

# **Passenger Transport Strategy**

2019 - 2029

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## GLOSSARY

Term	Acronym	Definition
Access Travel Scheme		The local name for the English National Concessionary Travel Scheme provision in Rutland.
Association of Transport Co-ordinating Officers	ATCO	An organisation providing partnership opportunities for transport professionals - through regional groups.
Baseline passenger transport service		A passenger transport service, or package of services that will meet key needs of Rutland residents (including vulnerable people) that aren't covered by commercial bus services.
Bus Service Act 2017		Legislation relating to the provision of bus services and associated activities.
Bus service operator grant	BSOG	A grant paid by Government: <ul style="list-style-type: none"> <li>• to local authorities based on the number of tendered bus services they commissioned in 2014; and</li> <li>• directly to operators of eligible community transport services and commercial bus services to help them recover some fuel costs.</li> </ul>
Call Connect		A demand responsive transport (DRT) service that runs only in response to pre-booked requests. CallConnect covers the eastern half of the county as well as crossing the county border to Stamford in Lincolnshire.
Clinical Commissioning Groups	CCGs	A series of statutory NHS bodies in charge of planning and commissioning health care services for set geographical areas.
Commercial bus service		A bus service that operates without local authority support.

Community infrastructure levy contributions	CIL	A charge payable by developers of developments 100 square metres or over. The charge is used to help provide infrastructure to support the development.
Community transport services		Transport run on a not for profit basis often by community groups and volunteers.
De Minimis agreement		De Minimis payments (in the context of the Passenger Transport Strategy) are payments to operators for bus services (or, more usually, parts of services) without competitive tendering. The circumstances in which these may be made are defined in Government regulations.
Defence Infrastructure Organisation	DIO	An arm of the Ministry of Defence in charge of buildings and infrastructure.
Demand responsive transport	DRT	A transport service that runs only in response to pre-booked requests.
Department for Health and Social Care		A ministerial department with an overarching responsibility for health and social care.
Department for Transport		A ministerial department with an overarching responsibility for transport.
Disclosure and Barring Service check	DBS	A criminal record check requested by employers, to ensure existing and potential staff are suitable for their role/ organisation.
Electronic information displays		An electronic display providing bus timetable information.
English National Concessionary Travel Scheme		A national scheme that provides free bus travel (Monday to Friday, 9.30am to 11pm and any time Saturday and Sunday) for residents of England who are of eligible state pension age or who have physical, sensory or mental impairments affecting their ability to use public transport.
Equality Act		Legal Act which protects people from discrimination in the workplace and wider society.
Financially supported services		Local bus services that need to be financially supported by the council in order for them to continue.

Good neighbour schemes		Community initiatives operated by local volunteers - providing support to local residents.
Government integrated transport block capital grant		Non ring-fenced capital funding paid as a grant to local transport authorities. Local authorities decide on the specific small-scale infrastructure improvements that it is used for, which can include road safety measures and road improvements as well as passenger transport infrastructure such as new bus shelters.
Healthcare Travel Costs Scheme		An NHS scheme that provides financial support for transport to certain medical appointments for individuals on low income and meeting set criteria.
Local cycling and walking infrastructure plan	LCWIP	A plan setting out the gaps in a local authority's utility walking and cycling network and providing a mechanism for prioritising any future investment.
Local Plan		A statutory planning document prepared by a local authority - setting out planning policies that will help to determine the future location, scale, type and design of new development within their area.
Local Transport Plan	LTP	A statutory document produced by a local transport authority - setting out their long term strategic vision for transport.
Ministry of Defence	MOD	A ministerial department with the overarching remit of protecting the security, independence and interests of the country at home and abroad.
Moving Rutland Forward		The name of Rutland's fourth local transport plan.
Multi operator tickets		Tickets which can be used on buses provided by more than one service operator. They can make bus use more convenient and affordable, and can help attract new passengers to bus services.
Network Rail		A public sector arm's length body that owns and runs Great Britain's rail infrastructure.
National Health Service	NHS	The national health service operated by NHS England.
Non-emergency patient transport	NEPT	<i>'Non-urgent, planned, transportation of patients with a medical need for transport to and from a premises providing NHS healthcare and between NHS healthcare providers. This can and should encompass a wide range of vehicle types and levels of care consistent with the patients' medical needs'</i> (Department of Health, 2007).
Passenger transport		In the context of the Passenger Transport Strategy, passenger transport includes bus services, rail services, and other forms of collective transport.

