

Bus Service Improvement Plan *for Nottinghamshire*

October 2021



Developed by
Nottinghamshire Partnership
Steering Group



**Nottinghamshire
County Council**

Nottinghamshire Partnership Steering Group

Independent Chair

Integrated Transport Planning

Local Transport Authorities

Nottinghamshire County Council

Local Bus Operators

Centrebus
CT4N
GEM Mini Travel
Kettlewell
Kinchbus
Marshalls of Sutton on Trent
Nottingham City Transport
Nottingham Coaches
Nottingham Minibuses & Coaches
PC Coaches
Sharpes of Nottingham
Sleafordian Coaches
Stagecoach East Midlands
Vectare
Travel Wright
trentbarton

Passenger Group

Sustainable Transport Nottingham

Associate Partners

Nottingham City Council

Borough & District Councils

Ashfield District Council
Bassetlaw District Council
Broxtowe Borough Council
Gedling Borough Council
Mansfield District Council
Newark & Sherwood District Council
Rushcliffe Borough Council

Train & Tram Operators

East Midlands Railway
Cross Country Trains
Tramlink Nottingham

Other Neighbouring Local Transport Authorities

Derby City Council
Derbyshire County Council
Leicester City Council
Leicestershire County Council
Lincolnshire County Council



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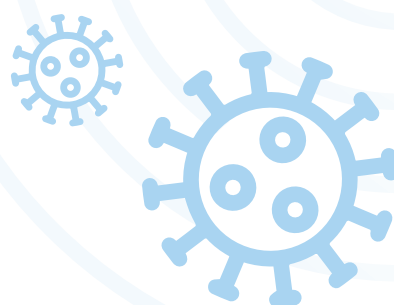


Introduction

This document is the first Bus Service Improvement Plan for Nottinghamshire (excluding the Greater Nottingham (Robin Hood Area)). It has been prepared in consultation with bus operators, local stakeholders, and our communities, and sets out a bold ambition to ensure bus services across Nottinghamshire meet, or exceed, the ambition set out in the National Bus Strategy.

It is purposefully concise in order to present the case for change to a broad mix of stakeholders, and is supported by a technical appendix for those that seek the evidence which underpins the approach we are proposing.

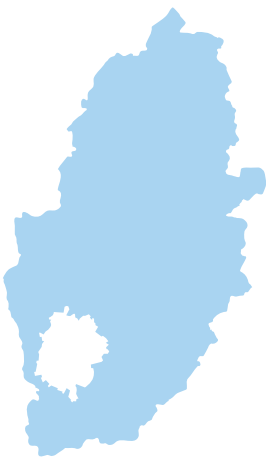
It is a vitally important document and sets the scene for an Enhanced Partnership to be delivered across Nottinghamshire in 2022 as we recover from COVID.





Chapter one

Overview of the BSIP area



Nottinghamshire's Bus Service Improvement Plan (BSIP) will cover the whole of Nottinghamshire county, apart from the existing Robin Hood Ticketing Area (Greater Nottingham Robin Hood Area), as illustrated in Figure 1.1.

The reason for excluding the Greater Nottingham area of Nottinghamshire is that this forms part of the Greater Nottingham BSIP, which naturally builds on the existing Robin Hood Integrated Ticketing boundary, and reflects the strong relationship, in travel terms, with Nottingham City. This enables the Greater Nottingham conurbation to be incorporated into one plan (which is a joint plan between the City and County Council) and ensures that the logical travel to work area for urban bus services is packaged together in an improvement plan that reflects how the current bus network operates and how passengers use the bus system locally.

Hence this BSIP covers the 'the rest of Nottinghamshire county' encompassing the rural areas and market towns where buses serve wider destinations and where the population is more sparse, thus offering different opportunities and challenges to that of city-focussed transport.



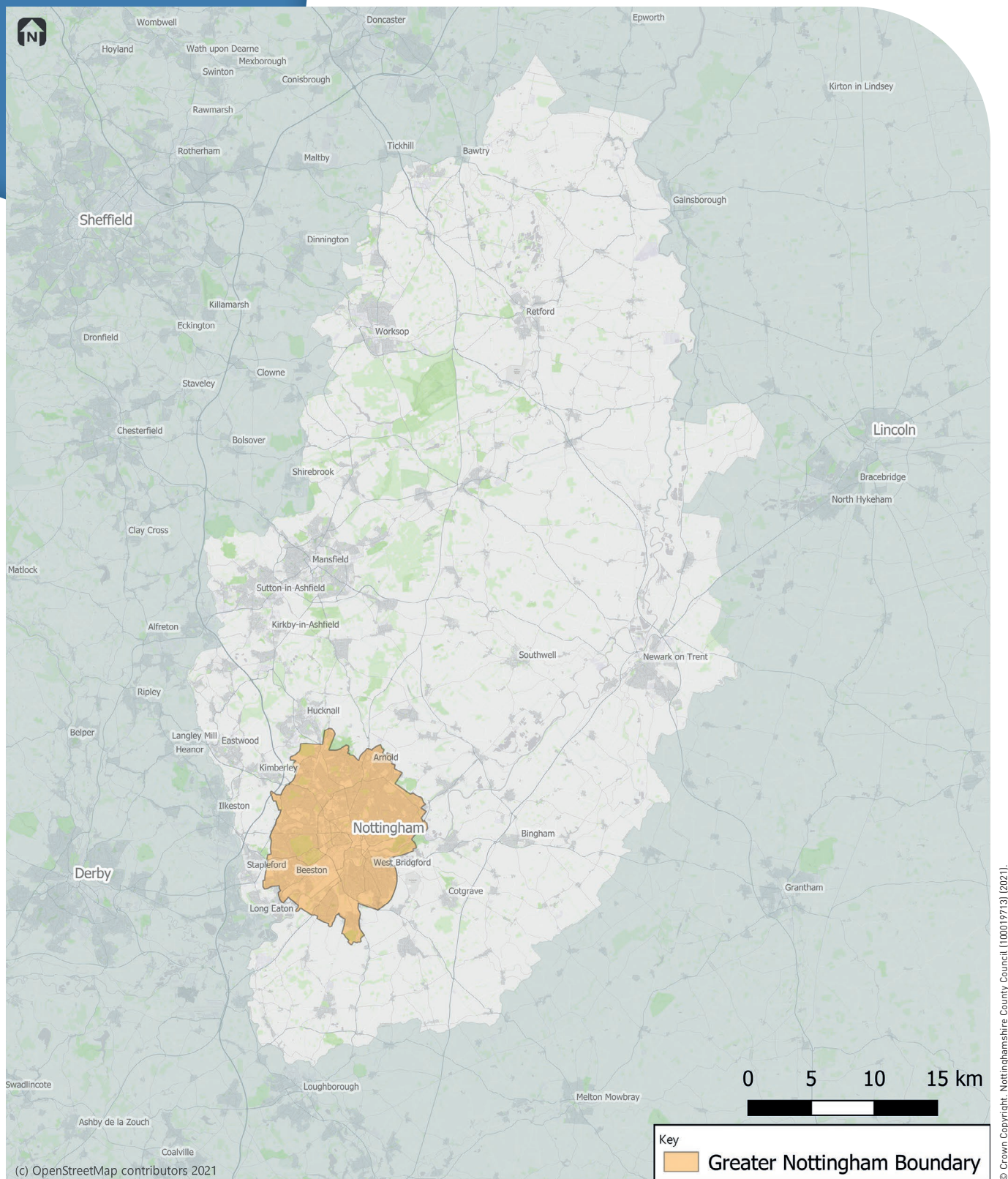


Figure 1.1
BSIP Area

The area covered by this BSIP falls wholly within Nottinghamshire County Council administrative boundaries. The importance of integration and cohesiveness within the county as a whole is recognised, and as such, Nottingham City Council has been integral to the development of the BSIP and sits on the Partnership Steering Group, ensuring compatibility and coordination with the BSIP being produced for the Greater Nottingham area. The County Council has also engaged with adjoining Local Transport Authorities (LTAs) to understand the opportunities for compatibility and co-ordination for cross boundary improvements.

Demographics

The county of Nottinghamshire ranks 9 out of 26 shire counties in England (with 1 being the most deprived). Between 2015 and 2019 it changed ranks by -2, indicating that it is in the lower half of deprived counties, and that it is falling behind other counties in recent years¹.

The average unemployment rate is 5.2% in Nottinghamshire (0.6% higher than national average), with 25-49 year olds having an unemployment rate of 6.2% (1.6% higher than the national average)¹. It is also an aging county, where the number of people over 65 years old is 3% higher than the national average¹. The average salary² in Nottinghamshire ranges between £28.6k and £37.0k across the districts compared to a national average of £38.6k.

In terms of car ownership 20.9% have no access to a car or van (4.9% lower than the national average), 43.4% have access to one car or van (1.2% higher than the national average), 28.1% have access to 2 cars or vans (3.4% higher than the national average) and 7.7% had access to three or more (0.2% lower than the national average)¹. So in summary, car ownership is higher than the national average overall, with disparity between different areas, which sets important context for the BSIP.

Levelling Up

1. With a low Index of Multiple Deprivation (IMD) ranking, higher unemployment, and lower salaries than the national average, Nottinghamshire requires some 'Levelling Up'. The delivery of this plan and the improvements to buses it will facilitate, are key to delivering the Levelling Up agenda locally in Nottinghamshire, improving access to employment and access to wider opportunities.
- 1.1 A report by Onward concludes that *"Broken transport networks have a 'crippling effect' on access to jobs."*³ It shows that chronic transport connectivity puts employment opportunities out of reach and describes the "shocking transport gap" between North and South. This undermines wages, reduces regional productivity, and leads to worse social outcomes. Therefore, improving connectivity between city centres and outlying towns, will be key to the success of levelling up economic opportunity.

¹ Office of National Statistics

² [Nottinghamshire Average salary and unemployment rates in graphs and numbers. \(plumplot.co.uk\)](https://plumplot.co.uk/)

³ [Broken transport networks having 'crippling effect' on access to jobs, Tory think-tank warns | The Independent](#)



Development of the Bus Service Improvement Plan

Building on the long-established relationship between the LTAs and bus operators in the area, including the North Nottinghamshire Bus Quality Partnership (currently one Advanced Quality Partnership (AQP) for Mansfield and a Voluntary Quality Partnership (VQP) for Worksop), a Nottinghamshire Enhanced Partnership Plan and Schemes will be developed and implemented in April 2022 using the BSIP as a blueprint and mirroring the same geography of this plan.

This BSIP will run from 2021 to 2026 in line with the existing [Nottinghamshire Local Transport Plan](#) that runs until 2026. This BSIP will build on the existing commitments of the operators and council and look to secure additional funding from the government's £3bn transformation fund to accelerate and broaden improvements to bus services and infrastructure to ensure we achieve our objectives.

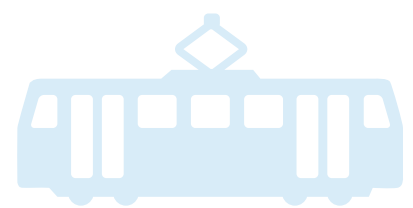
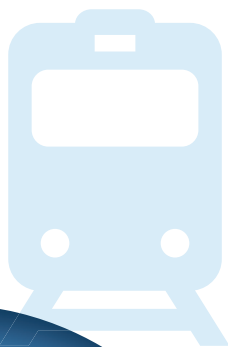
An annual review and update of the BSIP will be undertaken by the Partnership Steering Group which consists of:

- Nottinghamshire County Council (NCC)
- Nottingham City Council
- All bus operators
- Passenger representative

In developing this BSIP, the following have been engaged with, in addition to the members of the Partnership Steering Group:

- Tram, rail, and community transport operators
- Neighbouring local transport authorities
- District and Borough Councils and Parish Councils
- Business Groups and Specialist Interest Groups
- National Health Service through Integrated Care Partnership and local Public Health forums
- Further education establishments
- General public through a public and stakeholder engagement survey

Having been integral in its development, bus operators in Nottinghamshire are fully supportive of the BSIP; this is reflected in the letters of support from trentbarton; Stagecoach East Midlands; Marshalls of Sutton; Nottingham City Transport (NCT); CT4N; and Vectare in Appendix A. These operators represent 82% of the market in terms of mileage operated in the BSIP area.





Enhanced Partnership

The area will be covered by an Enhanced Partnership Scheme(s), this BSIP forming the basis of an Enhanced Partnership Plan. All bus operators are fully supportive of, and engaged with, the Enhanced Partnership, and a [notice of intent](#) to form an Enhanced Partnership was published by Nottinghamshire County Council on 22nd June 2021.

Aims and objectives of the BSIP

The partners have agreed, and are fully behind, the vision and objectives set for the BSIP. These are set out below.



Vision:

Buses in Nottinghamshire to be a mode of choice for many travel needs, having a positive impact on people's lives and the places they live.



Overall aim:

To build a sustainable, efficient, and growing bus network that meets peoples travel needs and expectations.



Objectives:

1. Customer-informed approach to bus service provision to provide a comprehensive, simple network that is easy to understand and use.
2. Provide robust measures and infrastructure to support bus efficiency, reliability and improve journey times by bus, making the bus an attractive proposition compared to the car.
3. Provide a network which is affordable and offers good value for money.
4. Develop a network which is integrated and offers more opportunities to travel for more residents of Nottinghamshire to access work, education, health, and leisure destinations.
5. Provide a network and associated infrastructure which is attractive, comfortable, safe, and accessible to all.
6. Work with partners to provide a coordinated approach to bus service delivery.
7. Grow patronage and improve passenger satisfaction
8. Contribute to the council and government's ambitions for decarbonisation and improving local air quality.
9. Contribute towards the governments 'Levelling up' agenda.



Below we show how this vision might work in practice giving some hypothetical examples of what it might mean for residents of Nottinghamshire with differing needs and requirements.

Commuter

I work shifts at a distribution centre in north Nottinghamshire, and despite having to start and finish early in the morning and late at night for some shifts, I can still use my local bus service to commute to work without any problems. I feel comfortable waiting for the bus no matter the time of day due to the high-quality bus stop infrastructure, which includes good lighting, seating, and shelter.

There's also real time information, which tells me when the bus is on its way and gives me confidence that I'll arrive at work on time for my shift. The time it takes for me to travel to work has also decreased because buses have priority over other traffic, so the services are always reliable. I have recently been considering moving to a different job, and the myriad of bus services that are available, both directly and through good connections, will open a lot of career opportunities for me.



Young Person

I found out about the bus through a marketing campaign and what caught my eye was the reduced fares for young people. I go to college and work part-time, so it's great that I can travel for less as it makes it much more affordable. When I was looking at my ticket options, it was easy to understand which ticket is best for me based on how often I travel and where I'm going. I could also see where I'm eligible for a discount, so I'm confident I'm getting the best value product.

I haven't bothered learning to drive because the frequency of the buses and the times they run mean they're convenient and give me much more flexibility.

The buses themselves are clean and comfortable, with charging points and Wi-Fi, and I feel safe travelling because they're all equipped with CCTV. One of the reasons I use the bus is because I like to do my bit to help the environment, and it's even better that most buses are low emission.



Rural Resident

I live in a small village in Nottinghamshire and up until recently, we haven't had a readily available bus service. However, I've found out about a new demand responsive service that's operating nearby. I hadn't come across this concept before, but the local marketing campaign showed how it all works, and there is a lot of information on the website.

The service opens up so many more opportunities for people living in the village as more buses to onward travel is available at the nearby rural mobility hub; we can safely cycle to the hub and leave our bikes in a secure location as well as catching the DRT service. We're now able to visit nearby towns hassle-free as the DRT service ties in with the timetables of other regular buses, and we can use integrated tickets which makes it easier and cheaper to travel.





Chapter two

Current bus offer to passengers

Introduction

The expectation on BSIPs is for LTAs to deliver a *fully integrated bus service, with simple multi-modal tickets, more bus priority measures, the same high-quality information for all passengers in more places, and better turn-up and go frequencies that keep running in to the evening and weekends*⁴. If we deliver on these aspects of bus provision, then the expectation is that it will drive a growth in patronage and passenger satisfaction. This chapter therefore summarises the existing evidence of public transport delivery and use across Nottinghamshire against each of the key BSIP outcomes, which in turn has then enabled us to carry out a gap analysis to identify and cost the proposed improvement themes later in this BSIP. The full set of data analysis to inform this theme is included in Appendix B.



⁴ National Bus Strategy Bus Back Better

To start, what do people think about buses in Nottinghamshire?

Before exploring existing service delivery, infrastructure, and usage, it is critical to gain an understanding of user and non-user needs and perceptions of local bus services in a COVID recovery & post-COVID environment. This will ultimately help to ensure any measures within the BSIP are targeted in areas which will result in the greatest uptake in usage. As such, an online survey was undertaken during July and August 2021 to gather opinions from both users and non-users of buses in Nottinghamshire as to how bus services could be improved in order to attract more passenger trips.

The data was split to only include those residents within the confines of this BSIP area and attracted 1749 responses, spanning both users (regular and irregular) and non-users of the bus. There was a broad range of respondents of varying ages, gender, ethnicity, employment status, and physical abilities, providing views from a wide perspective. Further information on the respondents, and the survey results, can be found in Appendix B.

The results show that the most common reasons for bus travel were for social activities and shopping. People choose to use the car over the bus mainly because buses aren't available at the times needed; the car is more convenient; and the car is significantly quicker than the bus. 77% of respondents who use the car said it was easy or fairly easy to park their car.

When asked what improvements would make them use the bus at all/more, the key issues identified were:

- more frequent services to more destinations (84%), with better connections between services that operate over longer hours of the day (75%);
- improved bus information (78%), including stops and shelters (78%) where information is provided;
- multi operator ticketing (72%) to make it easier to transfer between services, along with lower fares (72%) (or at least are more cost effective than comparable car journeys) and contactless payment (71%); and
- reduced delays (71%) and faster and more reliable journey times, that are more competitive with the private car (69%).

Additionally, surveys undertaken by Transport Focus also show that satisfaction across a range of factors is already higher than the national average in Nottinghamshire, and this has consistently been the case over the last 5 years (currently standing at overall satisfaction of 94% against a national average of 85%). Within these surveys, passenger satisfaction for value for money is also high in Nottinghamshire (71% compared to an average of 64%).

Having understood the current views of users and non-user, the rest of this chapter explores aspects of the current Nottinghamshire bus network against each of the stated BSIP national outcomes.

77%

of respondents who use the car said it was easy or fairly easy to park



94%

overall customer satisfaction



Bus Service Improvement Plan (BSIP) Survey

Overview

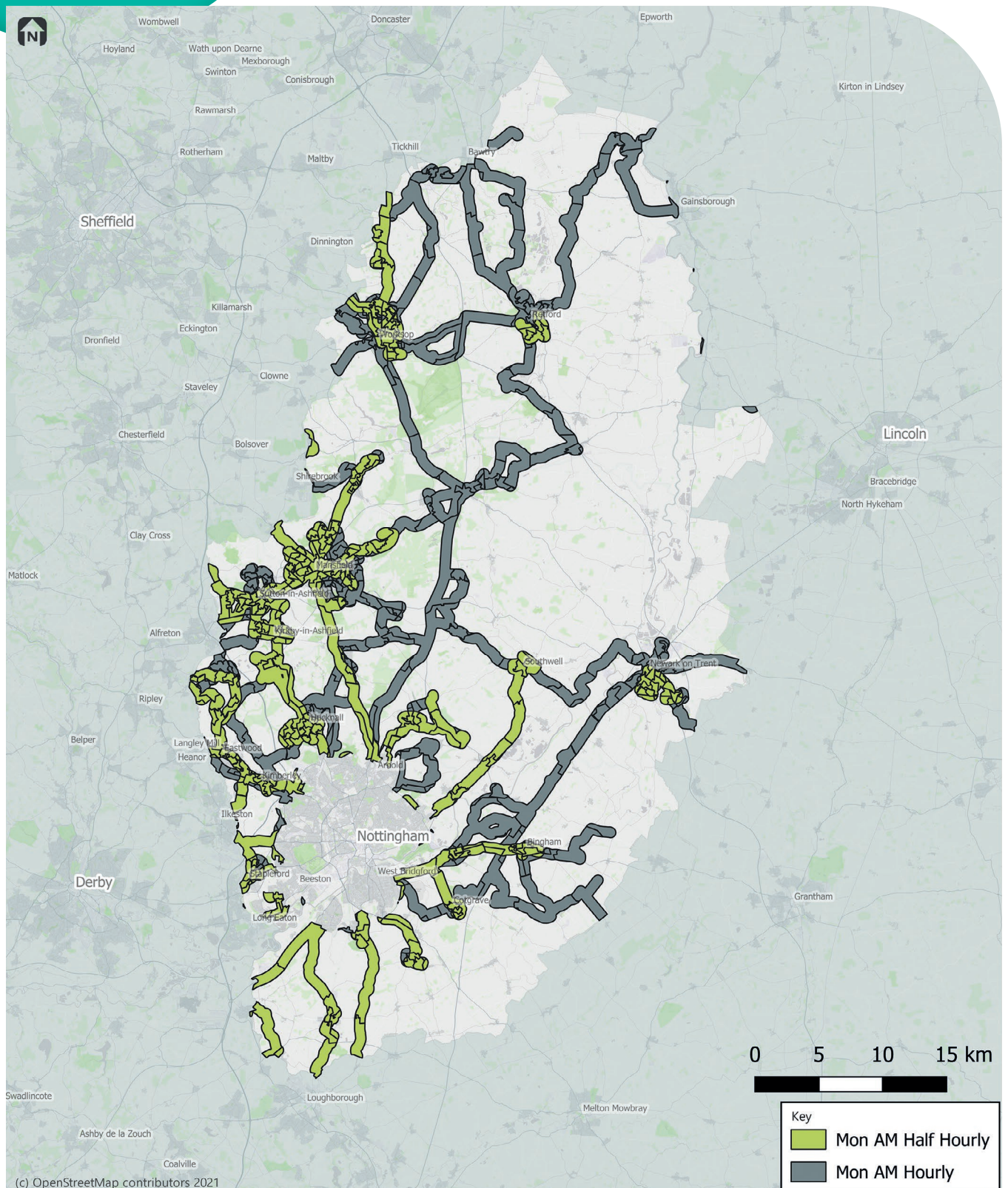
We'll soon be drafting a Bus Service Improvement Plans (BSIP) for Nottinghamshire and Nottingham, in collaboration with the local bus operators. This stems from the government's recently published National Bus Strategy (called 'Bus Back Better'), which requires all English local transport authorities to work with bus operators to come up with bold plans for improving their local bus services and encouraging more people to use them. Government has pledged £3 billion in funding across the country to help deliver these plans, and Nottinghamshire and Nottingham are aiming to secure a fair share of that funding.

As an important input to the plan, we want to find out what people think would improve local bus services and what would make them use local buses more. We are keen to hear from people who already use buses and from those who currently don't. We also want to hear from public, private and voluntary organisations who have an interest in making our bus services work better.

Your views will help us shape our plan, so thank you for taking the time to complete the survey.

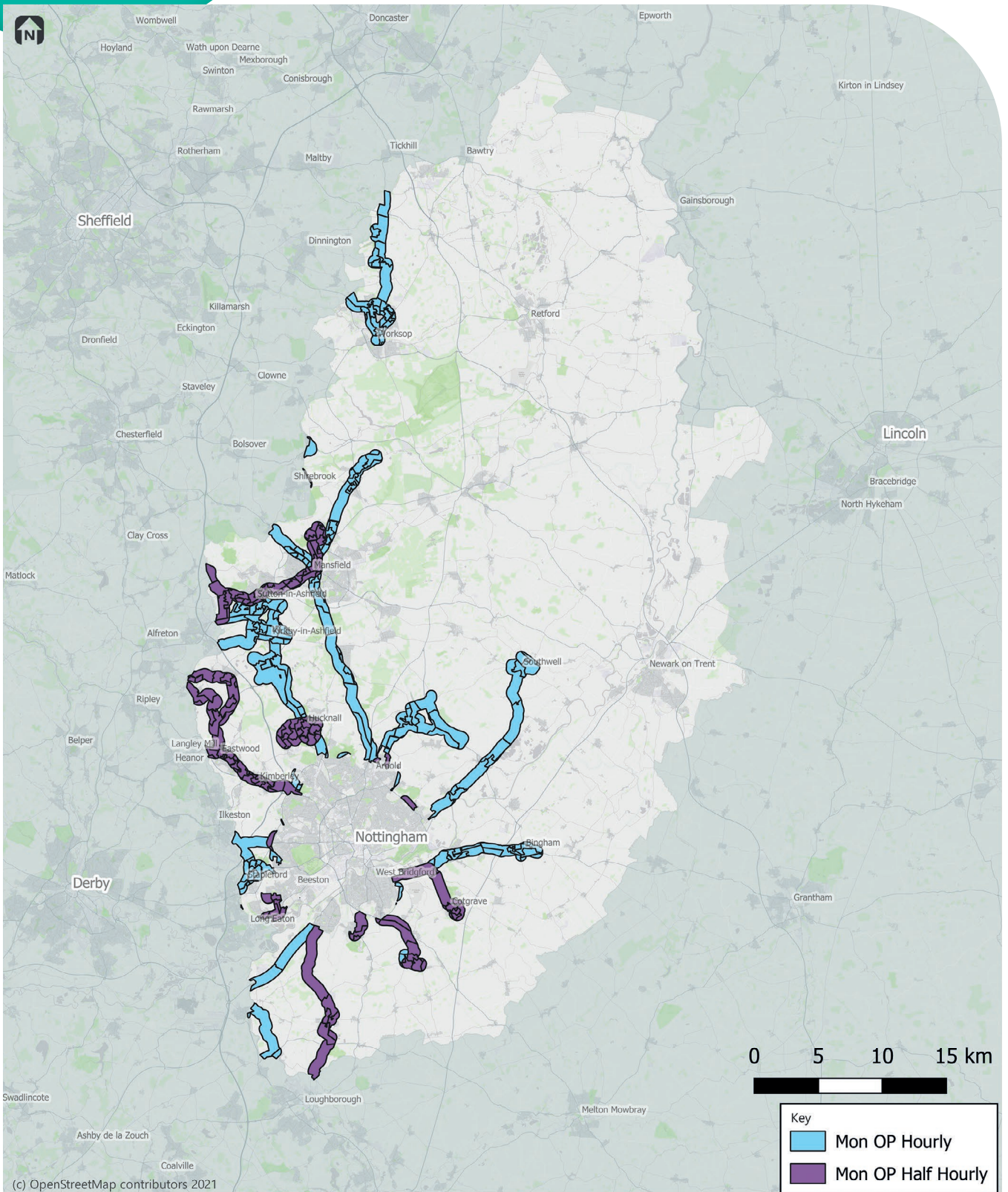
BSIP Theme 1:

Better turn-up and go frequencies that keep running in to the evening and weekends



The map above shows services with an hourly or half-hourly frequency or more witnessed during the weekday morning peak (excluding DRT).

Followed by the map below which shows the situation during the evening period.



The percentage of population within 400m access to services operating combined frequencies along common sections of road of hourly and half hourly at different times of day and days of the week is set out in the table below.

	% population with access							
	Morning Peak (AM) (7-9AM)		Between Peak (BP) (9AM-4PM)		Evening Peak (EP) (4-6PM)		Off Peak (OP) (6PM-12PM)	
	Hourly	Half Hourly	Hourly	Half Hourly	Hourly	Half Hourly	Hourly	Half Hourly
Weekday	64%	55%	62%	52%	64%	52%	38%	23%
Saturday	61%	51%	62%	52%	64%	52%	38%	23%
Sunday	19%	8%	44%	24%	44%	26%	26%	17%

In the daytime, around 64% of the population is within 400m of an hourly service; around 52% has access to a 30-minute frequency service. Access to services decreases significantly in the evenings and on Sundays. There are limited Demand Responsive Transport (DRT) services in the county at present.

BSIP Theme 2:

More bus priority measures

There are currently 1.2km of bus lanes in the BSIP area, focussed entirely on Mansfield and just outside Greater Nottingham – further details of these, including the length of each lane, can be found in Appendix B. Each of these sections of bus lanes has encountered challenges of infringements by private cars, and some are only operating during restricted hours.

In addition, there are a number of bus gates planned for implementation, namely, Sharphill Wood Bus Gate; Fernwood, Newark Bus Gate; and Lindhurst Bus Gate.

Nottinghamshire County and Nottingham City Councils, in partnership with Nottingham City Transport and trentbarton, were early adopters of Traffic Light Priority (TLP), deploying fixed units at six Scoot junctions in 2011 that communicated with onboard radios and delivered a material improvement in bus reliability. Investment in 71 junctions followed, giving the region one of the largest TLP networks outside of London. Seeking to extend the benefit of TLP to other bus operators, Transforming Cities has delivered a centralised TLP system that will not only roll out TLP to more junctions at lower cost, but also deliver the benefits to buses operating in Derby and Derbyshire as part of a D2N2 regional system.



BSIP Theme 3:

Average day fare is



Simple multi-modal tickets

A report by TAS Partnership, setting out the findings of a national fares survey undertaken in 2019 shows that the average single fare in Great Britain is £2.48 (£2.45 in urban East Midlands; £2.62 in rural East Midlands); average day fare is £5.21 (£5.92 in urban East Midlands; £6.93 in rural East Midlands); and average weekly fare is £18.03 (£21.49 in urban East Midlands; £23.48 in rural East Midlands).

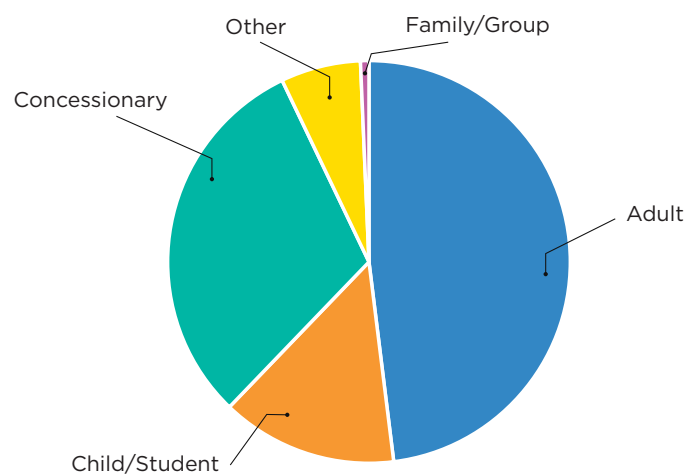
In Nottinghamshire, single fares vary considerably, which is understandable given the size of the county and the varying lengths of route, ranging from £1.20-£5.50. Similarly, day fares differ depending on the size of zone it covers; town day tickets are around £3.80; network-wide tickets around £7.00. These are broadly in line with the national and regional average.

The average commercial fare of the two largest operators, weighted by the number of passengers carried, is £2.27.

A range of tickets are available by different operators, focussed on attracting different markets according to the types of service they operate. There are many different products available in the county, catering for different demographics, travelling at different frequencies; 29 different day tickets; 9 different weekly tickets; and 34 different season tickets. As illustrated in the graph below, almost half of tickets sold are to adults, and around a third are English National Concessionary Travel Scheme (ENCTS) passholders.

Passenger Ticket Type Breakdown for Nottinghamshire

(excluding Greater Nottingham and out of County, based on the % split of routes)



Tickets are not consistent across operators, for instance, different operators offer different tickets for children and young people, defining different ages and different discounts. Under 19 ticket discounts range from 23% - 50% off the cost of an adult equivalent ticket; student ticket discounts range from 10% - 20% off the cost of an adult equivalent ticket. Some day tickets are available for 24 hours from purchase, others available for the day of purchase only.

Tickets are available for purchase on-bus; on-line; and via apps for the main operators (trentbarton; Stagecoach; NCT; and CT4N). Contactless payment is available on the majority of bus services, but at present is not universally available. However, although available, there are some restrictions to the use of contactless, where some operators restrict the type of ticket which can be purchased via contactless, others have a daily spending cap on contactless payments.

There is currently no multi-operator ticket or daily/weekly capping available in the county, apart from in the Greater Nottingham (Robin Hood) area, which is covered under a different BSIP. There is a ticket within Nottinghamshire that does enable transfer between two different operators - Hucknall connect bus/tram ticket - but this does not include rail and is an isolated example. The fares structures are largely aligned between operators, covering similar areas for zonal tickets.

Nottinghamshire County Council, as the local authority partner, is actively involved in a project with Integrated Transport Smartcard Organisation (ITSO), the Department for Transport and major industry suppliers to undertake development and testing of putting English National Concessionary Travel Scheme (ENCTS) travel rights on mobile platforms. The successful delivery of this proof of concept project will lead to a vastly improved modern ticketing offer to the residents of Nottinghamshire both for ENCTS and future ticketing initiatives.

Tickets are not consistent across operators



Student ticket discounts range upto

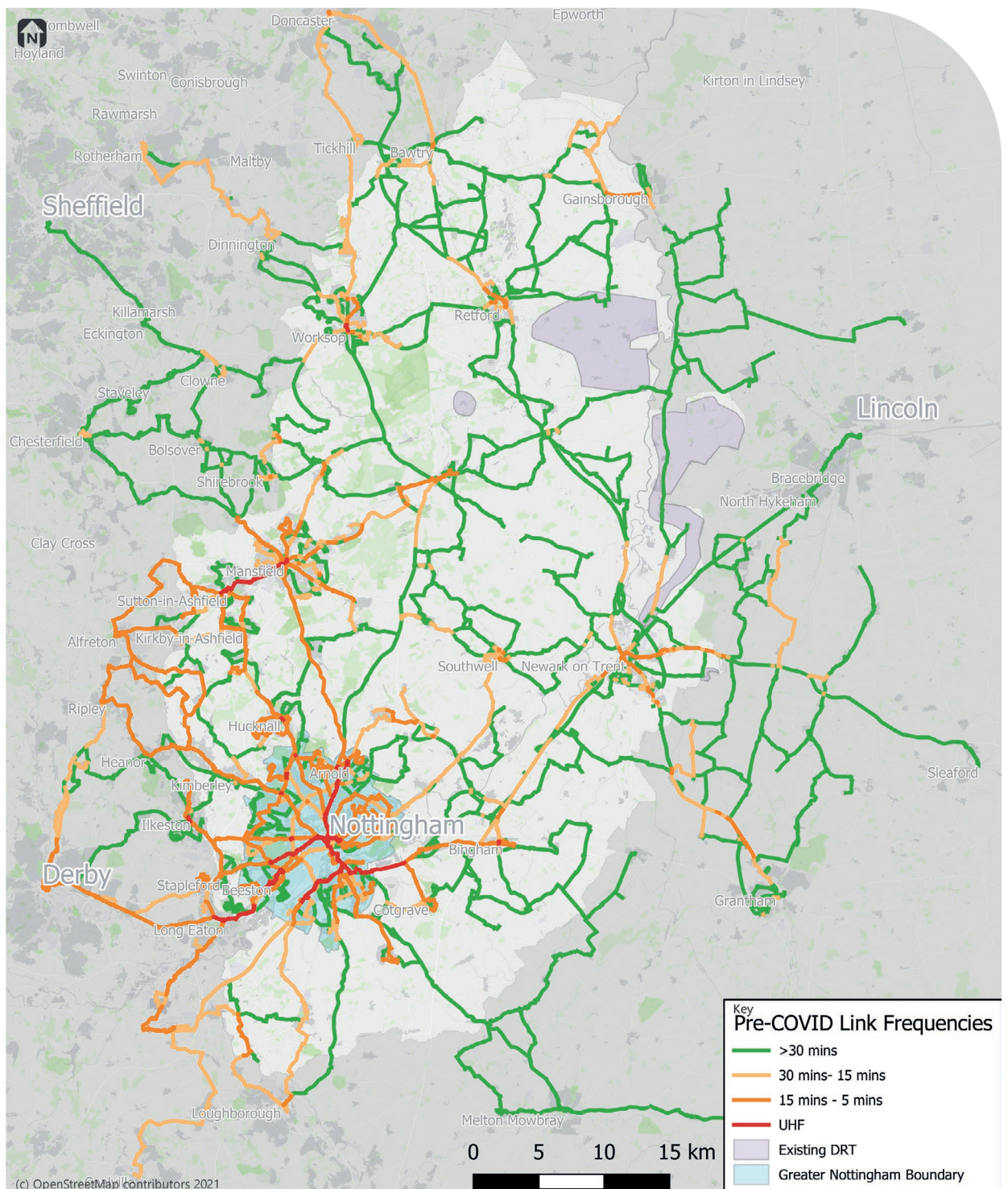
20%
off adult ticket



BSIP Theme 4:

Fully integrated and inclusive bus service

The two main operators in the BSIP area are trentbarton (46% of passengers carried; 38% of mileage operated) and Stagecoach (40% of passengers; 31% of mileage operated). Marshalls of Sutton operate 7% of mileage in the area, and NCT 5%. The rest of the mileage is made up of 25 other operators operating cross-border journeys, or small contracted services. The map below shows the extent of the network, highlighting the hourly link frequency in the morning (AM) peak, showing the combined frequency of bus services along each road, regardless of service or operator.



These services complement the rail and tram network, and there is some degree of coordination of services at key interchange points (for example Hucknall rail, tram, and bus interchange), and between other modes such as cycling and walking, but there is currently limited network coordination between bus services and between buses and trains generally across the rural network.

There are three small DRT services in the more rural areas of the county; journeys must be pre-booked by phone giving at least 2 hours' notice, and early morning booked the day before. In addition, Stagecoach recently piloted an NHS DRT Shuttle bus in Mansfield, responding to the COVID pandemic and the need to provide transport to hospital staff. This has proved a success as a proof of concept and has helped inform the County Council approach to DRT provision.

Additionally, there are a range of community transport services (minibus and voluntary car schemes) in Nottinghamshire including:

- Bassetlaw Action Centre
- Collingham Village Care
- Tuxford Dial a Trip
- Eastwood Volunteer Bureau
- Newark and Sherwood CVS
- CT4N Charitable Trust
- Our Centre
- Ravenshead CT
- Rushcliffe CVS
- Gedling Voluntary Transport Scheme
- Soar Valley Bus
- The Helpful Bureau
- Erewash CT
- East Leake Car Scheme
- My Journey (Mansfield Woodhouse)
- Blidworth on the Move



These provide cars and minibuses for eligible people to access health-related, shopping, and social appointments. This work is almost exclusively undertaken by dedicated volunteers and the service they provide compliments the public transport network and is highly valued by those who use the services. Whilst being a valuable offer, they are dependent on the availability of volunteers and resources to co-ordinate such schemes. As such, access is variable, and they tend only to serve those who are unable to use public transport and pre-registered users. There has been a shrinkage of community transport over the years due to funding constraints, reduced volunteer drivers, and consolidation.

