVA*

UK Bus Market Review (Private Client – mid-2010) – Market review of UK Bus operations for a commercial entity contemplating entry to the market. Carried out status review of Quality Contracts, and reviewed other material on market share, commercial performance, etc. *Sub-consultant to MVA*

Kuwait Public Transport Masterplan (Kuwait Municipality) – (See below under Atkins).

Bus Passenger Information Strategy (Dubai RTA) – Led development of a Strategy to improve information for existing and potential bus passengers. Included carrying out a study of International Best Practice, conduct of surveys and Focus Groups, and development of better publicity at bus stops, via the internet, and via paper leaflets. Project also involved extensive consultation with internal and external stakeholders.

With WS Atkins Overseas.

Public Inquiry on Residential Development, North Ipswich (Private Client, early 2010) – Provided specialist input to assist a developer in appealing against refusal of an application for outline permission to build 1,085 homes. Responsible for developing proposals for bus services for the site, estimating costs, modal share and demand, and for negotiating with the County Council regarding the service and “Section 106” payment. Prepared Proofs of Evidence and Rebuttals, and gave evidence at the Inquiry. *Sub-consultant to Hyder Consulting UK.*

Selected Project Experience – Atkins

Kuwait Public Transport Masterplan (Kuwait Municipality) – Providing specialist input in respect of bus planning and operations to a major public transport planning study which aims at increasing public transport use by making significant improvements in PT services. Includes extensive baseline review, specification of surveys, strategy development etc.

Park and Ride Study, Perth (Tactran) – Advice on bus planning, finance and operations to support appraisal of proposals for a new Park and Ride site to the east of Perth.

Park and Ride Operations Study (Nestrans) – Managed a project to develop and appraise (following STAG principles) procurement, network and operational options for Park and Ride bus services to serve three existing and four proposed Park and Ride sites in North-East Scotland, involving two local authorities and the Nestrans Regional Transport Partnership.

National Transport Plan and White Paper (UAE National Transport Authority) – Providing general and specialist input to this major study, in which public transport plays a key role in enabling the modal transfer necessary to facilitate inter-Emirate movement in the UAE.

Banchory Park and Ride Demand Assessment (Aberdeenshire Council) – Assessed demand for this proposed Park and Ride site, using census travel-to-work data and comparisons with other nearby P&R sites. Also assessed proposed bus services, road network and other site characteristics.

Easter Bush Bus Service Options (Edinburgh University) – Advised the University in respect of securing improved bus services to their Easter Bush campus, including design of routes and timetables, advice on service procurement, estimates of demand, revenue and costs, required quality standards etc.

East Lothian Public Transport Review (East Lothian Council) – Managed a wide-ranging review of public transport services and future options in East Lothian, aimed at aligning future development with Council strategy.

Gloucester Transport Strategy (Gloucestershire County Council) – Provided specialist input to this project aimed at identifying necessary transport interventions over the next 20 years. Working in partnership with the bus company, identified a development framework for bus services.

Portsmouth Public Transport Tasks (Portsmouth City Council) – Led three sub-tasks under a framework agreement, advising on (1) strategic direction for improved partnership working with bus companies, (2) value for money in respect of Concessionary Fares negotiations, and (3) provision of a new town centre bus station to replace the existing on-street facility.

Glenshee Ski Bus Study (Perth and Kinross Council and Others) – Managed feasibility study for a winter bus service to serve the Glenshee Ski Centre – involved demand estimation, stakeholder consultation, service design and appraisal and cost estimation.

SESTRAN bus passenger information strategy (South East Scotland Transport Partnership) - Project-managing production of a strategy to improve information to passengers in a large area of South-east Scotland, including market research, best practice review, and stakeholder consultation.

Urumqi Urban Public Transport Planning Study, China (City of Urumqi) - Provided major on-site input to this World Bank funded study, covering baseline analysis of strengths and weaknesses of existing bus operations and devising a short-term improvement plan including redesign of the bus network, advice on franchising systems, etc.

