

CIHT Submission to the Transport Select Committee

Call for Evidence: Joined-up journeys: achieving and measuring transport integration

The Chartered Institution of Highways and Transportation (CIHT) is a charity, learned society and membership body, with over 10,000 members across 12 UK regions and several international groups. CIHT represents and qualifies professionals who plan, design, build, manage, maintain and operate transport and infrastructure.

We have provided our response to the nine specific questions posed in this call for the evidence below.

a) What are the key features that make a transport system feel joined up to the user?

An integrated transport system is one where users experience seamless connectivity across transport modes, supported by:

- Unified ticketing and fare structures (e.g. contactless systems usable across bus, metro, rail and tram).
- Coordinated timetables and service planning to reduce transfer times between modes and within modes.
- Real-time journey information accessible via digital platforms and physical signage.
- Multimodal hubs and accessible infrastructure that support easy interchange.
- Consistent branding and user experience across services.

Such a system supports a place-based sustainable transport hierarchy, which allows more people to access jobs, education and services. This means that the system should offer different transport modes, encouraging, where and when possible, users to choose options such as walking and cycling first, then public transport, with private vehicles only used as a last resort.

It should ensure that effort, movement, and experience feel aligned. While walking, wheeling, and cycling are ideal for short trips, policy must be realistic - for example, people in a rural area may have no option but to drive if public transport provision does not align with their needs. Integration must therefore not just look logical on paper, but feel genuinely possible in people's lives.

Strategic decisions about service integration and network coordination are typically led by transport authorities and operators. Early collaboration between clients, operators, and contractors is essential to deliver seamless links that improve the end-user experience.

Interchange between modes also matters - safe walking, wheeling and cycling routes to stations, secure cycle storage, and reliable bus-to-train connections are as important as high-level coordination. Timetables must be synchronised: a bus arriving minutes after the train departs is a failure of integration.

Technology can enable integration, but it can also create barriers. Requiring users to switch between multiple apps for parking, ticketing, navigation, or compensation, adds stress, particularly during delays. This affects particularly older, disabled, and less confident travellers, often pushing them towards less sustainable options like cars or taxis, or avoiding travelling altogether, deepening social isolation.

This is especially important for in-journey status information, and what to do when the journey does not operate as planned. For example, delays or cancellations of train services, or closure of roads for planned and reactive activity can require use of multiple apps at once to understand status and alternative routes or services. Users who are older and those with a disability are often less able to find alternative services or know if they can use other trains or routes and this can deter them from using public transport.

How would 'integrated' transport look different to current services and networks?

An Integrated Transport system differs from the current fragmented networks by placing the user journey at the centre of design, rather than the operational boundaries of individual transport providers. This shift would mean thinking of Mobility as a Service (MaaS), which places the customer at the heart of a streamlined integrated journey planner and can be measured due to the data capture from the MaaS technology deployed. An example of this is the work done on [MaaS Scotland](#)¹.

b) What stops effective integration happening now, and how can these barriers be overcome?

Current barriers to an integrated transport system include:

- Institutional fragmentation between transport authorities, operators, and planning bodies
- Disjointed funding mechanisms and short-term investment cycles
- Limited data sharing and digital interoperability
- Commercial competition that discourages collaboration
- Reliability of transport services

Funding is too often driven by short-term political agendas rather than long-term strategy. This produces piecemeal schemes, inconsistent delivery, and projects disconnected from wider system needs.

Fragmented governance and siloed project delivery remain significant obstacles in the delivery of schemes. Procurement models that facilitate integrated delivery and collaborative contracting approaches should be prioritised, including alliancing and early contractor

¹ MaaS Scotland website: [MaaS Scotland](#)

involvement. These models enable joined-up planning, shared risk, and smoother programme alignment across stakeholders. These approaches should be mainstreamed into transport delivery.

Information for users is currently fragmented across multiple sources such as websites and apps, creating friction in journey planning.

Public transport operators should link their travel information systems to other operators. The aim should be to enable a traveller to identify the details of travel options between their intended journey origin and destination. If their origin or destination are not accessible by public transport then these linked systems should give contact details of local taxi companies serving rail or bus stations close to their origin and destination.

Technology can widen access and make transport fairer, but if poorly designed, it risks excluding those less confident or less able to use digital tools. Integration must therefore balance innovation with accessibility.

CIHT recommends:

- Establish regional transport governance structures with cross-modal authority.
- Introduce funding models that reward integration outcomes.
- Mandate open data standards and shared digital platforms.
- Reform regulatory frameworks to support collaborative service planning.
- Ensure appraisal methodologies monetise reliability (as integration can only truly be achieved if transport runs to time)

c) What kinds of interventions and policy decisions are needed to provide joined-up transport, including in areas beyond transport such as planning?