Community transport currently operates completely separate to the wider public transport network; there is no form of integration, be it between services or in relation to information and marketing. Community transport in Nottinghamshire is very traditional in nature, catering for those unable to use public transport. There are currently four operators providing bus services under a S22 licence.

There is a small degree of integration with rail in some areas of the county; for instance, there is currently a North Notts and Lincs Community Rail Partnership which covers Retford and Worksop. Although some steps have been made to integrate bus and rail, this could be improved.

The County Council does provide financial support for the sector of £176k per annum and holds quarterly meetings to co-ordinate activities and share best practice. This group became a Local Resilience Forum Transport sub-group in response to the COVID pandemic and helped the NHS CCG's deliver the vaccination programme.

When it comes to inclusivity, much is done in the county to assist those who find it difficult to use public transport - raised kerbs at bus stops; audio/visual announcements on buses; additional wheelchair spaces on buses; online information showing how typically busy journeys are; different media providing real-time updates; driver training; paying for a taxi for a wheelchair user if the wheelchair space is already occupied; and [providing one-to-one training for wheelchair and mobility scooter users](#). Whilst these are good examples offered by different operators, there is no universal offer across all operators, and no joined-up end-to-end solution to give disabled users the confidence that they can make their entire journey with ease.

£176k

per year to support
Community
Transport



BSIP Theme 5:

High-quality information and infrastructure for all passengers in more places

Operators in Nottinghamshire provide information through their own websites, social media, and apps including: Journey planning; Route maps; Timetables; Real-time information; Service disruption updates; and Journey capacity.

NCC has its own website⁵, where all bus-related information is located, including links to other operators' information and journey planning software. NCC has a contact number for customer services who can direct callers to the information they require. Although the council has social media platforms, these are only used to alert passengers to major service disruptions or diversions for contracted services only.

NCC currently produces 14 different paper timetables, printing 2.5k per timetable at a time, which are widely distributed to outlets across the county (e.g. libraries, bus stations, local centres etc)

NCC also supplies & installs all at-stop timetables for contracted services; these are designed and printed by NCC and installed by a third-party contractor. Operators provide and install information at bus stops for their own individual services, the exception being within the Mansfield AQP and throughout the Bassetlaw district network, where NCC designs, prints & installs timetables for all services, due to the heavily subsidised nature of the bus network in this particular area.

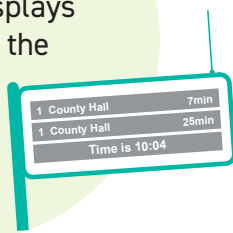
Marketing of services is approached by the council and operators in different ways and to different degrees. Although there are some good examples of marketing initiatives, such as targeted marketing/promotion campaigns including ticketing offers for specific services and users (commuters, young people etc), there is no county-wide approach to marketing at present, which will be particularly important for the post COVID recovery process.

In terms of infrastructure, there is good coverage of stops and shelters with 3,615 of 3,630 recognised bus stops marked with a pole, 1,245 with a shelter, and 1,610 with a raised boarding kerb. Despite good coverage of bus shelters, these can be of poor quality, even along key corridors. In addition, raised kerbs are not widely available. Whilst there are some high-quality bus stops in the county, yet more consistency is required to produce identifiable high-quality corridors.

Real time information (RTI) is less available with only 450 displays, focussing on the main urban areas and along some key routes out of these areas.

450

Real time displays focussing on the main urban areas



1,245

bus shelters

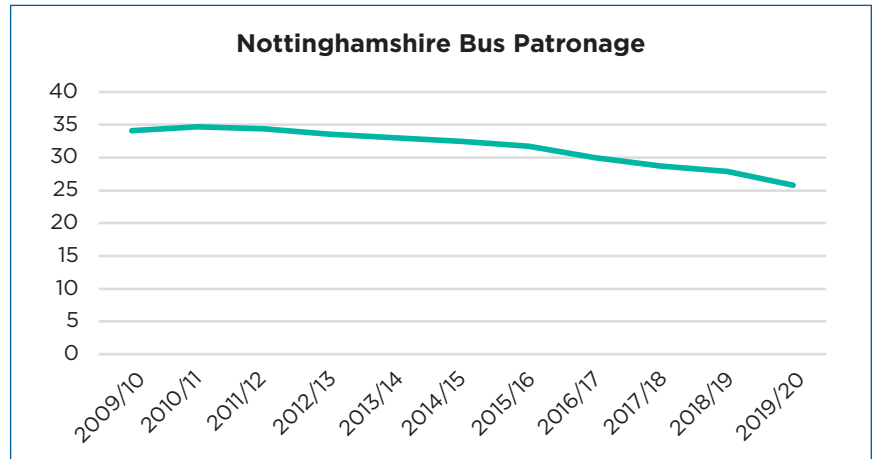


⁵ [Public transport | Nottinghamshire County Council](#)

BSIP Theme 6:

Growing patronage

As witnessed throughout much of England, patronage in Nottinghamshire (excluding Nottingham city) has decreased over time, as illustrated in the graph below⁶.



Within Nottinghamshire, patronage decreased by 18% between 2009/10 and 2018/19, whilst England saw a decrease in patronage of 7% during the same period. However, it should be noted that these figures include the Greater Nottingham area outside of the city and is therefore impacted by the growing network of tram services which saw some transference of passengers from the bus to the tram.

The same trend is seen in the data when exploring trips per head of population. The higher decrease is a consequence of the large rural nature of the county and the exclusion of city patronage. The decline in patronage (and per person trips) in Nottinghamshire is less than comparable to East Midlands Shire authorities (like for like), and much less than comparable wider Midlands Shire Counties. Further detail can be found in Appendix B.

Nottinghamshire (excluding Nottingham) also has a higher than average proportion of ENCTS passengers.

These figures, whilst showing a decline, are testament to the commitment of Nottinghamshire County Council and the bus operators to improve the bus service offer despite the challenges faced by the rural nature of the county (when compared to comparator locations).



⁶ [Local bus passenger journeys \(BUS01\) - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistics/local-bus-passenger-journeys-bus01)

BSIP Theme 7:



£4.135m
for bus services



As witnessed across the UK, the COVID pandemic and associated government guidance and social distancing has had a large impact on bus patronage. Within this BSIP area, patronage during 2020/21 was 28% of patronage witnessed in 2019/20. Commuter and ENCTS journeys by bus have decreased significantly and are still significantly less than pre-pandemic, indeed with more flexible working patterns likely, and the discovery of accessing services more locally or via on-line services, as well as the safety concerns associated with travel by bus (through public health messaging), it will take some time and significant change to return patronage to pre-pandemic levels. As of September 2021, patronage in Nottinghamshire is around 75% of pre-pandemic levels, with ENTCS journeys lagging a further 10% behind at 65%.

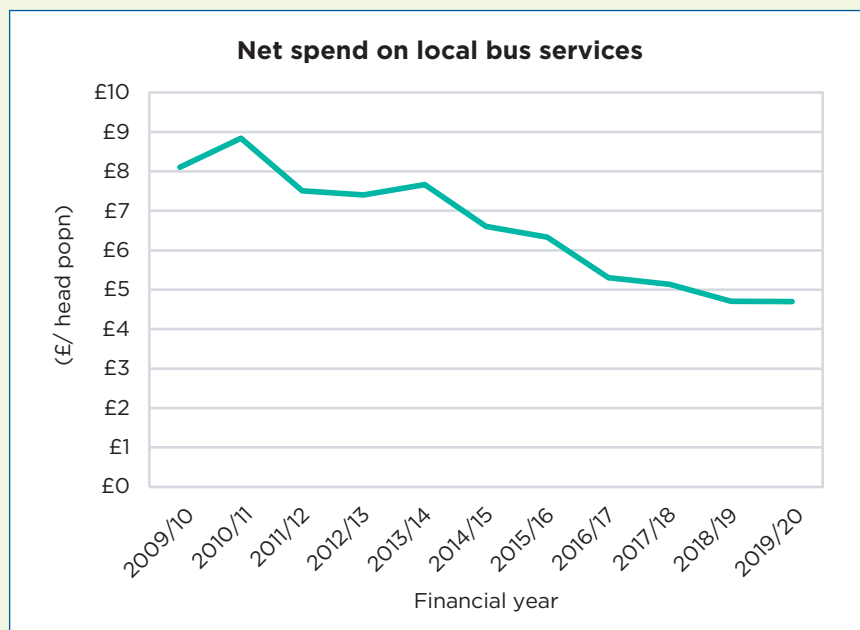
Financial support for bus services

In 2021/22, Nottinghamshire County Council is providing **£4.135m** of financial support for bus services in the county, subsidising 74 routes (recognising some of these operate into the Greater Nottingham area covered by a separate BSIP) totalling 1.1 million miles per annum. A list of the routes and associated route mileage supported is in Appendix B. This equates to **£4.96** per head of population (based on the latest population estimates produced by the Office for National Statistics – mid-year 2020).

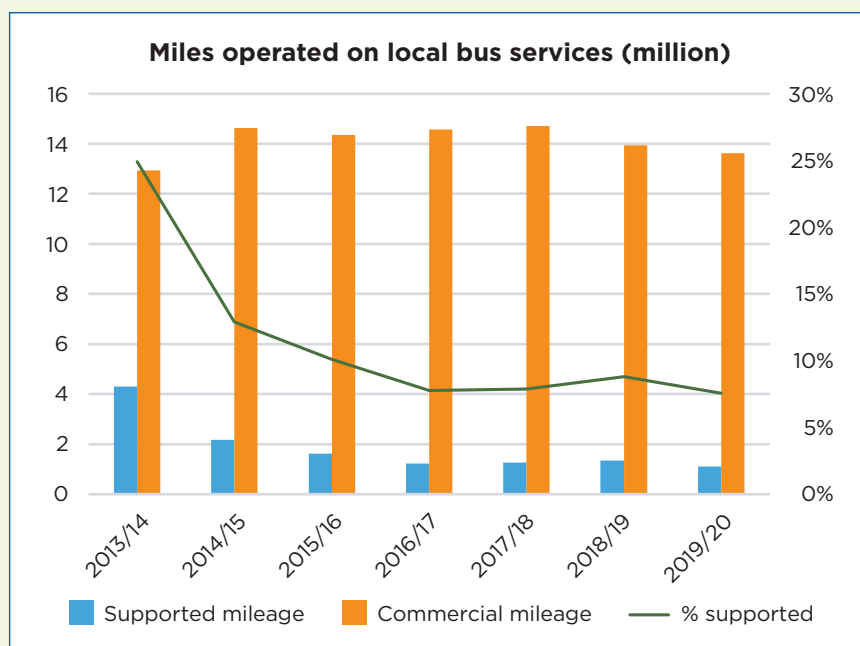
This is high compared to neighbouring authority, Leicestershire, which is also rural in nature and excludes the large city conurbation, who provides £2.3m of financial support, £3.22 per head of population⁷. Lincolnshire provides £5.3m; £6.97/head of local bus support⁷.

Statutory financial demands including ENCTS; Special Education Needs and Disabilities (SEND) transport; and mainstream school transport have increased over time – between 2009/10 and 2017/18 the cost of ENCTS per concession issued has increased by 11%; SEND expenditure per pupil carried by 57%; and mainstream school transport expenditure per pupil carried by 79%. This has resulted in a decreasing level of funding remaining for supported local bus services, which has affected the level of services and number of miles operated over the years.

⁷ ATCO survey 2021



In spite of the increasing statutory demands on local authority funding, Nottinghamshire County Council is committed to supporting local bus services and has maintained the level of support over recent years, providing support to around 8% of the network consistently since 2016/17, as illustrated below.



BSIP

Theme 8:

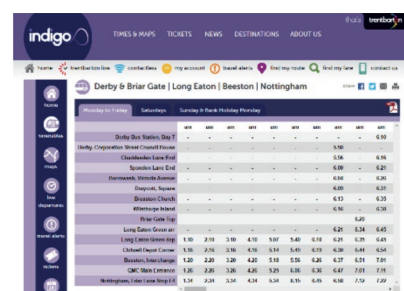
Other factors that affect bus use

1. Parking provision

Car parking is plentiful in the county, but responsibility for the majority of off-street town centre car parking lies with District/Borough Council partners. Off-street car parking charges vary from place to place, as indicated in the table in Appendix B. There is a mixed picture throughout the county, and a different picture within and between districts. Charges look to be reflective of local issues such as responding to people using the car parks to park all day, or trying to build the local economy with cheaper parking. Of the 44 off-street car parks surveyed across the county, 44% of car parks offered a daily charge which was more than the cost of a day ticket on bus in that area.

2. Branding

Bus operators in the county have strong brands, in fact the main operators are pioneers of branding, being proactive in creating brands that passengers know and trust. Some operators build brands targeted at different markets, and flowing through to service livery. For instance, trentbarton has different liveries for different services, as illustrated below; the same brand is shown on maps and timetables.



In a similar way, Stagecoach adopted service-specific branding on some key services, for example, the Pronto service.



All Nottinghamshire County Council subsidised bus services fall under the brand of Nottsbus. This flows through all on-line and printed content as well as on the vehicle livery.



Whilst not a unified branding across the network, or reflecting the county particularly, this shows that those taking forward the BSIP have an excellent understanding of their market and how to create an excellent brand and flow this through all media and information channels for consistency and simplicity for the user.

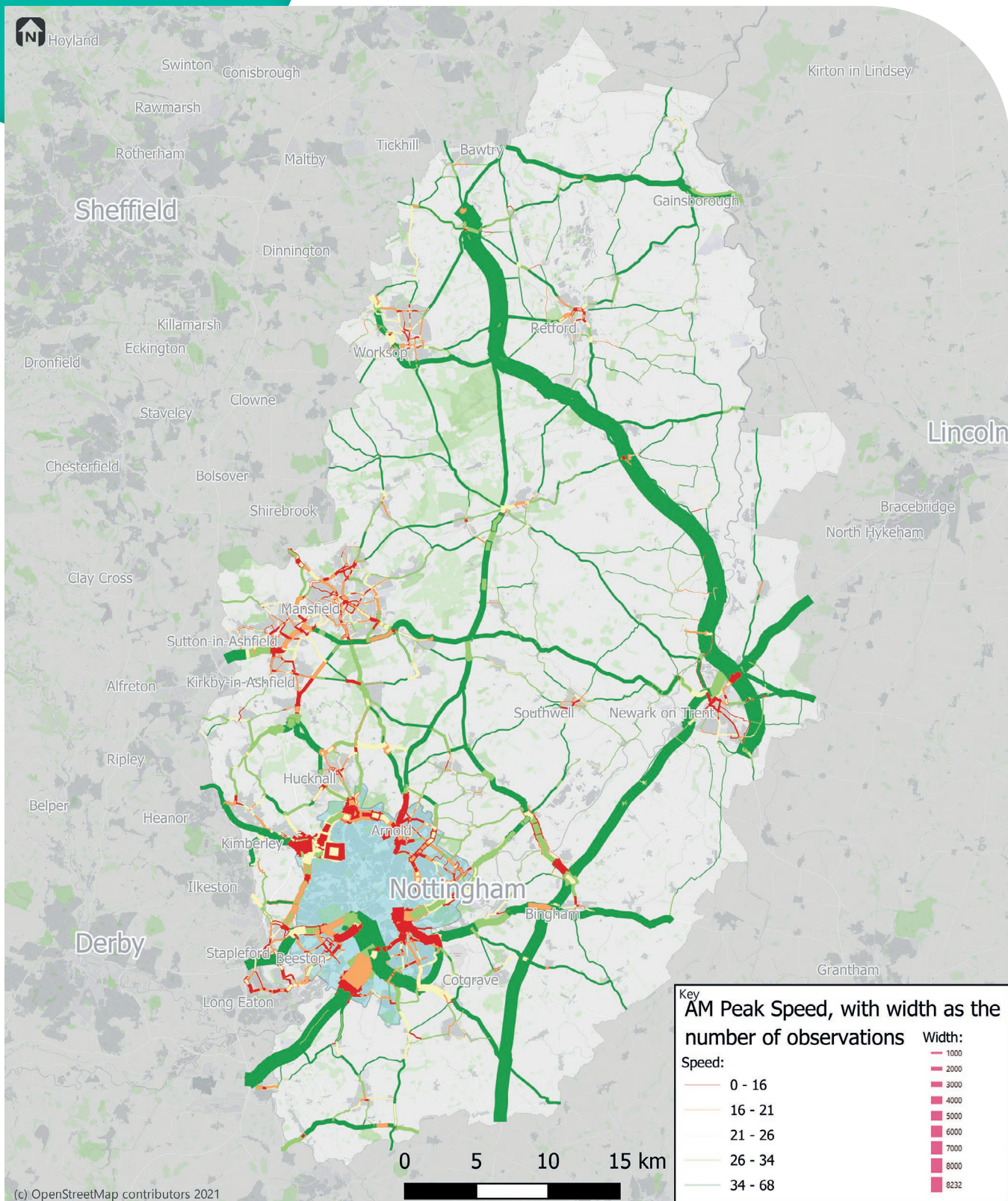
Bus users recognise the current branding and their experience of using the bus is improved as a result. However, it does not necessarily aid new users who don't know what the individual brand means, particularly if they do not reflect the destinations they serve.

3. Average speed of service running times

The following map shows the average traffic speed, and the traffic levels, on key links in Nottinghamshire; and the areas where operators have reported that their services encounter reliability problems. TrafficMaster data (provided by the DfT) indicates that journey time delay is often higher at localised pinchpoints on routes into the main town centres, with several occurring on routes into Mansfield.

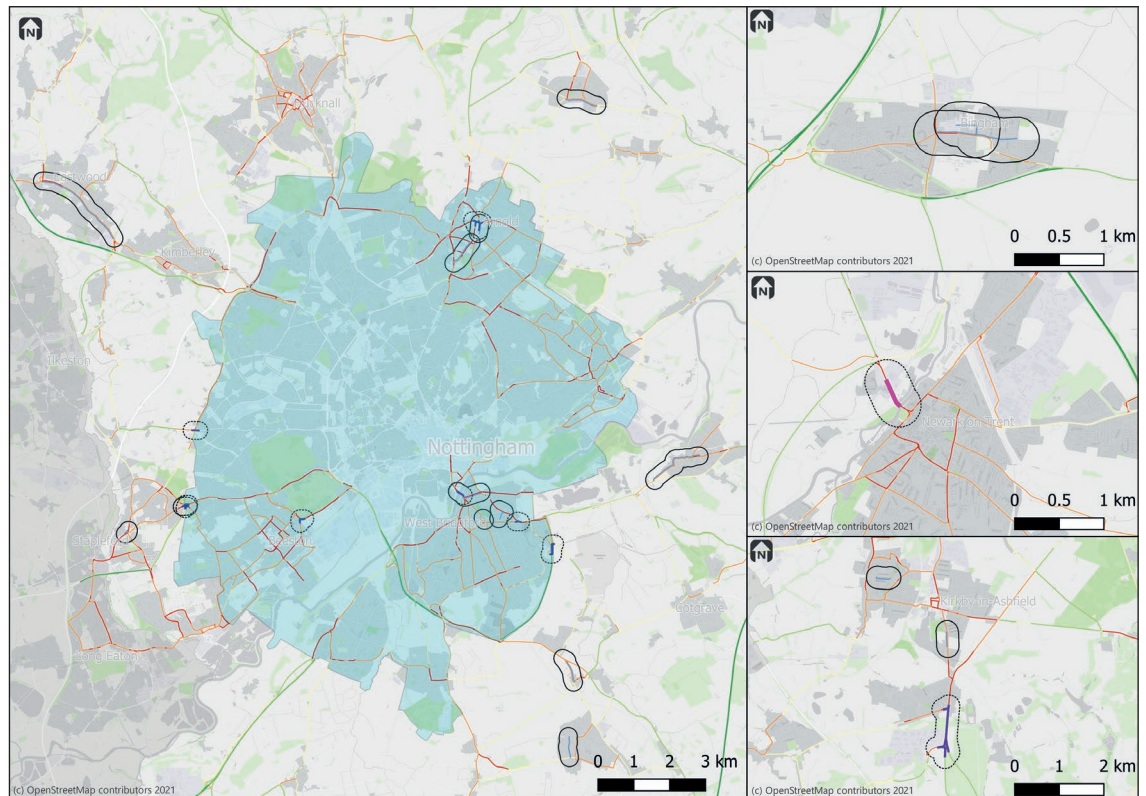
Although traffic levels dropped during the height of the COVID pandemic, the level of traffic in the area is almost back to pre-COVID levels; NCC traffic counters show that, for w/c 20th September 2021, 24-hour weekday traffic volumes are at 96% of pre pandemic levels (w/c 2nd March 2020). The DfT's data for the same period shows traffic volumes at 98% of pre-COVID levels, suggesting Nottinghamshire is displaying trends comparable to the national picture.



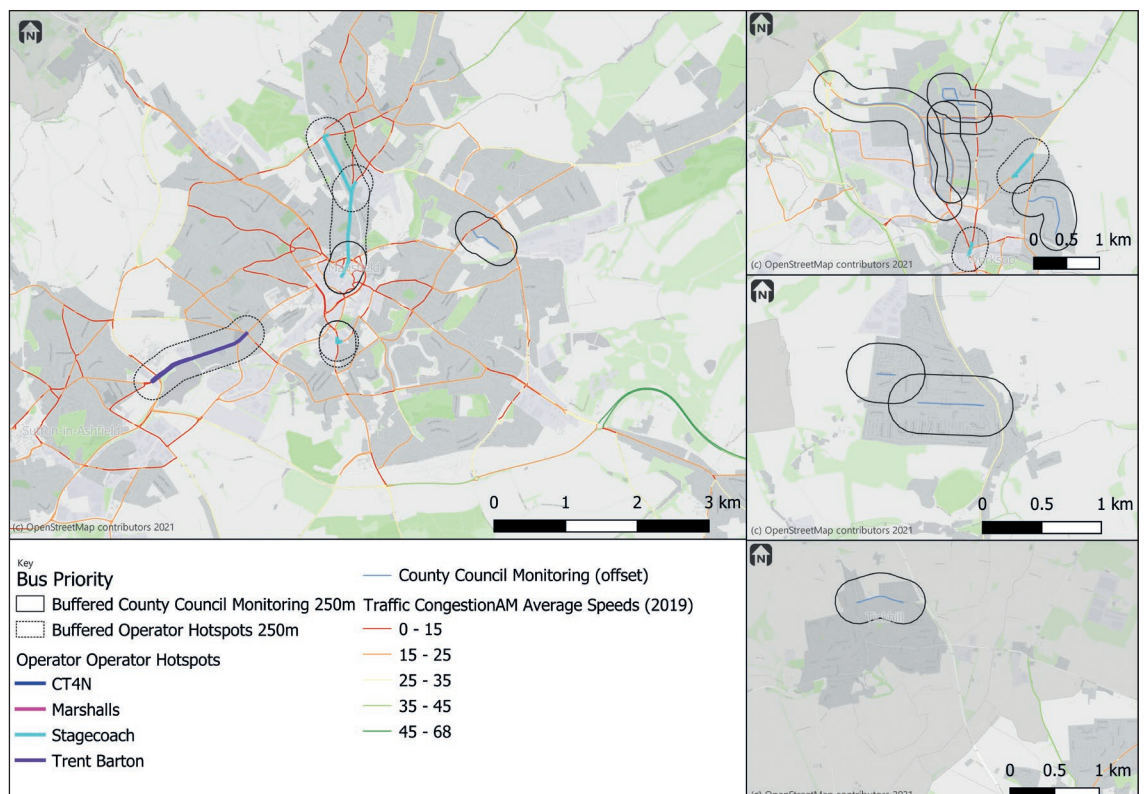


The maps below show the main pinch-points that bus operators have reported as locations where their services have experienced delay. The Council is working with operators to establish the provision of a consistent data set to help identify the scale of the issues reported which will then be used to help prioritise where infrastructure improvements (or other programmes) to address pinchpoints will be delivered as part of the BSIP delivery plan.

Bingham, Newark, Kirkby-in- Ashfield



Mansfield, Worksop, North Carlton, Tickhill



Between 2009 and 2019, the average journey time delay during the morning peak has increased on the routes into the market towns within the BSIP area by between 4% (in Worksop) and 8% (in Mansfield); which will have had a negative impact on the operation of bus services. Operators, however, have identified much higher increases in operating times of some of their services resulting in the need for additional vehicles to be utilised to maintain the existing frequency; and the Council will continue to work with operators to identify the additional causes of these running time increases. For instance, operators have reported that:

- The running time for the threes service along the A60 increased by 26% since 2009, and requires an additional vehicle to maintain the timetable.
- The journey time on service rainbow one increased by 18%, and current punctuality is 61.8%. An additional 6 vehicles were required to maintain reliability on this service, costing approximately £900k per year to operate.
- Running times have been extended by 10 minutes on journeys into Gainsborough for Bassetlaw Services 95, 97, 98, 99.
- The running time on Newark Service 3 has been extended by 10 minutes on the cycle, plus an additional vehicle has been added to the service.
- An additional bus on the Pronto service is required in the afternoon peak at Mansfield to maintain reliability as buses regularly run late.
- Additional resource has been added to services 21 and 25 to help maintain reliability.

In addition to the existing traffic levels, more trips will potentially be added to the network resulting from the high level of development planned in the BSIP area, the location and size of which is illustrated in the following map. Although developer contribution monies are, and will continue to be, used to mitigate this impact, wider measures will be required to promote behaviour change and deliver infrastructure improvements (including bus priority measures) in order to help deliver modal transfer, improved bus reliability and improved journey times.

A highway permit system is in place to help ensure all work on or below roads are planned and coordinated to minimise disruption. As part of the Council's network management strategy, the objectives of the permit system are to help the Council achieve:

- improved journey times and reliability for all road users;
- reduced congestion caused by road works;
- improved information available on works, including advanced warning and duration;
- improved safety for those undertaking works and travelling through works; and
- reduced damage caused to the road.

Journey time has increased by

18%

on service
rainbow one

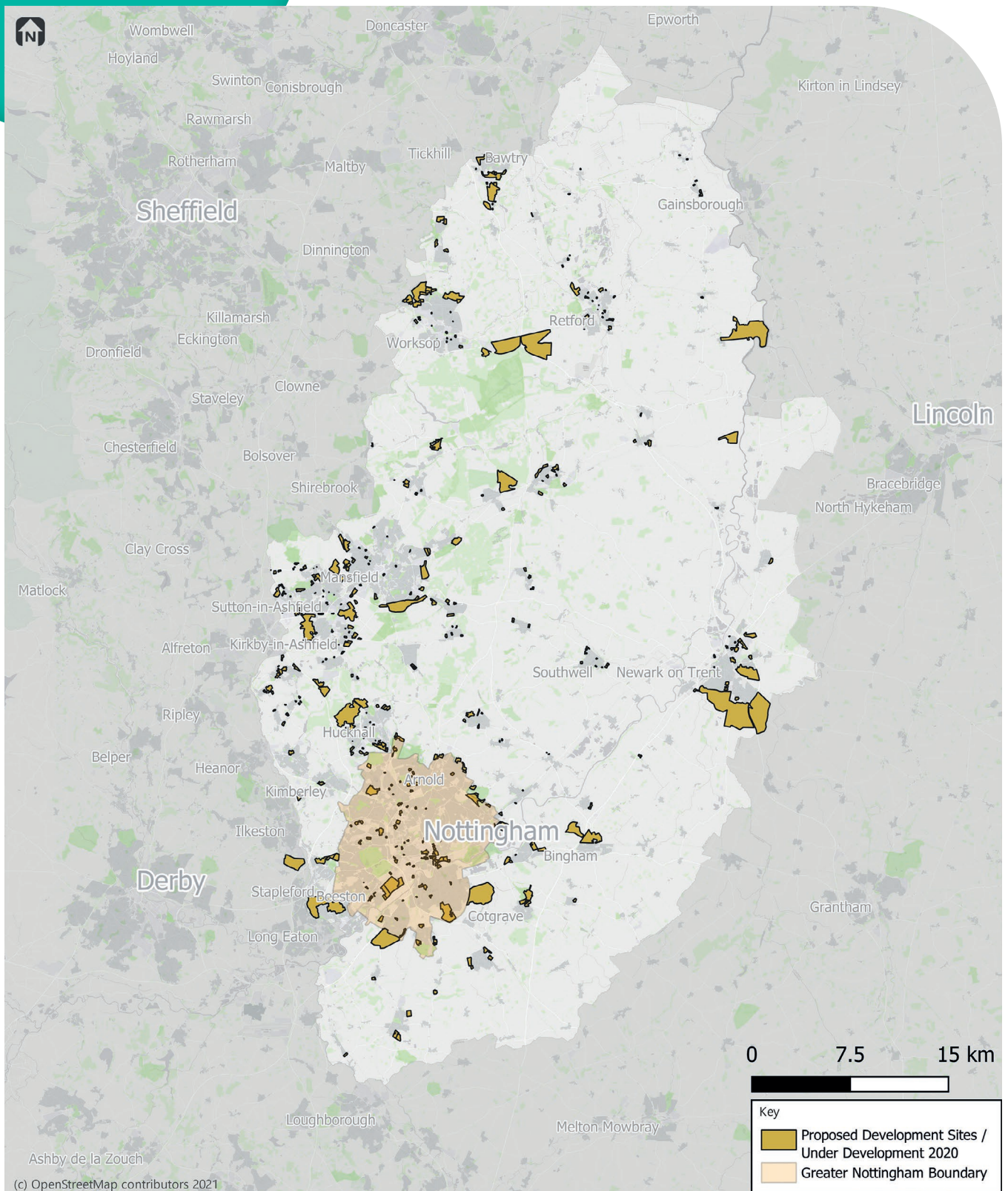


The threes
running time
increased by

26%

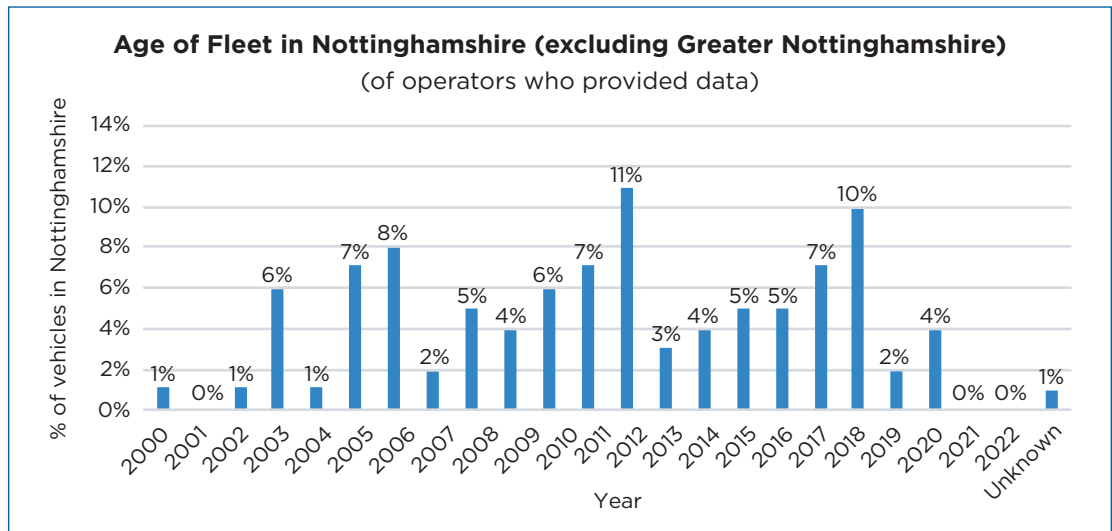
since 2009



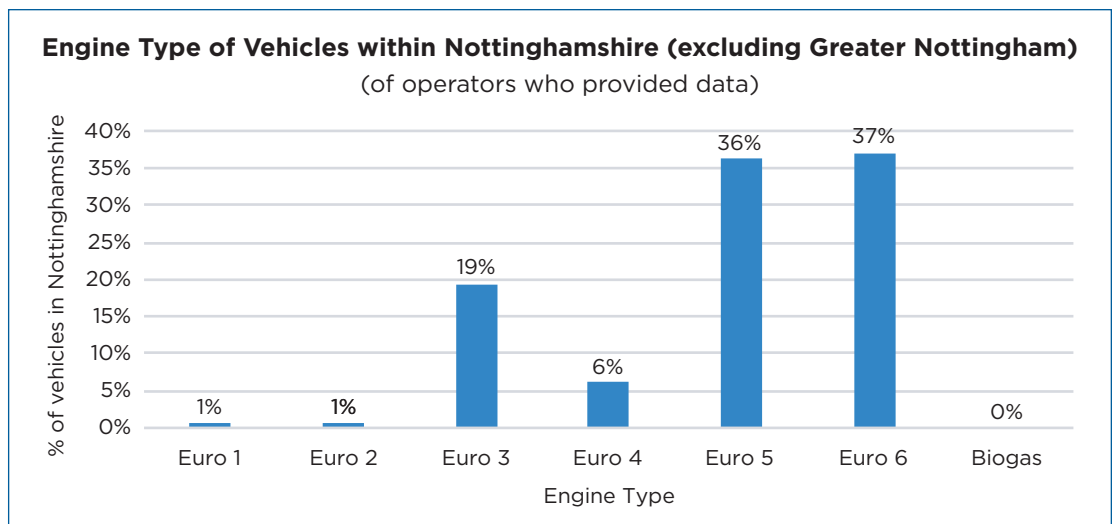


4. Bus fleet

The average age of the commercial fleet operating in Nottinghamshire is 10-11 years old, the split of which is shown below.



37% of buses have Euro VI diesel engines. The breakdown is shown below (from a total of 376 buses operated by commercial operators).



In the last five years, bus operators have invested in excess of £10 million in new Euro VI buses. In addition, Nottinghamshire County Council has invested in two electric buses and a further four electric buses have been procured which will come into service shortly.



25%

of the adult social care is integrated into local bus services



Delivered

£29m

in passenger transport infrastructure



Securing

£9.7m

in planning contributions



5. Local Authority Technical Support and skills

Since 2007, NCC has operated an integrated transport unit, which jointly manages transport for adult and child social care, people with special educational needs, and school transport. Having its own fleet of services also provides savings and enables an integrated approach to transport provision; 25% of the adult social care is integrated into local bus services to gain economies of scale. The structure of the teams working on bus-related activities in the council, is set out in Appendix B.

6. Investment in the Network

Since 2007, NCC delivered in excess of £29m in direct passenger transport infrastructure schemes across Nottinghamshire (including Greater Nottingham), constructing three staffed bus stations and two on-street interchanges, introducing enforcement of four bus lanes, installing over 4,000 poles and timetable cases, in excess of 500 bus shelters, 800 real time information displays and making 1,500 accessibility improvements at bus stops using raised boarding kerbs and bus stop clearways.

In that time two statutory Advanced Quality Partnerships and one Voluntary Quality Partnerships have been established in Nottinghamshire. This shows the commitment from both NCC and the operators to improve the offer to passengers and slow the decline in patronage through measures including new interchanges; bus priority; infrastructure; electronic information; enforcement; supplemented with commitments from operators to take steps to improve reliability; reduce timetable changes; undertake driver training; and improved vehicle and general quality standards.

In recent years the authority has been successful in securing significant grant funding to improve and green the bus vehicle fleet, and enhance the user experience including:

- Implementation of demand responsive transport services through £1.5m of Rural Mobility Funding matched with £4m of local funding.
- Securing £9.7m in planning contributions: £7.2m for bus services, £2m for infrastructure and £0.5m for travel planning and ticket incentives, to mitigate the impact of new developments.
- Over £380k in traffic signal priority at 77 key junctions.
- Retrofitting of 72 buses with an exhaust after treatment technology which reduces tailpipe emissions to better than Euro VI standards through the Clean Bus Technology Fund. The scheme has provided £940k towards the cost of the retrofits.

Funding for

four

electric
buses



- Funding for two electric buses which operate the 510 & 511 bus routes in the Broxtowe Borough, and associated charging infrastructure through the Low Emission Bus Scheme. The LEBS scheme provided £365k towards the cost of the scheme with £314k of NCC match funding.
- Funding for four electric buses which are due to operate bus routes in the Mansfield and Rushcliffe areas of Nottinghamshire, and associated charging infrastructure through the Ultra-Low Emission Bus Scheme. The ULEBS scheme provided £908k towards the cost of the scheme with up to £544k of NCC match funding.

In addition, the two main bus operators in recent years have invested in new fully accessible vehicles with audio visual passenger information to the value of almost £10 million; £2.5 million on ticket machine investment & ongoing support; and £1.3 million on information and marketing.

Supporting Policies

Nottinghamshire's [Local Transport Plan](#) details how transport improvements will be delivered in the county for the fifteen year period 2011-2026. It is reviewed every five years, and is in its third iteration. It aims to:

- provide a reliable, resilient transport system which supports a thriving economy and growth whilst encouraging sustainable and healthy travel.
- improve access to key services, particularly enabling employment and training opportunities.
- minimise the impacts of transport on people's lives, maximise opportunities to improve the environment and help tackle carbon emissions.

The objectives of LTP3 are entirely supportive to the aims and objectives of the BSIP. LTP3 is supported by other strategies, such as the [Integrated Passenger Transport Strategy](#), which together aim to meet the above objectives.

The emerging Council Plan of the new administration will also reflect many of the aims and objectives of the BSIP and the [Air Quality Strategy for Nottingham & Nottinghamshire 2020-2030](#) is also closely aligned to the BSIP's objectives.



Conclusion: Barriers and opportunities

This chapter has sought to pull together data and insight that helps to inform the current state of the bus network across the BSIP area, and drawn out the strengths, weaknesses, opportunities, and challenges against each of the different BSIP themes; these are set out in Figure 2.1.