Real time information displays		Electronic display screen providing live information regarding bus arrivals and departures.
Rural isolation		Isolation that may result or be exacerbated due to the characteristics of rural settlements.
Scholar services		Local bus services that primarily serve school and college children but are registered as local bus services to also allow other people to use them. Such services operate term time only and would be deregistered if scholar demands change.
Section 106 agreement contributions	S106	A section 106 agreement is a private agreement made between local authorities and developers. S106 agreements are used to make developments acceptable in planning terms (where previously they weren't).
Service level agreement		A contract between a service provider and customer - setting out agreed deliverables and levels of service to be delivered by the provider and the conditions to which the parties must adhere.
Smart ticketing		Where a ticket is stored electronically on a microchip rather than printed on a paper ticket. In most existing smart ticketing schemes, this microchip is embedded in a smartcard, but it could also be on a smart phone.
Supported local bus service		A local bus service that requires local authority financial support in order to operate.
Sustainable growth		Growth that can be maintained without detriment to future generations.
Sustainable travel statement		A sub document of Moving Rutland Forward - outlining Rutland County Council's approach to sustainable travel.
Teckal		A company set up by a local authority, primarily focussed on providing services required by the authority (at least 80% of activity must be provided to the local authority).
Tender		A procurement process through which businesses compete (by submitting bids) to provide the service requirements of an organisation.
Train operating companies		Companies that operate passenger rail services.
Transport Act 1985		An Act to amend the law relating to road passenger transport; to make provision for the transfer of the operations of the National Bus Company to the private sector; to provide for the reorganisation of passenger transport in the public sector; to provide for local and central government financial support for certain passenger transport services and travel concessions; to make further provision with respect to the powers of London Regional Transport; to make new

		provision with respect to the constitution, powers and proceedings of the Transport Tribunal; to make provision with respect to grants payable under section 92 of the Finance Act 1965; to establish a Disabled Persons Transport Advisory Committee; and for connected purposes.
Transport Act 2000		An Act to make provision about transport.
Transport and Highways Communication Plan		A sub document of Moving Rutland Forward that will outline how Rutland County Council will promote highway and transport information to members of the public. To be produced during the life of the first Moving Rutland Forward Implementation Plan.
TransportConnect Ltd		An arms-length transport operating company set up by Lincolnshire County Council (using their own fleet) to provide transport provisions for their residents.
Travel aid scheme		A discretionary concessionary travel scheme provided by Rutland County Council for Rutland residents who are claiming Job Seekers Allowance and are actively seeking work.
Traveline		A partnership of transport companies, local authorities and passenger groups that provide public travel information.
Voluntary car schemes		Transport schemes delivered by volunteers, using their own cars, to transport people who are either unable to use public transport, or for journeys where public transport is not available or is difficult.
Vulnerable people		In the context of this Passenger Transport Strategy - disabled people or older people with mobility difficulties or other health needs.

## EXECUTIVE SUMMARY

The Passenger Transport Strategy sets out our strategic approach to and vision for an efficient network of services that provide connectivity for our residents and visitors, to a range of key services and facilities in a cost – effective way. The strategy has been developed in light of budget constraints and within the overall framework provided by Moving Rutland Forward (MRF) - Rutland's fourth local transport plan (LTP4).

In this context, passenger transport includes bus services, rail services, and other forms of collective transport. Taxi and private hire services, and specialist transport services for education and social care purposes, are dealt with in other strategy and policy documents.

Outside London, by law, operation of local bus services is a commercial profit-driven business, outside the direct control of local authorities. We can only get directly involved where some transport needs cannot be met by the commercial market and we consider it appropriate to do so - for example, on grounds of social need. Rail services are also outside our direct control.

Over the coming years changes will need to be made to services to enable us to meet the key needs of Rutland residents, including the most vulnerable people, against a backdrop of increasing service costs and budget constraints. This strategy sets out mechanisms to help achieve this and secure services that are as future proof as possible.

