

Integrated Passenger Transport Strategy

March 2007

Worcestershire Local Transport Plan 2006-2011

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**Worcestershire Local Transport
Plan 2006-2011**

WORCESTERSHIRE COUNTY COUNCIL

INTEGRATED PASSENGER TRANSPORT STRATEGY FOR WORCESTERSHIRE 2007 – 2011

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Contents

	Page
Executive Summary	5
Introduction	9
1 Background	
1.1 National, Regional and Local Policies	11
1.2 Social inclusion and equalities	14
1.3 Sustainability and environment	14
1.4 Funding, value for money and affordability	15
1.5 Approach to regulation	16
1.6 Partnerships and consultation	18
1.7 Integration	18
1.8 Performance management and monitoring	19
2 Vision and Objectives	
2.1 Vision	21
2.2 Objectives	22
2.3 Constraints	24
3 Strategy and Actions	
3.1 Introduction	25
3.2 Module 1: Identification and definition of Integrated Passenger Transport network	27
3.3 Module 2: Integrated Passenger Transport Strategy Schemes: Development & Design	32
3.4 Module 3: Establish a delivery process and programme	41
3.5 Module 4: Procurement and Funding	44
3.6 Module 5: Implementation	51
3.7 Module 6: Evaluation and review process	53
4 List of Appendices	55

Executive Summary

In 2005 Worcestershire County Council in liaison with the six District Councils in Worcestershire and other partners made a joint commitment to develop a new Integrated Passenger Transport Strategy (IPTS), which would replace the previous Bus and Information Strategy (2003). This new strategy will run until March 2011, bringing it in line with the five-year cycle for the Local Transport Plan (LTP). This commitment is reflected in the LTP policy ITP1, which states that the Council will:

Review the Bus and Information Strategy and replace it with an Integrated Passenger Transport Strategy, which will then be implemented across the County in partnership with the Integrated Passenger Transport Joint Members Forum.

The overarching vision of the IPTS is to provide for Worcestershire:

“An affordable, accessible, safe, convenient, environmentally sustainable and integrated passenger transport network, capable of attracting an increasing market share for public transport thereby contributing to the achievement of the objectives in Worcestershire’s LTP2”

An effective transport network is essential in order to give people, in both the urban and rural areas of Worcestershire, access to the opportunities and benefits that contribute to the enjoyment of a better quality of life. Public transport needs will continue to be met by bus, passenger rail, community transport services or similar initiatives or any combination of these modes. Each of these activities and modes have interlinked strategies and common aims and their provision will be integrated to provide the most effective transport service.

The Passenger Transport Network within Worcestershire has undergone a significant amount of change in recent years, and hence there is a need for a fundamental review of how this network will meet the aspirations and needs of the public in the early part of the 21st Century. As a result of the legislative framework by which bus services are operated, much of our transport planning has been reactive in recent years. This is primarily due to demands placed upon us through the deregistration of commercially operated bus services, resulting in the replacement of subsidised socially necessary services where justified by demand. We have the opportunity to start with a “blank sheet of paper” and have a thorough review of both where we are and where we want to go. This review will not only take into consideration current demand levels, but also seek to address the issues that affect non-users.

Instead of a reactive approach to plugging the gaps left by discontinued non-profitable commercial services, and the inefficient use of resources in dedicated social car transport, this Strategy will work on the basis of one core network. It will cater for all comers except the most difficult social care cases, and with the inherent increased fleet utilisation, it is believed that it will be viable for commercial operation in the greater part. Subsidy will then be focused on increasing accessibility including rural penetration through the use of solutions like shared taxis.

The purpose of this strategy is to set out the process and approach required to establish the best possible passenger transport network and facilities which will address the needs of both current and potential passengers in Worcestershire and deliver the transport objectives of the Government and the County Council. It is important to note that whilst implementing this strategy, the County Council must work within the current legal, industrial, financial and political guidelines and constraints.

It will also address from a Passenger Transport perspective the four main LTP2 themes of accessibility, congestion, safety and air quality. The key influences of this strategy are summarised below, under the theme upon which they will have the greatest impact. However, many of the influences contribute towards the objectives of more than one theme.

Accessibility Measures

A fairer society, in which the County Council strives to ensure everyone has reasonable access to transport to work, school, health, shops and leisure.

- Implement the Area Review Programme. These enable the network of a specified area to be examined in sufficient detail to support the development of a technically robust and sustainable Integrated Passenger Transport Network (IPTN).
- Use accessibility planning software to identify where access to key services is currently poor by passenger transport.
- Maintain our support to the voluntary sector, enabling it to continue to provide high quality community transport services.
- Consider new and innovative measures to enhance accessibility
- Form partnerships with commercial operators to increase the number of interchange opportunities within the County.
- Continue to support and promote the Countywide Concessionary Travel Schemes, and explore options for other groups of people e.g. Under 19's
- Modernise the County Councils in-house fleet and increase vehicle utilisation through improved co-ordination.
- Work with operators, district and parish councils to raise the standard of interchange facilities.
- Use any planned future legislative changes to deliver the required network.
- Work with bus and rail operators to ensure that improved integration of bus and rail services is achieved at Worcestershire's stations.
- Ensure that passenger transport services in Worcestershire are fully accessible for all sectors of the community, and comply with the requirements of the DDA.

Congestion Measures

By providing a realistic alternative to the private car, public transport can reduce car use, and will contribute to a reduction in congestion.

- Identify all areas where the introduction of bus priority measures can produce real benefits in terms of both journey time and cost savings.
- Continue to market the existing Park & Ride service and promote new services. Explore how Park & Ride services can contribute towards the future IPTN.
- Explore the potential for using modern technology (e.g. Real Time Information, Text Messaging, off board and through ticketing schemes) as part of the Intelligent Transport System.
- Work with planning authorities to ensure new developments are designed to ensure they are sufficiently served by passenger transport.
- Work in partnership with operators to improve the overall reliability and punctuality of bus services in the county.

Safety Measures

Buses and trains contribute to delivering a safer, less dangerous road network for all. Modal switch to passenger transport will hence increase safety.

- Improve waiting facilities to ensure passengers are able to wait for the arrival of their service in safety and comfort.
- Raise awareness that passenger transport is a safer travel mode in comparison with other modes so as to address negative perceptions amongst potential users.
- Improve driver training and monitoring, linking into the Criminal Records Bureau process

Air Quality Measures

Reduction in the number of journeys made by car, and increased use of public transport can contribute to improvements in air quality. New buses are less polluting than older buses due to improved engine technology.

- Encourage growth in passenger transport use by travellers, reducing reliance on car travel
- Reduced car use leads to reduced emissions and congestion.
- Work with operators to maintain and grow markets to encourage investment in modern fleets of vehicles with improved emission standards
- Promote the use of lower emission and more sustainable fuels.

Implementing the Strategy

The Strategy adopts a “modular approach” which will ensure that the process will be planned, all-encompassing and technically sound. The key module will focus on accessibility planning utilising extensive demographic and travel demand data. This will enable the identification and design the Integrated Passenger Transport Network. The appropriate identified action can then be taken to deliver the new Network. This will include, for example, addressing any infrastructure requirements, introducing defined standards of quality, integrating education and social care

transport with the wider Network, links to rail services and setting up formal contracts and partnerships with operators.

As part of the implementation plan, we intend to use the in-house fleet to provide future Park and Ride services, and where practical, to provide local bus and school services where either it has not been possible to procure these services via tendering, or the tendering process has resulted in services that are not affordable within existing budgets.

The modules are as follows:

Module 1: Identification and definition of Integrated Passenger Transport Network

This module of the IPTS will define the Integrated Passenger Transport Network (IPTN) necessary to deliver the vision and strategy set out in the LTP2. It will be developed on the basis of a thorough understanding of the performance of the existing passenger transport network and the improvements needed to meet current and forecast travel patterns within, into and out of the county, taking into account influences such as future land use development. The IPT Network Plan will be a “live” and evolving document and concept rather than “static” plan and provides a robust basis for the development of a sustainable “step-change” in the quality of the network.

Module 2: Integrated Passenger Transport Strategy Schemes: Development & Design

This module of the IPTS takes the outcomes set out in the agreed IPTN plan and develops, designs and refines the schemes needed to deliver them. It is likely that a significant proportion of the schemes will involve the provision of new or enhanced physical infrastructure such as passenger facilities and passenger transport priority measures and improved rights-of-way. There will, however, also be technological, operational, marketing and resource schemes required to support the achievement of the IPT Network outcomes.

Module 3: Establish a Delivery process and Programme

This module takes all the design work and planning to the next stage of getting ready for service delivery.

Module 4: Procurement and Funding

The method of procuring and funding the schemes will be developed and agreed as part of Module 4. The procurement and funding method will vary according to the type and scale of the schemes, and the requirements of the funding organisation(s). The Strategy will be financed without additional resources being sought from Council funding. However, additional funding will be sought from Central Government, Regional Agencies, and public and private sector partners wherever possible, but a position will not be allowed to develop in which the loss of a funding stream results in demands for Council funding to protect the service. Innovative bids, backed up by robust business cases will be forwarded to all potential funding sources. Integration

and efficiency improvements will release funding which can then be re-invested, resulting in schemes becoming self-financing.

Module 5: Implementation

The implementation of the measures identified to deliver the new network will vary depending upon the type of measure. The aim is to have all the relevant activity implemented within the existing LTP2 period, but in reality alterations and improvements to infrastructure can take longer and are subject to external influences. However some measures can be actioned fairly quickly and therefore will be introduced within 12 to 18 months.

Module 6: Evaluation and review process

Following the implementation of IPTS schemes there is a need to evaluate and review the extent to which the outcomes/benefits achieve those set out as targets in the relevant business cases developed during Module 1 and updated during Modules 2 – 4, inclusive. This forms a critical part of the process of reviewing and improving the IPT Network and maintaining it as a live and evolving plan.

INTRODUCTION

Worcestershire's Integrated Passenger Transport Strategy (IPTS) provides the strategic framework for the passenger transport mode specific strategies covering Buses, Passenger Rail, Community Transport, Taxis and Private Hire Vehicles.

The purpose of this strategy is to set out the processes and approach required to establish the best possible public transport network and facilities which will address the needs of both current and potential passengers in Worcestershire and deliver the transport objectives of the Government and the County Council.

The target audience for this strategy includes a wide range of stakeholders comprising the residents of Worcestershire, public transport passengers and representative organisations, voluntary groups, the Department for Transport, the Council's local authority and regional partners, bus operators, Network Rail, train operators, taxi and private hire operators, the Highways Agency and regulatory bodies.

The County Council is convinced that the underlying principle of the IPTS must be to provide for the travel needs of passengers. Customers' needs should come before the operational and commercial requirements of the public transport providers.

The timescale of the strategy is primarily the period 2007-2011, but it also provides a medium term framework for the future development of public transport up to 2016 and a less detailed longer term direction for the period after 2016. This forward-thinking approach is crucial as the delivery of public transport initiatives involves a wide range of stakeholders and the timescales for the schemes and measures will need to be flexible to take advantage of the implementation opportunities as they arise.

An effective transport network is essential in order to give people, in both the urban and rural areas of Worcestershire, access to the opportunities and benefits that contribute to the enjoyment of a better quality of life. Public transport needs will continue to be met by bus, passenger rail, community transport services or similar initiatives or any appropriate combination of these modes. Each of these activities and modes have interlinked strategies and common aims and their provision will be integrated to provide the most effective transport service.

The effectiveness of passenger transport extends not only to its provision, but also to difficulties in physically accessing services and facilities, and other equally important issues such as the level of fares, journey time, personal security and comfort.

A further aspect, which needs to be taken into account, is that peoples' travel needs are not constrained by administrative boundaries, with residents in many parts of the County relying on external destinations for many of their day-to-day needs. This strategy therefore considers cross-boundary services and services operating wholly within Worcestershire on an equal basis. This approach, in terms of delivery, makes effective partnership working with adjoining local authorities, regional and other stakeholders, users and transport providers absolutely essential. The County Council is committed to this way of working and partnership is a recurrent theme through the IPTS and the public transport mode specific strategies.

The starting point for this IPTS is the overall transport objectives of the Local Transport Plan 2005 which have been developed to reflect national, regional and local policy which are:

- To improve accessibility through the transport system in order to promote a fairer, more inclusive society;
- To seek a transport system which will promote full employment and a strong, sustainable local and sub-regional economy;
- To reduce the impact of transport on the environment through the management and control of adverse impacts; and
- To improve the environment and safety of people when they are using the transport system; and
- To encourage the integration of transport, both in terms of policy planning and the physical interchange of modes.

The IPTS will contribute to achieving the objectives in the LTP2 by promoting a public transport network, which:

- Offers accessibility through the public transport system, both in terms of physical access to transport and its availability, to the widest cross section of the population;
- Gives people (including those who do not have access to cars) more travel choices to access work, services and leisure activities;
- Offers affordable fares to passengers;
- Provides an attractive and sustainable travel alternative to the car thereby helping to reduce traffic congestion and pollution levels and improving air quality and the environment; and
- Encourages integration with other modes of transport.

1. BACKGROUND

1.1 National, Regional and Local Policies

Section 110 of the Transport Act 2000 requires all local transport authorities to prepare a Bus Strategy, which forms part of their Local Transport Plan (LTP).

In 2005 Worcestershire County Council in liaison with the six District Councils of Worcestershire and other external partners made a joint commitment to develop a new IPTS, which would replace the previous Bus and Information Strategy (2003). This new strategy will run until March 2011, bringing it in line with the five-year cycle for the LTP2.

At National level, recent Government policy is centred on provision of a sustainable and integrated transport network. National objectives include:

- A fairer society, in which all have reasonable access to transport to work, school, shops and for leisure
- Protection of the environment and reduction in pollution
- Prosperity, in town and countryside alike, whilst cutting down on congestion
- Offering choice in how people travel, thus reducing dependence on the private car

The Transport Act 2000 also gave new powers to Local Authorities to promote bus usage, such as Quality Partnerships and Quality Contracts.

The Regional Spatial Strategy for the West Midlands (WMRSS), published in 2004, set out regional policies in relation to transport, housing, economic development and other strategy areas that influence people's lives. Key policies for Worcestershire include Worcester's identified role as a sub-regional focus for future development, policies to support the regeneration of Kidderminster and Redditch, promotion of high technology industry in the county through the Central Technology Belt, support the role of market towns, and assistance for rural areas. A major transport proposal for Worcestershire is the construction of a parkway station near Worcester.

The WMRSS is currently under review, and the IPTS will therefore need to reflect any implications for Worcestershire that may result. The review is due to be completed during 2008 with the publication of a revised WMRSS, and therefore the outcome is expected within the live period of the IPTS.

At local level the Worcestershire Partnership embraces public, private and voluntary sector organisations across the County, and covers the eight Local strategic partnerships. These played an important role in helping to identify the LTP2 priorities.

The Partnership's vision is for Worcestershire to be:

A County with safe, cohesive healthy and inclusive communities, a strong and diverse economy and a valued and cherished environment.

In December 2005 the National Audit Office recommended that local authorities need to address a number of passenger transport issues through their LTPs, and to achieve this they should be:

- Founded on strong leadership and commitment to improving public transport, a comprehensive understanding of what is required to change travel behaviour, and the building of partnerships with operators and neighbouring local authorities;
- Show how targets for growth in passenger transport usage are supported by a robust package of measures to increase demand for passenger transport services alongside complementary measures to restrain car use and clear plans for their financing and delivery;
- Consider authorities' work with operators, and where applicable show what consideration has been given to the case for the implementation of Quality Contracts to bring about an improvement in passenger transport services and patronage, consistent with local transport plans and public transport strategies; and
- Show how Transport Authorities will be working with the District Councils to achieve increases in passenger numbers and to identify and tackle inefficiencies arising from the overlapping of responsibilities.

This strategy meets this guidance; it aims to provide a framework for investment in, and action to improve, the public transport network over the next five years. As such it is a vital part of the wider LTP2 strategy for Worcestershire, which this document relates to, with bus transport in particular identified as having a major role in delivering LTP2 objectives, particularly congestion and accessibility. The strategy has been prepared with reference to the Department for Transport (DfT) guidance on bus strategies, with the wider framework provided by the Transport Act 2000 itself, and with DfT guidance on LTPs and Accessibility Planning.

In addition during 2005/6 the County Council Scrutiny Panel investigated local bus services and came up with a series of recommendations, that have where appropriate, been incorporated into this strategy (**see appendix G**).

The document will be subject to consultation with the six district councils of Worcestershire, neighbouring transport authorities, local transport operators, and representatives of transport users, as required by section 111 of the Transport Act 2000 and in line with Worcestershire County Council's Consultation Strategy.

Following this brief introduction, the strategy identifies the main vision and objectives for the passenger transport network as part of the wider transport vision set out in the Local Transport Plan, and outlines how the County Council will deliver them. Then for each objective, it sets out the strategy and specific actions proposed over the next five-year period. Finally it identifies the performance indicators and targets that will be used to measure progress in delivering the outcomes identified in the strategy.

An effective passenger transport network can help deliver the LTP2 key objectives, as illustrated in the following table:

Objective	Contribution made by passenger transport
Congestion	By providing a realistic, attractive and cost effective alternative to the private car, public transport can reduce car use, and may contribute to a reduction in congestion.
Accessibility	Public transport provides access for all to vital services such as education, shopping, healthcare and employment.
Safety	Buses and trains contribute to delivering a safer, less dangerous road network for all through the transfer of trips to a safer mode of travel
Air quality	Reduction in the number of journeys made by car, and increased use of public transport, can contribute to improvements in air quality. New buses are less polluting than older buses due to improved engine technology
Asset management	Quality and consistency in public transport infrastructure and maintenance, benefiting existing users and attracting new users

The implementation of an IPT Network will also help achievement of the following strategic objectives:

Objective	Contribution made by passenger transport
Tackling climate change	Reducing car traffic and increased use of alternative fuel vehicles will also reduce carbon dioxide emissions which contribute to climate change
Economic regeneration	A good passenger network supports economic regeneration by providing access to employment opportunities, businesses and local employers. In addition tackling congestion also helps businesses to transport their supplies and products more efficiently
Neighbourhood renewal	Improvements to passenger transport can help to create renewed sense of community through lowering traffic levels, improving road safety, reducing segregation of communities and providing greater access to friends, family and local services.
Quality of life	Reducing levels of traffic will also reduce the environmental impact of noise. Greater connectivity and access, improved road safety, greater access to healthcare and employment and environmental improvements all add to enhancing and sustaining a better quality of life.

1.2 Social Inclusion and Equalities

Improved public transport services can contribute greatly to improving the accessibility of jobs and services to people and enhancing greater inclusion for all. Social need exists not just geographically, but also with specific groups. These include the elderly, young people, and those with physical and learning disabilities, many of whom fall within the scope of social services provision, and others such as ethnic minorities. The strategy has been subject to the County Council's Equality Impact Assessment process.

Tackling the exclusion of individuals must be done both at the strategic planning level, and in day-to-day service delivery. The Authority's current Bus and Information Strategy (2003) guides the County Council's use of revenue funding to support bus services, however this document only relates services levels to population, and did not take into account social factors, and this new Strategy will address this, linking with the LTP2 on the provision of accessible vehicles, improved infrastructure, bus priority schemes and the production of public transport information that is attractive and accessible to all.