In addition to those set out in the table there are more, wider, strengths relating to the delivery of the BSIP:

- Long-standing partnership working between operators and NCC.
- Strong commitment by all partners to deliver the vision.
- Ability for NCC to work collaboratively to enable economies of scale.
- History of success in developing and growing the network resulting in lower than average declines in patronage.
- Success in obtaining funding for schemes related to the BSIP, i.e. Rural Mobility Fund.
- Significant investment in the network already, and ongoing investment in the network and associated improvements.
- Strong relationship with District/Borough Councils regarding planning and place.
- Securing planning contributions for bus services and bus infrastructure.

However, the uncertainty of the post-COVID market; budget challenges for local government; and the capacity to deliver change, remain challenges.

This insight has been used to inform the proposed measures, such that they are targeted in the areas of greatest need / most impact.



Figure 2.1
SWOC Analysis
of BSIP Themes

BSIP Area	Strengths	Weaknesses	Opportunities	Challenges
BSIP Theme 1: More frequent and comprehensive network	• some strong commercial routes • several operators offering competition • commitment from NCC to fund bus services • high level of financial support per head of population	• limited frequency • limited coverage in the evening and Sundays • limited access in rural areas • people not always able to travel when they need to • limited DRT solutions	• funding secured to pilot DRT in rural areas. • kickstarting service improvements to cater for a wider demographic and offer wider opportunities • good data and knowledge of the local market to help plan improvements effectively • good working relationships with operators • survey respondents said they would use the buses more if they were more frequent (84%), went to more destinations (79%), and operated longer hours (72%)	• rural county with dispersed population - makes it difficult to reach everyone; difficult to carry volume of passengers required for commerciality • ability to recruit and retain the drivers required to deliver more services, particularly with HGV shortages and unsocial hours • travel patterns have changed post-COVID, and pre-COVID patronage unlikely to return without additional interventions. • capacity of the Council to deliver improvements
BSIP Theme 2: Bus reliability	• 3.1km of bus lanes • some bus lane and bus stop enforcement • bus gates planned for implementation • one of the largest TLP networks outside of London	• some bus lanes under restricted hours • contravention of bus priority measures currently in place • localised pinch points on the routes into towns, particularly around Mansfield • reliability of services along key corridors • additional investment needed from operators to maintain reliability • parking is cheap and plentiful in many areas – 77% of survey respondents found it easy to park their car	• can benefit from centralised TLP scheme funded by TCF • interventions will quicken journey times and reduce Peak Vehicle Requirement (PVR) enabling further investment in the network • willingness of Districts/ Boroughs to work in partnership and consider the bus in decisions relating to parking and developments. • survey respondents said they would use the buses more if there were reduced delays (71%), and journey times were quicker (69%)	• geography limiting infrastructure interventions on key corridors • availability and low cost of parking competing with the bus. • growing congestion through increased car traffic and new developments

BSIP Area	Strengths	Weaknesses	Opportunities	Challenges
		- off-street town centre parking planning and policy (for their estate) is controlled by Districts / Boroughs - inconsistent data collection/ provision to help identify bus service delay hotspots on the network		
BSIP Theme 3: Simple multi-modal tickets	- passengers consider fares are good value for money - contactless ticketing widely available - different products available to cater for different needs - available for purchase on-bus; on-line; and via apps	- inconsistent products and discounts across operators - no multi-operator ticket - no universal Young Persons discount - not all operators in Jobseekers scheme - daily/weekly capping not universally available - lots of different products confuse the customer	- actively involved in the development and testing of putting ENCTS travel rights on mobile platforms - software available enabling improvements to ticketing - survey respondents said they would use the buses more if multi-operator tickets were available (72%), and fares were lower (72%)	setting fares at a level which will encourage bus use but will enable the service to be sustainable in the long-term
BSIP Theme 4: Integration and inclusion	- good relationship between bus operators - good relationship between the council, bus operators, train and tram operators - some good interventions to assist disabled users - a range of community transport operators catering for trips unable to be delivered with conventional transport	- timetable coordination between other bus operator and train/tram services generally poor - no 'full journey' solution for disabled passengers	- potential for further Park & Ride; pocket Park & Ride; interchanges; and rural mobility hubs - potential for improved links to active travel networks	- shrinkage of the third sector and availability of volunteer drivers - providing effective connections between modes when frequencies are low

BSIP Area	Strengths	Weaknesses	Opportunities	Challenges
BSIP Theme 5: High-quality information and infrastructure	• much information available on-line and through apps and social media • strong operator brands and recognition by users • some good examples of marketing initiatives • good coverage of stops and shelters • significant investment in infrastructure to date	• variable provision and quality of bus stop infrastructure • RTI not widely available • individual approaches can be confusing to the passenger • un-coordinated marketing and promotion. • limited use of social media	• one partnership brand • coordination of partner expertise in marketing and information to provide improved, coordinated, and simpler information • use of social media and social influencers to encourage bus usage. • software enabling improvements to information and ticketing. • geography enabling infrastructure improvements • survey respondents said they would use buses more if there were better bus stops and shelters (78%) and if information was easier to obtain and understand (78%)	
BSIP Theme 6: Equality of service	• strong passenger satisfaction levels • commitment from operators to provide excellent customer care • quality of vehicles not seen as a concern to passengers • QBP in place	• availability of some quality features not universally available	• developing an agreed set of quality standards through the passenger charter to gain customer confidence	• ability to recruit and retain engineers and cleaners to maintain quality standards

BSIP Area	Strengths	Weaknesses	Opportunities	Challenges
BSIP Theme 7: Decarbonisation	• commitment by operators to invest in low carbon fleet and explore alternative fuels • external funding secured for 6 electric vehicles and 72 vehicles retrofitted with technology to reduce tailpipe emissions	• older fleet in some areas, with higher emissions.	• new low-carbon technology available to make bus stop infrastructure greener • funding opportunities for greener vehicles including EV and Hydrogen	• large county with long inter-urban routes provides challenges for electric vehicles and battery charging • reduction in revenue through COVID will affect ability to invest in fleet replacement and decarbonisation



Chapter three

Headline targets

The Core Targets for measuring the success of the BSIP are set out below.

				Target				
	Target	Baseline	Source	22/23	23/24	24/25	25/26	30/31
Core Indicators								
Passenger Satisfaction	Overall satisfaction	94% (2019)	Transport Focus Surveys	90%	92%	94%	95%	95%
Passenger Growth	Overall growth	2019/20 10,752,331	Operator data by route	-15%	-5%	2%	5%	8%
Reliability	Overall reliability	2019/20 78.0%	Operator punctuality data	80%	82%	85%	95%	95%
Journey time	Journey length per hour	2021 15.68 mph	Timetables and route mileage	15.8	16.0	16.2	16.5	16.8
Additional Indicators								
Passenger Satisfaction	Value for money	71% (2019)	Transport Focus Surveys	72%	74%	76%	78%	80%
Passenger Satisfaction	Punctuality	71% (2019)	Transport Focus Surveys	73%	75%	82%	84%	85%
Passenger Satisfaction	PT Information	57% (2020)	NHT Surveys	60%	63%	68%	70%	75%

These targets have been set to best reflect the aims and objectives set out in Chapter One. We have defined baseline data and targets for 4 mandatory indicators, (as defined by DfT), plus an additional 3 local indicators which enable us to assess how we are performing locally against the wider aspects of bus delivery which are relevant to maintain and attract customers. The indicators, baseline data, and targets will be reviewed as part of the first BSIP refresh, when we hope to have a better understanding of the longer-term impacts of COVID on bus use. Data for each indicator will be reported six-monthly.

The following sets out how we intend to monitor each target, along with commentary as to why the indicator was chosen and previous performance:

Indicator	Methodology and commentary
Core...	
Passenger Satisfaction	Derived from annual Transport Focus Passenger Surveys, and reflects BSIP focus on meeting passenger needs. Nottinghamshire has historically performed well against this indicator (Highest = 95%; previous years' scores in Nottinghamshire were all 93%), and hence the target is to reach these exceptionally high levels of passenger satisfaction in the future. The 2019 Transport Focus survey has been used as the baseline as this represents the latest independent and representative survey undertaken. The target in year one decreases to reflect the impact of the COVID pandemic, in particular, perceived safety of travelling by bus, and increased traffic affecting bus reliability. It is unlikely that material changes from measures will be witnessed before the Transport Focus survey is undertaken in November 2022, hence it is likely that passenger satisfaction is lower than that witnessed pre-COVID. The reason for all the improvements in this BSIP is to provide a better service for the passenger and this indicator will help show the holistic impact of interventions.
Passenger Growth	Measured by reviewing operator patronage data on a route-by-route basis, which is currently submitted to the Local Transport Authorities as part of their returns to the DfT and reflects BSIP ambition to grow patronage. In addition to overall passenger growth in the BSIP area, we will also monitor patronage on a granular level - by area; corridor; service; ticket type; demographic - to understand the impact of the different specific BSIP measures, which will be used to inform the development of the BSIP in future years.
Reliability	Measured using operator punctuality data, which is the percentage of services operating to the Traffic Commissioner window of between -1 and +5 minutes of the scheduled timing point. This reflects the BSIP ambition to grow patronage through improving overall levels of reliability as a result of enhanced bus priority, enforcement, and associated supportive measures. Reliability will be measured using data from Stagecoach and trentbarton, which reflects 69% of the total mileage operated in the BSIP areas, and all key corridors and geographic areas. As the BSIP develops we will look to obtain a fully aggregated data set covering all operators. Data will be analysed on a route-by-route basis to determine the impacts of the specific interventions identified on each of the corridors set out in Chapter 4. Baseline data has been derived from a full year's worth of data (April 2019 - Mar 2020). The aspiration is to meet the Traffic Commissioner target of 95% of journeys operating within the window of between -1 and +5 minutes of the scheduled timing point. Punctuality decreased from 79% in 2018/19 to 78% in 2019/20.

Indicator	Methodology and commentary
Core...	
Journey Time	Measured using timetable data and distance between key timing points within the BSIP area to record average journey speeds on 22 services covering all areas of the county and representing 37.35% of mileage and 58.7% of patronage. This reflects the BSIP ambition to grow patronage through reducing average bus journey times as a result of enhanced bus priority, enforcement, and associated supportive measures. Data is recorded on a route-by-route basis enabling an understanding of how specific measures on different corridors, set out in Chapter 4, impact on journey time. Baseline data has been derived from analysis of timetables and route mileage as of October 2021. The target for 2025/26 constitutes a 5% decrease in journey time.
Additional...	
Value For Money Satisfaction	Derived from Transport Focus Annual Passenger Surveys. Nottinghamshire has a high baseline, and a strong track record (Highest = 77%; previous years' scores in Nottinghamshire were all 72%, 70%, 69%), hence aim is to maintain high standards and continuously improve through marketing and education alongside specific fares and ticketing initiatives (as set out in Chapter 4)
Punctuality Satisfaction	Derived from Transport Focus Annual Passenger Surveys. Nottinghamshire has previously had a strong track record but reduced somewhat in 2019 (Highest = 84%; previous years' scores in Nottinghamshire were all 82%, 83%, 82%), so ambition is to return to previous high levels by 2024/25. This will supplement the reliability targets and show whether the perceived punctuality reflects the actual punctuality. This will help inform whether new ways of information dissemination and marketing are required.
Public Transport Information Satisfaction	Derived from NHT surveys for Nottingham, using the latest survey (2020) as the baseline. This records the percentage satisfaction in the public transport information available. Nottinghamshire had a strong track record (64% in 2018 and 2019 compared to an average of 47%) but this reduced in 2020 so the ambition is to return to previous high levels and beyond by 2024/25 through improvements such as extension of RTI and coordination of information provision.

Monitoring and Evaluation

In addition to measuring the above targets, a number of other measures will be monitored which help steer BSIP implementation. It is important to monitor the impact of specific interventions in order to learn from experience and adapt to ensure maximum success. The following statistics will be monitored:

- Non-operated scheduled mileage – as a further indication of reliability issues on a route basis. This will be recorded on a monthly basis and will determine whether localised, route-based issues are being addressed, such as bus clearway enforcement and the management of roadwork permits, as well as the success of the larger schemes.
- Patronage increase by service type and ticket type – to monitor post-COVID travel and the success of schemes targeted at specific services or groups of people – e.g. evening services; Sunday services; rural services; young persons' travel; jobseeker travel; off-bus tickets; and ENCTS travel.



- Multi-operator ticketing and contactless usage – to monitor the effectiveness of introducing schemes and how much inter-operator travel is occurring in the county.
- Localised surveys – to monitor satisfaction of different aspects of bus travel and help develop services further.
- Targets for responding to complaints and responding to delayed/cancelled services, as identified in the Passenger Charter – to monitor whether the quality aspects and commitments to passengers are being maintained.
- Percentage of population that have access to a frequent bus service at different times of the day and days of the week – to guide network development, particularly when new developments are built.
- Journey times at peak times compared to off-peak; and comparing quickest journey times and slowest journey times along given routes.
- Modal shift through modal share surveys will be carried out following key initiatives to determine impact on modal shift.
- Supporting the districts in any CO₂ monitoring to help measure the impact of the BSIP measures.
- Footfall in town centres; car park occupancy; traffic flow – to give an indication of the local economy and provide some context on the patronage trends witnessed on different services. This information will be provided by District/Borough Councils partners.

Engagement with partners, special interest groups, and passenger representatives, including those who were engaged with during the development of this BSIP, will continue throughout the life of the BSIP and in particular, when specific schemes are being developed, monitored, and evaluated. This will be integrated into the Governance organogram within the EP.





Chapter four

Delivery

Introduction

This chapter sets out the measures to be implemented as part of this BSIP, and how they relate to the objectives set in Chapter 1. How each of these relate to the National Bus Strategy objectives, and those set out in the BSIP, is set out in the table in Appendix C.

It is difficult to prioritise the measures set out in this BSIP as they are all intrinsically linked. The approach to enhancements will be coordinated to ensure the maximum impact is achieved. For instance, bus priority schemes will be supported with infrastructure upgrades, vehicle upgrades, and service improvements; fares and ticketing schemes will be supported by focussed marketing campaigns targeted and tailored to individual users where appropriate.

However, there will be a phased corridor approach to schemes, particularly with bus priority and upgrades; and service enhancements, **both of which will be prioritised to reflect the evidence of need, feasibility, value for money assessments and the levels of funding made available for their delivery.**

This will help deliver Superbus networks reflecting the local area and need.



Network Development

Objective 1

Customer-informed approach to bus service provision to provide a comprehensive, simple network that is easy to understand and use.

Key Measures:

- **Network sustainability review** – plugging key gaps in the network with most appropriate solution, as well as network simplification and obtaining efficiencies.
- **DRT** - 8 services in Bassetlaw, Rushcliffe, and Mansfield as part of the RMF pilot.
- **Bus service enhancements**, improving frequency of around 50 currently identified services to meet BSIP aspirations.
- **Visitor economy pilot scheme** including bike/bus
- **Total Transport solutions** - to integrate provision

Being a largely rural and sparsely populated area, there is a higher risk to operators who wish to grow the market. As such, the network is sparse and reliant on the county council to support services, particularly in rural areas. Only 62% of the population is within 400m access to an hourly service during a weekday; 52% to a half-hourly service. Evening access is much lower (38% to an hourly service; 23% to half-hourly) as is Sunday access (44% to an hourly service; 24% to half-hourly) In addition, the COVID-19 pandemic has hit the bus services hard and return to pre-pandemic levels is likely to be gradual, particularly as some people will not travel as they used to, thus relying on growing the market before pre-pandemic patronage returns.

It is expected that, by April 2022, the ‘new norm’ of travel by bus will be reached; at this moment in time it is difficult to understand what this will mean in terms of patronage, but assuming the change in travel patterns (for commuters and older people in particular) will be permanent, we anticipate that this will be approximately 75-80%, growing to an average of 85% of pre-COVID patronage during the 2022/23 financial year.

At this point, we will undertake a **network sustainability review**. It is important to reflect on the network, understand what the commercial network now looks like, assess what is socially and economically viable and identify the gaps in the network. This will inform the type of support required in the future, whether it is through tendering, de minimus or other measures; the key is to ensure that the network is appropriate and forms a good platform on which to grow and attract new passengers. Stabilising the network may include removal of long routes serving lots of different



communities and replacing them with shorter feeder/ DRT services into the core network or it may mean supporting marginal routes in their current form until the BSIP interventions grow the patronage or reduce costs in order for them to become commercially viable again.

Decisions on supporting services will be guided by the NCC criteria for sustainability which includes: primary journey purpose; IMD (Index of Multiple Deprivation); car ownership; availability of other services; cost per head; and number of passengers. When reviewing sustainability, we will be mindful of the stress on driver retention and recruitment, given possible driver shortages.

Linked to this will be **the introduction of DRT services** in rural areas to help address the poor access to bus services in such sparse settings. Rural Mobility Funding has been secured to take forward some pilot schemes:

- DRT service, with 2 vehicles, serving Rushcliffe District, and feeding to key local destinations and interchanges, including Clifton P&R; East Midlands Gateway; and Nottingham University Sutton Bonington Campus.
- DRT scheme, with 5 vehicles, in Bassetlaw and Newark & Sherwood Districts to provide access from rural areas to key centres and interchanges.
- DRT service, with 1 vehicle, serving the suburban areas of Mansfield, providing a service to the centre of Mansfield in the evening.

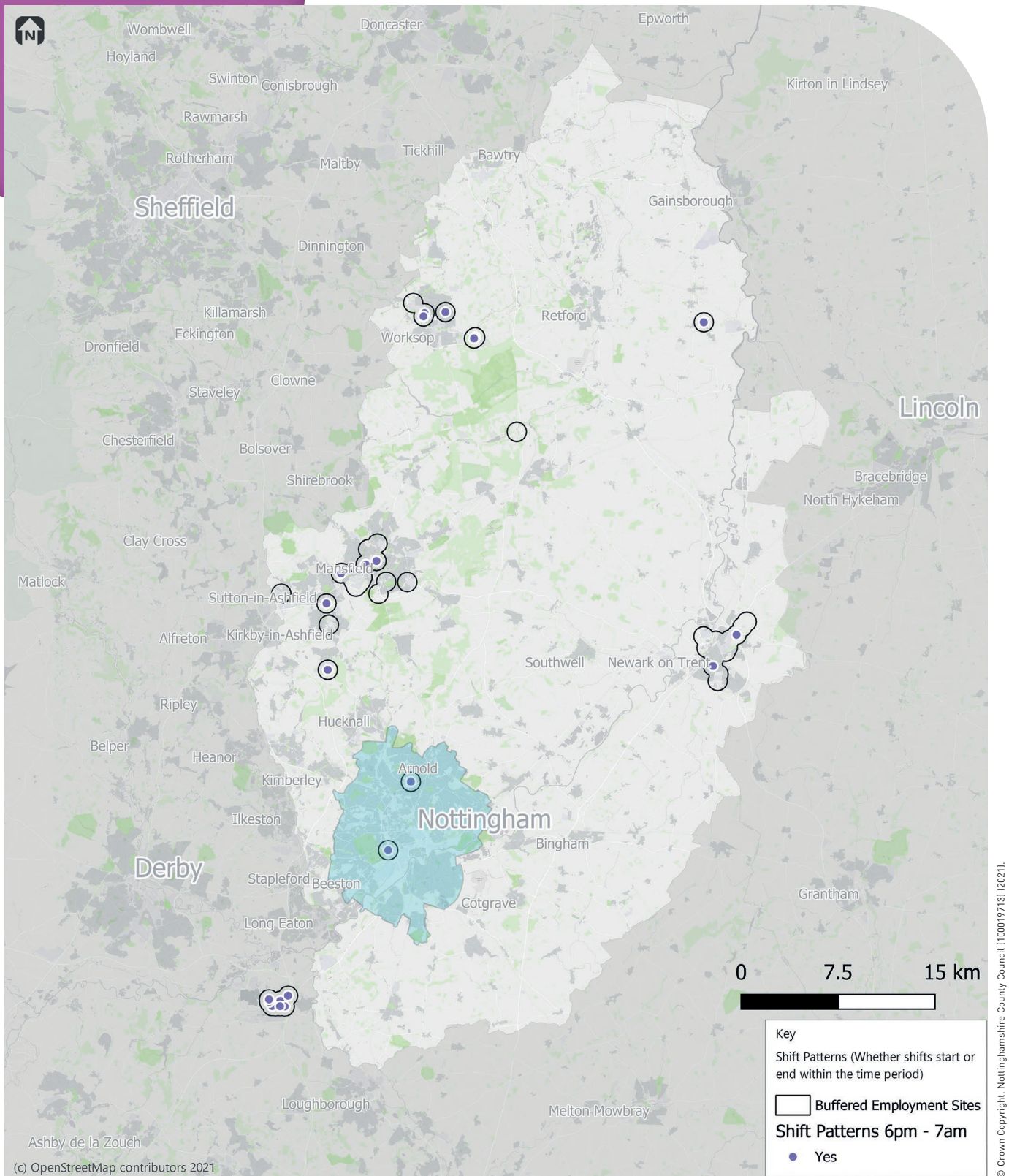
These schemes will use interactive and responsive software providing a realistic alternative to fixed routes. The 8 pilot projects will be phased in order to learn lessons and will be rolled out to additional areas if successful; the smaller scheme in Rushcliffe District will be piloted first in rural areas, commencing in 2022. The evening DRT service will be used to kickstart demand with a view to growing the market such that a conventional service can replace it. Targeted to be introduced in early 2022, the DRT service will then be rolled out to other towns if successful.

Results of the public survey, which attracted 1749 responses, and covered both users and non-users, shows that more frequent services; more destinations; inter-modal connections; and longer hours of operation were in the top 6 measures that would encourage more bus use. This suggests there is latent demand for an improved network. In addition, responses from businesses and district councils suggest there is demand for public transport to access more destinations and at different times. The following map shows the shift times of large employment sites, suggesting there is latent demand for buses, particularly in the evening.

1,749

public survey
responses





Once the network is stable, a series of **bus service enhancements** will be implemented, increasing the availability and frequency of around 50 currently identified services according to local demand, whilst providing a simplified network which is easy to understand. This will be done in a phased approach, relevant to funding and passenger uptake, but will start with the areas that have a lesser frequent service but a significant level of latent demand.

"I can now use the bus to get to work"



The focus on service improvements initially will be to improve access to identified employment sites, including Oakham Business Park; the Clipper site in Ollerton; Oak Tree, Mansfield; Manton Wood, Newark Business Park and a number of sites in Ashfield; all which have been identified through the engagement undertaken in developing this BSIP. Evening frequencies will be improved to allow evening access to these employment sites as well as to key destinations on the core network.

Following this, Sunday services will be introduced as will the frequency in and to other towns, including Mansfield, Newark, Worksop, and Retford, again depending on the success of other measures in growing patronage and enabling further investment in the network.

The table below sets out the aspiration for the frequency of different types of service on different days of the week. Whilst ideally, the aspiration for services in rural areas would match that for areas of higher population, this would never be commercial and would be very expensive to sustain. Therefore, the frequency aspiration is less for services in these areas, however, implementing DRT services, as outlined above, will react to the demand, and provide the frequency of service according to demand.

	Weekday	Saturday	Sunday	Evenings*	Comments
City/large town service	15 mins	15 mins	15 mins	15 mins	Serving a city or town with a population of 100,000 or more, i.e. Mansfield.
Core inter-urban service	15 mins	15 mins	30 mins	30 mins	Connecting minimum of two towns with populations of 50,000 or more.
Rural town/market town service	30 mins	30 mins	60 mins	60 mins	Serving a town with a population of less than 100,000.
Rural town/market town to rural villages/hamlets service	30 mins	30 mins	60 mins	60 mins	Connecting a town with a population of less than 100,000 with rural communities.
Urban DRT	30 mins	30 mins	60 mins	60 mins	Demand responsive transport serving towns with populations of 50,000 or more.
Rural DRT	60 mins	60 mins	60 mins	60 mins	Demand responsive transport serving rural villages/hamlets and isolated dwellings.
*until 2200 Monday - Wednesday; until 0000 Thursday - Saturday					

Many of these improvements will be subject to funding and priorities being agreed during the EP Scheme implementation process.

If these aspirations were met, the number of people living within 400m of an hourly or half-hourly service will increase significantly:

- On a week day, the percentage within access to an hourly service will increase from 62% to 75% (from 52% to 71% to a half-hourly service).
- In the evening the percentage within access to an hourly service will increase from 38% to 75% (from 23% to 57% to a half-hourly service).
- On Sundays the percentage within access to an hourly service will increase from 44% to 75% (from 24% to 57% to a half-hourly service).

The area has a number of attractions for visitors, including the Sherwood Forest. Whilst near to the main bus network, these visitor attractions attract a high number of car users. A **visitor economy pilot scheme (incl. Bike/bus)** will therefore be introduced to explore the impact of introducing a service dedicated to serving Sherwood Forest in the summer and linking in with the wider network. This service will operate with 2 vehicles on a 30-minute frequency, serving Sherwood Forest Visitors Centre; Clumber Park; and Rufford Abbey Country Park, and connecting with core services at Edwinstowe and Ollerton. As part of the Tourism Strategy, the service will link into the soon to be launched “Connected Forest” experience which will use 5G to enable virtual and augmented reality content to help bring stories associated with Robin Hood and the ancient woodland to life in a new way.

It is important that, throughout the development of the network and implementation of other schemes, other measures are implemented to gain the most effective and efficient solution. This includes:

- **Timetable review** - regular review of timetables with a view to reducing running times, as there are different approaches to timetable building between operators.
- **Total transport concept** - work with partners in other sectors to explore efficiencies in transport provision, including NCC fleet operations; further and higher education; local businesses; and NHS non-emergency passenger transport (NEPTS) and NHS trusts. There are currently 16 dedicated college buses contracted privately by West Notts College valued at £700k pa; as part of BSIP dialogue with partners, NCC are in advanced discussions with the College to support integration of these services with the commercial network from 2022/23. Preliminary discussions are also being held with the NHS to incorporate the Doncaster Royal Infirmary Shuttle Bus from Worksop into the commercial network from 2023/24.

75%

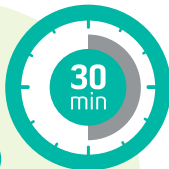
will have access to an hourly evening service



Operate

two

Sherwood Forest tourist service every 30mins



Bus services a
priority for
new
developments



- **New developments** - work with local planning authorities and planners to ensure bus services and associated infrastructure is a priority, and integrated with other transport networks at new developments (such as Berry Hill, Lindhurst; Fernwood, Newark; and Vesuvius, Worksop) and secure developer contributions for such measures; as well as the development/monitoring of travel plans and, where possible, facilitate the promotion/ticketing packages.
- **Parking review** - work with Districts/Boroughs to ensure consideration is given to the impact on buses when reviews are undertaken on the level and cost of off-street town centre parking, given parking is currently plentiful and cheap across the county, as described in Chapter 2.

District Councils have agreed to signing a memorandum of understanding in relation to the last two points; this draft document, based on the principles already agreed, can be found in Appendix D.

Finally, the Enhanced Partnership will explore the opportunity for Nottinghamshire County Council to gain **Traffic Commissioner powers** to enable further local traffic enforcement and determine whether this would be an appropriate measure to take forward.

Bus Priority

Objective 2

Provide robust measures and infrastructure to support bus efficiency, reliability and improve journey times by bus, making the bus an attractive proposition compared to the car.

Key Measures:

- **Corridor-based bus priority schemes** – covering sections of A60; A38; A52; and A611. Supported by other measures to form **Superbus** corridors.
- **Centralised traffic light priority** - to cover the entire bus network, upgrading around 70 currently identified junctions.
- **Tackling network disruption** – through junction/bus stop clearway protection; junction realignment; bus priority enforcement; loading restrictions; and review of the permit system.
- **Adopt new Traffic Management powers** to support bus punctuality.

Bus reliability and punctuality is a growing issue in Nottinghamshire with operators, over the years, increasing their timetabled journey times, and in some cases introducing additional vehicles into the service just to maintain reliability (examples reported by operators are included in Chapter 2). Not only does this provide an unreliable and longer journey time for the passenger, but it increases operational costs, preventing further investment in additional services or journeys. Although operators have provided additional investment to maintain reliability, this has not addressed the issue completely, with passenger satisfaction in punctuality falling in recent years and a high percentage of survey respondents (71%) saying they would use the bus more if delays were reduced.

To help make the difference required to improve reliability, improve journey times for bus passengers, and encourage modal shift from the car to the bus by providing an easier route for the bus than that of the car, significant bus priority measures will be considered.

Drawing on the available journey time delay information, and where there is a higher concentration of bus services, a number of corridors have been identified that would potentially benefit from **bus priority interventions**:

- A60 Nottingham Road, Mansfield Bus Priority: extension of bus priority along A60 between A611 and Portland Street and A6009 and A6075.
- A38 Bus Priority including bus rapid transit light: bus priority along A38 - junction with Rosemary Street to Kings Mill Road & along B6023 Mansfield Road - junction with Kings Mill Road to Outram Street.
- A52, Gamston Bus Priority: bus priority along A52 between Nottingham Road, Radcliffe on Trent & A6011 subject to discussion with National Highways: includes feasibility into park & ride.
- A611, Bus Rapid Transit Bus Priority Light: deliver bus rapid transit light scheme to enhance bus priority along A611 from A608 to B6021.

Improvements along these corridors will be investigated further in a phased approach (depending on the level of funding available and the impact the schemes will have on reliability and journey time) to determine what measures may be deliverable and offer value for money. However, journey time delay data, services affected, and complexity for delivery, suggest phasing in the order listed above.

Furthermore, **centralised traffic light priority** will be extended beyond the existing limited roll out to up to 70 junctions to cover the entire bus network and ensure whole-route reliability.



In return Nottinghamshire's bus operators will maintain their historic levels of investment in state of the art, low emission buses, meeting accessibility requirements, providing contactless payment, high spec audio visual passenger information and a world class passenger experience. These measures, linked with bus stop and information upgrades, will form **Superbus** corridors, combining a range of improvements to have maximum impact on the passenger experience, and increase ridership.

As part of our discussions with all neighbouring LTAs, we have developed cross boundary improvements with Derbyshire County Council for the A619 and A632 corridors, and when detailed plans are formed, in accordance with our LTA MoU and excellent working relationships, we will work together to co-ordinate initiatives where this is to the benefit of our customers.

In conjunction with exploring the potential bus priority interventions on the corridors outlined above, the feasibility of implementing Bus Rapid Transit will be explored along corridors that data highlights that buses experience high levels of delay due to congestion; and/or where new developments of significant size can support it.

In addition, a number of 'softer' measures will be taken forward to alleviate problems on the network that cause delays:

- **Pinchpoint Busting Measures (Quick wins)** – series of minor schemes to deal with pinchpoints identified in partnership with bus operators as part of the BSIP preparation. These schemes will include junction protection; protection of bus stop clearways through traffic regulation orders; and junction realignment. Such schemes will be prioritised based on the level of delay and the anticipated benefits from their delivery.
- **Bus priority enforcement improvements** – to combat the contravention of current and future bus priority measures, NCC will extend existing working hours of foot patrols and camera cars to increase enforcement of bus stop clearways and introduce four new cameras to enforce all bus lanes. The operator reporting mechanism will also be reviewed and refined to enable swift intervention of enforcement.
- **Loading Restrictions** – work with local businesses and stakeholder groups to review loading restrictions to minimise impact on buses.

In addition, measures will be implemented to **reduce network disruption**. A review of the current public transport emphasis of the Highway Permit system will be undertaken and NCC will work with partners to have a more coordinated approach to implementing roadworks and reducing the impact they have on bus service reliability. There will be close liaison with Nottingham City Council to ensure a coordinated approach is implemented across both this and the Greater Nottingham BSIP. The BSIP will

four

new bus lane
enforcement
cameras



Increase working

hours

for camera
cars



“My bus service has got more punctual and reliable”



help fund the maintenance of the regional real time information system, which consumes data from bus operators and pushes it out through multiple channels including an estate of 2,000 displays. The BSIP will also help fund the ongoing maintenance of the traffic light priority system which supplies bus operator data to the three Urban Traffic Control centres across the region. The BSIP will cover costs required to manage the systems and will increase capacity to maximise the effectiveness of the systems in supporting passenger transport.

The Council will also be pursuing the new Traffic Management powers to extend enforcement beyond bus lanes and bus stops.

If these measures are unsuccessful, the potential to implement **red routes** will be considered as part of a suite of measures to address journey time reliability.

Fares and Ticketing

Objective 3

Provide a network which is affordable and offers good value for money.

Key Measures:

- **Fare and product alignment** – to simplify the offer to passengers.
- **Multi-operator ticketing** – county-wide
- **Contactless payment** – fitting out around 20 currently identified buses currently without this capability.
- **Young persons' scheme** – reduced fares for young people.
- **Jobseekers scheme to improve access to job opportunities**
- **Plusbus scheme from all Rail stations**
- **Fares incentives aligning with other measures** – reduced Sunday, evening, and DRT fares linked to service improvements; 1-month incentives to young people; and free introductory tickets for the multi-operator scheme.
- **Limited fare rises annually**

3

Whilst value for money is considered good in Nottinghamshire compared to the national average, and fares are broadly in line with the national and regional average, there is a desire, from the recent survey, for lower fares and a multi-operator ticket to be implemented.

“I can now use any bus without worrying about having correct change”



A large number of ticketing products exist across operators (29 different day tickets; 9 different weekly tickets; and 34 different season tickets) which can be confusing for the passenger. Furthermore, inconsistencies arise across products, for example the age of a child ticket and youth ticket; the discount applied to various tickets; and the number of hours/days assigned to day/week/season tickets.

Therefore, a **fare and product alignment** will be undertaken within the confines of Competition Law, to reduce the number of products and align common rules so passengers know the parameters of common products will be the same regardless of the operator.

An important objective of the national bus strategy, and the desire of local people in Nottinghamshire (as set out in the survey results in Chapter 2), is to introduce a **multi-operator ticket**. This will be available in several forms, allowing purchase by cash or card. It will commence as a simple e-purse solution, moving towards and account-based system in the long term. To enable a quick and easier implementation, the scheme will be piloted in a specific area, namely Newark, before extending to other market towns. The project will also include work to enable a multi-operator scheme to be accessed from satellite towns of Nottingham into Nottingham and onward within the conurbation. It is important to recognise the development of technology (including the DfT-led back-office system) to assist in ticket inter-operability, and not to rush ahead implementing hardware and software which will become redundant in a short period of time.

Having the option for **contactless payment** will make it easier and a more attractive option to purchase tickets, as well as enable the use of additional products. As such, contactless payment technology will be rolled out to up to 20 currently identified buses without this capability, to enable contactless payment on all bus services operating in Nottinghamshire. NCC will make this a condition of contract for tendered services and will be phased in as current contracts expire. As well as capital investment, this will include adopting a consistent approach to contactless payments, (e.g. spending limit; all tickets etc).

Tickets for young people are very inconsistent across different operators and different parts of the county. Young people are the future travellers, and it is important to encourage them to use the bus early on before they consider travelling by car. As well as currently travelling for education, they are more likely to take advantage of the evening and weekend economy, and travel for work in the future. A **young persons' scheme** will be introduced which will bring some consistency across the network and provide attractive discounts. The overall aim will be to match the Greater Nottingham scheme discount for young people aged 21 and under. The discounts will be phased so as to ensure sustainability in the longer-term, preventing a hike in fares after financial support ends, and which will create irreparable damage.

Under
21
young person
ticket



“I can travel on multiple buses without buying a different ticket”



In addition, a number of **specific fares-led schemes** will be introduced, in line with other measures to encourage people to use the bus. This will include:

- **reduced evening fares** for all for a month – in line with the enhancements to evening services.
- **reduced Sunday fares** for all for a month – in line with the enhancements to Sunday services.
- **reduced DRT fares** for all for a month – in line with the implementation of DRT services.
- **Young person travel incentive** – flat fare of £1 return travel for young people for a month for enhanced services.
- **Young person evening travel incentive** – flat fare of £1 return travel for young people in the evenings and weekends for enhanced services.
- **Introductory offer to the Multi Operator Ticketing (MOT) scheme** – 10,000 free tickets to stimulate take up.

These initiatives will be assessed and evaluated to understand the impact of the different incentives to help guide future decisions on the level of fares and ticketing initiatives. These will be monitored every six months in line with the monitoring of the BSIP, and changes to the BSIP measures made accordingly.

Bus operators have agreed there will be no more than two companywide price rises per annum, unless in exceptional circumstances, to minimise changes and help the bus recovery over the life of the BSIP.

Finally, the government’s **Jobseekers Scheme** will be implemented across all operators in the county, and the **Plusbus** scheme providing lower fares on buses when purchasing a rail ticket will be brokered with the rail industry/Plusbus. A scheme for supported children will also be explored.

These initiatives will align with bus promotion and marketing activities outlined under the ‘Coordination’ sub-heading on page 60.



Integration

Objective 4

Develop a network which is integrated and offers more opportunities to travel for more residents of Nottinghamshire to access work, education, health, and leisure destinations.

Key Measures:

- **Inter-modal connections** – working with train, tram, and community transport operators.
- **Integration with walking and cycling** – building on Active Travel Fund.
- **Timetable alignment** – allowing guaranteed connections.
- **Interchange investment programme and rural mobility hubs**
- **Passenger Transport Support Hub**
- **Pocket Park & Ride expansion**

Having an integrated network where routes feed into a core network (both public transport and wider active travel transport networks) is important to enable access to more destinations, reduce journey times, as well as being more efficient, and reducing operating costs. This is even more important in a large rural area with a dispersed population. Of the respondents completing the survey relevant to this BSIP area, 79% would use the bus more if they were able to access more destinations; 75% if there were more inter-modal connections.

To support **inter-modal connections**, the Enhanced Partnership will work in partnership with train and tram operators over timetable integration; integrated information provision; and extension of Plusbus as well as delivery of integrated ticketing. An MoU has been agreed and bus operators will be included in the Community Rail Partnership meetings. Similarly, there will be an MoU with the Community Transport sector to promote integration and comparable standards for S22 services. Example MoUs can be found in Appendix D.

Building on planned cycling and walking improvements across the county (including potential **Active Travel Fund** proposals), network and interchange developments will seek to improve bus integration with cycling and walking, including cycle parking focusing on last mile and collaboration with multi modal Town Investment Plan project. The BSIP will fund adaptations to 2 vehicles serving Sherwood Forest to pilot the impact on enabling bicycles to be carried on buses with a view to rolling out to all buses on relevant services.



