



PROJECT PART-FINANCED
BY THE EUROPEAN UNION

enhancing public transport authorities in Europe



**Feasibility Study
Multi Modal Transport Agencies
in
Brescia, Bergamo, Mantova and Cremona.**

Business Plan Guidelines

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1 Executive Summary

EPTA è un progetto di cooperazione europea finanziato attraverso il programma di cooperazione territoriale INTERREG IV C. L'acronimo EPTA sta per "Modello europeo per autorità di trasporto pubblico come un fattore chiave che conduce alla sostenibilità dei trasporti".

La missione di EPTA è di aumentare la sostenibilità del trasporto pubblico concentrandosi su ambiente, energia e aspetti economici. EPTA individuerà un modello per le autorità pubbliche di trasporto come potenti strumenti per la *governance*. La strategia si basa sull'uso di tre concetti fondamentali quali - qualità, efficienza ed efficacia – che saranno applicati alle 7 funzioni chiave connesse alla *governance* del settore dei trasporti pubblici: **Regolazione, Pianificazione, Gare e Affidamento, Integrazione, Promozione del trasporto Pubblico, Gestione e Controllo**. Il concetto chiave è che queste 7 funzioni potrebbero essere concentrate in un unico organismo in grado di supportare i responsabili politici e coinvolgere le parti interessate.

Per raggiungere questo scopo EPTA si propone di identificare, raccogliere e diffondere in tutta Europa, a livello delle politiche di sviluppo regionale, le buone pratiche analizzate attraverso Studi di Fattibilità. Lo scopo finale di questo lavoro è quindi quello di redigere un modello trasferibile e personalizzabile che può essere adottato per una buona implementazione o per la riorganizzazione delle **Agenzie di Trasporto Pubblico (PTA)**.

1.1 Obiettivi dello studio

La progettazione di una PTA deve rispettare le normative nazionali e locali. Pertanto le PTA proposte in Lombardia dovrebbero essere progettate nel rispetto di tutte le normative italiane e regionali.

Inoltre, il design delle PTA proposte dovrebbe essere sostenuto da un *Business Plan* per garantire la sostenibilità del progetto a lungo termine. Questo studio di fattibilità riguarda l'analisi di alcuni esempi di agenzie che potrebbero aiutare a definire uno schema di *Business Plan* per le Agenzie di Trasporto Pubblico in Lombardia. In particolare sono state selezionate due buone pratiche.

ALOT ha già redatto nel progetto *Regins InterAge* uno studio per il *Business Plan* dove sono state analizzate possibili strutture di agenzie di PTA e la loro fattibilità: le seguenti buone pratiche internazionali potrebbero migliorare l'approccio aiutandone la calibrazione. L'obiettivo chiave per il progetto EPTA è quindi lo studio delle buone pratiche esistenti in materia di PTA e l'analisi di esperienze già consolidate e comprovate dovrebbe portare ad

una maggior confidenza e fiducia da parte dei soggetti interessati e degli investitori nella promozione e nell'approccio alle Agenzie di Trasporto Pubblico.

Le buone pratiche individuate e di seguito analizzate forniscono soluzioni ed esempi che rispondono alle 7 funzioni chiave che il progetto EPTA promuove:

1. CENTRO (Birmingham, Inghilterra), 2012/13 Business Plan¹
2. "IRISH Business Model", dichiarazione di strategia 2010/11²

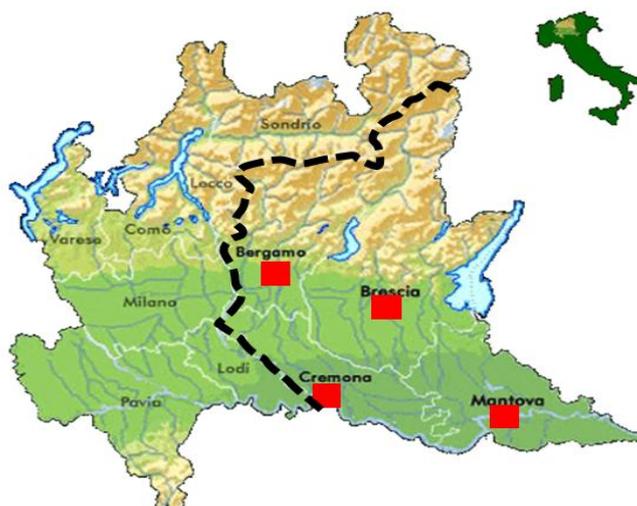
1.2 Descrizione dell'area di studio

La zona di riferimento per gli studi di fattibilità analizzati e condotti da ALOT per il progetto EPTA è il Nord Italia ed in particolare la parte orientale della regione Lombardia ovvero le quattro province di Brescia, Bergamo, Mantova e Cremona. Quest'area ha una popolazione di circa 3 milioni di abitanti su 635 comuni e un'area globale di 11.616 km².

Le province hanno differenti caratteristiche demografiche e territoriali: Brescia è la più grande (4.784 km²) e con i suoi 1,2 milioni di abitanti è anche quella più popolata. Bergamo ha una superficie di 2.722 km² e 1 milione di abitanti. Mantova è un po' più piccola (2.339 km²) e ha 400.000 abitanti. Cremona è la più piccola (1.771 km²) e la meno popolata con 350.000 abitanti, e cioè meno di un terzo della popolazione di Brescia. Le province di Brescia e Bergamo sono in parte montuose (Prealpi) e in parte si estendono nella parte settentrionale della pianura Padana, mentre Cremona e Mantova occupano la parte centrale della pianura Padana, quindi tutto il loro territorio è pianeggiante.

¹ <http://www.centro.org.uk/>

² http://www.nationaltransport.ie/downloads/statement_of_strategy_2010-2011.pdf



L'area di riferimento per lo studio di fattibilità di ALOT

Le province di Brescia e Bergamo sono fortemente industrializzate e antropizzate, soprattutto lungo la zona centrale, dove si estendono le principali infrastrutture di trasporto: l'autostrada A4 tra Venezia e Torino e la ferrovia ad alta velocità che si ferma a Brescia (tra Brescia e Milano è in costruzione), tutte infrastrutture che fanno parte del corridoio V. La zona di riferimento esaminata da ALOT è attraversata anche da altri due corridoi (I e "dei 2 Mari"), da nord a sud, ed è anche collegata a due principali attraversamenti Alpini (Lötschberg/Gottardo e del Brennero) e due aree portuali (Tirreno e Adriatico).

Cremona e Mantova hanno una bassa densità urbana ed insieme a Bergamo sono servite da linee ferroviarie minori. Mantova e Cremona hanno anche alcuni porti fluviali nell'entroterra.

Per quanto riguarda i trasporti pubblici delle quattro province, queste hanno una buona viabilità secondaria e un buon servizio di autobus interconnesso alla ferrovia. In particolare, le province di Mantova e Cremona, a causa della loro bassa densità urbana, hanno sviluppato buona esperienza nel Trasporto a Chiamata, in inglese il Demand Responsive Transport (DRT).

La situazione delle quattro province è la seguente:

- Autobus interconnessi alla ferrovia (promosso dalla regione);
- Autobus extra urbani: 45.867.240,18 km/anno;
- Il servizio è regolato da un Contratto di Servizio;
- La Regione Lombardia dà un contributo economico locale. Le province fungono da Pianificatori di Servizio. L'operatore gestisce il servizio;
- Brescia: ha assegnato il servizio con un contratto di 7 anni, rinnovato dal 07/01/2012 al 21/10/2013;

- Bergamo: ha assegnato il servizio con un contratto di 7 anni, rinnovato fino a gennaio 2013;
- Cremona: In corso di assegnazione del servizio con un contratto di 7 anni, il contratto scadrà in gennaio 2013 (la Provincia sta definendo la sua estensione);
- Mantova: ha assegnato il servizio con un contratto rinnovato dal 04/01/2012 al 31/03/2016 (rinnovabile per altri 4 anni).

1.3 Metodologia

Il processo di identificazione di Buone Pratiche (dall'inglese Good Practices – GPs) si è basato sulla considerazione degli obiettivi principali per le PTA proposte in Lombardia e sulla revisione del Documento del progetto EPTA sulle buone pratiche stesse. Quest'ultime, quindi, sono state considerate come le soluzioni più adatte allo sviluppo del Business Plan per promuovere e realizzare le PTA in Lombardia.

Le Buone Pratiche sono state analizzate in riferimento a come la loro esperienza sarebbe potuta essere presa ad esempio per le Agenzie di Trasporto Pubblico in Lombardia. Questo obiettivo collima con quelli identificati nel progetto EPTA dove il confronto di esperienze e di sapere è stato identificato come un obiettivo chiave per i partner di progetto.

1.4 Linee Guida per il *Business Plan* delle PTA in Lombardia orientale

Questo documento può fornire un esempio proficuo per la definizione del *business plan* delle PTA nella Lombardia orientale. Le Buone Pratiche identificate sono state utili in particolare per quanto riguarda la definizione degli obiettivi e delle priorità. Tuttavia alcuni suggerimenti per la ripartizione dei costi sono stati elaborati sulla base dell'esperienza della Buona Pratica inglese "CENTRO".

I portatori d'interesse per questa analisi potrebbero trarre beneficio dal fatto che le strutture, le politiche e la gestione dei servizi del progetto CENTRO nella contea di West Midlands dell'Inghilterra centrale e della Agenzia di Trasporto Nazionale (NTA) Irlandese sono ben consolidate ed efficienti. La struttura degli Studi di Fattibilità del progetto EPTA è concepita per utilizzare più fedelmente possibile le Buone Pratiche esistenti e per consentire la loro valutazione e la loro diffusione a livello Europeo.

Le Linee Guida evidenziano gli elementi chiave di entrambe le Buone Pratiche analizzate e grazie ad un'analisi comparata con i principi legislativi della Lombardia, queste potrebbero essere utilizzate come modelli per le PTA nelle quattro province della Lombardia orientale citate poc'anzi. Gli elementi principali che costituiscono le linee guida sono i seguenti.

1. **Legislazione** - Il successo di CENTRO e della NTA Irlandese è basato sul fatto che la legislazione a livello nazionale e regionale è stata concepita per favorire lo sviluppo delle PTA. Le PTA della Lombardia hanno chiari riferimenti alla legislazione italiana:
 - Legge Regionale 4 aprile 2012, n. 6³ Regolamento del settore trasporti
 - Linee guida per la preparazione degli Statuti delle Agenzie per il Trasporto Pubblico Locale.
2. **Obiettivi** – Gli obiettivi delle PTA della Lombardia saranno decise dai portatori di interesse utilizzando le chiare linee guida di cui all'articolo 7 comma 13 della Legge Regionale 4 aprile 2012, n. 6. Queste potrebbero essere usate per guidare le PTA della Lombardia nella progettazione del loro Business Plan.

³ BURL n. 14, suppl. del 06 Aprile 2012; urn:nir:regione.lombardia:legge:2012-04-04;6

3. Visione e politiche

- a. **Clienti** – Sia CENTRO che la NTA Irlandese hanno dichiarato obiettivi per cui le loro PTA sono state progettate per mettere al primo posto le esigenze dei clienti. Questo è in linea con gli obiettivi dichiarati nella legislazione italiana. Le quattro Agenzie di Trasporto Pubblico della Lombardia orientale dovrebbero, nella definizione della programmazione, anche adottare il concetto di "Mettere il cliente al primo posto" basandosi sul dialogo costruttivo tra i portatori di interesse locali, attraverso un processo partecipativo.
 - b. **Politiche** - Il successo di CENTRO e della NTA Irlandese è in gran parte dovuto al fatto che entrambe hanno potuto contare su una legislazione favorevole che assiste la progettazione e il funzionamento delle loro PTA. Legge Regionale 4 aprile 2012, n. 6, ed in particolare l'articolo 1 comma 1 e 2, mettono in evidenza i requisiti dei criteri per le PTA della Lombardia.
 - c. **Pianificazione strategica** - È importante che la Pianificazione dei Trasporti non avvenga senza alcun riferimento ad un piano strategico per qualsiasi area. CENTRO ha sviluppato un programma strategico di trasporto mentre la NTA Irlandese si è focalizzata sull'integrazione dei programmi di trasporto e pianificazione territoriale strategica. Entrambe hanno riconosciuto la pianificazione strategica e la programmazione come obiettivi chiave per l'efficienza delle loro agenzie.
4. **Struttura** – Entrambi gli esempi di Buone Pratiche, CENTRO e la NTA Irlandese, hanno dimostrato di fornire soluzioni di qualità basate sul concetto di "valore del denaro". Le strutture di CENTRO e della PTA irlandese sono simili nell'approccio. Esse sono progettate per soddisfare sia i requisiti legislativi sia gli obiettivi concordati con i portatori di interesse locali.
- Le strutture forniscono modelli e indicazioni su come potrebbero funzionare le 4 PTA in Lombardia orientale. È tuttavia importante riconoscere che non esiste un'unica soluzione adottabile. È importante altresì che le esigenze delle parti interessate nella Lombardia orientale siano riconosciute nella progettazione delle loro PTA e soddisfino al contempo le esigenze normative locali e nazionali. Entrambe le Buone Pratiche devono tuttavia fornire prove su quanto è stato realizzato attraverso l'esperienza CENTRO e della NTA Irlandese. La possibilità di utilizzare questi esempi di Buone Pratiche in Lombardia consentirà di valutare come i partner del progetto EPTA possano con successo assistere altre realtà Europee nell'introduzione di PTA al fine di favorire lo sviluppo di Soluzioni Convenienti per il Trasporto.

