

FACT SHEET

CAPABILITY:

MULTIMODALITY

Managing door-to-door journeys



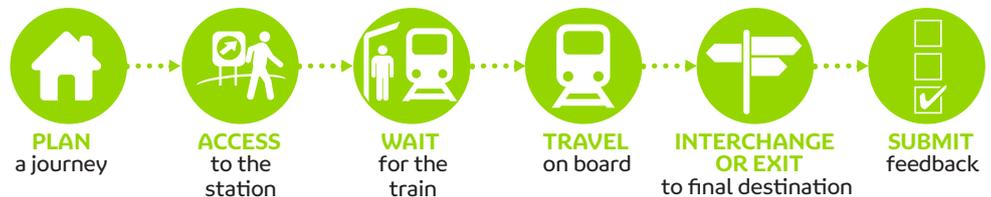
Introduction

Multimodality is the very essence of Keolis Downer because of our experience across a variety of transport modes and the customer experience across a door-to-door journey.

Keolis operates metro, heavy rail, light rail, bus rapid transit and bus but also manages non-traditional public transport such as bikes, car sharing and parking. Keolis Downer's focus is not just the delivery of a particular mode; it is the door-to-door transport journey that matters most. Amongst many other elements, the journey comprises planning to travel, the information available, the individual trip on a vehicle, the stop infrastructure and location, the change of mode at an interchange, the time taken, the overall level of customer service, the value of the fare and the level of personal safety.

Keolis Downer has developed a deep understanding of the four fundamental aspects of intermodal transport: infrastructure, interchange, passenger information and harmonisation of timetables between the various transport modes.

This focus on the total journey is driven by the way the customer sees their journey. They don't tend to think about what operator and what mode; they remember whether their last journey left a positive impression or not. At Keolis Downer, we are mode agnostic and customer-centric.



Thinking about the journey from the perspective of a customer is leading to a revolution in the way public transport is delivered. The previous model was engineering led, now decisions are being made to suit the customer and multimodal journeys are an outcome of that change.

The overriding factor now is to maximise the choice for the customers. Choice acknowledges that circumstances change. Ninety percent of customers change their travel habits every three days and on average catch 1.7 modes of transport. This change is driven by customer circumstances: some days a customer is prepared to spend an hour on a slower journey and avoid a change of mode; other days they value speed above comfort and will be prepared to stand in a crowd so long as they arrive on time. Other days the highest need is perceived personal control and that day a car journey is preferred. In this case the ease and value of a good parking experience is paramount. Because customers change their patterns so too must the operators cater for this new paradigm.

To encourage greater interchange between modes (which is a better use of government resources), in addition to catering for changes each day, operators must meet new customer demands for: quality information at interchanges; phone chargers in seats; Wi-Fi access; and where possible, a carbon-conscious form of travel. A safe and punctual bus is no longer enough when we are competing with the digitally enabled sharing economy. Similarly, the best physical infrastructure no longer suffices if the 'softer' elements are not delivered well.

When a system is truly multimodal / modally agnostic it is more efficient for the operator and the government agency to run because services can be better matched to demand. For example, instead of running near-empty full-size buses you can use smaller buses or even taxis (and reallocate the larger buses to where they serve the greatest need). As long as the experience is positive, customers can be encouraged to walk a little further to the train station where there is a greater capacity and a speedier service (rather than relying on a slower bus).

Overseas Keolis has proven that patronage increases when good multimodal outcomes are delivered, e.g. in Orleans-Val De Loire. In the words of the President of the Orleans community, Charles-Eric Lemaigen, 'Since 2012, our work with Keolis has helped us optimise our transport network. For example, we have completely reorganised bus routes to make them more complementary with the second tramway line. In the space of a year, this new arrangement has led to an increase in passenger numbers from 26 million to 30 million. In 2014 we also set up a joint programme to fight fare evasion, supported by an advertising campaign and intensified ticket controls. These initiatives have significantly optimised the efficiency of our network.'

Delivering a Seamless Door-to-Door Journey



The Role of the Interchange

High quality interchanges can become destinations in themselves due to their amenity and their utility. It becomes a natural hub for people to meet. Interchanges can offer the services people need, be they transport, retail or social, creating destinations in their own right. Most 'destination' interchanges have managers specifically employed to ensure the location is attractive and safe for travellers and the community and there are incentives for operators to work together to deliver multimodal outcomes.

The ultimate goal for a great public transport network is to honour the users and ensure their first choice is to catch public transport due to its superior convenience, accessibility, connectedness, information and ultimately, experience.

Another key factor is not just the physical interchange but the design of the network. Where a network approach is adopted and multimodality and interchange are key positive factors, the entire stable of transport assets, ie: the vehicles and services, can be employed in an efficient manner. No longer do we need to see buses as duplicating trains but instead buses are providing a true feeder service into the rail network.