For those who cannot take advantage of conventional transport, either because they are physically unable to access the vehicles, or no service exists in their area, the County Council supports a countywide network of community transport providers. For many the cost of transport contributes to social isolation. The County Council in partnership with the six District Councils operates a county wide concessionary fare scheme for persons aged 60 and over and registered disabled people which currently allows travel free of charge at all times on buses, and half price on community transport services.

1.3 Sustainability and Environment

The County Council recognises that public transport can make an important contribution to the improvement of the environment, By developing sustainable transport policies which encourage residents to utilise the public transport network to access services and facilities, and integration of services, maximising efficient vehicle use, the overall environment and climate can be improved e.g. by reducing the level of carbon dioxide emissions.

There is also a need to ensure that public transport services and infrastructure are provided in a way that minimises direct adverse environmental impacts. This has been assessed in detail in the Strategic Environmental Assessment (SEA) and this has influenced the LTP. A major objective of the LTP2 Strategy is to safeguard and improve Worcestershire's environment through a package of measures seeking to reduce the impact of transport systems upon both the local and global environment. Where appropriate the SEA recommendations have been considered in production of this strategy.

1.4 Funding, Value for Money and Affordability

Securing and allocation of funding is key to achieving the objectives contained in the LTP2. Whilst the objectives support and complement each other, in practice strategic choices have to be made between them in the allocation and timescales of funding. This will be reflected in the modular approach to delivery. In transport there are two main types of funding requirements

- **Revenue funding**, which meets the day-to-day costs of providing services, and is derived from the County Council's funds and Rural Bus Subsidy Grant.
- **Capital funding**, which meets the cost of investments in infrastructure and is largely derived from the Local Transport Plan settlement.

Revenue funding tends primarily to provide accessibility benefits by enabling provision of socially necessary bus services. Nevertheless some supported services do make a significant contribution to congestion relief particularly in relation to support for Park and Ride services, school transport, social care transport and other services operating at peak hours. Also, revenue funding is used to support the concessionary travel scheme through the District Councils, and to maintain infrastructure, both important aspects of accessibility.

The investment of capital funds into bus quality corridors helps to tackle congestion (e.g. bus lanes, improved infrastructure, real time passenger information), thus improving journey speed, reliability and punctuality. However it can also address accessibility issues (e.g. purchase of accessible vehicles for subsidised services, investment in bus shelters, improved information, and facilities for disabled passengers across the whole network). This may be illustrated in the table below:

Type of funding	Congestion	Accessibility
Revenue funding	<ul style="list-style-type: none">• Some supported services, particularly at peak times and Park & Ride, and school buses, make a contribution to tackling congestion and modal shift	<ul style="list-style-type: none">• Supporting non-commercial but socially necessary bus services.• Concessionary travel scheme• Maintenance of infrastructure
Passenger transport-related capital investment	<ul style="list-style-type: none">• Investment in Park and Ride and other high volume quality corridors in bus priority, improved waiting facilities, new vehicles etc.	<ul style="list-style-type: none">• Investment in facilities and infrastructure across wider public transport network.• Purchase of accessible vehicles to reduce cost of contracts and improve access to services

The strategy for investment in passenger transport services in Worcestershire is based on the following principles:

- A balance needs to be struck between investment in measures that improve accessibility and those that reduce congestion.
- Investment in subsidised services, service quality, infrastructure, reducing the cost of travel, information and personal security must be pursued in a balanced modular programme
- Funding will be sought from all possible sources, including developer contributions, and regional and sub-regional bodies
- In all cases, investment must represent good value for money, with proven business cases at all stages.

1.5 Approach to Regulation

Operators seeking to make a commercial return on their investment provide commercial bus services, which represent the significant proportion of Worcestershire's bus network, particularly in the urban areas. However in doing so, they play a major part in the delivery of the County Council's transport objectives at no direct cost to the public purse, and it is in the interest of the Council, as well as public transport users, to encourage a vibrant and healthy commercial sector.

Although provided commercially, the County Council can influence the operation of these services in a number of ways. Primarily this will be by introducing infrastructure improvements such as bus priority measures that make services more reliable and attractive, stimulating an increase in patronage, and thereby generating more income that can be reinvested by the bus company in newer buses, more frequent services and/or new routes. These types of improvements have traditionally been pursued on a voluntary Bus Quality Partnership basis, whereby in return for improvements to surrounding infrastructure, the bus operator has agreed to improve the quality of the vehicles and services themselves. Additionally, these infrastructure improvement measures are likely to attract more competition into the market place, which may in turn lead to further improvements in quality standards, increased user choice and reduced subsidy levels required to maintain the network. These savings can be re-invested to enhance the network further.

The Transport Act 2000 gave Transport Authorities more formal powers to intervene in the operation of commercial bus services, where the commercial network is failing to deliver quality public services. More specifically, the Act gave Transport Authorities recourse to:

- **Statutory Bus Quality Partnerships**, which allow transport authorities to specify minimum quality standards which operators must meet in order to use specific new facilities. The aim is to protect such new measures, and high quality operators that use them, from poor quality competition.
- **Quality Networks**, which allow the local transport authority to designate specific areas within which it controls all aspects of bus service provision, and seeks bids for their operation as a franchise

Local Authorities can also enter into:

- **Punctuality Improvement Partnerships (PIPS)**, through a partnership with local Bus operators, nominated routes are granted certain flexibilities from the punctuality regulations as long as there is a jointly agreed programme for improvement and clear targets for progress.

Although these powers remain available to the County Council, subject to the appropriate legal processes and tests, it remains the Council's view that the voluntary approach should be seen as the preferred choice in delivering improvements to the network. Use of statutory powers will only be considered as a last resort.

Under the Local Authority Act 2000 the County Council has the power to promote or improve the economic, environmental and social well being of the community. Worcestershire County Council has sought both legal and procurement advice regarding the expansion of the in-house fleet. It is our intention to use the fleet to provide future Park and Ride services, and where practical, to provide local bus and school services where either it has not been possible to procure these services via tendering, or the tendering process has resulted in services that are not affordable within existing budgets.

The Disability Discrimination Act legislation introduced in 1995 and then incorporated in the Public Service Vehicle Accessibility Regulations 2000 ensures that every new bus used on a local bus or an education authority funded service, must be easily accessible by persons either elderly or wheelchair bound. In addition it states that from 2020 all buses and coaches must be easily accessible regardless of what services they are used on.

The government is currently consulting on The Education and Inspections Act 2006. This will provide a duty for each local authority to provide a sustainable school travel policy for all students up to 19 years. There will be a legal duty from September 2008 to provide free school transport at the start and end of the school day to all children, attending secondary schools, providing they receive either the maximum working tax credit or free school meals, and are attending one of three nearest schools between 2 and 6 miles from home. In addition all children living more than 3 miles from their nearest school will be provided with free transport. There will be different duties applying to primary school children and those attending denominational schools on grounds of religion or belief.

Finally, in December 2006, the Government produced a consultation paper entitled 'Putting Passengers First'. This may result in enhancing the County Council's influence of the local transport network. The progress of this paper will be closely monitored.

1.6 Partnership and Consultation

The section above sets out the preference to work in voluntary partnership with commercial transport operators. The principle of partnership extends more widely, and is led through two key groups, the Integrated Passenger Joint Members Forum and the Worcestershire Accessibility Partnership. The County Council recognises that delivery of their objectives of the IPTS relies on partnership working with a number of organisations, such as:

- District Councils, which are responsible for issues such as land use planning, the location and design of new residential and commercial developments, Local Development Framework Plans, the potential securing of developer contributions for transport services, town centre parking, some infrastructure provision, and the funding of concessionary travel
- Neighbouring local authorities, given that some transport services extend out of the Worcestershire area
- The business community, which can support the marketing and promotion of local bus services through travel plans
- The health, education, social care and retail sectors which are responsible for a considerable proportion of the demand for travel

The County Council is committed to consult with transport operators, transport users, Parish, Town and District Councils, surrounding local authorities and other interested agencies and parties wherever possible on transport related issues. Consultation over this Integrated Transport strategy forms part of this commitment. Views and feedback from the general public will be through their representation on user groups and community associations, although full and extensive direct public consultation will be through the detailed area review process in Module 1, see section 3.2. Consultation will be carried out using the framework prescribed in the County's Consultation programme. (See **Appendix A** for consultation programme and **Appendix B** for list of stakeholders).

1.7 Integration

The bus network is important in its own right, as a means to providing accessibility and transport choice to the community. However it is only a part of a wider transport network, and it is essential that bus operations are well integrated. Integration must be achieved at three separate levels:

1. Integration within the transport network

There are a number of different operators who provide bus services within Worcestershire. Integration within the bus network is essential if travel opportunities are to be maximised. In practice this relates primarily to timetable co-ordination and ticketing arrangements – to ensure that travellers who need to change between bus operators can do so seamlessly and with minimal additional cost.

However there are also important opportunities to operationally integrate services: social services, education transport services, local bus services, health care journeys, particularly where these services are supported by the County Council, and operational links should always be explored fully when planning networks and inviting tenders.

2. Integration between modes

In Worcestershire there is a network of rail services, and other transport operators such as community transport and taxis. In all cases integration between modes, with particular focus on timetable connections, ticketing and the quality of interchange will further increase the contribution played by public transport.

3. Integration between transport provision and land use planning.

New development, particularly of larger scale, should be located in accessible locations such as along major bus and rail routes. It should be designed to accommodate buses, and contribute towards the costs of providing passenger transport services. This is important in maximising the role of public transport and improving accessibility.

An integrated transport network will provide the best outcome for the community at the greatest economies of scale, using the most appropriate means, whilst recognising the needs of the travelling individual.

1.8 Performance Management and Monitoring

The County Council will continue to develop actions and evaluate progress on the basis of regular returns from operators and on bus surveys and monitoring. The LTP2 requires recording of national indicators relating to the following:

- Local bus patronage bus services (BVP102)
- Satisfaction with local bus service (BVP103)
- Accessibility to employment (LTP 1a)
- Bus punctuality (LTP 5a/5b)

Performance will also be assessed against relevant regional targets relating to:

- Accessibility to health care (WCC4a)
- Park and Ride provision (WCC 3b)
- Provision of low floor buses (WCC 4b)

Local Area Agreement and Directorate targets (which in turn feed into the higher level targets) notably:

- Improving passenger transport, leading to improved accessibility and increase in passenger numbers (F5)
- Delivery of Worcestershire's Bus and Information Strategy (E SO7-9)

The Traffic Commission sets target indicators for punctuality and reliability of registered local bus services as follows:

- Reliability: More than 99.5% of scheduled trips operate
- Punctuality: More than 95% of journeys are between 1 minute early and 5 minutes late at their timing points.

Other local indicators which will be subject to monitoring through the Worcestershire Accessibility Partnership include:

- Access to healthcare
- Access to education
- Access to employment
- Access to leisure facilities
- Access fresh food stores

Worcestershire County Council's Local Bus Performance Indicator is used to produce a league table, ranking bus services according to their performance relative to social and accessibility factors to decide the allocation of funding.

2. VISION AND OBJECTIVES

2.1 Vision

The vision of Worcestershire's County Council's IPTS is based on the overarching goals set out in the second Local Transport Plan (LTP2), which includes:

“To deliver a transport system within Worcestershire that is safe to use, and which allows people to easily access the facilities that they need for their day-to-day life in a sustainable and healthy way”

The LTP2 Strategy is intended to deliver measures that contribute to the achievement of a number of core objectives, including the following, which are of particular relevance to the IPTS:

- To have an integrated passenger transport network that meets the needs of the people of Worcestershire in all their journeys, including work, education, health, and leisure.
- Ensuring that people have access to key services at reasonable cost, in reasonable time, and with reasonable ease, and in a way that promotes better health for all.
- The procurement of a transportation system that will support the development of Worcester into a first class University City with a vibrant visitor economy.

The overarching vision of the IPTS is to provide for Worcestershire:

“An affordable, accessible, safe, convenient, environmentally sustainable and integrated passenger transport network, capable of attracting an increasing market share for public transport thereby contributing to the achievement of the objectives in the Worcestershire's LTP2”

The aim of the IPTS is to grow the market for passenger transport by making the product attractive both to existing and potential users alike. It will achieve significant improvement in the provision of passenger transport services and facilities to the people of Worcestershire by following a customer-driven approach designed to identify and overcome barriers to the use of public transport.

This translates to a passenger transport system that is:

- 1 • **Equitable and inclusive**
- 2 • **Reliable**
- 3 • **Reflective of modern lifestyles**
- 4 • **Integrated**
- 5 • **Modern and attractive**
- 6 • **Affordable**
- 7 • **Easy to understand and use**
- 8 • **Accessible**
- 9 • **Safe**

It is recognised that not all these outcomes can be fully addressed within the period of this strategy, and some elements of the strategy are aimed at putting the right conditions in place to meet longer term objectives. A modular approach to delivery will be critical in achieving this.

The vision can only be achieved in partnership with all those involved in passenger transport provision, including bus and rail operators, community transport providers, taxi operators and those responsible for passenger transport procurement and infrastructure.

2.2 Objectives

Delivering this vision will require the achievement of a number of specific objectives:

See figure 1 below.

The delivery of these objectives will be monitored by setting targets, and measuring performance against these targets. Furthermore, achievement of these objectives will make a significant contribution towards the delivery of LTP2 targets and other aims and objectives of Worcestershire County Council.

FIGURE 1 INTEGRATED PASSENGER TRANSPORT OBJECTIVES

Strategy Objective	Comment	IPTs Outcomes								
		Equitable and Inclusive	Reliable	Reflective of Modern Lifestyles	Integrated	Modern and Attractive	Affordable	Easy to Understand and Use	Accessible	Safe
1 Design an integrated passenger transport network for Worcestershire	<p>Accessibility and choice will be improved by providing services appropriate to the needs of local people and local areas in terms of:</p> <ul style="list-style-type: none"> • Geography - serving as many local communities as possible, allowing access to activities and facilities • Time - services to be available when required • Frequency - operating frequently enough to fit in with customer • Integration - ensuring service connectivity, both within and between all transport modes 	X	X	X	X	X	X	X	X	X
2 Improve the quality of services	<p>Services need to be high quality to attract users. This includes:</p> <ul style="list-style-type: none"> • Service reliability and punctuality – enabling scheduled services to operate, and run to the timetable • Journey times – ensuring journeys are as quick as possible • Vehicle quality - fully accessible, modern, clean, quiet and low emission • Driver standards – drivers who drive safely and are well trained in customer care, and the specific needs of individuals 	X	X	X	X	X		X	X	X
3 Improve infrastructure	<p>Passenger Environment -</p> <ul style="list-style-type: none"> • Access to, provision of, and maintenance of bus stops and shelters • Transport interchanges, including bus and rail stations and park and ride sites <p>Operational Benefits -</p> <p>Bus Priority and traffic management schemes to achieve:-</p> <ul style="list-style-type: none"> • Journey time reductions • Improved vehicle scheduling efficiency • Improvement to the environment 		X	X	X	X		X	X	X
4 Affordable and competitive cost of travel and improved ticketing	<p>Reducing the relative cost of travel, particularly compared with the perceived cost of car travel, will help to ensure:</p> <ul style="list-style-type: none"> • It is affordable to those on low incomes • It provides an attractive alternative for car users <p>Introduction of a modern, simple range of integrated ticketing options, meeting the needs of all users,</p> <ul style="list-style-type: none"> • will help remove the additional costs and inconvenience associated with changing services • <u>reduce journey times, and improve punctuality</u> 	X	X	X	X	X	X	X		
5 Provision of information and the marketing of public transport services	<p>Understanding of people's needs, informing and promoting awareness of the public transport network:</p> <ul style="list-style-type: none"> • Consultation and market research into what both existing and potential users want <p>Allowing passengers to plan their journeys and have certainty as to service availability through the:</p> <ul style="list-style-type: none"> • Delivery of high quality and accurate information both in printed and electronic formats including real time information and journey planning technology • Marketing of transport services, and other smart measures such as school and business travel plans. <p><u>These play a significant role in increasing demand and reducing</u></p>	X	X	X	X	X		X		
6 Promotion of a safe, secure and attractive passenger transport experience	<p>Users and potential users of passenger transport services must feel secure through measures such as:</p> <ul style="list-style-type: none"> • CCTV on public transport and at waiting facilities • Safe and attractive routes to bus stops and train stations • Lighting at bus stops and train stations • Real time information • Improved punctuality and reliability • CRB checked drivers <p>Health and quality of life enhancement through environmental</p>	X		X		X		X		X
7 Integration of network	<p>Integration within the network incorporating bus, train, taxi, community transport, school and social care vehicles will result in:</p> <ul style="list-style-type: none"> • Greater choice of mode and increased travel opportunities • Optimise use of resources • Financial savings through efficiencies • Simplicity for user. 	X	X	X	X	X	X	X	X	X

2.3 Constraints

There will always be barriers to the achievement of the delivery of these objectives, and it is important that these are recognised, so that expectations are realistic, and means of overcoming them can be identified where appropriate. This will involve close partnership working with relevant parties.

The Constraints and Effects of the Constraints	
Constraints	Effects
The majority of transport services are provided by bus operators on a commercial basis and operators focus, therefore, on profitable routes and times of day. The County Council does not have any direct control over these services.	The commercial network is limited in its scope and may not meet the travel needs of people outside the core commercial routes or operating hours. This may reduce the attractiveness of bus services both to existing and potential users.
Current legislation allows bus operators to withdraw or change bus services with 56 days notice.	The short timescale for altering a service can create an unstable network and difficulties informing existing and potential users of service changes. The resulting uncertainty can deter people from travelling by bus.
Bus operators often focus the provision of new high quality, accessible buses to the most profitable / core routes.	Leads to use of older buses on other routes constraining the development of a consistent high quality and accessible bus network.
There is a lack of commercial incentives for bus and train operators to integrate and coordinate their services.	Discourages interchange between services that would meet the needs of existing and potential users.
There is a general shortage of bus drivers in the bus industry combined with low wages and unsocial hours.	Constrains the ability to enhance levels of bus service and of recruiting high quality operating staff.
There are inconsistencies in the standard of customer care amongst drivers.	Creates poor impression of bus travel and reduces public confidence in the ability of buses to provide a high quality service.
European Union Drivers' Hours regulations increase the costs of longer through services.	Discourages the introduction of services, which would meet the needs of all existing and potential users.
Administrative/technical problems and insufficient commercial incentives for bus and train operators to provide effective through ticketing.	Discourages the introduction of ticketing systems that would reduce the higher cost and inconvenience of multi-mode journeys.
The availability of financial resources to the County Council is limited. In particular there are limited resources available to provide revenue support for socially necessary tendered bus services and to provide minimum levels of service.	Limited financial resources constrain the ability to achieve and develop a comprehensive high quality transport network. The network does not, therefore, fully meet the travel needs of or offer an attractive transport option to existing and potential users.
New developments are not well located for efficient and sustainable access by bus. Contributions toward the cost of providing services and passenger facilities are limited in scope.	Contributions are limited usually to a maximum of five years. At the end of this period, if the development is not well located in terms of bus access the services may not be sustainable without ongoing financial support. This places an additional pressure on the County Council's limited financial resources to subsidise continued public transport access to developments.
Political map of the County is subject to change	May affect progress of delivery and implementation.
The rail network is directly managed by the DfT through the specification and award of Train Operating Franchises, with infrastructure the responsibility of Network Rail. The County Council does not have any direct control over rail services.	Constrains the ability to maximise the impact of rail services as part of the IPTS, as many factors and organisations will influence service patterns and infrastructure development.
The County Council has no direct control over the licensing of the taxi operators across the County – this is a District Council responsibility	Again, this lack of direct control may result in a loss of influence over the role that taxi's can play in the delivery of an IPTS.