5. **Finanziamenti** – L'analisi comparativa evidenzia come sia CENTRO che la NTA Irlandese finanzino le loro PTA. Le linee guida della legislazione italiana sono state inserite per dimostrare come il Governo Italiano preveda il finanziamento delle PTA italiane.
6. **Alte Prestazioni** – L'accento sulla qualità è stato evidenziato sia in CENTRO che nella NTA Irlandese. Anche questo sarà un obiettivo chiave per le quattro PTA nella Lombardia orientale.
7. **Priorità** - La NTA Irlandese ha evidenziato la lista delle priorità per lo sviluppo dell'Agenzia dei Trasporti in Irlanda. Questo fornisce un modello ideale per le PTA della Lombardia da utilizzare in riferimento alle priorità, gli obiettivi e le tappe. Le otto priorità e obiettivi evidenziati sono stati fondamentali per il successo di CENTRO e della NTA Irlandese. Questi esempi di Buone Pratiche e gli obiettivi del progetto EPTA saranno seguiti da vicino adattandosi alle esigenze dei portatori di interesse locali. Questo fornirà la base per la progettazione del Business Plan delle quattro PTA della Lombardia.

Le otto priorità potranno essere le seguenti:

1. Sviluppare un sistema di trasporto integrato;
 2. Gestire il programma di investimenti;
 3. Garantire e supportare la fornitura di servizi integrati di trasporto pubblico in tutta l'area;
 4. Garantire che il tema del trasporto pubblico sia esaustivamente affrontato anche nell'ambito della pianificazione territoriale;
 5. Incoraggiare l'uso di modalità di trasporto più sostenibili;
 6. Garantire il successo dell'istituzione dell'Agenzia di Trasporto Pubblico;
 7. Sviluppare un'organizzazione professionale adeguata a soddisfare le sfide attuali e future;
 8. Relazioni esterne.
8. **Aspetti legislativi** - Il problema per quanto riguarda la ristrutturazione degli enti di trasporto pubblico con un modello di "agenzia", in coerenza con le esigenze di gestione e organizzazione del trasporto pubblico, è risolto dall'orientamento legislativo della Legge Regionale. In particolare, la Corte esclude l'applicabilità alle Regioni del divieto introdotto nella disposizione dell'articolo 9, comma 6 del Decreto Legislativo 95/2012 e afferma la piena legittimità del modello organizzativo secondo la Legge Regionale della Lombardia 6/2012.
- In sintesi, la Corte rileva che in questo caso operano due distinte previsioni normative, aventi oggetto e finalità diversi e differenti ambiti di applicazione.:

- a. L'articolo 3bis del Decreto Legislativo 138/2011, che ha imposto a tutte le Regioni un modello di organizzazione e gestione dei servizi pubblici locali a rete, di rilevanza economica, incentrato sulla individuazione di “ambiti o bacini territoriali ottimali e omogenei” e dei relativi “organi di governo”; norma cui la Regione Lombardia ha conferito attuazione, con specifico riferimento al trasporto pubblico locale, con la più volte citata l.r. n. 6/2012.
- b. L'articolo 9, comma 6 del Decreto Legislativo 95/2012 convertito nella Legge 135/2012, che mira invece a ridurre i costi gravanti sugli enti locali in esito alla partecipazione in enti e organismi strumentali, creati per gestire funzioni amministrative o per erogare pubblici servizi al di fuori della propria struttura organizzativa.

La differenza di funzioni, obiettivi e finalità dovrebbe escludere la pertinenza dell'articolo 9, paragrafo 6 sulle materie analizzate.

Inoltre, a parere della Corte, la volontà del legislatore statale di mantenere in vita il modello di organizzazione per ambiti territoriali ottimali ed omogenei dei servizi pubblici locali di rilevanza economica, anche dopo l'entrata in vigore del d.l. n. 95/2012, risulta confermata anche dall'inserimento del comma 1 bis nel testo dell'art. 3 bis del d.l. n. 138/2011, operata dall'art. 34, comma 23 del d.l. n. 179/2012, convertito in l. n. 221/2012. Il citato comma 1 bis ribadisce infatti che “le funzioni di organizzazione dei servizi pubblici locali a rete di rilevanza economica ... sono esercitate unicamente dagli enti di governo degli ambiti o bacini territoriali ottimali e omogenei istituiti o designati ai sensi del comma 1 del presente articolo”. Laddove la circostanza che tale comma attribuisce espressamente ed in via esclusiva agli organi istituiti dalle Regioni le funzioni di organizzazione dei servizi pubblici in argomento, conferma sia il carattere settoriale e della normativa in esame, sia la sua vigenza anche all'indomani dell'entrata in vigore del d.l. n. 95/2012; vigenza che del resto trova conforto anche dall'applicazione dei tradizionali canoni ermeneutici della successione delle leggi nel tempo e del principio di specialità.

9. **Bilancio** – I precedenti elementi hanno identificato i valori fondamentali e gli obiettivi che devono essere adottati da una PTA al fine di impostare un servizio efficiente. In particolare gli elementi fondamentali delle PTA della Lombardia dovrebbero essere il miglioramento della qualità e la flessibilità del trasporto pubblico. Questi due obiettivi dovrebbero essere associati a un terzo obiettivo che, a causa di questo periodo senza precedenti di vincoli finanziari e tagli della spesa pubblica, può essere considerato vitale per la sopravvivenza del trasporto pubblico: la riduzione dei costi. Pertanto i seguenti tre obiettivi riassumono la strategia delle PTA nella Lombardia orientale:

- qualità del trasporto pubblico
- flessibilità del trasporto pubblico
- migliore gestione economica del trasporto pubblico.

Per raggiungere quest'ultimo obiettivo, questo documento vuole dare alle PTA della Lombardia orientale un'idea migliore dei costi e benefici di un bilancio di un'Agenzia di trasporto Pubblico.

Per avere una panoramica delle possibili entrate e uscite, le Linee Guida prendono come esempio lo schema di bilancio dell'esperienza CENTRO. Questo può essere fatto poiché CENTRO condivide una struttura e delle attività simili a quelle previste per le PTA della Lombardia orientale.

Bilancio per le PTA della Lombardia orientale

Bisogna ricordare che le entrate di bilancio di ogni PTA sono strettamente influenzate da molti aspetti, tra cui i seguenti sono i più rilevanti:

- Zona geografica: distribuzione, urbanizzazione, morfologia, ecc...
- Tasse: importo, origine.
- Tariffe: sistema dei biglietti, integrazione, classe di sconto, ecc.
- Attività: officine, veicoli, proprietà ecc. della PTA o del TOC.

I primi tre aspetti dipendono dalla posizione di una PTA, in particolare, il governo e suoi meccanismi, il tipo di clienti e la loro attitudine a utilizzare il trasporto pubblico, la rete ecc...

Il quarto aspetto dipende da come è strutturata la PTA. Nel caso della Lombardia orientale, le PTA non dovrebbero avere beni, ad esempio propri mezzi di trasporto, ma dovrebbero dare la concessione alle imprese di trasporto.

Inoltre dall'esperienza CENTRO, possiamo proporre il bilancio di Costi e Benefici concepito in percentuali secondo la seguente buona prassi di bilancio:

Entrate:
- Tasse, tariffa raccolta e altre sovvenzioni: 93%
- Pubblicità: 4%
- Altro (investimenti...): 3%
Uscite:
- Spese contrattuali (concessioni...): 60%
- Spese operative (personale, IT, informazioni promozioni, Ticketing, raccolta dati & Admin, ecc.): 20%
- Il restante 20% può essere attribuito ai costi finanziari.

2 Premise

2.1 EPTA project background

EPTA is a European Cooperation project financed through the INTERREG IV C Territorial Cooperation Programme. The acronym EPTA stands for “European model for Public Transport Authority as a key factor leading to transport sustainability”.

The mission of EPTA is to increase public transport sustainability focusing on environmental, energy and economic aspects. EPTA will identify a model for Public Transport Authorities as powerful tools for governance. As a strategy, the use of three leverages - Quality, Efficiency and Efficacy - will be applied to the 7 key functions related to public transport sector governance: Regulate, Plan, Tender/Award, Integrate, Promote, Manage and Control. The key concept is that these 7 functions could be concentrated in a single body able to support policy makers and involve relevant stakeholders.

To achieve this aim EPTA proposes to identify, collect and transfer good practices across Europe into regional development policies through Feasibility Studies, to produce, as a final result, a transferrable and customizable model to be adopted for the successful implementation or re-organization of a PTA.

2.2 ALOT's study area

ALOT's reference area for EPTA Feasibility Studies is located in Northern Italy in the Eastern part of Region Lombardy and it is constituted by the 4 provinces of Brescia, Bergamo, Mantova and Cremona. It has a total population of about 3 million inhabitants with 635 Municipalities and a global area of 11,616 km².

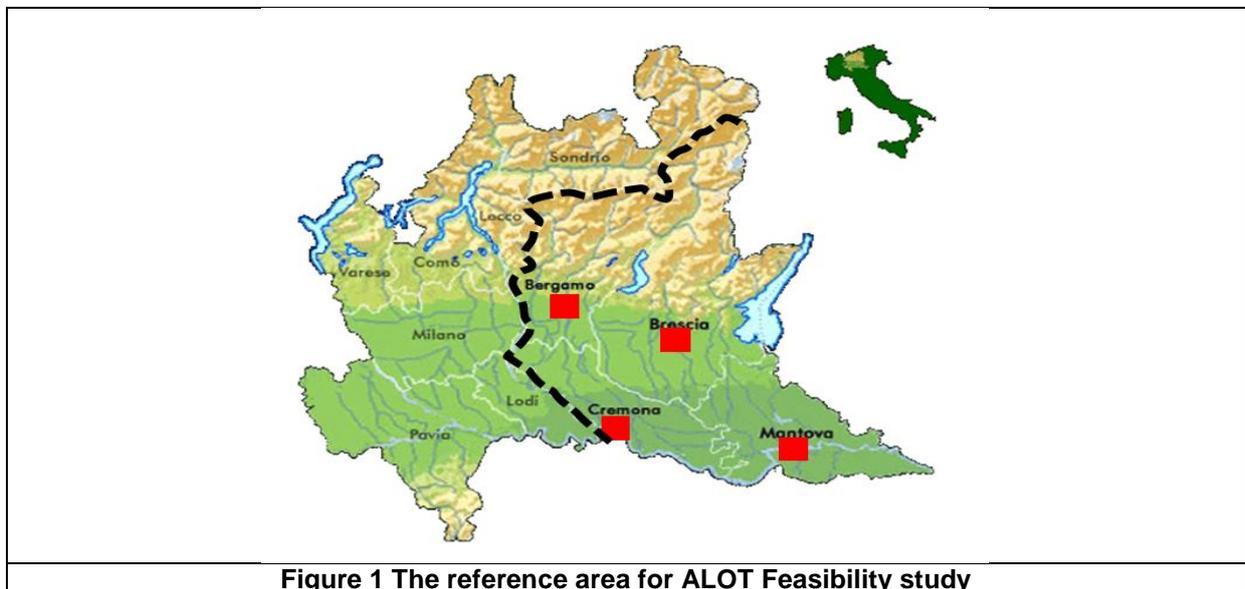


Figure 1 The reference area for ALOT Feasibility study

The provinces have different demographic and territorial characteristics: Brescia is the largest (4,784 km²) and with its 1.2 million inhabitants it is also the most populated one. Bergamo has a surface of 2,722 km² and 1 million inhabitants. Mantova is a little smaller (2,339 km²) and it has 400,000 inhabitants. Cremona is the smallest (1,771 km²) and least populated with 350,000 inhabitants that is less than a third of the population of Brescia. The Provinces of Brescia and Bergamo are partly mountainous (PreAlps) and partly extend in the

northern part of the Padana Plain, while Cremona and Mantua occupy the central section of Padana Plain, so their whole territory is flat.

The Provinces of Brescia and Bergamo are heavy industrialized and anthropized especially along the central area, where the major transport infrastructures are located: the A4 motorway between Venice and Torino the high speed rail that stops in Brescia (between Brescia and Milan is under construction), that are part of the Corridor V. The ALOT's area is also crossed by other 2 Corridors (I and "2 Mari"), from North to South, and it is also connected to two main Alpine Crossing (Gottardo/Lötschberg e Brennero) and 2 Port Ranges (Tirreno e Adriatico).

Cremona, Mantova with a lower urban density and Bergamo are served by minor rails. Mantova and Cremona have also inland ports.

As far as public transport is concerned the four provinces have a good secondary road network and a traditional bus service connected to rail. In particular, Mantova and Cremona provinces, due to their low urban density, have developed a quite long experience in Demand Responsive Transport (DRT).

3 ALOT Feasibility Study on PTA Business Plan

The design of a PTA must comply with national and local regulations. Therefore the proposed PTAs in Lombardy should be designed to comply with all Italian regulations. Moreover the design of the proposed PTAs should be supported by a Business Plan to ensure long-term sustainability. This Feasibility Study concerns the study of examples of PTA structures that could help in defining a PTA Business Plan. In particular two Good practices were selected.

The following external good practices could enhance the knowledge of a PTA business approach reinforcing helping calibrating the Business Plan that ALOT already drafted in the Regins InterAge project, where possible PTA Agencies structures and their feasibility were analysed. This is a key objective for the EPTA project. The use of existing GPs should increase confidence for stakeholders as these actions are already tried and tested.

The identified good practice PTAs provide solutions that meet with EPTA project 7 Pillar principles:

- 1) CENTRO (Birmingham, England), 2012/13 Business Plan⁴
- 2) "IRISH Business Model", Statement of Strategy 2010/11⁵

3.1 Methodology

The process of identifying Good Practices was based on taking the main objectives for the proposed PTAs in Lombardy and carrying out a literature review of the EPTA D3.1 Best Practice Document. Unfortunately gaps were identified which resulted in further research using the web to source appropriate well established practices. The identified GPs are considered the most suitable solutions that can aid the development of the Business Plan to develop the PTAs in Lombardy.

The GPs have been reported in this document with references made to how their practices will be adopted in PTAs in Lombardy. This objective meets with those set out in the EPTA project where knowledge exchange has been identified as a key objective for partners.

