



# Public Transportation “Made by OV- bureau” How do we do it ?

London 2017, June 8th  
ir. Erwin Stoker  
Manager PT development

# Outline

## Introduction

- Public transportation in the Netherlands
- Public transportation in Groningen Drenthe
- Franchising history

## Cases

1. Joint development and business cases
2. Buses
3. Bus depots
4. Personnel
5. Concession Management
6. OV-chipcard and national datawarehouse public transportation

I won't bite !

Concession = Franchise

# Public transportation in the Netherlands

# PT in the Netherlands



## National railways (Main network)

### Operator:

- NS Nederlandse Spoorwegen
- 100% public company
- Negotiated contract 2015-2025
- Ministry of Infrastructure and Environment

### Tracks:

- Prorail
- 100% public company
- Negotiated contract 2015-2025
- Maintenance and extensions
- Ministry of Infrastructure and Environment

# PT in the Netherlands: Regional PT

OV-autoriteiten



14 responsible public bodies

- 12 provinces
- Rotterdam/The Hague
- Amsterdam

Modes:

- Regional rail
- Metro
- Tram
- Bus

Responsible for tracks/road:

- Local or regional road administration



# Wet Personenvervoer 2000 (PT bill 2000)

- Privatisation of (former) provincial and city public transport (bus) companies
- Obligation for PTA to franchise all public transportation from 2000
- Exclusive right for 1 operator in a certain area or on a certain line



# PT in the Netherlands: PT franchises (2017)

All bus contracts franchised  
(Except Rotterdam/The Hague and  
Amsterdam: negotiated contract)

Keolis

ARRIVA  
a DB company

TRANSDEV

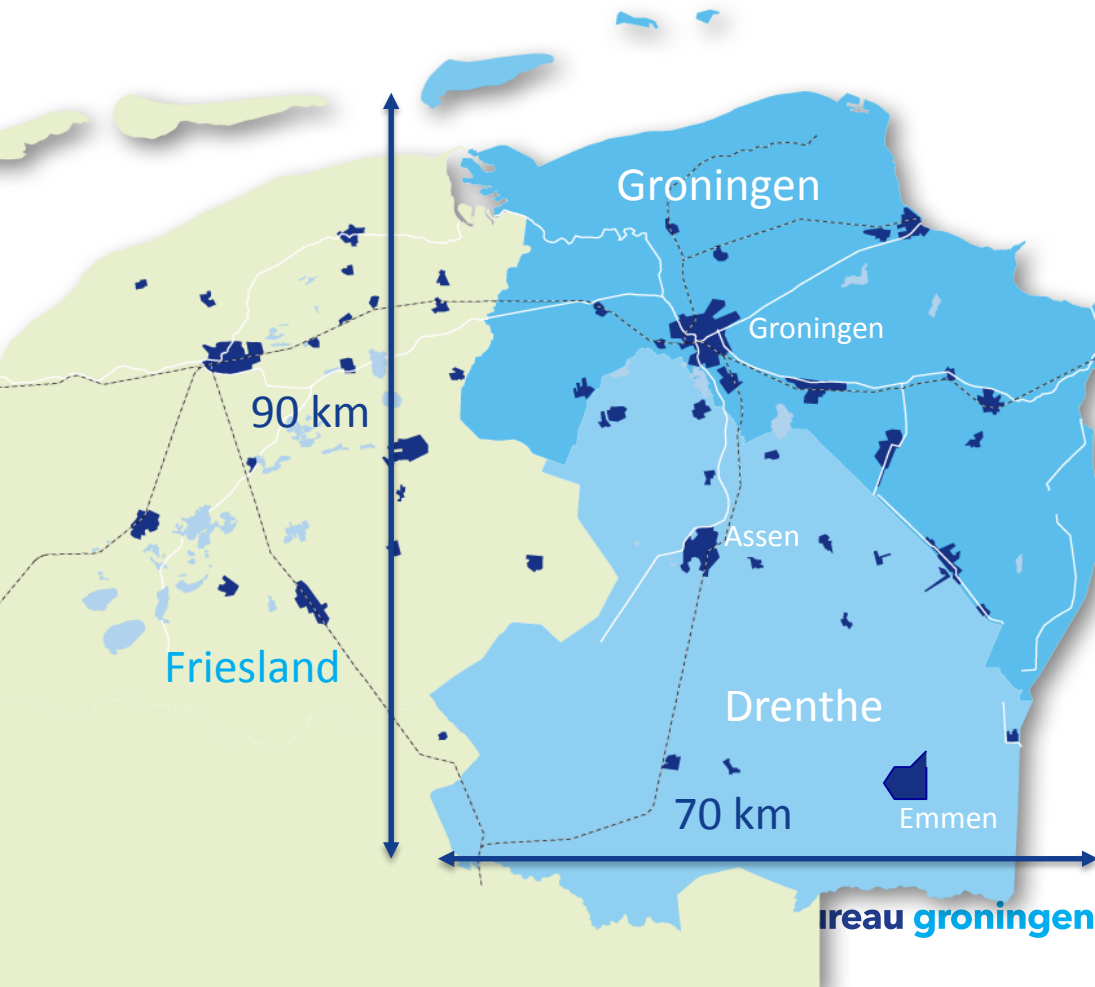
EBS

Qbuzz

ov bureau groningen drenthe



# Public transportation in Groningen and Drenthe



## Population

Groningen 570.000

(City of Groningen 210.000)

Drenthe 488.000

## University of Groningen

Hanzehogeschool

55.000 students

Transportation flow concentrated on Groningen city



# Rail and Bus Groningen and Drenthe: network design



Qliner

'HOV' > 20 year  
50% passengers

Q-link

regional

'basisnet'  
> 10 year  
city 40% passengers

Demand  
responsive  
???  
< 10% pass.

# Public transportation (bus) Groningen and Drenthe

More than 120.000 passengers  
per day by bus

350 Buses

Busfranchises:

**€ 110 million**

per year (ex regional train)



