![Bedford Borough Council logo](BEDFORD BOROUGH COUNCIL)

Bedford's Bus Strategy

Bus Service Improvement Plan **2021 - 2024**

Introduction

Welcome to Bedford Borough Council's Bus Service Improvement Plan.

This improvement plan has been developed through real collaboration between our bus operators, key stakeholders and passengers.

By working in partnership with local operators and others, we are looking to improve the bus offer locally and deliver all the benefits that go with that to our local residents.

This includes the best opportunities to access local jobs. This can also play a part in ensuring that businesses can prosper here in Bedford Borough, creating the right conditions for innovation and growth.

Public transport also plays an important part in cutting carbon emissions and improving air quality within Bedford. Alongside this health and environmental benefit it has been shown that a regular and reliable bus service can improve mental health though access to health services.

To succeed we must make sure that our public transport offering is simple and easy to understand, effective and efficient, enticing and safe. We are committed to continuing our strong collaborative work and making Bedford one of the best areas for local transport.

Mayor Dave Hodgson

- -

The approach Bedford Borough Council have taken with our Enhanced Partnership has been really engaging and focussed. Through a series of workshops we narrowed down what was important to bus users – to encourage them to travel more – and non-users – to encourage modal shift. Working with local passenger groups and using data from a tailored survey, we gained an understanding of specific improvements that are needed to Bedford's bus network that will create the desire to travel by bus for more people. I'm confident that some very tangible improvements will materialise as a result of the Enhanced Partnership, making Bedford a better place to travel in and around.

Ed Cameron Uno Bus

- -

It has been a great pleasure to work with Bedford Borough Council and alongside other operators on this project. The approach taken by BBC has been fresh, using a bottom up approach to bring us together strategically. I hold great optimism for continuing this approach going forward, to build on the work already undertaken to strengthen bus services in the Borough.

David Shelley Grant Palmer

- -

Never worked with a black belt before! - This approach was very different to the other BSIPs we were working with the local authorities. The Six Sigma process gave us all a refreshing set of tools and techniques that we worked through to develop the BSIP, it helped us all focus on the key outcomes and the spirit of the New Bus Strategy aspirations, and I believe, it has helped provide a document which we have all worked on to develop, with outcomes that we all believe are deliverable and achievable.

Darren Roe Stagecoach East

Contents Page

Executive Summary

Bedford Borough Council shares the Government's vision for improvements to bus services throughout the country. Local operators have been engaged along with Bedford BID and transport groups.

With the agreement of our Enhanced Partnership in place, we set off as a collective to collaborate on our Bus Service Improvement Plan.

By using Lean Six Sigma methodology we were able to clearly shown the priorities for our current passengers and future passengers.

Our data analysis, workshops and consultation have all fed into this piece of work that shows ambitious but achievable targets for the future.

We believe that as a small unitary Borough, we are best placed to see a step change in bus growth and are determined to deliver on our own and with other neighbouring authorities on joint projects.

1. Overview

1.1   Bus Back Better

1.1.1   In March 2021, the Government announced its National Bus Strategy 'Bus Back Better'. The aim was to dramatically improve bus services through greater local leadership, reversing the shift in journeys away from public transport during the Covid-19 pandemic and to encourage passengers back onto the bus.

1.1.2   The Strategy requires Local Transport Authorities (LTAs) and local bus operators to work, in partnership with local communities, to plan and deliver fully integrated services.

1.1.3   Within this strategy, there is a requirement for each Local Authority to develop and publish a Bus Service Improvement Plan (BSIP).

1.1.4   The BSIP sets the outcomes which the LTA would like to see and how they will go about improving bus services.

1.2   Bedford Borough Council in context

1.2.1   Bedford Borough is a unitary authority, within the county of Bedfordshire.

1.2.2   The Borough of Bedford lies mid-way between the M1 and A1 about 30 miles north of the M25.

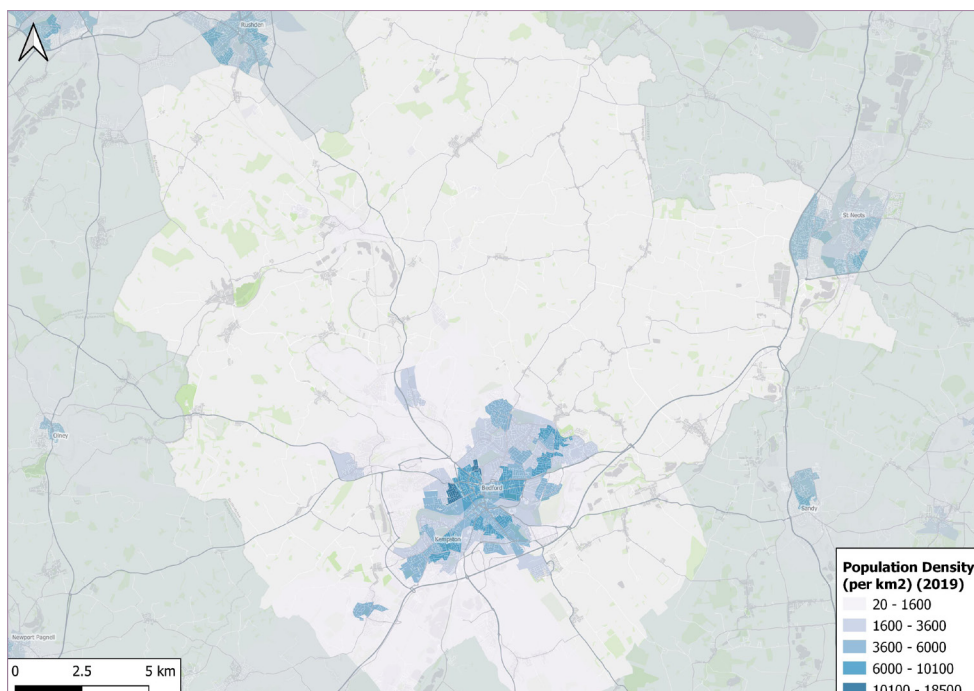1.2.3   Circa 168,000 people live in Bedford Borough; two thirds of whom live in the main urban area.

Figure 1 Population Density of Bedford borough in 2019

1.2.4   Bedford and Kempston have grown in recent years by circa 1.25% - 1.50% per annum and the villages of Biddenham and Elstow now largely sit within an urban context, though each retains its own distinctive character and sense of identity.

1.2.5   Beyond the town some of the larger villages, such as Clapham, Bromham, Wootton, Wixams and Shortstown are very close to the urban edge. Others including Great Barford, Wilstead and Sharnbrook lie further from it.

1.2.6   The Borough also offers a patchwork of smaller villages and hamlets (or 'Ends' as they are known locally).

1.2.7   These areas are served by public transport and services, however, more could be done. As stated within BBC's Local Plan 2030, one of Bedford Borough Council's aims is to "Improve the borough's transport infrastructure in order to support growth in the local economy and to make the borough more attractive as a place to live and do business. Reduce congestion in the borough, particularly into and around the town centre and by making journeys by public transport, walking and cycling more attractive to encourage an increase in more sustainable and healthy modes of transport."

1.2.8   The 2018-based population and household projections for Bedford Borough (modified to include the 2019 Mid-Year Estimate of population) demonstrate that over the 20-year period 2020-40 there will be:

- An overall growth of 14,500 households
- Single person households are just over a third of the overall household growth (5,400) with the majority (3,010) being single people aged over 75;
- Couples without dependent children represent just under a quarter of the growth (3,200) and are primarily over 65;
- Families with dependent children make up just under another quarter of the overall household growth (3,400);
- Other types of household contribute a further 1,600 households.

1.2.9   The significant rise in the elderly population. Concessionary travel national scheme to allow free travel after 09.30am and before Covid-19 it was £1 to travel before this. This was suspended in the Borough during Covid-19 and free travel allowed all day. Although this is balanced by the fact that car ownership and use continue to rise amongst older people.

1.2.10   There are approximately 36,750 disabled people living in Bedford Borough. The consumer spending power of disabled people and their families in Bedford Borough is worth £658 million per annum.

1.2.11   According to the 2011 Census, almost 21% of households in Bedford Borough did not have access to a car or van. This may be through choice, or be influenced by demographic and socio-economic factors. Either way, people still need to move around to access services and public transport, including bus services, community transport, taxi and rail can provide alternatives to private car use. Public transport

services therefore have a dual role for new and existing communities, to provide fast and direct journeys to key destinations and also to link communities and improve accessibility.

1.2.12   Over 70% of people who work in the Borough also live in the Borough. This self-containment rate is high. Those who come from outside the Borough to work here come from immediately surrounding areas.

1.2.13   Bedford Borough will increasingly be a place of choice for new business. As a result, the number and range of jobs on offer will improve and the completion of infrastructure projects, including significant road schemes, in and close to the Borough will have a positive impact on the local economy.

1.2.14   The Bedford College group attracts approximately 15,000 full-time, higher education, part-time students and apprentices. A dedicated hair & beauty salon on Bedford High Street, Advanced Automotive Technology Centre and gas and plumbing centre in Kempston are amongst its attractions. With the growing student base, access to public transport links for both students and staff is critical for evenings for those coming into town from Central Bedfordshire after 6.30pm to participate in evening classes.

1.2.15   The University of Bedford has their own dedicated shuttle bus and Cranfield University use Uno Bus for their students.

1.2.16   Bedford Hospital has two sites; South Wing and North Wing, the majority of services based at the South Wing which in Kempston Road Bedford. The current routes serving the hospital are routes 1, 2, 42, 53 and 68.

1.2.17   The BSIP covers the whole of the Bedford Borough Council area (see location map below), for which there will be one single Enhanced Partnership.
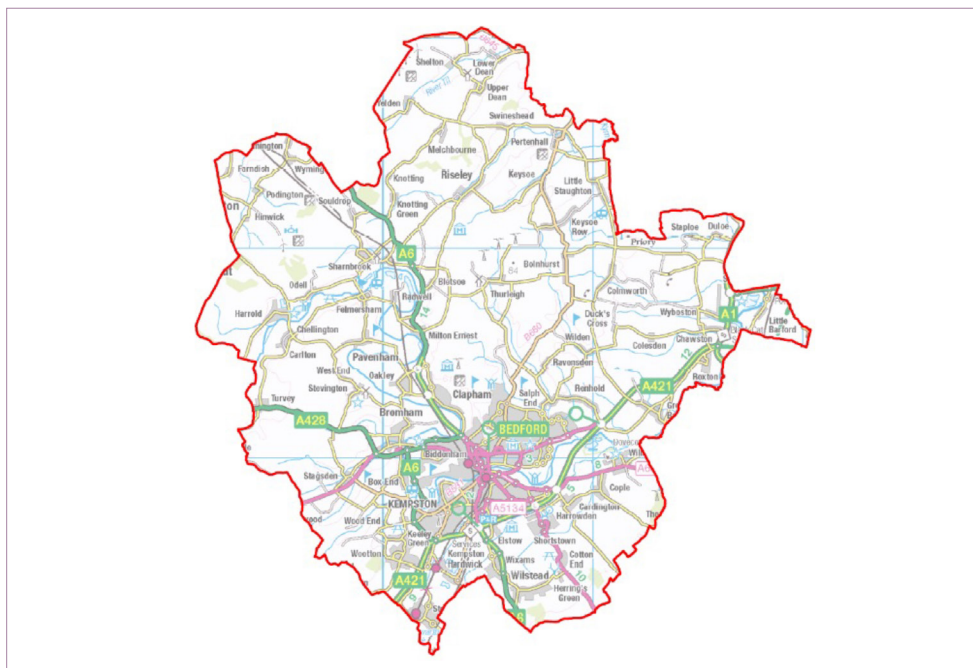

Figure 2 Map of Bedford Borough

1.2.18   Bedford Borough are working collaboratively with other Local Authorities in the vicinity, namely, Central Bedfordshire Council and Luton Borough Council. Joint meetings have been held between the Bedfordshire authorities and attendance at each other's Partnership Boards. Milton Keynes, North Northamptonshire, West Northamptonshire and Cambridgeshire Councils are also aware of our work. There are currently thirteen cross border services serving communities in Central Bedfordshire, Luton, Buckinghamshire, Northamptonshire.

1.2.19   Bedford Borough is part of the 'England's Economic Heartland' Sub-national Transport Body. This encompasses the entirety of the Oxford-Cambridge Arc. There is currently a study of regional, long distance bus services that we are part of.

1.2.20   Bedford Borough Council invites employers to 'Invest in Bedford', and for good reason. Bedford Borough sits at the heart of the Oxford to Cambridge Arc and this, along with its proximity to London, makes it central for business. World-class companies including Unilever, Fujifilm and Warner Brothers have already recognised the Borough's advantages and have chosen to locate here. With the identification of high quality sites to attract new investment, excellent (and improving) connectivity, a skilled workforce and most importantly a positive attitude to growth, we are confident that we can continue to diversify our economy and increasingly become the location of choice for new and expanding businesses.

1.2.21   Each BSIP within Bedfordshire will remain separate as the three Local Authority areas are geographically different, with the majority of Luton being urban, Central Bedfordshire being rural and Bedford Borough being a mixture. Therefore, we want to ensure that our residents benefit from the individual BSIPs. However, we have collaborated throughout the process and are working together on nine key projects to ensure we deliver the best for residents across our area.

1.2.22   At the beginning of this process, in April 2021, the three Bedfordshire authorities met to discuss the possibilities of a joint BSIP for all three LTA's. With the information available to us at that time, it was felt that it would be best for each authority to develop its own BSIP, whilst remaining closely aligned on identified cross boundary schemes. However now, with the benefit of hindsight and in consideration of the number of joint schemes that are to be planned and developed, we recognise that a joint BSIP may have more merits that at first thought, and going forwards we will carefully consider whether future BSIP's should remain separate or be published as one joint document.