⁴ <http://www.centro.org.uk/>

⁵ http://www.nationaltransport.ie/downloads/statement_of_strategy_2010-2011.pdf

Each of the EPTA 7 pillars has been used to act as a reference point to “benchmark” the identified GPs practices.

The following sections of this report will demonstrate how each of the GP sites operate and how they will be used to aid the design and operation of PTAs in Lombardy.

EPTA	CENTRO	Ireland	Lombardy
PTA Objectives	PTA Objectives	PTA Objectives	PTA Objectives
Regulation	Yes	Yes	Yes
Planning	Yes	Yes	Yes
Tendering/ Awarding	Yes	Yes	Yes
Integration	Yes	Yes	Yes
Promotion	Yes	Yes	Yes
Management	Yes	Yes	Yes
Control	Yes	Yes	Yes
Table 1 Comparison of GP functions in relation to EPTA 7 pillars			

4 Good Practice N1 - Centro, West Midlands, England

4.1 Centro Background

Centro, the West Midlands Integrated Transport Authority in England, promotes and develops public transport across the region. Its aim is to transform public transport so that people of the West Midlands have a world-class system provided by a best in class organisation. Centro is working hard to ensure everyone in the region benefits from an effective network that meets the economic, social and environmental needs of the West Midlands.

Moreover, Centro have been awarded the Carbon Trust Standard for their Centro House office. This award shows that they have taken real action on climate change by reducing carbon emissions.



History

The West Midlands Passenger Transport Executive (WMPTE) was created in 1969 following the 1968 Transport Act. The West Midlands Metropolitan County was formed in 1974 as a result of the 1972 Local Government Act and incorporated Coventry.

The 1985 Transport Act deregulated and privatised bus services across the UK. From that date, WMPTE assumed its new role coordinating the services of all local private bus operators and adopted the name of Centro shortly afterwards to distinguish itself from its previous role as an operator.

The Local Transport Act 2008 gave Centro and other PTEs enhanced powers, including the right to rename themselves Integrated Transport Authorities (ITAs). Centro became an ITA in February 2009.

4.2 Centro Business Plan

The Centro Business Plan for 2012/13 has been selected to demonstrate how the organisation operates and demonstrates what kind of structure could be adopted for the East Lombardy PTAs business plans.

4.2.1 Remit

Centro provides Travel Information Centres at Coventry, Birmingham New Street and Wolverhampton and works with partners who provide centres at Walsall and West Bromwich.

Centro works in partnership with operators in the West Midlands (under the Network West Midlands brand) to develop integrated ticketing that meets customer needs. Centro also provides a range of concessionary fares for children, the elderly and disabled travellers.

Centro does not directly operate any of the trains, buses nor Metro, which serve the region. However, concerning buses, Centro does pay for socially necessary services to operate that are not profitable – such as those in the early morning, in the evening or on Sunday and is responsible for promoting and developing Midland Metro, which it owns.

4.2.2 Vision

Centro's commitment to the people of the West Midlands is to deliver a world-class public transport system, which supports:

- Economic growth,
- The environment through sustainable travel,
- Social inclusion and fairness.

Lombardy stakeholders are in charge to create the vision statement(s) for the 4 PTAs in East Lombardy.

4.2.3 Structure

The seven District Councils, which make up the West Midlands County – Birmingham, Coventry, Dudley, Sandwell, Solihull, Walsall and Wolverhampton –, each have representatives on the Authority and there are a total of 27 local councillors who work together to decide upon the policies and financial structure of the organisation.

Centro organizational structure

Centro has developed a structure where the CEO report to the Board and is supported by 5 Directors and 2 Departmental Heads who are responsible for the following functions:



The CENTRO PTA structure provides an ideal template for the design of the 3 East Lombardy PTAs. The structure should be developed through discussions with stakeholders to ensure compliance with Italian legal framework and needs of each area.

Centro Board

Integrated Transport Authority

The meeting of the Authority that involves all 27 councillors is responsible for overseeing the work of its committees, and for agreeing major policy and budgetary matters (including the setting of the Authority's annual budget).

Integrated Transport Authority Membership and Reports

MEMBERSHIP 2012/13

Councillor Robert Alden
 Councillor Keith Linnecor
 Councillor Gary Clarke
 Councillor Elias Mattu
 Councillor Bryan Cotterill
 Councillor John McNicholas
 Councillor Allah Ditta
 Councillor Catherine Miks
 Councillor Patrick Harley
 Councillor Christine Mills
 Councillor Timothy Huxtable
 Councillor Ian Ward
 Councillor Mariam Khan
 Councillor Chaman Lal
 Chairman:
 Councillor John McNicholas

Councillor Kath Hartley
 Councillor Hazel Noonan
 Councillor Paulette Hamilton
 Councillor Ted Richards
 Councillor Roger Horton
 Councillor Michael Robinson
 Councillor Des Hughes
 Councillor Judith Rowley
 Councillor Peter Hughes
 Councillor Stuart Turner
 Councillor Jon Hunt
 Councillor Tony Underhill
 Councillor Richard Worrall

Vice-Chair:
 Councillor Kath Hartley

Committee Structure

- Policy & strategy committee
Responsible for ensuring that Centro's policies and strategies effectively achieve an integrated, high quality, safe and secure public transport system serving the West Midlands region, and to ensure that these policies and strategies contribute positively to the region's wider economic, environmental and social objectives.
- Finance & Delivery Committee
Responsible for monitoring Centro's revenue and capital budgets and to have oversight of its general financial position, and to ensure that Centro's Annual Business Plan delivers its objectives in a timely and effective manner.
- Putting Passengers First Committee
Responsible for ensuring that Centro's policies and strategies are effectively delivering public transport services that meet the needs and aspirations of passengers throughout the West Midlands, and for engaging with public transport operators and other partners and stakeholders in order to champion the role of passengers.
- Ethics Committee
Responsible for promoting and maintaining high standards of conduct by members of the Authority.
- Urgency Sub-Committee
Responsible for considering any matter of urgent business that cannot wait until the next scheduled meeting of the Authority.
- Task & Finish Sub-Committee
Responsible for overseeing the work of the task and finish groups established by the Authority, ensuring that they have the appropriate terms of reference and meet their required reporting timescales.
- Pension Fund & Bus Shelter Appeals Sub-Committee
Responsible for the proper administration of the West Midlands Integrated Transport Authority's pension fund, and for all matters relating to appeals against the siting of bus shelters and stops within the West Midlands.
- Partner Engagement Sub-Committee
Responsible for overseeing the work of the Partner Engagement Groups, ensuring that Centro undertakes meaningful consultation with partner organisations during the development of its policies and strategies.

4.2.4 Funding

Parts of the Council Taxes go towards funding the work that Centro carries out. Centro is also able to raise revenue from the Government, as well as the European Community through various grants and also receives income from the private sector.

4.2.5 Customers

Centro Commitment - Putting passengers first

Being responsible for promoting public transport, Centro is a highly customer-focused organisation, one that is fully committed to achieving high standards in the services it provides and giving value for money in return for the finances it receives.

Centro invests in a number of activities designed to improve and enhance the regional transport structure, working towards a fully integrated public transport system offering safe and secure travel. At the same time is busy planning for the future.

Now more than ever, it is crucial to invest in the development of public transport as seemingly endless traffic jams, longer journey times and increasing pollution become commonplace on their roads, adding even more stress to their daily lives.

4.2.6 Objectives and Priorities

This section sets Centro's ten objectives to which are selected business priorities (P) for 2012/13 and for each priority the key deliverables (KD) that will be achieved. This document provides an ideal reference point to demonstrate to local stakeholders how a successful PTA functions at strategic and operative levels.

Governance

Centro is working with Districts and Local Enterprise Partnerships to put in place the most appropriate and relevant regional governance arrangements for transport.

The Business Plan for East Lombardy PTAs should also focus on the need to comply with Local, National Legislation for Transport

P: Lead on the implementation of the most appropriate regional governance arrangements for transport.

- The governance review led by Centro has examined options for the establishment of Transport Boards across the 3 LEPs of the Black Country, Greater Birmingham and Solihull and Coventry/Warwickshire.

This underlines the importance to create 4 PTA Board of Directors, one for each PTA.

- The review has highlighted a potential role for Centro in providing strategic co-ordination of transport across the wider journey to work area.

KD:

- Work with Districts and Local Enterprise Partnerships to put in place the most appropriate and relevant regional governance arrangements for transport.

East Lombardy PTAs should work with statutory bodies to ensure that governance arrangements for transport are implemented to the highest standard.

High Performing

Ensuring that Centro is a high performing organisation through driving, measuring, monitoring and evaluating organisational performance.

Each of the 4 East Lombardy PTAs should be set up to make them high-class organisations.

P: Best in Class Organisation

Working towards the delivery of a world class integrated transport network in the face of significant economic challenge and rising expectations will require Centro to continue to be focused on building a best in class organisation working innovatively, flexibly and professionally. This requires a culture of performance management and monitoring, setting clear objectives and ensuring a skilled workforce supported by continuous learning. Working with partners they will deliver an efficiency agenda, which is designed to streamline operations and optimise value for money.

KD:

- Develop key organisational performance indicators and ensure that performance is embedded within Centro through effective business reporting.

East Lombardy PTAs should develop KPIs to allow effective business reporting.

- Review business efficiency, effectiveness and economies through efficiency programme to deliver target savings and operational optimisation – Ways of Working.

Systems and procedures should be introduced in East Lombardy to ensure value for money.

- Work with Business Leads to identify and implement a method of measuring the effectiveness of all Stakeholder interfaces.

Similar approach should be adopted in East Lombardy.

- Improve standards and ensure a focus on meeting the needs of external and internal customers through delivery of actions identified within Centre of Excellence Frameworks.

Similar approach should be adopted in East Lombardy.

- Ensure existing business processes and reporting arrangements are appropriate and cohesive and contribute to effective decision-making and delivery of business priorities.

This should be a priority for East Lombardy PTAs

Budget and Funding

Ensuring financial rigour and a focus on value for money.

This should be one of the main focuses for the creation of the PTAs in East Lombardy

P: Ensure financial rigor and a focus on value for money

Effective financial management is a requirement of the whole organisation and is much more than ensuring probity. It is essential for good decision-making, planning and measurement of performance.

Centro financial management arrangements will ensure excellent stewardship, support performance by the provision of robust management information and enable transformation by a focus on innovative funding and procurement solutions. Best in class organisations focus not only on internal efficiencies but also on additional revenue streams.

KD:

- Prepare a three year affordable Business Plan
- Agree a levy settlement with District Leaders
- Ensure effective Financial and Business Management
- Deliver the Commercial Opportunities and Funding Action Plan
- Maximise national and European funding opportunities to assist in the delivery of the strategic transport programme.

Customer Focus

Providing a range of excellent services for passengers and optimising use of assets, through ticketing and information, promoting safety and security and excellent services at bus stations, Travel Information Centres and Customer Services.

East Lombardy PTAs should be Customer Focused

P: Deliver world-class customer focused public transport services and infrastructure

Key to achieving a world-class transport network is the ability to meet customers' needs realising that these needs will vary and change over time depending on personal circumstances and the reason for travel. Not only does Centro target market research on the

requirements of their customers and their level of satisfaction but also puts customers at the heart of operational activities in their travel centres, bus stations, car parks and provision of information.

2012/13 will see continued improvement across the range of customer service provision and the introduction of a wide range of information initiatives along with actions to continue the trends in the reduction in crime on the network.

KD:

- Deliver a range of initiatives that will improve safety and security across the network to support Transforming Bus Travel (TBT) and Transforming Rail Travel (TRT)
- Deliver a range of services to improve customer contact
- Provide integrated world-class information that helps passengers to make informed journey choices for bus, rail and Metro, supporting TBT and TRT including the development of digital and social media channels
- Implement a Smart Ticketing Programme
- Deliver integrated network promotion and communication campaigns for bus, rail and Metro to support improvements in products and services for customers
- Deliver Metro partnership arrangements
- Deliver high quality retailing and information services that promote, facilitate and encourage journeys by public transport
- Ensure that the Asset Management Plan delivers optimum financial and economic return
- Optimise infrastructure contracts and costs to deliver agreed levels of service
- Provide high quality administration and delivery of concessionary ticketing products and services to customers.

East Lombardy PTA priorities are planned to be set through discussions with Stakeholders.

Transforming Bus Travel

Delivering the outputs in TBT in partnership with National Express and other operators. Developing Statutory Quality Partnership Schemes with local authorities.

East Lombardy PTAs should work in partnership with local operators and statutory bodies.

P: Implement Transforming Bus travel initiatives

Working in partnership with bus operators, Centro's Transforming Bus Travel initiatives have resulted in significant improvements in bus networks across the West Midlands and the introduction of new and improved infrastructure and the roll out of real time information technology with at stop information.

The strategy for transforming bus travel is an ambitious one but 2012/13 will see Centro working even more closely with bus operators in voluntary and statutory partnerships to raise the quality of bus travel and ensure that all of planning activities have the role and experience of bus travel as a key element of the design.

KD:

- Implement and manage a statutory Quality Bus Partnership for Birmingham City Centre
- Complete the programme of Bus Network Reviews – implement Sandwell review in October 2012 and North Birmingham by March 2013
- Ensure the delivery of commitments contained within Partnership agreements made with bus operators and stakeholders
- Provide subsidised bus services when required to meet ITA public transport accessibility standards
- Influence bus operators to provide high quality commercially operated bus services that meet the needs of stakeholders

Similar approach should be adopted in East Lombardy working with stakeholders at each of the 4 PTA sites.

Transforming Rail Travel

Delivering outputs in Transforming Rail Travel in partnership with the rail industry.

This should also be a key objective for East Lombardy PTAs

P: Implement Transforming Rail Travel initiatives

Building on the success of TBT, Centro is now working in partnership with London Midland to deliver shared objectives as set out in the Quality Partnership Agreement. This will allow the continued growth in patronage on the rail network. Centro will also be developing the already strong partnership arrangements to influence the specification and delivery of local rail services.