As part of the network review and implementation of DRT and new/enhanced services, current and new timetables will be re-worked and **timetables aligned** to allow guaranteed connections (connection protection) at key interchange points, including with rail services. Supporting this will be an **interchange investment programme**, which will include new shelters; enhanced digital passenger information; improved access and safe, more comfortable waiting areas. A programme of upgrades has already commenced with the introduction of four journey planning kiosks and 15 departure screens at Newark, Retford, and Sutton Bus Stations; however, this investment will be accelerated through the life of the BSIP to ensure all interchanges are brought up to standard.

To support the larger interchanges, consideration will be given to **rural mobility hubs**, using the **Midland Connect toolkit** (in Appendix E) to investigate locations to connect DRT, bus, bike, and potentially other modes, and determine the feasibility for these. A recent study has been undertaken to investigate potential locations in Ollerton and Tuxford and these will be implemented. Further mobility hubs will be investigated during the course of the BSIP; initial review suggests Bingham, Cotgrave and East Leake as potential hubs. As part of the Towns Fund work and in partnership with Ashfield District Council, a transport hub will be created at Kirkby Railway Station. There are also plans for a hub at Sutton Parkway, and potential future stations at Pinxton/Selston and Kings Mill Reservoir, further facilitating bus/rail interchange. In addition, the County Council will work with Newark & Sherwood District Council to introduce a bike hire scheme in Newark Town Centre operating from various locations including Newark Bus Station.

It is important to recognise that, whilst every endeavour will be made to enable access to the conventional network by sustainable modes, there will be those who will not be able to access the network this way. Rather than drive to the destination, car mileage can be reduced by introducing **Park & Ride** schemes. A review of the network will be undertaken to identify potential Park & Ride sites and feasibility studies carried out. In addition, 5 new **pocket Park & Ride** sites will be implemented, adding to the 2 currently in place, liaising with local businesses and partners at sites close to bus stops with a view to the public using their car parks as a Park & Ride site. Sites on routes of high congestion will be prioritised, linking with the programme to implement bus priority along those corridors and where the business case for traditional Park & Ride does not provide a good benefit cost ratio (BCR).

Facilitating integration will be the implementation of a **Passenger Transport Support Hub**. This will virtually, and under one coordinated strategy, seek to bring together the teams across the Derby, Derbyshire, Nottingham, and Nottinghamshire (D2N2) region that currently manage the real time information system, distribute digital bus service data, and oversee the emerging centralised traffic light priority system. Building on the RTI and TLP systems currently



being delivered by Transforming Cities, and guided by the D2N2 RTI Partnership and its delivery strategy, the virtual support hub will seek to maximise the benefit of these systems. In addition, it may expand into supporting our network coordination teams and their engagement with bus operators and passengers to reduce network disruption and enhance the passenger experience. As well as being integrated and supporting other integration measures, this will reduce costs in the long-term through economies of scale.

Building on work already undertaken, there will be **universal provision of Real Time Information**. This will connect all local bus operators to the real time information estate.

Working with Network Rail, TOCs and Community Rail Partnership, NCC will make a number of improvements to information, ticketing, and bus integration. A new Community Rail Group has just been established for the Robin Hood line; NCC and operators will become members of that group.

Infrastructure

Objective 5

Provide a network and associated infrastructure which is attractive, comfortable, safe, and accessible to all.

Key Measures:

- **Bus stop infrastructure upgrade** – raised boarding kerbs at 750 stops; 500 new or upgraded bus shelters.
- **CCTV** – to improve real or perceived safety at all bus stops.
- **Solar power, green roofs, in all shelters** – responding to the climate agenda, extend rollout of solar at 500 shelters, green roofs at appropriate locations and trial the use of PV glass shelters.
- **RTI displays** – 500 displays focussing on interchanges; mobility hubs; locations with a population of 10,000 or more; key stops on high frequency routes; and Superbus corridors.
- **Journey planning kiosks** – 10 kiosks, focussing on interchanges and in locations with a population of 10,000 or more.

Whilst there are examples of excellent quality bus stop infrastructure, and a large coverage of bus shelters across bus stops, further work is required to reach the quality standards required by the public. Of the survey respondents, 78% said they would use the bus more if there were better quality bus stops and shelters.

*"I can now
access the bus
more easily at
my bus stop"*



750

new accessible
bus stops



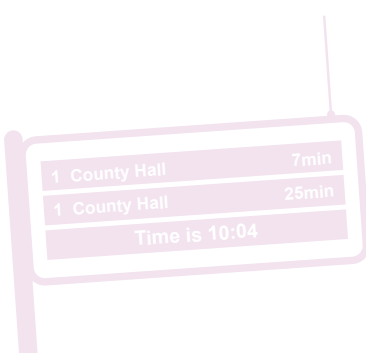
Concentrating initially on bus stops in locations with a population of 10,000 or more; at key stops on corridors with a combined service frequency of 30 minutes or more; and on corridors identified for investment in bus priority, **bus stop infrastructure** will be upgraded to include raised boarding kerbs at 750 stops and uncontrolled dropped crossings at bus stops as well as introducing 500 new or upgraded bus shelters (which will include solar power as standard and at appropriate locations, the use of green roofs) and real time information displays. Minimum standards will be implemented across the network, and infrastructure upgraded in a phased approach according to demand and funding. Safety at bus stops will be enhanced through the roll out of peripatetic CCTV at all stops where safety is a real or perceived issue.

Considering the climate agenda and the need to reduce carbon footprint, as well as solar power and green roofs at bus stops, **PV Glass** will be trialled in 2 bus shelters. This will be a separate pilot scheme to consider the cost effectiveness and environmental impact of using PV glass in bus shelters; if a success, it will be rolled out in other locations across the network.

Access to information is a key aspect of the national bus strategy and quality, simple information which is easy to navigate is essential to encourage people to use the bus, in fact 78% of survey respondents said they would use buses more if they information was easier to obtain and understand. Whilst there is currently excellent information supplied by operators and the council in the county, through paper-based information; websites; and apps, this can be improved. In particular, the provision of information and marketing will be through a coordinated approach.

Providing journey information in real time is important to build confidence in using the bus network. Therefore, 500 **real time information** (RTI) displays will be rolled out at interchanges; mobility hubs; in locations with a population of 10,000 or more; at key stops on links which have a combined service frequency of 30 minutes or more; and on corridors identified for investment in bus priority. The BSIP will help fund the infrastructure and maintenance of the displays. Ten **journey planning kiosks** will also be rolled out, focussing on interchanges and in locations with a population of 10,000 or more.

Working in partnership with Derbyshire County Council, NCC will co-ordinate infrastructure and information improvements on the A632 and A619 corridors in 2022/23 with investment in shelters, RTI displays, bus stop clearways and raised kerbs at 18 bus stops and the introduction of centralised traffic light priority at all signalised junctions along these corridors. NCC will adopt a similar approach with investment along cross-boundary corridors identified by other neighbouring LTAs.



Coordination

Objective 6

Work with partners to provide a coordinated approach to bus service delivery.

Key Measures:

- **Coordination of information** – and enabling access to all information through a one stop digital channel including journey planner.
- **Adopt minimum bus stop information standards** – covering style; fares; contact information; route maps; onward journey planning; and advertising.
- **Minimised and coordinated timetable changes** – reduced to a maximum of four a year.
- **Coordinated marketing campaigns** – joint approach to encouraging people onto the bus.
- **Simplified data for D2N2 RTI system**

Recognising that there is already good provision of information by operators, this is not always coordinated. From a passenger perspective, the operator is often irrelevant, knowing how to get to where they want to go is more important. **Coordination of all operators' information** will be undertaken at bus stops, on-line, on location-based paper information, and through apps. In addition, **minimum bus stop information quality standards** (set out in Appendix F) will be established giving passengers confidence that relevant information will always be available as they wait for their bus. All information will be provided through a 'one-stop shop' using the TravelNotts branding; access to this gateway will be advertised through all information and marketing material.

There will be a phased approach to implementing minimum standards with 2 projects in 2022/23 for the Loughborough – Nottingham corridor and Newark town services. These improvements will be aligned with ticketing improvements outlined above.

Operators will **minimise and coordinate timetable changes** so a consistent approach is adopted in the county where possible; it is recognised that operators work cross-boundary, so this may not be possible in some cases, but the Partnership will liaise with neighbouring authorities to find a workable solution. It is proposed to reduce standard timetable changes from six per year to four.



During the restrictions introduced as part of government's COVID-19 safeguarding measures, people were encouraged not to travel by public transport unless absolutely necessary to do so. This has obviously had an impact on bus patronage. To encourage people back to bus-travel, it is important to educate people on the benefits of the bus, and reassure them of their safety. As such there will be a **coordinated marketing campaign** pooling resource of the operators and the council to jointly raise awareness and market bus services. Experience has shown that relating information to personal experience is effective, so the marketing campaign will focus on user personas and/or individuals' experiences and will use videos and other media to capture attention. The excellent partnerships already fostered with neighbouring authorities; district/borough/parish councils; businesses; and special interest groups will be used to support the marketing campaign. In addition, there will be targeted marketing to sell the various projects within this BSIP i.e. ticketing promotions.

The use of multiple delivery channels will be used, including paper, web, social media and the use of 'social influencers' which have proven to be highly effective during the pandemic in influencing travel behaviour.

A **single data set for D2N2 RTI system** will be sought, migrating away from reliance on the Travel National Data Set for the D2N2 RTI system to deliver more flexible/agile data management and enhancements including dynamic destinations.

The TravelNotts website will be upgraded in a phased approach, firstly improving journey planning functionality and information on fares; followed by DRT booking/payments and multi-operator/young persons' ticketing and payments.

Service Quality

Objective 7

Grow patronage and improve passenger satisfaction.

Key Measures:

- **Vehicle upgrades** – to include audio/visual displays and USB charging points.
- **Passenger charter** – all operators to sign the charter and committing to quality standards relating to vehicles; drivers; reliability; recompense; information; inclusivity; and complaints handling.

Partners are committed to providing high service quality, demonstrated through the commitment to the AQP and VQP, and which is borne out by the excellent passenger satisfactions scores (94% compared to a national average of 86%). That said, there are always improvements to be made. There will be a phased approach to **vehicle upgrades** to reach the aspiration of all vehicles including audio/visual displays, and USB charging points as a minimum. Investment will be made on 27 NCC contracted service vehicles to reach these standards, as well as those operating on Superbus corridors, funding permitting. All new vehicles will include these as standard.

A feasibility study will be undertaken into whether wifi would be effective and of benefit to the passenger, given this was cited as the lowest rated factor to encourage bus use in the recent survey. Smaller operators will be assisted in bidding for some of the £2 million funding set aside for audible and visible on-board information as part of the government's Inclusive Transport Strategy. The council will also make it a condition of contract that buses have audio/visual facilities.

All operators will sign up to a **passenger charter** and advertise this on their marketing materials; a copy of the main aspects to be included in this charter can be found in Appendix G. Linked to this, all operators will sign up and advertise the TravelNotts brand.

Within the passenger charter will be a commitment from all operators to high level vehicle cleaning standards, and improved **minimum quality standards** will be implemented/retrofitted across all vehicles in the BSIP area including those operating under tendered contracts. All local bus operators will join DVSA's [Earned Recognition Scheme](#).

Decarbonisation Programme

Objective 8

Contribute to the council's ambitions for decarbonisation and improving local air quality.

Key Measures:

- **Idling cut-off** – reduce idling to 2 minutes.
- **Reduction in carbon emissions from buses** – through retrofitting 14 vehicles.
- **Council contracted services** – minimum Euro standards will increase as contracts expire.
- **ZEBRA bids** – a commitment to pursue these bids in future years.
- **CO₂ Roadside Monitors** – at known poor air quality locations where the bus is a key contributor.

All operators will
sign
up to a passenger
charter



8

Nottinghamshire County Council has a [Carbon Management Plan](#), which is in step with the DfT Transport Decarbonisation Plan to which the measures of this BSIP supports, and is a signatory to [The Nottingham Declaration on Climate Change](#). This Declaration commits the Council to tackling the causes and effects of climate change and to encouraging all sectors to take the opportunity to adapt to the impacts of climate change, reduce their own greenhouse gas emissions and make public their commitment to action. [The committee report for the Environmental Strategy and the Climate Emergency](#) and associated [Appendix](#) provides details on how the council will tackle the climate emergency; its aim is to achieve carbon neutrality in all its activities by 2030.

The Air Quality Strategy for Nottingham & Nottinghamshire 2020-2030 sets out how the Council and its partners plan to deliver air quality improvements – including enabling the shift to zero and low emission transport to reduce emissions.

The BSIP will be used to support measures to reduce carbon emissions (and other harmful emissions from transport), working with operators to go green by the dates set by government and when diesel buses will no longer be sold. All new vehicle purchases will be zero emission by 2030. All operators will work towards implementing a 2-minute **idling cut-off** across their fleets and will commit to investment in cleaner vehicles. 37% of buses operating in the BSIP area have Euro VI diesel engines, equating to £6 million of investment by operators in recent years. This investment will continue through a **phased reduction in carbon emissions from buses** and in 2022/23, Stagecoach will retrofit 14 vehicles to obtain Euro VI standards, which will operate on the corridors identified for bus priority investment. In addition, NCC commits to bid for future **Zero Emission Bus Regional Areas (ZEBRA)** funding opportunities which should include the introduction of a greener fleet of at least 60 electric vehicles in the Mansfield area and may also assist in transitioning towards using hydrogen as an alternative to Euro VI diesel engines for interurban services.

For NCC contracted services the Council will incrementally increase minimum Euro standards as contract expire throughout the BSIP and EP's.

The BSIP will support district and borough council partners in their work to monitor CO₂ levels and this will include funding to install real time **Roadside Monitors** which will be rolled out at known poor air quality locations where the bus is one of the contributors. This will facilitate efforts to deliver long-lasting improvements and permit the measuring of interventions such as through the introduction of zero emission buses.

Should the measures set out in this BSIP not result in a lower level of carbon emissions, implementation of **low emission zones** will be explored.

Reduced



Inclusivity

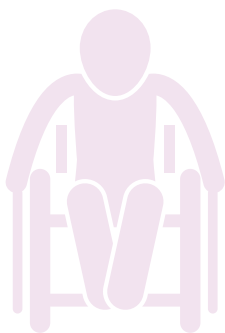
Providing an inclusive network is a high priority for the partnership. As identified earlier in this report, there are many positive steps already undertaken to enable disabled users to travel by bus, however, there is currently no holistic provision across all operators and no end-to-end solution for disabled users; it is important that disabled users are able to plan their journey with the confidence that they are able to travel door to door using the bus and associated infrastructure; there will be trained people to assist them; and there is a back-up solution should something go wrong.

The measures set out in this BSIP will consider the needs of disabled people throughout, consulting with disabled users and representative groups, and Equality Impact Assessments will be carried out on all schemes.

The BSIP measures will provide the confidence to disabled users that they are able to use the bus for their journey in a number of ways:

- Information provision through a variety of media allowing journey planning – this will show locations of accessible stops with raised kerbs/bus stop clearways/bus shelters/real-time information; identify buses on each route and which have audio/visual equipment and how many wheelchair spaces; and show which journeys on each route are busiest so passengers can choose to travel on typically quieter journeys if desired.
- Vehicle upgrades – by the end of the BSIP, all vehicles will have audio/visual as well as other DDA compliant aspects, and have contactless payment for ease of use.
- Infrastructure upgrades – extending the number of accessible bus stops and considering the journey from home to the bus stop.
- Customer care – commitment from operators, confirmed through the passenger charter, to train drivers in customer care and disability awareness, and provide alternative solutions for wheelchair users should a wheelchair space be occupied on the bus.

In addition, all local bus operators will seek to join the [Inclusive Transport Leaders Scheme](#).





Chapter five

Reporting

Each project/workstream will have its own implementation plan, with a designated project lead to coordinate and oversee progress.

The Partnership Steering Group will meet quarterly to monitor progress and take responsibility for the development and agreement of appropriate EP Schemes to gain suitable commitments to facilitate delivery of schemes/projects. This Group will receive monitoring reports and guide the implementation of the BSIP.

The Group will be chaired by an independent consultant to ensure all stakeholders' views and suggestions are equally considered, and that the needs and desires of residents are at the forefront when developing the schemes in the BSIP. This independent chair will provide an important mediation function between the local transport authorities and local bus operators as well as providing additional technical expertise and valuable insight and ideas to strengthen the outcomes of the partnership's work.

There will be a designated person responsible for overall monitoring, collection, and collation of data, to assess progress with expected outputs/outcomes and towards targets. The capacity funding will be used to increase NCC's capacity and to fund expert consultancy assistance to implement schemes identified in the BSIP. Progress and performance towards targets will be reported in a performance report published 6-monthly and available to view at www.nottinghamshire.gov.uk/busimprovementplan



The Partnership Steering Group will be responsible for overseeing the updating and revision of the BSIP annually, to reflect changing circumstances/new challenges/opportunities and responses from the public in annual satisfaction surveys, completed projects/ schemes, and new themes for improvement/ funding. This will evolve into EP governance model and will include representatives from districts, community transport, rail operators and tram operators.

A recording of actions to address any under performance and a copy of the report will be published via the TravelNotts portal.





Chapter six

Overview table

Name of authority:	Nottinghamshire County Council
Franchising or Enhanced Partnership (or both):	Enhanced Partnership
Date of publication:	31 October 2021
Date of next annual update:	April 2023
URL of published report:	www.nottinghamshire.gov.uk/ busimprovementplan



Targets	2018/19	2019/20	Target for 2024/25	Description of how each will be measured (max 50 words)
Journey time	15.68 mph	15.68 mph	16.5mph	Measured using timetable data and distance between key timing points within the BSIP area to record average journey speeds on 22 services covering all areas of the county and corridors identified for improvements. These services represent 37.35% of mileage and 58.7% of patronage in the BSIP area.
Reliability	78.6%	78.0%	95%	Measured using operator punctuality data, which is the percentage of services operating to the Traffic Commissioner window of between -1 and +5 minutes of the scheduled timing point. Data obtained from Stagecoach and trentbarton, reflecting 69% of total mileage operated in the area, and all key corridors and geographic areas.
Passenger numbers	9,794,442	10,752,331	11,289,948 (+ 5%)	Measured by reviewing operator patronage data on a route-by-route basis, which is currently submitted to the Local Transport Authorities as part of their returns to the DfT, adjusted to remove the Greater Nottingham areas which fall under a separate BSIP.
Average passenger satisfaction	93%	94%	95%	'Overall Satisfaction' derived from annual Transport Focus Passenger Surveys for Nottinghamshire, undertaken in November each year.
Value for money	69%	71%	78%	'Satisfaction in Value for Money' derived from annual Transport Focus Passenger Surveys for Nottinghamshire, undertaken in November each year.
Punctuality	82%	71%	84%	'Satisfaction in Punctuality' derived from annual Transport Focus Passenger Surveys for Nottinghamshire, undertaken in November each year.
PT Information	64%	64%	70%	'Satisfaction in Public Transport Information' derived from annual NHT Surveys for Nottinghamshire.



Delivery - Does your BSIP detail policies to:	Yes/No	Explanation (max 50 words)
Make improvements to bus services and planning		
More frequent and reliable services		
Review service frequency	Yes	Network sustainability review, plugging gaps in the network with most appropriate solution, as well as network simplification and obtaining efficiencies (including through total transport concept). Service enhancements, improving frequency of around 50 services to meet BSIP aspirations.
Increase bus priority measures	Yes	Four corridors identified for bus priority interventions, to be delivered in a phased manner. Centralised traffic signal priority will be extended. Network disruption tackled through junction/bus stop clearway protection; junction realignment; bus priority enforcement; loading restrictions; review of the permit system; and improved enforcement of Traffic Regulation Orders.
Increase demand responsive services	Yes	Introduction of DRT in Bassetlaw and Rushcliffe (8 vehicles in rural areas) and for an evening service in Mansfield use interactive and responsive software, through the Rural Mobility Fund. Phased delivery to incorporate lessons learned and inform future use of DRT e.g. in new developments and for tourist services.
Consideration of bus rapid transport networks	Yes	The feasibility of implementing BRT will be explored as part of bus priority feasibility. BRT will be considered along corridors that data highlights that buses experience high levels of delay due to congestion. BRT will also be considered where new significant sized developments can support the introduction.
Improvements to planning / integration with other modes		
Integrate services with other transport modes	Yes	Integrated ticketing across bus operators. New interchanges; rural mobility hubs; Park & Ride; and pocket Park & Ride to improve integration between modes and with cycling and walking. Provide a Passenger Transport Support Hub. Work with train and tram operators over integrated information and timetables.
Simplify services	Yes	Network review and enhancements will focus on simplicity and integration. Timetables will be integrated and coordinated for clockface departures and changes minimised. Network will be designed around core routes with feeder services/DRT connecting at key interchange points. Information will be coordinated and simplified and accessed through a single gateway.
Review socially necessary services	Yes	As part of the network review and understanding of post-COVID travel demand, an assessment will be made of what is socially and economically viable. This will inform the service enhancements and type of support required in the future whether it is through tendering, de minimus or other measures.
Invest in Superbus networks	Yes	Bus priority and reliability improvements; bus stop and information upgrades; RTI displays; and investment in vehicles, linked with marketing and ticketing initiatives all focused on the same corridor will be co-ordinated to maximise impact and benefits. These will form 'superbus corridors'.

Delivery - Does your BSIP detail policies to:	Yes/No	Explanation (max 50 words)
Improvements to fares and ticketing		
Lower fares	Yes	Young persons' scheme offers long-term reductions for young people. Lower fares incentives aligning with other measures include reduced Sunday, evening, and DRT fares; 1-month fares reduction to young people; and free introductory tickets for the multi-operator scheme. The jobseekers' scheme, Plusbus scheme, and multi-operator ticketing scheme offers further fares reductions.
Simplify fares	Yes	Fare and product alignment will be undertaken to reduce the number products and align with common rules regardless of operator. A multi-operator ticket, and a young persons' scheme will bring ticketing consistency and provide attractive discounts.
Integrate ticketing between operators and transport modes	Yes	Fare and product alignment will be undertaken to reduce the number products and align with common rules regardless of operator. A multi-operator ticket will allow ticket integration between operators and, and with trains through the Plusbus scheme.
Make improvements to bus passenger experience		
Higher specification buses		
Invest in improved bus specifications	Yes	Vehicle upgrades, and all new vehicles, will include audio, visual and USB. Focus initially on contracted services (a condition of tender) and vehicles on Superbus corridors. A trial for bike storage on-bus will be implemented. Ongoing investment in vehicle replacement.
Invest in accessible and inclusive bus services	Yes	Vehicle upgrades, and all new vehicles, will include audio, visual and USB. Focus initially on contracted services (a condition of tender) and vehicles on Superbus corridors. Smaller operators will be assisted in bidding for equipment required as part of the Inclusive Transport Strategy. Trial for bike storage on-bus.
Protect personal safety of bus passengers	Yes	Safety at bus stops will be enhanced through the roll out of CCTV at 30 stops where safety is a real or perceived issue. CCTV on bus will aid personal security and will follow the CCTV Code of Practice. Drivers trained to assist passengers.
Improve buses for tourists	Yes	A visitor economy pilot scheme (incl. Bike/bus) will serve Sherwood Forest Country Park, Clumber Park, and Rufford Abbey Country Park in the summer, and connecting with core services at Edwinstowe and Ollerton to link in with the wider network. It will link into the soon to be launched "Connected Forest" experience.
Invest in decarbonisation	Yes	Carbon emissions from buses to be reduced through retrofitting 14 vehicles and a 2-minute idling cut-off implemented; Council contracts to insist on minimum Euro standards as contracts expire. Bus stop infrastructure to have solar power, green roofs; PV glass to be trialled. A future ZEBRA bid will be submitted.

Delivery - Does your BSIP detail policies to:	Yes/No	Explanation (max 50 words)
Improvements to passenger engagement		
Passenger charter	Yes	All operators to sign a passenger charter which commits to quality standards relating to vehicles; drivers; reliability; recompense; information; inclusivity; and complaints handling.
Strengthen network identity	Yes	All operators will sign up and advertise the Partnership brand. Bus stop infrastructure will be upgraded to include raised boarding kerbs and uncontrolled dropped crossings at bus stops as well as new bus shelters and real time information displays, thereby providing an infrastructure brand.
Improve bus information	Yes	500 real time information displays, and 10 journey planning kiosks will be provided predominantly at interchanges, mobility hubs, and superbuss corridors. Information will be coordinated enabling access to all information through one channel. Minimum bus stop information standards adopted covering style; fares; contact information; route maps; and onward journey planning.
Other		
Other		The Enhanced Partnership will explore the opportunity for Nottinghamshire County Council to gain Traffic Commissioner powers to enable local enforcement and determine whether this would be an appropriate measure to take forward. NCC will adopt new Traffic Management powers to support the bus. Working with partners in other sectors to obtain efficiencies in transport provision through total transport concept, including NCC fleet operations; further and higher education; local businesses; and NHS non-emergency passenger transport (NEPTS) and NHS trusts. Contactless payment technology will be rolled out to the remaining 17 buses without this capability making it easier and a more attractive option to purchase tickets, as well as enabling the use of additional products. The implementation of a Passenger Transport Support Hub will virtually, and under one coordinated strategy, seek to bring together the teams across the D2N2 region that currently manage the real time information system, distribute digital bus service data, and oversee the emerging centralised traffic light priority system. Bus stop infrastructure upgrades to include raised boarding kerbs at 750 stops and 600 new bus shelters. CO₂ Roadside Monitors to be implemented at known poor air quality locations where the bus is one of the contributors. There will be a coordinated marketing campaign pooling resource of the operators and the council to jointly raise awareness and market bus services. Focus on inclusivity, for whole journey confidence, including extending information provision, through a variety of media, showing locations of accessible stops with raised kerbs/bus shelters/real-time information; identify buses on each route and which have audio/visual equipment and how many wheelchair spaces; and show which journeys on each route are busiest so passengers can choose to travel on typically quieter journeys if desired.



Sherwood Bus Garage, Mansfield Road, Sherwood, Nottingham, NG5 2JN.
Tel: 0115 986 3355 email: enquiries@ct4nottingham.co.uk

19th October 2021

Dear Sir/Madam

Support for Nottinghamshire Bus Service Improvement Plan

I write to confirm that CT4N has been fully engaged with Nottinghamshire County Council and other operators in the process of developing the Nottinghamshire Bus Service Improvement Plan (BSIP) and is fully supportive of its content.

CT4N has worked in partnership with the local authority for many years and as a result has implemented many successful schemes to enhance the bus offer for passengers such as:

- Contactless Ticket Machines
- Cohesive partnership working alongside local bus operators to ensure that travel between individual operators is seamless

CT4N operates many local bus services within the BSIP area, primarily in villages within the Rushcliffe Area of Nottinghamshire including Cotgrave and Cropwell Bishop.

Of the services within the Nottinghamshire BSIP area, CT4N operates 1.5% of the total mileage.

We look forward to continuing this partnership approach in the delivery of the BSIP.

Yours faithfully

A handwritten signature in black ink, appearing to read 'Barry Allitt'.

Barry Allitt
Operations Director



CT4N Ltd is also registered in England and Wales as a company limited by guarantee No. 10465180



Marshalls of Sutton on Trent Ltd

Quality Assured Coach & Bus Operator

Tel: 01636 821138
11 Main Street, Sutton-on-Trent,
Newark NG23 6PF
office@marshallscoaches.co.uk
www.marshallscoaches.co.uk



*Working with the community
for the community*



Dear Sir/Madam

Support for Nottinghamshire Bus Service Improvement Plan

I write to confirm that Marshalls of Sutton on Trent Ltd has been fully engaged with Nottinghamshire County Council and other operators in the process of developing the Nottinghamshire Bus Service Improvement Plan (BSIP) and is fully supportive of its content. Marshalls has worked in partnership with the local authority for many years and as a result has implemented a number of successful schemes to enhance the bus offer for passengers such as commercialised previously tendered bus routes, took part in demand responsive trials, development of electronic ticketing and smartcard technologies.

Marshalls of Sutton on Trent Ltd operates 8 services within the BSIP area, our main base is Newark, we operate serves to Retford and Bingham serving large rural areas. We also operate a direct Newark to Nottingham service used by commuters, social, shopping and health care users. Marshalls constitutes 7% of the mileage operated within this BSIP area.

We look forward to continuing this partnership approach in the delivery of the BSIP.

Yours faithfully

Sally Sloan

Financial Director, Marshalls of Sutton on Trent Ltd



Registered Company Number: 5993272. VAT number: 509 4069 44



Your frequent City bus network
0115 950 60 70 www.nctx.co.uk

15th October 2021.

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

Support for the Nottinghamshire Bus Service Improvement Plan

I confirm that Nottingham City Transport has been fully engaged with Nottinghamshire County Council and other local bus operators in the process of developing the Nottinghamshire Bus Service Improvement Plan (BSIP) and is fully supportive of its content.

Nottingham City Transport has worked in partnership with the local authority for many years and as a result has implemented a number of successful schemes to enhance the bus offer for passengers.

This includes the provision of low emission buses which are fully DDA compliant and feature free WIFI for customers, audio and visual next stop announcements and contactless ticketing options.

Many bus stops feature significant infrastructure including shelters with good lighting, good timetable information and real time displays.

Through the annual Transport Focus Bus User Satisfaction Surveys, it has been established that Nottinghamshire enjoys some of the highest bus user satisfaction scores in the country.

Nottingham City Transport predominantly serves the Greater Nottingham conurbation but we have three longer distance services. These link Nottingham to the villages of Gotham and East Leake in the south of the county (South Notts service 1), Nottingham to the villages of Lambley and Woodborough (services 46/47) plus Nottingham to the villages of Burton Joyce, Lowdham and town of Southwell (Pathfinder service 26) in the east of the county.

These three services constitute 5% of the bus mileage operated within this BSIP area.

We look forward to continuing this partnership approach in the delivery of the BSIP.

Yours sincerely,

David Astill
Managing Director



Lower Parliament Street | Nottingham | NG1 1GG

Please note NCT operate an automatic switchboard reception, when calling or visiting please use the extension number quoted above.

Registered in England No. 2004967



Our Ref: MC/PM

Pete Mathieson
Team Manager Development and Partnerships
Nottinghamshire County Council
Place Department
County Hall
NOTTINGHAM
NG2 7QP

20th October 2021

Dear Mr Mathieson

Support for Nottinghamshire Bus Service Improvement Plan

I write to confirm that Stagecoach East Midlands has been fully engaged with Nottinghamshire County Council and other operators in the process of developing the Nottinghamshire Bus Service Improvement Plan (BSIP) and is fully supportive of its content.

Stagecoach East Midlands has worked in partnership with the local authority for many years and as a result has implemented a number of successful schemes to enhance the bus offer for passengers. This has included the Sherwood Arrow, the Bassetlaw Network, the Into Town service in Retford and more recently NHS shuttles for the Kings Mill Hospital in Mansfield during the pandemic.

Stagecoach East Midlands operates 42 services within the BSIP area. The majority of services are operated from our depots situated in Mansfield and Worksop and Stagecoach East Midlands constitutes 31% of the mileage operated within this BSIP area.

We look forward to continuing this partnership approach in the delivery of the BSIP.

Yours sincerely,

Matt Cranwell
Managing Director
cc File

Stagecoach East Midlands, Warneford House, Runcorn Road, North Hykeham, Lincoln, LN6 3QP
T: 0345 605 0 605 [stagecoachbus.com](https://www.stagecoachbus.com)

Registered Office: Stagecoach Services Limited, One Stockport Exchange, 20 Railway Road, Stockport, SK1 3SW. (Registered in England & Wales No. 2381778.)

23 October 2021

Support for Nottinghamshire Bus Service Improvement Plan

I write to confirm that trentbarton has been fully engaged with Nottinghamshire County Council and other operators in the process of developing the Nottinghamshire Bus Service Improvement Plan (BSIP) and is fully supportive of its content.

trentbarton has worked in partnership with the local authority for many years and as a result has implemented a number of successful schemes to enhance the bus offer for passengers such as retrofitting of our fleet to uplift them to a Euro VI compliance and developing local Bus Quality Partnerships to raise the standards of buses across operators in these areas.

trentbarton operates over 20 brands within the BSIP area throughout the county, the vast majority of which cross into neighbouring authorities. trentbarton services constitutes just under 40% of the mileage operated within this BSIP area.

We look forward to continuing this partnership approach in the delivery of the BSIP.

Kind regards



Tom Morgan
group commercial director
trentbarton



Mansfield Road, Heanor, Derbyshire DE75 7BG
www.trentbarton.co.uk

Trent Motor Traction Company Ltd registered in England no.131912
Barton Buses Ltd registered in England no.2347412
registered office as above



Date: 12-10-2021
Ref: Notts CC BSIP

Dear Sir/Madam

Confirmation of support for Nottinghamshire Bus Service Improvement Plan

This is to confirm that Vectare Ltd have been engaged with Nottinghamshire County Council in the process of developing the Nottinghamshire Bus Service Improvement Plan (BSIP) and are fully supportive of its content.

Yours sincerely



Adam Hemingway
Commercial Manager
Vectare Ltd

VECTARE /
Advanced Technology
Innovation Centre,
Loughborough University,
Loughborough,
LE11 3QF

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E / info@vectare.co.uk
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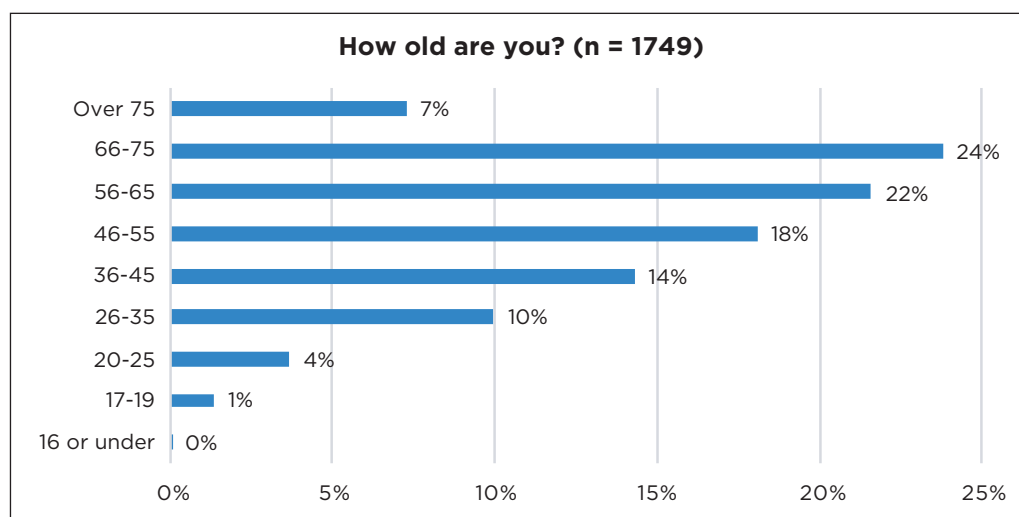
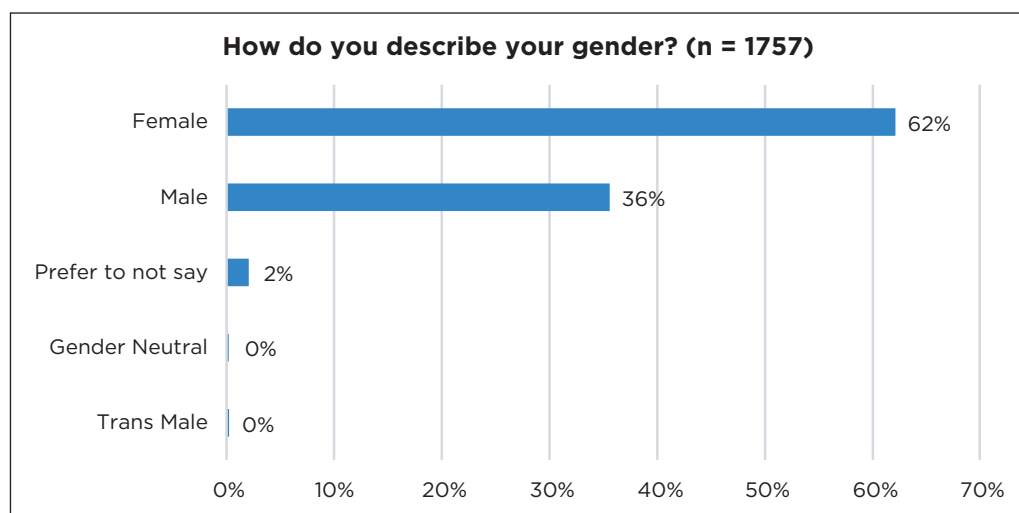
Appendix B

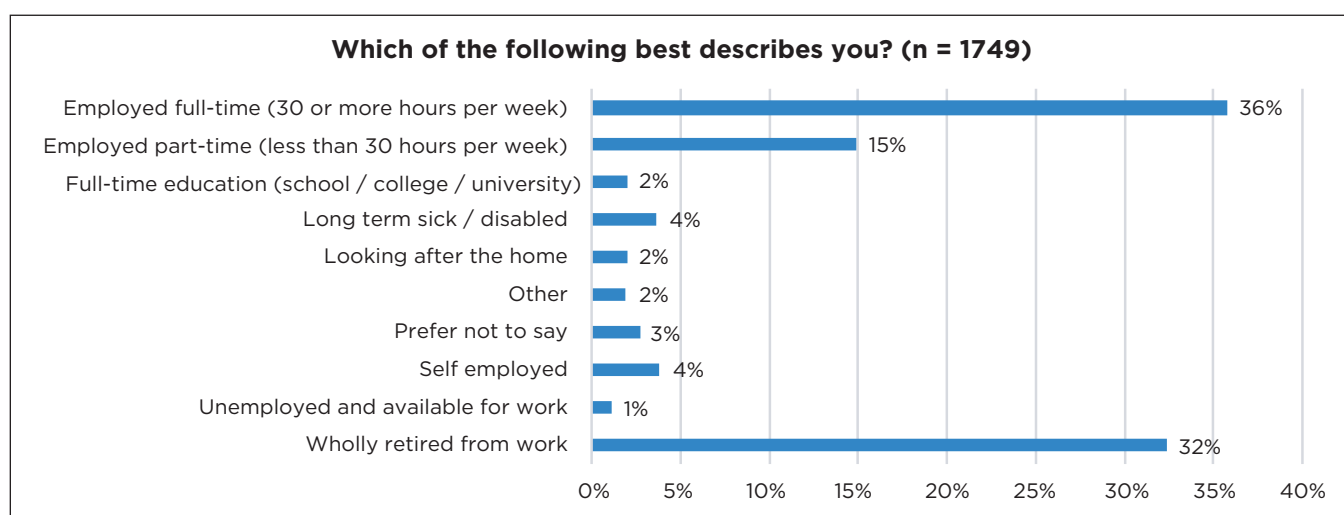
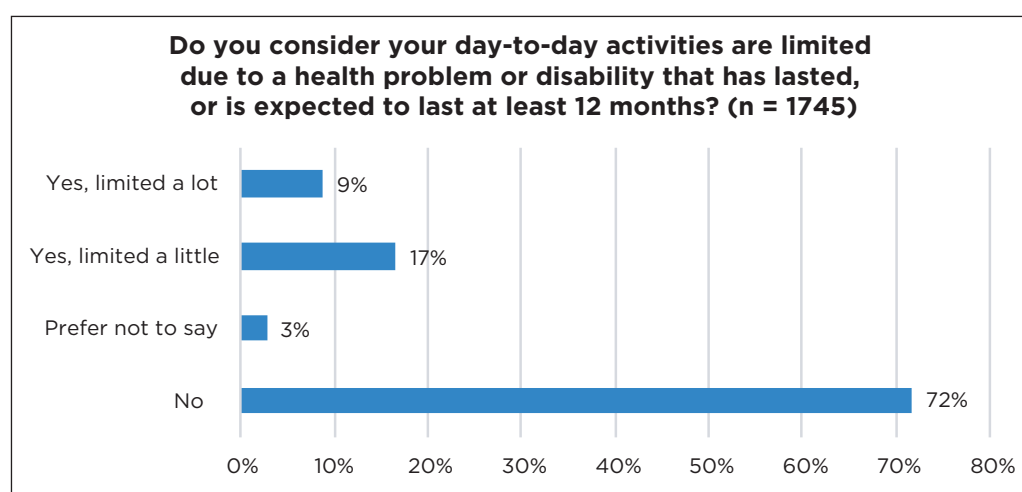
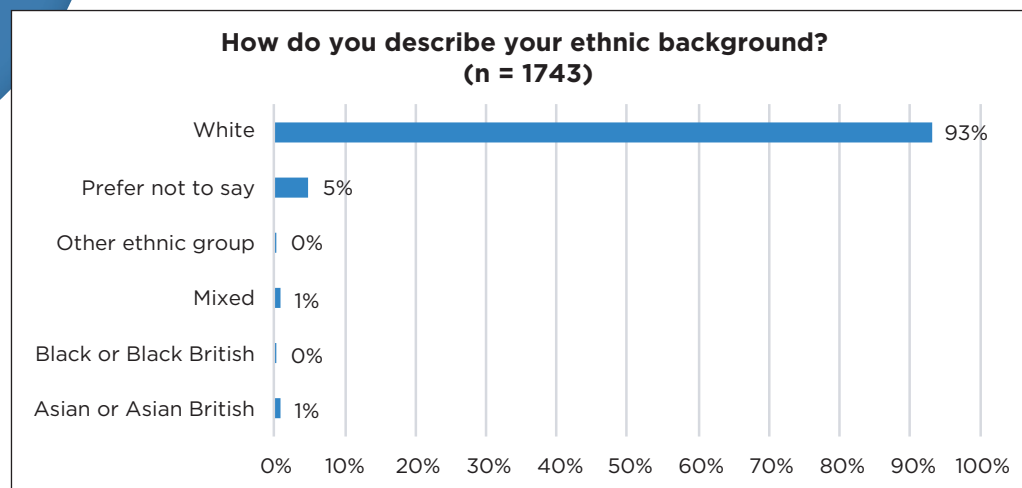
Technical Information

What do people think about buses in Nottinghamshire?