1.3   Bedford Borough Council approach

1.3.1   This BSIP is specific to Bedford Borough Council, however, as laid out in subsequent sections, strategic alignment has been carried out with other LTAs within Bedfordshire, to develop countywide workstreams.

1.3.2   Bedford's public transport team consists of:
0.2 FTE Chief Officer Transport, Highways and Engineering

0.2 FTE Chief Officer Assess, Application and Business Support
0.3 FTE Manager for Passenger Transport and Sustainable Travel
1 x FTE Team Leader Public and Mainstream Transport
1 x FTE Public Realm Officer
1 x FTE BSIP Project Officer

1.3.3   Initially Bedford Borough Council met with individual operators to discuss concerns and this provided positive feedback prior to bringing all parties together.

1.3.4   A meeting with all operators and community transport was held to look at "what would we want from an Enhanced Partnership", "and what is currently working well, ok, and needs improvement". At the end of the meeting, it was agreed that an Enhanced Partnership within Bedford Borough would be pursued.

1.3.5   Parallel to this a survey was carried out of the public with 823 residents responding, equating to 0.5% of the population. See responses in appendix 1.

1.3.6   Bedford Borough Council instigated the Enhanced Partnership board that consists of senior leaders from the following organisations:

- Bedford Borough Council

- Grant Palmer Ltd

- Stagecoach East

- Uno Bus

- Bedford Area Bus Users' Society (BABUS)

- Central Bedfordshire Council

- Luton Borough Council

- Bedford BID

- SEMLEP

1.3.7   The Bedford Area Bus Users Society (BABUS) has had meetings with Bedford Borough Council and bus operators prior to the pandemic in order to discuss bus related matters and voice passengers concerns. Bedford Borough Council's Bus Service Improvement Plan encompasses what BABUS has been campaigning for.

1.3.8   Bedford Borough Council proposed to adopt a customer-centric approach to the development of the BSIP following Lean Six Sigma principles of strategy deployment used by world-class organisations across the globe. The Enhanced Partnership Board accepted this proposal.

1.3.9   In doing so, the Enhanced Partnership Board will ensure that the BSIP delivers against objectives that are clear, understood by all stakeholders and provide improvements for existing and potential bus service users where they are needed most in our area.

1.3.10 The approach taken comprises 4 logical stages:
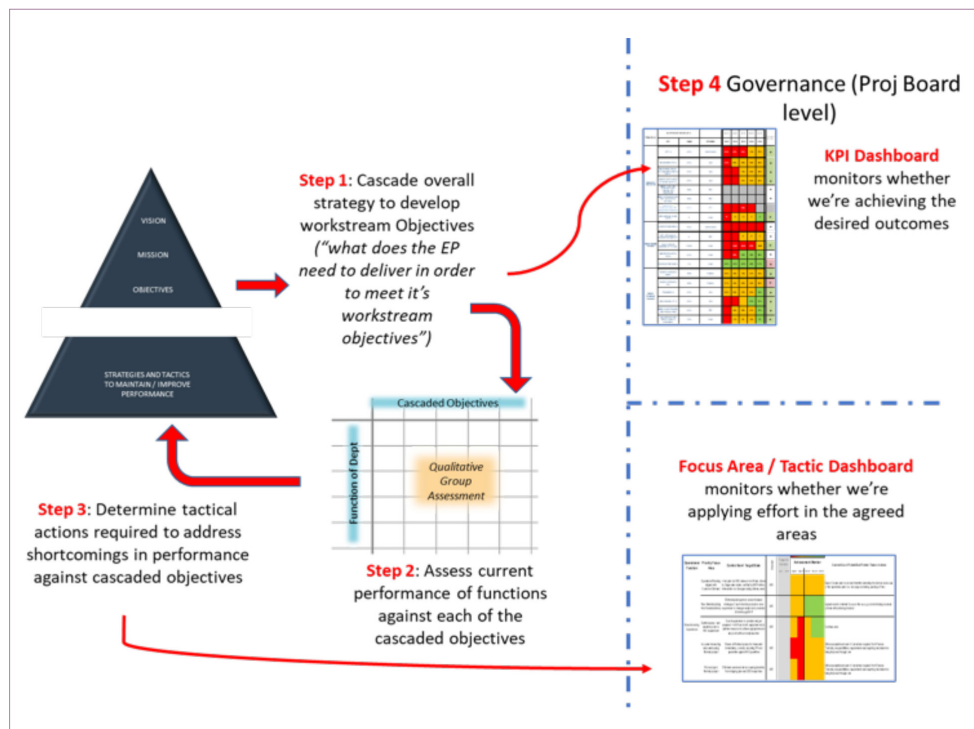
Figure 3 Bedford's approach to creating the BSIP

1.3.11 The Board has been meeting regularly to develop the BSIP collaboratively.

1.4 Review procedure

1.4.1 The BSIP will be in operation from April 2022 – October 2024. However, we believe that the work is vital and will be starting in October 2021 to initiate our BSIP.

1.4.2 The BSIP will be reviewed every six months, and formal changes made annually in agreement with the Enhanced Partnership Board.

1.4.3 The Board meetings will discuss changes that are necessary and ad hoc meetings may be called should they be needed.

1.4.4 Governance will be included in the Enhanced Partnership Plan, when further guidance has been provided by DfT.

2.   Current bus offer to passengers

2.1   Review of existing services

2.1.1   Bedford Borough Council reviewed all of the current services offered to the public, along with reviewing data sets, including local operators Bus Open Data in the public domain, to analyse the current situation.

2.1.2   The routes serving within Bedford Borough area are:

From		To
Bedford	→	Kempston
Bedford	→	Flitwick
Bedford	→	Fenlake
Bedford	→	Goldington
Bedford	→	Elms Farm
Bedford	→	Brickhill
Bedford	→	Woodside
Bedford	→	Great Denham
Bedford	→	Hitchin
Bedford	→	Goldington
Bedford	→	Northampton
Bedford	→	Oakley
Bedford	→	Wootton
Bedford	→	Biggleswade
Bedford	→	Luton
Oxford	→	Cambridge
Bedford	→	Woodlands
Abbeyfields	→	Woodlands
Peppercorn Park	→	Bedford
Great Denham	→	Bedford
Rushden	→	Bedford
Bedford	→	Renhold
Bedford	→	Kimbolton
Bedford	→	St Neots
Bedford	→	Dunstable
Bedford	→	Flitwick
Bedford	→	Stewartby
Bedford	→	Cranfield
Bedford	→	Cranfield

Bedford Borough publishes timetables on our website.

Passenger growth – as can be seen in figure 4 below, the number of people travelling throughout Bedford Borough and further afield, was significant. Bedford Borough operators served 671,905 passengers in 2019, in 2021 this figure has unfortunately dropped to 470,163 passengers a 30.03% reduction. There is confidence that the services offered are comprehensive, as can be seen in the diagram below.
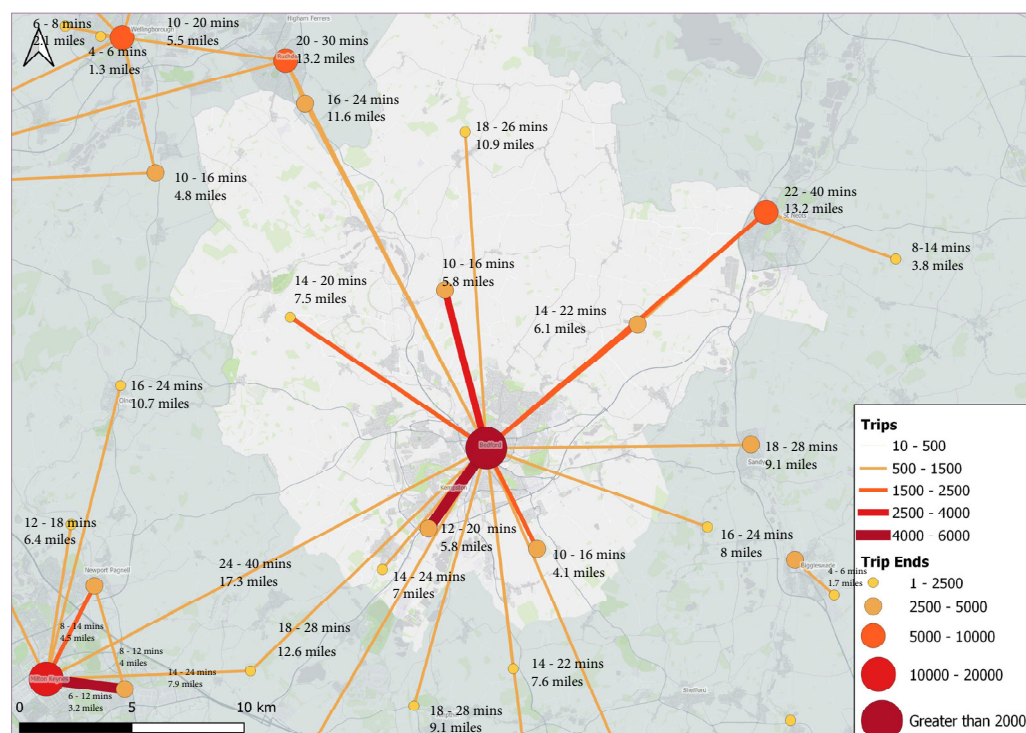
Figure 4 Trips and length of journey within BBC in 2019

2.1.3   Bedford Borough continued the concessionary fare scheme throughout the pandemic, as can be seen in the table below. The patronage has dropped significantly since the start of Covid 19, and has not recovered as yet.

	2018/19	2019/20	2020/21	2021/22	% of Pre-Covid
April	445,918	430,272	45,087	163,940	**37%**
May	458,049	445,971	56,370	180,302	**39%**
June	488,864	429,014	83,098	185,625	**38%**
July	470,619	430,068	108,568	187,526	**40%**
August	416,906	372,746	116,839		
September	441,811	415,967	151,410		
October	481,364	445,274	159,722		
November	486,733	435,990	148,334		
December	407,172	380,610	141,734		
January	466,151	420,647	76,949		
February	429,482	383,221	85,197		
March	461,464	275,564	137,389		

2.1.4 Reviewing car ownership within Bedford Borough, a lot more needs to be done to make the bus more attractive than the car. As can be seen below, the car ownership within the rural community is very high (>90% have ownership), whereas in the town centre, <25% own a car.
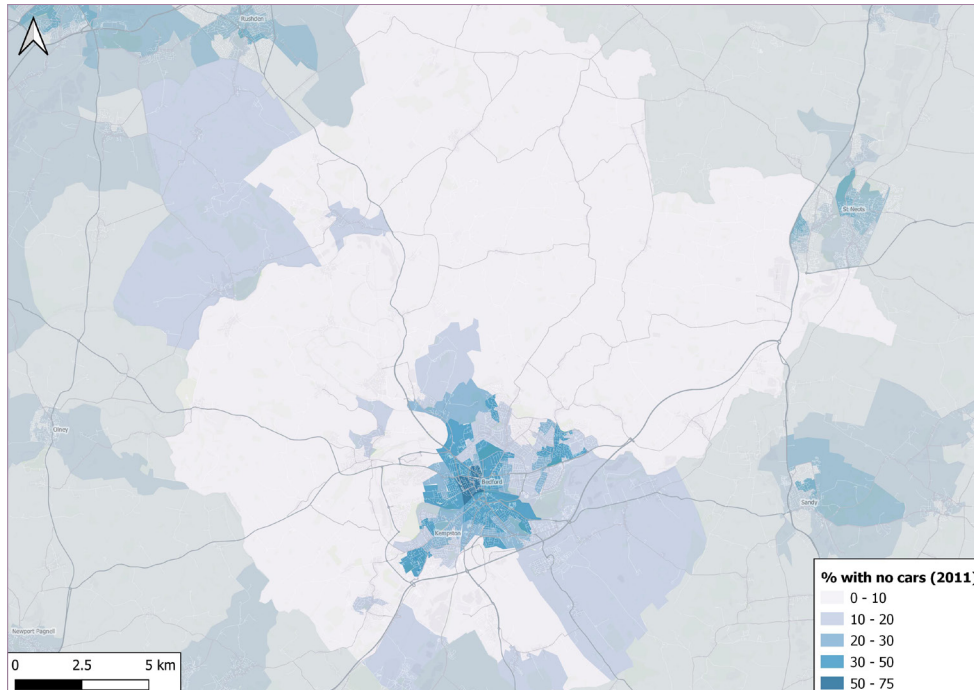

Figure 5 Car ownership

2.1.5 Multi-modal ticketing – Bedford Borough offers a 'Cygnet' card for customers of Stagecoach and Grant Palmer services. However, this is not well utilised currently. During the BSIP / EP meetings, discussions took place around the Cygnet pass. It was agreed to reinvigorate this and it was relaunched on 1st October 2021. This enables bus users to switch freely between the three local bus operators without the need to buy multiple tickets. The pass operates as a paper ticket, sold and accepted on all of Bedford Borough's bus operators- Stagecoach, Grant Palmer and Uno.

2.1.6 Fares and ticketing across Bedford are varied. However, each operator offers similar tickets including:

- Adult single and return fares
- Child single and return fares (ages 5 – 10) at half adult fares
- Child single and return fares (ages 5 – 15) at 75% of adult fares
- Children aged up to 4 travel free
- Day, bundle of day, 7 day and 30 day tickets
- Discounts schemes including members of staff and students at Cranfield University' children, students, job seekers and group travel
- Bus spotter ticket – unlimited travel
- Cygnet Pass
- Concessionary tickets in line with National Concessionary Travel Scheme.