KD:

- Develop innovative partnership agreements with key rail industry partners
- Ensure the delivery of commitments contained within partnership agreements made with train operators and stakeholders
- Deliver rail service increments and improvements to meet the needs of West Midlands rail passengers, through partnership working with rail operators.
- Develop a smartcard pilot project for West Midlands rail passengers jointly with London Midland and DfT.
- Influence the outputs of the Inter City West Coast franchise to maximise benefits to West Midlands rail passengers.

Similar approach should be adopted in East Lombardy working with stakeholders at each of the 4 PTA sites.

Accessible Transport

Securing value for money through accessible transport provision, developing options to address gaps and synergies with Local Authority and special needs transport providers.

East Lombardy PTAs should also be built on experiences of DRT in Cremona, working with operators and Authorities.

P: Develop and deliver world-class accessible transport to meet ITA Standards and passenger expectations.

Centro works with partners to ensure that there is world-class transport provision to assist people with mobility difficulties to access shopping, leisure, health and other facilities. These initiatives help people to lead independent lives and they are a key factor in maintaining quality of life. During 2011/12 a major review of accessible transport arrangements was undertaken to determine the best way of providing these services. The focus for 2012/13 will be to implement the recommendations which came out of this review and to secure value for money to champion solutions to the gaps in provision.

KD:

- Implement revised membership arrangements for the Ring & Ride service.
- Develop proposals to improve the efficiency of booking and charging arrangements for Ring & Ride.
- Engage with other agencies and develop a programme for jointly procuring door-to-door accessible transport services across the West Midlands.
- Consider ways of improving the integration between Ring & Ride/Community Transport and conventional public transport.

Similar approach should be adopted in East Lombardy working with stakeholders at each of the 4 PTA sites. Local experience of DRT in Cremona could be used to assist other areas.

Environment and Active travel

Delivering and promoting a range of sustainable transport programmes reducing the need to travel including delivery of Centro's LSTF programme and implementation of the UITP Green Charter Plan.

Environmental issues should be a high priority due to poor air quality issues in cities (especially in Brescia).

P: Deliver and promote a range of sustainable transport initiatives

The delivery of a range of sustainable travel transport initiatives is a key objective for the government. Centro along with the seven metropolitan authorities submitted a bid for funding an ambitious programme in December 2011 - "Smart Network, Smarter Choices". The proposal was supported by a fully justified business case with a strategic assessment of all the corridor proposals. The bid was consistent with Centro's vision for sustainable travel and would allow the more rapid implementation of smarter travel choices with initiatives that reduce carbon emissions and lead to reductions in road congestion and improved access to labour markets. If successful this will be a key element of this strand of activity and will complement other activities to promote smarter travel and implement the actions to maintain the Carbon Trust Standard and implement the UITP Green Charter Action Plan.

KD:

- Deliver an integrated package of sustainable transport measures along identified strategic corridors through the "Smart Network, Smarter Choices" programme proposal
- Complete the Pershore Road Travel Choices Pilot Scheme and assess outcomes.
- Promote smarter choices through engagement with employers, educational establishments and communities supported by network wide awareness marketing and communications campaigns
- Deliver cycling and walking initiatives and encourage sustainable access to interchanges and rail stations
- Deliver Workwise to assist unemployed people to access employment opportunities through sustainable travel choices
- Deliver carbon initiatives for transport and Centro assets to support carbon reduction.

Similar approach should be adopted in East Lombardy working with stakeholders at each of the 4 PTA sites as poor air quality issues are experienced in some areas.

Strategic Transport Programme

Working with partners to develop a strategic transport programme for the West Midlands

A strategic transport programme for each PTA in East Lombardy should be established with partners

P: Work with partners to develop a strategic transport programme for the West Midlands

One of the main roles of Centro is to put in place the transport infrastructure and interconnections required to allow for the free flow of goods and people to support economic growth. There is therefore the need to ensure that the vision for transport as set out in the LTP3, the emerging West Midlands Rail Strategy or other strategies and the development of specific schemes are fully aligned with economic strategies. Centro will therefore be working with partners but particularly supporting the Local Enterprise Partnerships in the identification and delivery of their transport priorities.

KD:

- Work with LEPs to identify and implement strategic transport priorities for their sub region.
- Work with HS2 Ltd, DfT, planning authorities, rail industry and other stakeholders to develop the HS2 route and stations in the West Midlands and ensure that Centro incorporates the implications of HS2 fully into future plans and strategies for public transport and rail network development.
- Develop a devolved rail franchise proposition for the West Midlands including proposals for Centro to take on a more significant role in the ownership and delivery of local rail stations in the context of emerging policy on franchise devolution
- Work with partners to develop proposals for M5/M6 Junction and associated road improvements (Black Country LEP priority)
- Agree with regional stakeholders the Rapid Transit Future Routes Strategy for the West Midlands detailing key Metro and Sprint schemes to be taken forward for future major scheme funding.
- Develop proposals for excellent access to Birmingham Airport (Black Country LEP priority)
- Monitor progress against LTP targets to assess how successful policies and strategies have been in meeting LTP 3 objectives
- Deliver a Rail Freight Strategy and Implementation Plan
- Engage with the Rail Industry and other stakeholders in the development of the business plan and policy framework for control period 5 and beyond.
- Seek and develop opportunities for integration of LTP 3 programmes through greater collaborative working.

Similar approach should be adopted in East Lombardy working with stakeholders at each of the 4 PTA sites.

Project Delivery

Delivering Centro's LTP Implementation programme and overseeing delivery of the Region's LTP 3 Implementation Plan

East Lombardy PTAs should work with stakeholders to develop a Project Delivery Implementation Plan.

P: Deliver Centro's LTP Implementation Programme

Centro is responsible for monitoring and reporting that all projects within the Local Transport Plan's Implementation Plan deliver business objectives in a timely and efficient manner and achieve value for money. This is also true for our own Programme commitments, which include a range of project delivery with the construction of the extended Metro Network to New Street and its integration with the Gateway redevelopment of New Street Station.

KD:

- Continue delivery of Midland Metro Expansion programme
- Complete and open Stourbridge Bus Station
- Continue to support the implementation of the Birmingham New St Gateway scheme.
- Continue to support the Birmingham City Centre' Vision for Movement programme including Interconnect Phase 2, Moor Street/New Street Link, and the "Efficient City" element of the programme.
- Continue the development of the A34 Sprint including procurement processes for infrastructure works.
- Improve the passenger interchange experience at key centres including developing innovative solutions for Coventry, Birmingham Broad Street and other strategic centres.

- Support the development and implementation of District Authority led major schemes, namely
- Coventry to Nuneaton Rail Upgrade, A45 South Bridge, Darlaston SDA and Chester Road
- Development of funding and delivery proposition for Bromsgrove Station
- Develop a prioritised Park and Ride Expansion programme based on need and deliverability
- Develop a three year rolling capital programme to utilise available funding with schemes proposed
- linked to the strategic programme
- Manage the delivery of the 2012/13 committed Smart Routes Programme including the Red Routes
- Package 1 major scheme.
- Manage the delivery of the 2012/13 Capital Programme to time and budget

Local Transport Plans in East Lombardy should have to be designed and agreed with stakeholders before implementation programme can start.

4.2.7 Measuring Success

Organisational Key Performance Indicators (KPIs) have been identified to help Centro to measure and monitor whether they are doing the right things. They are being used to ensure that their 2012/13 Business Plan Priorities and Deliverables are the right things to be doing.

Customer Satisfaction

Understanding customer satisfaction is vital to ensuring that everything that Centro does ultimately improves the journey for the travelling public. The target increases will make a significant difference to all who travel on public transport and reflect the impact of the initiatives that will be delivered during 2012/13.

Similar approach should be adopted in East Lombardy PTAs

Patronage

Difficult economic conditions are facing everyone and directly impact on the level of travel by public transport.

Centro is looking to arrest the current decline in bus patronage building on the success of Transforming Bus Travel initiatives and stabilising the network to provide a solid platform from which to grow. The rail target is reflective of the popularity of rail travel. This and the proposed Metro growth will require significant partnership working.

East Lombardy actions should be designed to promote public transport

Modal Share

Encouraging modal shift is a critical element of the Local Transport Plan and will reduce congestion and therefore assist economic growth and reduce the carbon footprint of transport in the West Midlands.

Centro is measuring modal shift by the number of public transport trips being made into the strategic centres of Birmingham, Brierley Hill, Coventry, Solihull, Sutton Coldfield, Walsall, West Bromwich and Wolverhampton.

Similar approach should be adopted in East Lombardy

High Performance Organisation

A significant measure of its success in becoming Best in Class will be succeeding in its goal of achieving the Gold standard Investors in People accreditation in 2012.

Staff should be trained to the highest standard in East Lombardy

4.2.8 Performance Management Framework

Centro business planning arrangements ensure that it plans and delivers the transport priorities for the Region and provides the basis for effective performance management.

Centro objectives and values have been developed to recognise the need for effective cross functional working arrangements whilst also allowing individuals to develop personal objectives that contribute towards the delivery of business priorities.

By focusing on ensuring that individual objectives are aligned with one of the key business priorities Centro will ensure that everything done will help drive its vision forward.

Using Centro values to continue to change the culture and behaviour within Centro to being a “can do” organisation will ensure that it become a Best in Class organisation

Similar approach will be adopted in Lombardy

4.2.9 Culture and Values

Centro’s organisational values and its working practices define its culture and provide the framework within which it will achieve its business priorities. Centro is also critical to its achievement of Gold IIP status. Centro firmly believes that by engaging its workforce in its vision and values demonstrating how well is achieving what it set out to do and becoming an even better place to work, will improve its business performance. The values are:

Excellence To be the very best and add value to everything that it does

Professionalism Committed to earning the trust and respect of its customers, partners and colleagues in all that it does

Customer Focused Passionate about meeting the needs and expectations of its customers and partners to deliver the best possible customer experience

Outcome Driven Clear about what it will achieve and will deliver it

Our People Matter They are understood and valued

Centro puts diversity and equality at the heart of its business. People should be treated fairly, with respect and in a way that is appropriate to and recognises their needs, giving them the opportunity to fulfil their potential. As an employer and a service provider Centro takes into account and values individual and group differences and implements policies that recognise those differences.

Centro also ensures that the already excellent standards in Health and Safety are further developed and improved through the increasing involvement of staff in the monitoring of standards, as well as ensuring the constant review of opportunities to introduce new arrangements appropriate to the level of risk.

Centro strongly believes that the way in which it drives, facilitates and enables the cultural and operational changes required to deliver its vision in line with its values is fundamental to its success. Consequently, Centro approach to managing change in 2012/13 is one, which seeks to align working practices, management standards and employee behaviours to its desired culture in order to improve performance.

Lombardy PTAs should share this commitment

4.2.10 Revenue Budget

Budgets are supposed to be set for Lombardy PTAs following the creation of strategies and delivery programmes. Revenue streams should be identified from local, national and international sources.

Given the unprecedented period of financial constraint and public expenditure cuts being experienced by its District Partners, Centro recognised the need to continually review their role and expenditure and identify savings.

Centro challenge for the next 12 months will therefore be to focus the Efficiency Programme around reviews of working practices to improve service provision and reduce costs through increased opportunities for collaborative working with partners.

Centro Revenue Budget funds the following expenditure to ensure delivery of their priorities:

Concessionary Schemes

This covers the English National Concessions Scheme and the ITA extension to Rail and Metro. The National Concessions Scheme is a statutory national scheme governed by legislation and their reimbursement follows DfT guidelines in particular regarding:

- Strict eligibility
- Firm guidelines on fare calculation and additional costs
- Smartcard patronage data which has removed significant manual intervention

Rail and Metro Concessions

The ITA has extended the National bus scheme to West Midlands residents to include local rail and Metro services within the region enabling cardholders to travel after 9.30am up to midnight, on weekdays and all day at weekends and bank holidays.

Child Concessions

The ITA provides a half fare travel concession to children aged 5 to 15 and young adults aged 16-18 in full time education. This concession is only available on weekdays before 9.30am and between 15.30 and 18.00.

During 2010/11 there were approximately 21m child journeys undertaken an increase of 10% over the previous year. This concession broadly reimburses operators up to the full fare. The uptake continues to exceed expectations and the budget for 2012/13 reflects this trend.

Subsidised Network – Operator Payments

The current access standards state that where passenger boarding exceeds 5 and the cost per head is less than £2.05 then the authority will provide a service. There are currently 239 subsidised services, which provide approximately 12.2m journeys per year. Current pressures on this budget reflect anticipated service reductions resulting from the current pressures on bus operators as a result of the economic climate, and 20% reduction in Bus Services Operators Grant.

Rail Service Provision

This supports various timetable enhancements including the weekday evening service between Birmingham New Street and Rugeley Forest Valley; half hourly Saturday off peak services on the same line and continuation of 6 trains per hour on the Cross City North line on Saturday daytimes.

Special Needs

Funds services for 28,000 active users, making 1.5m journeys per annum with a recent review of the provision focused in four main areas

- Eligibility
- Service reviews and efficiencies
- Personal Mobility Allowance
- Governance

The 2012/13 forecast has kept expenditure at last year's level, but the funding requirement has increased by the one off use of reserves, which reduced the 2011/12 funding requirement by £1.46m.

Operational Expenditure

Operational expenditure supports a range of passenger facilities for bus, rail and Metro passengers including 12 bus stations, 6,000 bus shelters and 7,000 bus stops. This includes supervision at bus stations to enhance passenger safety and personal security. Centro charges bus operators for the use of these facilities, which covers 37% of the cost of its provision. In addition this expenditure covers the Safer Travel Police Team and the provision of information to passengers.

It also covers general organisation support in terms of Finance, HR, Legal, Property and IT requirements.

These costs represent total costs, as Centro does not allocate support costs to direct services. All Centro priorities are therefore being delivered by a net operational budget of only £22.6m (after attributable income).