## AIMS

The aims of the Passenger Transport Strategy are:

- To support a baseline passenger transport service, or package of services that will meet key needs of Rutland residents (including vulnerable people) that aren't covered by commercial bus services.
- To try to influence how, where and when passenger transport operators provide commercial services in the county in order to maximise their value to Rutland residents and visitors.
- To provide an objective mechanism to help the council to decide whether to subsidise any other bus services (on top of the baseline service or package of services) that are not commercially viable but that provide valuable additional benefits at a reasonable cost.
- To work collaboratively with commercial and voluntary sector partners to constantly seek ways of providing better passenger transport services.
- To work with commercial and voluntary sector partners to provide information, raise awareness and promote use of passenger transport services.

- To (where possible) support capacity building amongst providers so that the market can provide enough services to meet the needs of residents and visitors.

## PRIORITIES

We recognise that commercial and private transport services will meet many travel needs of Rutland residents and visitors. Our strategy is therefore focussed on meeting priority needs that are not met by those services, as follows:

- We will give priority to addressing the needs of vulnerable residents and supporting a high level of health and wellbeing, including combating rural isolation.
- We will focus on supporting passenger transport services that are most likely to enable people to access a range of services and facilities (including *inter alia* employment, education and healthcare). Priority is therefore given to trying to ensure that as many Rutland residents as possible are able to reach a town at least once per week.

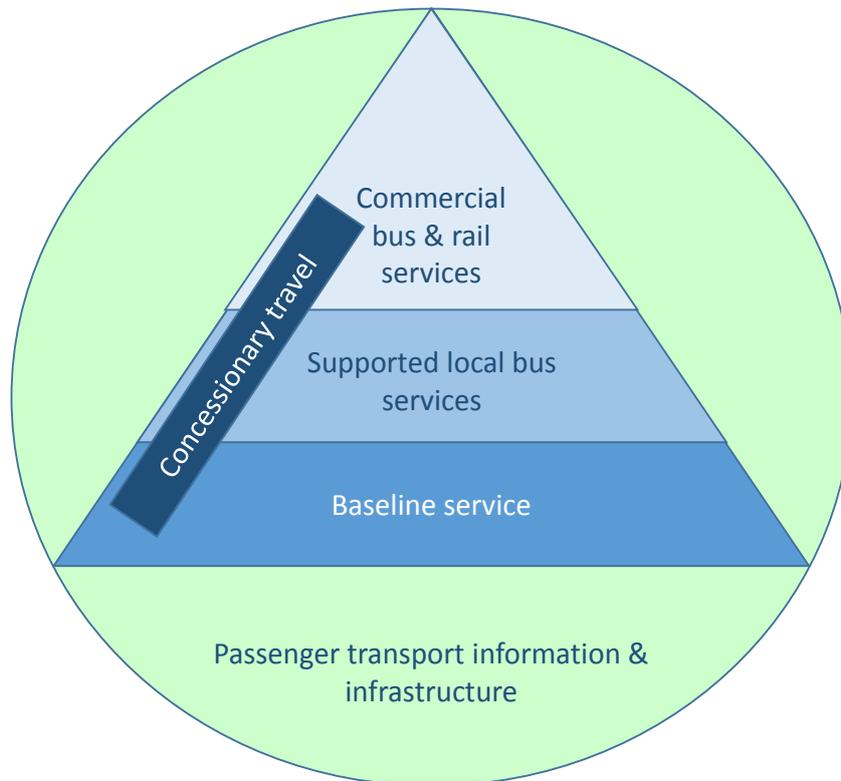
Our strategy focuses on supporting passenger transport trips at times when a range of different journey purposes are likely to be accommodated and demand is likely to be highest - giving the greatest benefit to the greatest number of residents within the available resources. For new or changed services, we will therefore only consider supporting service runs that depart from or arrive at their first Rutland location between the following core times:

- Monday to Friday 07.00 to 18.00
- Saturday 08.00 to 17.00

We are particularly keen to support services that operate in the morning and afternoon peak periods that can support employment, education and training.

## STRATEGY ELEMENTS

Our Passenger Transport Strategy involves a number of elements, as illustrated below.