2.1.7 Also within fares and ticketing a way of reducing congestion within the town is our Park and Ride site. Passengers who travel from here get a reduction in the normal return journey rate.

2.1.8 Frequency – the map below shows the frequencies of bus services throughout Bedford Borough pre-Covid. The map shows that if you're travelling within the urban areas of Bedford Borough frequencies are below 15 minutes. Whereas the further out of the town, there is longer between frequencies.

From	To	Frequency
Bedford	Kempston	15 minutes
Bedford	Elms Farm	15 minutes
Bedford	Brickhill	15 minutes
Bedford	Shortstown	15 minutes
Bedford	Flitwick	30 minutes
Bedford	Fenlake	30 minutes
Bedford	Goldington	30 minutes
Bedford	Woodside	30 minutes
Bedford	Great Denham	30 minutes
Bedford	Goldington	30 minutes
Bedford	Oakley	30 minutes
Bedford	Wootton	30 minutes
Bedford	Biggleswade	30 minutes
Oxford	Cambridge	30 minutes
Bedford	Cranfield	30 minutes
Bedford	Northampton	60 minutes
Bedford	Luton	60 minutes
Abbeyfields	Woodlands	60 minutes
Great Denham	Bedford	60 minutes
Rushden	Bedford	60 minutes
Bedford	Dunstable	60 minutes
Bedford	Flitwick	60 minutes
Bedford	Stewartby	60 minutes
Bedford	Cranfield	60 minutes
Bedford	Renhold	120 minutes
Bedford	Kimbolton	120 minutes
Peppercorn Park	Bedford	daily
Bedford	Woodlands	peak only
Bedford	St Neots	weekly
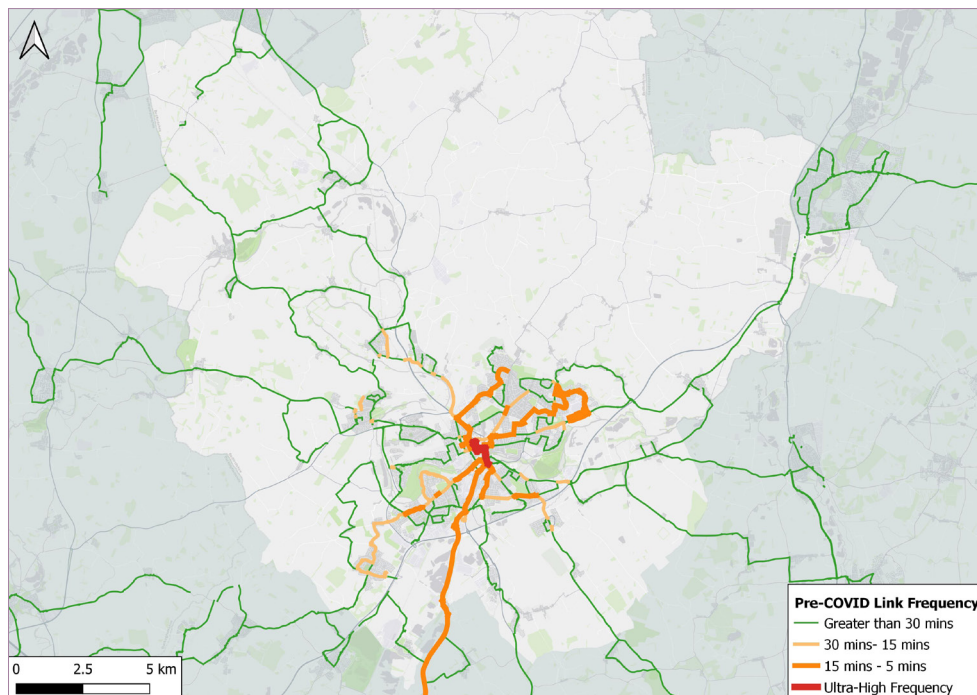
Figure 6 Pre-Covid Link Frequency

2.1.9   Faster and more reliable services – the rural bus network is currently undergoing a review which has also taken a wider look at services. Small changes to existing services have been discussed with operators and have started to implemented (sent to traffic commissioner for approval).

2.1.10   Value – whilst the survey showed that the non-bus users would like prices to be cheaper, existing users do not see this as a barrier to use. All operators offer various discounted tickets (see 2.1.7), however, this is not under one banner and therefore could be seen as difficult to understand from the users perspective.

2.1.11   More comprehensive – as can be seen in the map below, the urban areas including the larger villages, are well served throughout there is confidence that the services offered are comprehensive, as can be seen in the diagram below.
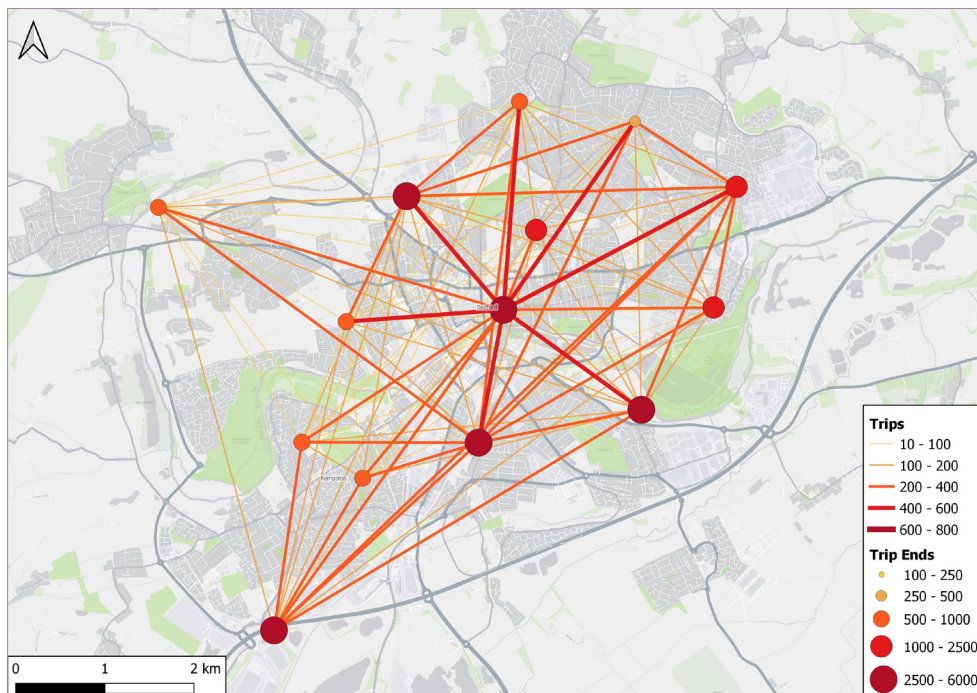
Figure 7 Bedford Town Origin Destination

2.1.12 Easier to understand and Easier to use – the survey showed that people do not fully understand our bus services. Respondents were asked if they currently or have previously used at the bus service, 718 (88%) had, with only 99 (12%) not having used the bus. Those that had not used the bus before gave the following reasons as to why they haven't used the bus:

- Too complicated
- Lack of knowledge of service
- Lack of service (Include day / night locations)
- Time it takes for journeys
- Timetable issues
- Use car instead
- Cost
- Position of bus stops
- Pandemic
- Cleanliness (Buses & bus station)
- Environmental concerns
- Carrying shopping

2.1.13 Stagecoach have also undertaken customer priority research, which shows that getting the basics right first time is the most important thing – bus availability in line with demand, reasonable prices for the service offered and good reliability. More people would like to see additional buses over evenings and weekends.

2.1.14 All buses are Disability Discrimination Act (DDA) compliant, providing step free access and a dedicated wheelchair space to ensure that all disabled people can access our services.

2.1.15 'Better to ride in' – operators have been working with Bedford Borough Council's Youth Cabinet to promote a passenger charter, which drivers and passengers agree to. This is one step to promote how our buses are better to ride in. This has been developed by the Youth Cabinet who have engaged with the bus operators to make a difference.

Figure 8 Youth Cabinet's Passenger Charter

2.1.16 Better integration with other modes and each other – there are currently three services that serve the train station. These start from 05.30 until 2251 Mondays to Fridays and services also operate at weekends.

2.1.17 Greener – on the Bedford Borough network there are 121 vehicles serving the Local Transport Area.
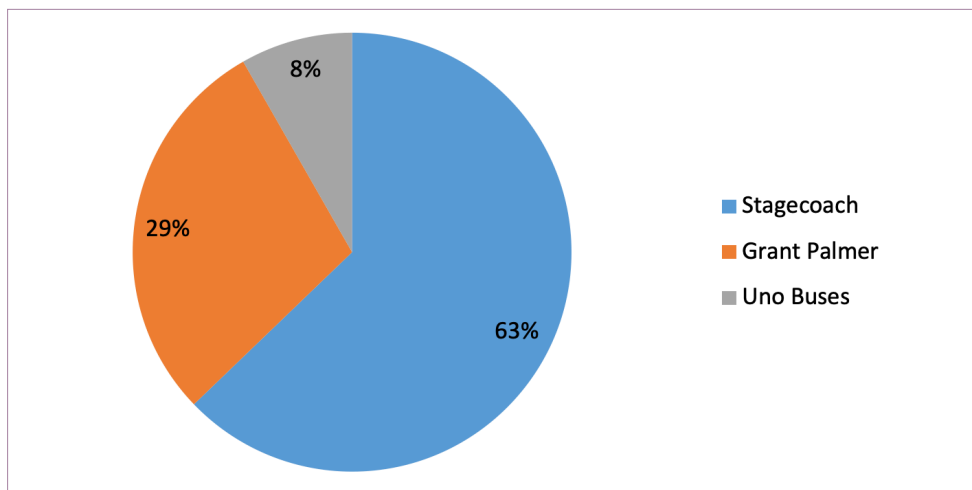
2.1.18 These vehicles currently consist of:

- Single Deck Electric Vehicle
- Single Deck Euro 6
- Midi Euro 6
- Coach Euro 6
- Midi Euro 5
- Double Deck Euro 5
- Single Deck Euro 5
- Single Deck Euro 4
- Double Deck Euro 4
- Single Deck Euro 3
- Midi Euro 3
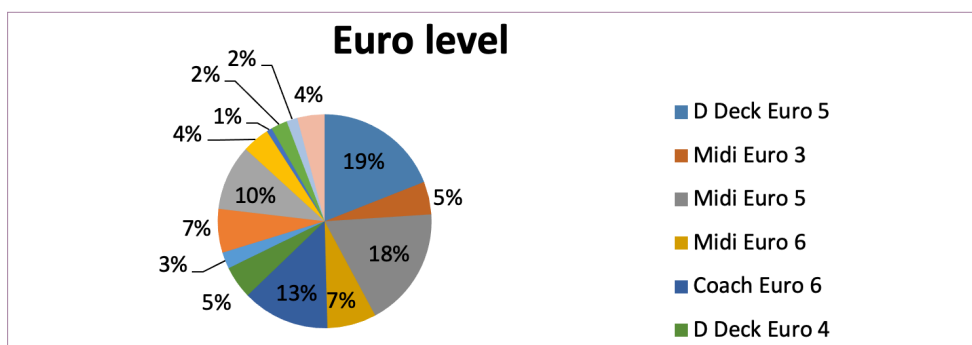
Figure 9 Euro level of Bedford's fleet

2.1.19   Bedford Borough Council has an Air Quality Management Plan and has received additional grant funding from DEFRA for an Air Quality project, covering the town centre area. The diffusion tube data for outside the bus station, shows readings of 36 within the limit of 40 µg/m3.

2.1.20   Accessible and inclusive by design – services run throughout the borough. More services run in the higher areas of multiple deprivation.
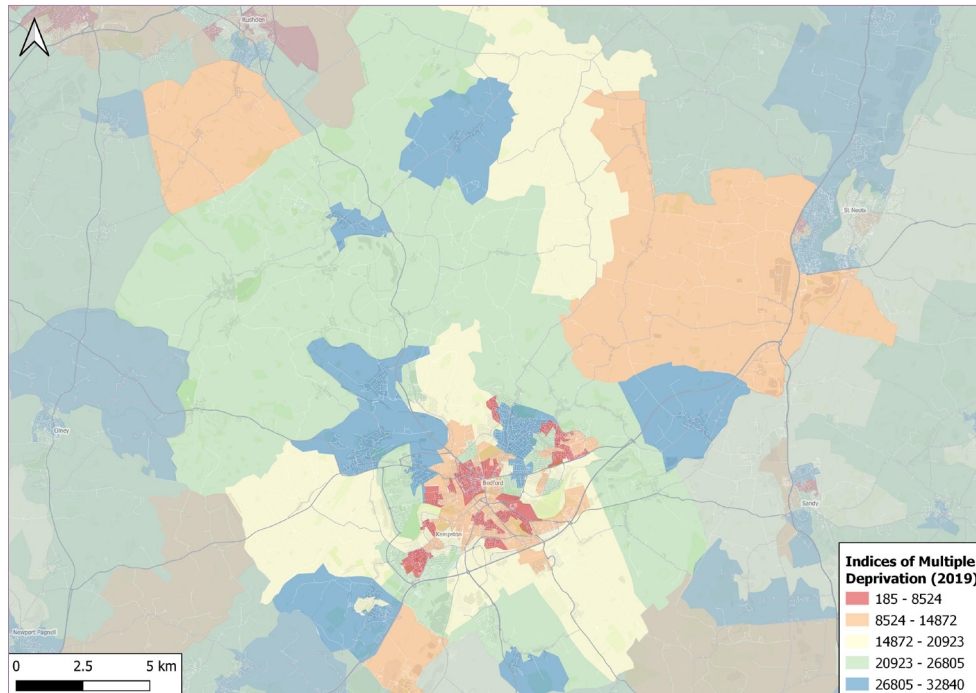
Figure 10 Indices of multiple Deprivation

2.1.21   Innovative – we are currently trialling a 'tap on, tap off' system and capped contactless payments on Grant Palmer route 21. The trial started on 6th September 2021. This means that customers can travel as often as they like and never be charged more than the daily, weekly or monthly cap. Customers just need to tap their bank card or phone to the ticket machine when boarding and they will automatically pay the best value fare. There is no need to buy a paper ticket or tell the driver your destination - helping to speed up buses and provide more reliable journeys.