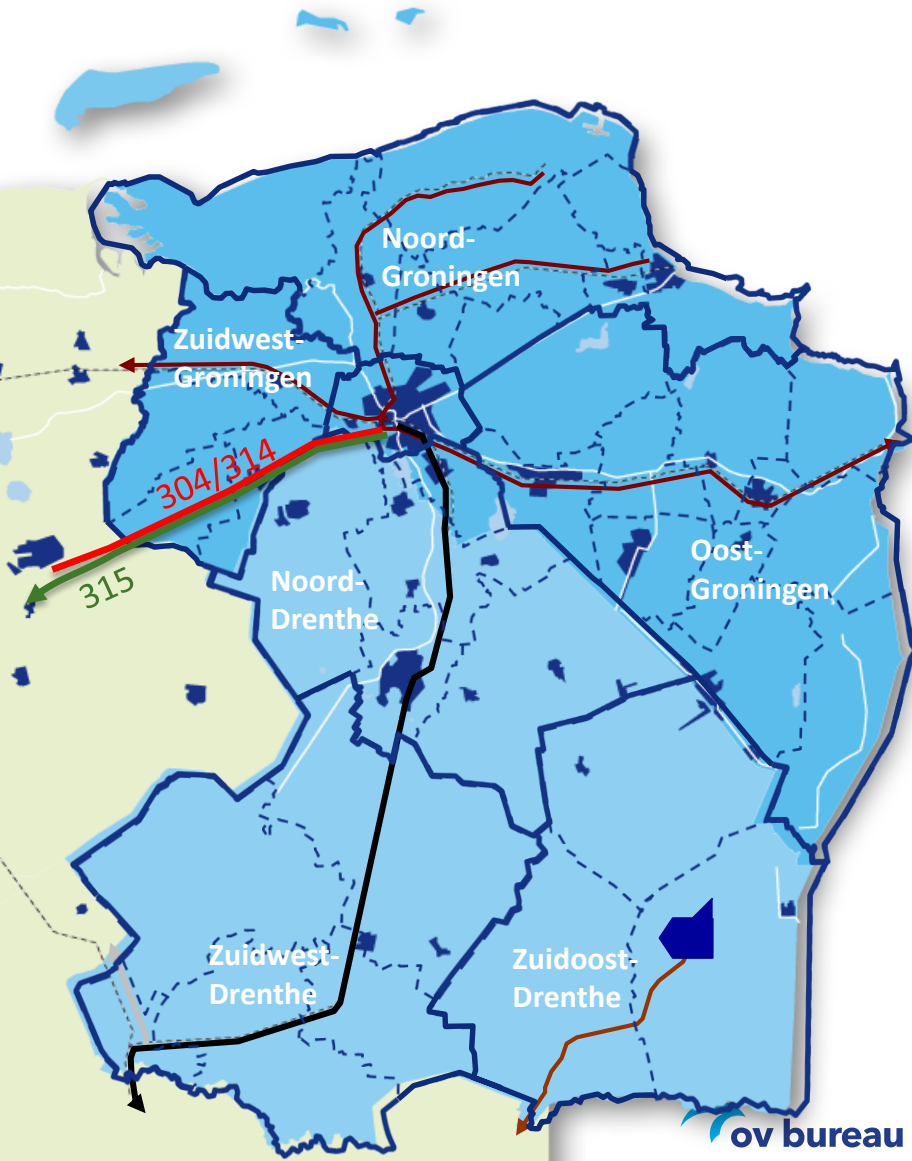
Cost-coverage 51%  
(highest in NL)

Growth (bus)passengers  
2011 - 2016

**+ 30%**

Bureau groningen drenthe

# Current bus franchises



GD-franchise (buslines) : 90% (Qbuzz)

HOV-franchise Groningen-Drachten (314/304):  
3% (Arriva)

6 PT/taxi franchises: 6% (6 taxi companies)  
(demand responsive PT, disabled, elderly, school (local communities, OVB)

Groningen-Lelystad franchise (315):  
1% (Arriva)  
(Flevoland/Fryslan/OVB)

110 mln per year

# Franchising history

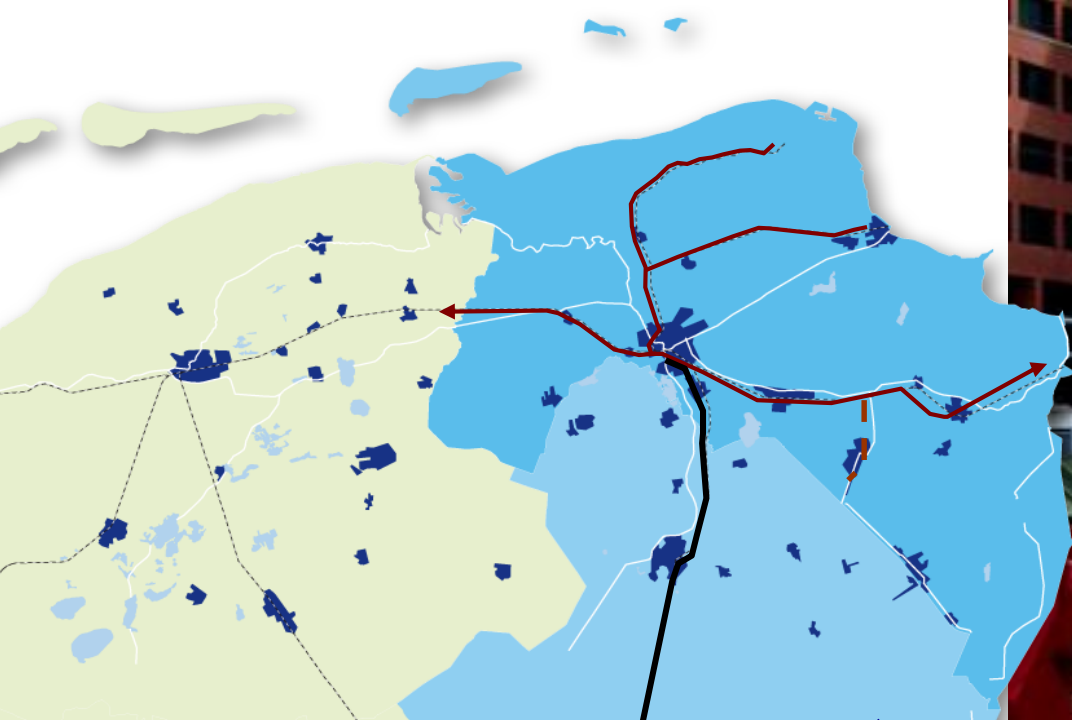
## 2005: Regional train Groningen

Regional trains Friesland and Groningen and Germany: joint (15 year) contract

Decentralisation to provinces from national government

Operator (Arriva) responsible for passenger revenues

Cheaper contract than NS, more trains (15%)