Weymouth Portland Olympic Transport Package Major Scheme Bid (Dorset County Council) - Provided specialist input in order to secure improved bus services to support this bid. Involved refining client objectives and generating proposals, especially to improve town centre interchange in Weymouth. Also involved liaison with bus operators.

Greater Bristol Transport Innovation Fund Bid (West of England Partnership) - Provided specialist input in order to secure improved bus services to support this bid. This involved generating innovative proposals to improve not only the "hard" attributes of routing, timetables and journey time, but also "soft" factors such as vehicle quality, branding etc.

Tramlink extension – Sutton Town Centre (LB Sutton) - Reviewing forecast traffic levels, and advising on PT feasibility, of Croydon tramlink extension to Sutton.

Durrat al Bahrain Transport Assessment (Private client) - Provided specialist input to estimate public transport demand and design bus services and associated development for a major development in a remote part of Bahrain.

Selected Project Experience – Colin Buchanan

New Acute Hospital, Larbert (NHS Forth Valley) – Provided input to Transport Assessment in respect of bus services to serve the new hospital, advising on feasible routings and timetables and liaising with the potential bus operator.

National Park Transport Audit (Cairngorm National Park Authority) - Project Manager for an assessment of transport usage and issues in Cairngorm National Park, aimed at identifying sustainable transport initiatives. The outputs were to feed into the National Park Plan. The work involved surveys of residents and visitors, analysis, and recommendations for action.

Real Time Passenger Information (City of Edinburgh Council and Scottish Executive) -Managed the latter half of a study to identify the benefits to bus operators and bus users the RTPi system provides. This involves a comprehensive programme of surveys, which include journey time surveys, passenger interviews, and self completion questionnaires. The after surveys have just been completed.

Institutional Development Strategy (BEST, Mumbai) – Strategic advice to the Brihanmumbai Electricity Supply and Transport Company, which operates over 3,000 buses in Mumbai (Bombay). Alan provided a major part of the bus industry-related input, ensuring adoption of international best practice in bus operations.

Edinburgh Tram Joint Revenue Committee (Transport Initiatives Edinburgh) - Responsible for co-ordinating a large programme of surveys of various types to gather data for this project which forecast demand and evaluated options for the Edinburgh tram system. The work included face-to-face, self-completion and internet-based surveys of travellers by all transport modes.

City of Edinburgh Taxi Licensing Conditions (City of Edinburgh Council) - Managed a project to review taxi and private hire car conditions for the City of Edinburgh, in particular the "tight turning circle" requirement. The recommendation to remove this requirement has now been implemented.

Jebel Ali Airport, Dubai (Dubai Department of Civil Aviation) - Dar al Handasah were advising the Dubai Department of Civil Aviation on the development of a six-runway airport and surrounding city. Alan formed part of a team from Colin Buchanan working on planning and transport aspects of the project. He was responsible for assembling and co-ordinating forecast demand data, building a spreadsheet model of forecast trips (including modal split assumptions), and formulating broad proposals for public transport networks to serve the development.

Aberdeenshire Sustainable Access Study (Aberdeenshire Council) - Project Manager for a study of barriers to public transport use for travel to gateway settlements in this rural area of North-east Scotland. The study was informed by a programme of telephone interviews with a sample of residents. Based on the findings, outline proposals were made to increase confidence in, and use of, public transport.

Northamptonshire County-wide Concession Fares scheme (Northamptonshire County Council) - Project Manager for update and extension of an earlier project to design and evaluate a county-wide scheme, as well as forecasting effects of the new "free travel" scheme for senior citizens in England. This involved consideration of take-up rates, conversion from tokens, actual and assumed demand elasticity, reimbursement to operators etc.

Aberdeen Parking Review (Aberdeen City Council) - Provided the major professional input to this survey of on-street parking demand, followed by analysis and recommendations for development of the Controlled Parking Scheme.

Durham Development Framework (Durham County Council and others) - Managed provision of transport input to study of development options in Durham City Centre, aimed at re-vitalising the city.