2.1.22   Since the very beginning of the Covid pandemic, bus operators have worked hard to keep everyone safe and continue providing transport for those who needed to get around. Bus operators immediately stepped up cleaning regimes and introduced additional safety measures. The operators added additional buses to allow for social distancing and provided closed services for routes with high numbers of school students and kept the vehicles well ventilated.

2.1.23   Enhanced vehicle cleaning was started as early as February 2020, focussing on touch points initially with fogging and misting techniques being introduced as a better understanding of the virus was gained. Passengers were encouraged to sit away from

others, and technology was used to show which trips were busy and which were quieter – all to encourage social distancing where possible. Many buses had hand sanitiser fitted for passengers to use too.

2.1.24 Operators have also worked hard behind the scenes to protect their staff – introducing social distancing measures in depots and providing additional space for staff to take breaks in. Regular testing has been encouraged, with Lateral Flow Test kits being made available, alongside a whole range of PPE – disposable gloves, face masks and visors and hand sanitiser.

2.1.25 Bus operators have also heavily promoted alternative means of paying to reduce the volume of cash that's handled – with contactless payment in particular being popular. As many as 4 out of every 5 passengers is now paying with either contactless or mobile.

2.1.26 What our customers want – both Bedford Borough Council and Stagecoach have asked existing and potential customers what they want from our bus network. The main outcome from both was that we need to match bus availability to the demand, reasonable prices and good reliability. Followed by real time information, environmental impacts and lastly fare simplification.

2.2   Financial Support from LTA

2.2.1   Bedford Borough Council supports services as laid out below, but equates to £1,178,446.80 for supported services:

Area Served	Where is budget allocation from?	Comments
53 Wootton (Fields Road)	Deminimis & S106	Deminimis agreement to extend the 53 route to include the new developments off of Fields Road in Wootton. External funding provided in the form of S106, from the developer.
53 (Sunday and Public Holidays)	Deminimis	Deminimis agreement to provide funding for a Sunday service on the 53 route, to make it commercially viable.
41 Stagsden	Deminimis	Deminimis agreement to extend the 41 route to include the village of Stagsden, so the village receives some level of PT. This helps to make the extension commercially viable.
4/7/8 Evening Town Services (Mon-Sat)	Deminimis	Deminimis agreement on the three Town services to make the evening services commercially viable.
21 Woodlands Park	Deminimis	Deminimis agreement to extend the 21 route to include the Woodlands Park estate and provide a direct link between there and the Bedford Train station. This helps to make the extension commercially viable.
X44 Wixams	Deminimis & S106	Deminimis agreement to extend the X44 route to Wixams.
68 Stewartby	Deminimis & S106	Deminimis agreement to extend the 68 route to include the village of Stewartby, so the village receives Public Bus transport. This helps to make the extension commercially viable.
27 Cardington / Cople only	Deminimis	Deminimis agreement to extend the 27 route to include the villages of Cardington and Cople, so they receive some level of PT. This helps to make the extension commercially viable.
24 Great Denham and Kempston	Deminimis & S106 (Great Denham)	Deminimis agreement to extend the 24 route to include Kempston Rural and Great Denham, providing link between the two villages and the Town Centre. This helps to make the extension commercially viable.

11 Great Denham	Contracted	Contract service to provide direct link between Great Denham and Bedford Train station – Suspended WEF 25/01/21 – not reinstated yet.
25 Harrold (Mon-Fri)	Deminimis	Deminimis agreement to extend the 25 route to include the village of Bromham, so the village receives some level of PT. This helps to make the extension commercially viable.
25 Harrold (Sat)	Deminimis	Deminimis agreement to provide funding for a Sunday service on the 25 route to serve Harrold, to make it commercially viable.
Rural Network – 25-29	Rural Bus Network	Rural Transport Tender to provide transport to remote villages in the North of borough (being retendered Dec 2021 to start serving in Aug 2022).

2.2.2   From 2018/19 to 2021/22 Bedford Borough Council has paid £11,622,816 out in total to Stagecoach, Grant Palmer and Uno for concessionary fares reimbursement.

2.2.3   Since 2016/2017 Bedford Borough Council has paid £311,365.09 on bus stops and bus station management.

2.3   Parking within Bedford Borough

2.3.1   In providing parking and having controls in place, the Council aims to provide sufficient short-stay parking facilities to support retail, commercial and leisure activities whilst safeguarding the needs and requirements of residents, businesses and visitors.

2.3.2   Current off-street parking provision is predominantly located in the town centre in the form of formal surface and multi-storey car parks which are mainly owned and operated by the Council. There are, however, a number of private off-street parking facilities over which the Council has little control.

2.3.3   The adjacent residential areas are covered by on-street Controlled Parking Zone (CPZ) treatments, including shared use of available kerb space between residents and paid-for shorter stay use.

2.3.4   Bedford Borough currently has one operational bus based park and ride site at Elstow with 486 parking spaces.

2.3.5   Parking controls are currently in the form of charges and / or time limits as a method of managing demand. Enforcement of these is undertaken directly by the Council.

2.3.6   The table below is from February 2020 and shows the number of spaces in our car parks and the usage.

	Spaces	Apr 30			May 31			Jun 30			Jul 31			Aug 31		
		No. of Visitors	Daily Turnover	Monthly Turnover	No. of Visitors	Daily Turnover	Turnover	No. of Visitors	Daily Turnover	Turnover	No. of Visitors	Daily Turnover	Turnover	No. of Visitors	Daily Turnover	Turnover
Allhallows MSCP	440	20,354	1.54	46.3	20,463	1.5	46.5	20,209	1.53	45.9	20,940	1.54	47.6	20,532	1.51	46.7
Ashburnham Road	200	4,719	0.79	23.6	4,888	0.79	24.4	4,709	0.78	23.5	5,027	0.81	25.1	4,899	0.79	24.5
Duck Mill Lane	12	573	1.59	47.8	555	1.49	46.3	528	1.47	44	514	1.38	42.8	456	1.23	38
Foster Hill Road	66	6,552	3.31	99.3	7,401	3.62	112.1	7,206	3.64	109.2	7,554	3.69	114.5	7,311	3.57	110.8
Greyfriars	143	11,713	2.73	81.9	11,714	2.64	81.9	11,385	2.65	79.6	11,979	2.7	83.8	12,431	2.8	86.9
Lurke Street MSCP	790	29,246	1.23	37	28,852	1.18	36.5	29,777	1.26	37.7	28,611	1.17	36.2	29,376	1.2	37.2
Melbourne Street	197	3,041	0.51	15.4	3,275	0.54	16.6	2,860	0.48	14.5	2,515	0.41	12.8	2,115	0.35	10.7
Prebend Street	284	2,114	0.25	7.4	2,383	0.27	8.4	2,172	0.25	7.6	2,459	0.28	8.7	2,078	0.24	7.3
Queen Street MSCP	510	12,465	0.81	24.4	12,869	0.81	25.2	11,856	0.77	23.2	12,556	0.79	24.6	11,766	0.74	23.1
River Street MSCP	465	38,339	2.75	82.4	39,198	2.72	84.3	38,221	2.74	82.2	40,364	2.8	86.8	38,760	2.69	83.4
Robinson Pool	34	8,017	7.86	235.8	7,990	7.58	235	6,853	6.72	201.6	7,196	6.83	211.6	6,886	6.53	202.5
St Peters Street	113	6,726	1.98	59.5	7,114	2.03	63	6,476	1.91	57.3	7,519	2.15	66.5	6,601	1.88	58.4
St Marys Gardens	42	123	0	2.9	155	0	3.7	136	0.1	3.2	161	0.1	3.8	146	0.1	3.5
Riverside Car Park	32	0	0	0	741	1	23.2	1,464.00	0.7	45.8	1,772.00	1.4	55.4	1,927.00	1.7	60.2
Total	3328	143,982	25.35	763.7	147,598	26.17	807.1	143,852	25	775.3	149,167	26.05	820.2	145,284	25.33	793.2

	Sep 30			Oct 31			Nov			Dec								
	No. of Visitors	Daily Turnover	Turnover	No. of Visitors	Daily Turnover	Turnover	No. of Visitors	Daily Turnover	Turnover	No. of Visitors	Daily Turnover	Turnover	No. of Visitors	Daily Turnover	Turnover	No. of Visitors	Daily Turnover	Turnover
Allhallows MSCP	19,601	1.48	44.5	20,421	1.5	46.4	22,647	1.72	51.5	22,893	1.68	52	19,325	1.42	43.9	19,290	1.57	43.8
Ashburnham Road	4,871	0.81	24.4	5,538	0.89	27.7	5,420	0.9	27.1	4,273	0.69	21.4	5,001	0.81	25	4,846	0.87	24.2
Duck Mill Lane	502	1.39	41.8	501	1.35	41.8	547	1.52	45.6	491	1.32	40.9	455	1.22	37.9	517	1.54	43.1
Foster Hill Road	991	0.5	15	5,762	2.82	87.3	5,752	2.91	87.2	4,682	2.29	70.9	6,846	3.35	103.7	1,804	0.98	27.3
Greyfriars	10,843	2.53	75.8	11,511	2.6	80.5	11,530	2.69	80.6	12,064	2.72	84.4	11,065	2.5	77.4	10,938	2.73	76.5
Lurke Street MSCP	27,991	1.18	35.4	30,209	1.23	38.2	32,152	1.36	40.7	33,319	1.36	42.2	28,671	1.17	36.3	28,685	1.3	36.3
Melbourne Street	2,571	0.44	13.1	3,705	0.61	18.8	3,325	0.56	16.9	2,570	0.42	13	3,404	0.56	17.3	3,658	0.66	18.6
Prebend Street	2,422	0.28	8.5	2,947	0.33	10.4	3,035	0.36	10.7	2,304	0.26	8.1	2,868	0.33	10.1	2,408	0.3	8.5
Queen Street MSCP	12,236	0.8	24	13,230	0.84	25.9	13,409	0.88	26.3	12,861	0.81	25.2	13,612	0.86	26.7	12,651	0.89	24.8
River Street MSCP	34,718	2.49	74.7	38,680	2.68	83.2	38,109	2.73	82	43,547	3.02	93.6	35,856	2.49	77.1	37,301	2.86	80.2
Robinson Pool	8,067	7.91	237.3	7,185	6.82	211.3	7,079	6.94	208.2	5,715	5.42	168.1	7,511	7.13	220.9	7,468	7.84	219.6
St Peters Street	6,860	2.02	60.7	7,680	2.19	68	7,680	2.27	68	7,202	2.06	63.7	7,705	2.2	68.2	7,205	2.28	63.8
St Marys Gardens	129	0.1	3.1	126	0.1	3	147	0.1	3.5	169	0.1	4	132	0.1	3.1	168	0.1	4
Riverside Car Park	1,742.00	1.9	54.4	2,086.00	1.7	65.2	1,864.00	2	58.3	2,330.00	1.8	72.8	2,137.00	2.3	66.8	2,266.00	2.1	70.8
Total	133,544	23.83	712.7	149,581	25.66	807.7	152,696	26.94	806.6	154,420	23.95	760.3	144,588	26.44	814.4	139,205	26.02	741.5

2.3.7 Below is a table showing the costs of parking enforcement for the same period:

Parking Account - Expenditure 2019-20

Parking Account	2019-20			
Expenditure	On-Street (£)	Off-Street Enforcement (£)	Off-Street Other (£)	Bus Lane (£)
Employee Costs	964,900	200,080	78,850	56,590
Premises	5,390	0	798,930	0
Transport Related Expenditure	10,840	470	60	0
Supplies	356,070	12,430	148,720	20,300
Transfer Payments	60	30	188,030	0
Debt Registration Fees	33,130	8,120	0	13,750
Arbitration Fees	0	0	0	0
Dept Overheads	165,680	0	121,380	0
Overheads	300	0	2,890	0
Total Expenditure	**1,536,370**	**221,130**	**1,338,860**	**90,640**

2.4 Bedford's Challenges

2.4.1 Bedford Borough Council is aware that there are traffic congestion hotspots within the Borough. Work has been and continues to be undertaken to reduce this congestion, through our Transporting Bedford scheme. This is a £24million project, funded through Bedford Borough Council, the DfT National Productivity Fund and £15.5m from the South East Midlands Local Enterprise Partnership, through the Local Growth Fund and represents the largest ever investment in Bedford's roads.