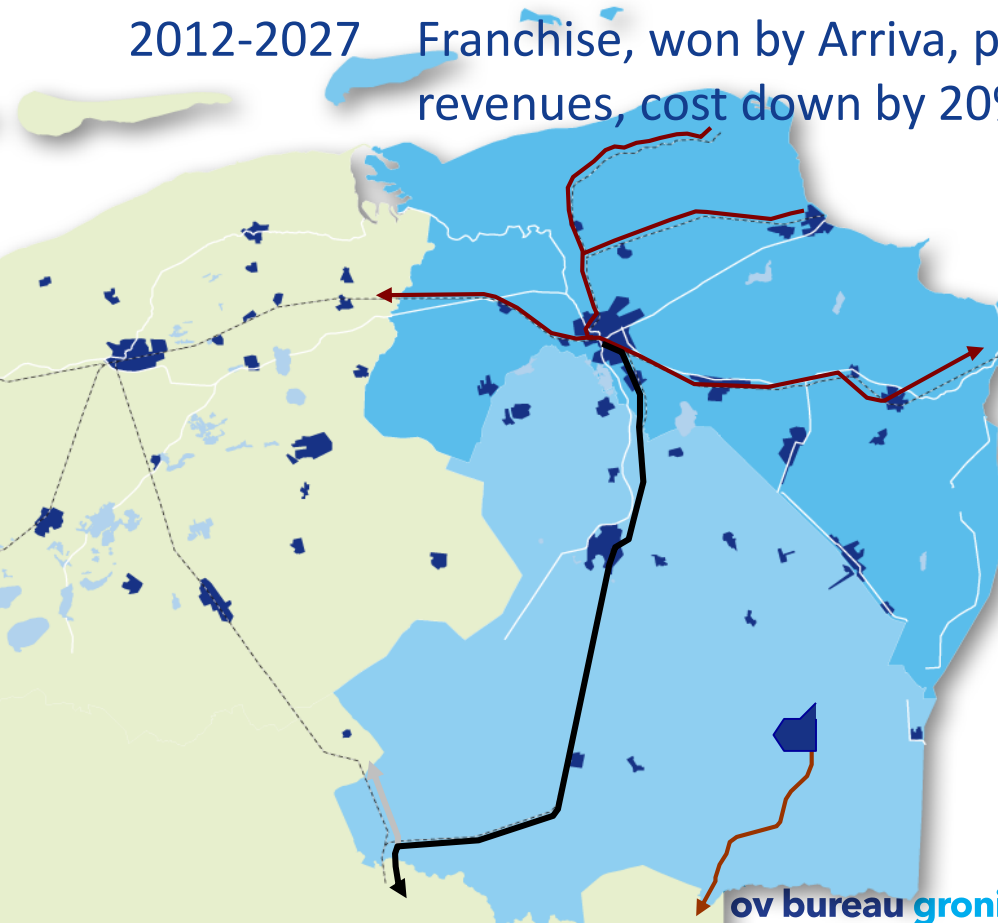
# 2008/2012 Regional train Drenthe

Regional train Overijssel and Drenthe

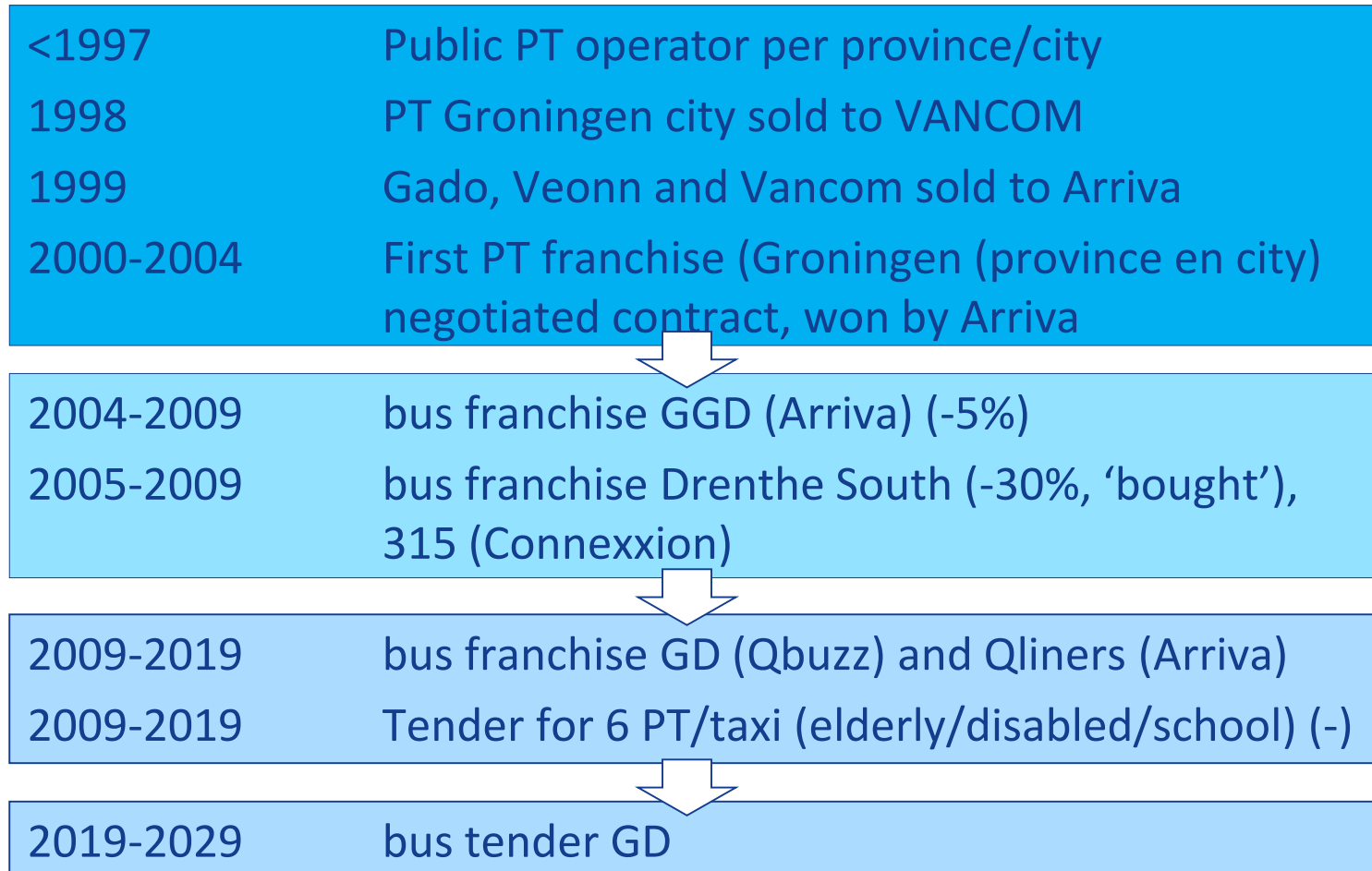
2008-2012 Decentralization to provinces from national government

Rail Operator (NS) responsible for passenger revenues negotiated contract

2012-2027 Franchise, won by Arriva, provinces responsible for passenger revenues, cost down by 20% (15% more trains, 5% less cost)



# Development stages PT tendering/OV-bureau



# Turning point 2004: different set-up of PT contract

Joint contract: Drenthe and Groningen joining forces  
Strong connections between Drenthe and Groningen

Bus operator 2000-2004 didn't 'deliver':

- No effort on marketing, growth, operational service to passengers
- First: Cut the cost, then: Attract more passengers

PT Operator has little means to influence growth:

- Fares: Government
- Spatial planning: Government
- Transportation policy: Government
- Operational Service: Operator



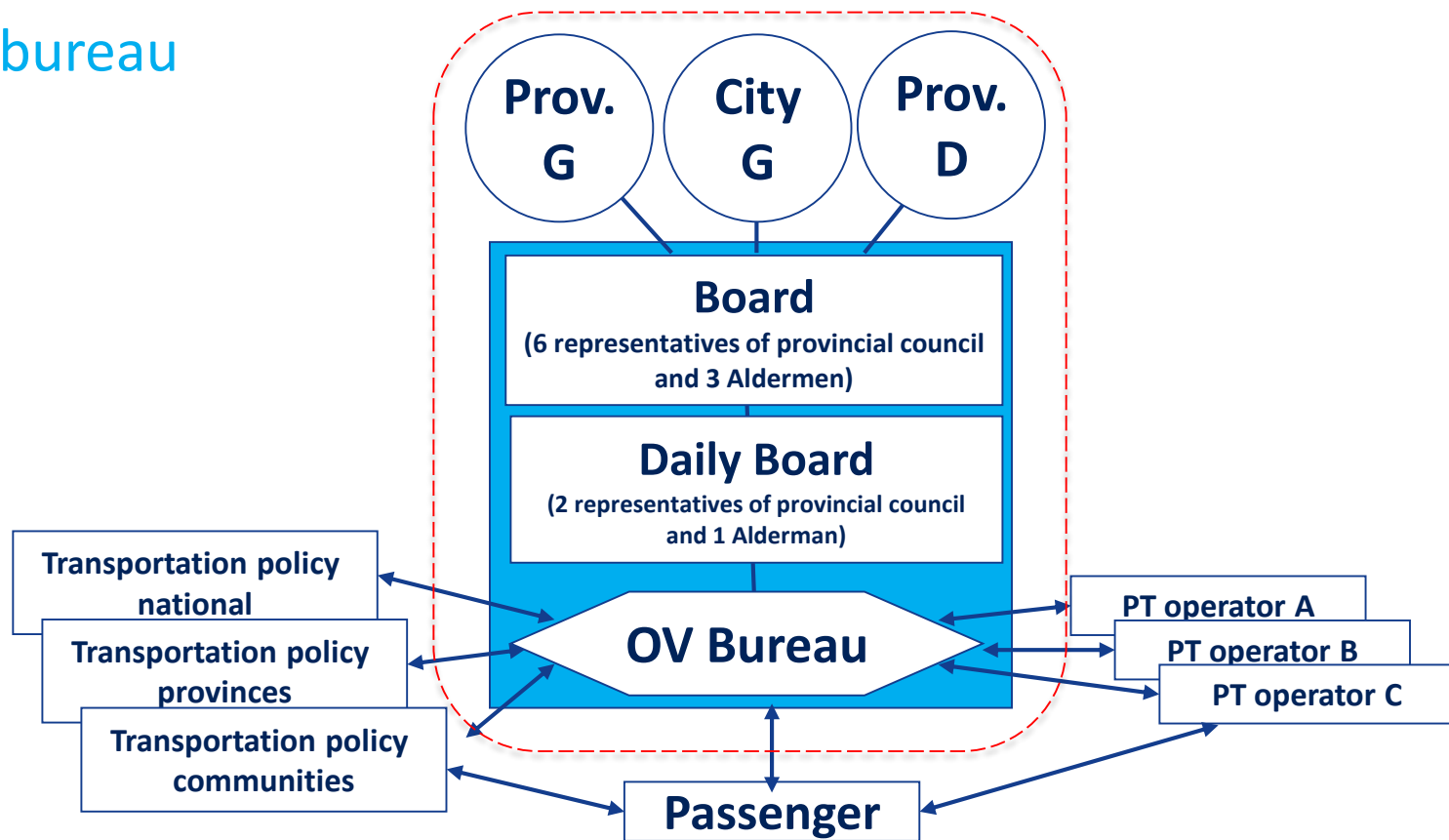
## 2005: Provinces choose stronger position