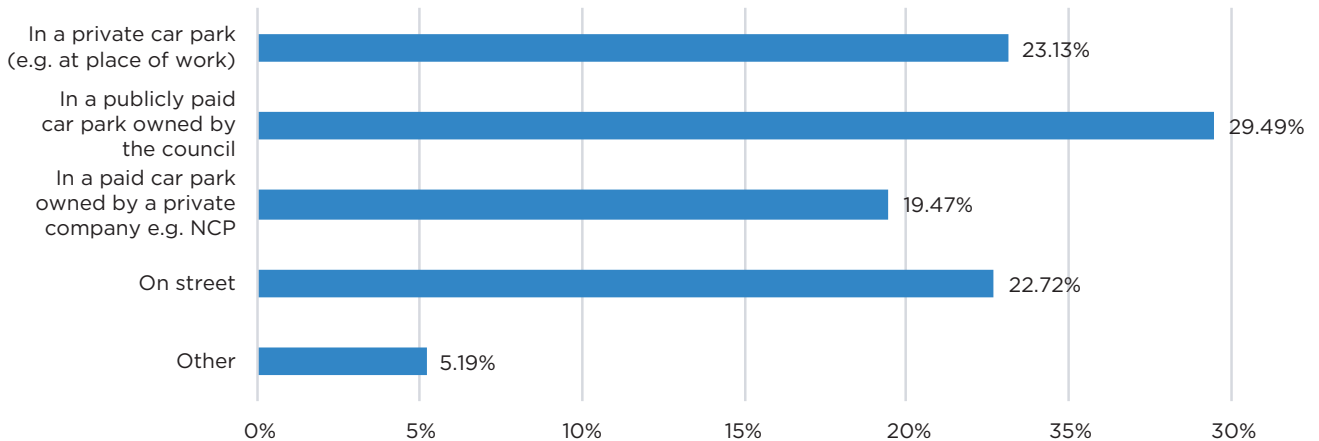
Nottinghamshire Public Engagement Survey

An online survey was undertaken during July and August 2021 to gather opinions from both users and non-users of buses in Nottinghamshire as to how bus services could be improved in order to attract more passenger trips. There were 1,749 responses in total; the results for which are presented below.

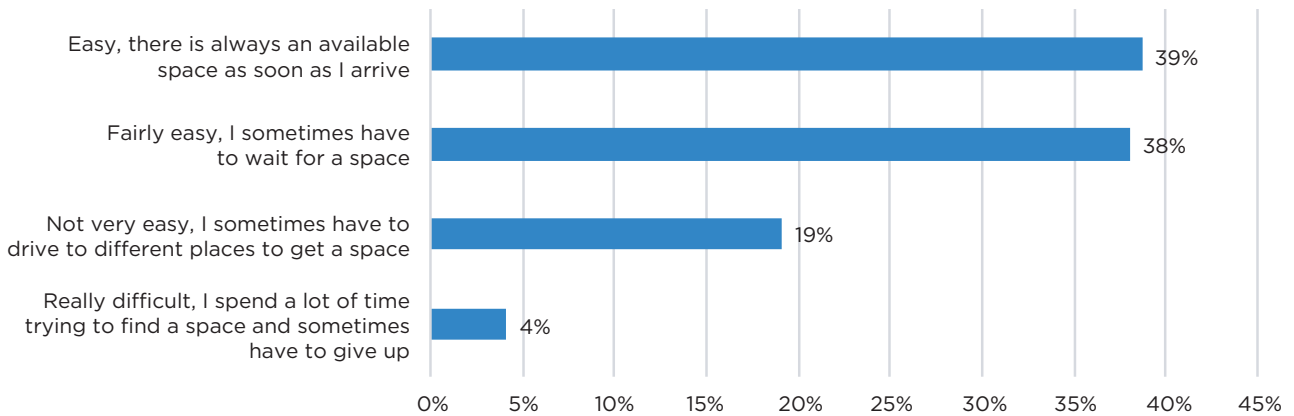




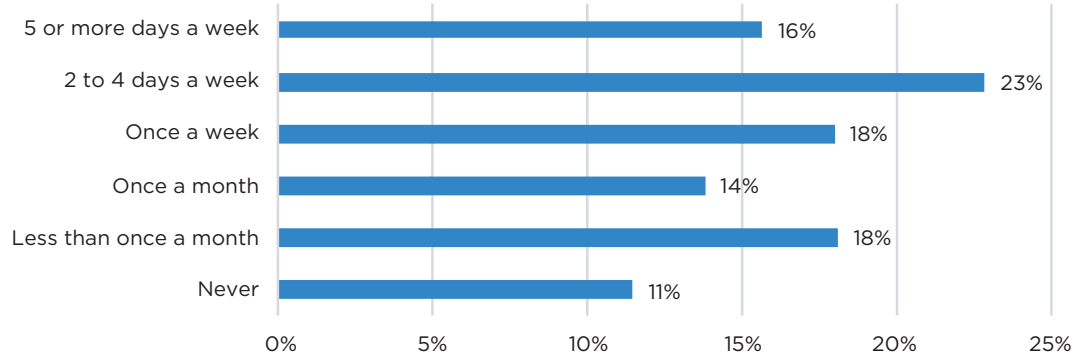
Where do you generally park your car at your destination? (n = 2214)

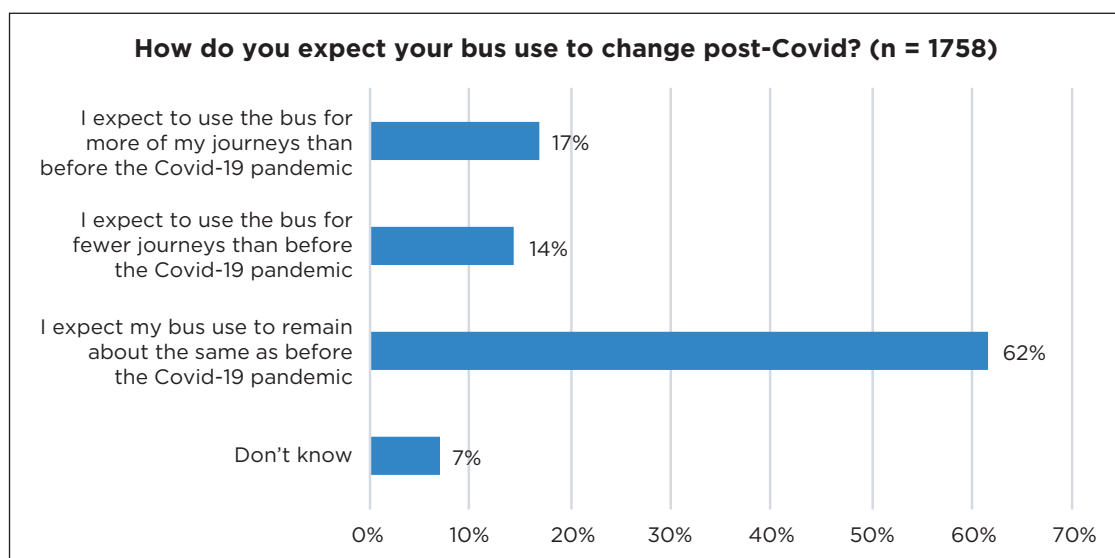
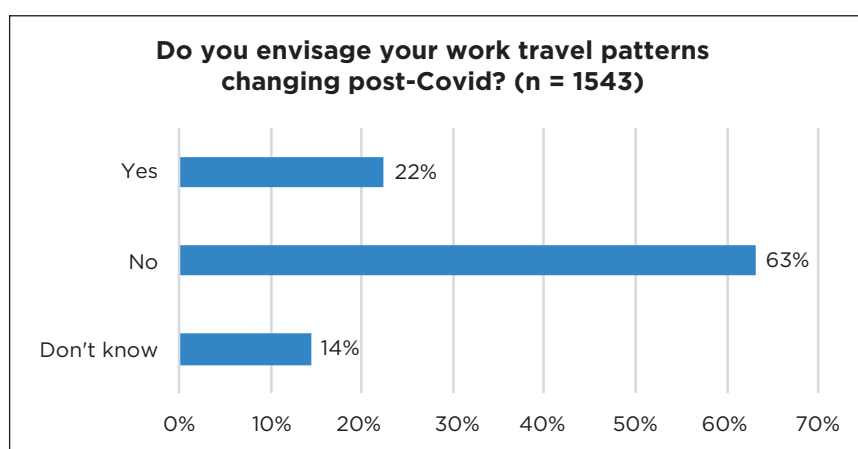
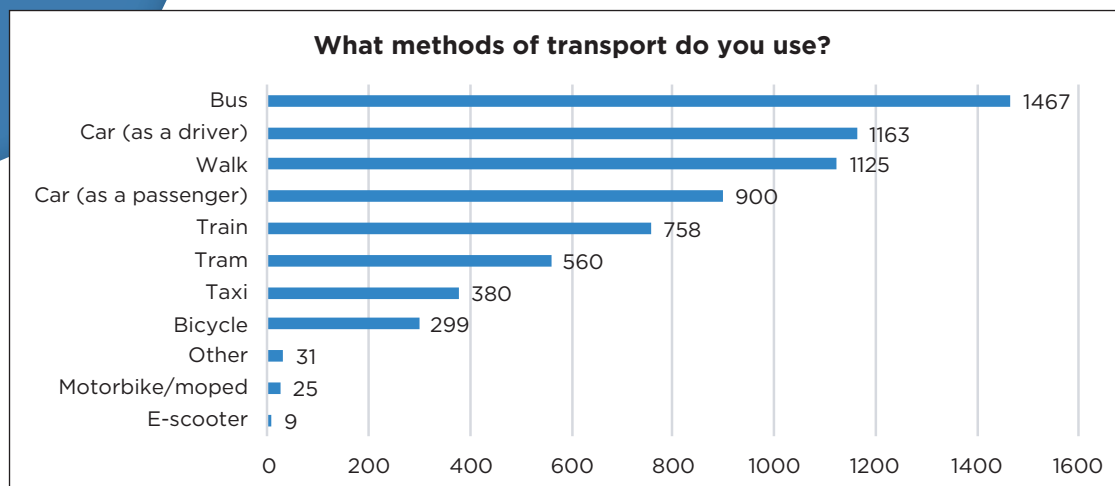


How easy is it to park? (n = 1232)

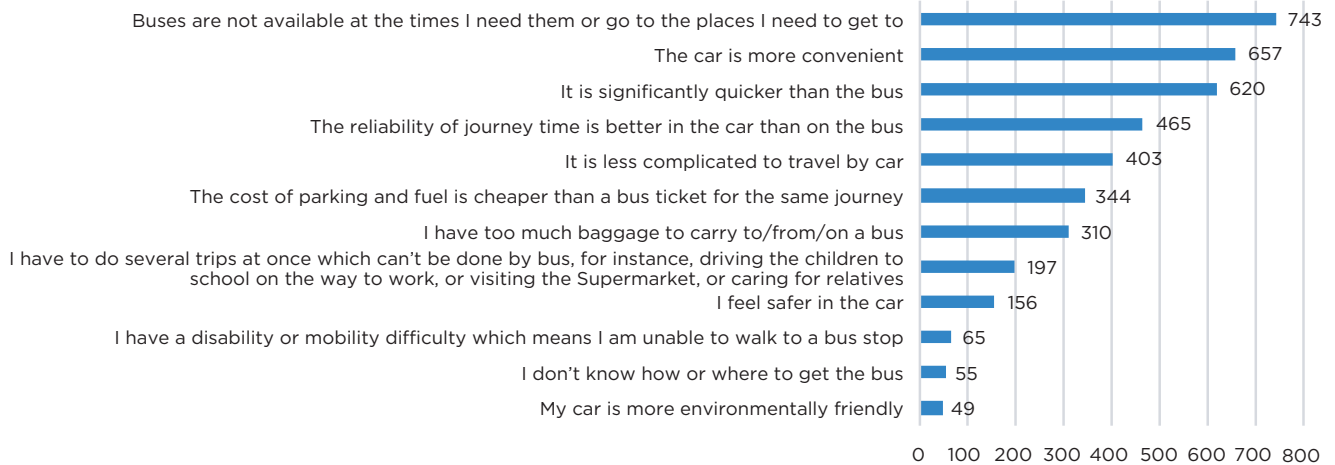


How often, if at all, did you use a local bus service in Nottinghamshire pre-Covid? (n = 1766)

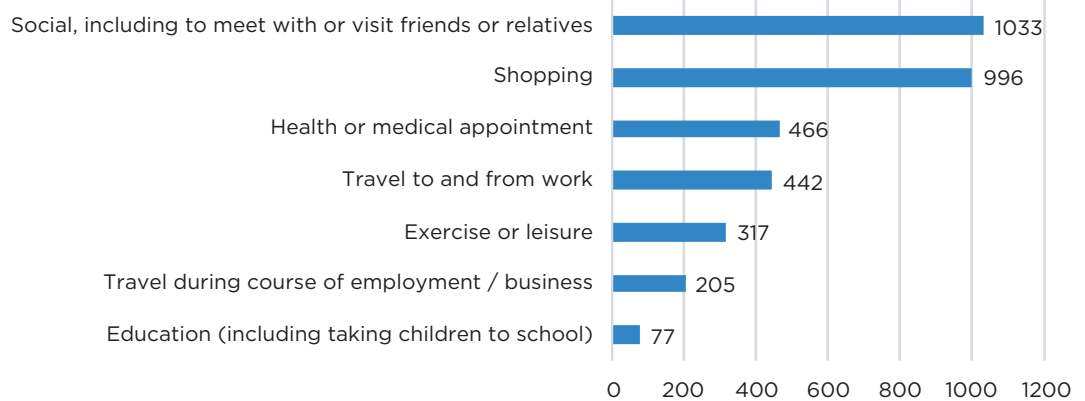




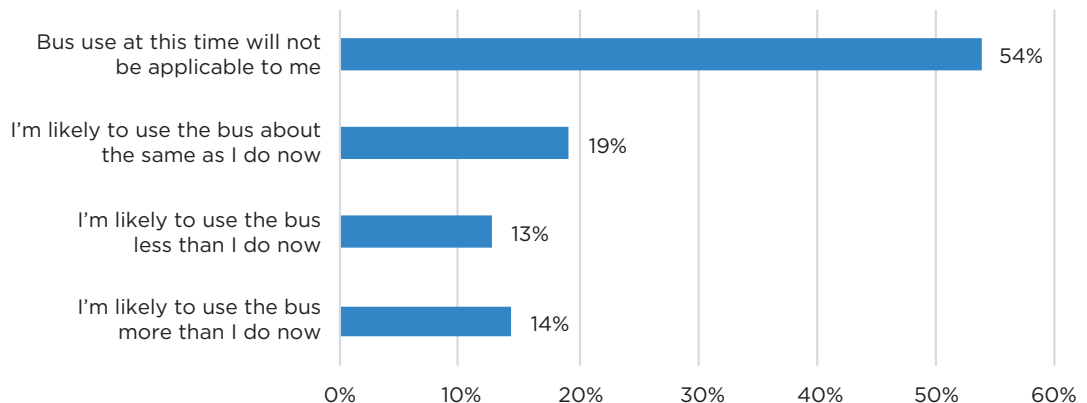
Why do you choose to use the car when there is a local bus available?



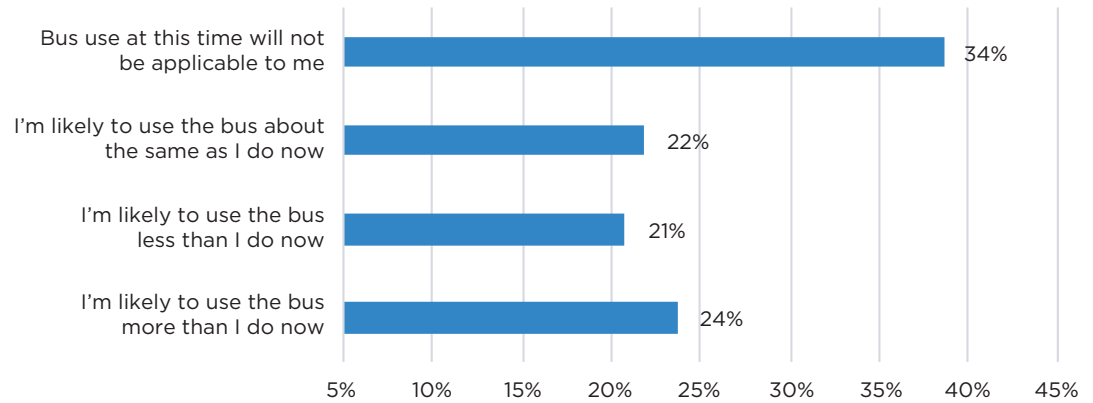
What are your usual/most frequent reasons for travelling by local bus in Nottinghamshire?



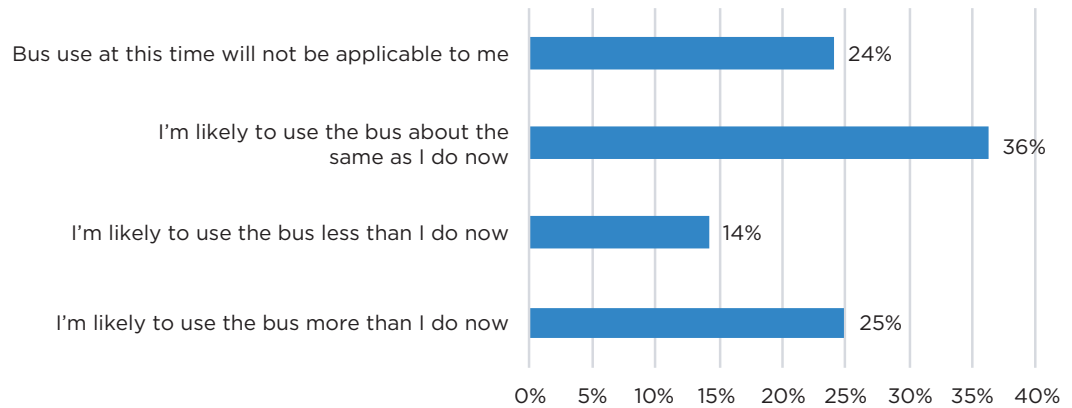
Likelihood of bus use post-Covid (early morning) (n = 307)



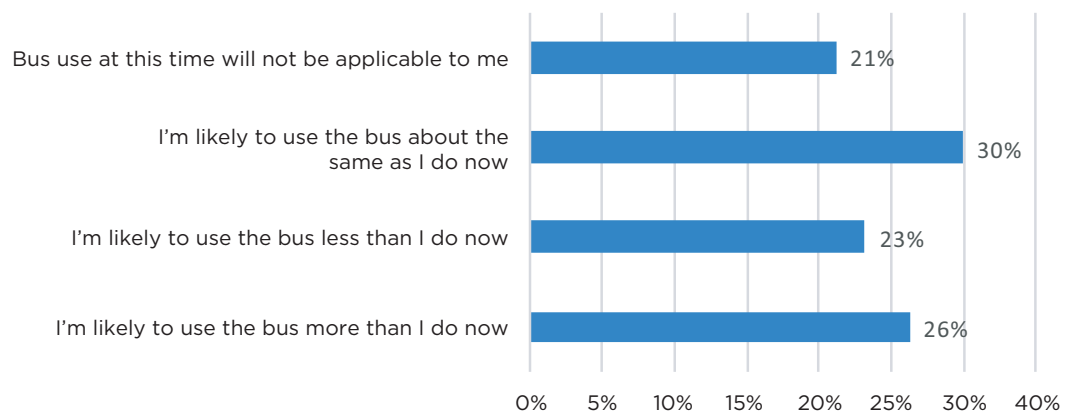
Likelihood of bus use post-Covid (AM peak) (n = 301)



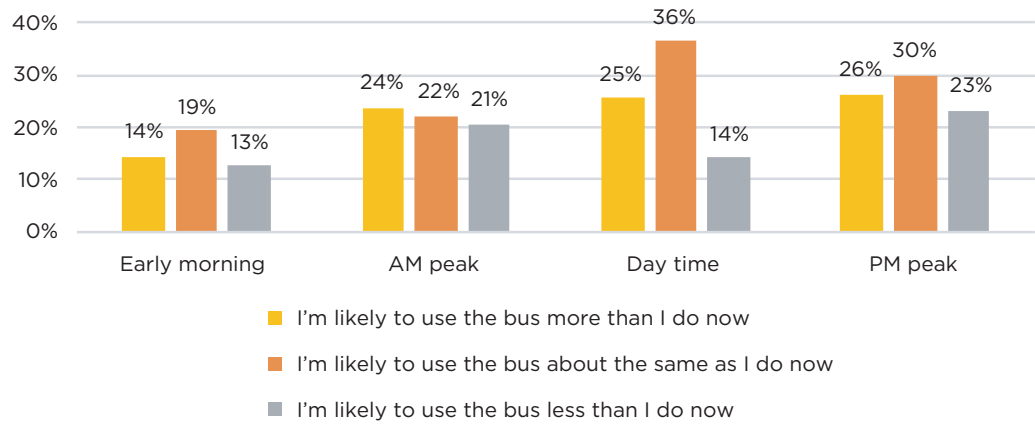
Likelihood of bus use post-Covid (day time) (n = 303)



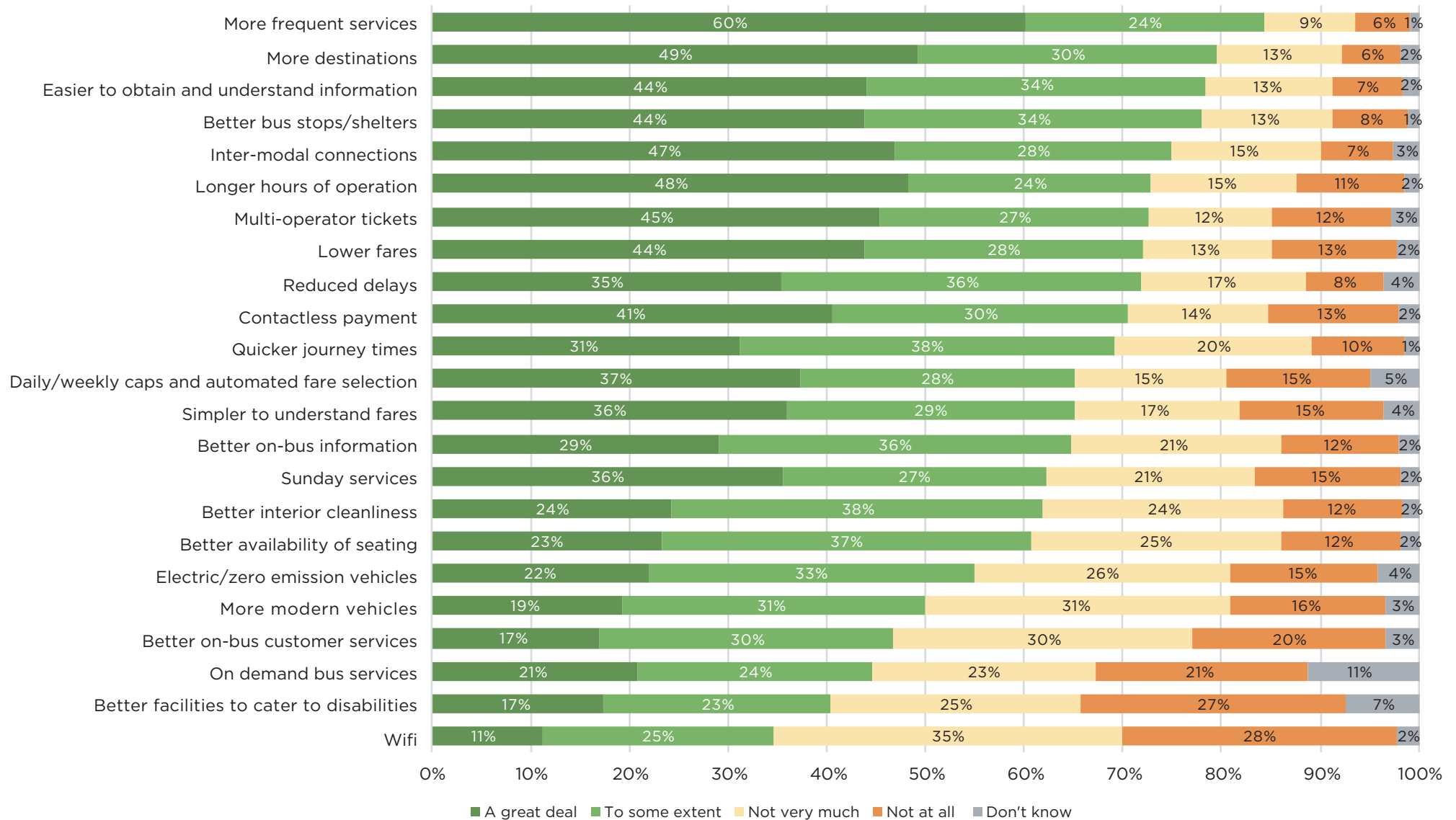
Likelihood of bus use post-Covid (PM peak) (n = 297)



How do you envisage your bus use changing post-Covid?



To what extent would the following make you use local bus services in Nottinghamshire? (n = 1744)



Transport Focus and NHT Surveys

Nottinghamshire has commissioned annual surveys to measure customer satisfaction across different aspects of service provision. The results are set out in the tables below.

Overall Satisfaction	Lower	Upper	Notts	all LTA average
2015	79	94	94	86.5
2016	82	95	93	88.5
2017	78	94	93	86
2018	75	95	93	85
2019	76	95	94	85.5

Value for money	Lower	Upper	Notts	all LTA average
2015	41	80	66	60.5
2016	46	76	72	61
2017	51	73	70	62
2018	44	81	69	62.5
2019	50	77	71	63.5

Punctuality	Lower	Upper	Notts	all LTA average
2015	64	84	83	74
2016	65	84	82	74.5
2017	63	83	83	73
2018	60	83	82	71.5
2019	53	84	71	68.5

In addition, NHT surveys record satisfaction of public transport information:

% satisfaction	Public Transport Information	
	Notts	NHT Avg
2018	64	47
2019	64	47
2020	57	44

Theme 2 – More Bus Priority Measures

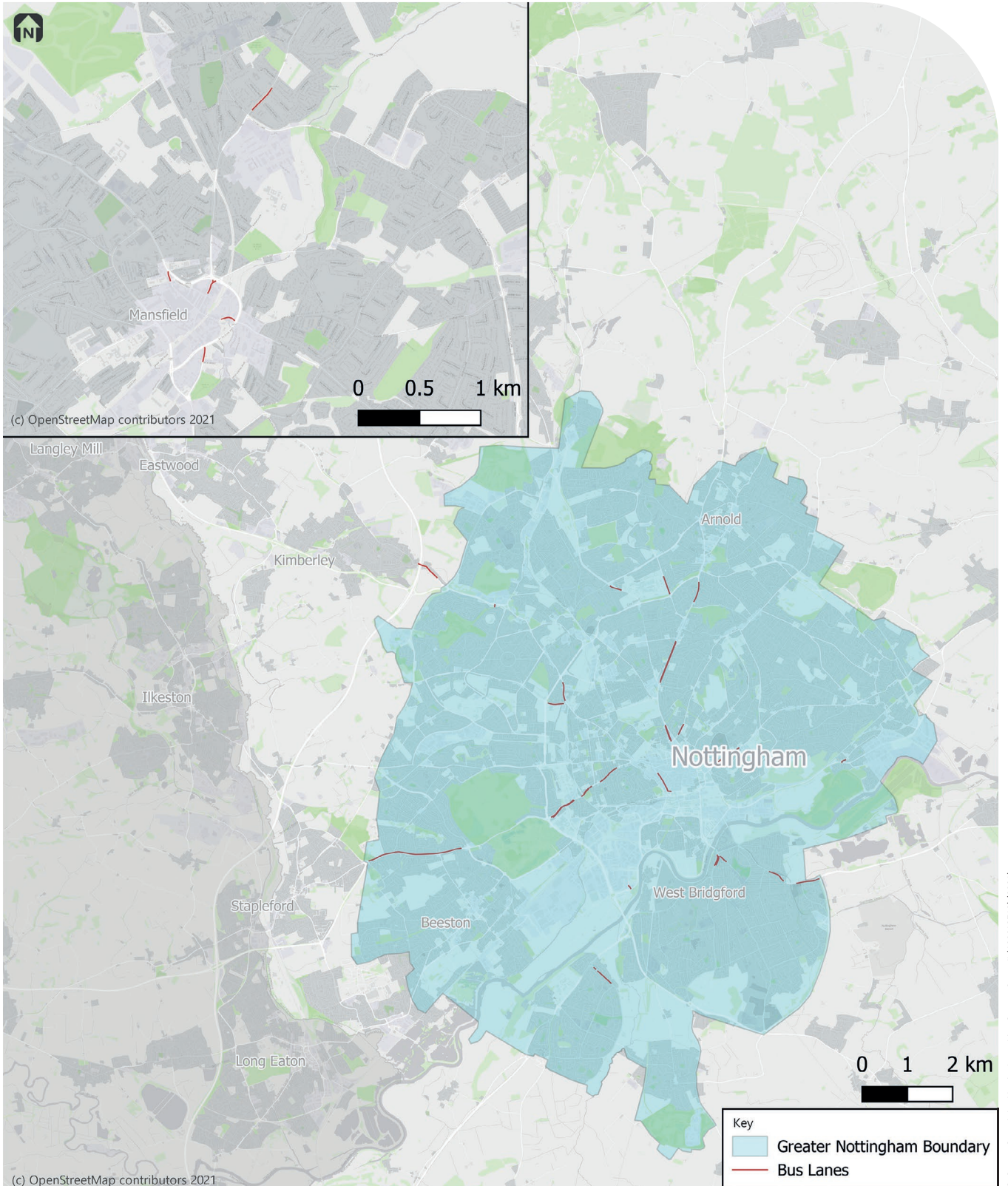
Traffic Light Priority

The map below shows the current traffic light priority measures in place; the aim is to migrate all these to a centralised system by March 2022.



Bus Lanes

There are 3.1km of bus lanes in the area; illustrated below.



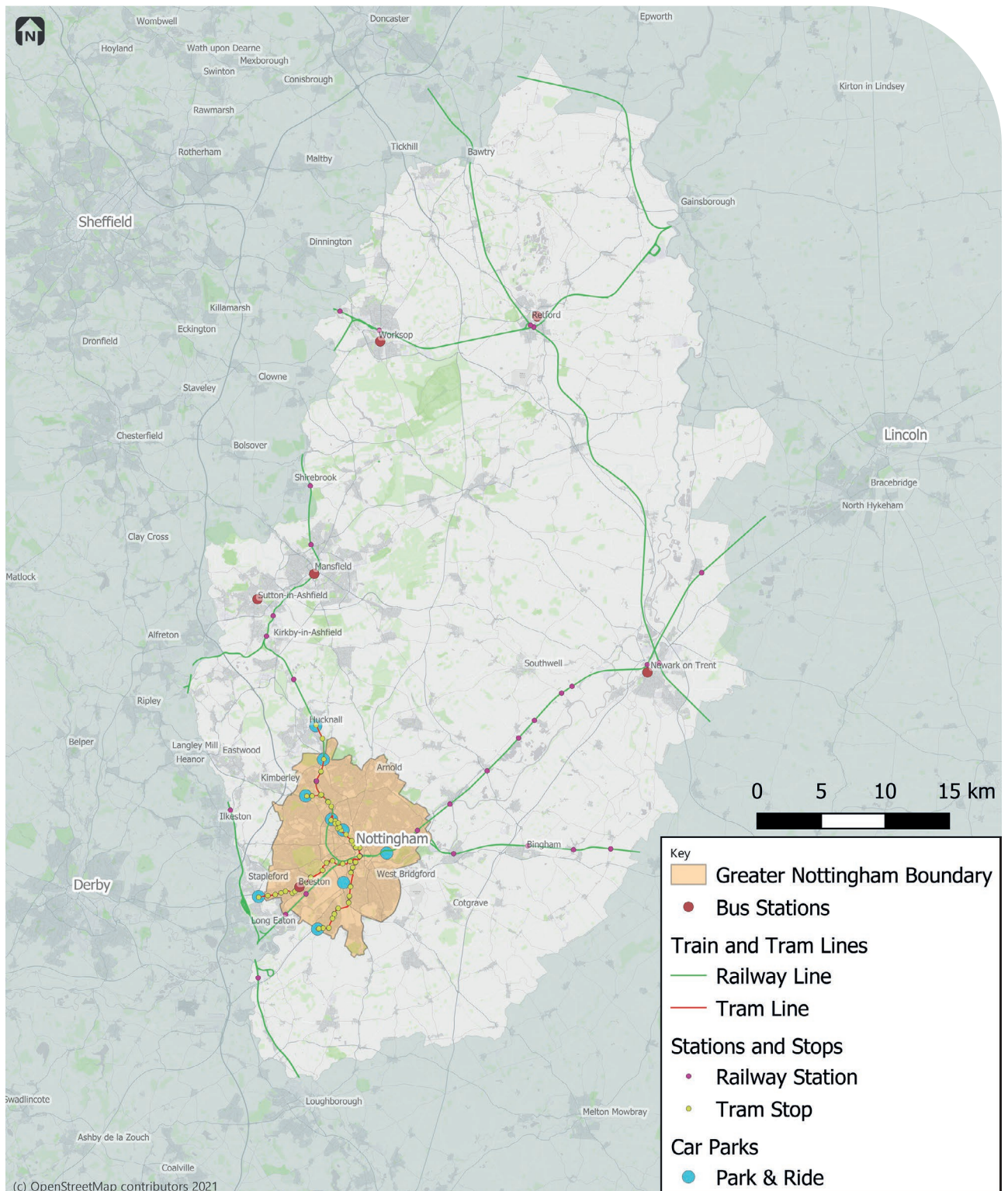
Location	Bus lane length	*Number of contraventions: actual (percentage of bus lane traffic)
B600 Nottingham Road, Nuthall – southbound B600 west of M1 bridge – B600 Nottingham Road (No. 79)	524m	57 (72%)
A60 Leeming Lane South, Mansfield Woodhouse – southbound A60 (No. 126) north east of King Street – A60 (No. 62) south west of Springfield Drive	237m	10 (32%)
Leeming Street, Mansfield – southbound Leeming Street/A6009 – Leeming Street/Toothill Lane	145m	1 (3%) [2012]
West Gate, Mansfield – southbound West Gate/A6009 – West Gate/St John Street	74m	2 (7%)
A60 Nottingham Road, Mansfield – northbound Bath Street – St Peter's Way	115m	16 (26%)
Tram gate		Not surveyed
Carlton FC /Stoke Lane bus gate		Not surveyed
Hucknall bus link		Not surveyed
Vale Road		Not surveyed
Bridge Street, Mansfield – eastbound Toothill Lane – St Peter's Way	114m	12 (20%)
Hardy Street, Worksop – southbound Central Avenue – Newcastle Avenue	107m	Not surveyed

In addition to the bus lanes set out in this table, there are a number of bus gates planned for implementation, namely, Sharphill Wood Bus Gate; Fernwood Bus Gate; and Lindhurst Bus Gate.