Gogarburn Edinburgh Travel Plan (Royal Bank of Scotland) - Project manager for production of implementable, agreed plan for provision of improved public transport services for staff at the RBS new World headquarters, in order to meet travel plan modal share targets.

Tamworth Concession Fares Audit (*Tamworth Borough Council*) - Conducted a brief audit of concession fares claims by major bus operator.

Bus Route Development Grant bid, Midlothian (*Midlothian Council*) - Project manager for preparation of bid under this scheme, including Scottish Transport Appraisal Guidelines (1) (STAG1) appraisal. The bid was successful.

Bus Route Development Grant bid (*Scottish Borders Council*) - Project manager for, and provided main professional input to, appraisal of three bids under this scheme to STAG1 standard, and advice on general bid content. All three bids were successful in gaining funding from the Scottish Executive.

Transport for Medway (*Medway Council*) - Managed bus-related aspects of this study which aims to develop an improved and sustainable transport system able to cope with an expanded population. The study involves a thorough review of all aspects of the existing bus system, and formulation of recommendations to make it a more attractive alternative to the car.

Durham Accessibility Study (*Durham County Council*) - Assistant Project Manager on wide-ranging study of access to and within Durham city by all modes. Aimed at identifying means to encourage economic regeneration by attracting more visitors and shoppers. Included surveys of visitors by various modes.

Review of supported transport, East Lothian (*East Lothian Council*) - Project manager for strategic review of bus and other public transport services, aimed at comparing levels of provision with peer authorities, and identifying potential for improving services and/or reducing costs.

Best value bus service review (*Scottish Borders Council*) - Project manager for review of bus services, aimed at comparing levels of provision with peer authorities, and identifying potential for improving services without incurring extra cost. Looked specifically at potential for demand responsive transport.

Qualities required by citizens for high quality public transport (*HITRANS grouping of North Sea Local Authorities*) - Project manager for EU funded project involving desktop research into qualities required in public transport in order to achieve modal transfer, and other research related to modal shift.

Hadrians Wall transport study (*One North-East*) - Provided specialist bus operations input to study aimed at encouraging more visitors to Hadrians Wall to travel by sustainable transport modes.

Snowdonia Transport Study (*Gwynedd and Conwy Councils*) - Provided specialist public transport input to study aimed at improving the "Snowdon Sherpa" service within the Snowdonia National Park, as part of a strategy to encourage "Park and Ride" within the park.

Experience – Dubai Municipality

Strategic and operational advice to DM Public Transport Department - Advising the Dubai Municipality Public Transport Department on how best to achieve its objectives of significantly increasing passenger numbers while continuing to meet the majority of costs from revenue. Work included Route Review, revision of Fare Structures, determining appropriate Standards, appraising and implementing IT systems for Route Planning and Scheduling, justification of Bus Priority measures, etc.

Dubai Metro feasibility study (*Public Transport Department*) - Providing client-side input to a major Transit Options Study in relation to the proposed Dubai urban rail system. This included selection of consultants, appraisal of consultant's work, working with the consultant to improve proposed solutions, appraisal of model output, development of bus routing proposals, development of bus priority proposals, etc.

Experience – Saudi Public Transport Company

Strategic and operational advice, Saudi Arabia - Providing advice and assistance to the Saudi Public Transport Company in the field of Operations, Marketing and General Management. The company operates around 2,500 buses, on both long-distance and urban services. Work included revenue generation, cost reduction, policy for urban services, market studies, company organisation, etc.

Selected Project Experience – Alan Howes Associates (1991 to 1998)

Support for Proposal to operate Bus Services, Saudi Arabia (*Saudi Public Transport Company*) - Preparation of a tender document with reference to a contract to operate over 300 buses over a 12-year period in the Eastern Province of Saudi Arabia. Involved planning for an exceptionally high quality of operation.