As demonstrated in CIHT's [Unlocking the benefits of long-term funding for local roads](#)², long-term funding certainty is essential to enable comprehensive planning and the delivery of truly integrated transport systems. Equally important are planning and consent processes that strike the right balance - supporting efficient delivery of infrastructure while allowing meaningful public scrutiny and safeguarding environmental and community interests.

Aligning transport planning with wider land use planning, environmental protection, and economic development strategies helps create connected, sustainable communities that advance broader government goals around decarbonisation, inclusion, and growth.

Specific policy actions should include:

- Investment in digital infrastructure for integrated ticketing and journey planning

² CIHT (2025) [Unlocking the benefits of long-term funding for local roads](#)

- Policy frameworks that prioritise accessibility, decarbonisation, and social equity
- tackling congestion around modal interchanges /hubs such as ports, harbours, airports, rail and bus stations as this would increase the attractiveness of using these facilities

Devolution of power and budgets is key to improving the way decisions are made about the transport network. CIHT sees devolution of decisions made about transport to be an opportunity to connect the INTS from a national policy to delivery across larger local/regional geographies. However, the Transport Strategies of the seven Sub-National Transport Bodies in England need to be aligned to ensure seamless journeys across area boundaries. There is a need to make sure that powers enabled through devolution are supported by the right budget mechanism for effective delivery.

Given the recent impacts of climate change related events (such as heavy storms and floodings), on transport networks, telecoms and energy, it is important to think of the interdependencies between services. The strategic networks of road, rail, water and energy supply tend to be designed as linear systems. These services are often co-located in the same physical corridors and when an extreme weather event happens, they can be mutually impacted. Such concurrent interruptions can have a major societal impact and render normal activity difficult to sustain.

As stated in CIHT’s report [Delivering a resilient transport network](#)³, there is a need for investment in maintenance of our existing transport networks to ensure a continued and efficient use.

d) How should transport integration and its benefits be measured and evaluated — including the impact on economic growth, decarbonisation and the Government’s other ‘missions’?

CIHT submitted [evidence](#)⁴ to the 2025 Department for Transport Call for ideas for the Integrated National Transport Strategy (INTS). As stated in our submission, CIHT believes that the INTS should establish four strategic goals, and its success should be judged against the delivery of these:

1. To deliver a sustained modal shift in line with the sustainable transport hierarchy – contributing to the net zero mission.
2. To significantly improve resilience and access to reliable and affordable connectivity to economic opportunity for people and business – contributing to the growth mission.

³ CIHT (2024) [Delivering a resilient transport network](#)

⁴ CIHT (2024) [CIHT Response to the Call for Ideas for the Integrated National Transport Strategy](#)

3. To deliver a safer, cleaner, and more inclusive transport network – contributing to the health mission by facilitating a shift to preventative healthcare through promotion of increased levels of physical activity and reducing the health impacts of transport related air pollution, thereby reducing the demand for NHS services.

Benefits of integration should be evaluated on outcomes. Specifically looking at how infrastructure and service delivery can enhance:

- User experience (e.g. Customer satisfaction, journey time, ease of interchange)
- Modal shift (e.g. reduction in private car use)
- Economic activity (e.g. productivity, local business growth)
- Environmental outcomes (e.g. emissions reduction)
- Social inclusion (e.g. access to services, employment)

e) How should the cost of interventions needed to deliver transport integration be assessed and appraised? Will proposed changes to methodology in the Treasury's 'Green Book', including the introduction of 'place-based business cases', change this?

While we agree that there will be costs associated with new interventions to ensure integration, we recommend the Government prioritise interventions that focus on maintenance and renewals of the existing transport networks over building new infrastructure. Where new infrastructure is needed, we recommend that projects align with decarbonisation efforts and show how they are consistent with a credible pathway to Net Zero by 2050.

The proposed shift towards place-based business cases is welcome as it may allow for more proportionate, relevant assessments that better reflect local context. For example, small rural schemes with clear local benefit are often deprioritised because their benefit to cost ratio (BCR) doesn't compete with large urban schemes.

Costs should be assessed through:

- Whole-life cost analysis, including long-term savings from reduced congestion and emissions.
- Social return on investment to capture wider societal benefits.
- Scenario modelling to understand the impacts under different integration levels.