3. STRATEGY AND ACTIONS

3.1 Introduction

The Passenger Transport Network within Worcestershire has undergone a significant amount of change in recent years, and hence there is a need for a fundamental review of how this network will meet the aspirations and needs of the public in the early part of the 21st Century. We have had to be mainly reactive in terms of our transport planning, primarily due to demands placed upon us through the deregistration of commercially operated bus services, where we have had to keep plugging gaps. This cycle must stop and our aim must be to be more proactive. We have the opportunity to start with a “blank sheet of paper” and have a “root and branch” review of both where we are and where we want to go.

The factors that have affected the current network are numerous, but include:

- Changes in Land Use
- Reduction in mileage operated commercially by local bus operators
- Significant growth in rail
- Increased traffic volumes and congestion
- The relative cost of travel for passenger transport users has increased at a greater rate than that for motorists.

In addition, the following factors will have a greater influence in the future:

- Higher expectations of Accessibility
- Sustainable Transport Agenda
- Changing Lifestyles
- Legislation in relation to Passenger Transport

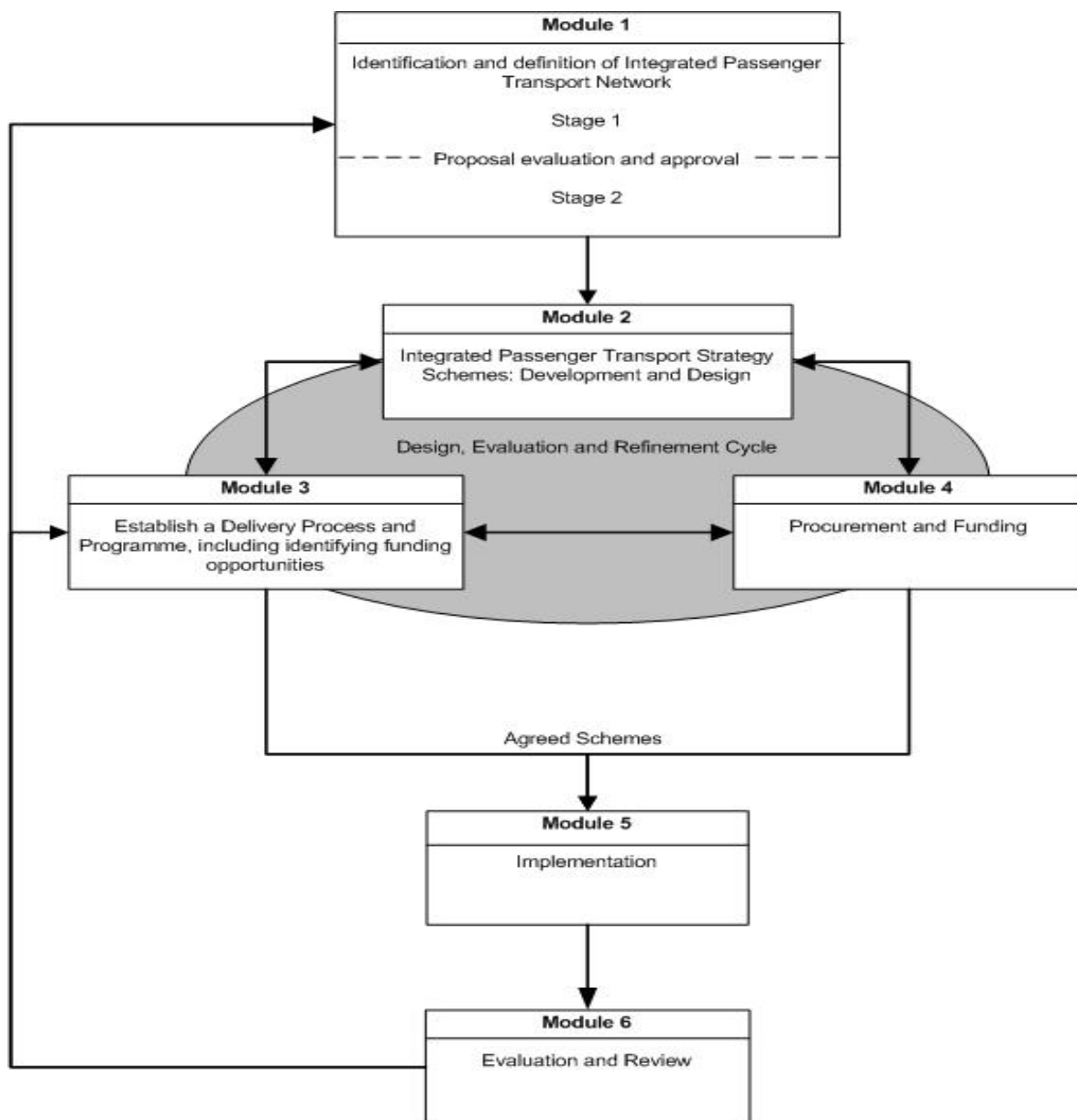
We need to design an Integrated Passenger Transport Network that will both meet our objectives and produce the desired outcomes as listed in Sections 1 and 2.

In order to ensure that we achieve this we intend to adopt a “Modular Approach”. This will ensure that the process will be planned, all encompassing and technically sound.

The Modules are as follows:

1. Identification and definition of Integrated Passenger Transport network;
2. Integrated Passenger Transport Strategy Schemes: Development & Design
3. Establish a Delivery Process and Programme, including identifying funding opportunities.
4. Procurement and Funding
5. Implementation
6. Evaluation and review process

**Flowchart to illustrate the IPTS Development and Delivery Process
(Showing inter-relationship between modules)**



Module 1 of the IPTS will define the Integrated Passenger Transport Network necessary to deliver the vision and strategy set out in the LTP2. Modules 2,3,4 address the design, procurement, funding and delivery of the schemes identified in Module1. These modules will be inter-dependant, forming a cycle of design, evaluation and feedback, resulting in the final schemes going forward to Module 5 – Implementation.

We will review all transport activity, by service, by type, by geographical area and by sector. Whilst this process is being undertaken it is important to confirm that the existing network will be maintained and managed as appropriate, with efficiencies and improvements being sought on an ongoing basis.

3.2 Module 1 – Identification and Definition of the Integrated Passenger Transport Network

Introduction

Module 1 of the IPTS will define the Integrated Passenger Transport (IPT) Network, (necessary to deliver the vision and strategy set out in the LTP2 and summarised in Sections 1 and 2 of this document). The IPT Network will provide the “blueprint” for the development of a sustainable network of passenger transport services and supporting infrastructure and technologies. It will be developed on the basis of a thorough understanding of the performance of the existing passenger transport network and the improvements needed to meet current and forecast travel patterns within, into and out of the county.

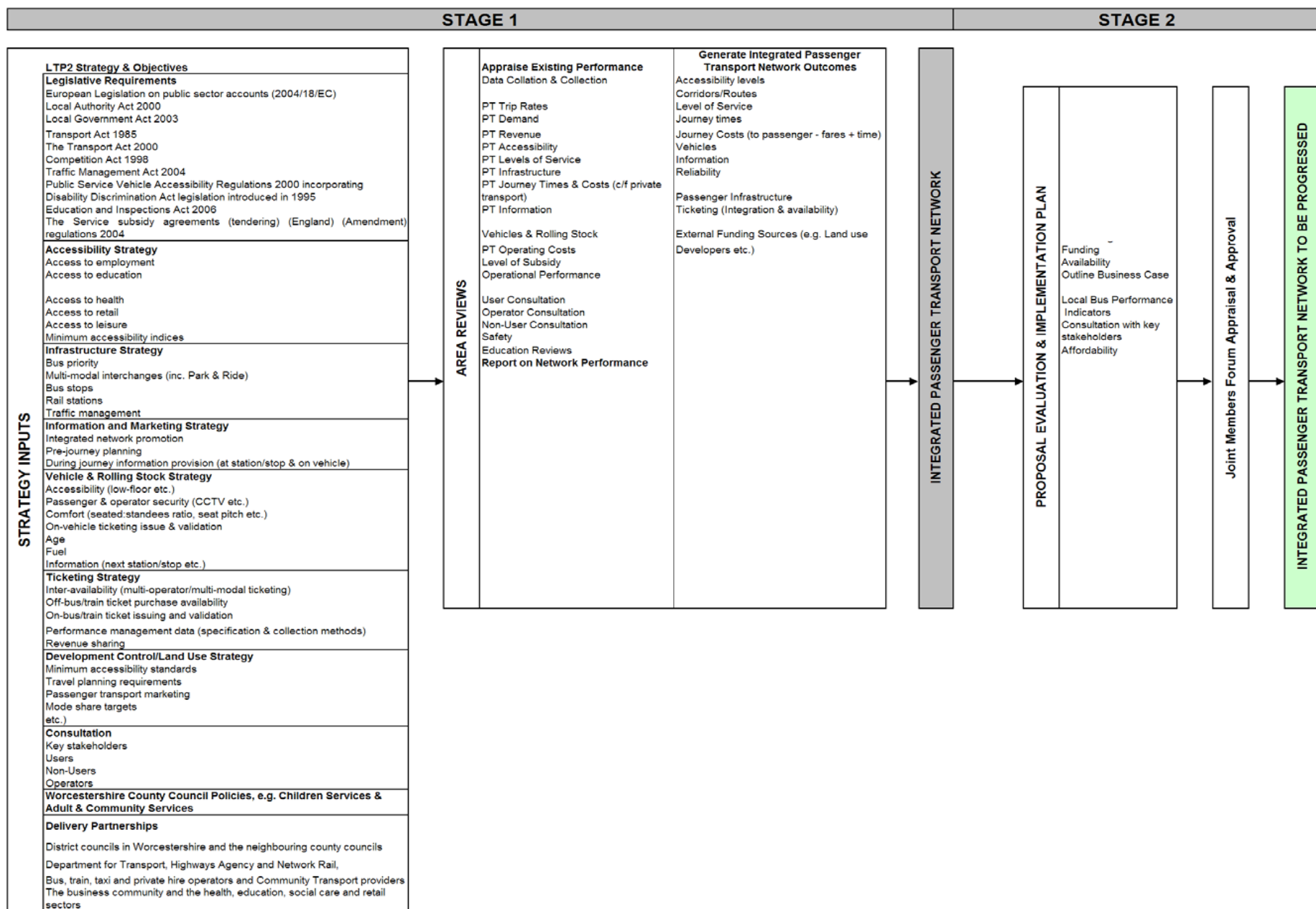
A “step-change” in the quality of passenger transport service provided will be required to meet the LTP2 vision and strategy and to ensure that Worcestershire’s passenger transport network is able to adequately support the move toward more sustainable transport provision in the county. Module 1 of the IPTS provides a robust basis for the development of a sustainable “step-change” in the quality of the network.

The IPT Network Plan will be a “live” and evolving document and concept rather than a “static” plan. In some cases it will be possible to implement elements of the network enhancements in advance of the completion of the IPT Network plan. For example, the withdrawal of a series of commercial bus services by an operator may provide the opportunity to implement an enhanced area-based network of tendered bus and demand responsive services, supported by enhanced infrastructure designed with the user in mind and developed to increase accessibility, encourage growth in demand and revenue and reduce overall levels of subsidy.

Figure 2 illustrates the process by which the IPT Network will be defined.

FIGURE 2: MODULE 1

THE INTEGRATED PASSENGER TRANSPORT NETWORK DEVELOPMENT PROCESS



Module 1 – Process & Methodology

Figure 2 illustrates the two main stages in the development of the IPT Network:

- Stage 1: Performance Appraisal and Proposal Development
- Stage 2: Proposal Evaluation and Passenger Transport Network Approval

The main components of these stages are summarised below:

Module 1 - Stage 1: Performance Appraisal and Proposal Development

- **Performance and Development Inputs:** These are essential and define the basis by which the existing passenger transport network is assessed and the enhanced network identified. The inputs include existing policies and targets such as those set out in LTP2 (including the Accessibility Strategy) and relevant legal imperatives (such as 1985 Transport Act, Disability Discrimination Act etc.) together with documents setting out passenger transport best practice in areas such as passenger transport infrastructure, passenger information and vehicle quality and design. These will be supported by the results of consultation with passenger transport users, non-users and operators.

Of particular importance is the Accessibility Strategy for Worcestershire, which seeks to ensure that people have access to key services at reasonable cost, in reasonable time, with reasonable ease, and in a way that promotes better health for all. The LTP2 Accessibility Strategy focuses on the need to provide good passenger transport access to:

- Places of employment, in particular to focus upon the need to support the development of the Central Technology Belt, as set out in the Regional Spatial Strategy
 - Healthcare, considering healthcare in broad terms (as defined through the health white paper 'Choosing Health')
 - Education, including further education
 - Essential retail facilities, in particular, fresh food retailers.
- (For details of accessibility targets see **Appendix C**)

To achieve this the IPT Network must be within a reasonable walking distance. This may vary between urban and rural areas, and also geographical location. Detailed analysis will be undertaken using accession data to determine the appropriate distances (See **Appendix D** for examples of Accession model outputs).

The accessibility data will also be used to determine the appropriate level of service (frequency, times available, journey time, etc) for the following categories:

- Urban
- Rural
- Inter-urban

- **Area Reviews (1) Appraisal of Existing Performance:** Area Reviews are the mechanism by which the performance of the passenger transport network is appraised and enhancement measures developed. They are focussed on specific areas of Worcestershire. They enable the network of a specified area to be examined in sufficient detail to support the development of a technically robust and sustainable IPT Network. The first element in an area review is to appraise the performance of the existing network. This includes an assessment against quantitative and qualitative performance measures, including:

- Accessibility (by journey purpose, destination and time of travel)
- Journey times and reliability
- Journey costs
- Infrastructure (including both passenger facilities and infrastructure which supports efficient operation)
- Passenger information
- Vehicle quality and accessibility
- Operational performance (including adherence to schedule and lost journeys)
- Demand (including passenger transport trip rates and mode shares)
- Revenue (including off-board as well as on-board revenue)
- Operating costs
- Commercial viability and (where appropriate) levels of subsidy

The results of consultation with passenger transport users, non-users and operators are fed into the review process at this stage.

A report outlining the performance of the Passenger Transport Network is prepared at this stage.

- **Area Reviews (2) Integrated Passenger Transport Network Proposals:** On the basis of the results of the network appraisal and with an understanding of forecast future travel patterns and user/non-user requirements and aspirations proposals will be developed for the IPT Network. The network will be defined in terms of outcomes to be delivered and in a format which will be easily understood by the public and passenger transport planners and operators, including providing details of:

- Accessibility levels (including details of level of accessibility to specific land uses/facilities such as employment, health, education, retail and leisure)
- Geographic areas to be served by the passenger transport network and an indication of the associated corridors/routes
- Journey times needed to achieve the specified levels of accessibility (specified by corridor/route and including all elements of a journey)
- Journey costs required to make passenger transport a realistic alternative to car (specifying total costs to take into account fares and journey time costs)
- Levels of service needed to achieve the journey times and costs (including service frequencies and period of operation by corridor/route)
- Punctuality and reliability targets (meeting, as a minimum, those specified by the Traffic Commissioner)
- Vehicle, capacity, quality and accessibility
- Passenger information (required prior to and during passenger transport journeys)
- Ticketing systems (including inter-availability, off-bus/train availability, issuing, validation and management data requirements - but without specifying the technology to deliver this)

(See **Appendix E** for summary of Area Review process)

Module 1 - Stage 2: Proposal Evaluation and Integrated Passenger Transport Network Approval

- **Proposal Evaluation:** The second stage of Module 1 takes the IPT Network proposals and tests them against agreed constraints prior to developing an implementation plan. Whilst legal and policy constraints and targets have previously been taken into account, there is a need to subject the proposals to financial and key stakeholder scrutiny prior to developing a realistic implementation plan. Financial constraints such as the funding availability are taken into account together with the outline business case for the proposed network. The latter includes an initial assessment of wider economic benefits of proposed network enhancement measures. Consultation with key stakeholders is also undertaken at this stage to encourage early “buy-in” to the proposals. At the end of this process the proposed IPT Network will be revised as necessary and a draft implementation timescale developed.
- **Joint Members Forum Approval:** The proposed IPT Network and associated draft implementation timescale will be presented to the Joint Members Forum for approval prior to implementation. In practice it may be desirable to present certain elements of the network proposals to the Joint Members Forum prior to completion of the document to enable early implementation of particular measures, which are consistent with the overall aims of the IPTS.

Module 1 Outputs

The key output from Module 1 will be the agreed IPT Network outcomes together with an outline business case(s) and implementation plan(s). These will be taken forward to subsequent modules for design, development, appraisal, funding and implementation as described below.

3.3 Module 2 – Integrated Passenger Transport Strategy Schemes: Development & Design

Introduction

Module 2 of the IPTS takes the outcomes set out in the agreed IPT Network plan and develops, designs, appraises and refines the schemes needed to deliver them. It is likely that a significant proportion of the schemes will involve the provision of new or enhanced physical infrastructure such as passenger facilities and passenger transport priority measures and improved rights-of-way. There will, however, also be technological, operational, marketing and resource schemes required to support the achievement of the IPT Network outcomes. These could include, enhanced ticketing and passenger information systems and associated software, higher quality vehicles, automatic vehicle location (tracking) systems, revised routes and frequencies, improved promotion of services and additional operating staff (where this can be justified in terms of benefits). Module 2 therefore, develops and designs the wide range of schemes needed to deliver the set of agreed outcomes.

In some cases the IPT Network outcomes may be delivered in a number of ways, for example through physical infrastructure measures alone or via a combination of physical and technological measures. The choice over which set of schemes should be taken to detailed design and implementation is taken during Module 2. This involves the assessment of the business case for the “competing” options and gaining agreement on the preferred schemes.

IPTS Schemes

Clearly there are a wide range of individual and combinations of schemes which can be used to deliver the IPT Network outcomes. For project management and presentation purposes these have been allocated to five broad groups:

- Physical infrastructure
- Operations
- Technology
- Resources
- Marketing

Figure 3 illustrates some of the range of schemes that will be considered in Module 2, the benefits that they are likely to deliver and which of the overarching Strategy Objectives they address. In the majority of cases key outcomes of the schemes will be to improve passenger transport accessibility and increase demand and revenue with consequent increase in the commercial viability of the network and reduction in the need to subsidise services, particularly in urban areas and along major inter-urban corridors.