Financing Cost

These costs primarily cover the loan portfolio that funds the Metropolitan areas capital programme.

Capital financing represents the interest costs on the £156m borrowings and the minimum revenue provision charges. These charges are made based upon the estimated useful economic life of the assets and are consistent with district policies.

The pension costs represent the liabilities relating to employees who transferred to West Midlands Travel Ltd in 1986 and added year's entitlements granted to a number of employees prior to 2008.

Capital Budget

Centro Capital Budget reflects the implementation of Centro LTP 3 commitments and contributions towards major scheme development.

The programme was prioritised using a best practice prioritisation model and reflects the levels of funding available.

A provisional budget is included for the development of major schemes, which will be allocated following further discussion with LEP partners.

It identifies a broad range of minor schemes, which are directly related to the delivery of Centro business priorities. The minor works element of the programme grows gradually from the 2011/12 level to reflect the anticipated increases in the Integrated Transport Allocation.

The delivery of all of the schemes will be subject to the rigour of Gateway Process.

Overall funding for the total programme is reflected in the approved Treasury Management Strategy and the associated borrowing costs have been reflected within the latest Revenue Budget requirements.

5 Good Practice N2 – Irish National Transport Strategy, Ireland

5.1 Irish NTA background

The structure for managing Public Transport in Ireland was reorganised in 2010 and its objectives strongly agree with those being set out for the 4 PTAs in Lombardy. The following section highlights how the Irish GP example could be used to assist in the development of PTAs, highlighting the structures and remit used.

Legislation

The statutory basis for the National Transport Authority comprises two Acts of the Oireachtas.

The *Dublin Transport Authority Act 2008* mainly deals with corporate governance arrangements and functions and associated powers with respect to the development of an integrated transport system in the Greater Dublin Area (GDA). It also provides for the dissolution of the Dublin Transportation Office and transfer to the new Authority of the integrated ticketing project from the Railway Procurement Agency. Most of the provisions of the 2008 Act have been commenced at this stage.

Lombardy has Italian Legislation to guide development of PTAs in the same way as Irish example.

National Transport Authority

The *Public Transport Regulation Act 2009* provides for the renaming of the Dublin Transport Authority as the National Transport Authority and gives it additional functions at a national level relating to the procurement of public transport services, the licensing of commercial bus services as well as providing for the transfer to the Authority of the staff and responsibilities of the Commission for Taxi Regulation. Only part of the substantive provisions of the 2009 Act have been commenced however it is expected that the Act will be fully commenced by the end of 2010 at which point the National Transport Authority will be fully established.

In March 2010 the Minister for Transport extended the National Transport Authority's functions with regard to the development and implementation of an integrated public transport information scheme to Cork, Galway, Limerick and Waterford and their contiguous counties. In September 2010 the Minister also extended the Authority's responsibility for Integrated Ticketing nationally.

Italian Legislation clearly outlines the powers for PTAs in the same way as Irish Example.

Environment

The National Transport Authority has:

- a *national* remit to secure the provision of public bus and rail services,
- a *regional* remit to develop an integrated transport system for the *Greater Dublin Area*.

The purpose of the following information is to show the main transport statistics with respect to both of these areas. The statistical data has been extracted from the Transport Omnibus 2008 published by the Central Statistics Office.

National (2008 figures):

- 192 million passenger journeys were made on scheduled bus passenger services (excluding school transport services) operated by Dublin Bus and Bus Éireann;
- Bus Éireann carried 19 million passengers in the principal regional cities of Cork, Galway, Limerick and Waterford;
- There were 1,905 licensed bus operators. However, no reliable statistics are available for the number of passengers carried by such operators;
- 45 million passenger journeys (excluding international journeys) were made on Irish Rail services;
- 0.72 million tonnes of freight was transported by rail.

Each of the four proposed PTAs in East Lombardy will be able to follow the Irish Example and produce similar results regarding the performance of each mode.

Greater Dublin Area (GDA)

Although the GDA comprises just 10% of the land area of the State it contains almost 40% of the State's total population. The population of the GDA in 2006 was 1.66 million persons.

In 2008:

- the number of licensed vehicles in the GDA exceeded 910,000 vehicles or 36.5% of the total for the State.
- the GDA accounted for 38% of all private cars and 30% of all goods vehicles licensed in the State.
- the GDA accounted for just 11% of the national road network (as measured by length). However, it accounted for 41% of the national network of motorways and dual carriageways (as measured by length).
- more than 204 million passenger journeys were made on Dublin Bus, DART, suburban rail¹ and Luas services.
- The GDA, through Dublin Airport, Dublin Port and Dun Laoghaire Harbour, is the State's major gateway for imports and exports as well as inward and outward tourism.

Similar statistics will be reported by East Lombardy PTAs

Economic Environment

The high growth rates in the national economy experienced in the period from the early 1990s to 2007 generated high annual increases in employment, housing, car ownership, public transport use, emissions and many other economic indicators.

However, since 2008 there has been a significant decline in economic growth, which in many cases has reversed the trends of the previous 15 years. This has been particularly evident in the transport sector.

As a result the challenges imposed by a burgeoning economy have been replaced by the challenges of managing an economy in recession. While this change in the nation's economic fortunes occurred over a very short space of time it is clear that it will take some time for the economy to return to full health. However, even though transport demand is in decline at present, the Authority must plan for an integrated transport system to support the recovering national economy.

The current state of the public finances means that public investment in transport measures and infrastructure may be constrained. Achieving value for money will be more important than ever.

Economic benefits are a key strategic objective in Italian Legislation for the creation of PTAs

Economic Regulation

The government is committed to improving the quality of economic regulation within the state. The National Transport Authority will actively participate in all the initiatives derived from the Government Statement on Economic Regulation and work to improve its regulatory function. Some suburban rail services extend beyond the GDA.

5.2 Irish NTA Business Plan

5.2.1 Remit

The remit of the National Transport Authority is to regulate public passenger transport services across Ireland and, specifically in the Greater Dublin Area, to direct and integrate the delivery of public transport projects and services.

At a national level, the Authority is responsible for:

- licensing bus routes and regulating small public vehicles and their drivers (responsibility to be transferred late 2010),
- entering into contracts for the provision of public transport services,
- providing funding for specified bus and rail travel services that are considered necessary for economic or social reasons,
- ensuring integration of land use and transport planning in regional development plans.

Within the Greater Dublin Area, the Authority's responsibilities include:

- preparation and regular review of a transport strategy,
- adoption of an integrated implementation plan and a strategic traffic management plan,
- financing the construction of public transport infrastructure,
- promoting an integrated public transport network,
- implementing integrated ticketing, fares and information schemes,
- regulating fares and encouraging increased public transport use,
- promoting cycling and walking,
- implementing demand management measures (excluding road pricing),
- ensuring integration of land use and transport planning in development plans.

The Greater Dublin Area covers seven local authority areas comprising Dublin City Council and Fingal, Dún Laoghaire-Rathdown, South Dublin, Kildare, Meath and Wicklow County Councils. The Area is aligned with that of the Dublin Regional Authority and the Mid-East Regional Authority, which provides a sound basis for effective integration and cooperation on transport and land use planning.

The Irish Remit is very similar to the goals of Italian Legislation for the creation of PTAs. Exact remit is supposed to be agreed by stakeholders in East Lombardy.

5.2.2 Vision

“Greater use of sustainable modes of transport across the country”

This approach is similar to the one used in Centro and should be followed by East Lombardy PTAs.

Mission

Irish NTA mission is to develop greater use of sustainable modes of transport across the country in support of Government policies and priorities. It has three separate but interlinked parts. They are:

- to regulate the provision of integrated public transport services by public and private operators in the State,
- within the Greater Dublin Area to secure the development and implementation of an integrated transport system,
- to contribute to land use planning at regional and local authority level to ensure the effective integration of transport and land use planning in a manner that contributes to environmental sustainability and social cohesion and promotes economic progress.

The mission shares the ambition for each of the 4 PTAs in East Lombardy. This approach was also adopted by Centro.

5.2.3 Structure

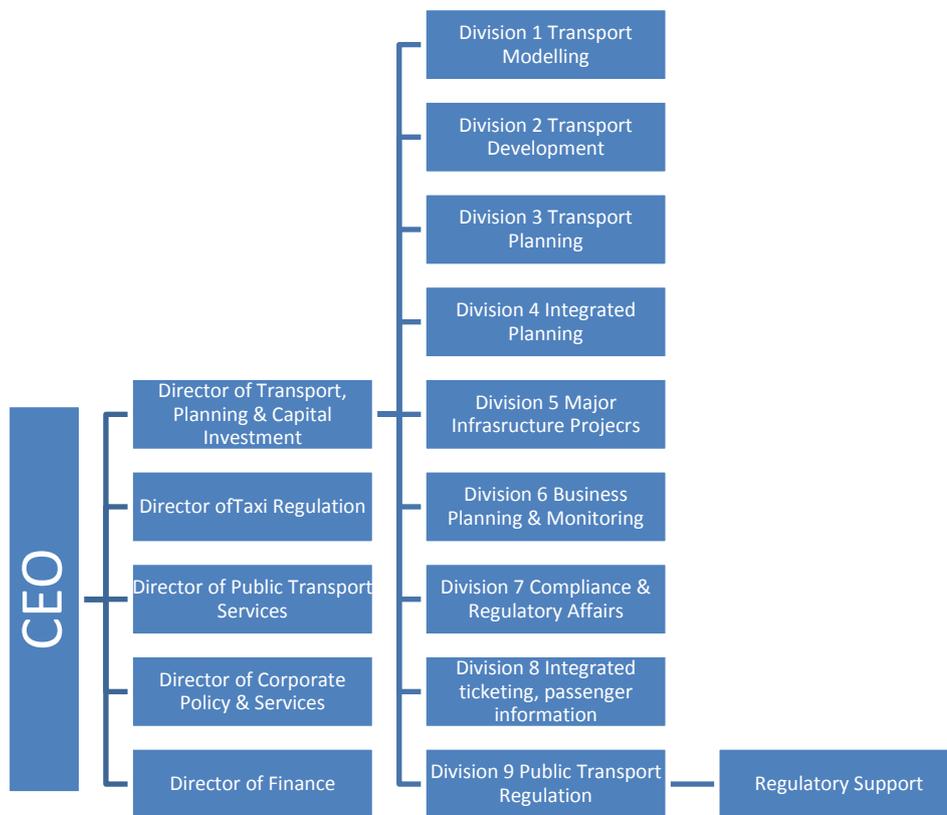
The National Transport Authority is a non-commercial State body established on December 1st 2009. The Board of the Authority comprises 12 members appointed by the Minister for Transport. The Board generally meets on a monthly basis⁶.

An Audit Committee has been established by the Board.

Italian Legislation clearly outlines the governance procedures expected in the creation of PTAs

Organizational Structure

The Irish Model is adopted to serve the whole country. The emphasis in the design of the structure is centred on the creation of 9 Divisions. The above structure is managed by 5 Directorates.



Board members

The Board of the National Transport Authority is composed of 12 members comprising a chairperson, 8 ordinary members and 3 *ex officio* members, all of who are appointed by the Minister for Transport. The members of the Board are as follows (italics are used to highlight *ex officio* members):

1. Mr. John Fitzgerald (Chairperson), appointed December 2009;
2. *Mr. Gerry Murphy (Chief Executive), appointed December 2009;*
3. Ms. Linda Saunders, appointed December 2009;
4. Dr. Berna Grist, appointed December 2009;
5. Mr. Frank King, appointed December 2009;

⁶ Minutes of Board meetings are published on the National Transport Authority website www.nationaltransport.ie

6. Mr. John Tierney (Dublin City Manager), appointed December 2009;
7. Mr. Damian Usher, appointed December 2009;
8. Ms. Valerie O'Reilly, appointed March 2010;
9. Mrs. Margaret O'Shaughnessy, appointed March 2010;
10. Mr. Jim Deegan, appointed June 2010;
11. Vacancy for ordinary member;
12. Hugh Creegan is the newest Board Member, approved December 2010

Audit Committee

The Board's Audit Committee comprises:

Mr. John Tierney (Chairperson)

Ms. Linda Saunders

Mr. Damian Usher

Government Policies

The National Transport Authority has a key role to play in the implementation of Government policies. In this regard there are a number of key Government policy documents to which the Authority has regard in the execution of its functions and responsibilities. The principal policy documents include:

- National Spatial Strategy 2002-2020;
- National Development Plan 2007-2013;
- Building Ireland's Smart Economy – A Framework for Sustainable Economic Renewal;
- Smarter Travel – A Sustainable Transport Future;
- Infrastructure Investment Priorities 2010-2016;
- Transforming Public Services Programme;
- Public Service Agreement 2010-2014;
- Government Statement on Economic Regulation;
- National Action Plan for Social Inclusion 2007-2016;
- National Statistics Board's Strategy for Statistics 2009-2014;
- National Climate Change Strategy 2007-2012;
- National Energy Efficiency Action Plan;
- National Action Plan on Green Public Procurement;
- National Sustainable Development Strategy;
- National Cycling Policy Framework.

Italian Legislation already exists and has been identified in the design of Lombardy PTAs

5.2.4 Funding

In common with other non-commercial State agencies the administration costs of the National Transport Authority are currently funded by way of State grants paid to the Authority by the Department of Transport.

In addition the Authority receives substantial State grants (capital and current) from the Department of Transport for the provision of transport services and infrastructure.

Similar procedures exists in Lombardy

5.2.5 Customers

The needs of the public transport customer, cyclists and walkers underpin all the work of the Authority. Their primary focus is the improvement of public transport passenger services for the existing customers and to attract new customers.

The Authority's customers also include stakeholders and operators that work with them to achieve their mission.

The Authority has to establish the appropriate means of communicating with its customers and the methods to be used. Their first action will be to develop a Customer Action Plan and Customer Charter to meet customers' needs.

Similar approach should be adopted in Lombardy. The Irish example highlights the need to design services to meet the needs of its customers working with stakeholders. This is in line with Lombardy and Centro vision.