Theme 4 – Fully Integrated and Inclusive Bus Service

Integration

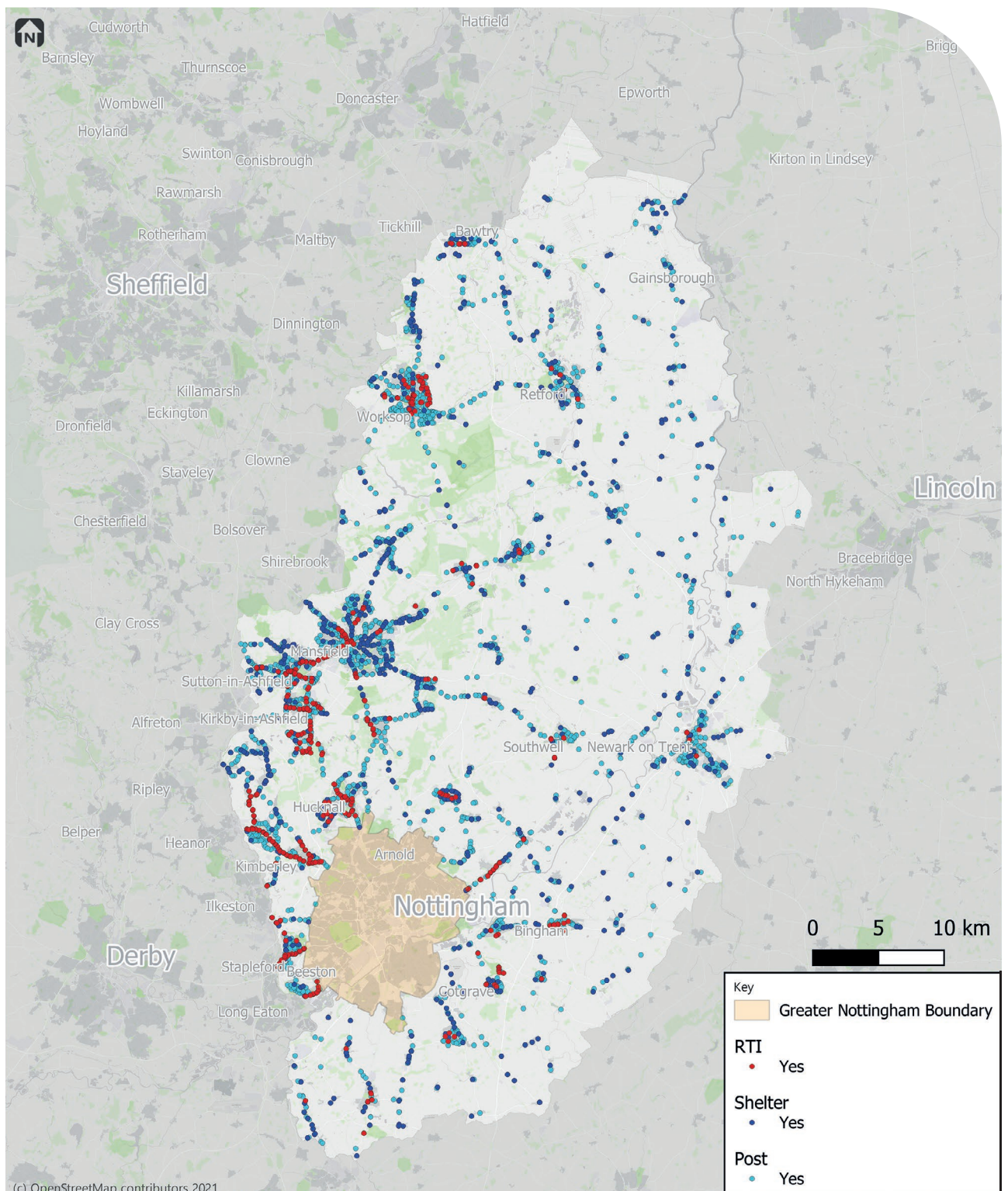
The map below shows other public transport in Nottinghamshire and where the main interchanges are located.



Theme 5 - High-Quality Information for All Passengers in More Places

Bus Stop Infrastructure

The map below shows the locations of bus stops in the county; including those which have bus shelters; and which have real time information.



Theme 6 – Growing Patronage¹

Bus Journeys Per Head of the Population

Passenger journeys on local bus services are shown in the table below, showing a consistent decline in total passenger numbers over the last 10 years. Nottinghamshire (excluding Nottingham) has a higher-than-average proportion of ENCTS passengers.

Year	Total passenger journeys	Of which ENCTS	% ENCTS	% ENCTS England	Passenger journeys per head
2009/10	34.1	11.5	34	23	43.8
2010/11	34.7	11.5	33	23	44.3
2011/12	34.4	11.4	33	23	43.8
2012/13	33.6	10.7	32	22	42.5
2013/14	33.0	10.7	33	22	41.5
2014/15	32.5	10.9	33	22	40.5
2015/16	31.7	10.7	34	22	39.4
2016/17	30.0	10.3	34	22	37.0
2017/18	28.7	9.5	33	22	35.1
2018/19	27.9	9.7	35	22	33.9
2019/20	25.8	8.5	35	21	31.1

The 2018/19 figure can be compared with similar counties, which exclude their cities, in the East Midlands. Nottinghamshire has a higher passenger journey per head of population (33.9) compared to Derbyshire (30.2) and Leicestershire (19.8). It is much higher than other rural Midlands authorities - Herefordshire (10.7); Shropshire (13.8); Worcestershire (17.7). These figures are testament to the commitment of Nottinghamshire County Council and the bus operators to improve the bus service offer despite the challenges faced by the rural nature of the county.

¹ [Local bus passenger journeys \(BUS01\) - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistics/local-bus-passenger-journeys-bus01)

Theme 7 – Financial support for buses

Supported services

A list of bus services supported by Nottinghamshire County Council is set out in the table below.

Operator Name	Service Number	Level of Support Full/Part/ Limited Trips
Stagecoach East Midlands	1 Mansfield	Limited Trips
Stagecoach East Midlands	1 Newark	Limited Trips
Stagecoach East Midlands	4	Part
Stagecoach East Midlands	5	Part
Stagecoach East Midlands	11	Part
Stagecoach East Midlands	21	Part
Stagecoach East Midlands	22	Part
Stagecoach East Midlands	25	Part
Stagecoach East Midlands	28	Part
Marshall's of Sutton on Trent	37	Part
Stagecoach East Midlands	42	Part
Stagecoach East Midlands	43	Part
Marshall's of Sutton on Trent	91	Full
Stagecoach East Midlands	95	Part
Stagecoach East Midlands	97	Part
Stagecoach East Midlands	98	Part
Stagecoach East Midlands	99	Part
OurCentre	103	Part
Nottsbus	108	Full
Travel Wright	136	Full
Trent Barton	141	Part
GEM Mini Travel	190	Full
GEM Mini Travel	195	Full
Stagecoach East Midlands	204	Full
Nottsbus	205	Full
Stagecoach East Midlands	209	Full
Stagecoach East Midlands	210	Full
Stagecoach East Midlands/ Nottsbus	217	Full
Stagecoach East Midlands/ Nottsbus	218	Full
Nottsbus	219	Full
Sharpes	300	Full
Nottsbus	330	Full
Travel Wright	332	Full

Operator Name	Service Number	Level of Support Full/Part/ Limited Trips
Travel Wright/NottsBus	333	Full
Nottsbus	334	Full
Nottsbus	335	Full
Travel Wright	335	Full
Marshalls of Sutton on Trent	339	Full
Travel Wright	341	Full
Travel Wright	367	Part
Nottsbus	417	Full
Nottsbus	510	Full
Nottsbus	511	Full
Nottsbus	528	Full
Nottsbus	532	Full
Nottsbus	535	Full
Nottsbus	536	Full
Nottsbus	747	Full
Vectare	833	Full
Nottsbus	850	Full
Nottsbus	852	Full
Nottsbus	853	Full
Marshalls of Sutton on Trent	856	Full
Marshalls of Sutton on Trent	857	Full
Nottsbus	863	Full
Nottingham Coaches	865	Full
Stagecoach East Midlands	27 Retford	Part
Stagecoach East Midlands	29 Mansfield	Limited Trips
Stagecoach East Midlands	29 Retford	Part
Stagecoach East Midlands	6 Worksop	Part
Stagecoach East Midlands	7 Worksop	Part
Trent Barton	Amber Line	Part
Trent Barton	The Calverton	Limited Trips
CT4N	L73	Full
CT4N	L74	Full
CT4N	L75	Full
GEM Mini Travel	P190	Full
Stagecoach East Midlands	SA	Part
Nottsbus	354	Full
Soar Valley	SV1	Part
Stagecoach East Midlands	6	Limited Trips
Stagecoach East Midlands	2	Limited Trips
Stagecoach East Midlands	3	Limited Trips
Stagecoach East Midlands	200	Full

Theme 8 – Other Factors that Affect Bus Use

Parking Provision

Car parking is plentiful in the county and car parking charges vary. Whilst some districts, such as Mansfield, set their car parking prices higher than that of the bus, others have very low charges when compared to a ticket to travel all day by bus. This is illustrated in the table below.

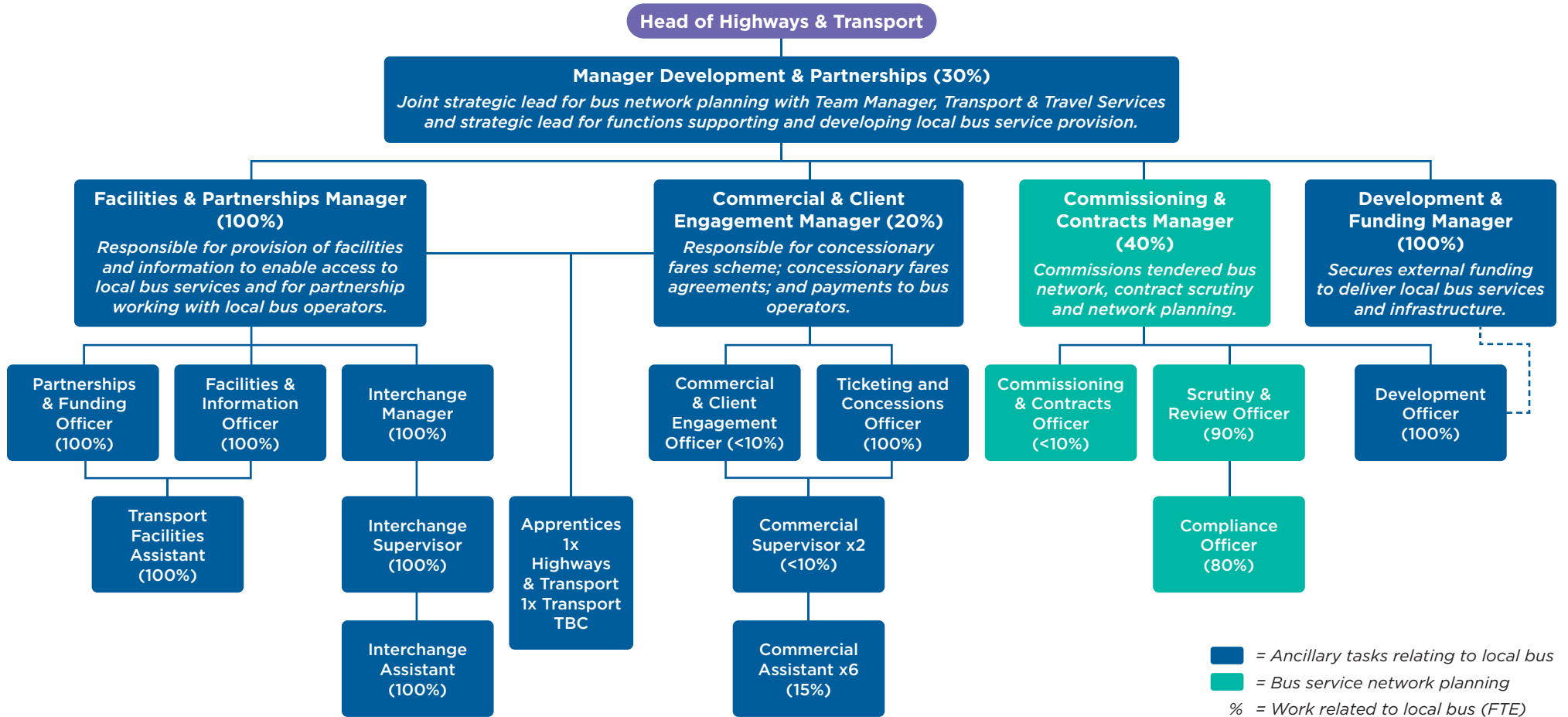
District	Town	Car Park	All Day Parking Price	All Day Travel by Bus	Price Variance Bus to Car	% Price Variance	Notes
Ashfield	Hucknall	Piggins Croft Car Park, NG15 7BT	£4.00	£5.95	£1.95	33%	
		Hucknall Market Place, NG15 7AS	£0.00	£5.95	£5.95	100%	Max 2 hours parking
		Yorke Street, NG15 7BT	£4.00	£5.95	£1.95	33%	
	Kirkby in Ashfield	Ellis Street, NG17 7AT	£0.00	£5.95	£5.95	100%	Max 2 hours parking
		Hodgkinson Road, NG17 7AZ	£4.00	£5.95	£1.95	33%	
	Sutton	New Street, NG17 1BW	£4.00	£5.95	£1.95	33%	
		Sutton Market, NG17 1BW	£0.00	£5.95	£5.95	100%	Max 4 hours parking
		New Cross Street, NG17 4FS	£0.00	£5.95	£5.95	100%	
Bassetlaw	Retford	All shopper car parks e.g. Carolgate, DN22 6AS	£2.00	£3.40	£1.40	41%	Max 3 hours parking
		All visitor car park e.g. Churchgate Central, DN22 6PA	£4.00	£3.40	-£0.60	-18%	
	Worksop	All shopper car parks e.g. Lead Hill Central, S80 1LJ	£2.00	£3.40	£1.40	41%	Max 3 hours parking
		All visitor car parks e.g. Newgate Street East Central, S80 2AH	£4.00	£3.40	-£0.60	-18%	
Broxtowe	Eastwood	King Street, NG16 3DA	£15.00	£5.95	-£9.05	-152%	
		Oxford Street, NG16 3GF	£1.00	£5.95	£4.95	83%	
		Scargill Walk, NG16 3AY	£15.00	£5.95	-£9.05	-152%	
		Sun Inn, NG16 3SG	£1.00	£5.95	£4.95	83%	
		Victoria Street, NG16 3AW	£2.00	£5.95	£3.95	66%	
	Kimberley	James Street, NG16 2LP	£0.00	£5.95	£5.95	100%	
		Station Road, NG16 2NR	£0.00	£5.95	£5.95	100%	
		Victoria Street, NG16 2NH	£1.00	£5.95	£4.95	83%	
	Stapleford	Cliffe Hill Avenue, NG9 7HD	£1.00	£5.95	£4.95	83%	
		Eatons Road, NG9 7EB	£15.00	£5.95	-£9.05	-152%	
		Halls Road, NG9 7FP	£1.00	£5.95	£4.95	83%	
		Victoria Street, NG9 7AP	£15.00	£5.95	-£9.05	-152%	
Mansfield	Mansfield	Four Seasons Shopping Centre, NG18 1SU	£12.00	£3.80	-£8.20	-216%	£1 an hour
		Old Town Hall, NG18 1HX	£1.00	£3.80	£2.80	74%	Max 1 hour parking
		Clumber Street, NG18 1ND	£4.00	£3.80	-£0.20	-5%	Max 4 hours parking
		Toothill Lane long-stay car park, NG18 1NN	£12.00	£3.80	-£8.20	-216%	£1 an hour- no limit
		Grove Street car park, NG18 1EL	£3.60	£3.80	£0.20	5%	
		Toothill Road car park	£4.00	£3.80	-£0.20	-5%	Max 4 hours parking
		Church Lane, NG18 1BA	£9.60	£3.80	-£5.80	-153%	£0.80 an hour- no limit
		Handley Arcade, NG18 1NJ	£4.00	£3.80	-£0.20	-5%	Max 4 hours parking
		Victoria Street, NG18 5RZ	£6.00	£3.80	-£2.20	-58%	£0.50 an hour- no limit
		Garden Road, NG18 5SX	£7.20	£3.80	-£3.40	-89%	£0.60 an hour- no limit
Newark and Sherwood	Newark	Appleton Gate, NG24 1JR	£7.50	£3.50	-£4.00	-114%	
		Town Wharf, NG24 1TP	£7.50	£3.50	-£4.00	-114%	
		London Road, NG24 1TN	£7.50	£3.50	-£4.00	-114%	
Rushcliffe	Bingham	Newgate Street, NG13 8FD	£0.00	£5.95	£5.95	100%	
	Cotgrave	Shopping Precinct - Candleby Lane NG12 3US	£0.00	£5.95	£5.95	100%	
		Cotgrave Hub - Candleby Lane NG12 3US	£0.00	£5.95	£5.95	100%	
	Keyworth	Bunny Lane NG12 5JU	£0.00	£5.95	£5.95	100%	
		Church Drive, NG12 5FG	£0.00	£5.95	£5.95	100%	
	Radcliffe on Trent	Health Centre NG12 2GD	£0.00	£5.95	£5.95	100%	
		Walkers Yard NG12 2FF	£0.00	£5.95	£5.95	100%	

BSIP Outcome 8: Other factors that affect bus use

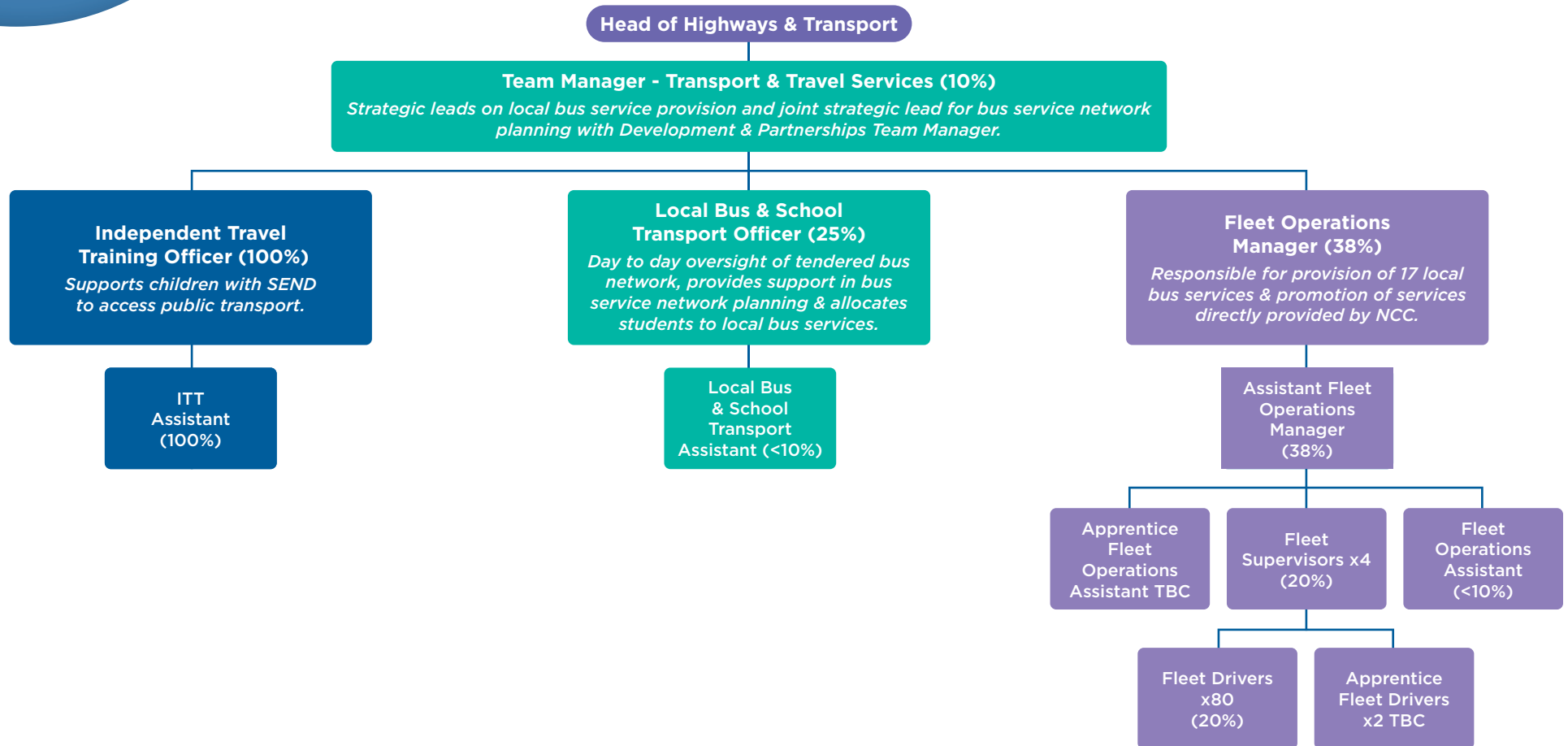
Local Authority Technical Support and skills

Organograms showing the staff structure in the county council and their roles in relation to bus-related activities are set out below.

Development & Partnerships Team



Transport & Travel Services



- = Ancillary tasks relating to local bus
- = Bus service network planning
- = Bus service provision / contract management
- % = Work related to local bus (FTE)

Appendix C

Bus Measures in Relation to Objectives

National Bus Strategy Objective	BSIP requirements
1 more frequent	A Intensive services and investment on key corridors; routes easier to understand
2 faster/more reliable	B There must be significant increases in bus priority
3 cheaper	C Fares must be lower and simpler
4 more comprehensive	D Seamless, integrated local ticketing between operators across all transport
5 easier to understand	E Service patterns must be integrated with other modes
6 easier to use	F Bus network presented as a single system, with clear passenger information
7 better integrated	G Modern buses and decarbonisation
8 greener	H Give bus passengers more of a voice and a say
9 better to ride in	I More demand-responsive services and 'socially necessary' transport
	J Longer term transformation of networks through BRT and other measures

Programme	Project	National Bus Strategy Objective	BSIP requirements
Network development	Bus Service Enhancements	1; 4; 6; 7	A; E; F; I
	DRT Pilots	1; 4; 7	E; F; I
	Total Transport	7	F
	Timetable Review	2; 4; 5; 6; 7	E; F
	Parking Strategy Review	3	B; E
	Traffic Commissioner Powers	2	F
Bus Priority	A60 Nottingham Road, Mansfield Bus Priority	2	A; B
	A38 Bus Priority including Bus Rapid Transit	2	A; B
	A52, Gamston Bus Priority	2	A; B
	A611, Bus Rapid Transit Bus Priority Light	2	A; B
	Pinchpoint Busting Measures Programme	2	B
	Centralised Traffic Light Priority (CTLP) Roll Out Extension	2	A; B
	A632 and A619 Corridor Improvements	2	A; B
	Bus priority Enforcement Improvements	2	B
	Reduce Network Disruption	2; 6	B
Fares & Ticketing	Fare and Product Alignment	5; 7	C
	Multi Operator Ticketing Pilots	3; 5; 6; 7	C; D
	Contactless Payment & Capping	6	D
	Jobseeker Scheme	3	C
	Young Person Concession Scheme	3; 6	C
	Travel Incentive Campaign	3	C
Integration	Passenger Transport Support Hub	5	F
	Inter-modal Connections	7	E
	Timetable Alignment Review	6; 7	E; F
	Mobility Hubs	4; 7	E; F
	Interchange Investment Programme	5; 6; 7; 8	E; F
	Pocket Park & Ride	2; 6; 7	A
	Universal Provision of Real Time Information	4; 5; 6; 7	F

Programme	Project	National Bus Strategy Objective	BSIP requirements
Infrastructure	Real Time Information Display Investment	5; 6	F
	Journey Planning Kiosks Investment	5; 6	F
	Bus Shelter Investment	6; 8	F
	Passenger Accessibility Improvements	6; 9	F
	PV Glass Trials	8	G
	CCTV at Bus Stops	6; 9	F
Coordination	Information Coordination	5	F
	Timetable Coordination	5; 6; 7	F
	Coordinated Marketing Campaigns	5; 6; 7	F; H
	Accessibility Awareness	5; 6; 7	F
	Single Data Set for D2N2 RTI System	6; 7	F
Service Quality	Passenger Charter	5; 6; 7; 8; 9	F; H
	Partnership Brand	5	F
	Minimum Vehicle Quality Standards	5; 6; 9	G
	DVSA Earned Recognition Scheme	6	G
	Inclusive Transport Leaders Scheme	6	E; F; G
Decarbonisation Programme	Carbon Emission Reduction Programme	8	G
	Air Quality Monitoring Improvements	8	G
	ZEBRA Scheme	8	G



Bus Service Improvement Plan (BSIP) Local Planning Authority Memorandum of Understanding (MoU)

Background

Nottinghamshire County Council (the "County Council") is intending to submit a BSIP to the Department for Transport (DfT) prior to the end of October 2021 and as a result of this submission will be producing an Enhanced Partnership (EP) agreement with bus operators for the 31st March 2022. The BSIP will continue to be a live document and will be monitored and evaluated by the DfT on an annual basis up to 2025.

An important element of our BSIP is to work with our seven District and Borough partners to co-ordinate measures to benefit passengers, improve connectivity, reduce CO₂ emissions, improve local air quality, and help the local economy thrive and grow post pandemic.

Some important liaison work has already happened, and this MoU notes the commitment of the County Council to augment these relationships to ensure continual co-operation over the life of the BSIP and EP agreements, building on the existing strong relationships in Place development, Planning and bidding for funding.

Memorandum of Understanding

This MoU is not intended to be legally binding, but sets out the County Council's current intentions in connection with the BSIP and EP, namely that it will:

- Continue to work with all Districts and Boroughs for structured liaison from the inception of the BSIPs and onwards.
- Co-ordinate and integrate relevant improvement measures, including type and timescales. This will happen in co-operation with the relevant bus companies.
- Through the Notts Parking Partnership, target parking enforcement on public transport corridors.
- Build on and strengthen liaison on planning applications to consider bus services and bus infrastructure improvements.
- Collaborate on bidding for funding to improve bus infrastructure and bus services.
- Work together to promote public transport and travel planning with the bus companies.
- Consider the impact on buses when reviewing the level and cost of parking.
- Set-up, and refine Key Performance Indicators (KPIs) where appropriate and feasible.
- Continue with including representatives of the adjacent County Council's/Unitary Authorities/Mayoral Combined Authorities into Working Groups and Steering Groups as appropriate to deliver schemes. Accelerate this process in Year 2 of the BSIP and EP scheme development and implementation period onward.
- Consider how LPA's are represented within EP governance arrangements; and,
- Modify and adapt this MoU over time, as required.

Nothing in this MoU is intended to, or shall be deemed to, establish any partnership or joint venture between the parties, constitute any party as the agent of any other party, nor authorise any party to make or enter into any commitments for or on behalf of another party.

On behalf of Nottinghamshire County Council

Name:

Position:

Signed:

Date:

On behalf of

Name:

Position:

Signed:

Date:

Bus Service Improvement Plan (BSIP) Local Authority Memorandum of Understanding (MoU)

Background

Nottinghamshire County Council (the "County Council") is intending to submit a BSIP to the Department for Transport (DfT) prior to the end of October 2021 and as a result of this submission will be producing an Enhanced Partnership (EP) agreement with bus operators for the 31st March 2022. The BSIP will continue to be a live document and will be monitored and evaluated by the DfT on an annual basis up to 2025.

An important element of our BSIP is to acknowledge, and to plan for improvements to cross border bus services, co-ordinating improvement measures to benefit passengers.

Some important liaison work has already happened, and this MoU notes the commitment of our Local Transport Authority (LTA) to augment these relationships to ensure continual co-operation.

Memorandum of Understanding

This MoU is not intended to be legally binding, but sets out the County Council's current intentions in connection with the BSIP, namely that it will:

- Continue to work with all adjacent LTAs and plan for structured liaison from the inception of the BSIPs and onwards.
- Where appropriate, agree the implementation dates by which our BSIPs will be delivered.
- Co-ordinate and integrate relevant improvement measures, including type and timescales. This will happen in co-operation with the relevant bus companies.
- Set-up, combine and refine Key Performance Indicators (KPIs) where appropriate and feasible.
- Actively consider the formal combination of Enhanced Partnerships and BSIPs where this gives benefits to passengers and maximises the value for money.
- Continue with including representatives of the adjacent LTAs into Working Groups and Steering Groups as appropriate. Accelerate this process in Year 2 of the BSIP and EP scheme development and implementation period onward.
- Consider how adjoining LTA's are represented within EP governance arrangements; and,
- Modify and adapt this MoU over time as required.

Nothing in this MoU is intended to, or shall be deemed to, establish any partnership or joint venture between the parties, constitute any party as the agent of any other party, nor authorise any party to make or enter into any commitments for or on behalf of another party.

On behalf of Nottinghamshire County Council

Name:

Position:

Signed:

Date:

On behalf of

Name:

Position:

Signed:

Date:

Bus Service Improvement Plan (BSIP) Train & Tram Operator Memorandum of Understanding (MoU)

Background

Nottinghamshire County Council (the “County Council”) is intending to submit a BSIP to the Department for Transport (DfT) prior to the end of October 2021 and as a result of this submission will be producing an Enhanced Partnership (EP) agreement with bus operators for the 31st March 2022. The BSIP will continue to be a live document and will be monitored and evaluated by the DfT on an annual basis up to 2025.

An important element of our BSIP is to work with other public transport providers to co-ordinate measures to benefit passengers, improve connectivity, reduce CO₂ emissions, improve local air quality, and help the local economy thrive and grow post pandemic.

Some important liaison work has already happened, and this MoU notes the commitment of the County Council to augment these relationships to ensure continual co-operation over the life of the BSIP and EP agreements, building on the existing strong relationships already in place.

Memorandum of Understanding

This MoU is not intended to be legally binding, but sets out the County Council’s current intentions in connection with the BSIP and EP, namely that it will:

- Continue to work with all public transport operators for structured liaison from the inception of the BSIPs and onwards.
- Co-ordinate and integrate relevant improvement measures, including type and timescales. This will happen in co-operation with the Council and local bus companies.
- Build on and strengthen liaison through existing forums and those emerging from the pandemic to drive recovery and transformation.
- Strength Community Rail Partnerships to help deliver improvements.
- Collaborate on bidding for funding to improve integration between different modes.
- Work together to promote public transport and seamless transfer between bus and other public transport providers.
- Set-up, and refine Key Performance Indicators (KPIs) where appropriate and feasible.
- Consider how other public transport operators are represented within EP governance arrangements; and,
- Modify and adapt this MoU over time, as required.

Nothing in this MoU is intended to, or shall be deemed to, establish any partnership or joint venture between the parties, constitute any party as the agent of any other party, nor authorise any party to make or enter into any commitments for or on behalf of another party.

On behalf of Nottinghamshire County Council

Name:

Position:

Signed:

Date:

On behalf of

Name:

Position:

Signed:

Date:

Bus Bus Service Improvement Plan (BSIP) West Notts College and Nottingham Trent University Memorandum of Understanding

Background

Nottinghamshire County Council (the "County Council") is intending to submit a BSIP to the Department for Transport (DfT) prior to the end of October 2021 and as a result of this submission will be producing an Enhanced Partnership (EP) agreement with bus operators for the 31st March 2022. The BSIP will continue to be a live document and will be monitored and evaluated by the DfT on an annual basis up to 2025.

An important element of our BSIP is to work with other public sector organisations who provide bus services for staff and students, to co-ordinate measures to benefit passengers, improve connectivity, reduce CO₂ emissions, improve local air quality, maximise efficiencies, minimise duplication; and help the local economy thrive and grow post pandemic.

Some important liaison work has already happened, and this MoU notes the commitment of the County Council to augment these relationships to ensure continual co-operation over the life of the BSIP and EP agreements, building on the existing strong relationships already in place.

Memorandum of Understanding

This MoU is not intended to be legally binding, but sets out the County Council's current intentions in connection with the BSIP and EP, namely that it will:

- Continue to work with West Notts College and Nottingham Trent University for structured liaison on the BSIP.
- Co-ordinate and integrate relevant improvement measures, including type and timescales. This will happen in co-operation with the Council, local bus companies and other public transport providers such as Rail.
- Build on and strengthen liaison through existing forums and those emerging from the pandemic to drive recovery, sustainability, and transformation.
- Work together to integrate existing College services into the bus network, where appropriate, to increase travel opportunities for staff and students.
- Advise West Notts College on further network development including the use of Demand Responsive Transport (DRT) solutions.
- Work together on travel planning arrangements and promotion of bus services.
- Set-up, and refine Key Performance Indicators (KPIs) where appropriate and feasible.
- Consider how West Notts College plug into the emerging EP governance and liaison arrangements; and,
- Modify and adapt this MoU over time, as required.

Nothing in this MoU is intended to, or shall be deemed to, establish any partnership or joint venture between the parties, constitute any party as the agent of any other party, nor authorise any party to make or enter into any commitments for or on behalf of another party.

On behalf of Nottinghamshire County Council

Name:

Position:

Signed:

Date:

On behalf of

Name:

Position:

Signed:

Date:



Future of Rural Mobility Study

Phase 2: Characterising potential locations for rural hubs

Stage 5: Final Draft Rural Hubs Guidance

December 2020

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Version	Date	Author	Reviewer	Comments
3.0	9 th December 2020	Jake Page Martin Gallagher Julianna Moats Jenny Paxton	Nichola Byrne Pete Ramsey Giles Perkins	Final version



Stage 5: Guidance Development

1 Introduction

1.1 Introduction to Midlands Connect

Midlands Connect (MC) is an independent partnership made up of 22 local authorities, nine Local Enterprise Partnerships (LEPs), East Midlands and Birmingham Airports, and Chambers of Commerce stretching from the Welsh border to the Lincolnshire coast. The partnership also includes the Department for Transport (DfT), Network Rail, Highways England and HS2 Ltd, working together with MC to drive an unprecedented level of collaboration for the good of the Midlands and the UK.

1.2 Background to the Future of Rural Mobility Study

Following the publication of the DfT's *Future of Mobility: Urban Strategy*¹, MC decided to undertake a Future of Rural Mobility Study (FoRMS) for the Midlands area. Phase 1 was developed by Midlands Connect with support from the University of Lincoln in 2019, with WSP and partners (CoMoUK, University of Northumbria and Foot Anstey) commissioned for Phase 2 in Summer 2020.

FoRMS Phase 1 focused on the human and business needs in our rural areas, considering options to address those needs, both technical and non-technical in nature. This resulted in the development of a framework of needs and a toolkit.

FoRMS Phase 1 identified that:

1. The make-up of our rural communities and businesses is different to urban areas, and the transport and access issues faced by our rural communities and businesses are substantially different to those in urban settings. The needs of communities are highly differentiated between different types of rural areas (e.g. coastal, touristic, remote, accessible/commuter-belt and market-towns).
2. Rural communities have fewer transport choices, and businesses struggle to recruit and retain suitably qualified employees.
3. Many of the transport related issues faced by rural communities can be resolved through technology in mobility services, comprehensive provision of mobile phone coverage, superfast broadband and 5G, and through different funding and delivery models for public transport and service provision.

In considering potential measures to improve rural mobility, the Phase 1 study identified that the 'bundling' of demand for services can address poor bus and rail patronage and can stimulate innovation and deliver of new modes/services, such as car-share schemes. Bringing together a range of services, including transport and health, at 'hubs' may help counteract isolation at the same time as tackling rural access and health issues, and support entrepreneurs and small business growth. The 'hubs' concept is one of a series of measures identified in the toolkit produced in Phase 1, which provides an illustration to partners and industry for what rural mobility could look like in the future and provides options for what could work locally.

Phase 1 concluded with a series of recommendations, including a recommendation for MC to investigate the potential for hubs to allow improved connectivity. The Phase 2 study followed from this recommendation.

¹ Department for Transport (2019) *Future of Mobility: Urban Strategy*. Available at: http://data.parliament.uk/DepositedPapers/Files/DEP2019-0365/Future_of_Mobility_Urban_Strategy.pdf [Accessed 10 August 2020]

1.3 Objectives of the Future of Rural Mobility Study Phase 2

Following Phase 1, MC wanted to consider rural hubs and how they may facilitate greater accessibility for our rural communities, commissioning *Phase 2 Characterising potential locations for rural hubs*.

The objectives of Phase 2 are to:

1. Develop a set of detailed guidance for practitioners (such as local authorities) on how to firstly seek the right location/conditions for a rural hub and secondly how to make the proposition commercially viable.
2. Identify a number of broad opportunities across the Midlands where hubs might be brought forward.

Key questions for Phase 2 include:

1. What can be considered as different types of rural hub? What are their characteristics?
2. What are the services (and scale of parking provision) required at each scale/type of hub for them to be successful?
3. Using readily available data sources, how might firstly broad locations and then more specific sites for successful hubs be identified?
4. Where in the Midlands are the most attractive broad locations for rural hubs?
5. Who are the primary 'actors' required to bring forward and operate a successful hub? How can partnerships be brought together?
6. Do some types of hub allow the provision for public transport in rural areas to be reconfigured/rethought? How might they make public transport more attractive to users and commercially viable? What role might new community transport initiatives play?
7. How might the different technologies identified in the Phase 1 study be applied in hubs?

1.4 Approach

This guidance forms Stage 5 of the FoRMS Phase 2 six-stage approach. The full suite of stages is summarised in **Table 1**.