2.4.2 The draft Local Plan 2040 sets out four possible strategies for allocating growth sites in the Borough; but all of them are based on a combination of three areas:

- In and around Bedford town
- At and around railway stations
  - Kempston Hardwick / Stewartby
  - Wixams
  - Bedford St Johns
  - Bedford Midland
  - St Neots / Tempsford (where EWR crosses the East Coast Main Line)
- Along the A421 corridor

Significant new developments are under consideration at:

- Wyboston (Denybrook)
- Little Barford
- In the Wixams / Stewartby / Kempston Hardwick area

2.4.3   Bedford as a borough continues to deliver significant infrastructure projects to maintain and improve its transport networks. Recent and proposed work includes:

- Transporting Bedford – a £23m congestion relief package including works on:
  - Ampthill Road
  - Britannia Road
  - Clapham Road and Manton Lane
  - High Street
  - The introduction of a new Urban Traffic Management and Control system

- Town Deal – a £22.5m package of improvements including works on:
  - Midland Road
  - St Paul's Square
  - Bedford Midland Station
  - Greyfriars
  - The John Bunyan Statue junction
  - The introduction of a comprehensive network of cycle routes

- An accelerated package of pre-Town Deal and Active Travel works including:
  - Silver Street Square
  - Cycle route signing and shelters
  - Goldington Road segregated cycle route

- Future works include:
  - Prebend Street Relief Road to relieve congestion at the Midland Road mini roundabout
  - Signalisation of the A421 / A6 junction to introduce a sustainable travel corridor to / from the Wixams
  - Construction of the Wixams railway station
  - Remodelling of Bedford Midland railway station
  - Relocation of Bedford St John's railway station

2.4.4   The Build Back Better High Streets MHCLG strategic document is ambitious for Town Centres. High Streets are evolving. Bedford's objective is to create a distinctive, attractive and multi-functional town centre for the future with a particularly strong focus on leisure and visitor economy activities. In turn, less congestion on the High Street through the Transporting Bedford work will develop the High Street further as a place to enjoy, a place where niche retailers predominate and people choose to socialise. Projects to regenerate key urban sites are also bringing a new renaissance to the town.

- Improvements to the Borough's transport infrastructure will support growth in the local economy and to make the Borough more attractive as a place to live and do business. Reducing congestion in the Borough, particularly into and around the town centre and by making journeys by public transport, walking and cycling more attractive will encourage an increase in more sustainable and healthy modes of transport.

- There is significant capacity for new residential development in the urban area. Not only will this deliver the regeneration of key underused urban sites it will also provide for the renaissance of sustainable urban living.

- Rural service centre allocations and development growth with infrastructure will improve connectivity.

- Our aspiration is to make Bedford Town Centre a destination of choice celebrating its thriving independent sector with events, markets, retail as well as residential and office space. With a diversification of the town centre it needs to be not only interesting but accessible to all, all year round at times which suits its entire community. Addressing the changes in the context of consumer behaviours and habits requires ambitious, collaborative measures which need to be integrated including public transport running into evenings and weekends.

2.4.5 Bedford Borough's current network will need support to recover from the Covid-19 pandemic, or failing this whole sale changes will need to be made to ensure that services are commercially viable.

3. Headline Targets

3.1   Targets and Key Performance Indicators

3.1.1   The table below shows the objectives and Key Performance Indicators for this BSIP. This has been colour coded to show how we will meet the criteria laid out in the guidance.

Workstream	Objectives	Key Performance Indicators (KPIs)	
		KPI	Target
1. Standards and Infrastructure: Deliver a bus service that is known to be clean, safe and informative	**1A: Correct timetable available and accessible for every stop to a consistent standard**	Number of online visits to information repository (LBC	Introduce in line with LBC's KPI
	1A: Correct timetable available and accessible for every stop to a consistent standard	% of bus stops to	Yr 1 - 50%, Yr 2 - 100%, Yr 3- 100% maintained
	1B: Deliver rising customer satisfaction with infrastructure and buses year on year	% of responders	Yr 1 - 60%, yr 2 - 75%, yr 3 - 95%
	1C: Promote the achieved reduction in CO$_2$ per passenger mile	Reach of campaign (number of readers / listeners)	Quarterly increase
2. Town Centre, Parking, Congestion and Planning: Vibrant town centre, accessible by public transport, well utilised by	**2A: Increase number of town centre bus boardings**	Number of town centre boardings	Yr 1 - Pre-covid levels, Yr 2- 20% growth Yr 3 – additional 20% growth
	2B: Reduce bus journey time variation and absolute	Increase the % of buses departing a stop within	Yr 1 - baseline, Yr 2 - 90%, Yr 3 - 95%
	2C: Effective consultation between transport groups during planning process	Compliance audit score	Yr 1 - process reviewed and assessment form in place, Yr 2 50% Yr 3 75% audit score for compliance are being adhered too

Workstream	Objectives	Key Performance Indicators (KPIs)	
		KPI	Target
3. Fares, Ticketing and Network: Affordable travel that's easy to understand, purchase and use	**3A: Successful delivery of affordability improvement programme**	Customer satisfaction using affordability improvement programme	Yr 1 - 60%, yr 2 - 75%, yr 3 - 95%
	3B: Improve value of bus vs car	Baseline set and monitored	Yr 1 baseline, Yr 2- 20% and Yr 3 - 20% increase
	3C: Promote the improved value of the bus vs car	Number of 'impressions' for the campaign specifically regarding value	Quarterly increase

Key

- Easier to understand and easier to use

- Seen as safe mode of transport

- Greener

- Passenger growth

- Frequency

- Better integrated with other modes and each other

- Multi-modal ticketing, accessible and inclusive by design, cheaper

- Faster and more reliable services, more comprehensive, better to ride in

4. Delivery

4.1   Delivery of the BSIP

    4.1.1   Bedford Borough's BSIP will be delivered through the proposed Enhanced Partnership.

    4.1.2   Bedford Borough Council reviewed the BSIP guidance and embarked on developing the BSIP through Lean Six Sigma methodology. This methodology helps us to focus on understanding customer requirements, improving systems, eliminating waste from processes.

    4.1.3   A workshop was held on 25th May with operators and community transport operators which discussed overarching ideas for Bedford's Enhanced Partnership, which were then grouped into key themes. Four key themes emerged:

- Standards

- Fares, Ticketing and Network

- Town Centre, Congestion, Parking and Planning

- Marketing and Infrastructure

    4.1.4   The workshop then looked at what was working well within Bedford Borough and what was not working as well.

    4.1.5   Following the approach described in section 1.3 of this submission, the first BSIP working group took place on 16th July, where the data from the first workshop (4.1.3) and our survey (1.3.4) was used to develop the vision and objectives for the BSIP. At this time a decision was made to reduce the workstreams from four, to three.

- Standards and Infrastructure

- Fares, Ticketing and Network

- Town Centre, Congestion, Parking and Planning

    4.1.6   A further session was held on 30th July, where each objective was ranked by the view of the customer (left hand side of table below), through the importance 9, 3, 1 (first number in the cells), then the current performance 9,3,1 (second number in the cells).

Importance / Performance (each scored 1,3 or 9)	Objectives								
	Promote achieved reduction in CO_2 per passenger mile	Deliver rising customer satisfaction with infrastructure and buses year on year	Correct timetable available and accessible for every stop to a consistent standard	Increase number of town centre bus passenger boardings	Reduce bus journey time (variation and absolute)	Effective consultation between transport groups during planning process	Improve value of bus vs car / train	Promote the improved value of bus vs car / train	Successful delivery of affordability improvement programme
(Design network and) Help people to consider the bus as an option	9 / 1	1 / X	1 / X	9 / 1	9 / 1	Consider as separate objective	9 / 3	9 / 1	9 / 3
Help someone plan the journey	9 / 1	1 / X	9 / 3	9 / 3	9 / 3		1 / X	9 / 1	3 / 3
Advise passenger on fares and ticketing (and set pricing)	9 / 1	9 / 3	9 / 1	9 / 1	9 / 1		9 / 3	9 / 1	9 / 3
Provide ticket to passenger	3 / 1	9 / 9	1 / X	3 / 9	1 / X		1 / X		9 / 3
(Plan, budget, ..., to) Transport the passenger	1 / X	9 / 3	1 / X	3 / 9	9 / 1		9 / 3	1 / X	3 / 3

4.1.7 Once all the scores were completed, the board then looked at what the most important (9's) vs how our performance is (1). This formed the workstream objectives.

4.1.8 On 13th August another workshop was held to look at potential tactics that could be deployed to ensure the objectives would be met.

4.1.9 The workstreams have got a workstream lead and delivery officers assigned from each party. The workstreams will meet as often as deemed necessary but will feedback to the Partnership Board monthly, through the dashboard updates (see section 5 below).

4.2   Projects

4.2.1   The workstreams will be successfully delivering the following projects:

Standards and infrastructure

One-stop shop for timetable information
We will work with colleagues across Bedfordshire to ensure that there is a website and mobile application to find out about bus services throughout the area. This will be tested with the public to ensure that it is easy to use, publicised throughout Bedfordshire.
Luton Borough Council are leading the development of this, in conjunction with Bedford Borough Council and Central Bedfordshire Council.

Correct timetable information at each stop
We will ensure that each bus stop will have accurate timetable information to enable customers to know what time their buses will be stopping so they can effectively plan their journeys. These will be updated regularly.
Central Bedfordshire Council are leading on this, in conjunction with Bedford Borough Council and Luton Borough Council.

Consistent standards at each stop within Bedford borough
We will undertake a review of all of our bus stops within Bedford Borough, and agree standards for urban and rural bus stops. We will raise the standards of the stops that fall short of our joint expectations and ensure that any new stops that are installed meet these standards.

Customer satisfaction on buses
We will install satisfaction monitors on selected buses throughout Bedford Borough, to ensure we are collecting customer satisfaction levels. We hope that these monitors can be moved between buses to ensure we reflect the whole network.
We will ask customers how their journey was in terms of a smiley or sad face.

Customer Satisfaction on bus operators on apps
We will work with our operators to build into their individual mobile applications a survey link. When a customer books their journey this way and the journey has been completed, a communication will go to the customer asking them three specific questions regarding their journey. This will provide more thorough research data as to customer journeys.

Customer satisfaction once using app
Within our joint website / mobile application mentioned earlier, we will include the technology to ask for customer feedback on their journeys in the same way as we will with bus operators mobile applications. This will provide even greater feedback into travel across Bedfordshire.

Promote the use of buses across the borough
We will commission a marketing campaign to span Bedfordshire to entice passengers to 'get back on board'. We will use this campaign to promote how easy, reliable, cheap and clean the buses are, and a sustainable way to travel.
We will be leading on this campaign on behalf of Central Bedfordshire Council and Luton Borough Council.

Promote the reduction in CO_2 per passenger mile travelled
We will undertake research into the CO2 per passenger mile and use this to help promote our use the bus publicity campaign. We will look at using ambient media to help spread the message further than the normal print and social media campaigns.

Set standards for bus operators emission levels
We will work with local bus operators to set minimum emission levels for their fleets.

Introduce a passenger charter for Bedford passengers
We will work with local bus operators, passengers, youth council to introduce a passenger charter that we all pledge to achieve.

Town Centre, Parking, Congestion and Planning

Improve the Bus Station and surrounding area to make it more enticing

Bedford Bus Station is the central hub for public transport across Bedford Borough. We will improve the bus station to 'executive lounge' status to reassure the public that not only is our transport hub a safe place to be, it is a place where people are happy to attend and can relax before getting on their bus of choice.

Ongoing works at bus station

We know that with the improvements we make above, we need to keep these at the same standards and therefore require ongoing funding to maintain the improvements.

We recognise that making a bus journey can be difficult for some people, without the knowledge of route, bus bays, times etc. We will therefore employ 'Welcome Hosts', who will be on hand to help customers with their queries. We will work with Central Bedfordshire Council and Luton Borough Council to ensure the 'Welcome Hosts' are trained to a consistent standard across Bedfordshire.

Reduce bus journey time variation and absolute

We will improve our already installed Urban Traffic Management Control system to provide priority at traffic lights for bus services. We will write the programme to ensure that the system will prioritise buses that are behind schedule to have green lights on their journey.

We will write the programme to ensure that the system will prioritise buses to have green lights on their journey, with stronger preference for buses that may be running behind schedule'. (i.e. always aim to give buses green lights, with priority for those that may be running late)

Network improvements to give bus priority

We will regularly review the information that our bus operators provide us with to make improvements to our bus network. We will start with ten key 'pinch points' including the Greyfriars roundabout outside the bus station. We will ensure that when road improvement schemes are designed, that bus priority will take place whenever possible.

Improve the consultation between transport groups during the planning process

We will guarantee that when new developments occur, be they housing or commercial, transport groups will be consulted with before agreements have been made. This will allow public transport to be taken into account on every new application and plans in place when the development is ready to be severed.

Fares, Ticketing and Network

Review and introduce an affordability improvement programme

We will introduce an affordability improvement programme within Bedford Borough, this is not defined at this stage. Although we will be working with Central Bedfordshire Council and Luton Borough Council to provide a young person's discount card as well as this scheme.

Benchmark the value of the bus vs the car

We will benchmark the value of the bus vs the car, to ensure that we understand and can promote the true value to existing and new passengers.

Multi-operator ticket

We have relaunched our Cygnet card on 1st October. This multi-operator ticket now includes the three main operators within Bedford Borough. We will continue the development of this scheme to improve technology and ensure 'tap on, tap off' facilities are available.

Make bus travel more 'valuable' than the car throughout Bedford Borough

We will continue with our Transporting Bedford road investment programme to deliver improvements on our road network to reduce congestion. We will improve availability of bus services to improve patronage.

Promote the value of the bus vs the car

We will use our marketing campaign in our standards and infrastructure workstream to promote this.

Demand Responsive Transport

We will introduce a trial of Demand Responsive Transport and monitor feedback of the services to understand customers wants and needs. This will operate in parallel to existing services to gauge reaction, take up and ability to attract new patronage.

River Bus

We will investigate the possibility of introducing a "river bus" similar to the Thames Clipper, travel from Kempston into Bedford and return. We will discuss this possibility with the Environment Agency in the first instance. Bedford does currently have a leisure service that operates along the river called the John Bunyan Boat. This is operated by Bedford and Milton Keynes Waterway Enterprise Limited.

This will reduce congestion at commuter times in Bedford town and attract a different clientele.