5.2.6 Objectives and Priorities

The Irish Business Plan foresees 8 priorities to be fulfilled for the 2010/2011 year. Each priority has key objectives and key deliverables (KD) to be achieved.

Develop an integrated transport system in the Greater Dublin Area

Key objectives:

- Progress the development of an integrated public transport system in which all services (Luas, metro, bus and suburban rail) are connected through high quality interchange facilities, integrated ticketing, fares and customer information to create a cohesive network operating under a distinctive common brand;
- Develop an accessible public transport system, which ensures that most people are within easy reach of a reliable public transport service and which enables people with a disability or mobility impairment to access those services.

Similar structured approach for each mode regarding priorities could be adopted for each of the 3 PTAs in Lombardy

KD:

- Submit a draft transport strategy for the Greater Dublin Area to the Minister for Transport for approval in 2010;
- Submit a draft integrated implementation plan for the Greater Dublin Area to the Minister for Transport for approval in accordance with statutory timeframe;
- Commence preparation of a strategic traffic management plan for the Greater Dublin Area on completion of integrated implementation plan.

Oversee capital investment programme in the Greater Dublin Area

Key objectives:

- Manage the delivery of the major capital investment programme in the Greater Dublin Area in accordance with Government and National Transport Authority policies;
- Devise priorities based on the funding available and the needs of the Greater Dublin Area;
- Deliver value for money.

KD:

- Develop and maintain a suite of high-level project management guidelines to set out detailed reporting and gateway processes for delivery agencies;
- Ensure progress on Key Objectives is monitored on a regular basis.

Secure and support the provision of integrated public transport services throughout the State

Key Objectives:

- Establish a fair and efficient system for the licensing of commercial bus routes nationally;
- Secure the provision of public passenger transport services;
- Make it easier and more convenient for people to access and use public transport services.

KD:

- Finalise bus licensing guidelines by October 2010;
- Continuously monitor all public service contracts for the provision of public passenger transport services including those provided by Dublin Bus, Bus Éireann and Irish Rail;
- Support the roll-out of real-time passenger information in Dublin, Cork, Galway, Limerick and Waterford commencing in 2011;
- Develop and implement a national intermodal interactive journey planning service;
- Successful roll-out of the integrated ticketing project in the Greater Dublin Area during 2011.

Ensure that transport considerations are fully addressed as part of land use planning

Key Objectives:

- Promote effective integration of transport and land use planning.

KD:

- Fully participate in the regional and local planning processes where appropriate within the Greater Dublin Area in order to ensure the successful integration of transport and land use strategies;
- Participate in the regional planning processes outside the Greater Dublin Area.
- Strategic Priorities 2010-20121

Encourage the use of more sustainable modes of transport

Key Objectives:

- Promote a shift from the car to more sustainable modes of transport (public transport, cycling and walking).

KD:

- Develop a National Cycle Design Manual;
- Manage the Smarter Travel Workplaces programme;
- Support the Green School's initiatives;
- Develop a car-sharing website.

Ensure the successful establishment of the National Transport Authority

Key Objectives:

- Complete the National Transport Authority establishment process;
- Identify the National Transport Authority's resourcing needs.

KD:

- Assimilate the Commission for Taxi Regulation and Department of Transport bus licensing functions into the National Transport Authority during 2010;
- Rationalise office accommodation arrangements by end 2010;
- Identify and exploit administrative efficiencies and improvements where possible.

Develop a professional organisation that is equipped to meet current and future challenges

Key Objectives:

- Undertake their functions to the highest standards of public service and with a view to ensuring value for money;
- Commit to quality in the conduct of their work and their internal capacity and expertise.

KD:

- Put appropriate systems in place to ensure that projects are well managed and decisions on funding are soundly based;
- Develop a human resources strategy for the organisation;
- Promote staff training and development.

External relations

Key Objectives:

- Develop constructive relationships with stakeholders including local and regional authorities, transport agencies, bus operators, public representatives, representative groups, transport users, etc.

KD:

- Establish database of stakeholders;
- Develop communications strategy;
- Engage in public consultation during the preparation of major policies;
- Use the website to disseminate reports, Board minutes and other documents in order to inform the public.

5.2.7 Constraints

ALOT could highlight any constraints using Irish Example

The economic downturn had a negative impact on the availability of resources throughout the public sector. However, as the National Transport Authority has only recently come into existence and is still in the process of acquiring its full range of functions it is consequently at a greater disadvantage than most public sector organisations.

The Authority will have to manage with less personnel and funding than was originally envisaged due to current constraints on public sector recruitment and Exchequer funding. This will impinge on the capacity of the Authority to fully deliver on its wide-ranging mandate in the short to medium term. As a result it is likely that the Authority will have to concentrate its resources on the implementation of its principal functions and those areas of other work where the Authority believes it can achieve most public value.

The Authority will submit, in its Annual Report to the Minister for Transport, the details of the progress achieved under the strategic objectives. This strategy will form the basis of business plans for each division within the Authority and for each staff member's role profile. Progress in the delivery of the divisional and personal plans will be measured at the end of each year.

6 Lombardy Business Plan Guidelines

The development of the 4 Business Plans for the provinces of Brescia, Bergamo, Mantova and Cremona could benefit from the Good Practices highlighted in this document. Stakeholders could benefit from the fact that the structures, policies and operation of services in Centro in the West Midlands in England and the Irish National Transport Strategy are well established and performing well. The EPTA project Feasibility Study Structure is designed to utilize Good Practice as closely as possible to allow evaluation of their transferability value to aid sites throughout Europe.

The following Guidelines highlight the key elements from both Good Practices and in comparison with the elements of the legislation for Lombardy Region and how these could be transferred in the 4 East Lombardy PTAs.

6.1 Legislation

It is clear that the success of the Centro and Irish GPs is based on the fact that National and Regional Legislation were designed to aid the development of PTAs. The Lombardy PTAs have guidelines from Italian legislation:

- Regional Law 4th April 2012, n. 6⁷ Regulation of the transport sector
- Guidelines for the preparation of the Statutes Of Agencies For The Local Public Transport.

The following table highlights the Legislation governing PTAs in each area.

Centro	Ireland	Lombardy
1968 Transport Act. 1972 Local Government Act 1985 Transport Act 2008 Local Transport Act	2008 Dublin Transport Authority Act 2009 Public Transport Regulation Act	4th April 2012 - Regional Law n. 6, Regulation of the transport sector. Guidelines for the preparation of the Statutes Of Agencies for the Local Public Transport

6.2 Remit

The Remit for Lombardy PTAs will be decided by local stakeholders using the clear guidelines set out in Article 7 Paragraph 13 of the Italian legislation. Examples of both Remits for Centro and Irish Authority are provided in the following table. These could be used to guide Lombardy PTAs in the design of their BP.

Centro	Ireland	Lombardy
Centro is responsible for monitoring and reporting that all projects within the Local Transport Implementation Plan deliver business objectives in a timely and efficient manner and achieve value for money. Key deliverables in 2012/13 will be to: 1. Continue delivery of Midland Metro Expansion programme	The National Transport Authority has 1. a national remit to secure the provision of public bus and rail services, 2. a regional remit to develop an integrated transport system for the Greater Dublin Area. The remit of the National Transport Authority is to regulate public passenger transport services across Ireland and, specifically in the Greater Dublin Area, to direct and integrate the delivery of public transport projects and services.	<u>Article 7 Paragraph 13, Regional Law 4th April 2012</u> <i>"In respect of the political and programmatic functions that the law confers to the region and local authorities, agencies are the tool for the exercise of the functions associated with the local authorities referred to in Article 4, paragraph 2 and Article 6, paragraph 2, and perform the duties and tasks set out below:</i> <i>a) the definition and planning of the relative services, through the drafting and approval of the program of the basin of the local public transport referred to in Article 13, as well as their regulation and control;</i>

⁷ BURL n. 14, suppl. del 06 Aprile 2012; urn:nir:regione.lombardia:legge:2012-04-04;6

<p>2. Complete and open Stourbridge Bus Station</p> <p>3. Continue to support the implementation of the Birmingham New St Gateway scheme.</p> <p>4. Continue to support the Birmingham City Centre' Vision for Movement programme including Interconnect Phase 2, Moor Street/New Street Link, and the 'Efficient City' element of the programme.</p> <p>5. Continue the development of the A34 Sprint including procurement processes for infrastructure works.</p> <p>6. Improve the passenger interchange experience at key centres including developing innovative solutions for Coventry, Birmingham Broad Street and other strategic centres.</p> <p>7. Support the development and implementation of District Authority led major schemes, namely Coventry to Nuneaton Rail Upgrade, A45 South Bridge, Darlaston SDA and Chester Road</p> <p>8. Development of funding and delivery proposition for Bromsgrove Station</p> <p>9. Develop a prioritised Park and Ride Expansion programme based on need and deliverability</p> <p>10. Develop a three year rolling capital programme to utilise available funding with schemes proposed linked to the strategic programme</p> <p>11. Manage the delivery of the 2012/13 committed Smart</p>	<p>At a national level, the Authority is responsible for:</p> <ol style="list-style-type: none"> 1. licensing bus routes and regulating small public vehicles and their drivers (responsibility to be transferred late 2010), 2. entering into contracts for the provision of public transport services, 3. providing funding for specified bus and rail travel services that are considered necessary for economic or social reasons 4. ensuring integration of land use and transport planning in regional development plans. <p>Within the Greater Dublin Area, the Authority's responsibilities include:</p> <ol style="list-style-type: none"> 5. preparation and regular review of a transport strategy, 6. adoption of an integrated implementation plan and a strategic traffic management plan, 7. financing the construction of public transport infrastructure, 8. promoting an integrated public transport network, 9. implementing integrated ticketing, fares and information schemes, 10. regulating fares and encouraging increased public transport use, 11. promoting cycling and walking, 12. implementing demand management measures (excluding road pricing), 13. ensuring integration of land use and transport planning in development plans. 	<p><i>b) the development of proposals, to be submitted to the Region, relating to regional rail services, to optimize the intermodal integration in the basins;</i></p> <p><i>c) the approval of the tariff system of the basin, and a determination of tariffs, in accordance with the regulation referred to in Article 44 and subject to agreement, the securities are integrated with rail services, with the region;</i></p> <p><i>d) the establishment of management, quality, technical and economic standards, in compliance with the minimum standards defined at regional level;</i></p> <p><i>e) the planning and management of financial resources, found through integrative forms of financing of services of local public transport;</i></p> <p><i>f) the granting of services, in compliance with the regulations in force for the entire basin, with the function of the contracting authority, in accordance with criteria of integrity, independence and impartiality;</i></p> <p><i>g) the signing, management and verification of compliance with service level agreements, also pursuant to article 2, paragraph 461, of 24 December 2007, n. 244 (Provisions for the preparation of the annual and multi-year State - Finance Act 2008), including the application of rewards and penalties;</i></p> <p><i>h) the verification of the minimum standard conditions applied by the operator of local public transport services on the basis of the provisions contained in the Regulation referred to in Article 44;</i></p> <p><i>i) the development of initiatives for the integration of the local public transport and sustainable mobility modes;</i></p> <p><i>j) the development of innovative forms for the promotion and use of local public transport, including:</i></p> <ol style="list-style-type: none"> <i>1. innovative initiatives aimed at increasing the demand;</i> <i>2. innovative forms of communication with users, even with use of mobile communications for the real-time information to customers and to consult all the information regarding the service;</i> <i>3. marketing and promoting policies to encourage the use of public transport;</i> <p><i>k) the establishment of uniform policies for the promotion of the system of local public transport, including the coordination of image and dissemination of information to the user;</i></p> <p><i>l) the definition of tariff concessions in favour of categories of users in addition to those provided for in Article 45, at the expense of the agencies;</i></p>
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<p>Routes Programme including the Red Routes Package 1 major scheme.</p> <p>12. Manage the delivery of the 2012/13 Capital Programme to time and budget</p>		<p><i>m) the consultation, including preventive action, and through the establishment of appropriate institutional meetings with representatives of the travellers meet the minimum requirements set by the agency, with the associations of consumers and users recognized by the Region under the regional law 6/2003, with the mobility manager, with the trade unions, with public transport companies and their associations, through the establishment of appropriate local conferences of public transport, in particular on issues relating to:</i></p> <ol style="list-style-type: none"> <i>1. programming services;</i> <i>2. service contracts;</i> <i>3. quality, paper of service quality, level of user satisfaction;</i> <i>4. tariff aspects;</i> <i>5. monitoring data;</i> <p><i>n) monitoring the quality of services, through the use of instruments that facilitate the acquisition of data and information required in accordance with article 15;</i></p> <p><i>o) supervision, and in collaboration with the persons in charge, on compliance by the distributing companies of local public transport services, standards in quality and safety;</i></p> <p><i>p) the authorization for the provision of other services of a social nature, in compliance with the provisions of the contracts of service of public transport and existing regulations regarding bus hire with driver.”</i></p>
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6.3 Vision and policies

6.3.1 Customers

Both Centro and the Irish Authority have stated aims that their PTA is designed to put the needs of customers first. This is in line with the stated aims in Italian Legislation. The 4 East Lombardy PTAs should also adopt the “Putting the Customer First” concept based on discussions with local stakeholders, through a participative process in the programming definition.

Centro	Ireland	Lombardy
<p>Putting the Customer First</p>	<p>The needs of the public transport customer, cyclists and walkers underpin all the work of the Authority. Their primary focus is the improvement of public transport passenger services for the existing customer and to attract new customers.</p>	<p><u>Article 7, Guidelines for the preparation of the Statutes Of Agencies For The Local Public Transport:</u></p> <p><i>“The Statutes should foresee suitable forms of participation to the implementation of the Agencies’ functions for the local public transport.</i></p> <p><i>In particular the Statute should foresee the consultations, even prearranged, through the definition of institutional meetings with the travellers’ representatives, with the consumers’ and users’ associations recognised by the Region according to the Regional Law: 6/2003, with the mobility managers, with the trade unions, with the public transports’ companies</i></p>

		and their associations, particularly concerning the themes regarding the services programming, the services contracts, the services quality, the Chart of services quality and the satisfaction level of the users, the tariffs, the monitoring data.”
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6.3.2 Policies

The success of both Centro and Irish Authority is largely down to the fact that they had supportive Legislation to assist the design and operation of their PTAs. Italian Legislation Guidelines, Article 1 Paragraphs 1 and 2 highlights the policy requirements for Lombardy PTAs. The follow table highlights the Policies at each site.