Transport provides more economic benefit than just the obvious one associated with the movement of goods and people. Increases in active travel can make people healthier, which can reduce demand for NHS services and costs for the NHS by making people less likely to require long term hospital care. For people without access to a private vehicle, improving the provision of public transport and facilitating active travel can reduce transport inequality, improve individual opportunities and potential economic output. A shift from private car use to sustainable transport modes, such as public transport, walking and cycling, also has air pollution reduction and decarbonisation benefits.

f) Will integration in itself deliver other benefits such as wider transport options in more places, and behaviour changes such as mode shift? What other impacts could it have?

Integration has the potential to deliver wider benefits to society beyond improved transport connectivity. For example, it can:

- unlock regional economic growth and employment opportunities by providing wider transport options at cheaper costs
- address social inequalities by ensuring everyone has access to safe and reliable transport
- improve people’s health and wellbeing by promoting physical activity through walking, wheeling and cycling⁵
- have a positive impact on the environment by lowering emissions and protecting biodiversity

These outcomes align closely with government ambitions around decarbonisation, public health, and building more connected, sustainable, communities

However, these will only be possible if integration is felt by the end user. Systems that are seamless in design but clunky on the ground will not inspire behavioural change. People will only consider using different modes for their journeys if it is genuinely easier, cheaper and safer to do so.

Better integration of transport can support the delivery of the UK’s 10-year Infrastructure Strategy⁶ as can ensuring growth areas - identified in the clusters approach - are supported by sustainable integrated travel options which mean people can access jobs in convenient and cost-effective ways.

g) What is needed to ensure that integration is inclusive and meets the diverse needs of transport users? Will integration necessarily lead to better outcomes for accessibility?

As stated in CIHT’s report [Creating a public realm for all](#)⁷, to ensure full accessibility, integration strategies should adopt the principle of “co-cultivation” (i.e. continuous, meaningful engagement and representation from inception and design through construction, operation, and monitoring to re-evaluation) rather than light-touch consultation on a public realm scheme. This should result in a shared understanding of the issues faced (from both the user and the designer perspective) and increased commitment to finding appropriate solutions.

In practice, this should include:

⁵CIHT (2025) [Making the Case for Investment in Active Travel Policy Brief](#)

⁶ Gov UK (2025) [UK Infrastructure: A 10 Year Strategy](#) published 19 June 2025 by HM Treasury and National Infrastructure and Service Transformation Authority

⁷ CIHT (2024) [Creating a public realm for all](#)

- engaging with diverse user groups in planning, designing and delivery
- ensuring physical and digital accessibility for all, including disabled and older people
- providing affordable and equitable options across income levels
- designing for safety and comfort, especially for women and vulnerable groups.

Inclusion must be fundamental, not incidental. That means designing with, not merely for, those most often excluded: disabled people, carers, those without digital access, and people on low incomes. Integration does not automatically guarantee accessibility; it must actively prioritise the needs of those who stand to benefit most.

h) Will the meaning of integration vary across different kinds of areas and for different kinds of journeys? (such as rural and suburban areas, and inter-city journeys)

Yes, integration will mean and look different depending on the areas and should be flexible enough to reflect the local context, with a clear understanding of the local needs and expectations.

In rural areas, integration may mean ensuring some form of public transport option exists. In urban areas, it may mean making multi-modal journeys more efficient. In inter-city travel, it may mean reducing friction between operators or ticketing systems.

Integration must be context-sensitive:

- Rural areas may require flexible, demand tailored services, ensuring that different transport option exist
- Suburban areas benefit from park-and-ride and active travel links
- Urban areas require making multi-modal journeys more efficient, reducing waiting times between connections and reducing frictions between operators or ticketing systems.
- Inter-city journeys require coordination between long-distance and local services

A differentiated approach is essential to reflect local geography, demographics and travel patterns.

i) What lessons can be drawn from attempts to integrate transport elsewhere in the UK and around the world? What examples should the Government seek to emulate?

Some of the best examples of integrated transport are in tourism settings, for example, the Eden Project in Cornwall and the National Trust's Greenway House Dartmouth in Devon.

In [CIHT's response](#) to the call for evidence on INTS⁸ we noted that Switzerland offers a good example of effective integrated transport. The Swiss model⁹ coordinates rail timetables with bus and other public transport timetables, with a focus on 'clock face' services where public

⁸ CIHT (2024) [CIHT Response to the Call for Ideas for the Integrated National Transport Strategy](#)

⁹ Tyler, J (2024), Creating a national unified rail timetable that works for passengers, Jonathan Tyler and Transport for Quality of Life, November 2024

transport services always arrive at the same minutes past the hour. However, as coordinated public transport timetables only provide benefit if services are reliable and connections can be made.

Delivering efficient, integrated transport upgrades requires strong governance, sustained investment, and user-centric design, underpinned by early contractor involvement, modular construction methods, digital technologies, and continuous refinement through user feedback.

Ends