FIGURE 3: MODULE 2 SCHEMES AND SUMMARY OF BENEFITS

SUMMARY OF POSSIBLE SCHEMES				STRATEGY OBJECTIVE X = Primary Effect, I = Secondary Effect						
Group	Category	Description	Summary Outcomes	Design IPT Network	Improve Quality of Service	Improve Infrastructure	Improve Ticketing	Information and Marketing	Safe, Attractive Experience	Integration of Network
Physical Infrastructure	Passenger Transport Right-of-Way	Segregated Busways	Maintain/Improve bus access to key areas, Removal of conflict with other traffic, Increase reliability, Shorter run times, Improve access at bus stops, Lower bus stop dwell times, Shorter total journey times, Lower operating costs, Increase demand, revenue & commercial viability	I	X	X				
		With-flow bus lanes	Reduced conflict with other traffic, Increase reliability, Shorter run times, Improve access at bus stops, Lower bus stop dwell times, Shorter total journey times, Lower operating costs, Increase demand, revenue & commercial viability		X	X				
		Contra-flow bus lanes	Maintain/Improve bus access to key areas, Increase reliability, Shorter run times, Improve access at bus stops, Lower bus stop dwell times, Shorter total journey times, Lower operating costs, Increase demand, revenue & commercial viability	I	X	X				
		Bus Gates	Maintain bus access to key areas, Reduce conflict with other traffic, Increase reliability, Shorter run times, Shorter total journey times, Lower operating costs, Increase demand, revenue & commercial viability	I	X	X				
		Selective Vehicle Detection at Traffic Signals ("Green Wave")	Provide priority at signal junctions, Increase reliability, Shorter total journey times, Lower operating costs, Increase demand, revenue & commercial viability		X	X				
		Bus Stop Borders	Improve access at bus stops, Lower bus stop dwell times, Shorter total journey times, Lower operating costs, Increase demand, revenue & commercial viability		X	X				
		Bus stop clearways	Maintain reliable access to bus stops, Reduce conflict with other traffic, Lower bus stop dwell times, Shorter total journey times, Lower operating costs, Increase demand, revenue & commercial viability		X	X				
	Interchanges, Stations and Stops	New/Improved Key Interchanges (including Rail Parkways and Bus-based Park & Ride)	Improve integration between transport modes, Increase "connectivity" of network, Better & safer environment for passengers and operators, Increase accessibility & travel opportunities, Enhance access for mobility impaired, Increase demand, revenue & commercial viability	X		X	I	I	X	X
		New/Improved Bus Stops	Better & safer environment for passengers and operators, Increase accessibility & travel opportunities, Enhance access for mobility impaired, Increase demand, revenue & commercial viability	I		X		I	X	I
		Enhanced Rail Stations	Better & safer environment for passengers and operators, Increase accessibility & travel opportunities, Enhance access for mobility impaired, Increase demand, revenue & commercial viability	I		X		I	X	I
		New/Enhanced security measures at stops/stations (e.g. CCTV)	Better & safer environment for passengers and operators, Improve image of passenger transport, Increase demand, revenue & commercial viability	I		I		I	X	I
	Vehicles/Rolling Stock	New/refurbished Buses/Trains	Better & safer travelling environment for passengers and operators, Enhance access for mobility impaired, Improve image of passenger transport, Increase demand, revenue & commercial viability. Reduce vehicle emissions		X			I	X	
	Existing Infrastructure	Update/Enhance existing passenger facilities	Better & safer environment for passengers and operators, Increase accessibility & travel opportunities, Enhance access for mobility impaired, Increase demand, revenue & commercial viability	I		X		I	X	I
		Improved co-ordination with roadworks schemes	Reduced conflict with other traffic, Increase reliability, Shorter run times, Improve access at bus stops, Lower bus stop dwell times, Shorter total journey times, Lower operating costs, Increase demand, revenue & commercial viability		X	X				

Continued

FIGURE 3: MODULE 2 SCHEMES AND SUMMARY OF BENEFITS

Continued

SUMMARY OF POSSIBLE SCHEMES				STRATEGY OBJECTIVE X = Primary Effect, I = Secondary Effect						
Group	Category	Description	Summary Outcomes	Design IPT Network	Improve Quality of Service	Improve Infrastructure	Improve Ticketing	Information and Marketing	Safe, Attractive Experience	Integration of Network
Operations	Pricing	Revise fare structures to meet market needs	Reduce disparity between private and public transport travel costs, Increase "competitiveness" of passenger transport, Increase travel opportunities, Increase demand, revenue & commercial viability				X			
		Develop multi-modal fares system	Reduce interchange penalties, Reduce travel costs, Increase perceived competitiveness of passenger transport, Increase demand, revenue & commercial viability	X	I		X			X
		Integrate passenger transport fares and car parking charges	Reduce disparity between private and public transport travel costs, Increase "competitiveness" of passenger transport, Encourage use of passenger transport for commuting journeys, Support regeneration of city and town centres, Increase demand, revenue & commercial viability	X	I		X			X
	Routes	New/Amended Routes	Increase accessibility, Reduce access times, Increase travel opportunities, Reduce total journey times, Increase "competitiveness" of passenger transport, Increase demand, revenue & commercial viability	X	X					I
		Revise network to reduce inefficient competition between passenger transport modes/routes	Better integrated feeder-main route network, Reduce operating costs, Higher load factors, Increase commercial viability - NOTE Competition/Monopoly law implications & Requires integrated ticketing & fares	X	I		I			X
		Revise routes to meet needs of new land use developments	Increase accessibility, Reduce access times, Increase travel opportunities, Reduce total journey times, Increase "competitiveness" of passenger transport, Increase demand, revenue & commercial viability	X	X					I
	Periods of Operation	Extend Period of Operation of Service(s)	Increase accessibility in specific time periods, Reduce access times, Increase travel opportunities, Reduce total journey times, Increase "competitiveness" of passenger transport, Increase demand, revenue & commercial viability	X	X					I
	Frequencies	Increase service frequencies	Reduce wait times, Increase convenience, Reduce total journey times, Increase "competitiveness" of passenger transport, Increase demand, revenue & commercial viability	X	X					I
	Timetables/Journey Times	Integrate rail and bus timetables at key interchanges	Reduce wait times, Increase convenience, Reduce total journey times, Increase "competitiveness" of passenger transport, Increase demand, revenue & commercial viability	X	X		I			X
	Reliability	Establish punctuality and reliability targets & partnerships with operators	Increase customer confidence in network, Reduce wait times, Increase convenience, Reduce total journey times, Increase "competitiveness" of passenger transport, Increase demand, revenue & commercial viability	I	X					I
		Establish an effective traffic order enforcement regime	Reduced conflict with other traffic, Increase reliability, Shorter run times, Improve access at bus stops, Lower bus stop dwell times, Shorter total journey times, Lower operating costs, Increase demand, revenue & commercial viability		X	X				
	Customer Care	Establish Driver Customer Care Training Standards	More customer-friendly operational focus, Improve passenger transport image, Increase demand, revenue & commercial viability		X			I	I	
		Develop additional safety partnerships	Improve customer safety, More customer-friendly operational focus, Improve passenger transport image, Increase demand, revenue & commercial viability		X			I	I	
	Vehicle Type & Capacity	Appropriate Capacity Vehicles for Routes	Reduce overcrowding, Reduce dwell times, Reduce total journey times, Improve passenger transport image, Increase demand, revenue & commercial viability		X					
		Modern and Accessible vehicles	Better & safer travelling environment for passengers and operators, Enhance access for mobility impaired, Improve image of passenger transport, Reduce vehicle emissions, Increase demand, revenue & commercial viability		X			I	X	

Continued

FIGURE 3: MODULE 2 SCHEMES AND SUMMARY OF BENEFITS

Continued

SUMMARY OF POSSIBLE SCHEMES				STRATEGY OBJECTIVE X = Primary Effect, I = Secondary Effect						
Group	Category	Description	Summary Outcomes	Design IPT Network	Improve Quality of Service	Improve Infrastructure	Improve Ticketing	Information and Marketing	Safe, Attractive Experience	Integration of Network
Operations Continued	Increase Integration With Other Transport providers	Amend community transport network to feed local bus and rail services	Increase accessibility in specific time periods, Reduce access times, Increase travel opportunities, Reduce total journey times, Increase "competitiveness" of passenger transport, Reduce rural isolation, Increase demand, revenue & commercial viability, More efficient use of transport resources	X	I		I			X
		Further integration of Education and Social Care transport	Increase accessibility in specific time periods, Reduce access times, Increase travel opportunities, Reduce total journey times, Increase "competitiveness" of passenger transport, Reduce rural isolation, Increase demand, revenue & commercial viability, More efficient use of transport resources	X	I		I			X
	Procurement	Increase range of tendering options	Increased operator incentives, Increase competition for tendered services, Reduce new cost of tenders, Release funds for further enhancement of network		X		I			X
		Identify and seek full range of funding opportunities	Shares costs of services with appropriate partners, Release funds for further enhancement of network		X	I	I		I	I
	Maintenance	Establish enhanced maintenance regime for tendered bus services	Improve on-bus travelling conditions, Improve passenger transport image, Increase demand, revenue and commercial viability		X			I	X	
	Performance Monitoring	Enhanced performance data capture system	Increase quality of management information, Increase operational knowledge & control, Reduce fraud	I	I	I	I	I	I	I
		Enhanced performance monitoring programme	Instigate robust monitoring programme which challenges poor performance and rewards good performance, Increase operational knowledge & control,	I	I	I	I	I	I	I
Technology	Ticketing	New/Improved Off-bus/train ticketing (e.g. Smartcards)	Enhance public access to range of tickets, Increase ticket & fare options, Reduce cash handling risks & costs, Increase staff safety, Reduce bus stop dwell times, Reduce perceived cost of travel by passenger transport, Increase market knowledge, Increase demand, revenue & commercial viability	I	I		X	I		I
		New/Improved On-bus/train ticketing	Improve demand/revenue information, Increase market knowledge, Reduce fraud	I	I		X	I		I
		Multi-modal Ticketing & Fares System	Reduce interchange penalties, Reduce travel costs, Increase perceived competitiveness of passenger transport, Increase demand, revenue & commercial viability	X	I		X	I		X
	Information	Real Time Information	Increase public confidence in network, Increase operational knowledge & control, Increase demand, revenue & commercial viability	I	I			X	I	I
		SMS Text Messaging	Increase public confidence in network Increase demand, revenue & commercial viability	I	I			X	I	I
	Operating Control Systems	Automatic Vehicle Locating Systems	Increase operational knowledge & control, Essential component of real time information systems, Increase management knowledge of location & impact of network "pinch points"	I	I	I	I	I	I	I
	Vehicle/Rolling Stock	Upgraded vehicle specification	Enhance travelling conditions for passengers and operators, Improve image of passenger transport, Increase demand, revenue & commercial viability		X				X	
		On-vehicle CCTV	Better & safer travelling environment for passengers and operators, Improve image of passenger transport, Increase demand, revenue & commercial viability		X				X	
		New/refurbished Buses/Trains	Better & safer travelling environment for passengers and operators, Enhance access for mobility impaired, Improve image of passenger transport, Increase demand, revenue & commercial viability. Reduce vehicle emissions		X			I	X	

Continued

FIGURE 3: MODULE 2 SCHEMES AND SUMMARY OF BENEFITS

Continued

SUMMARY OF POSSIBLE SCHEMES				STRATEGY OBJECTIVE X = Primary Effect, I = Secondary Effect						
Group	Category	Description	Summary Outcomes	Design IPT Network	Improve Quality of Service	Improve Infrastructure	Improve Ticketing	Information and Marketing	Safe, Attractive Experience	Integration of Network
Resources	Human Resources	Additional/Re-assigned customer facing staff at interchanges/Stations	Increase public confidence in network, Increase operational knowledge & control, Increase marketing/sales opportunities, Increase demand, revenue & commercial viability		I			I	I	
		Staff assigned to customer support	Increase public confidence in network, Increase operational knowledge & control, Increase marketing/sales opportunities, Increase demand, revenue & commercial viability		I			I	I	
	Rolling Stock/Vehicles	Increase fleet size to deliver higher frequency services	Reduce wait times, Increase convenience, Reduce total journey times, Increase "competitiveness" of passenger transport, Increase demand, revenue & commercial viability	I	X					I
	Fuel	Increase use of environmentally friendly fuels	Reduced fuel emissions, improved air quality and less use of fossil fuel resources. Increased income through enhanced BSOG payments				I			
		Increase use of sustainable resources	Improve local environment, Reduced fuel costs, improved air quality and less use of fossil fuel resources				I		X	
	Land	Establish mechanism to ensure land use links to IPT network	Various, dependent upon infrastructure		X	X			X	X
Marketing	Market Knowledge	Establish improved consultation & data system	Increase market knowledge, Improved understanding of user, non-user & operator requirements, Better targeting of information, Positive feedback to network planning	I	I	I	I	X	I	I
	Network Promotion	Multi-Modal promotion of network	Increase public knowledge of travel opportunities, Emphasise positive benefits of integrated network/ticketing/fares/timetables, Increase public confidence in network, Increase demand, revenue & commercial viability. Easy to understand and use systems	I				X		I
		Establish clear brand and identity for IPTS network	Increase public knowledge of travel opportunities, Emphasise positive benefits of integrated network/ticketing/fares/timetables, Increase public confidence in network, Increase demand, revenue & commercial viability. Easy to understand and use systems	I				X		I
	Pre-Journey Information	Improve Worcestershire travel planning website	Increase public knowledge of travel opportunities, Emphasise positive benefits of integrated network/ticketing/fares/timetables, Increase public confidence in network, Increase demand, revenue & commercial viability. Easy to understand and use systems	I				X		I
		Raise awareness and education of passenger transport opportunities	Increase public knowledge of travel opportunities, Emphasise positive benefits of integrated network/ticketing/fares/timetables, Increase public confidence in network, Increase demand, revenue & commercial viability. Easy to understand and use systems	I				X		I
	At Station/Stop Information	Improve Presentation of At-Stop/Station information	Increase public confidence in network, Increase public knowledge of travel opportunities, Emphasise positive benefits of integrated network/ticketing/fares/timetables, Increase demand, revenue & commercial viability	I				X		I
	On-vehicle Information	Introduce Real Time "Next Stop" Information on Buses	Increase public confidence in services, Improve image of passenger transport, Reduce need for driver intervention, Increase demand, revenue & commercial viability	I	X			X		I
		Enhance journey experience through modern media	Improve image of passenger transport, Increase public confidence in services, Increase demand, revenue & commercial viability	I	X			X		I

Physical Infrastructure

Improvements to the quality and extent of the passenger transport network need to be complemented by investment in infrastructure in order to achieve the desired outcomes. This includes:

Enhancing/Replacing the passenger transport rights-of-way to:

- Improve accessibility by maintaining/improving passenger transport access to key trip generators and attractors
- Maximise service reliability, providing passengers with a dependable and convenient means of transport
- Minimise journey times, making passenger transport a more realistic alternative to car and also reducing operating costs
- Improve access onto/off passenger transport vehicles at stations and stops

Providing new/improved passenger facilities to:

- Increase accessibility by improving integration between modes
- Increase travel choice
- Provide a better & safer environment for passengers and operators
- Enhance accessibility for the mobility impaired
- Improve image of passenger transport
- Provide safer, faster and more convenient access to stops and stations from home / office / shop etc.

Provide new/improved rolling stock/vehicles to:

- Provide a better & safer environment for passengers and operators
- Enhance accessibility for everyone including the mobility impaired
- Reduce operating costs
- Improve image and attractiveness of passenger transport

The physical infrastructure schemes will be drawn from the wide range of schemes available, some of which are included in **Figure 3**. A key element of the IPTS Strategy will be the provision of systematic and easily enforced priority measures along key sections of the network to protect buses and other road-based passenger transport from the effects of traffic congestion and minimize the difference between peak and off-peak journey times. LTP2 funding will be required to support the development and implementation of these priority measures.

Operations

The operation of the passenger transport network will be revised as required to meet the requirements of the IPT Network outcomes. There are a wide variety of ways in which the operation of the network can be amended to deliver the outcomes, including:

New/Revised routes to:

- Improve accessibility by maintaining/improving passenger transport access to key trip generators and attractors
- Minimise journey times, making passenger transport a more realistic alternative to car
- Reduce operating costs

Extended periods of operation to:

- Improve accessibility in specific periods (such as early morning, late evening & Sundays) by maintaining/improving passenger transport access to key trip generators and attractors

Increase service frequencies to:

- Reduce wait times and total journey times making passenger transport a more realistic alternative to car

Better integrated timetables to:

- Increase accessibility by improving integration between modes
- Increase travel choice
- Minimise journey times, making passenger transport a more realistic alternative to car and also reducing operating costs

Establishing reliability partnerships with operators to:

- Maximise service reliability, providing passengers with a dependable and convenient means of transport
- Minimise journey times, making passenger transport a more realistic alternative to car and also reducing operating costs
- Reduce operating costs

Increasing integration between transport providers (both within and between different modes) to:

- Increase accessibility by improving integration between modes
- Increase travel choice
- Reduce rural isolation
- Reduce operating costs

Enhance performance monitoring to:

- Increase quality of management information
- Increase operational knowledge and control
- Reduce potential for fraud

Technology

Technology can be used both to support the infrastructure and operations schemes and to provide specific improvements to help deliver the IPT Network. There are a wide range of technologies that can be harnessed to support the IPT Network, including:

New/Improved ticketing systems to:

- Increase integration between transport modes
- Enhance public access to a range of tickets
- Reduce perceived cost of travel by passenger transport
- Reduce cash handling risks & costs
- Improve revenue allocation process
- Reduce stop/station dwell times
- Increase market knowledge

Real time information systems to:

- Increase public confidence in network,
- Increase operational knowledge & control

Selective vehicle detection at traffic signals to:

- Provide “green wave” priority at signal junctions
- Maximise service reliability, providing passengers with a dependable and convenient means of transport
- Minimise journey times, making passenger transport a more realistic alternative to car
- Reduce operating costs

New/Improved rolling stock/vehicles to:

- Enhance travelling conditions for passengers and operators
- Improve image of passenger transport
- Reduce operating costs

Resources

Changing the level of resources used to operate the passenger transport network can help to deliver the aims of the IPTS. For example:

- Providing additional customer service staff (possibly through use of existing resources) to:
- Increase public confidence in network
- Increase market knowledge
- Increase marketing/sales opportunities,

Marketing

Effective marketing is a key element in supporting the delivery of the IPT Network. In particular it has a key role in:

- Consultation and market research into what both existing and potential users want
- Informing and promoting awareness of the public transport network
Delivery of high quality and accurate information systems both in printed and electronic formats including real time information and journey planning
- Delivery of high quality and accurate information systems both in printed and electronic formats including real time information and journey planning
- Allowing passengers to plan their journeys and have certainty as to service availability through the Traveline, Transport Direct, County Council websites and telephone enquiry lines

Scheme Evaluation

The choice of which schemes to invest in, will depend on partnership working with operators, and a rigorous process of establishing the best value for money and return on investment. This will include assessment of:

- All costs (capital and operating)
- Benefits (user and non-user)
- Financial performance
- Economic performance (including wider benefits to society and support of relevant policies and targets)

Their scale and the appraisal requirements of the funders will determine the evaluation period of the proposed schemes.

The updating of the outline business cases developed during the definition of the IPT Network (Module1) will involve use of information and analysis developed in Modules 3 (Establish a delivery process and programme and 4 (Procurement and Funding). In practice during the development of an IPTS project Modules 2, 3 and 4 will be undertaken in parallel, with the business case being updated on a regular basis as the schemes are developed and refined.

Module 2 Outputs

The key outputs from Module 2 will be a series of designed, specified, costed and appraised schemes which are capable of being taken forward, in conjunction with the outputs from Modules 3 and 4 to the implementation stage.

3.4 Module 3 – Establish a Delivery Process & Programme

Introduction

Module 3 of the IPTS takes the outputs from Module 2 (Integrated Passenger Transport Strategy Schemes: Development & Design) and identifies the processes and procedures that are needed to deliver them.

As with Module 2, for project management and presentation purposes these schemes are again considered under the five categories previously identified.

- Physical Infrastructure
- Operations
- Technology
- Resources
- Marketing

Most of the schemes implemented as a result of the IPTS will require either partnership working or the issue of tenders, or a combination of both of these.