Centro	Ireland	Lombardy
<p>Transforming Bus Travel</p> <p>Transforming Rail Travel</p> <p>Accessible Transport Provision for Elderly and or Disabled People</p> <p>Environment and Active Travel encouraging walking, cycling and car sharing</p>	<p>The principal policy documents include -</p> <p>National Spatial Strategy 2002-2020;</p> <p>National Development Plan 2007-2013;</p> <p>Building Ireland’s Smart Economy – A Framework for Sustainable Economic Renewal;</p> <p>Smarter Travel – A Sustainable Transport Future;</p> <p>Infrastructure Investment Priorities 2010-2016;</p> <p>Transforming Public Services Programme;</p> <p>Public Service Agreement 2010-2014;</p> <p>Government Statement on Economic Regulation;</p> <p>National Action Plan for Social Inclusion 2007-2016;</p> <p>National Statistics Board’s Strategy for Statistics 2009-2014;</p> <p>National Climate Change Strategy 2007-2012;</p> <p>National Energy Efficiency Action Plan;</p> <p>National Action Plan on Green Public Procurement;</p> <p>National Sustainable Development Strategy;</p> <p>National Cycling Policy Framework.</p>	<p>Article 1 Paragraph 1 and 2, Regional Law 4th April 2012</p> <p>“1. The current law disciplines the transport sector in Lombardy, with the aim to develop an integrated transport system that is suitable to the needs of people mobility and environmental sustainability, to promote the improvement of the quality of services and to pursue the economic sustainability of the system, in particular referring to the local and regional public transport.</p> <p>2. In particular the public transport discipline proposes to:</p> <p>a) develop in Lombardy the local and regional public transport system, which could meet the needs of people mobility and environmental sustainability and favor, through the improvement and the rationalization of the offer, the optimization of the networks and timings, the development of the interchange nodes and the integration of the different typologies of services, the modal transfer from the private to the public means of transport;</p> <p>b) enhance the quality of services in terms of regularity, reliability, comfort, punctuality and accessibility, also through the adoption of innovative technologies, the definition of service contracts that could incentivize the achievement of the target and the realization of a suitable monitoring system for the factors of production and quality of the service, based on the users’ evaluations;</p> <p>c) optimize the fares system, in particular through the gradual adoption of the integration of the tariffs at a regional level and through the development of suitable electronic ticketing systems, also with the aim to fight the ticket evasion;</p> <p>d) enhance the legibility of the overall system offer, providing users the tools for information, communication and integrated consultation processes, also at a general level, for timings, itineraries, tariffs;</p> <p>e) promote the defense of the public transport users’ rights and ensure, also during the stipulation of service contracts, the quality, the universality, the accessibility and the cheapness of the performances;</p>

		<p>f) ensure the governance tools and the resources to grant the effectiveness and the efficacy of the whole public transport system at a regional and local level;</p> <p>g) enhance the livability of the urban context and the environmental conditions of the territory, incentivize the sustainability of the mobility, also through the implementation of new forms of mobility, the use of innovative technologies and the renewal of the circulating vehicles, and the promotion of the companies and local mobility managers.</p> <p>h) support the simplification processes of the sector and favor the establishment of operators, also in aggregated and cooperative forms, which will be able to develop synergies and economies on a large scale, strategies and investments functional for the effective improvement of the service quality;</p> <p>i) promote the industrial development of the sector, favoring the growth of competitiveness and entrepreneurship;</p> <p>j) enhance the commercial speed of vehicles of the public transport.”</p>
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6.3.3 Strategic Planning

It is important that Transport Planning does not take place in isolation from the strategic plan for any area. Centro developed a strategic transport programme while Irish NTA focused on the integration of transport programmes and strategic land use planning. Centro and Irish PTAs have recognized strategic planning and programme as key objectives for the effectiveness of their agencies.

Strategic Plans should be developed working with stakeholders for each of the 4 PTAs in Lombardy

Centro	Ireland	Lombardy
Working with partners to develop a strategic transport programme for the West Midlands	To contribute to land use planning at regional and local authority level to ensure the effective integration of transport and land use planning in a manner that contributes to environmental sustainability and social cohesion and promotes economic progress.	<p><u>Article 3 Paragraph 1, Regional Law 4th April 2012.</u></p> <p>The Region: <i>“p) approves the regional info-mobility plan, as a strategic document for programming and orientation, with the aim to develop coordinated and coherent actions towards the advancement and sustainability of innovative processes applied to the public and private mobility systems (ITS - Intelligent Transport Systems)”</i></p> <p><u>About the definition of the programming the Article 7 Paragraph 13 stated:</u></p> <p><i>“m) the consultation, including preventive action, and through the establishment of appropriate institutional meetings with representatives of the travellers meet the minimum requirements set by the agency, with the associations of consumers and users recognized by the Region under the regional law 6/2003, with the mobility manager, with the trade unions, with public transport companies and their associations, through the establishment of appropriate local conferences of public transport, in particular on issues relating to:</i></p> <p>1. <i>programming services [...].”</i></p> <p><u>Article 9 Paragraph 1 Regional Law 4th April 2012.</u></p> <p><i>“a) the regional programme of mobility and transport;</i></p>

		<p>b) the program of the rail services; c) the programme of the regional interventions on the property of the inland waters; d) the basin programmes of the local public transport”</p> <p>Each programming tool has a strategic component to be defined.</p>
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6.4 Structure

Both the Centro and Irish PTA examples have proven to provide high quality, value for money solutions. The structures of both Centro and Irish PTA are similar in approach. They are designed to meet legislative requirements and meet agreed goals set by local stakeholders.

The structures provide templates and guidance on how the 4 PTAs in East Lombardy could function. It is however important to recognize that there is no single solution that can be adopted. It is important that the needs of Stakeholders in East Lombardy are recognized in the design of their PTAs and that they comply with National and Local Regulation. Both GPs do however provide evidence on what has been achieved at Centro and in Ireland. The ability to use these GPs in Lombardy will help further evaluation as to how the EPTA project partners can assist sites in Europe to successfully introduce PTAs to aid the development of cost effective Transport Solutions.

The following table highlights how the Board of Directors has been set up at Centro and in Ireland and how these GPs could assist the development of Board structures in Lombardy.

Structure of Lombardy PTAs are supposed to be decided by Stakeholders using Italian Regulatory Guidelines. Boards will be created for each PTA in the provinces of Brescia, Bergamo, Mantova and Cremona.

Centro	Ireland	Lombardy
<p>The seven District Councils which make up the West Midlands County – Birmingham, Coventry, Dudley, Sandwell, Solihull, Walsall and Wolverhampton – each have representatives on the Authority and there are a total of 27 local councillors who work together to decide upon the policies and financial structure of the organisation. The councillors are nominated from Local Authority areas that fund Centro. All elected members are Councillors</p>	<p>The National Transport Authority is a non-commercial State body established on 1 December 2009. The Authority’s organisational structure is shown in Appendix 1. The Board of the Authority comprises 12 members, comprising a chairperson, 8 ordinary members and 3 ex officio members, all of who are appointed by the Minister for Transport. The Board generally meets on a monthly basis. Minutes of Board meetings are published on the National Transport Authority website www.nationaltransport.ie An Audit Committee has been established by the Board.</p>	<p><u>Article 7 Paragraph 5, 6 and 8. Regional Law 4th April 2012.</u></p> <p>5. “The Public transport agencies are <i>non-profit public bodies</i>, characterized by legal status and managerial and financial autonomy, constituted to carry out compulsorily in an associated form the operative functions in relation to the local public transport activities of the local public bodies that are considered in the territorial basins according to the Paragraph 1. According to the law, the organization and the functioning of the agencies are ruled by their statutes and regulations. Within 30 days from the entering into force of this law, after consultation with the representatives of the Union of the Provinces of Lombardy Region (UPL) and of the Regional Association of the Municipalities of Lombardy (ANCI Lombardy), the Regional Committee adopts the guidelines for the Guidelines for the preparation of the Statutes Of Agencies For The Local Public Transport in order to align the operative modalities and the authorities composition of the agencies, together with their duties.</p> <p>6. The authorities of the agencies are: a) the committee, which members perform their task honorary, for free and without any reimbursement; b) the board of directors, which is composed by</p>

		<p>a maximum number of 5 members that perform their task honorary, for free but with reimbursement of expenditures;</p> <p>c) the president, elected between the components of the board of directors;</p> <p>d) the director, which is in charge of the managerial responsibility of the agency, nominated by the agency among the subscribers to a list managed by the Region;</p> <p>e) the inspectorate body.</p> <p>8. The bodies will be in charge for 3 years at the longest and their members cannot be elected or nominated for more than two consecutive mandates.“</p>
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6.5 Funding

The following table highlights how both Centro and the Irish Authority fund their PTA. The guideline from Italian Legislation has been included to demonstrate how the Italian Government expects Italian PTAs to be funded.

Centro	Ireland	Lombardy
<p>Part of Council Taxes goes towards funding the work that Centro carries out. Centro is also able to raise revenue from the Government, as well as the European Community through various grants and also receives income from the private sector.</p> <p>Ensuring Value for Money</p>	<p>In common with other non-commercial State agencies the administration costs of the National Transport Authority are currently funded by way of State grants paid to the Authority by the Department of Transport.</p> <p>In addition the Authority receives substantial State grants (capital and current) from the Department of Transport for the provision of transport services and infrastructure.</p> <p>Ensuring Value For Money</p>	<p><u>Article 2.4 Resources and charges - finance – assets. Guidelines for the preparation of the Statutes Of Agencies For The Local Public Transport:</u></p> <p><i>“The Agency is made with human resources, equipment, and financial assets made available by participants and authorities at the expense of the system.</i></p> <p><i>The Agency shall ensure the achievement of its objectives and the performance of its duties by the following means:</i></p> <p><i>a) contributions of organizations members;</i></p> <p><i>b) appropriations ordinary and extraordinary in the region, the state and other agencies;</i></p> <p><i>c) income and asset amounts derived from loans;</i></p> <p><i>d) any other income, ordinary or extraordinary, whether arising from donations.</i></p> <p><i>Financial management is carried out by the Agency for the pursuit of institutional goals assigned by law, according to criteria of effectiveness, efficiency and economy, and in accordance with the provisions for local authorities.</i></p> <p><i>The Agency may establish their own assets, including through contributions and contributions from the participating institutions.</i></p> <p><i>The Agency has its own treasury services governed by appropriate regulations.”</i></p>

6.6 High Performing

The emphasis on quality has been highlighted in Centro and Irish GPs. This will also be a key objective for the 4 PTAs in East Lombardy. The following table highlights how both Centro and Irish Authority define High Performance and how this could aid Lombardy PTAs. Each of the 4 East Lombardy PTAs should be designed to provide the highest standards of public service.

Centro	Ireland	Lombardy
Best in Class Organisation Ensuring that they are a high performing organisation. Driving, measuring, monitoring and evaluating organisational performance.	<p>Undertake functions to the highest standards of public service and with a view to ensuring value for money;</p> <p>Put appropriate systems in place to ensure that projects are well managed and decisions on funding are soundly based;</p> <p>Develop a human resources strategy for the organisation;</p> <p>Promote staff training and development</p>	<p><u>Article 15. Regional Law 4th April 2012.</u></p> <p><i>“1. The Region, in agreement with the local public transport agencies, municipalities non-county seats according to the <Article 6 Paragraph 3 letter f), and the bodies according to the article 40, and in agreement with the Regional Conference of the local public transport, also in order to build up the useful database for the elaboration of the programming tools, is in charge to manage the development of an informative system for the monitoring and the collection, elaboration and storage of data related to the local and regional public transport services, which should be homogeneous on the regional territory, with the aim to verify the level of customers’ satisfaction, efficacy, efficiency and quality of the services supplied by the operators, and also to acquire the cognitive elements to support the regional decisions concerning the sharing of the sources allocated for the financing of local public transport services.</i></p> <p><i>2. The region defines the lower threshold of the data to be monitored through the monitoring system and the homogeneous and uniform standards in the territory of the region for their acquisition, ruling in particular the indicators, the technologies and operative modalities, the timing for the survey, also involving customers, and data transmission, also the typology of data that will be accessible to the public.”</i></p>

6.7 Priorities

The Irish GP highlighted the list of priorities for the development of the Transport Agency in Ireland. This provides an ideal template for Lombardy PTAs to use when considering priorities, objectives and milestones.

The 8 priorities and objectives highlighted have been critical to the success of both Centro and Irish PTAs. With the objectives of the EPTA project these practices will be closely followed with adaptation to meet the needs of local stakeholders. This will provide the basis for the design of the 4 Lombardy PTAs Business Plan.