A specific challenge in the Australian context is the governance of public transport and the roles played by PTAs, operators and local councils. Ensuring greater cooperation between public and private stakeholders across the entire door-to-door transport network is critical. A tradition of misalignment between road, rail and active transport must be overcome in order to ensure a productive and liveable city. The promotion of scale in local government can help to ensure councils can play an active and positive role in the transport task. There are no municipalities in the world with a larger physical region to manage than Brisbane City Council, for example. The benefits for public transport customers are clear with Brisbane City Council's scale allowing it to provide bus and ferry servicing and coinvest in major projects.

The 'last mile' is often the place where the poorest outcomes are achieved. This is where the PTA and the operator end their responsibility and the councils get involved. Examples include poor lighting beyond the boundaries of a station, poor signage or graffiti near the bus stop. Even if the actual public transport journey has been positive, the last impression is not positive. These problems can be overcome but we need to embrace new governance models to ensure that the last mile of the journey is factored in and the responsible parties are identified.

Where does Keolis Downer deliver this capability?

Keolis is responsible for the entire multimodal outcomes at 13 major French cities, where the operator has deeper responsibility and incentives to ensure multimodal outcomes. This is due to a different governance structure where many of the functions performed by public transport authorities in Australia are the responsibility of the operator, eg: ticketing, interchange management and network design.

Keolis is responsible for the entire multimodal network at 13 cities around the world

This model promotes flexibility in delivering for the customer with the operator controlling the full suite of assets, eg: the operator has the buses to replace the trams in the event of a network issue. This allows maximum flexibility to put the customer first and ensure full accountability with one operator to return normal service levels.

In Bordeaux, France, multimodality is simply a way of life for Keolis, as the network manager and the 120+ million annual passengers. Enhanced multimodal outcomes have been achieved via a revised bus network with its better connections to the trams, enhanced frequencies and extended hours of service. Keolis also launched VCub, a bicycle share scheme and Batcub, a river shuttle. The focus on improving interchanges, which is a key issue for passengers resulted in 12 Bordeaux interchange points being improved. The outcome of these and other initiatives is a 20 percent increase in service kilometres, particularly in the off peak, evenings and weekends which reflects the changing lifestyles of our passengers. Patronage is up by 40 percent since 2009 and revenue is up more than 50 percent.

The introduction of light rail in Dijon alongside an improved overall network saw a 30 percent increase in four years while in Orleans the improved network design helped push patronage up by 15% in a single year. This is the best evidence that network changes driven by customer demand drive healthy increases in usage which in turn reduces congestion and enhances liveability.

The average journey to work uses 1.7 modes of transport

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Multimodal Transport in Australia and New Zealand

The Gold Coast Light Rail, G:link, demonstrated both unprecedented cooperation of three levels of government and greater coordination between transport modes. The introduction of light rail to the Gold Coast facilitated the redesign of the bus network ensuring cooperation between modes of transport and a seamless experience for passengers. There are now more bus services with extended hours and increased frequency. Keolis Downer's expertise has also been applied to the interchange points. The Broadbeach South light rail and bus interchange is an example of what can be achieved when multimodal outcomes are well planned.

In Melbourne a similar positive outcome has been delivered by Keolis Downer with a combined tram and bus platform stop recently created outside Crown Entertainment Complex in Clarendon Street, Southbank. This is the only place on the network where buses and trams set down passengers at the same stop infrastructure. It is a small example of thinking in a multimodal manner which has brought about a better customer outcome and maximizes the user of a refurbished transport asset.

We can imagine a future where the changes to transport proposed for Newcastle present a great opportunity to make the 'last mile' memorable for the right reasons.

The entrepreneurial Keolis Downer team in South Australia has adapted taxi fleet technology to create Dial-a-Ride, an on-call bus service for people in Victor Harbour, Murray Bridge, Gawler and the Barossa. These commercial services enhance both customer outcomes and the bottom line by using vehicles when they are not needed elsewhere and ensures people can remain connected. Similarly, In Quimper (Brittany, France), taxis are chartered to replace buses after 10 pm, as the latter are scarcely used.

The massive current and planned investment in transport infrastructure in Australia will no doubt deliver some world class transport assets. To ensure that such quality infrastructure is fully utilised we must collectively focus on the interchange arrangements, customer information and harmonisation of timetables between multiple transport modes.

Keolis is the world's
pre-eminent
operator of
multimodal transport
networks

Keolis Downer is Australia's Multimodal Transport Leader

Around the world no other operator has as much proven experience in:

- Integrated network design
- Managing multimodal contracts
- Creating and managing intermodal hubs and interchanges
- Delivery of the 'last mile' solution on behalf of the PTA or local government.



Contact details: