

Draft Medway Bus Strategy

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Status of document

This document has the status of 'draft for consultation'.

Medway Council welcomes comments on the content of this document, which should be sent by email, fax or post by no later than **Friday 11th November 2005**.

Comments by email should be sent to: transport.planning@medway.gov.uk

Comments by fax should be sent to: 01634 331125

Comments by post should be sent to: Integrated Transport team
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Chatham Maritime,
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Medway Council will acknowledge and consider all representations received by the closing date for comment. Suggested amendments to the provisional Medway Local Transport Plan and supporting documents will be incorporated where appropriate prior to the adoption of the final documents by Medway Council, which will take place before 31 March 2006.

Document date: July 2005

EXECUTIVE SUMMARY

- 1.1 Medway's bus strategy has been produced to stimulate the means by which the people of Medway can choose the bus for more journeys, through pro-active promotion of the bus network and will contribute to tackling traffic congestion. It complements the Public Transport Information Strategy and the Walking and Cycling Strategies by ensuring that information about integrated transport options is designed, located and delivered in ways which will reach the wider public. This is a strategy for positive partnership working with bus service operators within Medway and across its boundaries.
- 1.2 The strategy aims to address the following issues:
- improving the image of bus services in Medway by tackling reliability, journey times and quality of the network
 - describing the contribution that the bus can make to Medway's ambitious regeneration agenda
 - identifying the ways in which the bus can improve access to employment, education and health services and become more accessible to the wider community
 - developing the range and type of information available to existing and potential passengers regarding bus journeys
- 1.3 The bus is the most flexible and demand responsive passenger transport option available and this view is underpinned by Government's emphasis on improving bus services in its White Paper "The Future of Transport" published in July 2004.
- 1.4 As part of the Thames Gateway growth area, Medway will face increasing pressure on roads and existing transport infrastructure. Major residential, education and economic developments within Medway will present a number of challenges to the transport network within the timeframe of this LTP.
- 1.5 The overall quality and provision of public transport in Medway needs to be improved – this is recognised by "Transport for Medway". Transport for Medway (TfM) is a 2 year study funded by the Office of the Deputy Prime Minister, to investigate how best to respond to the challenges posed by growth and to provide options for development of a transport network to best cater for future requirements. The main aim of this study is to develop a longer-term strategy for improving public transport to provide a sustainable comprehensive network serving Medway.
- 1.6 It is the Council's intention to use the recommendations of the study, which will be reported to the Council during 2005 with the final report in March 2006. This will in turn inform and, necessarily,

redefine the bus strategy presented in the final LTP in March 2006 to ensure that future decisions regarding bus services are taken with the best information available.

- 1.7 Government legislation promoting quality partnerships provides opportunities for local authorities and commercial bus operators to work together to promote the use of public transport. The voluntary quality partnership agreement between Medway Council and Arriva Medway Towns, signed in January 2005, provides a structured framework for the relationship with the primary operator in Medway and forms the basis for the development of joint initiatives.
- 1.8 At present, bus priority measures within Medway are limited, causing delays to services leading to the perception that bus services are unreliable and do not represent a viable alternative to the private car. During the 5-year term of the strategy, Medway Council will work in cooperation with all local bus operators to redress this position through the implementation of an agreed programme of priority improvement measures. This links into other Medway transport related initiatives such as UTMC (Urban Traffic Management Control).
- 1.9 Chatham town centre is identified as a regional transport hub within the South East Plan and in looking to develop Medway as “the city in the Thames Gateway”, the Council is promoting a new central bus station to replace the current bus station in the Pentagon Centre.
- 1.10 Proposals for developing further park and ride sites to serve town centres are being assessed through the Transport for Medway study.
- 1.11 Current funding and resources within Medway Council act as a constraint on the proposals, which can be taken forward through this strategy. Prioritisation will therefore be necessary to ensure that the authority is best directing these resources and coordinating actions with operators and partner bodies. The authority will give further consideration to resource levels as part of the implementation and mobilisation plans for Transport for Medway.
- 1.12 Additional funding to develop bus services will be sought from a range of sources as outlined in this document in addition to LTP funds.
- 1.13 The success of this strategy will be measured by the increase in the number of passenger journeys on bus services, increased satisfaction and improvements to bus reliability. In addition, success will be measured in terms of modal share (percentage of journeys undertaken by bus compared to other modes of transport) as expected investment in vehicles and infrastructure supported by an

increased concerted effort in promotion and information provision should lead to increases in passenger numbers.

- 1.14 The bus strategy needs to be linked to other strategic plans produced and adopted by Medway Council such as the Community Plan, the Medway Waterfront Renaissance Strategy and the Local Development Framework.

Section 1 INTRODUCTION

1.1 CONTEXT

1.1.1 This School Travel Strategy forms part of a suite of strategies that support Medway's Local Transport Plan (LTP2) (2006 – 2011). For clarity, this document should be read in conjunction with the LTP and the following accompanying strategies:

- Medway Schools Travel Strategy
- Medway Accessibility Strategy
- Medway Cycling Strategy
- Medway Walking Strategy
- Medway Road Safety Plan
- Medway Public Transport Information Strategy
- Medway SEN Travel Strategy

Section 2

THE CURRENT POSITION IN MEDWAY

2.1 INTRODUCTION

2.1.1 Services in Medway comprise commercial and supported journeys with the vast majority of services Monday – Saturday between 0700 and 1900 hours being operated commercially. The primary operator in the area is Arriva Southern Counties, which operates approximately 85% of bus journeys (80% commercial, 5% tendered services).

2.1.2 The number of bus journeys being made in Medway is significantly higher than it was in 2000. However, due to a change in the definition of how the indicator is measured under Best Value indicator BV102 it is only the second year that comparative performance can be measured.

Comparing figures for the actual returns between 2003/2004 and 2004/2005 using Medway only figures it has shown a 1.8% reduction in patronage. However, at the end of this period – after Operation Overdrive – numbers were growing and this is expected to continue in 2005/2006. Further changes are likely on patronage associated with the changes recognising the government's intention to offer free fares for pensioners and people with disabilities from April 2006.

2.1.3 The Best Value Performance Indicator (BVPI) requirement is to measure satisfaction with bus services every three years. When it was last recorded in 2003/2004 there was a 1% decrease in the result achieved.

Since that time, however, 'Operation Overdrive' has been implemented. Arriva's before and after satisfaction surveys have shown significant improvements. Under BVPI the Council will next measure satisfaction with bus services during 2006/2007. However in an attempt to get an improved understanding of the trend the Council has instigated a survey through the Councils Citizens Panel and will be measuring this annually in the future over and above the BVPI requirements.

2.2 REGENERATION IN MEDWAY AND TRANSPORT FOR MEDWAY

2.2.1 As part of the Thames Gateway Sustainable Communities programme, Medway has received over £90million of funding to pump-prime regeneration projects, initially focussing on the Medway Waterfront. When complete, the regeneration of Medway Waterfront will create between 6,000 – 8,000 more homes and 10,000 new jobs.

2.2.2 Medway Council, supported by the Office of the Deputy Prime Minister, commissioned transport consultants Colin Buchanan in March 2004 to undertake a two year study which will deliver the following outputs:

- assessment and development of a new integrated transport policy for Medway to be introduced over the next fifteen years
- development of public transport options to support the Medway Council's regeneration projects
- options for a major public transport scheme, including programme of enabling works and public consultation on options by the end of 2005
- supporting data to inform the next Local Transport Plan for (2006-2011)
- a programme of short-term action plans for transport improvements

2.2.3 The study is supported by a programme of stakeholder engagement involving residents, businesses, transport providers and community groups.

2.2.4 The study programme envisages proposals for short term strategies, which would cover the lifetime of the Local Transport Plan, in Autumn with a view to finalising the strategy by March 2006. This means that the final Local Transport Plan will be significantly informed by the study's outputs.

2.3 PUBLIC CONSULTATION

2.3.1 As part of the Transport for Medway study, surveys were carried out in 2004 in order to investigate travel habits and attitudes to proposed changes to the local transport network:

- exhibitions held throughout Medway, showing proposals and handing out questionnaires for people to give their feedback and views
- focus groups created by age group to give opinions and ideas
- telephone interviews of households in Medway to investigate household travel habits
- questionnaires sent to local businesses

- reliability and usage surveys carried out on buses on the majority of routes within Medway

2.3.2 Feedback from the first round public consultation in July 2004 indicated that the main difficulties experienced by people making public transport journeys in Medway are in order of concern:

- public transport service issues
- reliability
- bus routes
- fares structures
- traffic congestion, especially at school times.

2.3.3 Suggested improvements to encourage the use of public transport in order of importance based on the Transport for Medway survey in 2004 are:

- more reliable and frequent services
- availability of real time information
- improved waiting facilities and connections
- cheaper fares
- support for allocation of road space for bus priority measures
- implement new park and ride sites

2.4 BEST VALUE REVIEW

2.4.1 Bus services supported by Medway Council were reviewed in the Passenger Transport Best Value Review undertaken in 2002/03. The role of the Best Value Review was to challenge why these services are provided and how they should be provided in the future. The review obtained the views of stakeholders, tested the council's performance against best practice and evaluated the competitiveness and quality of alternative options of future service delivery.

2.4.2 Most residents in Medway saw the bus a second class way to travel. There was a consensus between all groups consulted on passenger transport that buses are costly, unreliable and unsafe with timetable information being very poor. 75% of residents said they relied on their cars to travel within the area. All sections of the community have raised issues around the safety of the Pentagon bus station in Chatham and that all bus routes seem to converge there. Routes are indirect and infrequent and many stop running after 2000 hours, with no services running more frequently than every 60 minutes.

2.4.3 Young people pointed out the lack of evening and late night buses in the area. People like the easy access buses for getting

pushchairs on, but felt there were too few of them around (this has been addressed to a large extent by Operation Overdrive in July 2004). Timetable information is poor and not readily available. There were several comments made across the groups about driver attitude problems when dealing with young people.

Section 3

PROBLEMS AND OPPORTUNITIES

3.1 PROBLEMS

- 3.1.1 Public perception of reliability of buses in Medway is poor and this is reflected in only 47% of residents being satisfied with local bus services in a survey carried out in 2003/04. Reliability surveys carried out in July 2004 as part of the Transport for Medway research suggest that such concern is justified with localised traffic congestion causing problems at certain times of day.
- 3.1.2 The particular multi-centred geographical pattern of Medway and relatively recent development of concentrations of employment which are remote from the established urban centres such as Gillingham Business Park and Medway City Estate make the provision of a comprehensive and viable system of local public transport particularly challenging.
- 3.1.3 Arriva now operates five bus services (covering six corridors) at headways of ten minutes during the daytime Mondays to Saturdays. However, a considerable numbers of residents do not enjoy such frequencies and rely on much less frequent and/or supported services.
- 3.1.4 Tenders for supported services are awarded on the basis of the cheapest option, which has led to poor quality of vehicles and limited competition for contracts from small local bus operators. The Transport for Medway study highlights the need to consider incentives for operators to invest in better quality buses for tendered services.
- 3.1.5 Evening and Sunday services are limited, which leads to poor usage of buses at these times. This is reflected in survey data from TfM, which shows that people with a car available make some 16% of their daily trips (by any mode) after 1800 hours. On the other hand for those without a car available, only just under 9% of all trips are made after 1800, when most bus services cease, or at least go on to a much reduced frequency.
- 3.1.6 Bus fares in Medway are relatively high and only around 30% of passengers have pre paid passes leading to delays at bus stops as drivers issue tickets and give change. The most popular fare is £1.35, which compares with for example London where fares are £1.20 or less. This has particular relevance when set against the low cost of car parking in Medway.

- 3.1.7 The Pentagon bus station, though well sited in relation to Chatham's retail centre, is unattractive and is likely to discourage bus use, without major improvements.
- 3.1.8 Many services terminate at Chatham requiring through passengers to change buses, which inconveniences the 18% of passengers making bus-to-bus connections. Cross-town working of buses would appear to be an area for improvement, but need to take into account reliability issues.
- 3.1.9 Information provision for bus passengers across Medway is poor and bus waiting facilities and interchanges are of low standard. An assessment of the bus stop access/waiting infrastructure and provision within each interchange zone and across the Medway towns shows that waiting environments are generally of basic quality, with few shelters, poor lighting and high levels of graffiti.

3.2 OPPORTUNITIES

- 3.2.1 The Transport Act 2000 empowered local transport authorities to set up Quality Bus Partnerships with Local Operators. These commit the partners to improving a corridor or network of services and set out a framework for achieving this, although there is no legal agreement as such. The Quality Partnership Agreement between Medway Council and Arriva is described in more detail later in this section.
- 3.2.2 In addition Local Authorities have been given the power to implement Statutory Quality Partnerships (SQPs). These specify a quality standard, which must be met by any operator wishing to use specified infrastructure provided by the Transport Authority (TA).
- 3.2.3 Quality Contracts (QCs) are between the TA and a single operator who has exclusive rights to operate a service along a specified route or routes to a specified standard that can include fares and timetables.
- 3.2.4 The Urban Bus Challenge Fund was intended for innovative and/or unconventional solutions to the problems of public passenger transport provision in deprived urban areas. This money has provided Medway with an opportunity to improve services in areas that are currently poorly served by public transport, such as Medway Valley Park and the University of Greenwich.
- 3.2.5 The council will work with Arriva regarding the provision of bus infrastructure and priority measures as part of the Quality Partnership to improve reliability and journey times of buses.
- 3.2.6 In June 2004 Arriva introduced a new fleet of low floor buses, which include 49 double-deck buses, and 12 single deck buses as part of

Operation Overdrive, which has helped improve the quality of services in Medway. Arriva has been shortlisted for Transport Team of the Year in the National Transport Awards to be announced in June 2005.

- 3.2.7 The Chatham Centre and Waterfront Development Framework produced in July 2004 has proposed the replacement of the existing Chatham Pentagon bus station by an on-street facility in the area currently occupied by the Sir John Hawkins Way flyover. The aim is for a new “dynamic” interchange facility to be completed during the lifetime of this LTP. Dynamic bus stations aim to maximise capacity with buses allocated to vacant stands within zones of the bus station as they arrive.
- 3.2.8 A number of elements are needed to provide effective bus stop access/waiting infrastructure and provision. For example, bus stop layouts need to take full account of mobility access needs, and bus stop treatments need to be considered as part of a ‘whole route’ approach.
- 3.2.9 Programmes are in place, such as the ‘bus boarders’ programme, and the installation of real-time information at certain bus stops, which need to be integrated with these other elements of bus stop access/waiting infrastructure and provision. Bus boarders will be introduced on a phased basis in partnership with local bus operators on routes where the most benefit will be achieved.
- 3.2.10 A detailed programme of bus stop improvements will be drawn up in consultation with the bus operators and users. This programme will be based on those stops which have more than 500 passengers boarding per day.
- 3.2.11 Improvements to bus service publicity is an area where Council support will be necessary; more detail is contained in the LTP Information Strategy.

3.2.12 Problems and opportunities are summarised in the table below

Issue	Problem	Opportunity
Bus Network	Poor service level in certain areas	Bid for Kickstart bus grants to improve services. Arriva looking at opportunities for increasing frequencies on existing routes and new routes.
	Lack of evening and Sunday services	Extra funding would allow Quality Standard to be implemented on all supported services and network improved.
	Lack of through services	TfM research has identified many areas, which would benefit from through services.
Reliability	Poor perception and localised hotspots	QPA and TfM will study areas where bus priorities could be implemented and management of bus operation improved. Identify traffic hotspots and implement programme of measures to tackle delays. Effective enforcement of priority measures.
Geography	Developments spread out through Medway	Introduce more frequent services to under-served areas such as the Medway City Estate. Plan in advance how new developments will be served by new high quality bus routes in partnership with local operators.
Bus fares	High compared to rest of the country	QPA identifies joint research between Arriva and Medway Council re. the effect of restructuring or reducing fares in Medway. Aim is to reduce them to the level of comparable towns and cities.

Pentagon Bus Station	Unattractive and discourages bus use	Consider programme of improvements to existing bus station. Proposed replacement by a new bus facility as part of Chatham Centre and Waterfront
Bus Information	Bus Network Information for Medway is poor	LTP Information Strategy sets out co-ordinated efforts to improve all aspects of public transport information in Medway
Bus Stops	Waiting environments and stop quality	Detailed programme of bus improvements being developed including real time information displays at busiest stops

3.3 QUALITY PARTNERSHIP AGREEMENT WITH ARRIVA

3.3.1 The Quality Partnership signed by Medway Council and Arriva Medway Towns in January 2005 is a clear demonstration of our commitment to raising the standard of local bus service provision. A summary of the main areas covered in the Partnership are shown below (the full agreement is contained in the appendix A):

3.3.2 Arriva and Medway Council share the common objectives of:

- creating and promoting a public transport network in Medway as a viable and attractive alternative to private car use
- increasing use of local bus services to support the achievement of a sustainable transport system, which enhances the quality of life for Medway residents
- ensuring that the public transport system in Medway is developed to support and match the regeneration proposals for the area, attracting new investment, work and social opportunities.

3.3.3 Arriva and Medway Council will seek annual growth of 2% in the use of local bus services, as measured by the total number of journeys made on local bus services.

3.3.4 The partnership commits Medway Council and Arriva to improving information, co-ordinating the bus network with other forms of transport and research into the fare structure and ticketing arrangements in Medway.

3.3.5 Arriva will work with Medway Council to develop a sustainable commercial network of bus services, improve local bus services where feasible and continue to invest in staff and vehicles.

3.3.6 Medway Council will improve bus priority measures, involve Arriva in discussions regarding the design of the new Chatham Bus Station, seek funding for public transport improvements and support new initiatives to encourage greater use of public transport.

3.4 DEVELOPMENT OF A QUALITY STANDARD FOR BUS SERVICES IN MEDWAY

3.4.1 Experience elsewhere in the country has shown that certain key areas need to be developed in order to encourage people to use buses, namely:

- positive local identity and association by bus operators, through branding and strong marketing
- good quality, clean and accessible buses
- high frequency, turn up and go networks so passengers do not need to consult a timetable
- clear and concise bus information.

3.4.2 Development of a Quality Standard for bus services in Medway will cover all areas of operation of all bus services in Medway including and it is aimed that by 2011 all buses operating in Medway will meet specific standards in the areas below:

- Vehicle Standards; age of vehicles, specification, accessibility
- Reliability; bus priorities (introduced where they will provide a net benefit to road users), car parking restrictions where buses may be delayed by cars parked on narrow residential roads, timetable observance by drivers (no leaving departure points early) and 99% of mileage operated
- Frequency; variations depending on importance of service (simple easy to understand timetable with main services no less frequent than 3 buses per hour)
- Fares (to provide value for money)
- Integration (with other bus services and other modes of transport where practical)
- Social inclusion (to promote links between deprived residential areas and main employment areas)
- Stops and shelters: including all areas of the waiting environment (to meet standards set out in the information strategy)
- Information and awareness (promote a positive image of bus services among local residents).

Specific targets will be developed in consultation with bus operators and relevant stakeholders.

3.4.3 This quality standard could then be used when issuing all tenders for supported services in Medway and operators bidding to operate services would have to meet the quality standard.

3.4.4 By 2011 the aims for bus services in Medway are that the Quality Partnership and Quality Standard will be delivering a number of benefits, notably:

- more reliable services as a result of an improved passenger transport infrastructure, better management and real time passenger information i.e. expected arrival times at bus stops
- integrated operation, with the council working in partnership with transport providers
- reasonable fare levels, with worthwhile concessions for children and the elderly, in order to make bus services accessible to young people at affordable prices
- be driven by drivers who are more tolerant of elderly and disabled passengers, to be achieved by more comprehensive training provided by the service provider(s)
- quicker journey times and able to support all sections of the community in their varied travel needs
- improved boarding times assisted by more ticket sales taking place before boarding at ticket machines and sales outlets.

Section 4

LINKS TO SHARED PRIORITIES AND WIDER CONTEXT

- 4.1 The Transport White Paper sets out the future of transport in the country over the next ten years and the challenges that face the transport industry. The biggest challenge facing the country is how to cope with the forecast increase in congestion and constantly increasing demand for travel both within the country and abroad.
- 4.2 Ambitious targets have been set for encouraging more people to use public transport. The White Paper sets the target of increasing the use of public transport (bus and light rail) by more than 12 cent in England compared with 2000 levels, “with growth in every region.” Local authorities have been given greater powers to enter into quality partnerships with bus operators and if necessary take control of local bus services through a quality contract if the local operator is not achieving the aims of the LTP.
- 4.3 Buses support the LTP as they are a critical part of the integrated transport policy that is needed to encourage people to use their cars less. They are the most flexible form of transport and are able to be adjusted quickly in order to respond to changing demand and represent the best option for encouraging modal shift to public transport.
- 4.4 Other options such as light rail and rapid personal transit networks are also being investigated as part of TfM, but these will take time to be built if it is decided that they are the preferred option.
- 4.5 People need to have an attractive alternative if they are to be persuaded not to use their private cars. Very few people will consider alternatives such as cycling or walking, especially over longer distances so buses provide the only other realistic option. Research has shown that buses are most attractive to new users when they run along corridors at frequencies of every 10 minutes or better so that people do not have to rely on timetables.
- 4.6 By running clean low emission vehicles buses and reducing the number of car trips buses will also help Medway to meet its CO₂ targets and reduce pollution in the area. In addition if plans to restrict parking are implemented then there need to be high quality alternatives bus routes available for people to use.

4.7 Table 4.1 shows the links with the specific objectives of the strategy and the LTP shared priorities

Table 4.1 Policy links between the specific objectives of the Bus Strategy and the LTP Priorities							
		Overarching LTP Priorities					
		Congestion	Accessibility	Safer roads	Air quality	Regeneration	Health
Bus Strategy Specific Objectives	a) Localised bus priority measures - As an integral part of the development of quality bus corridors and responsive traffic management	✓	✓	✓	✓	✓	✓
	b) Improvement of the bus infrastructure incorporating improved bus stops	✓	✓	✓	✓	✓	✓
	c) Transport for Medway major public transport scheme The <i>Transport for Medway</i> study is a major consultancy assignment that is investigating the most appropriate scheme to deliver a step change in public transport provision that is appropriate in Medway	✓	✓	✓	✓	✓	✓
	d) On-street parking restrictions In order to secure the effective management of available road space and to improve bus service reliability	✓	✓	✓	✓	✓	✓
	e) Community bus service Development of demand responsive bus services and bus trips for rural residents as part of the Medway Rural Initiative for Transport (MERIT)	✓	✓	✓	✓	✓	✓
	f) Use of appropriate technologies electronic real-time displays at stops, mobile phone based information, location maps, comprehensive timetables, network maps at main stops, departure times displayed at most stops and in rural areas information provided in village shops	✓	✓	✓	✓	✓	✓

Section 5

POLICIES & OBJECTIVES

5.1 INTRODUCTION

5.1.1 As part of the Transport for Medway study a number of sections of route have been identified where bus priorities could be introduced to improve bus reliability and journey times. These are listed in appendix 2 and will be discussed in further detail with the bus operators. The quality partnership agreement also commits Medway Council to working together to identify and implement bus priority measures at appropriate locations.

5.2 OPERATION OVERDRIVE

5.2.1 Operation Overdrive implemented in June 2004 involved:

- the introducing 61 brand new, fully accessible buses with buses running every 10 minutes during the Monday to Saturday daytime on five core colour-coded routes.
- improvements to timetable displays and more timetables fitted to stops in partnership with the Council.
- additional customer care training for staff and improvements to lighting and information at Chatham Bus Station.

5.3 BUS STOP IMPROVEMENTS

5.3.1 Some bus stops require improvements and are not attractive to new bus users in many areas. Many stops will be fitted with real-time information screens showing when the next bus is due and the Information Strategy will assist in setting out a minimum standard for bus stop quality.

5.4 DEMAND MANAGEMENT

5.4.1 Demand management is being examined through TfM, including parking control, parking charges and congestion charging to encourage modal transfer from private to public transport. Models produced as part of TfM show the estimated impact that these schemes would have on public transport in Medway.

5.5 QUALITY STANDARD

The new Quality Standard will be used when assessing bids to operate supported services across Medway.

5.6 NETWORK IMPROVEMENTS

- 5.6.1 All areas of the bus network are being looked at to see where improvements can be made. The Quality Partnership Agreement provides a framework for improving bus services across the region.
- 5.6.2 Aim to reduce social exclusion with buses linking residential areas to employment centres helping improve job opportunities
- 5.6.3 Aim to increase both the quality and frequency of evening and Sunday services.
- 5.6.4 In partnership with Kent County Council, Medway Council will pursue improvements to the highway network to allow improved public transport links between Lordswood/ Walderslade and Hempstead Valley. In the interim the Council will investigate the feasibility of a new service linking these areas via the M2 motorway.
- 5.6.5 As part of the Transport for Medway study, investigate new bus links that could be created where many journeys are currently made by car. These new bus links could be created by introducing new routes, joining existing routes or extensions to existing routes to create more direct links between areas within Medway.
- 5.6.6 Medway Council will work with the new operator of the Kent Rail Franchise to investigate bus-rail feeder improvements to stations in Medway and ensure that they are integrated into the overall public transport network.

5.7 PARK AND RIDE

- 5.7.1 A new Park and Ride site is being developed at Whitewall Creek.
- 5.7.2 Improvements will be made to the existing Park and Ride site at Horsted Way, which will see buses operating on weekdays as well as weekends.
- 5.7.3 Transport for Medway will advise Medway Council on the feasibility of opening new Park and Ride sites on the A2 near the junction with the A278 and on the A228 near Medway Valley Park.
- 5.7.4 Medway Council aim to bid for the above money and these would be used to develop a new network of services linking the areas listed below:

- improved regular service from the Medway City Estate to key areas of Medway for workers.
- routes serving new developments at Rochester Riverside and Chattenden.
- improved services to the expanding University, Medway Valley Park and Gillingham Business Park.
- general improvements in frequency and co-ordination of services across the area.
- improvement of evening and Sunday services and simplification to match the daytime network pattern.
- improvements to rural services in the Medway Valley and to Grain.

5.8 COSTS AND FUNDING

5.8.1 The proposed programme of improvements will have associated costs which will be quantified alongside potential funding streams including:

- LTP block funding
- LTP major scheme funding
- “Kickstart” projects
- Transport Innovation Fund
- Developer contributions negotiated from developers through the planning process
- Regeneration-related funding

5.9 OBJECTIVES OF THE MEDWAY PROVISIONAL LTP

5.9.1 The Medway Walking and Mobility Strategy is an integral part of the Medway Provisional LTP; as one of the supporting strategies it enables delivery of the objectives set out in the plan. Within the LTP there are 12 strategic transport objectives, which are listed in table 5.1.

1: Movement in Medway	to manage traffic efficiently and safely in Medway and to provide appropriate new infrastructure where justified.
2: Public transport	to ensure public transport becomes a realistic alternative choice to the private car
3: Accessibility	to improve access for Medway residents to key services by all modes of travel
4: New development	to ensure an integrated, accessible transport approach to development sites
5: Road casualties	to reduce casualties on Medway's roads
6: Regeneration	to improve Chatham as a transport destination.
7: River movement	to support the use of the River Medway and its banks as a transport corridor
8: Active travel	to develop transport corridors that encourage personal movement which promotes better health
9: Freight	to contribute towards improving freight movements through Medway
10: Travel plans	to encourage changes to travel habits by the implementation of school and workplace travel plans.
11: Public realm	to enable transport to contribute towards improving the quality of the built environment.
12: Road maintenance	to undertake enhanced maintenance of the highway network in the most sustainable way practical

5.1.1 The implementation of the Medway Bus Strategy directly contributes to the delivery of eight of the 12 LTP objectives, as table 5.2 demonstrates.

Table 5.2 Contribution of Medway Bus Strategy to Medway Provisional LTP Objectives		
Objective focus		Links to Objective
1	Movement in Medway	Improved travel information
2	Public transport	to ensure public transport becomes a realistic alternative choice to the private car
3	Accessibility	Access by public transport to key services
4	New development	to ensure an integrated, accessible transport approach to development sites
6	Regeneration	Improvements to public transport infrastructure
8	Active travel	Improvements to the perception of personal safety
10	Travel plans	Public transport trips to school
11	Public realm	to enable transport to contribute towards improving the quality of the built environment.

Section 6 TARGETS

6.1 INTRODUCTION

- 6.1.1 This section sets out the key targets in the Medway provisional LTP associated with the implementation of the Medway Bus Strategy. However, the targets in this strategy will need to be reviewed in light of TfM recommendations.
- 6.1.2 Reviews will be published in the LTP Annual Progress Report showing how the authority is meeting the targets set by the bus strategy and what action is required to fulfil its aims and objectives. This document will measure the following indicators.
- a. Number of local journeys undertaken on buses
 - b. Number of bus priorities installed by Medway Council
 - c. Reliability Surveys
 - d. Monitoring of other aspects of quality
 - e. Progress a new public transport interchange in Chatham

6.2 MEDWAY PROVISIONAL LTP TARGETS

- 6.2.1 LTP target have been considered in terms of being realistic outcome targets and that satisfy the SMART criteria of being Specific, Measurable, Attainable, Relevant and Time-related.
- 6.2.2 Table 6.1 details the provisional targets in the Medway Provisional LTP that specifically relate to buses, arranged in their order of importance in the target hierarchy. For each target the table identifies the target type (mandatory, optional or local) and where applicable how the target compares to the minimum standard set in the LTP guidance.
- 6.2.3 Further detail on all LTP provisional targets is contained in Appendix A to the Medway Provisional LTP.

Table 6.1		
Medway LTP provisional targets specifically relating to public transport		
LTP target number	Targets	Information
Level1 – Key outcome targets		
1.9	To increase bus patronage by 10% by 2010/2011 compared to a baseline of 2003/04.	This is a Mandatory LTP target. The target is also a Best Value Performance Indicator (BVPI 102). There is no minimum criteria
Level 2 – Intermediate outcome targets		
2.1	To increase the percentage of bus passengers satisfied with local bus services to 50% by 2009/2010 from a baseline of 47% in 2003/04.	This is a Mandatory LTP target. The target is also a Best Value Performance Indicator (BVPI 104). The target conforms to the minimum 'satisfactory' standard as laid down in the LTP guidance.
2.2	To aim that 90% of buses run on time by 2014/2015.	This is a Mandatory LTP target. The target conforms to the minimum 'satisfactory' standard as laid down in the LTP guidance.
Level 3 – Contributory output targets		None
Level 4 - other outcome or output targets		None

Section 7 ACTIONS

7.1 WORK IN PROGRESS

- 7.1.1 Working in partnership, Medway Council will implement this strategy through our LTP, regeneration plans and other associated initiatives. We will also fully utilise the planning process to ensure delivery that new developments are sustainable and provide the use of public transport as an alternative to the car.
- 7.1.2 Medway Council will review progress by the production of a yearly Annual Progress Report and details of the strategy outputs will be discussed and reviewed by regular liaison with partnership groups.
- 7.1.3 The remaining part of this section will concentrate on the key actions of the bus Strategy following the outcome of the Transport for Medway consultations in the autumn 2005.

Section 8

IMPLEMENTATION PROGRAMME

8.1 FUNDING SOURCES

8.1.1 The implementation of the capital elements of the Medway Bus Strategy will be funded from various sources, including:

- LTP integrated transport block allocation
- Planning obligations associated with new developments
- Key external partners
- Bids

8.2 LTP INTEGRATED TRANSPORT BLOCK ALLOCATION

8.2.1 Section 11 and Appendix B of the Medway Provisional LTP details the estimated costs for the delivery of each of the 12 strategic transport objectives. This demonstrates that the predicted sum total for the capital budget profile exceeds the Government's indicative LTP financial allocation.

8.2.2 Whilst the Bus Strategy contributes to 8 of the 12 LTP strategic transport objectives, it will principally be delivered through actions detailed under the following LTP strategic transport objective headings:

- Objective 2 – Public Transport

8.2.3 The proposed LTP budget allocation over the life of the plan for the LTP strategic transport objective headings 2 is given in table 8.1. Appendix B of the Medway Provisional LTP provides a breakdown of the estimated costs for each strategic transport objective.

Table 8.1						
LTP spend profile for objectives 2						
		LTP spend profile (years)				
		06/07	07/08	08/09	09/10	10/11
LTP strategic transport objective		£000's				
2	Public Transport	231	227	179	167	249

8.2.4 There is a funding shortfall to enable the capital elements of this strategy to be fully delivered. Medway Council will therefore pursue alternative funding through:

- planning obligations associated with new developments
- key external partners
- preparation of innovative bids

Section 9

MONITORING AND REVIEW

9.1 BUS INDICATORS

- 9.1.1 There are specific requirement by government to measure bus use as the LTP guidance⁽⁴⁾.
- 9.1.2 Medway Council will measure the following indicators to assist with the assessment of the success of the plan. However following consultation as part of the Transport for Medway project these may increase.

Table 9.1 Measurement of bus indicators		
Indicator	Monitoring period	LTP provisional target
To increase bus patronage by 10% by 2010/2011 compared to a baseline of 2003/04.	Every year	T1.9
To increase the percentage of bus passengers satisfied with local bus services to 50% by 2009/2010 from a baseline of 47% in 2003/04.	Every year	T4.2
To aim that 90% of buses run on time by 2014/2015.	Every year	T4.3
Number of bus priorities installed by Medway Council	Every year	
Reliability Surveys	Every year	
Monitoring of other aspects of quality	Every year	
Progress a new public transport interchange in Chatham	Every year	

⁴ Full Guidance on Local Transport Plans – Second Edition (December 2004)(Department for Transport, 2004).

A PARTNERSHIP AGREEMENT BETWEEN ARRIVA MEDWAY TOWNS LIMITED (ATM) AND MEDWAY COUNCIL (MC) TO ACHIEVE QUALITY LOCAL BUS SERVICES IN MEDWAY

Statement of principles

ASC and MC share the common objectives of:

- creating and promoting a public transport network in Medway as a viable and attractive alternative to private car use
- increasing use of local bus services to support the achievement of a sustainable transport system, which contributes to transforming Medway into- a sub-regional centre fit for the 21st century and enhances the quality of life for Medway residents
- ensuring that the public transport system in Medway is developed to support and match the regeneration proposals for the area, attracting new investment, work, education and social opportunities.

ASC and MC recognise that these objectives require high quality reliable public transport that can only be delivered through partnership working, with a commitment to coordinated investment and complementary initiatives.

The agreement recognises the level of investment already made by ASC in the Medway area, including the new bus fleet introduced in June 2004, with associated route branding and staff training.

The Transport for Medway study, being undertaken for MC by Colin Buchanan, will provide the partnership with data analysis and recommendations, which can form the basis for joint and separate funding opportunities.

Targets

ASC and MC are committed to seek annual growth in the use of local bus services, as measured by the total number of journeys made on services provided by ASC.