Table 1 - Project Approach

Stage 1: Inception and scoping	Project inception meeting.
Stage 2: Typology and characteristics identification	Stage 2 involves the development of specific rural hub concepts for the MC area to provide regionally consistent, but locally applicable approaches aligned to local contexts and needs.
Stage 3: Commercial considerations	Stage 3 considers the operational and commercial framework for rural hubs to ensure that hubs are deliverable and sustainable.
Stage 4: Application of technology in hubs	The provision and use of technology could be a key to the successful operation of hubs. Stage 4 reviews of the application of technology in rural hubs.
Stage 5: Guidance development	This stage builds upon all the technical analysis and thinking in the previous stages to develop guidance which provide practitioners with an approach to identifying appropriate locations for hubs and then to formulate commercially viable plans for their development and operation.

**Stage 6:
Identification of
opportunities for
hubs in the MC area**

The final stage of the commission will pilot the guidance developed in Stage 5 to identify broad locations which may be suitable for hubs within the MC area and then to identify a number of specific locations for further investigation.

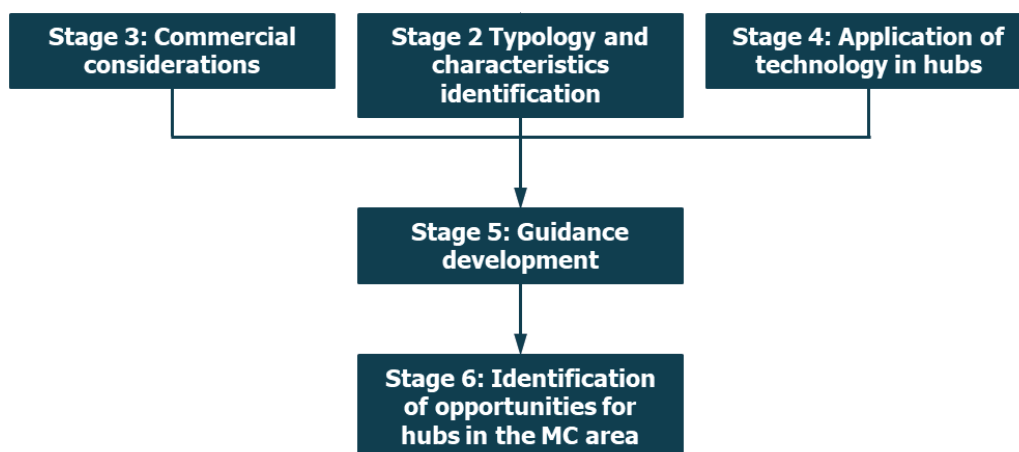
1.5 Purpose of this guidance

This guidance, developed as part of **Stage 5** of FoRMS Phase 2, provides practitioners with the approach to identifying appropriate locations for rural hubs and then to formulate resource plans for the hub development and operation. The guidance and an associated process chart (detailed in Section 3) take practitioners through each step to confirm the location and market for a hub, the appropriate hub components, the hub dependencies and the potential resource model. The guidance also leads practitioners to consider: engagement requirements; funding; delivery pathways; branding, marketing and communications; and monitoring and evaluation.

The guidance builds upon all the technical analysis and thinking in the previous stages of this study. The guidance presented here will continue to evolve during the project, as the concept of rural hubs further develops, and the method is tested against the pilot areas. This guidance and the associated process chart provide the initial toolkit for the identification of rural hub opportunities.

Figure 1 presents the interrelationship of this Stage 5 guidance with wider stages; and how the guidance feeds into the identification of opportunities for rural hubs in the MC area.

Figure 1 - Stage 5 Task Relationships



1.6 Structure of this guidance

The guidance is structured as follows:

- **Section 2 Reflection of work undertaken in previous stages** – which reflects on key elements of work previously completed in Stages 2, 3 and 4 of the FoRMS Phase 2 that are integral to the development of the guidance.
- **Section 3 Guidance Overview and Process Chart** – which sets out the broad overview of the rural hub guidance and introduces the process chart.
- **Section 4 Step by Step Guidance** – which provides further detail and expands upon each of the steps within the process chart.
- **Section 5 Next Steps** – which sets out how the Stage 5 guidance will feed into Stage 6 of the FoRMS Phase 2 will be piloted to identify broad locations which may be suitable for hubs within the MC area.

2 Hub key success criteria

Based on a review of UK, European and global hub practice, key success criteria for hubs is provided as a checklist (**Table 2**). The checklist should be used at each stage of hub development to support a hub design that benefits from lessons learned across UK and global benchmarking.

Table 2 - Hub key success criteria checklist

Design and operation	Has the hub been developed with community involvement and expert knowledge? Technical support and suitable funding.
	Has the hub been developed using relevant funding information? The amount of funding needed and sources available will vary by scale and location. Funding needs to be considered for the development (capital funding) and operation (revenue funding) of the hubs, as well as consideration of how these costs can be offset by potential ongoing income streams.
	Was the strategic context used as the basis for the hub development?
	Does the hub design development use user-centred design practices to ensure fitness for purpose for local users?
	Is the hub located in an area of high demand or existing demand?
	Will the hub enhance the quality of the surrounding public realm?
	Does the hub development and operation retain key (salaried or voluntary) staff, who have expertise and local knowledge?
	Does the hub have future-proofed digital connectivity to enable existing and future services? These might include digital integration of transport services and modes through smart ticking or Mobility as a Service solutions, or internet connectivity for co-working and leisure spaces.
	Hubs should have a recognisable brand (either a new one, or linked to an existing brand), supported with signage, wayfinding and consistent and marketing. Marketing should be cross-channel, across all age groups, to reach a wide audience.
	Does the overall operator have the technical capability to operate all elements of the hub?
Stakeholder and community engagement	Has the hub been developed in conjunction with intended service providers, to specify operational dependencies and utility supplies?
	Has the hub been developed with a community-led approach for both design and operation?
	If the hub will rely on volunteer labour, is it equitable and viable in the long-term?
	If the strategic context basis for the hub involves 'top down' approaches, are they supported through local communities' engagement and involvement?
	Does the hub design process have a stakeholder engagement and communication plan to strengthen partner collaborations?
	Does the hub design process have an advertised feedback procedure for community stakeholders? Is the feedback incorporated into the design process?
	Have the practitioners engaged with local stakeholders (e.g. local businesses), local government, NGOs, charities, transport operators and other organisations?
	Do the hub development design and implementation phases have a realistic timescale, to reflect the complexity of a multi-party endeavour?
Commercial	Have the hub promoters harnessed the support of politicians and the media to generate public interest and support?
	Does the hub have a resource model and a business plan?

	Does the hub have a self-sustaining resource model, or will it require ongoing subsidy?
	If the hub requires subsidy, have long-term funding streams been identified?
	A diversified offer in the hub could help strengthen the commercial viability of the hub, as it could attract a range of different users to different components/services over time and create diversified income streams.
	Has the resource model been market tested?
	Does the hub have a financial plan and budget for operation and maintenance?
Monitoring, evaluation & dissemination	Monitoring and evaluating the impact of hubs is important for building up the long-term business case for hubs, to attract further funding and to inform public policy.
	Active participation in knowledge sharing (within the UK and internationally) can enhance delivery of schemes.

3 Guidance Overview and Process Chart

3.1 Guidance overview

It is integral to understand that this document forms rural hub guidance and is not prescriptive, as it is recognised that there are highly differentiated types of rural areas in the Midlands (e.g. coastal, touristic, remote, accessible/commuter-belt, market-towns, etc). The guidance is developed to be applied across the rural locations of the Midlands. Specific context will need to be applied in each individual hub analysis to fit with the specific needs of that rural community.

As such, hubs need to fit with their specific local spatial, economic and social conditions. These conditions include spatial connectivity; user markets; proximity to existing services and hub components; and locally-specific commercial and operational practices and conditions. Over prescription at this stage may limit the flexibility needed to meet local needs, conditions and variability.

It is vital to understand the highly differentiated needs of rural communities across the MC area; and have in mind how rural hubs offer the potential to address the varying needs of specific rural communities including, but not limited to, tackling rural access, health issues, isolation and the need for community services.

3.2 Rural hub location identification process chart

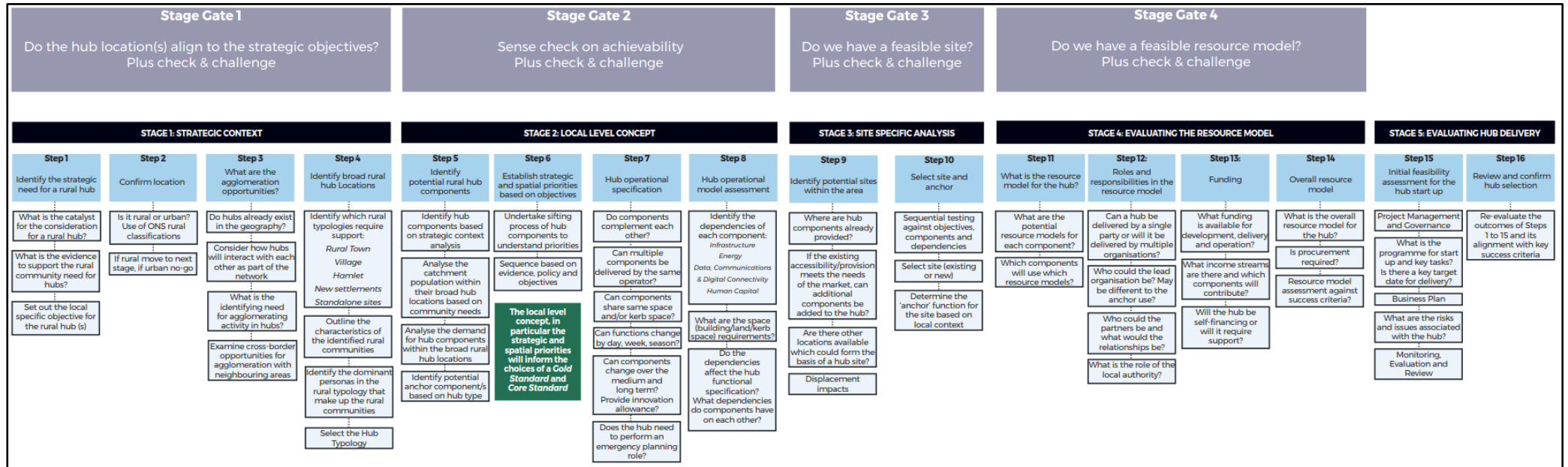
The process chart seeks to guide practitioners through 16 steps to enable the user to identify appropriate locations for a rural hub. The process chart provides a high-level step-by-step guide to be referenced in conjunction with this guidance, forming the initial toolkit to identify rural hub opportunities.

The process chart has 16 steps which are broken down into 5 key stages. These include:

- **Stage 1 Strategic context:** Steps 1 to 4 seek to understand the need for hubs and if potential hub location(s) align to the strategic objectives.
- **Stage 2 Local level concept:** Steps 5 to 8 formulate and provide a sense check on the achievability of the local level concept.
- **Stage 3 Site specific analysis:** Steps 9 and 10 aim to understand if the site is feasible.
- **Stage 4 Evaluating the resource model:** Steps 11 to 14 aim to understand if the hub has a feasible resource model in the long-term.
- **Stage 5 Evaluating hub delivery:** Steps 15 and 16 act as the management case and sets out the initial feasibility assessment for the hub start up, with a final re-evaluation of Steps 1 to 16 outcomes and its alignment with key success criteria.

Figure 2 presents the high-level rural hubs process chart.

Figure 2 - Rural hub location identification process chart



4 Step by Step Guidance

4.1 Overview of the process chart guidance

As outlined previously, the process chart has 16 steps, within 5 broad stages of rural hub development. The 5 key stages and associated steps are outlined in more detail throughout this chapter. The guidance to be read in conjunction with the process chart to provide further clarity and detail on each step.

The 16 steps are arranged to provide a sequential process with a natural flow to guide the practitioner through the rural hub development process. It should be noted that this is not a prescriptive order and there may be logic in the practitioner undertaking multiple steps at the same time should it be deemed more efficient and practical to do so.

It is important to note that there are 'stage gates' which act as key review points, whereby a summary of conclusions can be made which provide the opportunity to reflect, challenge and review the steps within that stage before proceeding to the next stage. These stage gates may also act as opportunities to undertake different stages of engagement, gaining internal and external buy in to the hub concept, as well as developing the hub in line with the needs of stakeholders (internal to the local authority, public and private).

A high-level list of the 5 stages and associated steps is provided as follows. Stages 1 to 3 have an overarching alignment to the Department for Transport's Transport Appraisal Process (May 2018) from establishing the need for an intervention (hub) in a strategic context, to defining the geographic area of impact and developing a preferred option. There is also alignment to the transport business case process in terms of the strategic, financial, management and commercial considerations of the hub.

The 5 stages, and associated 16 steps, are identified on the following page, before further detail on each step is provided in the subsequent chapters.

Stage 1: Strategic context

- **Step 1** – Identify the strategic need for a rural hub
- **Step 2** – Confirm location
- **Step 3** – What are the agglomeration opportunities?
- **Step 4** – Identify broad rural hub locations

Stage 2: Local level concept

- **Step 5** – Identify potential rural hub components
- **Step 6** – Establish strategic and spatial priorities based on objectives
- **Step 7** – Hub operational specification
- **Step 8** – Hub operational model assessment

Stage 3: Site specific analysis

- **Step 9** – Identify potential sites within the area
- **Step 10** – Select site and anchor

Stage 4: Evaluating the resource model

- **Step 11** – What is the resource model for the hub?
- **Step 12** – Roles and responsibilities in the resource model

- **Step 13** – Funding
- **Step 14** – Overall resource model

Stage 5: Evaluating hub delivery

- **Step 15** – Initial feasibility assessment for the hub start up
- **Step 16** – Review and confirm hub selection

4.2 Stage 1: Strategic context

Stage 1 contains the first four steps of the process chart, which examines the strategic context of the hub location (s) in line with the wider strategic objectives.

This first stage outlines the wider strategic context of a potential rural hub, which forms the foundation to progress on to the local context. When considering the components (functions) of rural hubs, it is critical to also consider the needs of local rural communities; this is considered in more detail at the local level in Stage 2.

4.2.1 Step 1: Identify the strategic need for a rural hub

The first step is to identify the strategic need for a rural hub. Ultimately, the catalyst for the consideration of a rural hub must be clear and well defined; aligning to both bottom up demand and top down strategic need.

If there is a known demand for hubs, this would present a bottom up approach, whereby there must be a clear and evident need for intervention in the form of rural hubs. The need of rural communities will vary depending on each rural locality; this may include the need for better/additional services and/or the need for better access to these services. There should be comprehensive evidence to support the need for hubs; including, but not limited to political leadership, stakeholder engagement and public demand.

For example, specifically focussing on rural mobility, FoRMS Phase 1 previously identified that rural communities across the Midlands Connect area need to improve connectivity and access to services. Rural hubs present an opportunity to support improved rural mobility and to further connect communities by transporting the public via sustainable modes. As such, the strategic need for improved mobility, particularly through sustainable means, should be highlighted to demonstrate that intervention to enhance the connectivity of rural communities is required. For example, the need for rural hubs can be demonstrated by identifying:

- Rural areas underserved by conventional public transport
- Rural areas with high levels of socio-economic deprivation
- Employment centres with high mobility demands
- Local policy seeking to improve accessibility and increase sustainable transport modes alternative to the private vehicle

A top down approach would take a more evidence led approach, with the catalyst driven by strategic policy and data. In all cases, the consideration of a hub would need to align with the aims and objectives of strategic policy and be evidenced. Economic, planning and transport policy should be considered from a national level through to the local level, including Local Plans and Neighbourhood Plans, to ensure that rural hubs align with the aims, objectives and future plans for the locality, data, engagement or policy.

There should be a justified catalyst for the consideration of a new rural hub, whereby the intervention of a hub could address issues and/or provide benefits for the local people; and also supports strategic policy. There may be additional catalytic drivers for a hub such as funding opportunities, planning for major events and emergency planning.

Practitioners should consider if hubs contribute to the following:

- There is a clear need for intervention, such as the need for better services and/or better access to services;
- The alignment of rural hubs supporting the delivery of local policy and strategies; and
- The opportunity to improve the lives of those living in that specific rural location.

Following this, practitioners should set out the locally specific objectives for the rural hub.

If the strategic need for rural hubs are identified and align with the need for a rural hub, there is evidence to move on to Step 2 to confirm if the location is rural.

4.2.2 Step 2: Confirm location

Hubs should be located in rural areas, to retain the specific needs as set out in FoRMS Phases 1 and 2 to date. As an initial step, the practitioner should confirm that the location is indeed rural.

A set of rural place typologies have been established as part of previous analysis for the study. As a starting point, the Office for National Statistics (ONS) Rural/Urban Classification will define 'rural' areas in the Midlands. This dataset is recommended to be interrogated to identify if the location in consideration is classified as rural or not.

Based on the ONS Rural/Urban Classifications, three typologies were identified, these being:

- Rural town and fringe
- Rural village
- Rural hamlets and isolated dwellings

Two other specific locations require consideration: new settlements within rural areas and standalone sites in rural areas that generate significant demand for services and mobility. As such, five rural place typologies are set out as:

- Rural town
- Village
- Hamlet
- New settlements
- Standalone sites

Some areas classified as urban can be considered in a regional context as rural, due to their relatively small size, their remoteness and their rural surroundings and economy. Practitioners (for example the local authority) may wish to review some of their smaller towns in the ONS urban classification to understand if they are appropriate for rural hubs.

If the location is confirmed to be rural move to Step 3. If the location is classified urban, the hub would not be rural in nature and do not proceed.

4.2.3 Step 3: What are the agglomeration opportunities?

Practitioners should firstly identify if any hubs already exist in the local area, in line with the strategic need identified in Step 1. The presence of existing hubs will be a key factor in shaping some of the decisions about the services/activities offered and also highlight the existing provision or gap in supporting the needs of the rural community. For example, if the local transport authority has an existing hub, there may be potential for this to play an advisory role in the development of a new hub or potential to extend this into a rural hub with community/commercial services. If there is no existing hub in the local area, stakeholder engagement will provide a useful basis to support a rural hub, whether it be the development of a new hub or identifying underutilised existing buildings that have potential for change of use into a rural hub function.

Practitioners should consider how rural hubs will interact with each other as part of the network, with the key aim to identify potential agglomeration opportunities.

It is important to understand the agglomeration opportunities of the potential rural hub location. Agglomeration refers to the benefits provided through clustering or a mass collection of people, services, activities and places.

There is a need to discuss how the hub should seek to accommodate multiple local level commercial and community services, as well as mobility services, in order to provide agglomeration benefits. Practitioners should identify the opportunity for agglomerating activity in a hub rather than a single use function. This is likely to develop a more economically viable and future-proofed hub.

Rural communities are likely to have several locally specific needs, for example the need for better access to healthcare and education. Agglomeration opportunities offer the potential for hubs to help address these needs; such as renting a room during the day for NHS healthcare use, and during the evening renting the room for educational classes.

Depending on the purpose and components of the rural hub, it may reduce demand for mobility as it will be providing more local services; however, the agglomeration of services may increase demand for inbound journeys to the hub. The practitioner should identify if mobility demand is likely to increase or decrease through trip analysis; and if mobility demand is likely to increase then rural hubs could also offer agglomeration opportunities in terms of transporting the public via sustainable modes, which may reduce the reliance of privately-owned vehicles. For example,

The demand for the agglomerated services may support the potential to provide shared mobility services at or near the rural hub. These shared mobility services could increase access efficiency and quality compared to fixed bus routes; improve safety by providing door-to-door or street-to-street services; and improve value for money through a more dynamic, personalised service.

If the agglomeration opportunities provide scope for enhanced mobility, practitioners should also consider the operating models of shared mobility. This includes whether the hub could act as an interchange of shared mobility services which feed into more strategic fixed public transport routes; whether shared mobility could replace existing public transport; or whether shared mobility services and conventional fixed public transport could be blended so that both operate.

Figure 3 demonstrates a theoretical network diagram presenting traditional public transport in rural areas with low frequency, indirect and lengthy routes, which discourages regular public transport

use and mode shift. **Figure 4** presents the potential for rural hubs to enhance transporting of the public via sustainable modes in the **long-term**, should many rural hubs be developed. **Figure 4** demonstrates that if rural hubs are able to support provision for shared mobility, such as Demand Responsive Travel, this would support sustainable travel between hubs through shorter, direct and more flexible routes.

Figure 3 - Theoretical network diagram presenting traditional public transport in rural areas

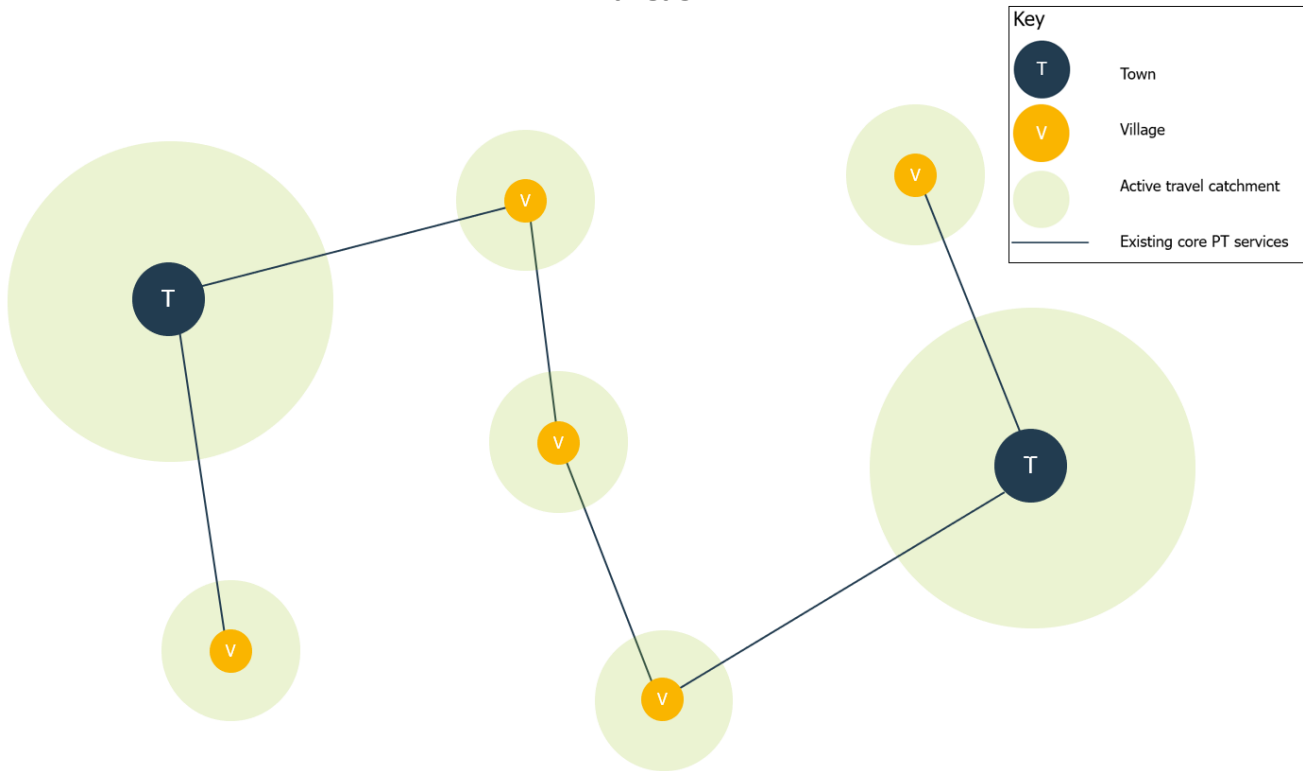
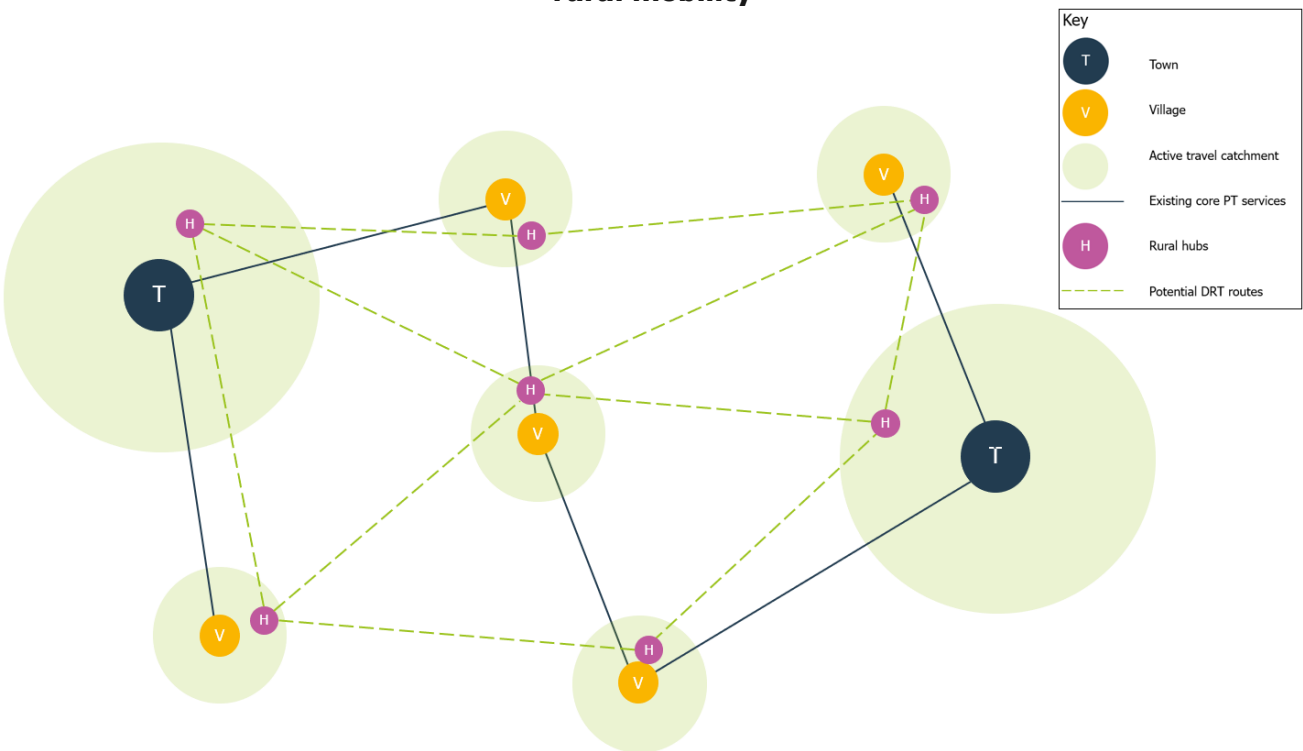


Figure 4 - Theoretical network diagram presenting the potential for hubs to enhance rural mobility



Cross-border opportunities should also be considered as part of the agglomeration opportunities. The MC area spans many local authorities with neighbouring local districts, sub-national transport bodies (STBs) and a national border with Wales. Strategic opportunities and users are not limited by geographic/political borders; therefore, agglomeration benefits should not be limited in the same way to maximise the potential benefits of the hub. As such these borders should be seen as an opportunity rather than barrier. In such cases, early engagement with neighbouring bodies would be beneficial to encourage early buy in to the hub concept.

All considerations can move forward to Step 4.

4.2.4 Step 4: Identify broad rural hub locations

Step 4 identifies the broad hub location for site selection, taking into consideration the conclusions of Steps 1 – 3 to this point to then consider the rural typologies and hub objectives. This will effectively enable the allocation of hub typology concepts to individual places. Practitioners should identify which rural typologies (as outlined in Step 2) require support in the strategic context.

The hub functions are presented in **Table 3**.

Table 3 - Hub functions

Hub functions	Bring services to communities and providing access to users
	Agglomerate community, mobility and commercial services
	Increase access to locally-specific personal and organisational activities and needs
	Facilitate the aggregation of activity around highly accessible locations
	Provide traveller information and facilities through an integrated manner (physically and digitally), and support the aggregation of traveller demand
	Provide technology, communications and physical infrastructure to support services
	Provide energy needs to support services including decarbonised energy
	Integrate services under viable and locally appropriate commercial and operational models
	Adopt a modular approach to allow flexing of assets and services
	An easily recognisable community asset

The hub objectives are presented in **Table 4**.

Table 4 - Hub objectives

Society & the economy	1. Increase the strength of rural communities and economies
	2. Reduce rural isolation by increasing access and choice for all types of rural area and segments of society
	3. Integrate and provide an open market for public, private and community services
	4. Have long term viability with commercial and operational models appropriate for their specific conditions
	5. Provide a setting for innovation and new technology in the provision of rural services

Accessibility	6. Promote sustainable travel, including walking and cycling, for short journeys
	7. Sequence the use and operation of mass transit for longer journeys and reduce dependency on private cars, recognising the need for people to travel for work and pleasure
Environment	8. Support the transition to net zero carbon
	9. Improve the built and natural environment and place-making
Safety & wellbeing	10. Be safe and secure for all the community

To move from the strategic to the local context, when considering the components of rural hubs, it is critical to first consider the needs of local communities. This will be driven by the characteristics and demography of the local population. For example, the broad functional and mobility needs of the elderly population will differ from those of a young family. Understanding the needs of different populations will help inform the services, facilities and modes to be provided at different hubs. To aid in this process, personas support the identification of the different community needs.

The different demographic groups in the rural community need to be understood to define the dominant rural population personas within the area. The practitioner (for example the local authority) is best placed to understand and identify the different demographic groups and needs of the rural community through its local knowledge and via engagement with the population and stakeholders. At this stage, the potential catchment area should be considered to identify the potential scale of population that may use the rural hub. The rural typology of the location is likely to influence the catchment area of the rural hub, for example a hub in a rural town is likely to have a larger catchment than a hamlet hub (based on distance to similar typologies).

A potential dataset that could be used to assist this population analysis is Experian Mosaic data. As part of this study, Experian Mosaic data has been used to understand the different demographic groups that make up rural communities across the MC area. Experian's consumer classification data provides an understanding of the demographics, lifestyles and behaviour of all different communities across the UK. An alternative similar dataset is CACI ACORN, which is available to Midlands Connect partners should they not have access to Experian Mosaic data.

The practitioner should now identify the dominant personas in the rural typology. The dominant rural personas within the whole Midlands Connect area were identified using Experian Mosaic data; and are presented in **Table 5**. The results show that the identified personas make up 82% of the rural areas within the MC area. It should be noted that the persona descriptors are those identified in the Mosaic dataset.

Table 5 - Dominant rural population personas

Persona ²	Population	Proportion of total rural population within MC area
Satellite Settlers	242,576	12%
Village Retirement	220,310	11%
Wealthy Landowners	191,472	10%
Outlying Seniors	184,446	9%
Local Focus	166,809	8%
Scattered Homesteads	151,415	8%
Aspiring Homemakers	142,745	7%
Prestige Positions	120,364	6%
Rural Vogue	118,953	6%
Domestic Success	117,995	6%
Total	1,657,085	82%

The different demographic and consumer groups in the rural community help to understand the broad hub location and demand for varying types of transport modes. For example, Digital Demand Responsive Travel (DDRT)/shared mobility is often targeted at captive users (typically older and often digitally excluded). DDRT can often be more suited to specific user groups including the young population, economically active and IT literate. Therefore, understanding different demographic groups maximises the market opportunities for rural hubs and usability of potential mobility choices.

An assessment should be undertaken of the scale of typology that each need is likely to be met in order to select the envisioned hub typology. For example, higher education establishments are likely to be found in towns, rather than villages or hamlets. This will inform the types of services and facilities that may be required in different rural hubs and locations.

Stage Gate 1 – Do the hub location (s) align to the strategic objectives?

At the end of Stage Gate 1, the practitioner should understand:

- The strategic need for rural hubs has been identified.
- The location has been confirmed as rural.
- Potential opportunities to agglomerate activity have been investigated.
- The broad locations of specific town/village/hamlet/settlement/standalone site for the hubs have been identified.
- The needs of local rural communities have been considered, driven by the characteristics of the local population.

² To note, the persona names are developed by Experian. For consistency and each of referencing in the future, it is suggested that they be maintained.

4.3 Stage 2: Local level concept

Stage 2(Steps 5 to 8) seek to provide a sense check on the achievability of the rural hub through analysis at a local level.

The local level concept is the key stage to consider 'core standard' and gold standard' opportunities for the rural hub:

- A **core standard** – The minimum 'must do' requirements of the hub in order to meet its 'core' requirements
- A **gold standard** – The 'higher value' option including the 'must do' requirements of the hub, as well as the 'should do' additional considerations

It is important to note that all stages and steps should be undertaken regardless of the 'standard' of rural hub to be developed. The subsequent steps in each stage are used to differentiate the 'standard' of hub, which may differ by maximum – minimum provision, for example, of:

- Spatial priorities – In terms of the ability to share space, designated areas for components, networks of hub or individual hubs.
- Strategic priorities – In terms of supporting particular user groups/personas, policy
- Funding availability
- Deliverability – Considering different options in line with the associated dependencies and specification of the hub
- Community involvement and consultation

4.3.1 Step 5: Identify potential rural hub components

Hub components are identified based on the hub functions, objectives and understanding of needs of rural populations; with potential hub components segmented into the following categories:

- **Community functions** – basic community services or functions that could be provided in a hub and delivered by community groups, e.g. a library.
- **Commercial functions** – basic commercial services or functions that could be provided in a hub, e.g. office space.
- **Transport modes** – a range of transport modes that could be integrated in a hub.
- **Facilities** – basic facilities to be provided, e.g. shelter, lighting, traveller information, etc.

Based on the strategic contact analysis and the objectives identified, practitioners should identify which hub components would be most suitable and beneficial in relation to the broad hub locations selected in Step 4.

Having identified the rural population personas within the broad hub location, the likely personal and business activity needs of the local rural communities should be considered for the required hub components. Practitioners should analyse the catchment population (Step 4) within their broad hub locations based on the community needs.

The distribution and scale of the rural hubs should also be considered whereby sequenced tiering of the individual local needs should be undertake to support the core/gold standard standards. The distribution and scale of the hubs can comprise various differing elements including:

- Commercial and community services
- Transport facilities
- Existing transport modes including service quality and frequency

- The needs of the rural community
- Improvement of existing / providing new hubs

Building on from this, there are various potential hub structures including, but not limited to:

- Singular hub comprising various activities/services
- A central 'hub of hubs' with various 'spokes' connecting to it
- An integrated network of smaller hubs

It should be noted that the catchment area is not prescriptive as part of this guidance and should be identified on a case by case basis. The catchment area should be influenced by the rural typology and the local context of the rural community (see Step 4), but also consider the potential hub components, transport links and historic or existing administrative boundaries.

Using the persona analysis it is possible to consider the propensity of each persona to use the components, functions and modes proposed (on a case-by-case basis) at the rural hub. This may be undertaken using Experian Mosaic or CACI ACORN analysis outputs.

The propensity results provide an indication of the market for the hub services. This includes the modal propensity, by identifying a range of attributes that make modes attractive to potential users. This can provide an understanding of the maximum potential market and demand that each mode may support in a hub catchment area.

The Phase 1 study identified that the 'bundling' of demand for services can address poor bus and rail patronage and can stimulate innovation and deliver of new modes/services, such as car-share schemes. Bringing together a range of services including transport and health at 'hubs' may help counteract isolation at the same time as tackling rural access and health issues, and support entrepreneurs and small business growth. The aggregation of demand can also aid in stimulating economic activity and thereby support the resource model for the hub.

The analysis undertaken as part of Step 5 should be used to identify potential 'anchor' component(s) based on the identified hub type. A hub can accommodate several types of use; however they may be 'anchored' around a core function. For example, a healthcare hub with a GP clinic as the core function, or a community hall, could be the 'anchor' around which other services or functions are provided. It should be considered if this anchor function is core to the hub spatially, in regard to the type of building or location, or temporally in terms of the core service provided most regularly at the hub if the hub is likely to be multi-functional. Further consideration of the preferred site for the site and anchor is provided in Steps 9 and 10 as the site requirements are further defined.

4.3.2 Step 6: Establish strategic and spatial priorities based on objectives

Step 6 provides the key step in further considerations of the 'core' and 'gold' standard of the hub, whereby the practitioner should establish strategic and spatial priorities based on the priorities of the hub components. At this stage this process should be undertaken through a sifting exercise against the defined hub objectives. The hub objectives should be developed into 'SMART' objectives, these being:

- Specific
- Measurable
- Achievable
- Relevant
- Timed

Each objective should have a measurable indicator that can be used to undertake an evidence-based assessment of the objectives, reducing subjectivity. These measurable objectives will feed into the monitoring and evaluation planning of the hub in Step 15, providing continuity through the lifecycle of the hub development.

The objectives assessment should be undertaken as a minimum, with consideration also given to the sequencing of the strategic and spatial needs including: stakeholder engagement, additional data analysis as required, funding availability and commercial viability understood at this stage.

The sequencing of the strategic and spatial positioning of the hub will then identify the short list of 'core' hub components required for the 'core standard'.

4.3.3 Step 7: Hub operational specification

Based on the core hub components identified to date, Step 7 develops the concept for a hub operational specification, based on a series of questions to develop the initial service hub concept. It should be noted, that this hub development process is iterative, as there may be need to change the resource models or find new services to add to the hub over time. The hub needs to be designed with future change in mind from the outset to keep the hub resilient and future proof.

Considerations as part of the hub operational specification are presented in **Table 6**.

Table 6 - Hub operational specification questions

1. Do the components complement each other?	What makes a hub "stick together" as a functional concept, rather than a series of separate, unrelated components? For example, a pharmacy paired with a healthcare hub and community counselling space or other outreach services.
	The key for the hub is to think across organisational, functional and sectoral boundaries. Designating a hub space means that the hub can reach across public, private and third sector uses and blend the time, space and resources dedicated to each sector's use.
2. Can multiple components be delivered using the same operational resources?	Where components share a common operational delivery model, could they also share an operator?
	Could multiple private sector services be delivered by a single entity, or via a combined retail portal/outlet?
	Could multiple third-sector functions be fulfilled by volunteers who have been through a single training programme? For example, a site coordinator for on-site facilities and activities or a community retail assistant.
	Could multiple public sector services be delivered by a person with a particular job role? For example, counselling, administration or medical services.
3. Can the components share physical space and/or kerb access?	Could a public transport operator, either public or private, operate a facility which manages multiple site functions?
	Can designers assess where functions could combine physical space or kerb access? For example, an outdoor enclosed area could provide dining and/or retail space for both private and third-sector retail vendors, market stall, and/or fitness or leisure classes.
	The practitioner should use this evaluation to develop an outline list of physical and spatial needs; this forms the basis for a physical hub specification including the amount of building, land and kerb space needed in total.