Badenoch & Strathspey Accessibility Study (*Highland Council*) - A study to measure accessibility by public transport for the communities in this area, using 1991 census data and the methodology developed in the 1995 Caithness and Sutherland Community Transport Study.

Inverurie Challenge Fund Bid (*Aberdeenshire Council*) - Appraisal of transportation aspects of the above bid aimed at securing funding for infrastructure projects to benefit the local economy and environment. Involved assessment of effects of various proposals on modal transport choice, and formulation of alternatives.

Strategic Review for Henderson Travel (*Private client*) - A review of strategic business development opportunities for a medium-sized Lanarkshire bus company, including an assessment of appropriate strategy in an environment dominated by much larger companies.

Livingston Bus Facilities Study Phase II (West Lothian Council) - Examination of options in respect of bus terminal and related passenger, facilities in central Livingston. Advice on likely implications for bus operators and passengers, and appropriate level of facilities to be provided.

Livingston Bus Facilities Study Phase I (West Lothian Council) - A study of passenger movements in and out of Livingston bus station based on Electronic Ticket Machine data and passenger interviews, and advice to the client on the implications of findings.

Sundry Projects, Saudi Arabia (Saudi Public Transport Company) - Advice to the Saudi Public Transport Company on a variety of matters, including safety and driver training, plus a larger project on route costing and profitability.

Strategic Marketing Plan Development, Saudi Arabia (Saudi Public Transport Company) - A major project to develop strategies to increase profitability in all sectors of the Saudi Public Transport Company, which runs urban, inter-city and international bus services throughout Saudi Arabia.

Review of Dundee Taxicard Scheme (Tayside Regional Council) - A thorough appraisal of operational and administrative aspects of this Scheme, leading to recommendations on modifications to improve efficiency and reduce abuse. Included comprehensive comparisons with other schemes in the UK.

Caithness & Sutherland Community Transport Study (Highland Regional Council and others) - Principal contributor to this investigation of the unmet transport needs of communities in the above districts. The study included an examination of social service and education transport, and the possibilities for co-ordination of these with each other and with public transport services. Recommendations covered a broad range of policy, management and other issues.

Analysis of Promotional Fares Scheme (Stagecoach Fife) - Analysis of the results of a "January Sale" conducted by Fife Scottish, using data from Electronic Ticket Machines. The study included examination of implied elasticities of demand for different types of service, and advice on future fares policy and promotions.

Research on Multi-Operator Ticketing and TaxiCards in the UK (MCL) - Two separate studies: the first surveyed and analysed multi-operator public transport ticketing schemes run principally by operators rather than local authorities, while the second examined TaxiCard schemes. The latter study included an appraisal of costs, and comparisons with Dial-a-Ride schemes and conventional OAP bus and rail concession schemes.

Manchester Busway Transit (GMPTE) - Specialist input to study of the establishment of "Quality Bus Corridors" in Greater Manchester, including in particular forming partnerships with operators. AHA input also covered the securing of quality improvements in vehicles, customer care, reliability, information, terminals and bus stops etc.

Manchester Airport Ground Access (GMPTE) - Project Manager for a study of present and future ground access at the airport, to assist design of a new transport interchange. Included research into existing movement patterns and alternative ways of achieving a greater modal share for public transport.

Central Milton Keynes Bus Movements (Buckinghamshire CC) - A study of the implications for bus operators, passengers etc. of proposed infrastructure changes adjacent to the Central Milton Keynes shopping building.

Rotherham Integrated Transport Study (SYPTe) - Responsible for identification of enhanced public transport routes and their assessment as part of a strategic study of future public transport needs

On-Bus Data Collection (Tayside Regional Council and SPTE) - Design and implementation of electronic data capture systems in connection with concessionary fares schemes and supported service monitoring. Included evaluation of alternative hardware.

Car Park Management (Edinburgh Chamber of Commerce) - Marketing advice to a car park operator in a major Scottish city.

Express Coach Service Study (Ulsterbus) - Market, operational, financial and organisational study of a Long-Distance Express Coach Service.