4.2.2   The table below shows our timeframes for developing these

Year 1	Year 2	Year 3
One-stop shop for timetable information		
Correct timetable information at each stop		
Consistent standards at each stop within Bedford borough		
Customer satisfaction on buses		
Customer satisfaction once using app		
Promote the use of buses across the borough		
	Promote the reduction in CO2 per passenger mile travelled	
Set standards for bus operators emission levels		
Introduce a passenger charter for Bedford passengers		
	Improve the Bus Station and surrounding area to make it more enticing	
	Ongoing works at bus station	
	Reduce bus journey time variation and absolute	
Network improvements to give bus priority		
Improve the consultation between transport groups during the planning process		
	Review and introduce an affordability improvement programme	
Benchmark the value of the bus vs the car		
Multi-operator ticket		
	Make bus travel more 'valuable' than the car throughout Bedford Borough	
	Promote the value of the bus vs the car	
	Demand Responsive Transport Trial	
River Bus		

4.2.2   The tables below are an overview of the projects that we will undertake during the BSIP including indicative costs (dependant of funding from Department of Transport Bus Service Improvement Grant.

Standards and infrastructure

Project	Scope	Partners	Outcome	Costs requested through Bus Service Improvement Grant
One-stop shop for timetable information	Development of a repository of information across Bedfordshire	LBC / CBC	Website / App developed and used by members of the public	Included within LBC BSIP
Correct timetable information at each stop	Roadside publicity brought and kept up-to-date	LBC / CBC	All roadside publicity to be up-to-date	Included within CBC BSIP
Consistent standards at each stop within Bedford borough	Improve standards of all bus infrastructure across the borough (both urban and rural)	LBC / CBC to agree standards for urban and rural across Bedfordshire	All bus stops within Bedford borough to be at the same standard as those throughout Bedfordshire	£5k per bus stop – 1114 bus stops £5,575,000
Customer satisfaction on buses	Invest in technology to add 'smiley faces' onto buses to collect satisfaction data	LBC / CBC	Data collection of passenger experiences of their journey	£300k
Customer Satisfaction on bus operators on apps	Add a function to email customers who have brought tickets to gain insights into customer satisfaction		Data collection of passenger experiences	£15k
Customer satisfaction once using app	Once app / website has been created add a function to email customers who have brought tickets to gain insights into customer satisfaction	LBC / CBC	Data collection of passenger experiences	Included within LBC BSIP
Promote the use of buses across the borough	Marketing campaign throughout Bedfordshire to get people back on the bus	LBC / CBC	Increase patronage on buses	£100k year on year
Promote the reduction in CO2 per passenger mile travelled	Included in the above marketing campaign		Increase patronage on buses	As above
Set standards for bus operators emission levels	Emission level standards set across the operators fleet to Euro 6 by 2024		Improve C02 emissions	£3.85 million
Introduce a passenger charter	Create a passenger charter in conjunction with passengers, operators and youth parliament		Improve customer satisfaction	None

Town Centre, Parking, Congestion and Planning

Project	Scope	Partners	Outcome	Costs
Improve the bus station and surrounding area to make it more enticing	To make Bedford Bus Station an 'executive lounge' for passengers		Passengers feel safe, looked after and 'loved'	£750k
Ongoing works at bus station	To improve security and customer satisfaction through employing 'Welcome hosts'	LBC / CBC – for standards of 'welcome hosts'	Passengers have someone they can turn too at the bus station for help and support	£150k year on year
Reduce bus journey time variation and absolute	Introduce UTMC system to give bus services priority at traffic signals		Improve bus journey times	£100k
Network improvements to give bus priority	Improve pinch points on the network to improve bus journey time reliability		Improve bus journey times	£7.5 million
Improve the consultation between transport groups during the planning process	Improve consultation process between planning department and transport groups to ensure the bus network is suitable for new developments		Consultation is effective and efficient	None

Fares, Ticketing and Network

Project	Scope	Partners	Outcome	Costs
Review and introduce an affordability improvement programme	To introduce an affordability improvement programme across Bedfordshire	LBC / CBC (costs will be different, but same scheme)	There is one ticket scheme across Bedfordshire allowing accessibility to certain group(s)	£20k research, £150k technical support £300k year on year reimbursements
Benchmark the value of the bus vs the car	To understand what the value of the bus vs the car is		Understanding and benchmarking data of the value of bus vs car	£10k
Multi-operator ticket	Cygnet scheme relaunched with add on for Bedfordshire	LBC/CBC	Additional add on to be included mobile ticketing / contactless technology	£30k
Make bus travel more 'valuable' than the car throughout Bedford	Ease congestion within the town and improve affordability programmes		More patronage on the buses showing value of the bus	None
Promote the value of the bus vs the car	A marketing campaign to promote this including parking tickets		More patronage on buses improving the value of bus	Included in marketing campaign
Demand Responsive Transport	Trial of a DRT service throughout one parish in Bedford borough		Understand the customers views on DRT and whether this will work through Bedford Borough	£160k per year
River Bus	Investigate the use and instigate if viable from Kempston to Bedford		Understand the viability of a river bus and if possible trial this	£675k

Other

Project	Scope	Partners	Outcome	Costs
Evaluation of BSIP	To undertake evaluation of our BSIP work to ensure value for money		To provide information and data for future BSIPs	£75k

5. Reporting

5.1   Dashboards

5.1.1   Through using the Lean Six Sigma methodology, as described above, we have developed key performance indicators to ensure the deliverables of our BSIP are met.

5.1.2   There are two dashboards, the first, and objective and KPI tracker to make sure the BSIP is delivered as described above.

Objectives Progress Tracker

Work-stream	Objectives	Key Performance Indicators (KPIs)			Review Date													Trend since last review	Comments from current review	Comments from previous review
		KPI	Target	KPI Owner	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22			
					Actual														
1.Standards and Infrastructure: Deliver a bus service that is known to be clean, safe and informative	1A: Correct timetable available and accessible for every stop to a consistent standard	Number of online visits to information repository (LBC)	Introduce in line with LBC's KPI	Michelle Watkins															
	1A: Correct timetable available and accessible for every stop to a consistent standard	% of bus stops to consistant agreed standard	Yr 1 - 50%, Yr 2 - 100%, Yr 3- 100% maintained	Michelle Watkins															
	1B: Deliver rising customer satisfaction with infrastructure and buses year on year	% of responders satistifed	Yr 1 - 60%, yr 2 - 75%, yr 3 - 95%	Michelle Watkins															
	1C: Promote the achieved reduction in CO2 per passenger mile	Reach of campaign (number of readers / listeners)	Quarterly increase	Michelle Watkins															
2. Town Centre, Parking, Congestion and Planning: Vibrant town centre, accessible by public transport, well utilised by local people and visitors	2A: Increase number of town centre bus boardings	Number of town centre boardings	Yr 1 - Pre-covid levels, Yr 2- 20% growth Yr 3 - 20% growth (40% growth in total)	Matthew D'Archambaud															
	2B: Reduce bus journey time variation and absolute	Increase the % of buses departing a stop within -1 - 5 minutes of scheduled departure time	Yr 1 - Pre-covid levels, Yr 2- 20% growth Yr 3 – additional 20% growth	Matthew D'Archambaud															
	2C: Effective consultation between transport groups during planning process	Compliance audit score	Yr 1 - process reviewed and assessment form in place, Yr 2 50% Yr 3 75% audit score for compliance are being adhered too	Matthew D'Archambaud															
3. Fares, Ticketing and Network: Affordable travel that's easy to understand, purchase and use	3A: Successful delivery of affordability improvement programme	Customer satstifaction using affordability improvement programme	Yr 1 - 60%, yr 2 - 75%, yr 3 - 95%	David Shelley															
	3B: Improve value of bus vs car	Baseline set and monitored	Yr 1 baseline, Yr 2- 20% and Yr 3 - 20% increase	David Shelley															
	3C: Promote the improved value of the bus vs car	Number of 'impressions' of value	Quarterly increase	David Shelley															

Bedford's Bus Strategy - Bus Service Improvement Plan

5.1.3 The second, the tactics implementation plan.

Progress in Priority Focus Areas

Positive progress since last review	↑	**No/Slow progress - no recovery plan**
Negative progress since last review	↓	**No/Slow progress - recovery plan agreed**
Static Progress since last review	→	**Good progress**

Workstream	Tactic	Control Item / Target State / Goal	Owner	Target & Stretch		Achievement Monitor												Trend	Current Good Points/ Bad Points/ Future Actions	Previous Month Good Points/Bad Points/ Future Actions
				Target	Stretch	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22			
1. Standards and Infrastructure: Deliver a bus service that is known to be clean, safe and informative	1.1: Create Repository for information	Repository on track to be delivered by agreed deadline																		
	1.1: Create Repository for information	Communications plan on track to promote visits to repository																		
	1.2: Set and maintain standards	Baseline current infrastructure and buses																		
	1.2: Set and maintain standards	5 bus stops brought up to standard per month																		
	1.2: Set and maintain standards	Improve vehicle standards in line with BSIP																		
	1.3: Deliver outbound marketing campaign	Background information of CO2 per bus mile gathered																		
	1.3: Deliver outbound marketing campaign	Communications plan on track to promote CO2 emissions																		
2. Town Centre, Parking, Congestion and Planning: Vibrant town centre, accessible by public transport, well utilised by local people and visitors	2.1: Improve the bus station	Baseline current situation at bus station																		
	2.1: Improve the bus station	On track to improve bus station to 'executive standards'																		
	2.2: Define and deliver parking strategy	Review parking strategy and amend with a postive light on buses																		
	2.2: Define and deliver parking strategy	Introduce parking schemes to promote bus priority in line with strategy																		
	2.3: Prioritise buses	Introduce UTMC system for bus priority																		
	2.3: Prioritise buses	Work with partners within BBC to ensure bus travel is prioritised in work																		
3. Fares, Ticketing and Network: Affordable travel that's easy to understand, purchase and use	3.1 Deliver Multi-operator ticketing infrastructure	On track to revitilise cygnet / introduce new multi-operator ticketing scheme, looking at Tehcnical Solutions																		
	3.1 Deliver Multi-operator ticketing infrastructure	Consistent range of fares and tickets provided across all operators that are easy to understand																		
	3.2: Improve efficiency of network	Review actual value of bus vs car																		
	3.2: Improve efficiency of network	Communication plan in place to publicise bus journey value																		
	3.3: Improve ticket value and pricing	On track to introduce affordability ticketing scheme to agreed schedule																		
	3.3: Improve ticket value and pricing	On track to promote affordability ticketing scheme																		

5.1.4 We have taken urgent action to fill our data gap and have employed a BSIP Project Officer to work with operators to provide all data needed.

6. Overview table

Bedford Borough Council Enhanced Partnership

Date of publication: 29th October 2021

Date of next annual update: 31st October 2022

URL of published report: https://www.bedford.gov.uk/parking-roads-and-travel/public-transport/

Targets	2018/19	2019/20	Target for 2024/25	Description of how each will be measured
Journey time	30.13	27.38	25	Bus Open Data – average journey time
Reliability	81%	83.17%	85%	VIX data (real time information)
Passenger numbers	375,850	459, 142	642, 798	Passenger boarding numbers (tickets and pass uses) for all stages in Bedford Borough
Average passenger satisfaction	Not available	Not available	95%	Customer satisfaction data collection forms part of our BSIP

Delivery	Yes / No	Explanation
Make improvements to bus services and planning		
More frequent and reliable services		
Review service frequency	Yes	A review is already underway of our bus services and will review the frequency
Increase bus priority measures	Yes	Road improvements will be made through the BSIP and other road improvement programmes
Increase demand responsive services	Yes	We will trial a DRT service through one parish of the borough
Consideration of bus rapid transport networks	Yes	Bus lane / Gates
Improvements to planning / integrations with other modes		
Integrate services with other transport modes	Yes	We will improve the connectivity between the train station and the bus station through improved walking, cycling and bus routes.

Simplify services	Yes	We will ensure that services are easy to understand
Review socially necessary services	Yes	A review is already underway of our bus services and will review the frequency
Invest in Superbus networks	No	
Improvements to fares and ticketing		
Lower fares	No	Our customer survey showed that the fares are acceptable to passengers as they are
Simplify fares	Yes	We will ensure that the fare structure is easy to understand
Integrate ticketing between operators and transport	Yes	We already have cygnet our multi-operator ticket, however, we wish to improve this
Make improvements to bus passenger experience		
Higher spec buses		
Invest in improved bus specifications	Yes	We are committed to achieving Euro 6 standard by 2024
Invest in accessible and inclusive bus services	No	Already DDA compliant
Protect personal safety of bus passengers	Yes	We will improve the bus station to assist in protecting personal safety of passengers
Improve buses for tourists	Yes	Next stop information to be included on buses and the river bus
Invest in decarbonisation	Yes	In stages whilst we get to Euro 6 standard
Improvements to passenger engagement		
Passenger charter	Yes	We will develop a passenger charter to cover Bedfordshire with our colleagues from Central Bedfordshire and Luton
Strengthen network identity	Yes	We will seek customer satisfaction from passengers which will help us to strengthen our network identity
Improve bus information	Yes	We will improve the information available regarding buses as part of our standards for bus stops
Other		
Other	Yes	We will evaluate our improvements to ensure they deliver what they say they will for the passengers of Bedfordshire

7. Appendices

7.1   Appendix a

<u>Bus User survey 2021</u>

Introduction

The Rural Bus Network contract is due to expire in July 2022. Instead of looking at this contract as a single contract, the transport team decided to undertake a root and branch review of all passenger transport.

Currently, Bedford Borough Council supports bus operations at a cost of £1.26 million p.a. across the Bedford borough network, includes all supported contracts (including Deminimis / S106, this is a contract entered into that is not put out as a tendering exercise). This project is looking to reduce the financial support we provide, whilst still providing the public with a good service.