For commercially operated transport services, many of the schemes will dependant on partnership working with operators. This may take the form of a voluntary arrangement or may be imposed through statutory provisions, such as Bus Quality Partnerships and Quality Networks as discussed in section 1.5.

For non-commercially operated services the County Council will adopt different approaches as appropriate to each scheme. These will include route tendering and Quality Networks, for example. These are discussed further in Module 4.

For each scheme the major stages in delivery have been identified. Some of these may involve investigating and evaluating a number of possible options

Figure 4 illustrates some of the actions that will be considered in Module 3, which together with outputs of Module 4 (Funding and Procurement) can be taken forward to the implementation stage.

See **APPENDIX F – CASE STUDY INFRASTRUCTURE (BUS PRIORITY)**

FIGURE 4: MODULE 3 Delivery Process and Programme

Group	Category	Description	Action
Physical Infrastructure	Passenger Transport Right-of-Way	Segregated Busways	Evaluate, design, consult, seek funding opportunities, prepare/submit planning application (possible TWA), tender for construction, oversee construction & delivery
		With-flow bus lanes	Evaluate, design, consult, seek funding opportunities, prepare TRO's, tender for construction, oversee construction & delivery
		Contra-flow bus lanes	Evaluate, design, consult, seek funding opportunities, prepare TRO's, tender for construction, oversee construction & delivery
		Bus Gates	Evaluate, design, consult, seek funding opportunities, prepare TRO's, tender for construction, oversee construction & delivery
		Selective Vehicle Detection at Traffic Signals ("Green Wave")	Evaluate, design, consult, seek funding opportunities, prepare TRO's, tender for construction, oversee construction & delivery
		Bus Stop Borders	Evaluate, design, consult, seek funding opportunities, prepare TRO's, tender for construction, oversee construction & delivery
		Bus stop clearways	Evaluate, design, prepare TRO's, oversee delivery
	Interchanges, Stations and Stops	New/Improved Interchanges (including Rail Parkways and Bus-based Park & Ride)	Evaluate, design, consult, seek funding opportunities, prepare/submit planning application (possible TWA), tender for construction, oversee construction & delivery
		New/Improved Bus Stops	Instigate implementation plan as per Bus Stop Strategy
		Enhanced Rail Stations	Evaluate, design, consult, seek funding opportunities, prepare/submit application to Network Rail/TOC, oversee construction & delivery
		New/Enhanced security measures at stops/stations (e.g. CCTV)	Evaluate, design, consult, seek funding opportunities, tender for supplier, oversee construction & delivery
	Vehicles/Rolling Stock	New/refurbished Buses/Trains	Include as part of contract specification, ensuring DDA and emissions compliance. Seek funding opportunities and partnership working.
	Existing Infrastructure	Update/Enhance existing passenger facilities	Instigate implementation plan as per Bus Stop Strategy
		Improved co-ordination with roadworks schemes	Early involvement in the scheme in order to plan services and publicise any alterations
Operations	Pricing	Revise fare structures to meet market needs	Assign appropriate fares and concessionary fare structure. Work with operators to set up an attractive, easy to use and understand system
		Develop multi-modal fares system	Negotiate with operators and use legislation where appropriate
		Integrate passenger transport fares and car parking charges	Negotiate with appropriate authorities to ensure that car park charging policy complements fare structure, including Park and Ride
	Routes	New/Amended Routes	Check physical feasibility of the route, prepare specification, negotiate with Commercial Operators, identify other potential delivery solutions (I.e. Fleet, CT etc), possible SQP or Quality Contract option.
		Revise network to reduce inefficient competition between passenger transport modes/routes	Negotiate/consult with transport providers to integrate services, consider SQP etc
		Ensure all key destinations are incorporated	Ensure compliance with identified Integrated Passenger Transport Network
	Periods of Operation	Extend Period of Operation of Service(s)	Consider partnership options, de-minimus agreements or contract specification
	Frequencies	Increase service frequencies	Consider partnership options, de-minimus agreements or contract specification
		Integrate rail and bus timetables at key interchanges	Incorporate into network agreement or contract specification
	Reliability	Establish punctuality and reliability targets & partnerships with operators	Implement targets and performance monitoring scheme. Instigate punctuality improvement plan in partnership with operators where required.
		Establish an effective traffic order enforcement regime	Work with local authority partners and other agencies to ensure compliance
	Customer Care	Establish Driver Customer Care Training Standards	Enhance contract conditions and specifications to raise standards. Work in partnership with all transport providers to deliver relevant training schemes. Set up pilot scheme for taxi operators in 2007.
		Develop additional safety partnerships	Where practical introduce CCTV, additional lighting etc and have close liaison with police and community support officers. Ensure all operators comply with CRB process.

Continued

FIGURE 4: MODULE 3 Delivery Process and Programme
Continued

Group	Category	Description	Action
Operations Continued	Vehicle Type & Capacity	Appropriate Capacity Vehicles for Routes	Include as part of contract specification and negotiations with commercial operators. Consider use of relevant legislation to enforce.
		Modern and Accessible vehicles	Include as part of contract specification, ensuring DDA and emissions compliance
	Increase Integration With Other Transport providers	Amend community transport network to feed local bus and rail services	Review Service Level Agreement with Community Transport providers to facilitate this.
		Further integration of Education and Social Care transport	Design tenders to optimise vehicle utilization across all service areas
	Procurement	Increase range of tendering options	Identify the most appropriate tendering method
		Identify and seek full range of funding opportunities	Identify the most appropriate funding opportunities. Investigate and apply for external funding when possible
	Maintenance	Establish enhanced maintenance regime for tendered bus services	Develop inspection scheme and incorporate required standard in contract specification..
	Performance Monitoring	Enhanced performance data capture system	Develop Local Bus Performance Indicator model. Ensure required data is provided through contract conditions.
		Enhanced performance monitoring programme	Instigate robust monitoring programme which challenges poor performance and rewards good performance
Technology	Ticketing	New/Improved Off-bus/train ticketing (e.g. Smartcards)	Investigate options. Seek funding opportunities from external sources. Tender for supplier
		New/Improved On-bus/train ticketing	Seek funding opportunities, include in contract specification. Partnership agreements with and between operators.
			Seek funding opportunities, include in contract specification. Partnership agreements with and between operators.
		Multi-modal Ticketing & Fares System	Investigate options. Seek funding opportunities from external sources. Tender for supplier
	Information	Real Time Information	Investigate options. Seek funding opportunities from external sources. Tender for supplier
		SMS Text Messaging	Investigate options. Seek funding opportunities from external sources. Tender for supplier
	Operating Control System	Automatic Vehicle Locating Systems	Investigate options. Seek funding opportunities from external sources. Tender for supplier
	Vehicle/Rolling Stock	Upgraded vehicle specification	Where deemed appropriate and beneficial include in contract specification
		On-vehicle CCTV	Where deemed appropriate and beneficial include in contract specification. Continue to use existing County owned systems where required.
		New/refurbished Buses/Trains	Include as part of contract specification, ensuring DDA and emissions compliance. Seek funding opportunities and partnership working.
Resources	Human Resources	Additional/Re-assigned customer facing staff at interchanges/Stations	Redeploy or seek funding and recruit. If appropriate include in contract specification
		Staff assigned to customer support	Redeploy or seek funding and recruit. If appropriate include in contract specification
	Rolling Stock/Vehicles	Increase fleet size to deliver higher frequency services	Seek funding opportunities, include in contract specification. Partnership agreements with operators.
	Fuel	Increase use of environmentally friendly fuels	Include in contract specification. Partnership working with commercial organisations
		Increased use of sustainable resources	Introduce solar power lighting at shelters where possible
	Land	Establish mechanism to ensure land use links to IPT network	Engagement with appropriate authorities to ensure compliance with IPT Network
Marketing	Market Knowledge	Establish improved consultation & data system	Implement appropriate actions from Marketing and Information Strategy
	Network Promotion	Multi-Modal promotion of network	Implement appropriate actions from Marketing and Information Strategy
		Establish clear brand and identity for IPTS network	Implement appropriate actions from Marketing and Information Strategy
	Pre-Journey Information	Improve Worcestershire travel planning website	Seek best practice and use customer feedback where appropriate to enhance website
		Raise awareness and education of passenger transport opportunities	Implement appropriate actions from Marketing and Information Strategy, and specific projects to be delivered by sustainable travel unit
	At Station/Stop Information	Improve Presentation of At-Stop/Station information	Implement appropriate actions from Marketing and Information Strategy
	On-vehicle Information	Introduce Real Time "Next Stop" Information on Buses	Investigate options. Seek funding opportunities from external sources. Tender for supplier
		Enhance journey experience through modern media	Investigate options. Seek funding opportunities from external sources. Tender for supplier

3.5 Module 4 – Procurement & Funding

Introduction

The method of procuring and funding the schemes will be developed and agreed as part of Module 4. The procurement and funding method will vary according to the type and scale of the schemes, and the requirements of the funding organisation(s). The key sources of funding are summarised below and are listed by scheme category in **Figure 5**.

In all cases a robust business case is required to identify expected benefits (economic, social and financial) and justify the investment. The organisations funding the schemes will determine the detailed components of the business cases and the benefit: cost ratios to be achieved to support their investment. Of key importance to Worcestershire County Council is that the investment secured will support the development of a **sustainable** passenger transport network.

Procurement

It may be possible to adopt a partnership approach with suppliers. These can take the form of various voluntary or statutory agreements as discussed in module 3. Where this is not appropriate, it is necessary to enter into contractual arrangements with a supplier. This is normally through a formal process of competitive tendering.

Contracts can take the form of cost based or subsidy based agreements.

Cost based guarantees the operator a level of income and the County Council underwrites the difference between the revenue collected and the expected income. The risk is borne by the County Council but it does allow the operator to be supported whilst he develops and “grows” a new service. The County Council’s financial input will diminish as the revenue taken increases.

Subsidy based provides the operator with an amount of subsidy fixed for the life of the contract. The operator retains all revenue collected and therefore has a greater incentive to provide a passenger focused bus service. Although the initial costs of providing this type of contract are lower the County Council’s financial burden does not reduce as the service increases its passenger numbers.

The County Council has the option to seek best value by incorporating variations such as profit-sharing schemes or reducing payment schedules. Incorporating elements of each type of the aforementioned contracts, may achieve better value for the Authority.

Contracts could be awarded where there is a large initial payment to provide capital funding, for example to aid the purchase of vehicles, followed by reduced payments during the life of the contract.

The County Council can also use De Minimis (not tendered) contracts to pilot minor schemes prior to tendering them once feasibility has been established.

In order to react to unforeseen changes in the commercial network the County Council has the ability to issue “emergency contracts” to supply transport when services are withdrawn at short notice.

The tendering procedure is subject to:

- Worcestershire County Council's own Procurement code
- European Legislation on public sector accounts (2004/18/EC)
- 1985 Transport Act
- The Transport Act 2000
- The 1988 Competition Act
- The Service subsidy agreements (tendering) (England) (Amendment) regulations 2004

Compliance has an influence on service delivery timescales.

FIGURE 5: MODULE 4 Funding and Procurement

Group	Category	Description	Potential Funding													
			WCC			Government			Others							
			Revenue	Capital	LTP2	RBSG	TIF	AMM	Other	Districts	Health	Rail	Developers	Transport providers	Businesses	
Physical Infrastructure	Passenger Transport Right-of-Way	Segregated Busways			X	X	X						X			
		With-flow bus lanes			X	X	X						X			
		Contra-flow bus lanes			X	X	X						X			
		Bus Gates			X	X	X						X			
		Selective Vehicle Detection at Traffic Signals ("Green Wave")			X	X	X						X			
		Bus Stop Borders		X	X	X	X						X			
		Bus stop clearways		X		X	X									
	Interchanges, Stations and Stops	New/Improved Key Interchanges (including Rail Parkways and Bus-based Park & Ride)			X	X	X						X	X	X	
		New/Improved Bus Stops	X	X	X	X		X	X	X	X	X	X	X	X	X
		Enhanced Rail Stations			X	X	X	X	X				X	X	X	
		New/Enhanced security measures at stops/stations (e.g. CCTV)	X	X	X	X	X	X	X				X	X	X	X
	Vehicles/Rolling Stock Existing Infrastructure	New/refurbished Buses/Trains		X	X		X						X	X	X	
		Update/Enhance existing passenger facilities	X	X	X				X	X	X	X	X	X	X	X
		Improved co-ordination with roadworks schemes	X	X	X											X
Operations	Pricing	Revise fare structures to meet market needs	X						X		X		X			
		Develop multi-modal fares system	X						X		X		X			
		Integrate passenger transport fares and car parking charges	X						X		X		X	X	X	
	Routes	New/Amended Routes	X		X			X				X	X	X		
		Revise network reduce inefficient competition between passenger transport modes/routes	X		X			X				X	X	X		
		Revise routes to meet needs of new land use developments	X		X			X				X	X	X		
	Periods of Operation	Extend Period of Operation of Service(s)	X		X			X				X	X	X		
	Frequencies	Increase service frequencies	X		X			X				X	X	X		
	Timetables/Journey Times	Integrate rail and bus timetables at key interchanges	X		X			X				X	X	X		
	Reliability	Establish punctuality and reliability targets & partnerships with operators	X		X								X		X	
		Establish an effective traffic order enforcement regime				X			X						X	
	Customer Care	Establish Staff Customer Care Training Standards	X							X		X		X		
		Develop additional safety partnerships	X	X	X					X		X		X	X	
	Vehicle Type & Capacity	Appropriate Capacity Vehicles for Routes	X	X	X	X							X		X	
		Modern and Accessible vehicles	X	X	X	X		X					X		X	
	Increase Integration With Other Transport providers	Amend community transport network to feed local bus and rail services	X			X				X	X	X		X		
		Further integration of Education and Social Care transport	X			X				X	X	X		X	X	
	Procurement	Increase range of tendering options														
		Identify and seek full range of funding opportunities														
	Maintenance	Establish enhanced maintenance regime for tendered bus services	X			X									X	
	Performance Monitoring	Enhanced performance data capture system											X		X	
		Enhanced performance monitoring programme	X			X									X	

Continued

FIGURE 5: MODULE 4 Funding and Procurement

Continued

Group	Category	Description	Potential Funding													
			WCC			Government				Others						
			Revenue	Capital	LTP2	RBSG	TIF	AWM	Other	Districts	Health	Rail	Developers	Transport providers	Businesses	
Technology	Ticketing	New/Improved Off-bus/train ticketing (e.g. Smartcards)			X			X				X		X		
		New/ImprovedOn-bus/train ticketing			X			X				X		X		
		Multi-modal Ticketing & Fares System			X			X				X		X		
	Information	Real Time Information			X			X				X		X		
		SMS Text Messaging			X			X				X		X		
	Operating Control Systems	Automatic Vehicle Locating Systems			X			X				X		X		
	Vehicle/Rolling Stock	Upgraded vehicle specification	X	X	X	X						X		X		
		On-vehicle CCTV	X	X		X						X		X		
		New/refurbished Buses/Trains etc	X	X	X			X				X		X		
Resources	Human Resources	Additional/Re-assigned customer facing staff at interchanges/Stations	X			X						X		X	X	
		Staff assigned to customer support	X			X				X		X		X		
	Rolling Stock/Vehicles	Increase fleet size to deliver higher frequency services	X	X	X	X						X		X		
	Fuel	Use of more environmentally friendly fuels	X	X	X				X			X		X		
		Increased use of sustainable resources	X		X				X	X		X		X		
	Land	Establish mechanism to ensure land use links to Integrated Passenger Transport Network	X	X	X		X			X			X		X	
Marketing	Market Knowledge	Establish improved consultation & data system	X							X	X	X		X	X	
	Network Promotion	Multi-Modal promotion of network	X			X				X	X	X		X	X	
		Establish clear brand and identity for Integrated Passenger Transport Network	X			X				X	X	X		X		
	Pre-Journey Information	Improve Worcestershire travel planning website	X							X		X		X		
		Raise awareness and education of passenger transport opportunities	X		X	X					X	X		X		
	At Station/Stop Information	Improve Presentation of At-Stop/Station information	X		X							X		X		
	On-vehicle Information	Introduce Real Time "Next Stop" Information on Buses	X		X									X		
Enhance journey experience through modern media		X	X	X									X	X		

Funding

Some of the organisations most likely to fund the IPTS are summarised below.

Worcestershire County Council

Infrastructure Schemes:

Worcestershire County Council will fund the majority of the major IPTS infrastructure schemes through its LTP2 allocation. The funding profile for passenger transport is set out in the LTP2 document and includes a number of major schemes, including: a new rail parkway and rail station and interchange upgrades, systematic bus priority measures, investment in improved vehicles and rolling stock, improved facilities for bus passengers passenger facilities and Park & Ride. Potentially, there are additional funds available for capital schemes, which IPTS may be considered for.

Operational Schemes:

Revenue support for passenger transport schemes will be sourced largely from Worcestershire County Council's revenue support budget. This will be primarily from the Passenger Transport Group budget, although revenue support will also be sourced from Children's Services and Adult and Community Services budgets.

Central Government

Transport Innovation Fund (TIF):

Central Government can provide funding additional to the LTP2 borrowing allowance in the event of a local authority presenting a strong business case. TIF Partnership Funding can be used to finance a proportion of investment in passenger transport infrastructure particularly if it is presented as part of a bid to encourage modal switch from private car and is complementary to some degree of traffic restraint.

Examples of such complementary measures include:

- Measures to improve public transport provision (including bus, light rail and heavy rail)
- Improved transport interchanges
- Re-evaluation of the design and allocation of road space to encourage use of sustainable transport modes
- Sophisticated real time information and traffic management systems;
- The development of Smarter Choices initiatives such as school and workplace travel planning;
- Measures to improve the experience of cycling and walking

Of key importance is the ability of the schemes to:

- Be effective in tackling a current or emerging congestion problem, so that transport can promote wider economic growth, social inclusion and environmental objectives, in a sustainable way
- Fit with the Government's strategic aims and objectives for road pricing, through improved understanding of scheme design, technology, implementation and operation
- Combine effective demand management with better public transport, especially bus service improvements, in mutually supportive packages
- Develop ideas/approaches which could be transferred elsewhere
- Generate public transport patronage growth
- Bring benefits across a wide geographical area
- Be financially sustainable in the long term.

Rural Bus Subsidy Grant

Rural Bus Subsidy Grant (RBSG) was introduced in 1998 and since April 2004 has been a targeted grant made available to local transport authorities in England by the Secretary of State for Transport under powers in Section 31 of the Local Government Act 2003. The sum is allocated on the basis of the population in each local authority area living outside settlements of 3,000 people or more, as shown by the 2001 Census. The aim of RBSG is to improve the access of those living in rural areas to jobs, services and facilities and to broaden the range of choice available in those areas.

Specifically, local authorities should utilise RBSG to:

- support improvements in rural bus services which help people get to: work; health care facilities; education facilities; food shopping opportunities; and other services of local importance.
- support particular groups of people in rural communities (eg older people, younger people, those with impaired mobility, people with illnesses, women, people from ethnic communities etc) get to the

The grant given to Worcestershire County Council for 2006-07 was £1,105,481. The County Council has used the grant in various ways including:

- the support in rural areas of new or enhanced local bus services which would otherwise not be provided,
- continuing expenditure on services previously supported by RBSG or by various Rural Bus Challenge Bids
- the enhancement of vehicles used on local bus services to improve their accessibility by passengers.