Provinces responsible for:

- Public transportation development
- marketing
- Accountmanagement Stakeholders ((local) road administrations, (passenger) lobby groups
- Spatial and infrastructural conditions for PT
- passenger revenue

PT Operator = operator, meeting quality requirements (punctuality, accessibility, environmental, service level etc.)

# OV-bureau



- Public alliance of provinces Groningen and Drenthe and city of Groningen (Government ! )
- since January 1st 2005
- Public Transportation Authority (policy and contracting (€'s))
- Only bus !

# Stage 1: 2004-2009

1998	PT Groningen city sold to VANCOM
1999	Gado, Veonn and Vancom sold to Arriva
2000-2004	First PT concession (Groningen (province en city) negotiated contract Arriva)
2004-2009	bus tender GGD (Arriva)
2005-2009	bus Drenthe South, 315 (Connexion)
2005-2020	regional train Groningen, Friesland, Germany, (Arriva)
2009-2019	bus tender GD (Qbuzz) and HOV (Arriva)
2009-2019	Tender for 6 PT/taxi (elderly/disabled/school)
2019-2029	bus tender GD

OV-bureau responsible for

- Public transportation development
- Marketing
- Passenger revenues

Relationship operator – OV-bureau:

- Focus on basic performance
- Penalties
- No (major) developments
- Drenthe South, calculated loss for operator, no developments possible

## Stage 2: 2009-2017

1998	PT Groningen city sold to VANCOM
1999	Gado, Veonn and Vancom sold to Arriva
2000-2004	First PT concession (Groningen (province en city) negotiated contract Arriva)
2004-2009	bus tender GGD (Arriva)
2005-2009	bus Drenthe South, 315 (Connexion)
2005-2020	regional train Groningen, Friesland, Germany, (Arriva)
2009-2019	bus tender GD (Qbuzz) and HOV (Arriva)
2009-2019	Tender for 6 PT/taxi (elderly/disabled/school)
2019-2029	bus tender GD

OV-bureau responsible for

- PT development
- Marketing
- Passenger revenues

- Co-makship/partnership: PTO plays significant role in PT development
- From Sole-supplier to preferred supplier (buslines instead of exclusive right for an entire concession/area)
- Separate contracts for: safety and service, dynamic travel information
- Flexibility: network and timetable adjustment on a yearly basis
- Business cases for major changes in network/contract
- Concession Management instead of Concession Enforcement

# Cases

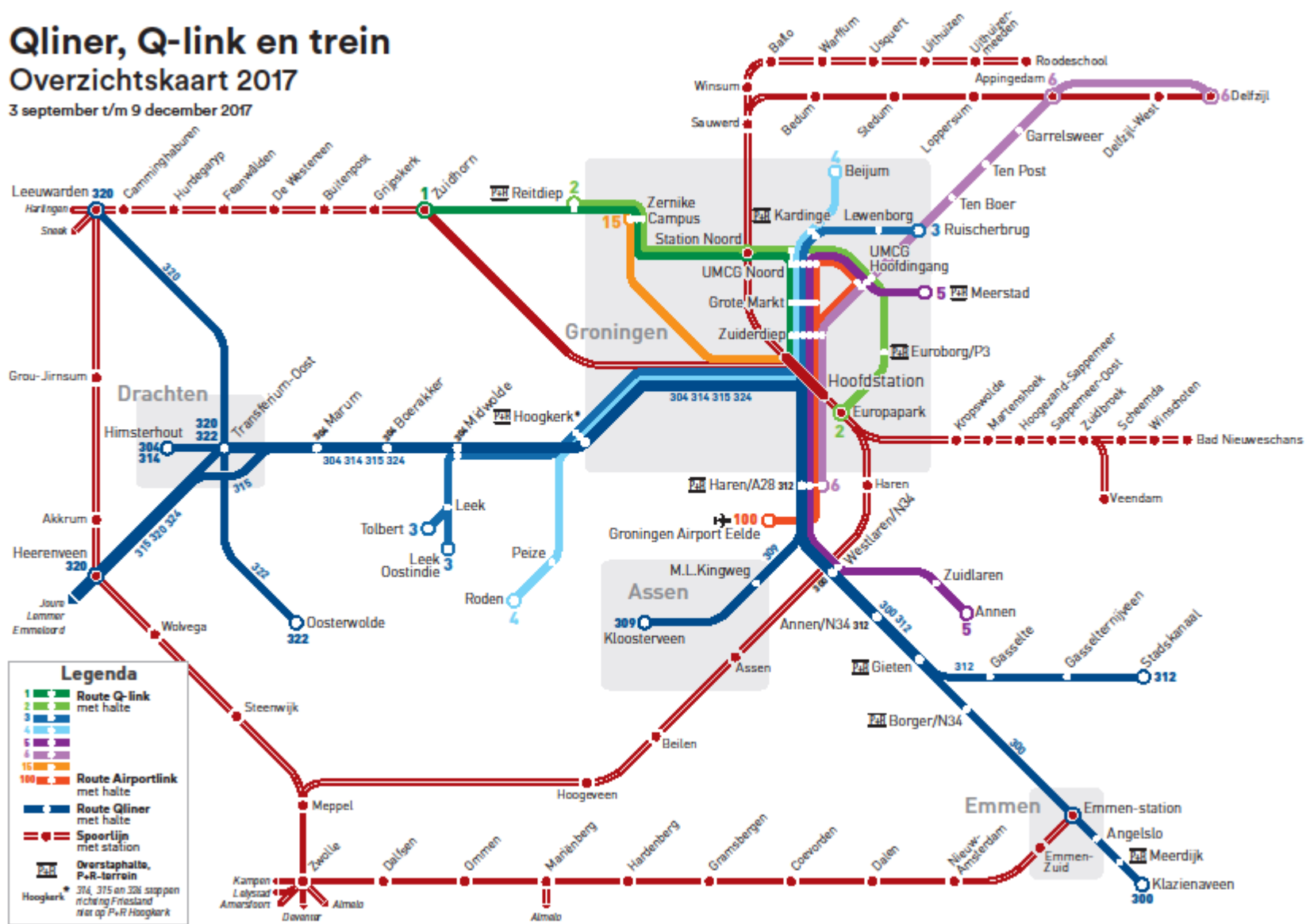
# 1. Joint PT development and Business Cases