In March 2021, the Government published its 'Bus Back Better': National Bus Strategy. This sets out an ambitious vision for bus services and requires local transport authorities, bus operators and other interested parties to work collaboratively to develop ambitious plans to improve bus services, particularly including multi-operator fares and ticketing; an integrated bus network; and a network that contributes towards the decarbonisation agenda.

During May and June 2021, we conducted an online survey. The survey was advertised through a press release, through the town and parish councils, schools and colleges, internal and external BBC social media sites, Bedford Bid, BABUS & our 2 largest public bus operators.

Survey Results

The survey was completed by 823 residents; Appendix 1 provides the full survey questions. The first question asked respondents which council area they live in, 316 (38%) responses stated they lived within a town location of Bedford borough, whereas 464 (56%) of residents lived in a rural location of Bedford borough. However, 43 (5%) of respondents either lived outside of Bedford borough or did not know which Local Authority they lived within.

The following question asked what modes of transport do the respondents use on a weekly basis, the responses were as follows:

Walking 485 (59%)   Motorbike / Moped 12 (2%)

Bicycle 148 (18%)   Mobility Scooter 11 (1%)

Bus 510 (62%)   Train 14 (2%)

Car 613 (75%)   Taxi 6 (1%)

As can be seen above the majority of people surveyed currently use the bus services in and around Bedford. Although as expected more people do drive a car. The next question asked if respondents currently or have previously used the bus service, 718 (88%) had, with only 99 (12%) not having used the bus. Those that had not used the bus before gave the following reasons as to why they haven't used the bus:

- Too complicated
- Lack of knowledge of service
- Lack of service (Include day / night locations
- Time it takes for journeys
- Timetable issues
- Use car instead
- Cost
- Position of bus stops
- Pandemic
- Cleanliness (Buses & bus station)
- Environmental concerns
- Carrying shopping

We asked the respondents how often, if at all, they use their local bus service. 130 (18%) use the bus almost every day, 262 (37%) used the bus at least once a week, 102 (14%) used the bus about once a month, 60 (8%) used services within the last six months, 46 (6%) used services within the last year, 110 (15%) used services longer ago, 6 (1%) had never used a local bus with 2 (0%) not knowing when they last used a bus.

The next group of questions sought to discover how satisfied respondents were with different aspects of the current services:

Satisfaction	Very Satisfied	Fairly Satisfied	Neither	Fairly dissatisfied	Very dissatisfied	Don't know
The bus routes available	129 (18%)	307 (43%)	71 (10%)	118 (17%)	82 (12%)	6 (1%)
The cost of bus travel	141 (20%)	136 (20%)	123 (18%)	117 (17%)	129 (19%)	47 (1%)
The frequency of buses	91 (13%)	260 (37%)	67 (10%)	155 (22%)	127 (18%)	4 (1%)
The times the buses run	91 (13%)	237 (34%)	97 (14%)	150 (21%)	120 (17%)	6 (1%)
The bus services overall	88 (13%)	279 (40%)	114 (16%)	133 (19%)	76 (11%)	7 (1%)

We asked respondents if they would consider using the bus service for certain activities:

- Employment 276 (33%)

- Education 124 (15%)

- Shopping 642 (78%)

- Visiting friends / relatives 393 (48%)

- Accessing healthcare services 395 (48%)

- Banking 275 (34%)

- Other 117 (14%)
  - I would not consider using
  - Transport to the train station
  - Entertainment and Leisure
  - Religious activities

People would like to travel to and from:

Bedford	465
MK	85
Kempston	52
Harold & Carlton	45
Cambridge	43
Bromham	39
Other	36
Wix	35
Rushden Inc	34
St Neots	26
Ampthill & Flitwick	24
Stevington, Oakley & Pavenham	24
Elsto	22
Sharnbrook	18
Luton	18
Felmersham & Radwell	18
Northants	17
Wootton	16
Hitchin	16
Oxford	15
Olney	14
Great Denham	12
Sandy & Biggleswade	12
Clapham	11
No buses	10

Wilstead	9
Riseley	9
Shefford	7
Keysoe	6
Bolnhurst	6
Newport Pagnel	5
Wellingborough	5
Kimbolton	5
Cranfield	4
Wymington	4
Gt Barford	4
Thurleigh	4
Stewartby	4
Marston Moretaine	4
Shortstown & Cotton End	4
Willington	4
Turvey	4
Bidenham	3
Arlesey	3
Clophill	3
Upper Dean	3
Roxton	3
Barton Le Clay	3
Wilden	3
Silsoe	3
Ravensden	2
Lavendon	2
Leighton Buzzard	2
Stagsden	2
Dunstable	2
Odell	2
Staploe	1
Gravenhurst	1
Colmworth	1
Hemel Hempstead	1
Salph End	1
Houghton Conquest	1

In regards to how easy respondents found it to access information about local bus services, 106 (13%) found it very easy, 391 (48%) found it fairly easy, 187 (23%) found it fairly difficult with 78 (10%) found it very difficult, and the remaining 51 (6%) didn't know.

We then asked people how they would like to access information about local bus services 435 (54%) said on a phone app, 538 (66%) said on the internet, whereas 515 (64%) said at the bus stop.

Respondents then replied regarding what they would like to improve:

Knowledge & Understanding	22
Multi Operator Ticketing	18
Pricing	113
Vehicle Types	12
Frequency	152
Regularity & Reliability	121
D	14
Bus stop locations	74
R	22
Ticketing	6
Bus station standards	12
Passenger aids	7
Bus infrastructure	5
Customer Services	10
Bus driver attitudes	3

We asked if the respondents hold a concessionary bus pass yes 367 (45%), and 449 (55%). Which when reviewing the respondents ages, we found that 44% of respondents were 65+.

Under 18	14	2%
18-24	22	3%
25-34	63	8%
35-44	79	10%
45-54	114	14%
55-64	129	16%
65+	355	44%
Prefer not to say	39	5%

7.2   Appendix b

Enhanced Partnership Meeting 25/05/2021

Bedford Borough Council would like to thank all of those who were involved in our initial Enhanced Partnership meeting. Detailed below are the headlines and key points and headlines from the initial Enhanced Partnership meeting held on 25th May 2021.

In the meeting we discussed 3 main points, 'What do we want from an EP', 'What's working well, what's not working well and what's indifferent' & 'who are our stakeholders'

'What do we want from an EP'

Town Centre & Parking

The Bus can be part of reinvigorating the town

Car parking Management & Charging

Workplace Parking Levy

Fares & Ticketing

Multi Operator ticketing

Fares & Ticketing

Value for money fares

Congestion

Punctuality

Predictability

Closer Co-operation e.g. Roadworks/Disruption

Target congestion hotspots

Planning

Strategic approach to traffic management
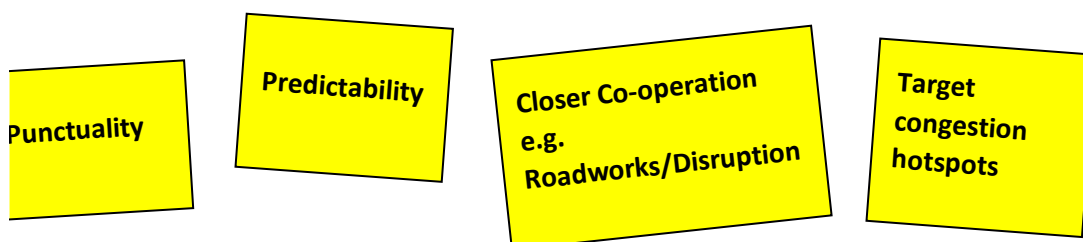
Consideration of Buses at forefront of planning
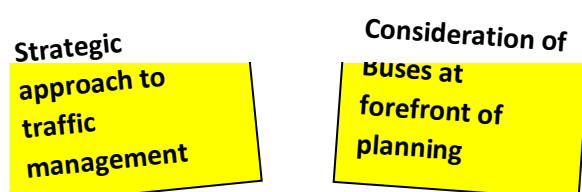
Stakeholders

Involvement of stakeholders across the Borough

Communication with cross boundary stakeholders

Agreement on Co-ordinated information provision

Funding

Partnership needs to be lasting and meaningful

Sustainable funding

What additional funding could be made available for bus services

How will required funding be found – Needs to be sustainable

Funding for evening & Sunday Services

Standards / Infrastructure

Minimum standards for Bus Stops, Bus Station and Maintenance

Improvements in Bus Station & Stop locations

Service Level Agreements

Commitment from LA to infrastructure

Minimum standards for bus shelters

Pick up & Drop off designation for Dial-a-ride services

Wholesale review of Bus & Train Station

customer service standards

Minimum Levels of Service

Vehicles

Emissions Standards for vehicles

‹ing for at least Euro 6 but ultimately to zero emissions

Marketing / Service Standards

Ways for Community Transport to expand user base

Real time info for sprinters & more info ...ices

How to ensure we serve villages not on main bus network

Collectively need to raise standards of displays at Bus Station & shelters

Availability and convenience of service

Need to attract more passengers to increase revenue in order to sustainably improve bus services

Key principals

Commitment to Enhanced Partnership

Need to be ambitious but realistic

Improve overall profile of bus services across the Borough

LA need to raise profile of bus generally

– Planning

-Policies

- Highways

Need stability and long term funding to support investment in vehicles and infrastructure

Commitment from LA about what they want from EP

What's working well, what's not working well and what's indifferent

Image and Comms

Bus as a mode of transport has a poor profile

Poor image / Issues at Bus Station

Need passenger charter – Commitment to users

Need to get closer to users

Need to get closer to users

Not communicating with customers

Don't promote the bus well to potential new users

Public perception

Improved communication with staff within operators

Closer to team, connected more and communication is better

Statements

Uncertainty about patronage levels post COVID-19

Decline of town centre and footfall

Inability to recruit drivers

Getting paid by Local Authorities

Partnership

Lack of interest / involvement from some stakeholders

Poor way that Roadworks / Flooding / Congestion are dealt with

Consultation on road works

Communications from LA, who does what

Solid network Foundations

Good relationship with LA

Joint interest in developing BSIP / EP

Communications with operators

Improvements

Network not sufficiently co-ordinated (Ineffective use of resources)

Lack of encouragement for new operators to run bus services

Multi operator ticketing not got off the starting blocks

Buses not frequent enough

Age of vehicles

General advances in technology apps, websites

Good product, vehicles, ticketing

The quality of service delivered
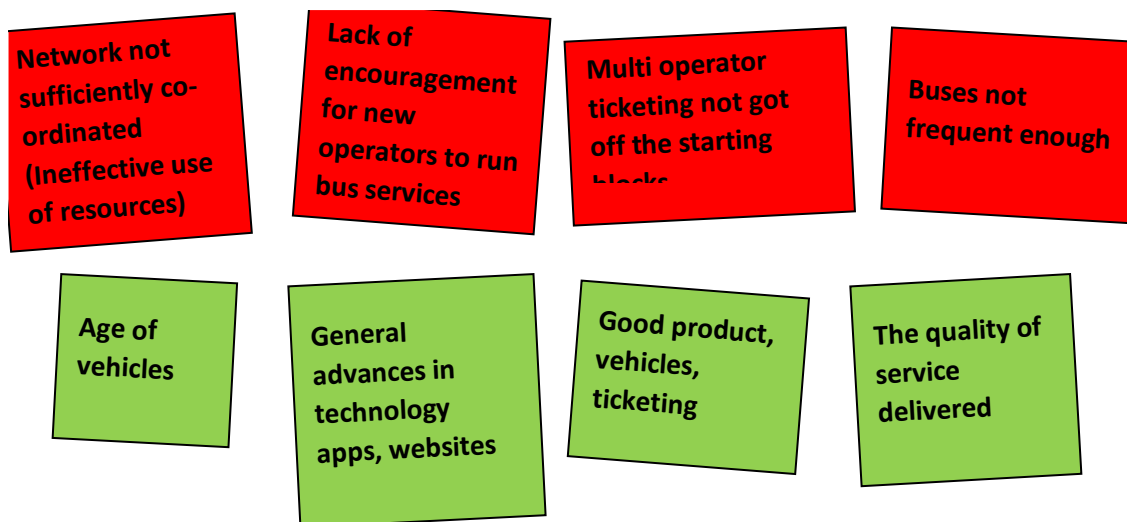
Stakeholders

- Businesses across BBC
- Rail
- Shops
- Care facilities
- Elected Members
- BID
- Bedford Youth Partnership
- Town & Parish Councils
- Other LA's
- DFT