St Andrew Square Bus Station Study (Lothian Regional Council) - Advice on operational and management aspects in connection with refurbishment/redevelopment proposals.

Edinburgh Western Corridor Busway Study (Lothian Regional Council) - Advice on operational and management aspects of a proposed segregated busway.

Falkirk Cross-Links Study (Midland Bluebird) - Survey and analysis of demand for local bus services. Recommendations on revisions to route structure to improve operational efficiency.

Central 2000 Bus Development Study (Central Regional Council) - Studies of various aspects of public transport development, including Information, Fares and Frequencies, Corporate Identity, Quality of Service, and surveys of public attitudes

Experience – Scottish Citylink Coaches Ltd

Express coach company management -Responsible for setting the company's strategic direction following the break-up of an important operating agreement. Led the company's successful Management/Employee Buy-Out. Responsible for various marketing strategy initiatives, including development of services to/from Glasgow Airport, generation of incoming tourism business, development of agency sales. Participated in two Scottish Tourist Board-led sales missions to the USA, and one independent mission to Israel. Responsible for management of Scotland's largest bus station (Buchanan, Glasgow). Also responsible for management of coach operators under contract.

Experience – Midland Scottish Omnibuses Ltd

Bus company management - Responsible for completion of SCOTMAP Market Analysis Project in Scottish Midlands. Oversaw the period of Bus Service Deregulation, developing a journey costing model which was successfully used to define the core network of commercial services. Introduced Electronic Ticket Machines, evaluated Computerised Scheduling and improved management information systems. Responsible for negotiations with Regional Council regarding Concessionary Fares, involving elasticity studies.

Experience – W Alexander & Sons (Northern) Ltd

Scottish Bus Group Market Analysis Project - Managed the SCOTMAP project in North-east Scotland from planning, through surveys, analysis and design, to implementation. A major network-reshaping exercise aimed at reducing subsidy requirement and attracting new business.

Experience – Milton Keynes Development Corporation

Public Transport planning -Involved in development of Public Transport in the New City, including the Woughton Dial-a-Bus scheme, justification of revenue support, infrastructure management and specification, fares policy etc. Involved in developing bus routes to serve the Central Milton Keynes shopping building.

Experience – Greater London Council

Graduate trainee and professional officer, contributing to a wide range of strategic transport planning initiatives. Gained particular experience in road accident reduction, congestion charging, traffic surveys and transport modelling

Languages

Fluent – English

Fair – French

Basic – German, Arabic

Summary of Recent Professional Development

Description	Date
Risk Assessment training (Atkins)	24/04/2007
Live Carriageway training (Atkins)	30/04/2007
IOSH Course (Atkins)	02/05/2007
MS Outlook training (Atkins)	19/06/2007
Scottish Transport Studies Group (STSG) Seminar (PWC presentation)	24/08/2007
STSG Annual Conference	27/09/2007
Staff Appraisal training (Atkins)	17/01/2008
UK Bus Priority Conference, Glasgow	27/02/2008
STSG Seminar, Real Time Passenger Information (Speaker)	18/04/2008
STSG Seminar (Napier Univ., Phil Goodwin)	23/04/2008
Scottish Transport Applications in Research (STAR) Conference, Glasgow (PTRC)	24/04/2008
Assoc of Transport Co-ordinating Officers (ATCO) Annual Conference	11-13/06/2008
City Regions Seminar, Glasgow	25/09/2008
STSG Conference (Funding)	2/10/2008
Local Transport Bill Conference, London	16/10/2008
STSG Seminar, Promoting Bus Travel	16/01/2009
STSG Seminar, Link & Place (Peter Jones)	30/04/2009
Scottish Government Transport Appraisal Seminar (STAG)	June 2009
STSG Seminar, Smartcards	30/09/2009
STSG Seminar, Electric Vehicles (Organiser)	10/02/2010
STSG Seminar, Future of the Bus (Speaker)	21/09/2010
BRTuk Annual Conference, Cambridge (Speaker)	19-20/09/2011

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