- Network and timetable adjustment on a yearly basis: PT operator(s), PTA (OV-bureau), local governments, passengers
- Business cases for major changes in network/contract:
  1. Qliner: higher capacity buses
  2. Q-link: Integration of regional (15km) and city trunk lines
  3. Sustainability: from diesel to electric

# Qliner, Q-link en trein

## Overzichtskaart 2017

3 september t/m 9 december 2017



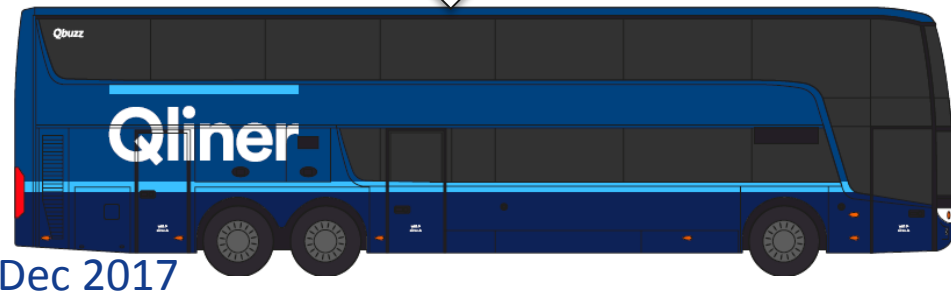
## Qliner and Q-link (BRT) Growing 10% per year

Corridor		Peak hour 2017	growth 13-17
Emmen-Gron.	Q-liner 300	8	> 30%
Drachten-Gron.	Q-liner 304/314	8	> 30%
Stadskanaal-Gron.	Q-liner 312	5	> 30%
Assen-Gron.	Train + Q-liner 309	4 + 12	10 + > 60%
Zuidhorn-Gron.	Train + Q-link 1	3 + 4	20 + > 30%
Delfzijl-Gron.	Train + Q-link 6	2 + 4	10 + > 50%
Zuidlaren – Gron.	Q-link 5	6	> 30%
Leek/Roden-Gron.	Q-link 3/4	12	> 30%

1



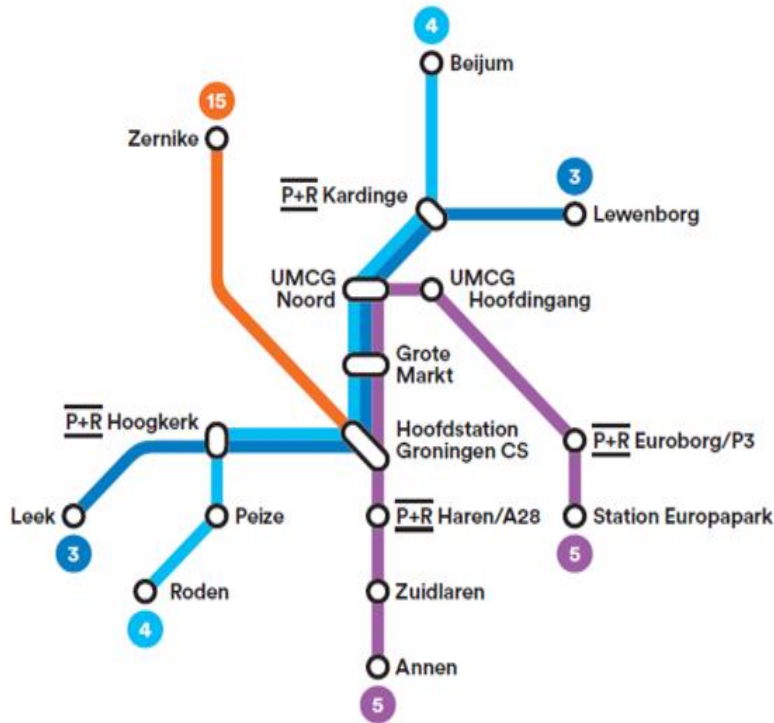
# Business case: Qliner (intercity): higher capacity buses



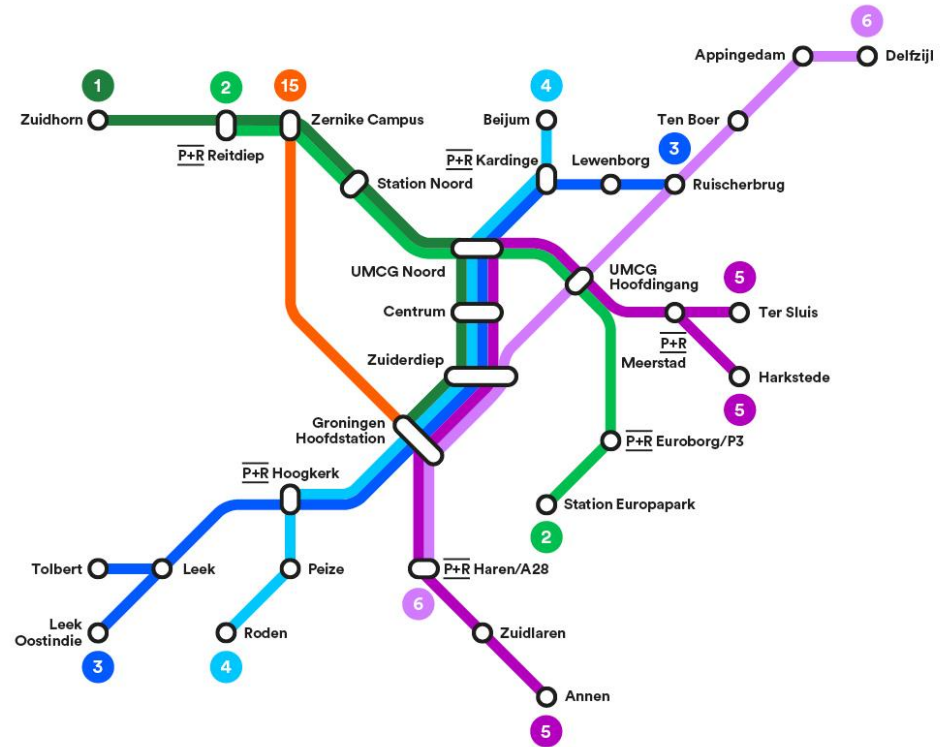
- Higher frequency, more buses: in contract
- From 12m to 15m to doubledecker: Business Case(s)
- Extra cost operator are compensated, buses transferred to next franchise