Priority	Objective	Milestones to Delivery	Lombardy Actions
1. Develop an integrated transport system	<p>Progress the development of an integrated public transport system in which all services are connected through high quality interchange facilities, integrated ticketing, fares and customer information to create a cohesive network operating under a distinctive common brand;</p> <p>Develop an accessible public transport system, which ensures that most people are within easy reach of a reliable public transport service and which enables people with a</p>	<p>Transport strategy</p> <p>Integrated implementation plan</p> <p>Strategic traffic management plan</p>	<p>Transport Strategy should be required for each of the 4 PTAs.</p> <p>This allow consultation with stakeholders to agree on local priorities.</p>

	disability or mobility impairment to access those services.		
2. Oversee capital investment programme	<p>Manage the delivery of the major capital investment programme</p> <p>Deliver Value for Money</p>	<p>Develop and maintain a suite of high-level project management guidelines to set out detailed reporting and gateway processes for delivery agencies;</p> <p>Ensure progress on Key Objectives is monitored on a regular basis.</p>	<p>Investment Programme should be developed following agreement between stakeholders on objectives and priorities.</p> <p>Each objective outlined in draft Transport Strategy will need to be fully costed to allow decision makers to fully understand the budget implications.</p>
3. Secure and support the provision of integrated public transport services throughout the State	<p>Establish a fair and efficient system for the licensing of commercial bus routes nationally;</p> <p>Secure the provision of public passenger transport services;</p> <p>Make it easier and more convenient for people to access and use public transport services.</p>	<p>Compile bus licensing guidelines</p> <p>Continuously monitor all public service contracts for the provision of public passenger transport services</p> <p>Support the roll-out of real-time passenger information</p> <p>Develop and implement a national intermodal interactive journey planning service;</p> <p>Successful roll-out of the integrated ticketing project</p>	<p>The development of the East Lombardy Tender and Award Strategy should set out the standards, terms and conditions for each mode of transport. Management and control mechanisms should also be included.</p>
4. Ensure that transport considerations are fully addressed as part of land use planning	<p>Promote effective integration of transport and land use planning.</p>	<p>Fully participate in the regional and local planning processes where appropriate in order to ensure the successful integration of transport and land use strategies;</p>	<p>East Lombardy PTA policies should recognize the importance of this approach</p>
5. Encourage the use of more sustainable modes of transport	<p>Promote a shift from the car to more sustainable modes of transport (public transport, cycling and walking).</p>	<p>Develop a National Cycle Design Manual;</p> <p>Manage the Smarter Travel Workplaces programme;</p> <p>Support the Green School's initiatives;</p> <p>Develop a car-sharing website.</p>	<p>East Lombardy should develop a "Green" Transport plan to promote public transport, walking and cycling.</p>
6. To ensure the successful establishment of the National Transport Authority	<p>Complete the National Transport Authority establishment process;</p> <p>Identify the National Transport Authority's resourcing needs.</p>	<p>Assimilate the Commission for Taxi Regulation and Department of Transport bus licensing functions into the National Transport Authority;</p> <p>Rationalise office accommodation arrangements;</p> <p>Identify and exploit administrative efficiencies and improvements where</p>	<p>The development of the Business Plan for the 4 East Lombardy PTAs will take into account the structure for the organization as well as locations and accommodation requirements.</p>

		possible.	
7. Develop a professional organisation that is equipped to meet current and future challenges	Undertake functions to the highest standards of public service and with a view to ensuring value for money; Commit to quality in the conduct of work and internal capacity and expertise.	Put appropriate systems in place to ensure that projects are well managed and decisions on funding are soundly based; Develop a human resources strategy for the organisation; Promote staff training and development.	Similar approach should be adopted in East Lombardy to ensure the highest possible quality of service is proved.
8. External relations	Develop constructive relationships with stakeholders including local and regional authorities, transport agencies, bus operators, public representatives, representative groups, transport users, etc.	Establish database of stakeholders; Develop communications strategy; Engage in public consultation during the preparation of major policies; Use the website to disseminate reports, Board minutes and other documents in order to inform the public.	Communications strategy should be included in East Lombardy Business Plan

6.8 Legislative aspects

The issue regarding the remodeling of public transport bodies with an “agency” model, in coherence with the exigencies of the management and organization needs of the public transport is solved by the legislative orientation of the Regional Law.

The legal status of the Local Public transport Agencies, accordingly with the Regional Law for Lombardy 6/2012 is defined by the article 7, as reported in the former chapter. The Paragraph 5 of this Law stated that “The Public transport agencies are non-profit public bodies, characterized by legal status and managerial and financial autonomy, constituted to carry out compulsorily in an associated form the operative functions in relation to the local public transport activities of the local public bodies that are considered in the territorial basins according to the Paragraph 1”. The legal provisions, confirmed by the explicit terms of the Deliberation of the Regional Committee (DGR) May 23rd 2012 IX/3506, do not allow misinterpretations or proposals for different societal formulas. The public bodies’ status, which can be recognized in many national or regional agencies, instituted thanks to the more recent special legislation, agrees with the best interpretations, that found in them the expression of the peculiar characterization of many management bodies that can be considered, for all intents and purposes, public bodies⁸.

Defined this aspect, another issue was raised from the national legislation: does the disposition of the article 9, paragraph 6 of the Legislative Decree 95/2012, converted in the Law 135/2012, that introduced for Municipalities and Provinces the prohibition “to set up any new bodies, agencies or organs however called”, is applied also to the Regions and

⁸ Cfr. CASSETTA, *Manuale di diritto amministrativo (Manual for the Administrative Jurisprudence)*, Milan, 2011, p. 88.

therefore can represent a limitation both to regional legislator and specifically to the institution of the Public Transport Agencies?

This issue was solved on March 6th 2013 in the decision of the Court of Auditors, Regional Section for the control for Lombardy, in the Paragraph Lombardia/71/2013/PAR, replying to the request of the President of the province of Sondrio (January 28th 2013) also in behalf of the other Provinces of Lombardy members of the Union of the Provinces of Lombardy (U.P.L.).

In particular the Court excludes the application to the Region of the prohibition in the disposition of the Article 9, Paragraph 6 of the Legislative Decree 95/2012, and confirms the full validity of the organizational model according to the Regional Law for Lombardy 6/2012.

In synthesis, the Court observes that in this case two legislative provisions occurs, with different aims and objectives and different references:

- The Article 3bis of the Legislative Decree 138/2011, that forced the Regions towards a managerial and organizational model of local public transport network of an economic relevance, based on the definition of “homogeneous and optimal territorial basins” and their “governmental bodies”, law that the Lombardy Region translated into Regional law 6/2012.
- The Article 9, Paragraph 6 of the Legislative Decree 95/2012 converted in the Law 135/2012, which aims is to reduce the costs afflicting the local bodies derived from the participation to bodies and operative organs, established either to manage administrative functions or to supply the public services outside their organizational structure.

The difference of functions, objectives and aims should exclude the pertinence of the Article 9, Paragraph 6 on the matters analyzed.

Moreover, the Court decision highlighted the aim of the national legislator to maintain the organizational model based on homogeneous and optimal territorial basins for the local public transport services of an economic relevance, after the Legislative Decree 95/2012. As a matter of fact it was confirmed with the Paragraph 1bis of the Article 3bis of the Legislative Decree 138/2011, acted by the Article 34, Paragraph 23 of the Legislative Decree 179/2012, converted in the Law 221/2012, which stated that the “organizational functions of the local public transport services of an economic relevance are operated by the governmental bodies of the homogeneous and optimal territorial basins instituted or appointed in relation to the Paragraph 1 of this Article”. This means that this Paragraph attributes explicitly and exclusively to the organs instituted by the Regions the managerial and organizational functions for the public services, confirming both the sectorial character of the norm and its validity even after the entering in force of the Legislative Decree 95/2012; this is also confirmed by the principles of application of the traditional canons of construction of succession of the laws through time and of the principle of specialty.

6.9 Revenue budget

The former paragraphs identified the fundamental values and objectives that should be exploited by a PTA in order to set up an efficient service. In particular the driver elements of Lombardy PTAs should be the enhancement of the quality and flexibility of public transport. These two objectives should be associated to a third objective that, due to this unprecedented period of financial constraint and public expenditure cuts, can be considered vital for the survival of the public transport mode: the reduction of costs.

Therefore the following three objectives sum up the East Lombardy PTAs strategy:

- quality of public transport
- flexibility of public transport
- better business management of public transport.

In order to achieve this latter objective this document wants to give East Lombardy PTAs a better idea of the revenues and costs of an PTA revenue budget.

To have an overview of the possible revenues and expenditures we took as an example the Centro revenue budget scheme. This could be done because Centro shares similar structure and activities with those that are foreseen for East Lombardy PTAs.

In particular Centro budget for 2012-2013 is defined as follows:

	Total in sterlines
Income	
Levy	147,500,000
Other Grants	985,896
Advertising Revenue	6,390,000
Investment Interest Income	4,044
On Street Infrastructure Income	3,082,758
Other Interest income	2,064
Income	1,182,264
Total	159,147,026
Contractual Expenditure	
Concessionary Scheme	(65,667,983)
Child Concessions	(13,000,176)
Operator Payments	(9,226,548)
Gross Operational Rail Expenditure	(269,352)
Special Needs	(11,084,700)
Total	(99,248,759)
Operational Expenditure	
Staff Costs	(13,480,864)
Agency Staff	(104,132)
Training & Development	(257,974)
IT (inc Agresso & Telephones)	(2,201,972)
Partnership	(2,481,528)
Infrastructure (inc On Street)	(10,555,792)
Promotions, Information and Initiatives	(2,407,475)
External Advice	(1,170,283)
Ticketing, Data Collection & Admin	(356,158)
Travel & Subsistence (inc Pool Cars)	(235,693)
ITA Members	(361,884)
Other	(698,318)
Total	(34,312,073)
Net Operational Contribution	25,586,194
Financing Costs	
Capital Financing Costs	(17,548,248)
Insurance	(370,380)
Operating Leases	244,356
New Depreciation/Grant Write Back	(992,292)
Line 1 Finance Lease	(188,004)
Pension costs	(7,360,356)
Total Financing Costs	(26,214,924)
Total Return	(628,730)

Centro revenue Budget is based on the following specificities:

- **Concessionary Schemes**

This covers the English National Concessions Scheme and the ITA extension to Rail and Metro

The National Concessions Scheme is a statutory national scheme governed by legislation and our reimbursement follows DfT guidelines in particular regarding:

- Strict eligibility
- Firm guidelines on fare calculation and additional costs, and
- Smartcard patronage data which has removed significant manual intervention
- **Rail and Metro Concessions**

The ITA has extended the National bus scheme to West Midlands residents to include local rail and Metro services within the region enabling cardholders to travel after 9.30am up to midnight, on weekdays and all day at weekends and bank holidays.
- **Child Concessions**

The ITA provides a half fare travel concession to children aged 5 to 15 and young adults aged 16-18 in full time education. This concession is only available on weekdays before 9.30am and between 15.30 and 18.00.

During 2010/11 there were approximately 21m child journeys undertaken an increase of 10% over the previous year. This concession broadly reimburses operators up to the full fare. The uptake continues to exceed expectations and the budget for 2012/13 reflects this trend.
- **Subsidised Network – Operator Payments**

The current access standards state that where passenger boarding exceeds 5 and the cost per head is less than £2.05. Then the authority will provide a service. There are currently 239 subsidised services which provide approximately 12.2m journeys per year Current pressures on this budget reflect anticipated service reductions resulting from the current pressures on bus operators as a result of the economic climate, and 20% reduction in Bus Services Operators Grant.
- **Rail Service Provision**

This supports various timetable enhancements including the weekday evening service between Birmingham New Street and Rugeley Forest Valley; half hourly Saturday off peak services on the same line and continuation of 6 trains per hour on the Cross City North line on Saturday daytimes.

Special Needs Funds services for 28,000 active users, making 1.5m journeys per annum with a recent review of the provision focused in four main areas

 - Eligibility
 - Service reviews and efficiencies
 - Personal Mobility Allowance
 - Governance

The 2012/13 forecast has kept expenditure at last year's level, but the funding requirement has increased by the one off use of reserves which reduced the 2011/12 funding requirement by £1.46m.
- **Operational Expenditure**

Operational expenditure supports a range of passenger facilities for bus, rail and Metro passengers including 12 bus stations, 6,000 bus shelters and 7,000 bus stops. This includes supervision at bus stations to enhance passenger safety and personal security. Centro charge bus operators for the use of these facilities which covers 37% of the cost of their provision. In addition this expenditure covers the Safer Travel Police Team and the provision of information to passengers.

It also covers general organisation support in terms of Finance, HR, Legal, Property and IT requirements.

These costs represent total costs as we do not allocate support costs to direct services. All our priorities are therefore being delivered by a net operational budget of only £22.6m (after attributable income).
- **Financing Cost**

These costs primarily cover the loan portfolio that funds the Metropolitan areas capital programme.

Capital financing represents the interest costs on the £156m borrowings and the minimum revenue provision charges. These charges are made based upon the estimated useful economic life of the assets and are consistent with district policies. The pension costs represents the liabilities relating to employees who transferred to West Midlands Travel Ltd in 1986 and added year's entitlements granted to a number of employees prior to 2008.

East Lombardy PTAs Budget

It has to be reminded that each PTA's Revenue Budget is strictly influenced by many aspects, among which the following are the most relevant:

- Geographic Area: distribution, urbanization, morphology, etc..
- Taxes: amount, origin.
- Tariffs: ticketing system, integration, class of discount, etc.
- Assets: workshops, vehicles, etc. property of the PTA or the TOC .

The first three aspects depend on the location of a PTA, in particular the government and its mechanisms, the type of customers and their attitude to use the public transport, the network etc.. The fourth one depends on how the PTA is structured. In the case of East Lombardy, PTAs are not supposed to have assets e.g. to own means of transport but to give concession to transport companies.

Moreover from Centro experience, we can propose the P&L budget allocated in percentage as per the following good balancing practice:

Income
- taxes, fare collection and other grants: 93%
- advertising: 4%
- others (investments..): 3%
Costs:
- Contractual expenditures (concessions...): 60%
- Operational expenditures (staff, IT, promotions information, Ticketing, Data Collection & Admin, etc.): 20%
- The remaining 20% can be attribute to financial costs.

7 Conclusions

This document can provide a fruitful blueprint for the definition of the business plan of East Lombardy PTAs. The Good practices identified was useful in particular for what concerns the definition of objectives and priorities. Nevertheless some suggestions for the allocation of costs were made on the basis of the Centro experience.