- Inter urban Service (integration)
- Health – Dr's, Dentists, vaccination centres, Hospital
- Banks
- Passengers
- Chamber of commerce
- Education – Schools, College, Uni
- BABUS
- Bedford – An inclusive town
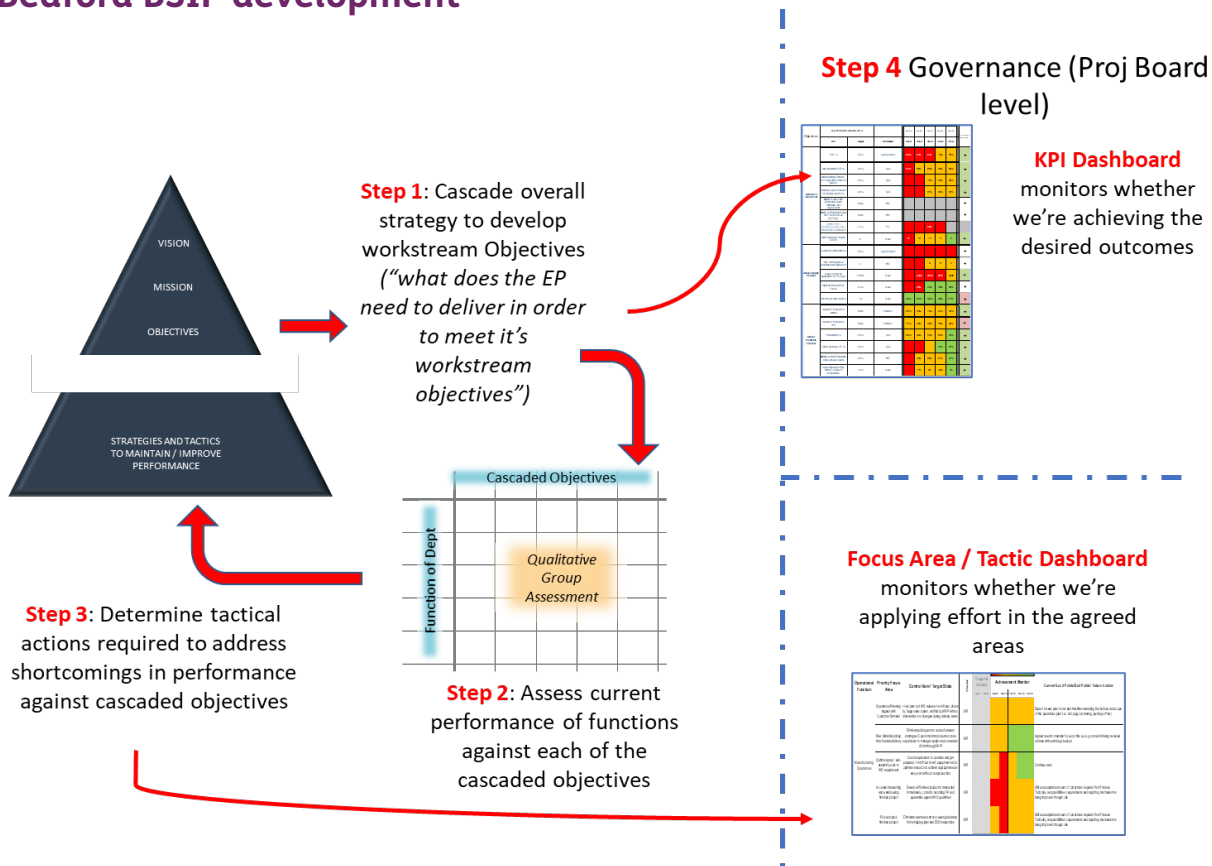- Operators
- Bus Station

Our plan is to split the 'What do we want from an EP into 4 work streams so they can be discussed on a monthly basis what we want to improve and how all of us can go about improving them.

The work streams will be split as follows:

1. 'Town Centre & Parking' 'Congestion' 'Planning'

2. 'Standards & Infrastructure' 'Vehicles'

3. 'Fares & ticketing' 'Funding'

4. 'Stakeholders' 'Key Principals' 'Marketing & Service Standards'

Bedford Borough Council will be sending out invites to operators and stakeholders asking for participation in these work streams and will be sending out invites for operators to be involved in these work stream meetings.

Bedford BSIP development

Step 1: Cascade overall strategy to develop workstream Objectives ("what does the EP need to deliver in order to meet it's workstream objectives")

Step 2: Assess current performance of functions against each of the cascaded objectives

Step 3: Determine tactical actions required to address shortcomings in performance against cascaded objectives

Step 4 Governance (Proj Board level)

KPI Dashboard monitors whether we're achieving the desired outcomes

Focus Area / Tactic Dashboard monitors whether we're applying effort in the agreed areas

Workstream	Standards and Infrastructure
Mission Statement	Deliver a bus service that is known to be clean, safe and informative
Objective 1	Correct timetable available and accessible for every stop to a consistent standard
Objective 2	Deliver rising customer satisfaction with infrastructure and buses year on year
Objective 3	Promote the achieved reduction in CO2 per passenger mile

Workstream	Town Centre, Parking, Congestion and Planning
Mission Statement	Vibrant town centre, accessible by public transport, well utilised by local people and visitors
Objective 1	Increase number of town centre bus boardings
Objective 2	Reduce bus journey time variation and absolute
Objective 3	Effective consultation between transport groups during planning process

Workstream	Fares, Ticketing and Network
Mission Statement	Affordable travel that's easy to understand, purchase and use
Objective 1	Successful delivery of affordability improvement programme
Objective 2	Improve value of bus vs car / train
Objective 3	Promote the improved value of the bus vs car / train

Bedford BSIP development

Workstream	Town Centre, Parking, Congestion and Planning	Fares, Ticketing and Network	Standards and Infrastructure
Mission Statement	Vibrant town centre, accessible by public transport, well utilised by local people and visitors	Affordable travel that's easy to understand, purchase and use	Deliver a bus service that is known to be clean, safe and informative
Objective 1	Increase number of town centre bus boardings	Successful delivery of affordability improvement programme	Correct timetable available and accessible for every stop to a consistent standard
Objective 2	Reduce bus journey time variation and absolute	Improve value of bus vs car / train	Deliver rising customer satisfaction with infrastructure and buses year on year
Objective 3	Effective consultation between transport groups during planning process	Promote the improved value of the bus vs car / train	Promote the achieved reduction in CO_2 per passenger mile

Importance/Performance (each scored 1,3 or 9)	Objectives								
	Promote achieved reduction in CO_2 per passenger mile	Deliver rising customer satisfaction with infrastructure and buses year on year	Correct timetable available and accessible for every stop to a consistent standard	Increase number of town centre bus passenger boardings	Reduce bus journey time (variation and absolute)	Effective consultation between transport groups during planning process	Improve value of bus vs car / train	Promote the improved value of bus vs car / train	Successful delivery of affordability improvement programme
(Design network and) Help people to consider the bus as an option	9 / 1	1 / X	1 / X	9 / 1	9 / 1		9 / 3	9 / 1	9 / 3
Help someone plan the journey	9 / 1	1 / X	9 / 3	9 / 3	9 / 3	Consider as separate objective	1 / X	9 / 1	3 / 3
Advise passenger on fares and ticketing (and set pricing)	9 / 1	9 / 3	9 / 1	9 / 1	9 / 1		9 / 3	9 / 1	9 / 3
Provide ticket to passenger	3 / 1	9 / 9	1 / X	3 / 9	1 / X		1 / X		9 / 3
(Plan, budget, ..., to) Transport the passenger	1 / X	9 / 3	1 / X	3 / 9	9 / 1		9 / 3	1 / X	3 / 3

Next step is to consider what actions are necessary to improve the performance on the aspects highlighted by the yellow boxes above.

Bedford BSIP development

Overarching
Set up economic / financial panel in the steering group

Workstream	Standards and Infrastructure
Mission Statement	Deliver a bus service that is known to be clean, safe and informative
Objective 1	Correct timetable available and accessible for every stop to a consistent standard
Objective 2	Deliver rising customer satisfaction with infrastructure and buses year on year
Objective 3	Promote the achieved reduction in CO2 per passenger mile

Will be led by Michelle Watkins at BBC

Create Repository for information (e.g. Website / App)	Set and maintain standards	Deliver outbound marketing campaign
Create website / app portal so all information looks the same on everyone's individual website	High standards for all bus stops – 'boarding' and 'alighting' categories	Strategic Marketing Plan – multi-media, strapline / shout about air quality, retailers on board with discounts etc.
Launch online journey planner (all modes – cycling too) that: is always up-to-date, shows emissions per journey and shows fare options	Create an audit of what bus information is at every bus stop and make sure it's updated every year	We will advertise on the bus how CO2 churn they are per passenger compared to the car
Timetable well highlight CO2	We will set minimum emissions standards for buses	We will educate the passenger on CO2 / mile vs car
Develop separate web site containing all public transport information (times, fares, real time, etc.) possibly across wider region. Also develop app. Branded printed materials	Set standards for all buses including next stop screens and audio	Use all social media platforms in order to highlight reductions in CO2 in using the bus over the car
Publish on the bus ticket CO2 comparison to car	Develop and deliver brand for low emission vehicles – on bus stickers, in bus stickers, rear adverts	Show carbon comparisons on journey planners for Borough
Single source for information on all bus services including times, routes, fares	Improved bus stop and station – waiting environments e.g. flags at every stop	Issue regular press releases about low emission public transport performance, "we have invested massively but bus still perceived as dirty"
		We will have data online when purchasing tickets for CO2
		Promote bus use in Sustainable Transport work
		Find ways of communicating to bus users who don't have access to, or can use any electronic devices. The benefits of using the bus, and where they can access bus timetables
		Garden

Ideas that have not been taken forward at the moment:

- CO_2 / have a plan to exclude / reduce highly polluting vehicles to allow clean buses through
- We will promote the CO2 impact of the bus in car parks
- Review electric / hydrogen buses and implement if viable
- Label car park tickets with health warning
- Use car park sites to help promote bus usage in to the town centre and generate more spending to the town. Does Park and Ride have a future?

Workstream	Town Centre, Parking, Congestion and Planning
Mission Statement	Vibrant town centre, accessible by public transport, well utilised by local people and visitors
Objective 1	Increase number of town centre bus boardings
Objective 2	Reduce bus journey time variation and absolute
Objective 3	Effective consultation between transport groups during planning process

Will be led by Matthew D'Archambaud at BBC

Bus Station	Define and deliver parking strategy	Prioritise buses
Upgrade bus station and town centre stops to "executive standards"	Effective regulation of car parking at bus stops in the town centre	Improve public transport focus in town centre Signage Information Route finding
Improving the bus station by making it cleaner with up to date timetable information	Improve and enhance park and ride services	Improve access to town centre for buses (bus lanes etc) signal priority
Refurbish / upgrade bus facilities at rail station	Car parking policy / charging – specific levy (e.g. 10p) to go into funding pot for public transport	Every traffic light is green for buses
Improved bus stop and station – waiting environments	Introduce active management and enforcement of bus lanes / stops etc.	Bus led planning process
User log-in to portal / app and get personalised information – they most popular timetables etc.	Shame car drivers on emissions / carbon using ANPR	Review compliance with planning obligations
	Increase town centre parking charges	Implement roadworks management strategy
	Introduce work place parking charges	Create more train station / bus station links
	Increase town centre parking charges	Improve road layout in and around the town centre in order to improve the punctuality of bus services
	Increase parking enforcement "special officers"	Bus led programme of roadworks / highway works – sun – sat – even – M-F

	Review and implement more sophisticated pricing of car parks vs public transport. Tackle commuting and expensive all day parking vs better value public transport season tickets	Network review and redesign – fewer stronger services
	Introduce staff parking charges / restrictions at Borough Hall Reduce capacity to park Return to work strategy	Introduce red route priority network
		Consideration of whether evening and Sunday services should be provided
		Implement widespread bus priority at traffic lights
		Deliver UTMC system – to prioritise the bus

Workstream	Fares, Ticketing and Network
Mission Statement	Affordable travel that's easy to understand, purchase and use
Objective 1	Successful delivery of affordability improvement programme
Objective 2	Improve value of bus vs car / train
Objective 3	Promote the improved value of the bus vs car / train

Will be led by David Shelley at Grant Palmer Ltd

Multi-operator ticketing infrastructure	Improve efficiency of network	Improve ticket value and pricing
Revitalise Cygnet	Journey planner introduces comparison cost by car (and train)	Introduce employer / employee ticket discounts for town centre employers (not the council)
Development and promotion of cygnet mutli-operator ticketing	Improving the perception of using the bus to both car and train user	Bus miles reward scheme – the more you travel the more points you get Free travel or Money off vouchers
Simplify fare structures across operators	Create FAQ on website / passenger journey case studies	Run bus services later in the evenings
Introduce simpler fare structures	Better publicity for plus bus scheme for all public transport	Cheaper fares in the evenings
Acceptance of return tickets on common routes across operators	Review actual value of bus vs train / car	Introduce half fare travel scheme for all 11-19 year olds
Introduce fare capping across all operators	Highlight the fact that the bus will get you to the place you want to get to	Launch discounted ticket scheme for job seekers, those on low wage, sixth form student etc.
Introduce multi-operator ticketing scheme	Highlight the fact that buses can carry more people than cars, given that most cars have only one occupant the driver.	Introduce saver card – students, unemeployed, job interview etc.

Deliver comprehensive fare information with journey planner	Bus travel training workshops / events for children (year 6) – operators to bring vehicles – issue smart card to students to allow them to board for short journeys	Offer discounts in shops / restaurants to bus users
Up to date bus timetable and ticketing information at railway station and car parks	Send press releases out including different case studies targeting different user groups showing how everyone can use the bus	We will target fare reductions – bundles child / groups / off peak
Promote mobile ticketing rather than paper		Introduce zonal / flat fare in Bedford town centre PLUS well-publicised day / week mutli-operator tickets THEN tap on tap off
Ensure contactless payments are available on all services		Engage with local businesses and launch discounts by bus scheme (coffee / gym membership etc.)
Work to introduce fare cap models to give confidence "don't need to know the fare" not difficult		
Introduce town fares – high customer priority		

Next steps:

- How to measure top line objectives
- Create goals and milestones plans for each workstream plan
- Populate Governance / Dashboards to manage deliverables and objectives

Finding out more

If you would like further copies, a large-print copy or information about us and our services, please telephone or write to us at our address below.

Për Informacion

معلومات کے لئی

للمعلومات

ਜਾਣਕਾਰੀ ਲਈ

Informacja

برای اطلاع

Za Informacije

Per Informazione

তথ্যের জন্য

✉ **Passenger Transport and Sustainable Travel**
Bedford Borough Council
Barkers Lane Depot
Barkers Lane
Bedford
MK41 9RR

@ michelle.watkins@bedford.gov.uk

🌐 www.bedford.gov.uk