This has therefore met the requirements as indicated by the Department for Transport in supporting local bus services to enable people to access various activities whilst also especially helping those particular groups of people in rural communities identified as in special need. This also supports the core accessibility indicators and targets contained in the second Local Transport Plan.

Rural Bus Subsidy Grant is thus a very important funding source for the enhancement and development of rural bus services as part of this Integrated Passenger Transport Strategy.

Regional Agencies:

Advantage West Midlands

Advantage West Midlands is the Regional Development Agency (RDA) for the West Midlands. Its remit includes working to create conditions for growth by focusing on securing the delivery of the Regional Transport Strategy and the region's transport priorities. These priorities include:

- An effective and sustainable transport system to make the West Midlands a world-class region in which to invest, work, learn, visit and live
- Improvements - both in terms of new infrastructure and the management of the operation of the transport networks - to address the increasing levels of congestion on roads and railways

To this end Advantage West Midlands is committed to supporting improvements to the region's transport systems.

Other Funding Bodies

In addition there are a number of other potential funding organisations which, where appropriate, will be approached to support the development of the IPTS. These include:

Passenger transport operators
District and Borough Councils
Health authorities
Private developers
Other businesses

In the case of developers the Development Control Strategy will provide the basis for requesting and justifying contributions toward passenger transport infrastructure. In addition, the consultation on the draft IPT network undertaken during Module 1 will have included representatives of the potential funding bodies. This will support the process of justifying contributions toward the cost of the schemes which will deliver the IPT network outcomes.

Module 4 Outputs

The key outputs from Module 4 will be a series of funding and procurement plans for the IPTS schemes developed, designed and specified as part of Module 2. These will be supported by business cases to a level of detail required by the funding body.

3.6 Module 5 – Implementation

Introduction

The Integrated Passenger Transport Strategy is linked to the LTP2 timescale, which covers the period 2006 – 2011, as a significant proportion of the infrastructure schemes will be funded from this source. However, as highlighted in Module 4, some schemes will be funded from other external (to the County Council) sources, which will in turn impact on their implementation timescale. In addition, some of the schemes needed to deliver the vision of a significant step change in the quality of the passenger transport network will, necessarily, have lengthy planning, development and design periods which may take them outside the LTP2 timescale, for example major infrastructure schemes such as Park & Ride and rail stations. In the short term and subject to financial constraints, the strategy will deliver some of the operational, resources and marketing schemes.

Implementation Plan

Figure 6 is an outline action plan for the period to 2011. For the purposes of this document it is intended as a guide only. It will form the basis of the more detailed action plan to be developed during Module 1, in consultation with key stakeholders. It is intended that the implementation plan will be updated on an annual basis.

Module 5 Outputs

The key outputs from Module 5 will be the delivery of the IPTS schemes identified, developed, designed and appraised during Modules 1 – 4. The schemes will be delivered as specified by the Delivery and Procurement plans (Modules 3 and 4) to a specification set out by Module 2 (Development & Design). The County Council, or its agents will manage the delivery of the schemes to the agreed specification. The performance of the scheme following implementation will be evaluated as set out in Section 3.7, below.

FIGURE 6: OUTLINE ACTION PLAN FOR PERIOD 2007 - 2011

Timescale (*)	Action
Within 12 Months	Collate and/or collect all input information necessary to define Integrated Passenger Transport Network (IPTN)
	Complete appraisal and define IPTN outcomes for Wyre Forest & Redditch
	Develop and agree IPTN implementation plan for Wyre Forest & Redditch
	Complete detailed design of and consultation on systematic bus priority measures along Newtown Road
	Complete detailed design of and consultation on systematic bus priority measures between St Johns and Worcester City Centre
Within 18 Months	Undertake design and appraisal of Wyre Forest & Redditch IPTN schemes to be delivered during LTP2 timescale
	Develop and agree business cases of Wyre Forest & Redditch IPTN schemes to be delivered during LTP2 timescale
	Identify and secure funding of Wyre Forest & Redditch IPTN schemes to be delivered during LTP2 timescale
	Develop detailed delivery programme of Wyre Forest & Redditch IPTN schemes to be delivered during LTP2 timescale
	Complete appraisal of the performance of the remainder of the current network
	Define IPTN outcomes for the remainder of the network
	Develop IPTN draft implementation plan for the remainder of the network
	Agree IPTN implementation plan in consultation with key stakeholders and funders
	Complete detailed design of systematic bus priority measures along Barbourne Road
	Enhanced performance data capture system
	Agree and implement enhanced performance monitoring system
	Review and increase range of tendering options
	Establish enhanced maintenance regime for tendered bus services
Within 24 Months	Implement Wyre Forest & Redditch IPTN Operations schemes (some without supporting infrastructure)
	Undertake design and appraisal of IPTN schemes for the remainder of the network to be delivered during LTP2 timescale
	Develop and agree business cases of IPTN schemes for the remainder of the network to be delivered during LTP2 timescale
	Identify and secure funding of IPTN schemes to be delivered during LTP2 timescale
	Develop detailed delivery programme of IPTN schemes for the remainder of the network to be delivered during LTP2 timescale
	Deliver systematic bus priority measures along Newtown Road
	Deliver systematic bus priority measures between St Johns and Worcester City Centre
	Establish punctuality and reliability targets & partnerships with operators
	Establish an effective traffic order enforcement regime
	Establish Driver Customer Care Training Standards
	Develop additional safety partnerships
	Develop and refine IPTN marketing strategy
Within 36 Months	Implement IPTN Operations schemes for the remainder of the network (some without supporting infrastructure)
	Deliver systematic bus priority measures along Barbourne Road
Within 48 Months	Implement IPTN schemes for the remainder of the network to be delivered during LTP2 timescale
	Undertake design and appraisal of IPTN schemes to be delivered during 2011 - 2016 timescale

Notes: (*) From the final approval of the strategy (September 2007)

3.7 Module 6 – Evaluation & Review

Introduction

Following the implementation of IPTS schemes there is a need to evaluate and review the extent to which the outcomes/benefits achieve those set out as targets in the relevant business cases developed during Module 1 and updated during Modules 2 – 4, inclusive. This forms a critical part of the process of reviewing and improving the IPT Network and maintaining it as a live and evolving plan.

The evaluation process will be tailored to reflect the particular characteristics of the scheme(s) in terms of specific performance measures and the period of evaluation. However, all evaluations will include, as a minimum, the impact of the scheme(s) on:

- The high level measures of performance against which Local Authorities are assessed by Government within the Comprehensive Performance Assessment, namely:
 - BV 102: Numbers of bus passenger journeys originating in Worcestershire
 - BV 103: Percentage of Users satisfied with local provision of public transport information
 - BV 104: Percentage of users satisfied with local bus service
- Scheme costs (capital and operating), compared with original forecasts
- Scheme delivery timescale, compared with original forecasts

In addition to these there are a number of industry standard, tactical performance indicators that can be used to evaluate/target financial investment and effort in order to gain the best value for money for Worcestershire. The indicators may be specific to particular schemes and/or modes of transport and include supply and demand elements.

Supply-Side Indicators

The supply-side indicators will enable the evaluation of the impact of the scheme(s) on the ability of the network to meet the levels of accessibility and quality underpinning the IPT Network and the associated capital and operating costs. Supply-side indicators include:

- Accessibility levels achieved compared with LTP2 targets, including level of access provided to:
 - Places of employment, in particular to focus upon the need to support the development of the Central Technology Belt, as set out in the Regional Spatial Strategy
 - Healthcare, considering healthcare in broad terms (as defined through the health white paper 'Choosing Health')
 - Education, including further education
 - Essential retail facilities, in particular, fresh food retailers
 - Deprived areas (as defined by indices of multiple deprivation)
 - Rural areas
- Gross operating cost per annum
- Gross operating cost per vehicle and seat kilometre
- Gross capital costs of providing the physical infrastructure, technology, resources and marketing materials

Demand-Side Indicators:

The demand-side indicators will enable the evaluation of the impact of the scheme(s) on use made of the improved network and on the revenue generated. Where particular demographic or other market segments have been targeted the indicators will provide the basis of measuring the success of the scheme(s). Demand-side indicators include:

- Passenger journeys per annum
- Passenger journeys by user characteristic, e.g.:
 - Concessionary pass holders
 - Car available adults
 - Infants (under 5 years)
 - Free scholars
 - Vacant seat scholars
- Passenger journeys by area (District), including trip rate per annum per head of population
- Passenger transport mode share by area (District) and journey purpose (where appropriate)
- Revenue per annum
- Revenue per passenger journey
- Surplus (Deficit) per passenger journey
- Net surplus (Deficit) per annum

Some of these indicators are collected on a regular basis as part of Worcestershire County Council's monitoring of performance of the passenger transport network. Others will be developed specifically to evaluate a particular scheme. (See **Appendix H** for summary of relevant targets)

Evaluation Feedback

The results of the evaluation will be fed back into the ongoing process of developing the IPT Network. This will help to ensure that this remains a "live" and evolving plan.

For major scheme(s) such as those involving significant investment in physical infrastructure the evaluation process may extend over a longer period to establish the extent to which the initial capital outlay is balanced by recurring and increasing benefits.

The evaluation process may identify further enhancements to the IPTN, for example, new schemes such as car clubs and shared taxi initiatives and/or further enhancements to already delivered schemes such as level of service improvements. When identified these will be fed back into the development and design module.

Module 6 Outputs

The key outputs from Module 6 will be a series of reports detailing the results of the evaluation of the performance against targets of implemented IPTS schemes. For some schemes this will be a single one-off document, whilst for others a number of reports will be produced to better capture the growing benefits over time. The reports will form a key part of the process of reviewing and improving the IPT Network and maintaining it as a live and evolving plan.

4. LIST OF APPENDICES

A	Consultation Programme
B	List of Stakeholders
C	Summary of Accessibility Strategy and Targets
D	Examples of Accession Model outputs
E	Area review process
F	Case Study Infrastructure
G	Scrutiny Panel Recommendation Compliance
H	Targets from Local Transport Plan 2

Appendix A

Integrated Passenger Transport Strategy Consultation Timeline

Action	Time Guide	wk 1	wk 2	wk 3	wk 4	wk 5	wk 6	wk 7	wk 8	wk 9	wk 10	wk 11	wk 12	wk 13	wk 14	wk 15	wk 16	wk 17	wk 18	wk 19	wk 20	wk 21	wk 22	Summer 2007
		w/c 12th Feb	w/c 19th Feb	w/c 26th Feb	w/c 5th Mar	w/c 12th Mar	w/c 19th Mar	w/c 26th Mar	w/c 2nd Apr	w/c 9th Apr	w/c 16th Apr	w/c 23rd Apr	w/c 30th Apr	w/c 7th May	w/c 14th May	w/c 21st May	w/c 28th May	w/c 4th Jun	w/c 11th Jun	w/c 18th Jun	w/c 25th Jun	w/c 2nd Jul	w/c 9th Jul	
Consultation Planning																								
Agree consultation objectives and process	2 weeks																							
Agree draft document with Cabinet	1 Day																							
Produce consultation materials(Draft Document/letter/questionnaires etc.)	4 weeks																							
Register consultation on database and website	1 day																							
Publicising consultation																								
Web	Ongoing																							
Media releases	Ongoing																							
Emails	2 Weeks																							
Distribute consultation materials	2 weeks																							
Consultation with Members/ Partners																								
Member meetings	3 weeks																							
Partner meetings (Districts/Parishes, Transport Partnerships etc)	3 weeks																							
Questionnaire	3 weeks																							
Written consultation	3 weeks																							
Web forum	6 weeks																							
Note: these may need to be more flexible in order to make use of existing meetings																								
Consultation with user Groups																								
Focus Groups (older people/disability/ethnic groups)	3 weeks																							
Meetings (Transport User Groups)	3 weeks																							
Letters (Neighbouring Transport Authorities, Licensing Officers)	3 weeks																							
Questionnaire	3 weeks																							
Web Forum	3 weeks																							
Collation and evaluation																								
Agree weighting of results	1 week																							
Collation of responses	2 weeks																							
Analysing data	2 weeks																							
Focus group analysis	1 week																							
Reports on outcomes	2 weeks																							
Recommendations	1 week																							
Evaluation of exercise	2 weeks																							
Post consultation																								
Changes made to strategy	4 weeks																							
'Final' Strategy to Design and Print	TBC																							
Final strategy document agreed internally	TBC																							
Final strategy document to Joint Members Forum for approval	TBC																							
Final strategy document to WCC Cabinet for approval	TBC																							
Consult D and P	1 day																							
Strategy printed / CD / web	4 weeks																							

Key	
Planning	
Publicising	
Consulting	
Collation and Evaluation	
Post consultation	

Note: These timelines are indicative and may change as a result of certain project issues
Please consult the Website for any amendments

Appendix B - List of Stakeholders

Worcestershire County Council

WCC members/ Cabinet Member
WCC Officers

Partners

City/District Members and relevant Officers
Joint Member's and Joint Officer's forums
Parish Councils
Local Strategic Partnerships
Health Sector
Voluntary Sector including community transport organisations
Other Transport Partnerships
Transport and Infrastructure providers

- Bus Operators
- Train Operating companies
- Network Rail

Worcestershire Accessibility Partnership

Government

Relevant government departments i.e. GOWM
DfT
Traffic Commissioner

Other

Neighbouring transport authorities including Centro
Rail and bus user groups
South West Transport Forum
District taxi licensing officers
Older peoples' forums
Ethnic groups
Disability groups
Community Groups
Advantage West Midlands
Hereford & Worcester Chamber of Commerce
Youth Cabinet

APPENDIX C: Summary of Accessibility Strategy and Targets

Background to Accessibility Planning & Strategy

Improving social inclusion lies at the heart of Government policy - striving towards improving access to life opportunities to allow people to achieve their potential. A major element of this policy is to facilitate access to these life opportunities with the key opportunities being access to:

- Employment
- Education and learning
- Health care
- Fresh food
- Leisure and cultural destinations

In order to analyse the ease (or difficulty) with which people can access the services they require, a new area of work has emerged, entitled *accessibility planning*. The concept of accessibility planning arose from the Social Exclusion Unit's report *Making the Connections* (2003).

Accessibility Planning is not solely focused upon social inclusion. Its value can be of use in much broader areas of Government policy, for example

- Encouraging more sustainable modes of travel
- Improving environmental conditions
- Supporting economic regeneration
- Facilitating the transition from welfare to work
- Reducing health inequalities
- Improving participation and attendance in education

While the primary responsibility lies with the transport authority, other local organisations and bodies have an important role to play too, including:

- Local planning authorities
- Primary Care Trusts
- Local education authorities
- Learning and Skills Councils
- Job Centre Plus
- Planning authorities

Accessibility in Local Transport Plans

A requirement of the second Local Transport Plan (LTP2) is for Local Transport Authorities to develop and integrate an Accessibility Strategy into their LTPs. The strategy needs to outline how accessibility assessments will be developed and carried out. The accessibility strategy also needs to show how the accessibility assessments will be integrated into wider transport visions and objectives in the LTP.

A five-stage process is recommended for accessibility planning:

- Strategic accessibility assessment
- Local accessibility assessments, focused on priority areas, groups and issues
- Option appraisal and identification of resources
- Accessibility action plan development Monitoring and evaluation requirement to do

Accessibility Analysis process

The approach to developing the accessibility analysis for Worcestershire is outlined below. More detail can be found in the full Accessibility Strategy document.

Stage 1: Strategic Accessibility Assessment

Mapping

In order to understand the accessibility issues faced in Worcestershire, a number of county-wide accessibility analyses have been undertaken. These initial plots mapped accessibility to each service using public transport routes. Plots have been produced for different time bands, for example, accessibility within 30 minutes or 60 minutes.

The initial accessibility maps undertaken as Stage 1 of the accessibility analysis are as follows:

- Acute care hospitals
- GP surgeries
- Secondary schools
- Further Education colleges
- Leisure centres
- Fresh food
- Countryside

Workshop

Following the basic mapping exercise, a workshop was undertaken to allow stakeholders the chance to input into the process. During the workshop sessions the stakeholders were given the chance to scrutinise the accessibility plots - identifying important issues and discussing possible solutions to these issues.

Stage 2: Local Accessibility Assessments

Mapping

Stage 2 provides the opportunity to undertake more detailed mapping of local issues, and the investigation of possible solutions arising from the Stage 1 work and subsequent stakeholder workshop.

Workshop

A follow up workshop provided the opportunity to display and present the more detailed accessibility mapping, and the preferred solutions for the issues and opportunities identified in the Stage 1 workshop. Stakeholders discussed the outcomes, and explored the way forward to deliver the agreed approaches.

Stage 3: Option appraisal and identification of resources

Having completed the Stage 2 mapping, and discussed the findings with stakeholders at the Stage 2 workshop, Stage 3 formally appraises the evolving options, and identifies the type and level of resources (across all agencies) necessary to deliver the options.

Stage 4: Accessibility action plan development

Having evaluated the options, Stage 4 sets out an action plan for the delivery of the accessibility strategy. This forms a key component of the link with the LTP2, and clearly identifies the necessary actions from other agencies and timeframe for delivery.

Stage 5: Monitoring and evaluation

The final stage in the Accessibility Analysis is to monitor and evaluate the effectiveness of the strategy as a whole. In Worcestershire, much of this work will be carried out through the annual reporting of the LTP2, and the relevant section in this document sets out the methodology, indicators and targets that will be adopted for inclusion within the LTP2.

Accessibility in context

What does Accessibility mean? As with many terms accessibility has come to mean a number of things within the transport sector. We have identified the following as key aspects of accessibility:

- Access to facilities and services (actually having the transport available – could be any mode, or having it available at times when needed)
- Access to and from the transport services (e.g.: walk distance from home and to the destination)
- Ability to use the transport available (e.g.: being physically able to board a passenger transport vehicle, legibility and ease of use of timetable and other information on services, or being able to walk / cycle etc).

However, it should be noted that transport is not a panacea for accessibility and that it is just as key to bring services to people as people to services.

Without ease of accessibility to the transport services on offer, they are likely to be less well used by passengers and potential passengers and this, in turn, creates barriers to those who may be in most need of accessing such services as well as to car users who are being encouraged to use more sustainable ways of making their journeys.

In rural areas, in particular, where residents are likely to have to travel longer distances to access the services and facilities they require, isolation and social exclusion can result from lack of transport choice and opportunity. This is particularly the case for those groups without access to a car.

Older and younger people and those travelling with young children may well have greater accessibility issues than other groups, with ready access to a car. These at risk groups require that their transport services to:

- Be within acceptable walking distance,
- Be operated using accessible and comfortable vehicles,
- Take them to/from their destination at a convenient time (e.g. consistent with the working day)
- Have reasonable and not excessive journey times
- Have affordable fares

Accessibility Targets

The LTP2 Accessibility Strategy focuses on the need to provide good passenger transport access to:

- Places of employment, in particular to focus upon the need to support the development of the Central Technology Belt, as set out in the Regional Spatial Strategy
- Healthcare, considering healthcare in broad terms (as defined through the health white paper 'Choosing Health')
- Education, including further education
- Essential retail facilities, in particular fresh food retailers.