# Q-link: since 2014

Q-link | vanaf jan 2014



Q-link | vanaf 10 dec 2017



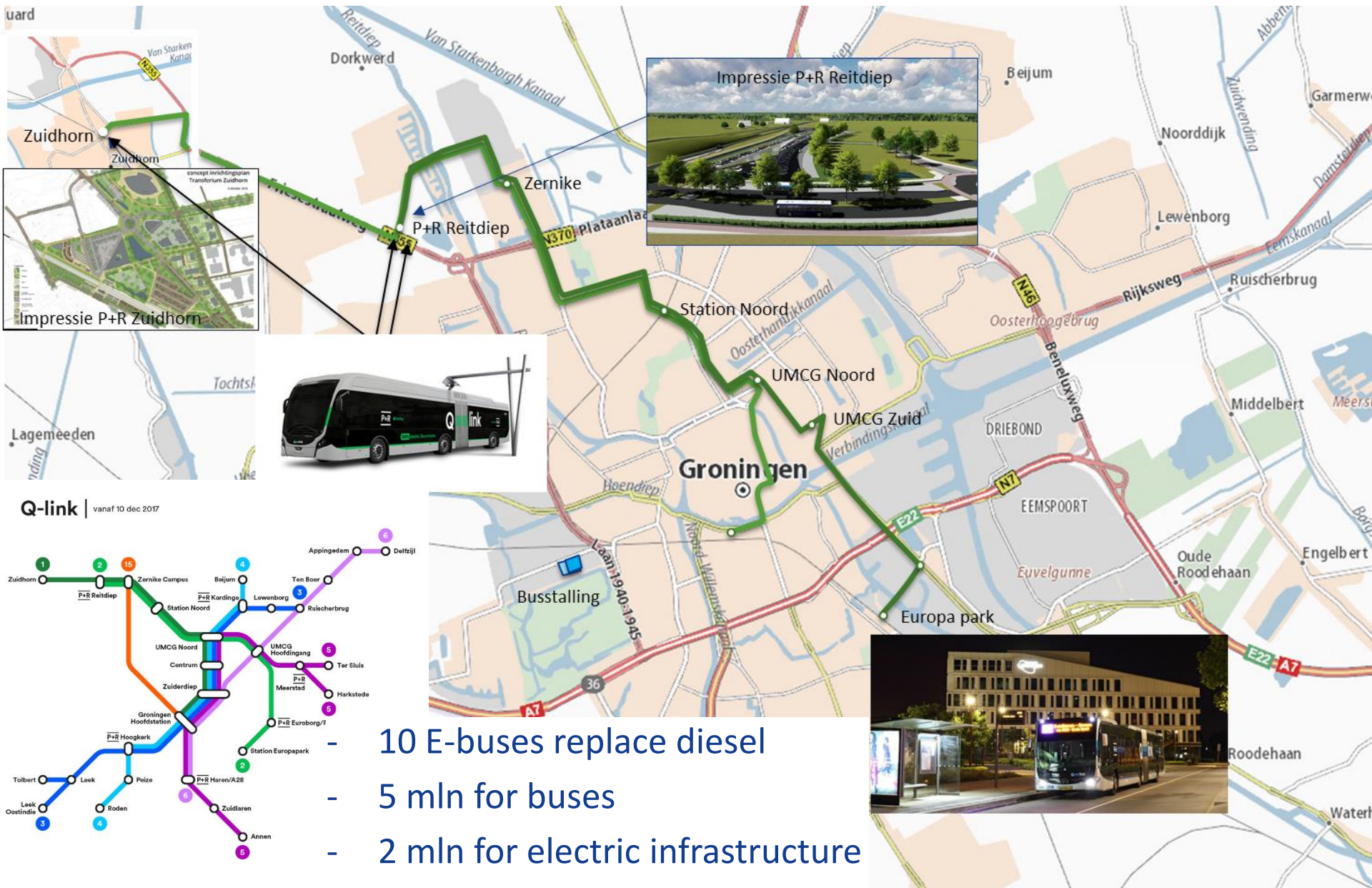
# Business case: Q-link: new and higher capacity buses



- New buses: Business Case
- Q-link phase 1 2014: 13+28+9 buses: 10 mln
- Q-link phase 2 2016: 15 buses: 2 mln






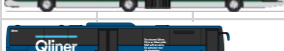





# Sustainable PT: Q-link green electric (opp. charged): dec 2017



- 10 E-buses replace diesel
- 5 mln for buses
- 2 mln for electric infrastructure

# Buses transferred to next bus franchise

#	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
 9	Q-link orange															
 28	Q-link blue															
 4				Q-link blue												
 15				Q-link lila												
 10				Q-link green electric												
 26	Qliner 15meter															
 4				Qliner doubledecker												
 2				Hydrogen bus												
 2				Electric bus												

GD-franchise (2009-dec 2019)

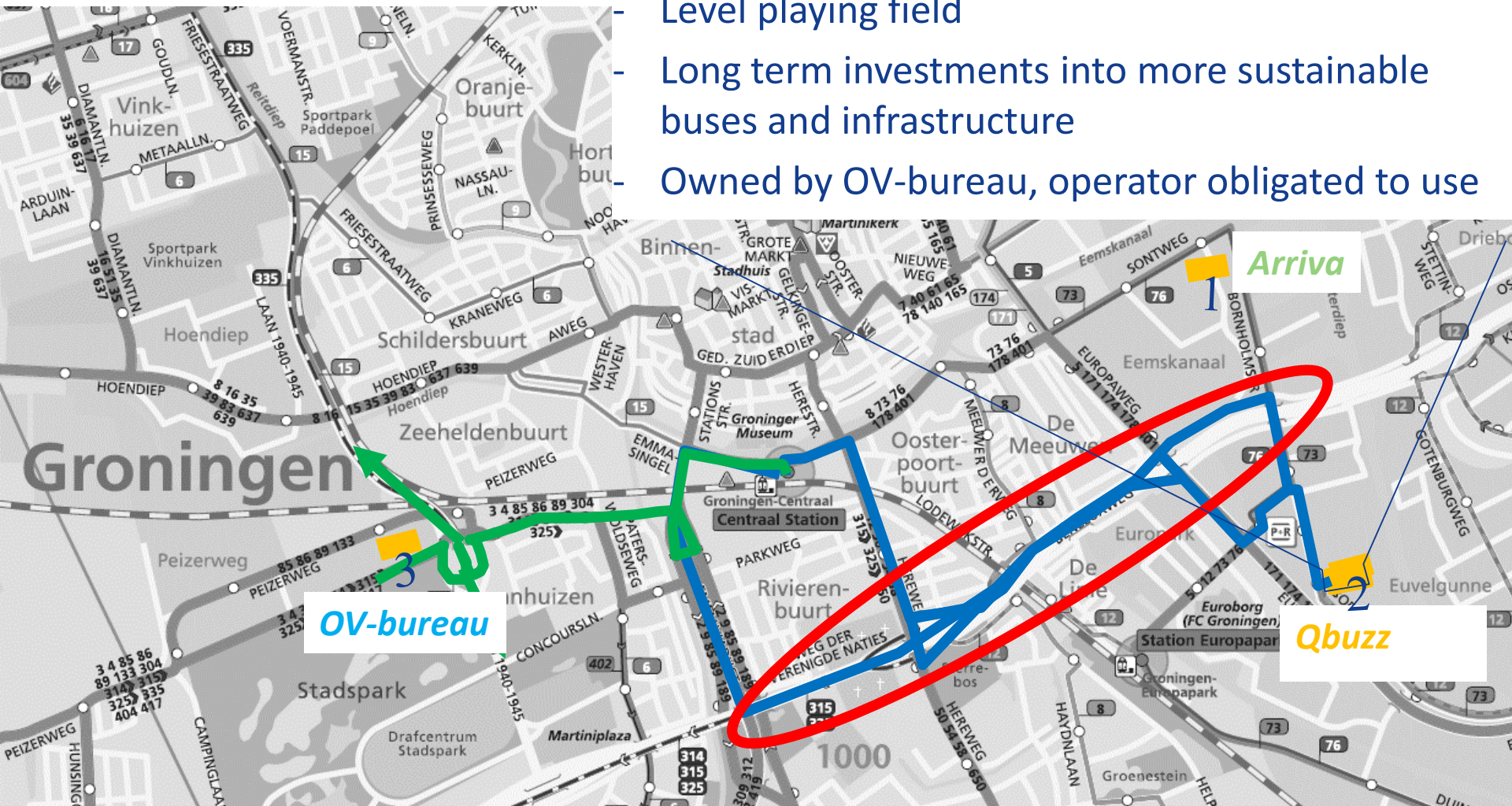
GD-franchise (dec 2019-dec 2029)