	If there is potential for the hub to provide mobility and transport elements, the practitioner should consider whether there is sufficient kerb side space to accommodate for variable and unscheduled transport modes facilitating arrivals and departures from the rural hub.
4. Can the functions change throughout the day or week?	Could the hub provide flexibility to change during a day and/or week, or even seasonally or over time? This could be across different operations and benefit the hub commercial case, both overall and for each individual hub partner and component. The practitioner should use this evaluation to develop an outline plan for daily and weekly operation.
5. Can the components change throughout the year, or can functions be changed seasonally?	It is possible for hub functions to change on a longer timescale aligned to seasonal needs. Such functions which may change throughout the year, or change seasonally may include: tourism, mobile retail and sheltered/unsheltered space and facilities.
6. Does an allowance for future change need to be allowed?	Now that the practitioner knows the minimum spatial and temporal elements of the hub operational specification, they can add an allowance for future enterprise change, such as change to the existing hub functions, or future pilots, pop-ups, start-ups and business/technology trials.
7. Does the hub have an emergency planning role?	There is potential for hubs to have an emergency planning role, designers need to consider what that role could be and in what event, such as COVID-19 or flooding. What functions and components could support that role and what the operation implications would be?

At the end of these questions, the practitioner should assemble a specification for a hub including:

- Physical spaces/structures and kerb space needed
- Temporal plan over day, week, year, long-term
- Potential combined operational models

The methodology of hub operational specification is not defined in this guidance, as there may be multi parties and tasks involved to gather the required information across all considerations. It is recommended that a workshop is undertaken as an initial task to bring together initial considerations and the relevant parties at an early stage.

The hub operational specification in Step 7 provides the initial considerations to assess the operational dependencies of each hub component.

4.3.4 Step 8: Hub operational model assessment

Using the insight generated through the process so far, the practitioner can identify the operational dependencies of each proposed hub component. This will provide an overall picture of the types of resources which can be shared across the hub site to shape the hub strategy and resource model.

The practitioner should list each component along with a column entry for the innovation allowance. The innovation allowance will reflect the very early stage thinking, but is important to shape the initial specification of how future enterprises will incorporate into the hub. An assessment should be made of the following dependencies upon which the hub and its components will rely:

- Infrastructure
- Energy
- Technology
- Data & Communications
- Human Capital

The hub operational model assessment provides a rapid assessment, highlighting where a component cannot share resources, and may require its own individual operational and/or resource model. It also allowed consideration of whether the hub is the best location for a specific component's delivery.

Where a component can share resources, its synergy with other hub components could potentially lower the barriers to entry for all the components in the shared model, due to the lower collective resource need. The components which share resources must be proactively managed through early engagement and shared strategic and operational partnership agreements, especially where there is a blend of commercial and non-commercial components.

Along with the "separate vs shared" comparison noted above, other variants in between are also possible. This could include where two or more components may be able to mutually self-support/cross-subsidise each other operationally and/or commercially, but this set will not share operations with other components. Another variant could include components external to the hub which may be able to contribute goods, services or personnel to fulfil desired hub functions, where a particular resource or need is shared across multiple components.

As part of a hub's interdependencies, digital connectivity is key to enabling operations across a growing number of components in the current digital age. This includes considering the contention levels, actual usable bandwidth and latency of existing connectivity.

An on-going exercise is being undertaken to obtain current levels of high quality digital connections (4G+) across the Midlands, and, once available, can be used to provide greater accuracy in the existing network availability at potential hub locations. High specification digital connectivity (in terms of latency and bandwidth) should be analysed where there is a need for the package of components.

The hub operational model assessment is a dynamic tool, rather than a final assessment, and should be version-controlled as the design changes. It is a way to visually understand projected or potential interdependencies and dependencies to help practitioners identify constraints and opportunities, as well as an insight into potential engagement and procurement options.

The hub operational model assessment would serve as a core tool for integrating the current proposed hub functions, as well as potential future hub functions, as the hub evolves for new users and changing environments. It can also provide a convenient visual reference for transparency and garnering political and community support: anyone viewing the assessment can see how the hub promoter is making best use of resources to deliver the value for the community and reduce costs.

Stage Gate 2 – Sense check on achievability.

At the end of Stage Gate 2, the practitioner will have come to the following conclusions:

- Overall hub concepts
- Core and gold standard list of hub components
- Understanding of the overarching hub operational specification
- Identified dependences and the impact on the hub operational specification

4.4 Stage 3: Site specific analysis

Following on from the local level examination of achievability, the site-specific analysis comprises two steps to understand the feasibility of the site.

4.4.1 Step 9: Identify potential sites within the area

The evaluation of potential sites follows on from the development of the operational model, to identify specific locations building upon the broad hub locations. Step 9 considers the following questions:

- Where are hub components already provided?
- Does existing provision meets the needs of the market?
- Is there an existing service provision (village hall, shop, church, etc) that could be extended or used to support a rural hub? This could also provide greater viability for the existing service.
- Can any additional components be added to the hub?
- Are there other locations available which could the basis of a hub site?
- Could there be displacement impacts of the hub in any of these locations?

This step involves a level of desk-based research and local knowledge to understand the current situation in the local area related to existing provisions and where components exist. Consideration of where additional components can be added to the hub, reflecting on Step 6 and the assessment of the strategic and spatial priorities of the hub, as well as whether a gold or core standard is required. Further analysis may be required to understand alternative locations for the hub and as well as displacement analysis, including the potential financial implications of these changes.

4.4.2 Step 10: Select site and anchor

Once a number of potential sites are identified, further analysis should be undertaken to select a site and 'anchor' for the hub. It is important to note that that a hub can be developed as a new building or within an existing building/provision, such as using an under-utilised village hall or extending a village shop.

This analysis should include sequential testing against objectives, components and dependencies, as defined in the earlier stages of the process, and is likely to benefit from further stakeholder and public consultation.

Hubs can accommodate a range of local level activities, varying by location, with examples of 'anchor' functions presented below, but not limited to the following, each of which could be extended to accommodate additional hub uses:

1. **Healthcare hubs** – an NHS trust or commissioning group and/or private healthcare body provides physical building space and ongoing operations and maintenance.
2. **Co-working or workplace hubs** – a private company or a public body builds/expands a facility which provides co-working and/or flexible office space.
3. **Transport hub** – a transport operator, transport infrastructure provider, or a public body builds/expands and operates physical hub infrastructure that integrates a range of transport modes.
4. **Community or local hubs** – a third sector entity or public body provides a facility, public realm, and/or infrastructure to provide space for a range of community focussed activities.

5. **Park and ride hubs** – a private company or a public body may provide parking facilities.
6. **Delivery hubs** – a private company or public body may provide provision, such as lockers within an existing building or space. Goods may then be distributed from the hub through a community/volunteer initiative.

Specific details and requirements for the anchor use should be considered at this stage. For example, a shared mobility transport hub which seeks to support transporting the public via sustainable modes should take into consideration various factors. The checklist for shared mobility should include:

- Identify if an area is suitable for shared mobility (underserved by conventional public transport, demand/need for transport modes alternative to the private vehicle)
- Assess the intended market (work, shopping, leisure) and users (captive, choice, high value users, vulnerable users for example those needing to access healthcare)
- Design the operating model based on the area typology and users (interchange with fixed public transport, substitute/replace fixed public transport, integrated/blended with existing public transport)
- Decide on the commercial model (kick start, commercial revenue, third-party support, developer contributions)
- Agree on subsidy level and 'value for money' (acceptable subsidy, justifiable higher subsidy, no subsidy)

An anchor use may not be able to form be the entire basis for the resource model, but it could provide a subsidy function, physical space, and/or operational support. It is important to note that the anchor use may already exist; therefore, the addition of auxiliary uses that further meet the needs of rural communities offer the potential to expand the existing single anchor into a rural hub.

Stage Gate 3 – Do we have a feasible site?

At the end of Stage Gate 3, the practitioner will have come to the following conclusions:

- Identified a potential site for the hub location
- Determined the 'anchor' function for the site based on local context.

4.5 Stage 4: Evaluating the resource model

If the hub is feasible, please move to the fourth stage which analyses the delivery model. These steps aim to understand if the hub has a feasible resource model in the long-term. A resource model considers the delivery, operation and maintenance of the hub from inception.

4.5.1 Step 11: What is the resource model for the hub?

The resource model for the hub should consider the following questions as outlined below. There may be the need to consider two or more potential commercial delivery models. In this case, it is up to the practitioner, through agreement with others, whether to select a single model at this stage or retain all options through the end of the process.

What is the resource model for the hub?	○What are the potential resource models for each component? ○Which components will use which resource models?
Roles and responsibilities	○Can the hub be delivered by a single party or will it be delivered by multiple organisations ○Who could the lead organisation be? ○Who could the partners be and what will their relationship be to the lead organisation? ○What is the role of the local authority? ○Planning and consent
Funding	○What funding is available for development, delivery (construction, set up etc) and operation? ○What income streams are there from each component and elsewhere? ○Which components will contribute to the funding? ○Will the hub be self-financing or will it require support?
Overall resource model	○What is the overall resource model for the hub? ○What are the procurement options? ○Resource model assessment against key success criteria

Details of the considerations for planning and consent for the hub resource model are included as part of **Appendix A**.

4.5.2 Step 12: Roles and responsibilities in the resource model

Not only will the practitioner need to consider whether individual components can be delivered by a single party, they will need to consider the hub in its entirety can be delivered by a single party of through a multi-party arrangement with partners. This assessment will need to consider whether any one organisation has the technical capability to operate all components. This stage will also need to consider what legal agreements will be required between the operator and sub-operators.

The lead partner may be different to the operator of the anchor component and while the anchor may form the focus for activity at a hub, its operator may not have the capability and be willing to expand its remit to operate the entire hub.

The range of components identified within the hub operational specification should help to identify the potential range of partners. Overall, the following provides an indication of the range of potential partners in delivering hubs across the range of potential functions. The following diagram provides a number of examples:



Local authorities are likely to have a pivotal role in the delivery of hubs. The underlying purpose of local authorities is to support and improve the well-being and quality of life of their residents. In particular, their roles in delivering the following service areas means that they can be central to the development of hubs:

- Economic development
- Spatial planning
- Mobility
- Education
- Public health and social care
- Environment
- Tourism
- Emergency planning
- Community development

4.5.3 Step 13: Funding

Funding will be required across the hub lifecycle. The practitioner will need to identify funding for each stage from the range of sources available depending on the components proposed.

An analysis of the components should reveal what potential income streams there may be directly from the hub operation. There are potential further ancillary income streams which could support the development, delivery and operation of hubs.

The practitioner will need to undertake an assessment of the potential operating costs of the hub alongside the potential revenues to assess whether the hub could be self-financing. This will need to be considered alongside the operational model and wider resource model analysis to assess which components can be operated under one model with all income and costs considered together. This will then need to be considered alongside the other forms of income contributions that could be provided by other components and ancillary activities.

Planning funding mechanisms may be used but will typically have to be underpinned by case for need or policy imperative. Sources will include:

- Section 106 agreement (strong policy support required to justify financial contributions)
- Community Infrastructure Levy (CIL) – Government guidance already says that CIL can be used on infrastructure that benefits a wider area e.g. a transport project where a LA is satisfied that this would support the development of their own area
- The reforms to the planning system proposed in the August 2020 Planning for the Future consultation document and the proposed scrapping of Community Infrastructure Levy and Section 106 agreement contributions and their replacement with an infrastructure Levy based on land value could provide a boost to funding for local authorities
- Integration of public sector budgets such as health, education and public transport, e.g. 'Total Transport' which pools resources by linking up bus services with other road transport services, such as school transport

In the context of utilising Section 106 agreement, it will be useful to consider what policy requirements the local authority already has. For example, in relation to transport contributions for new developments that justify seeking financial contributions or obligations to construct hub infrastructure. It may be possible for the local authority to introduce policy support which in turn allows developers to be released from obligations to pay transport contributions and instead provide a hub.

4.5.4 Step 14: Overall resource model

Using the resource model assessment, the hub operational specification, and the strategic context, the practitioner should assess a "whole-ecosystem" business model for the hub delivery. This assesses how the components which make up the "whole" hub can be greater than the sum of its parts.

As with much of the process to develop a hub, the procurement process very much depends on the components included in the hub but also who will be operating it. Procurement may also be wider than simply the operation of particular components and could cover the development and construction process from developing the strategy that identifies the need for hubs thorough feasibility and design and from statutory procedures and construction through to ongoing programme management and maintenance. The extent to which procurement is required will also depend on the resource model.

There would be significant differences in procurement approaches between public, private and third sectors as the legal constraints on each are very different. Early market testing will be key to identifying whether any procurement is actually required, and if it is, which approaches would be most appropriate in a specific case.

Appendix B provides further detail on further commercial considerations that the practitioner may need to consider, including advice on:

- Concessions or Managed Hubs Solution
- Procurement law: OJEU or framework
- Procurement law: working with other public sector bodies
- Procurement law: allowing for innovation
- Procurement law: dealing with charitable/community trusts
- KPIs and maximum pricing – price control: competition law
- State Aid

The practitioner should evaluate the hub operational specification and resource model assessment against the key success criteria checklist in Table 2. This early stage design may not yet satisfy all key success criteria, but this qualitative evaluation should be repeated as the design detail is developed, to holistically assure a high-quality design.

Stage Gate 4 – Do we have a feasible resource model?

At the end of Stage Gate 4, the practitioner will have come to the following conclusions:

- Identified the resource model for the hub
- Considered the roles and responsibilities in the resource model for the hub
- Considered capital and revenue funding arrangements for the hub

4.6 Stage 5: Evaluating hub delivery

If the hub is identified to have a feasible resource model, the process should continue to Stage 5. Stage 5 evaluates the delivery of the hub in terms of the initial assessment to the hub start up, as well as consideration to monitoring, evaluation and review.

4.6.1 Step 15: Initial feasibility assessment for the hub start up

Following the resource and commercial considerations of the hub in Stage 4, a workshop should be undertaken to establish the parameters of the hub delivery governance structure and programme management.

A project programme should be considered to set out a road map for key milestones and timescales from the start-up of the rural hub through to opening and maintenance. A key target date for the delivery of the rural hub should be identified to enable realistic timescales to be planned for in advance.

A business plan should be developed for the hub to maximise and manage its commercial offer and delivery. The business plan will set out the strategy for the hub, identify potential issues, measure progress and support the future-proofing of the hub, covering objectives, strategies, sales, marketing and financial forecasts.

Key potential risks and issues should be recognised to understand the barriers to delivery of the rural hub and how to potentially overcome and mitigate such risks through risk management. This provides an opportunity to reflect on whether the risks and issues presented could impact on the realistic and practical delivery of the rural hub.

Should the development of the rural hub proceed, risks should be managed and reported throughout the life cycle of the rural hub project to identify the latest scope of risks associated with the project.

A monitoring and evaluation plan should be established for the hub during development, in line with the SMART objectives set out in Step 6. In line with the Department for Transport's best practice Monitoring and Evaluation guidance, consideration should be given to 1 year post opening and 5 years post opening measurable targets for the hub in line with the objectives.

Consideration need to be given to the management of the monitoring and evaluation, if this is to be local authority managed or by the hub operator.

4.6.2 Step 16: Review and confirm hub selection

Step 16 presents the final step is the hub selection process chart guidance. Having completed steps 1 to 15, this last step seeks to re-evaluate the outcomes of these previous steps and reflect on the rural hub product that has come through the process chart. It is important to take account of all steps and stage gates throughout the process chart and make an overall summary of the rural hub that has been developed. The rural hub outcome of steps 1 to 15 should then be reviewed against the alignment with the key success criteria and objectives to make a final decision if the rural hub successfully passes the guidance and should be considered for development.

5 Next Steps

5.1 Rural hub guidance

The purpose of this guidance is to meet Midlands Connect's objectives to:

1. Develop a set of detailed guidance for practitioners (such as local authorities) on how to firstly seek the right location/conditions for a rural hub and secondly how to make the proposition commercially viable.
2. Identify a number of broad opportunities across the Midlands where hubs might be brought forward.

This guidance and the process chart provide the initial toolkit to identify rural hub opportunities in the MC area. The guidance takes practitioners through 16 steps, spread across 5 stages, to identify the market and location for a rural hub, its appropriate components, the dependencies and the potential resource and operational model.

This guidance has first been trialled against a number of pilot areas that range in geographic location, size and characteristics. This process provides further assurance that the guidance is suitable for application across varying rural typologies of the Midlands Connect area.

5.2 Opportunities

As part of stakeholder engagement for rural hub development, there would be merit in neighbouring authorities and practitioners to liaise in the development of hubs to maximise agglomeration opportunities and the use of shared services.

Outside of the individual community needs, there are regional wide issues which should be addressed. For example, many of the Midlands rural areas do not currently benefit from comprehensive mobile and high-quality broadband coverage. Such dependencies as internet access are critical in the reliant operation and communications of all hub developments going forward.

Further opportunities to consider going forward include:

- Moving to electrification and supporting the carbon agenda in rural areas.
- Position hubs to support inclusion of the hidden social and economic inequalities in rural areas.
- Review of the evidence and potential gap for hub location analysis.
- Wider funding and resource opportunities to move hub development forward (including funding outside of public sector transport funding).
- Long-term impacts of COVID-19 and Brexit.



**Appendix A: Further planning and consent considerations as part of 'Step 11:
What is the resource model for the hub?'**

Further planning and consent considerations as part of 'Step 11: What is the resource model for the hub?'

Planning

In addition to the above, the statutory basis on which planning decision making is made is underpinned by the legal requirement for land use policies to be a primary consideration. The scope of the hub components and the matters that need addressing in their design will be informed by national and local land use policies. Local planning and transport policies need to be aligned in order to ensure that such proposals are successfully delivered.

The local planning authority will also want to align public realm planning policies and environmental planning policies (such as achieving net zero carbon) with planning and transport policies to ensure coherence and a holistic policy context to inform development proposals.

Changing policy takes time. A quicker solution in the interim will be to look at the use of Supplementary Planning Documents. These can be used to provide detail around integration of rural mobility hubs into development proposals by leveraging off existing national and local planning, environmental and transport policies which will either expressly or impliedly support such proposals.

It will also be helpful to identify express support within existing national and local planning policies for mobility hubs e.g. the National Planning Policy Framework (NPPF) already supports high density around "commuter hubs" that justifies rural mobility hub concepts.

To ensure maximum and unequivocal support, the hub concept needs to be clearly defined in planning policy. Consideration in local planning policy formation and development proposal including masterplanning has to be given to which the hub concept is suitable to a particular location:

- Will there be a mix of Rural/Market Town hub, Village hub, Hamlet hub, Standalone hub and Rural Interchange hub?
- Policies will have to be drafted to ensure that the best hub concept is built in the most appropriate location.
- An understanding of the components of each hub concept will also determine the extent to which a development proposal has to be adapted and guided by policy e.g.
 - Public transport
 - Non-public transport
 - Mobility related components (bus, tram, rail, demand responsive mini-buses, ride hailing, car charging points, bike parking, bike repair, digital pillars, child car seats)
 - Non-mobility facilities and services (cafes, co-working space, community facilities, retail safer crossings, step free access, waiting area space, covered seating, Wi-Fi, phone charging)

Assuming that each hub proposal will be determined as an individual planning application with each hub potentially comprising different elements, it will be desirable for the local planning authority to have a defined hub consenting approach for all hub concepts rather than for it to be approached on a piecemeal basis.

Site assessment will be important from a planning policy perspective. The local planning authority should consider undertaking at an early stage an assessment of local land uses to inform policies and to inform the most appropriate hub concept in any given location. This includes an analysis of:

- How local land uses can be integrated with existing public transport modes
- Identification of gaps in existing transport modes particularly public transport serving various land uses
- Whether local land uses can be redesigned to reduce private car space
- Consider how hubs tie in with public realm improvements and the provision of non-transport services to support the locality

Identify risk that land uses and land use policies pose e.g. have to be mindful of the paradox of intensification where higher density development close to public transport hubs can lead to congestion in specific sites.

Ease of delivery will be highly relevant when considering individual locations. Will any existing permitted development rights be wide enough to cover the proposed development/change of use for the hubs? If not, express planning consent may be required. The local planning authority should consider whether it may be attractive to fast-track that process e.g. via a local development order. It will also be necessary to consider whether Traffic Regulation Orders (TRO) are required.

Consenting

Aside from the need for planning permission for the development of hubs or change of use into hubs, consents may be required from the Environment Agency or Natural England for either environmental or wildlife consents depending on the location of a rural hub and the scope of the rural hub concept.

Where works are required to the public highway, consent from the highway authority under Section 278 of the Highways Act 1980 may be required where works are proposed to the public highway, consent may also be required for Highways England in relation to works to highways under their control.

Further, minor highway consents may be required for works to verges, the creation of highway crossovers, and the placing of cables and other infrastructure under highways. Responsibility for obtaining any relevant consents will depend on who has primary responsibility for delivering the hub proposal.

For assets placed in, on or under the highway under Section 50 of the New Roads and Street Works Act 1991 an asset register will have to be maintained by the street works authority.

All of these statutory consents carry with them cost risk and it is standard for highway authorities to require indemnification for claims arising out of any such works. For all hubs or on street charging there is a potential public liability risk. For example, in relation to on-street charging points the tethering of cables may cause trip hazards. Consideration will have to be given to whether standard highway consents adequately cover such risks and if not bespoke consents will have to be drafted.

Conditions applied to planning permissions for residential or commercial developments may be appropriate to require small scale rural hubs to be provided, or for developments to be future proofed through requiring the installation of cables and other infrastructure in anticipation of the later delivery of a rural hub by the local authority or a third party. In terms of large-scale rural hubs, particularly any which are not directly associated with other development proposals and which are stand-alone commercial propositions, the detailed requirements will be set out in planning application documents, and the phasing of delivery will no doubt be addressed through agreements under Section 106 of the Town and Country Planning Act 1990.

Appendix B: Further commercial considerations as part of 'Step 14: Over all resource model'

Further commercial considerations as part of 'Step 14: Overall resource model'

Concessions or Managed Hubs Solution

If a concession route is selected, it will very likely be subject to the procurement rules – specifically the Concession Contracts Regulations 2016 ("**CCR 2016**").

The CCR 2016 is more flexible than the full procurement regulations (PCR 2015) but will require MC to follow a clear process.

Regardless of whether the PCR 2015 or CCR 2016 apply, the procurement requires careful planning and it is good practice for this to include detailed, well-planned market engagement to ensure the market is warmed up and able to meet the practitioners needs. Some LAs may seek to avoid the CCR 2016. However, this creates a number of risks and it is recommended against such avoidance strategies unless considerable care and good justification apply. This is because:

- It creates risk of procurement challenge (either through the courts or politically)
- It is harder to demonstrate clear value for money
- It creates increased state aid risk

It is recommended that the next step is for the practitioner to engage with its procurement resource (to the extent that it is not doing so already) and plan the approach to market engagement the wider procurement strategy on the project.

The use of the new CCS Framework may be a potentially useful option in considering EV charging to save time and cost during the procurement process. However, given the bespoke nature of rural hubs and the wider variety of service provision, care should be taken to ensure that the selection process is properly focussed on the project specification and matching the right tenderers to that. This would be rather than potentially compromising on that choice in pursuit of what is perceived to be a faster and more efficient route for procurement of services.

Procurement law: OJEU or framework

The practitioner may run a full procurement under the CCR 2016, starting with advertisement in the OJEU (advertising arrangements will change if started after 31 December 2020).

Alternatively, the practitioner may elect to run a process under an appropriate framework or dynamic purchasing system ("**DPS**"). For example, Crown Commercial Service set up its Vehicle Charging Infrastructure Solutions (VCIS), a DPS which runs to April 2024.

Procurement through a DPS or framework can be quicker than full procurement and less labour-intensive as basic documentation is already in place. However, DPS and framework agreements have limitations. In particular:

- The scope can be too narrow. In the case of CCS's VCIS, the specification includes vehicle charging infrastructure, funded either by the supplier or the authority (including by lease) as well as some consultancy services. Any extension to the scope needs to be very limited to avoid procurement and state aid issues arising.

Before deciding to use a particular framework or DPS, it is important to carefully review the scope of services that can be called off, the contract terms, evaluation methodology and also whether there is a suitable range of suppliers to meet the practitioner's needs.

- Running its own procurement will enable greater tailoring to its own requirements. There may be greater opportunity to review supply chain and to look at social value (though the VCIS does have some opportunity for reviewing social value).

At the relevant time, it is recommended that the practitioner examines whether any existing DPS or framework (including VCIS) offers an appropriate procurement route, in light of the scope of the practitioner's requirements, the range of suppliers available, how the practitioner wishes to evaluate bids and its expectations regarding contract terms.

Procurement law: working with other public sector bodies

The practitioner will likely wish to work with other public sector entities. It will be important to ensure that the relationship between these entities complies with procurement law.

It is anticipated that it will likely be possible to structure the relationship between the practitioner and the other public sector entities to fall outside of the procurement rules on the basis that they are engaged in public sector collaboration that satisfies the so-called "Hamburg waste" test codified in CCR 2016, Regulation 17. It will be important to ensure compliance with the detailed (and rather technical) requirements of Regulation 17.

If for technical reasons Regulation 17 is not applicable, there are other options that may be available, such as ensuring the parties are entering a pure land deal (lease from the University / Hospital to the practitioner); or ensuring the value of the contract is sufficiently low to avoid the need for competitive tendering.

At the relevant time, it is recommended that the practitioner assesses whether any proposed relationship satisfies the requirements of CCR 2016, Regulation 17. If not, explore alternative structures.

Procurement law: allowing for innovation

If material changes are proposed to the concession contract, this may necessitate the termination of the contract and a new procurement.

This rule can inhibit innovation during the term of the contract. For example, in 2012, a London Borough Council faced an investigation by the European Commission due to a proposed switch to low energy light bulbs on its street-lighting PFI project.

To avoid this risk, it is important to ensure the advertisement and the subsequent contract foresee (so far as possible) future technology changes. The contract should provide a clear mechanism for change control, in particular setting out the scope of acceptable changes and an appropriate way of adjusting price (if relevant).

This change control mechanism needs to be far more detailed than in a typical private sector contract. During market engagement, consider what future innovation is most likely. Ensure the contract is drafted to accommodate this, for example through a tailored change control mechanism.

Procurement law: dealing with Charitable/Community Trusts

The practitioner may wish to engage charitable/community trusts to carry out some work, which, in principle, should be done through a procurement process.

There are exceptions to the general rule requiring the practitioner to run a procurement process. For example, it can avoid procurement when awarding certain low value contracts.

It is unlikely that the so-called Teckal exception (also known as the in-house exception) will assist. This is provided for under CCR 2016, Regulation 17, but is unlikely to apply because a trust's charitable status makes it very hard for the practitioner to demonstrate that it exercises over the relevant trust a control equivalent to that which it exercises over its own organisation.

In light of this risk, it is recommended that at the relevant time, the practitioner takes steps to determine what involvement it would like to solicit from individual charitable/community trusts and then determine the legal basis on which this may be achieved on a case by case basis.

KPIs and maximum pricing - price control: competition law

The practitioner may wish to control the maximum price that will be charged from any charging infrastructure or wider service provision to ensure it is affordable and encourages use of the hubs to drive amenity and deliver social and climate benefits.

Some care is required as in some specific circumstances price controls may result in breaches of competition law. Setting maximum pricing is likely to result in positive outcomes for consumers and for this reason is not expected to result in competition law difficulties.

This could change if the practitioner installs and operates hubs elsewhere (but not through the same concessionaire), in which case there is a significant risk of price coordination / price fixing resulting from the price cap.

The practitioner should evaluate whether in practice there is a risk of this arising. If so, it should consider what safeguards are appropriate to avoid being party to (or facilitating) anti-competitive behaviour.

The practitioner should evaluate whether in practice there is a risk of the anti-competitive scenario outlined arising. If so, it should consider what safeguards are appropriate to avoid being party to (or facilitating) anti-competitive behaviour.

Subject to being satisfied on this point, operators can be obliged to set pricing that promotes fair market competition, encourages uptake of EVs and breaks down socio-economic barriers to EV use and deliver carbon savings, as seen on other projects.

State Aid

It is presumed that the practitioner will put funding into the project to acquire sites / leases, to undertake groundworks and to establish grid connections. Since any infrastructure/services provided at any hub is likely to be in competition to some extent with privately owned infrastructure/services, the funding could constitute state aid and appropriate state aid cover is required to enable this.

There must be appropriate state aid cover for all those who benefit from the aid, and a detailed assessment is required. Parties includes:

- Local authorities
- Third party site owners
- The contractor(s) installing the infrastructure
- The operator(s) of the infrastructure
- End users of the infrastructure

In the case of EV charging infrastructure, it is noted that in principle, installation of local infrastructure is capable of exemption under the General Block Exemption Regulation ("GBER") where certain conditions are satisfied, and this recognises the importance of such infrastructure. Two key requirements of GBER that need to be considered are that:

- The operator must be selected under competitive procurement; and
- The price charged to end users should be a market price (rather than a subsidised price).

Appendix F

Proposed Bus Stop Quality Standards

	Greater Nottingham	Urban & Market Town	Rural Timetables Routes	Rural Demand Responsive	Expected Delivery Timescales
Timetable Style	Chronological where there are frequent routes. Stick maps.	Chronological where there are frequent routes. Stick maps.	Matrix Timetable	If there is a semi-fixed route	Mar-23
Fares Information	Yes - single, return & day ticket in print. Additional ticket information provided via a web link or QR code.	Yes - single, return & day ticket in print. Additional ticket information provided via a web link or QR code.	Yes - single, return & day ticket in print. Additional ticket information provided via a web link or QR code.	Yes - single, return & day ticket in print. Additional ticket information provided via a web link or QR code.	Mar-23
Contact Information	Yes	Yes	Yes	Yes - would also need to include information about how to book DRT service	Mar-22
Route Map/ Diagram	Yes	Yes	Yes	Something to include which villages are served and where can travel	Mar-22
Wider Network Map/onward journey planning	Yes	Yes	Yes (where shelter exists) and as QR code elsewhere	Yes - perhaps explanation about how DRT links into the fixed route network	Mar-23
Advertising	Where space - ticketing initiatives etc.	Where space - ticketing initiatives etc.	Where space - ticketing initiatives etc.	No	Mar-22
Possible Other	• QR code to include takeaway timetable information • QR code to link to real time bus service data for stop	• QR code to include takeaway timetable information • QR code to link to real time bus service data for stop	• QR code to include takeaway timetable information • QR code to link to real time bus service data for stop	QR code could link to online DRT booking portal (if this is available)	Mar-23

Appendix G

Passenger Charter

DRAFT BUS PASSENGER CHARTER - KEY ELEMENTS FOR INCLUSION

Title of charter.

Geographical area, LTA, bus operators and service types covered.

Date of charter and 'valid until' date.

Statement about purpose of charter: what passengers can expect from their bus services and how to complain if their expectations are not met.

Statement that charter does not affect your legal rights.

Link to documents which spell out your legal rights such as conditions of carriage.

WHAT YOU CAN EXPECT FROM US

Safe, clean, comfortable buses

- Buses will be thoroughly cleaned inside and out every day. [any 'special' routes that may have more?]
- Buses will be maintained by skilled staff on a regular and planned basis to comply rigorously with all legal requirements.
- Heating, cooling and lighting systems will be checked on a daily basis; buses will not be deployed if these are not working
- Drivers will be trained on how to give customers a safe and comfortable journey, and what to do in case of an emergency
- All buses will be fitted with CCTV and we will follow the CCTV Code of Practice published by the Information Commissioner's Office. The presence of such CCTV equipment on a vehicle will be confirmed by the appropriate signage, such as a 'CCTV is in operation' at the point of boarding to give customers the option not to consent to CCTV before boarding.

Helpful driving team

- Drivers will undertake periodic training including customer service training.
- Drivers will wear a uniform and will be smart and clean in appearance.
- If for any reason your journey is seriously delayed, your driver will endeavour to tell you what the problem is and keep you updated to the best of their ability.



We aim to give you the best service

- We aim to run every bus on time, but sometimes there are external factors outside our control which may impact on service reliability. Our target is to run 95% of our services no more than one minute early or five minutes late.
- We will regularly monitor our performance and display the results of service reliability on the NCC [website, social media etc – whatever the ‘central location’ is], on a monthly basis.
- Any changes of route to services because of roadworks or other factors (such as special events), will be advertised at least a week in advance through the [central location] and operators’ own websites, digital platforms and where possible on the buses.
- In the event of significant disruption to services, full details will be passed on to [central location] and will be fed through to real time information screens.
- We will regularly review the bus network with a view to meeting the growing needs of the residents of Nottinghamshire and reducing journey times where possible.
- We will work in partnership with other operators and the council to provide an integrated network.
- We aim for high passenger satisfaction levels and these will be monitored and published through [central location]. Our target is for at least 95% of our passengers to be satisfied with their bus service to be measured through the Transport Focus annual surveys.

Keeping you moving

- If your bus has not arrived within 10 minutes of the scheduled arrival time, please telephone us on X and you will be directed to the operator of that service. If the bus you wish to catch has departed early, been cancelled, or is significantly delayed, the operators may at their discretion:
 - o Advise alternative bus service(s) that you could use to complete your journey, and refund any additional fares you have to pay if these services are not operated by us.
 - o Send an alternative vehicle to collect you and take you to your destination, at no cost to you.
 - o Book a taxi to collect you and take you to your destination, at no cost to you (using an authorised taxi operator, with a booking on our account, so no money needs to be paid to the driver).
 - o Refund your fare with a voucher for a local day ticket.

- We will take one of the above steps if it was our fault that you were not able to catch your bus, the total delay to your journey will be 30 minutes or more (compared to waiting for the next bus) and the alternative transport will collect you sooner than waiting for the next bus.
- We will never leave you stranded due to early running, delays or cancellations. This includes situations where a problem with our service causes you to miss a connection onto another bus service.

Information about our services

- The ultimate destination and service number or name of the route/brand will be shown on the front of the bus, and the service number or name will also be displayed on the rear of the vehicle.
- Printed timetable information will be provided, and operator websites and apps will be kept up to date.
- Up-to-date timetable information will be displayed at all bus stops.
- Comprehensive timetables and maps will be published [in central location] and will be available at all bus interchanges.
- Where possible, notification of service changes will be available at least 21 days in advance through the [central location] and information will be supplied to customers, on request, by email and post. Notices will also be available on buses.

Fares & Ticketing

- Information on all fares and ticket products available will be [in central location] along with guidance on which will be the best product for you.
- We will offer contactless facilities on all buses.
- We will ensure that no passenger will be disadvantaged by travelling on more than one operators' services.
- Consistent products will be made available across the county and the same rules apply for travel no matter which service you travel on.

Inclusivity

- All buses meet the requirements of the Equalities Act.
- All new buses will have audio and visual announcements.
- Priority seating will be made available for elderly and disabled customers, as well as those with reduced mobility.

- We'll make reasonable adjustments to meet the individual needs of customers.
- All drivers will receive initial and ongoing training in customer service and disability awareness skills when selecting our staff.
- There will be an available helpline that can be accessed by people with disabilities, directed through [central location] where timetable and fare information can be accessed in accessible formats.
- Large print timetables, maps and departure lists for bus stops are available on request via [central location].
- Journey assistance cards are available to help people with disabilities make our staff aware of their needs.
- We have a scheme that allows people who use certain "class 2" mobility scooters to travel on our buses with the scooter following an assessment. Details of approved mobility scooters are available from the [central location], which can also provide access to the formal approval process and issue of a permit for travel required before taking a mobility scooter on a bus.
- Space will be available on each bus to accommodate the carriage of wheelchairs and prams. Alternative solutions will be provided for wheelchair users should a wheelchair space be occupied on the bus.
- To help you stop the correct bus at a bus stop, we can provide laminated A4 signs with bus route numbers on. When you hear a bus approaching, hold the sign up and if it is the correct bus, the driver will stop for you.
- Assistance Dogs are welcome on our buses, and travel free of charge.
- This charter will be made available in alternative formats.

Putting Things Right

- There will be highly trained Customer Service teams available to help you 7 days a week available.
- All complaints will be acknowledged within 24 hours and we aim to provide a full response within five working days. If we cannot provide a response within five days, you will receive an update within this timescale to advise you of this.
- Our ability to respond to these times will be monitored and published [through central location].
- Our customers will be given a voice through regular listening sessions and forums, and through independent engagement.

Independent appeals

- If you are unhappy with our response to any complaint you have the option of approaching Bus Users UK (www.bususers.org or 0300 111 0001) who will try to resolve the issue for you. They may refer your complaint to the Bus Appeals Body (www.busappealsbody.co.uk). We will act on the Bus Appeals Body's recommendations.

Your customer rights²

- You have a right to be provided with appropriate and comprehensible information about your rights when you use regular bus and coach services.
- We will not charge you a different price based on your nationality.
- You are entitled to adequate information throughout your journey. Where feasible, and where you have made a request, we will provide the information in accessible formats.
- We will not refuse to let you travel because of a disability that you have, unless it is physically impossible to carry you safely. If we are at fault for the loss or damage to your mobility equipment, we will compensate you fully for its replacement or repair.
- We give disability-related training to our staff.
- In addition to our commitments above, you have a right for your complaint to be dealt with if it concerns any of the matters covered by this section of the Charter (headed "Your rights"), provided you submit it within three months.
- We must respond to these complaints within one month of you submitting them and give you a final reply, stating whether your complaint is substantiated or rejected, within three months.
- You have the right to appeal these complaints to Bus Users UK if you disagree with our response. Bus Users UK is subject to a three-month time limit for dealing with appeals and must refer unresolved complaints to a Traffic Commissioner.
- If they fail to refer your complaint promptly, when the time limit expires, you have the right to refer it to the relevant Traffic Commissioner. A list of Traffic Commissioners' offices can be found at www.gov.uk.

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