Framework for Action

ASC and MC will identify opportunities for joint commitment to invest, upgrade facilities and operations, together with improved and creative marketing and promotion, to ensure that the target growth is reached. Details of schemes and agreed areas for action will be developed and appended to the agreement. This agreement will be reviewed and revised as necessary on a regular basis.

ASC and MC agree to work together in the following areas:

- seek to deliver improvements to comprehensive (including other operators' services where complementary) information provision regarding bus travel in Medway, to be achieved by development of an action programme based on the MC LTP Information Strategy
- seek to integrate electronic systems to improve operational control and passenger information
- seek to deliver, informed by analysis from the Transport for Medway study and consultation with users, the introduction of new or revised local bus services, which would increase the use of public transport
- seek to coordinate the development of the public transport network with spatial planning to maximise the opportunities for the use of local bus and rail services
- seek to coordinate the public transport network with other forms of transport to achieve increased travel opportunities in the Medway area
- actively support opportunities for new services and increased frequencies for existing services where short-term revenue is available via s106 agreements
- ASC and MC will jointly contribute to research into the fares structures and ticketing arrangements in Medway, including fares for schoolchildren. This research will be informed by output from the Transport for Medway study and from Arriva's Passenger Service Marketing Team.

ASC will:

- work with MC to develop the design, planning and implementation of a viable and sustainable network of local bus services, establishing appropriate coordination with complementary transport facilities
- work with MC to provide input into Best Value Performance Indicators (BVPI), the Local Transport Plan and the Transport for Medway study so that the benefits of improvements introduced through this agreement can be measured in terms of patronage figures
- introduce where commercially feasible, improved local bus services in line with the introduction of priority measures, automatic vehicle location systems and other new features which contribute to more effective public transport operation
- advise MC of significant changes to the commercial network in sufficient time for MC to consider the implications of these changes for the overall network in Medway and for information needs
- provide service reliability information in accordance with ASC accounting periods on a confidential basis to MC for review and as evidence of progress against this agreement
- seek to maintain all services in Medway with minimum lost mileage and to a professional standard, in accordance with the Arriva Customer Promise, covering quality of both staff and vehicles
- continue investment in new and refurbished vehicles in line with the quality standard for bus services in Medway to be adopted in the Medway Local Transport Plan
- continue its programme of staff training and education, including an understanding of passenger transport operation, customer care including an awareness of the needs of people with disabilities and minority ethnic groups
- provide adequate management and supervision of services to uphold standards as well as being able to deal with emergencies and other unforeseen circumstances quickly and effectively.

Medway Council will:

- pro-actively plan and progressively introduce a series of enforced bus priority and other measures, to improve the timing, punctuality and reliability of local bus services. This will include enforcement of parking restrictions and removal of obstructions on bus routes, in conjunction with the Kent Constabulary
- promote the development of the bus network, including supported services which complement ASC's commercial network
- equip vehicles with GPS location systems to provide real time information and assist with traffic light priorities

- fully involve ASC in discussions during the Transport for Medway study, including facilitation of the interface with the study consultants, to inform ASC of outputs and recommendations which will impact on the future public transport provision and network in Medway
- fully involve ASC in design proposals for the new Chatham central bus facility which will replace the current Pentagon bus station and develop plans to mitigate against disruption of services during the construction of the new facility
- seek to ensure that both existing and new developments are accessible to the local bus network for journeys to and from the urban and commercial centres
- seek funding for public transport facilities through central government, private sector contribution and other sources including those relating to regeneration proposals for Rochester Riverside, Chatham Centre and Waterfront, other regeneration schemes and major planning applications
- inform ASC of major new developments in order that opportunities for new services/route enhancements can be jointly assessed
- investigate proposals to link rural and urban areas and better links within the rural area through the MERIT rural transport initiative
- secure, implement and maintain suitably attractive and appropriate arrangements for the provision of information and bus stops and shelters to a standard to be agreed between ASC and MC, following public consultation as covered by the Information Strategy
- support the National Users Travel Information Service (Traveline) and ensure that up-to-date information from public transport operators is available in its database
- assist in identifying new market opportunities for local bus services and support new initiatives to encourage greater use of public transport, including travel plans for appropriate residential, employment and education developments
- make every reasonable endeavour to minimise disruption which affects bus services to safeguard bus access in cases of road closures, highway maintenance or diversions, and, where possible, give advance notice to ASC of all works that may affect the operational efficiency of bus services
- prioritise structural maintenance along main bus corridors as an aid to service quality
- facilitate discussions between Arriva and South Eastern Trains (or the successor operator of rail services in Medway)
- maintain concessionary travel for pensioners and people with disabilities.

Important note: Nothing in this agreement is designed or should be concluded as being legally binding or either of the parties being restrictive to the commercial or operational activities of Arriva or any other organisation.

Signed this day Wednesday 19th January 2005:

Councillor Philip Filmer
Cabinet Portfolio Holder for Transport and Highways
Medway Council

Councillor Roy Hunter
Chairman, Environment and Front Line Services
Overview and Scrutiny Committee, Medway Council

Councillor Paul Godwin
Labour Spokesperson, Environment and Front Line Services
Overview and Scrutiny Committee, Medway Council

Councillor Tony Luckhurst
Liberal Democrat Spokesperson, Environment and Front Line Services
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