# Busdepot



# Busdepot

- Congestion free buslane
- Level playing field
- Long term investments into more sustainable buses and infrastructure
- Owned by OV-bureau, operator obligated to use



# Personnel

## PT 2000 Bill:

- Direct personnel transferred from 'old' to 'new' operator
- Indirect personnel proportionally transferred
- (Higher) Management not transferred

## In general:

- Direct personnel: no real problems
- Indirect personnel: tendency to transfer the older and less qualified
- 'Who is on the list'



# Concession Management: continuous improvement

OV-bureau



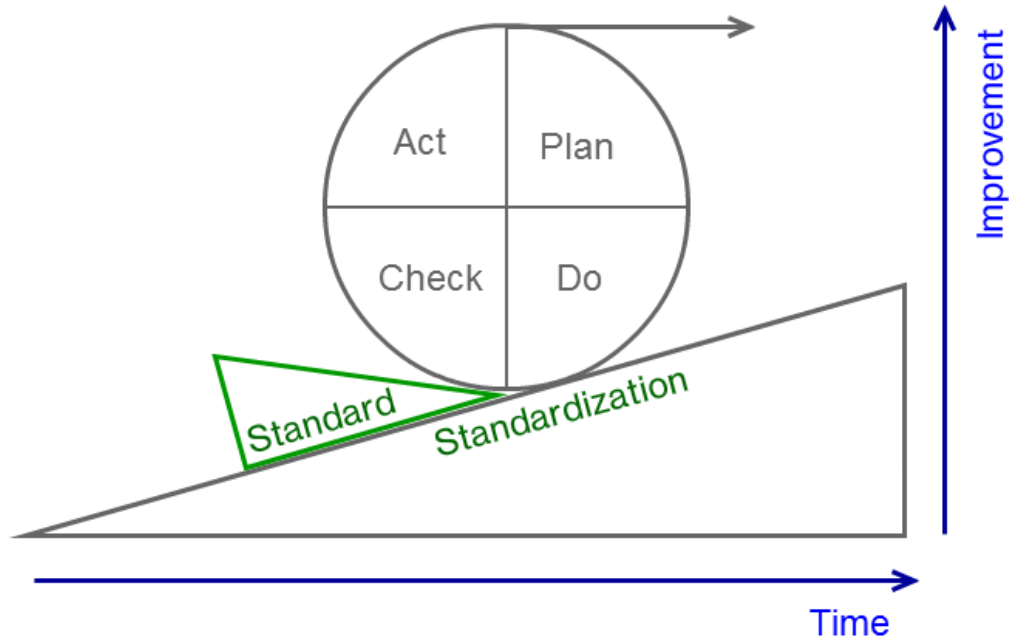
Contract management

bus operator

## Key Performance Indicators

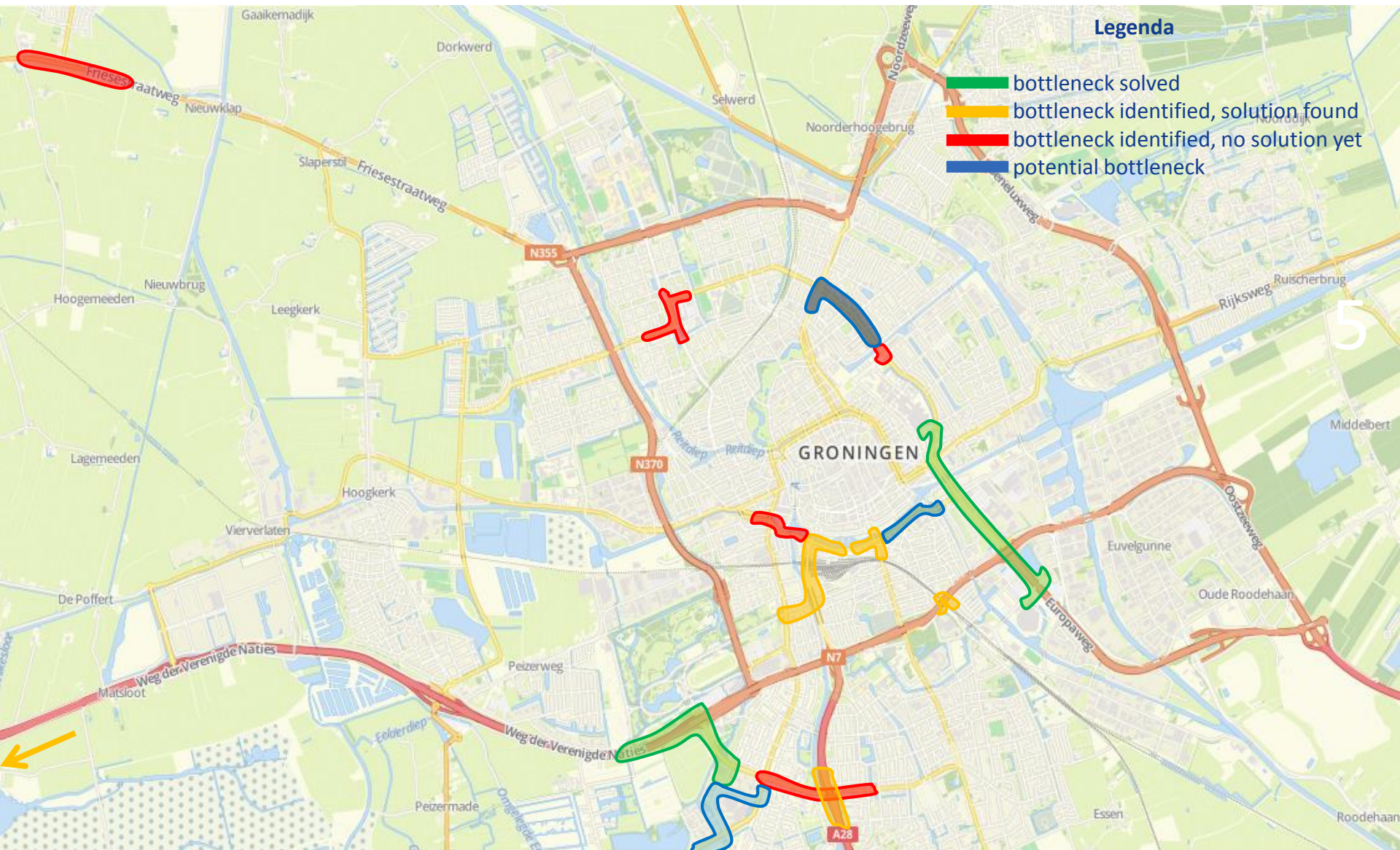
- customer satisfaction (bonus)
- # complaints
  
- Punctuality
- Reliability
- Sustainability

Quality plan on a yearly basis designed to improve themes  
2017: hospitality, Qdrive (comfortable and efficient driving behaviour),  
driver and passenger safety