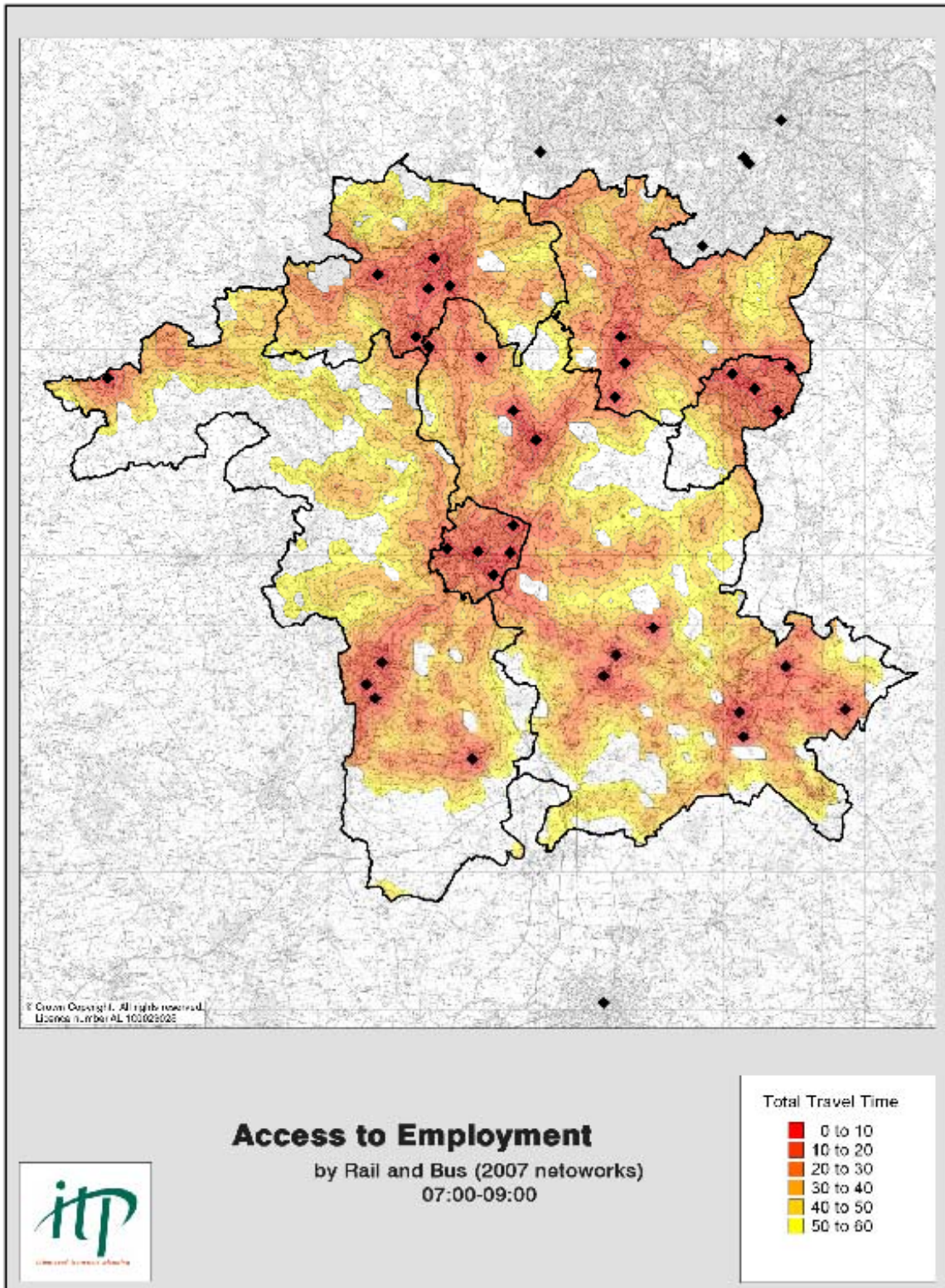
The accessibility targets are as follows:

- **Places of employment:** 82% of the working population to be within 60 minutes of a major employment site (08:00 – 09:00)
- **Major Healthcare Facilities:** 84% of the population to be within 60 minutes of major health care, including community hospitals (10:00 – 16:00)
- **Healthcare – GP Surgeries:** 83% of the population to be within 30 minutes of a GP surgery (10:00 – 16:00)
- **Education – Schools:** 88% of the school age population to be within 60 minutes of nearest school by conventional bus (08:00 – 09:00)
- **Education – Further Education** 71% of the 16-19 year olds to be within 60 minutes of a Further Education College (08:00 – 09:00)
- **Leisure Facilities:** 60% of the population within 30 minutes of a leisure site (19:00 – 22:00)

APPENDIX D – EXAMPLES OF ACCESSIBILITY PLOTS

D1 – Employment Access

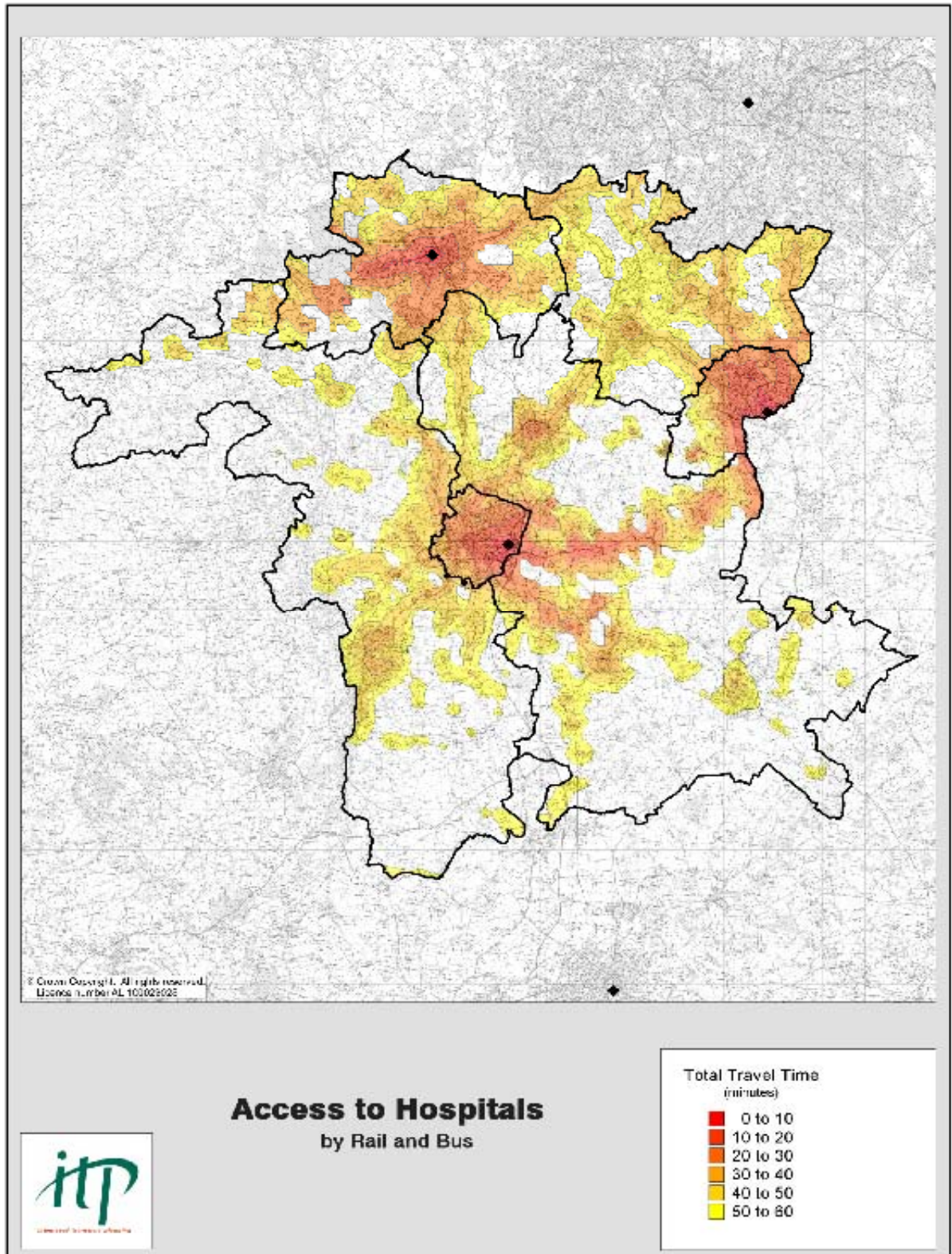
AM peak period passenger transport access to major employment locations



APPENDIX D – EXAMPLES OF ACCESSIBILITY PLOTS

D2 – Health Access

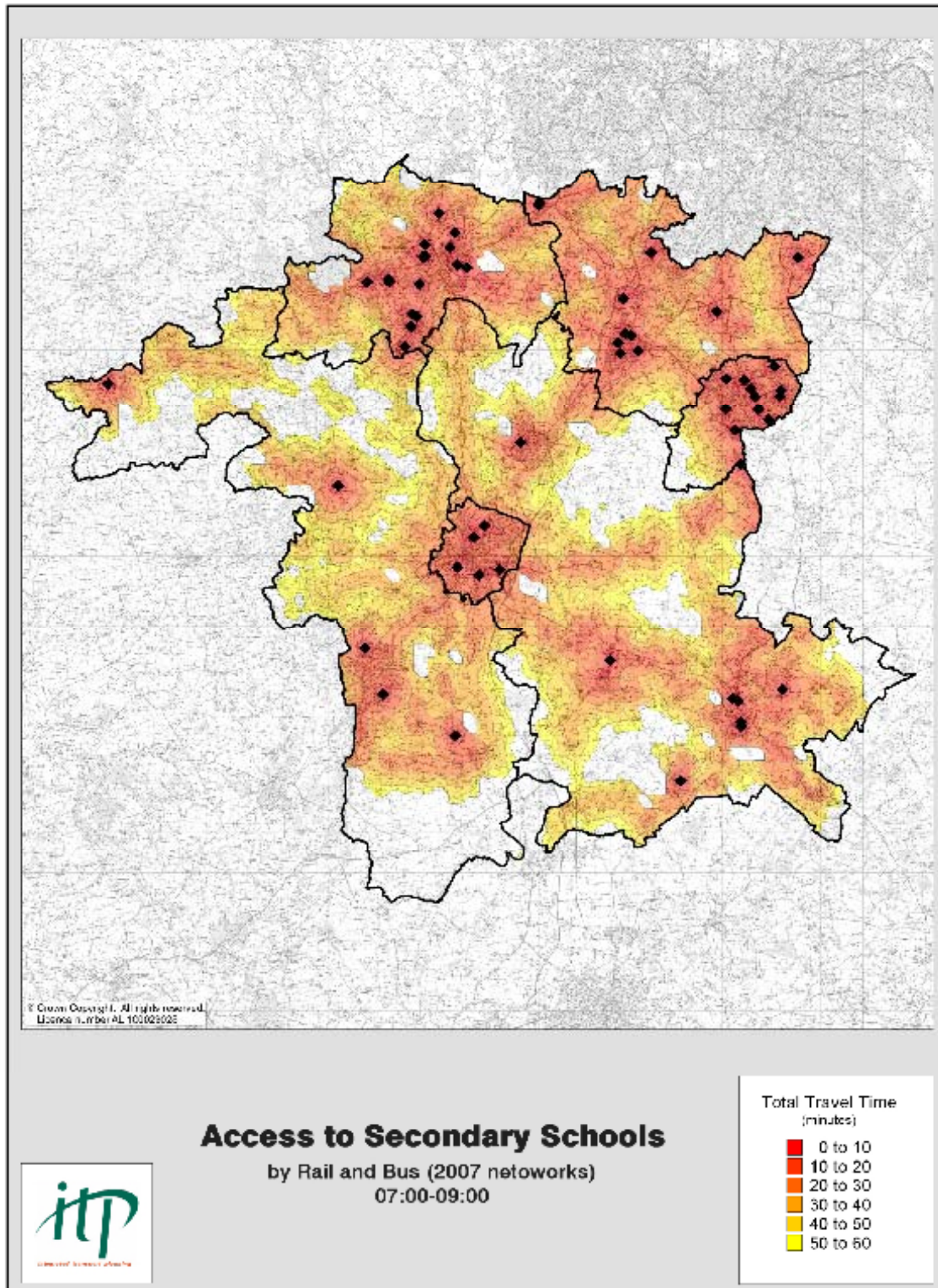
Inter-peak peak period passenger transport access to acute care hospitals



APPENDIX D – EXAMPLES OF ACCESSIBILITY PLOTS

D3 – Education Access

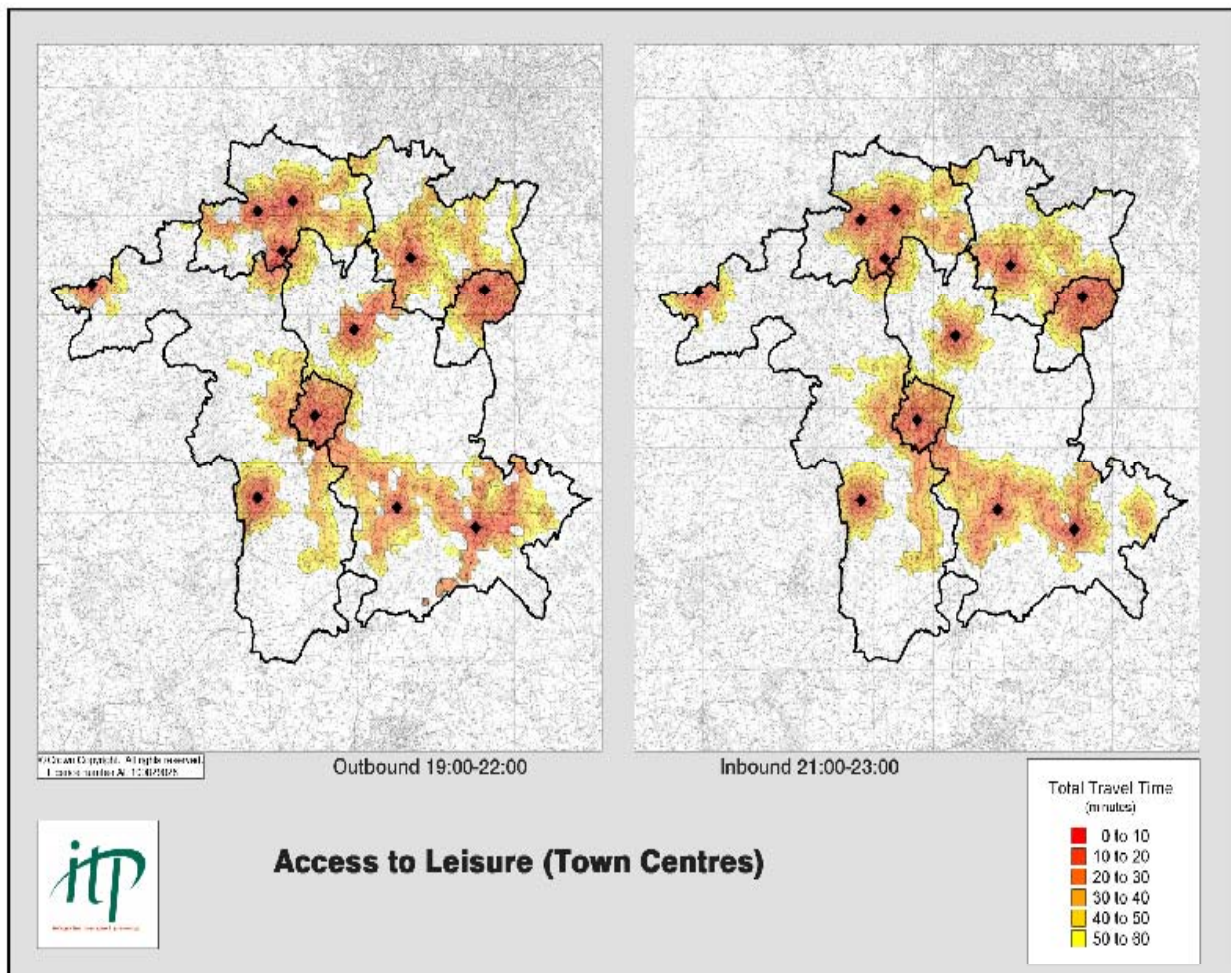
AM peak period passenger transport access to secondary schools



APPENDIX D – EXAMPLES OF ACCESSIBILITY PLOTS

D4 – Leisure Access

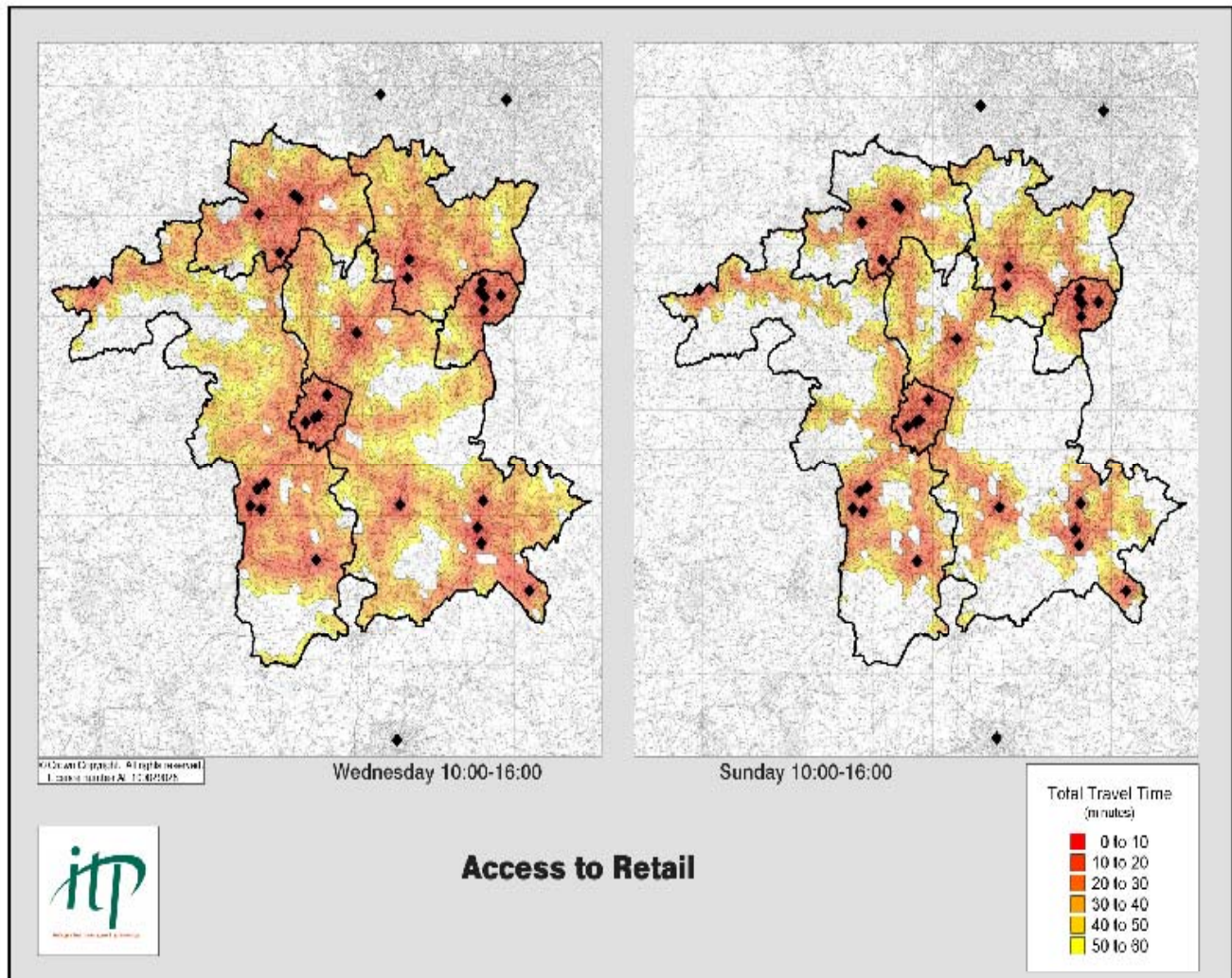
Weekday evening passenger transport access to/from city and town centres