# Concession Management: joint stakeholder management


## Bottlenecks in traffic flow




 **REIZIGERSAANTAL**  
APRIL 2017

**1.902.270** ▼

 [details](#)

 **PUNCTUALITEIT**  
APRIL 2017

**84,5%** ▲

 [details](#)

 **KLANT TEVREDENHEID**  
2016

**7,7** ▲

 [volgende](#)

 **REIZIGERS KILOMETERS**  
APRIL 2017

**20.529.512** ▼

 [details](#)

 **KOSTENDEKKING**  
APRIL 2017

**55,8%** ▼

 [export](#)

 **CO<sub>2</sub> PER REIZIGERSKM**  
2016

**125 gram** ▼

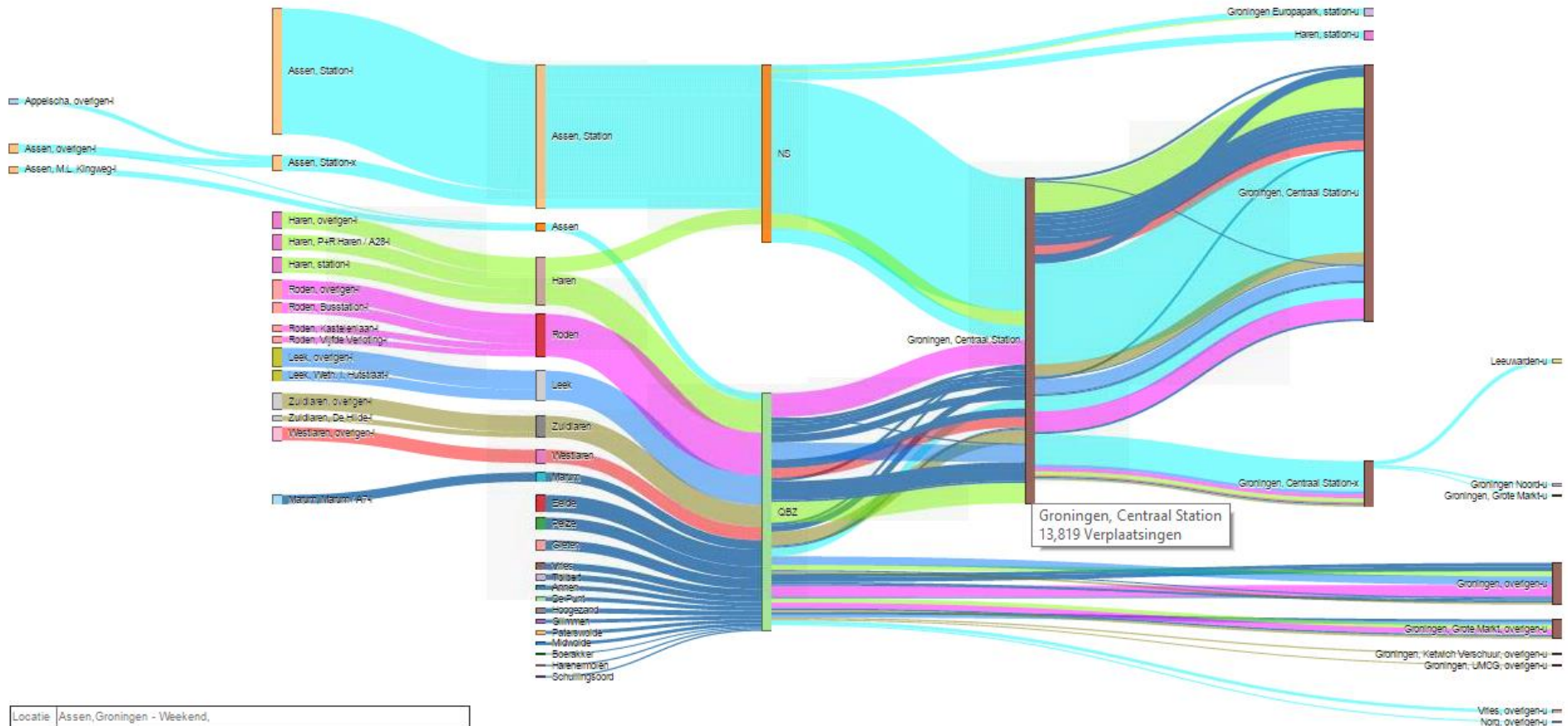
 [volgende](#)

# Netherlands: National fare system 'OV chipkaart'



# OV-chipkaart: Knowing the passengers

## OV Bureau, scenario: Assen-Groningen Weekend



Locatie	Assen, Groningen - Weekend,
Richting	Noord
Schaal	6000 bij NS => Groningen, Centraal Station
In uur	00,01,02,03,04,05,06,07,08,09,10,11,12,13,14,15,16,17,18,19,20,21,22,23,24,
Op dag	01,07,
Filter	Groter dan 50

# Open data: Real-time PT data (on a national level)

Over het loket

reisinformatie direct van de bron

Stichting OpenGeo is een Algemeen Nut Beogende Instelling die het gebruik van open data in Nederland stimuleert. Met het project NDOV Loket bieden we een gelijk speelveld voor de levering van geplande en actuele reisinformatie, tarieven, ov-zones en halttoegankelijkheid. Reisinformatie is in Nederland beschikbaar als open data met CCO vrijwaring. Door overheden en vervoerders is afstand gedaan van auteursrecht en databankenrecht.

email: loket.apenstaartje@opengeo.nl  
telefoon: 06 288 28 339

Beschikbaarheid

	Gepland	Actueel	Tarieven
Arriva	●	●	●
Connexion	●	●	●
EBS	●	●	●
Qbuzz	●	●	●
Veolia	●	●	●
GVB	●	●	●

Obligation for bus and train operators to use open standard

All data is owned by PT Authority (and may be distributed freely)

Near future

# Next franchise 2019-2029: innovations/adjustments

1998	PT Groningen city sold to VANCOM
1999	Gado, Veonn and Vancom sold to Arriva
2000-2004	First PT concession (Groningen (province en city) negotiated contract Arriva)
2004-2009	bus tender GGD (Arriva)
2005-2009	bus Drenthe South, 315 (Connexion)
2005-2020	regional train Groningen, Friesland, Germany, (Arriva)
2009-2019	bus tender GD (Qbuzz) and HOV (Arriva)
2009-2019	Tender for 6 PT/taxi (elderly/disabled/school)
2019-2029	bus tender GD

OV-bureau responsible for

- PT development
- Marketing
- Passenger revenues

- Based on GD-concession 2009-2019
- All bus transportation in one franchise, operator = preferred supplier
- Even stronger emphasis on
  - Flexibility,
  - sustainability (Zero Emission buses from 2025),
  - Quality driven.
- Knowing the passenger and act on it: (big) data



12 meter yellow bus may not be the solution in the end



# Changing world needs different answers

**Uber** → The world's largest taxi company, owns no vehicles.

← The world's most popular media owner, creates no content. **Facebook**

**Alibaba** → The most valuable retailer, has no inventory.

← The world's largest accommodation provider, owns no real estate. **Airbnb**

Something interesting is happening.  
TOM GOODWIN

wetp@int  
creative digital solutions

📍 /WetpaintMENA

# Will the next operator be needing buses?



# Few lessons

- Franchising the right package gets you:
  - (Considerable) lower cost
  - Better quality for passengers
- There is still a big role for the government after the franchising procedure
- Joint development is the only way
- Concession management as a means for continuous improvement
- Flexibility in franchises during the franchise is essential
- Provide the (strategic) depots
  
- Know what you're doing !

Thank you for your attention