APPENDIX D – EXAMPLES OF ACCESSIBILITY PLOTS

D5 – Retail Access

Weekday & Sunday daytime passenger transport access to major retail centres



Appendix E: Standard Area Review Process	
Summary of Tasks	Length of Task (Weeks)
Definition of Review	
Review Area Defined Identification of Contracts to be Re/tendered and Commercial Services to be evaluated Local Bus, Mainstream Education, Special Educational Needs, Social Care and Community Transport Contracts	2
Collection, Analysis and Evaluation of Information and Data	
Consultation distributed, received and analysed: Parish, County & District Councils, QP's, Forums etc Operators Mainstream and Special Needs Educational and Social Care Establishments Demographic Characteristics Assessment Existing Transport Network Assessment: Transport Services - All Modes: Audit of available information and data collection including extensive on-bus surveys Determination of Transport Network Supply (Commercial / Contracted), Costs, Revenue, Vehicles and Performance Assessment of Demand: Including Key Corridors and Modal Share Comparative Travel Cost Assessment Accessibility Assessment (Accession Modelling) Passenger Transport Infrastructure Audit and Assessment Passenger Transport Information Audit and Assessment Identify factors likely to change within the Plan Period: School and Social Service Establishment Reviews and Unsafe Routes to Schools Housing, Retail, Employment, Leisure Developments Legislative Changes Option Development and Assessment Consultation undertaken and analysed Options selected for detailed development and appraisal	21
Preparation of Proposals	
Initial Planning of Ideas and Concepts Detailed planning and Testing of Proposals including Accessibility Modelling using Accession Software	8
Production of Documents and Legal Paperwork	
OJEU PIN Submitted Preparation and Agreement of Business Cases Preparation and Submission of Funding Bids Agree to implement scheme(s) Outline and then Final Tender Specifications Produced and Agreed	13
Formal Tendering	
OJEU Contract Notice placed on line (6 weeks before Tenders Returned) Notice given to Contractors on Current Contracts Formal Tendering Procedure Undertaken: Local Bus, Mainstream and Special Needs Education, Social Care, Community Transport or various combinations Meetings with Potential Contractors Distribution and Return of tenders. Initial Analysis of prices submitted. Appraisal of Tenders and alternative Proposals New Contracts Awarded	17
Preparation for Implementation	
Successful Contractors purchase vehicles, recruit staff and produce crew schedules Advance Notification of Service Changes Internally and to Councils and Partners New Bus Stopping Places identified, positions agreed and new stops erected Marketing and Publicity: Marketing Campaign Prepared and Agreed, including Funding Publicity Prepared, produced and distributed Traveline Updated including naming new stops and updating NAPTAN and National Gazetteer Press Launch and Media Initiatives Bus / Train Station and Roadside Publicity Prepared and Updated Registration of Local Bus Services Education and Social Care Transport: Allocation of Education Pupils (Entitled and Vacant Seats) and Social Care Clients and Escorts to new Contracts Notification of Establishments, Pupils, Clients and Escorts and production / distribution of passes / payment letters Meetings with Operators / Establishments for Pre-service Introductions / Dry Runs / System Testing / Information Sharing	14-26
Implementation	
New Contracts Start On Site Support of contractors and customers and Monitoring of New Contracts including Education Pass checking Meetings with Operators, Establishments, Partners and Users to review new and revised services Evaluate and resolve any problems, eg overloading / timing	

APPENDIX F: INFRASTRUCTURE CASE STUDY

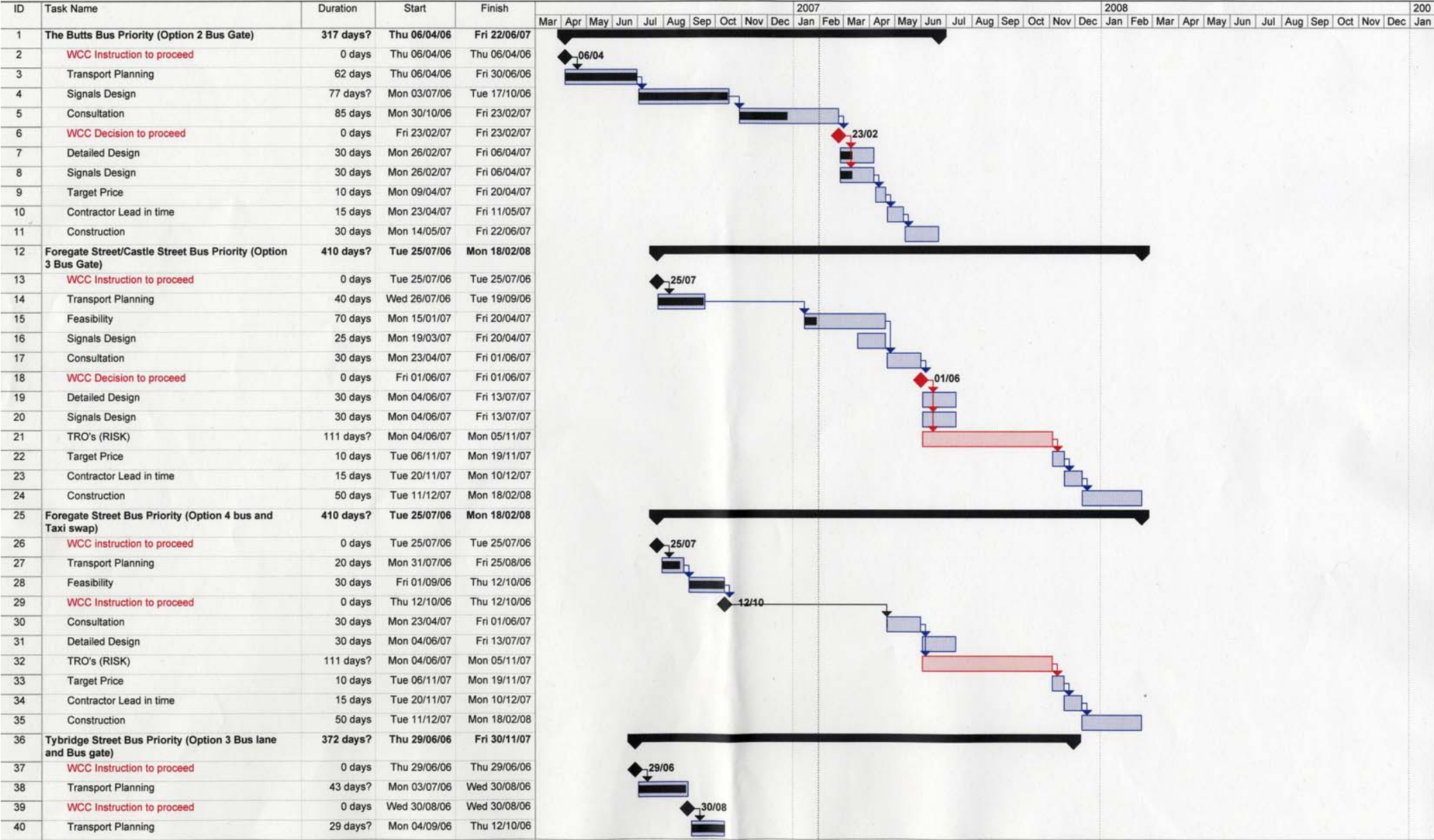
There is a project to develop, assess, consult on and deliver systematic bus priority measures along key transport corridors in Worcester. The Gantt chart opposite summarises the process of developing and implementing some of the proposed bus priority the schemes. Clearly this represents an assessment of the process that will be subject to change. In particular the programme may change as the results of consultation are fed into the development and refinement of the schemes.

APPENDIX F: INFRASTRUCTURE CASE STUDY

INTEGRATED LTP2 PROJECT 15 January 2007

PROJECT EXPRESS BUS PRIORITY

DRAFT



Project: Project Express 008 150107
Date: Mon 150107 DRAFT

Task
Split

Progress
.....

Milestone
◆

Summary
Project Summary

External Tasks
External Milestone

Deadline



ID	Task Name	Duration	Start	Finish
41	WCC Instruction to proceed	0 days	Thu 12/10/06	Thu 12/10/06
42	Feasibility	50 days	Mon 05/02/07	Fri 13/04/07
43	Signals Design	25 days	Mon 12/03/07	Fri 13/04/07
44	Consultation	40 days	Mon 16/04/07	Fri 08/06/07
45	WCC Decision to proceed	0 days	Mon 11/06/07	Mon 11/06/07
46	Detailed Design	60 days	Mon 11/06/07	Fri 31/08/07
47	Signals Design	60 days	Mon 11/06/07	Fri 31/08/07
48	Target Price	10 days	Mon 03/09/07	Fri 14/09/07
49	Contractor Lead in time	15 days	Mon 17/09/07	Fri 05/10/07
50	Construction	40 days	Mon 08/10/07	Fri 30/11/07
51	Barbourne Road Bus Priority Study	601 days?	Tue 22/08/06	Tue 09/12/08
52	WCC instruction to proceed	0 days	Tue 22/08/06	Tue 22/08/06
53	Transport Planning	76 days?	Mon 28/08/06	Mon 11/12/06
54	WCC Instruction to proceed	0 days	Thu 14/12/06	Thu 14/12/06
55	Transport Planning	35 days?	Mon 15/01/07	Fri 02/03/07
56	WCC decision to proceed	0 days	Wed 07/03/07	Wed 07/03/07
57	Feasibility	103 days?	Wed 07/03/07	Fri 27/07/07
58	WCC Decision to proceed	0 days	Fri 27/07/07	Fri 27/07/07
59	Consultation	65 days?	Mon 30/07/07	Fri 26/10/07
60	WCC Decision to proceed	0 days	Fri 26/10/07	Fri 26/10/07
61	Detailed Design	80 days?	Mon 29/10/07	Fri 15/02/08
62	TRO's (RISK)	132 days?	Mon 29/10/07	Tue 29/04/08
63	Target Price	10 days	Wed 30/04/08	Tue 13/05/08
64	Contractor Lead in time	15 days	Wed 14/05/08	Tue 03/06/08
65	Construction	135 days	Wed 04/06/08	Tue 09/12/08
66	Sheriff Street Bus Priority Study	601 days?	Tue 22/08/06	Tue 09/12/08
67	WCC Instruction to proceed	0 days	Tue 22/08/06	Tue 22/08/06
68	Transport Planning	76 days?	Mon 28/08/06	Mon 11/12/06
69	WCC Instruction to proceed	0 days	Thu 14/12/06	Thu 14/12/06
70	Transport Planning	35 days?	Mon 15/01/07	Fri 02/03/07
71	WCC Decision to proceed	0 days	Fri 02/03/07	Fri 02/03/07
72	Feasibility	103 days?	Wed 07/03/07	Fri 27/07/07
73	WCC Decision to proceed	0 days	Fri 27/07/07	Fri 27/07/07
74	Consultation	65 days?	Mon 30/07/07	Fri 26/10/07
75	WCC Decision to proceed	0 days	Fri 26/10/07	Fri 26/10/07
76	Detailed Design	80 days?	Mon 29/10/07	Fri 15/02/08
77	TRO's (RISK)	132 days?	Mon 29/10/07	Tue 29/04/08
78	Target Price	10 days	Wed 30/04/08	Tue 13/05/08
79	Contractor Lead in time	15 days	Wed 14/05/08	Tue 03/06/08
80	Construction	135 days?	Wed 04/06/08	Tue 09/12/08

APPENDIX G

COMPLIANCE WITH SCRUTINY PANEL RECOMMENDATIONS

Item No	Recommendation	Action/Scheme
1	Production of comprehensive county route map	Incorporated in Marketing and Information Strategy, and being developed through Module 1 of IPTS.
2	Production of timetable leaflets	Incorporated in Marketing and Information strategy. New style timetable leaflets now being produced. Further development through Module 1 of IPTS.
3	Transport information to be made available through Worcestershire Hub	Incorporated in Marketing and Information Strategy. Already actioned.
4	Creation of single hub number for the whole county	County-wide number now available as part of E-Government Initiative
5	Main bus stops should be marked with flag and have timetable information and Traveline number.	Incorporated in Bus Stop Strategy, already partly actioned and being developed through Module 1 of the IPTS.
6	Parish Councils to assist with timetable displays	Under consideration in Bus Stop Strategy.
7	Enhanced performance monitoring	Development of robust performance monitoring programme. Addressed through Modules 3 and 6 of the IPTS.
8	Complaints recording and reporting	Already partly actioned and will be developed further through the Customer Support and Performance Monitoring programmes
9	Complaints to made through Worcestershire hub	Already actioned and will be developed further through the Customer Support programme
10	Engage Bus Users UK to assist with customer consultation and feedback	Bus Users UK are among the consultees on the Strategy.
11/12	Clear processes and criteria for determining which services are to be subsidised	Incorporated in Accessibility strategy, major input to Module 1 of IPTS. Development of Local Bus Performance Indicator model
13	Integrated planning and delivery of services	Addressed as an overarching principle running through the whole strategy
14	Outcomes of Strategy need to be achievable and supported by sound business cases.	Outline business case produced at the end of module 1 will be updated as the schemes are progressed through the modules.
15	Strategy to be approved by both county and district councils	Strategy will be subject to consultation with Councils and approval by Joint Members Forum
16	Utilization of in-house fleet	Recognised as a possible delivery solution, and legal implications considered in section 1.5 of strategy.
17	Reporting on effective partnership working with operators	Regular consultation will take place with all Stakeholders and reporting through the Joint Members Forum

APPENDIX H: TARGETS FROM LOCAL TRANSPORT PLAN 2

The monitoring strategy of the LTP2 sets out how the County Council will measure progress with the delivery of LTP2 by using a series of targets and indicators. These can be grouped into three broad categories:

- Mandatory Indicators reported as Best Value Performance Indicators (BVPI)
- Mandatory Indicators required by Government under LTP2 Guidance
- Local Indicators that are relevant to specific areas of the LTP2 strategy and / or to the Regional Spatial Strategy.

The indicators included within the strategy are intended to clearly link to the overall LTP2 objectives, and the targets set for each indicator have been carefully considered to ensure that they are meaningful for specific policy areas. Two targets have generally been set for each indicator, as described below:

- Satisfactory Targets – targets that are realistically achievable given available resources allocated through the LTP2 settlement
- Stretch Targets – targets that will prove challenging to meet given available resources, but which if achieved will give significant benefits to that specific LTP2 strategy area.

The need to allocate adequate resources for monitoring is recognised, and accordingly a small proportion of the LTP2 Integrated Transport block has been allocated for the Monitoring Strategy. This will complement resources already available for monitoring from existing revenue budgets.

Appendix Six of LTP2 contains the full Monitoring Strategy including detailed information on the reasons for choosing specific indicators, data collection methodology, the role of individual partners where appropriate, the basis for the actual targets, and the main risks associated with each target.

All the indicators and targets relevant to the IPTS are also summarised in the following table:

APPENDIX H: TARGETS FROM LOCAL TRANSPORT PLAN 2

Ref	Performance Indicator	Baseline		Satisfactory Target		Stretched Target
		Year	Data	Year	Data	
LTP2 MANDATORY – BEST VALUE PERFORMANCE INDICATORS						
BVPI 99a	Total killed or seriously injured casualties	1994-98 2001-04	548 304	2010	283	255
BVPI 99b	Child killed or seriously injured casualties	1994-98 2001-04	59 28	2010	25	22
BVPI 99c	Total slight casualties	1994-98 2001-04	2177 1995	2010	1921	1875
BVPI 102	Public transport patronage – millions of trips	2003/4	13.6	2010	13.7	14.3
BVPI 103	Satisfaction with public transport information all users	2003/4	24%	2009/10	39%	43%
BVPI 104	Satisfaction with local bus services	2003/4	37%	2009/10	41%	45%
LTP2 MANDATORY						
LTP 1a	Accessibility – Percentage of working age population with access by bus to a major employment site within 60 minutes (8am to 9am)	2005/06	81%	2010/11	81%	82%
LTP 1b	Accessibility – No of registered users of Worcestershire car share database	2005/06	574	2010/11	3000	5000
LTP 2	Change in area-wide road traffic mileage (annualised index)	2004	100	2010/11	117	100
LTP 3	Cycling trips (annualised index)	2003/4	100	2010/11	100	130
LTP 4	Mode share of journeys to school	To be set in 2006/07 once baseline data becomes available				
LTP 5a	Bus Punctuality – percentage of buses starting their routes on time	2005/06	86.7%	2010/11	95%	97%
LTP 5b	Bus Punctuality – percentage of buses on time at intermediate timing points	2005/06	74.9%	2010/11	79%	85%
LTP 8a	NO ₂ levels µg/m ³ at AQMA's Welch Gate (Bewdley) Horsefair (Kidderminster) Junction 1 M42	2003/4	55.65 61.79 47.7	2010/11	40 40 40	40 40 40
REGIONAL INDICATORS						
WCC 1	Number of school travel plans/Proportion of state schools with an approved travel plan	2003/4	35 12%	2010/11	294 100%	294/100% by 2009/10
WCC 2a	Number of employers that have adopted a travel plan	2003/4	30	2010/11	80	90
WCC 2b	Proportion of workforce in organisation that have committed to a travel plan	2003/4	5%	2010/11	20%	30%
WCC 3a	Number of car parking spaces at railway station	2005	1171	2010/11	1561	1767
WCC 3b	Park and Ride for town centre spaces	2003/4	450	2010/11	1050	1950
WCC 4a	Percentage of population within 60 minutes(by bus) of a major healthcare facility between 10.00 and 16.00 hrs	2003/4	65%	2010/11	80%	84%
WCC 4b	Number of bus fleet that are low floor	2003/4	45	2008/09	50	65

LOCAL INDICATORS						
WCC 6	Percentage of Worcester journeys made by walk.cycle and bus (combined)	2003/4	34%	2010/11	34%	41%
WCC 7	Congestion – journey times (am/pm peak) A4440 Southern Link (Worcester) Eastbound A4440 Southern Link (Worcester) Westbound Resolution Way to Stourport Bridge Stourport Bridge to Resolution Way	2005/6	Mins 25/17.5 19/20.5 9.5 10.5	2010/11	26/17.5 19/20.5 10 11	23.5/15.5 17/8.5 8.5 9.5
WCC 9	Satisfaction with public transport information all users	2003/4	24%	2009/10	39%	43%
WCC 10	CO ₂ emissions from traffic	2004/05	1.432m tonnes	2010/11	1.432m tonnes	1.380m tonnes
LOCAL AREA AGREEMENT, CORPORATE AND DIRECTORATE TARGETS						
CP 009	Increase bus usage in the County	See BVPI 102				
CP 010	Reverse national downwards trend for public satisfaction with bus services	See BVPI 103				
F5	To improve passenger transport, leading to improved accessibility and an increase in passengers					
ES 07-9	Deliver Worcestershire's bus and Information Strategy	See BVPI 102-104				

Integrated Passenger Transport Strategy

March 2007

Worcestershire Local Transport Plan 2006-2011

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