## COMMERCIAL BUS AND RAIL SERVICES

While commercial local bus services are outside our direct control, we will continue to talk with bus operators to try to influence them to serve Rutland residents in the best way possible. Similarly, we will continue to talk with the Department for Transport when new rail franchises are being specified to try to ensure that the needs of our area are considered. We will also work with partnership bodies, such as Transport for the East Midlands, to lobby for improvements to services in the region.

## BASELINE SERVICE

Our highest priority will be to support a baseline passenger transport service (or package of services) that enables Rutland residents to have access to a local town at least once per week, where this isn't provided by commercial local bus services and where the town centre isn't within a reasonable walking distance. This will operate within the core times and days outlined above and is likely to be flexible to meet people's needs ('demand-responsive'). It may comprise of a range of provisions including for example supported bus services, rail services, demand responsive services, community transport, voluntary transport or by supporting communities to develop their own services. It will make provision for meeting the needs of vulnerable people (for example, disabled people or older people with mobility difficulties or other health needs) and will reach communities that are at risk of social isolation.

## **SUPPORTED LOCAL BUS SERVICES**

Provision of financial support for additional local bus services on top of the baseline service (or package of services) and commercial bus services is something that will be considered on a case-by-case basis. We have developed a standard objective mechanism that takes account of a number of key factors to determine whether any specific bus service should be supported or not.

## **CONCESSIONARY TRAVEL**

We will continue to fund the national concessionary travel scheme for older and disabled people travelling in Rutland, as required by law. As part of the strategy, we will review whether the local additional ('discretionary') elements of the current Rutland concessionary travel schemes provide the best value for money or whether the funding for these elements could be better used to meet needs and demand in other ways.

## **PASSENGER TRANSPORT INFORMATION AND INFRASTRUCTURE**

We will continue to promote and publicise passenger transport services available in the county, working with commercial operators and other delivery partners. We will regularly review the methods and materials used to provide information to the public and will adapt these as appropriate based on customer feedback. We will continue to support the operation of passenger transport services by providing and maintaining related infrastructure such as bus stops.

## **DELIVERY, MONITORING AND REVIEW**

Rutland's Passenger Transport Strategy has been developed with likely future budget constraints in mind, to ensure that it is deliverable. Council revenue funding for passenger transport is unlikely to increase above 2017-18 levels for the foreseeable future.

A key early task of the Passenger Transport Strategy will be a review of all service support in accordance with the priorities included. This will include review of services that could form part of the baseline service (or package of services), review of supported bus services, and review of concessionary travel arrangements and scope. Implementation of any changes that come out of that review will commence once the review task is complete.

We will monitor usage of the passenger transport services that we support financially on an ongoing basis. We will review regularly whether the services we support are giving good value for money within the framework of our legal obligations, or whether improvements could be made.

## 1. INTRODUCTION

### 1.1 PURPOSE OF THE DOCUMENT

The Passenger Transport Strategy sets out our strategic approach to and vision for an efficient network of services that provide connectivity for our residents and visitors, to a range of key services and facilities in a cost – effective way. The strategy has been developed in light of budget constraints, within the overall framework provided by Moving Rutland Forward (MRF) – Rutland’s fourth local transport plan (LTP4). In this context, passenger transport includes bus services, rail services, and other forms of collective transport. Taxi and private hire services, and specialist transport services for education and social care purposes, are dealt with in other strategy and policy documents.

Over the coming years changes will need to be made to services to enable us to meet the key needs of Rutland residents, including the most vulnerable people, against a backdrop of increasing service costs and budget constraints. This strategy sets out mechanisms to help achieve this and secure services that are as future proof as possible.

### 1.2 RELATIONSHIP WITH MOVING RUTLAND FORWARD (MRF) – RUTLAND’S FOURTH LOCAL TRANSPORT PLAN (LTP4)

The strategy has been devised to fit with the overarching vision and the subordinate themes of Moving Rutland Forward and runs for the same timeframe – up to 2036. The overarching vision is to deliver a transport network and services that:

- facilitate delivery of sustainable population and economic growth;
- meet the needs of our most vulnerable residents; and
- support a high level of health and wellbeing (including combating rural isolation).

In order to do this, the council recognises that we must maximise opportunities to work with and alongside our communities and partner organisations.

To help achieve these aims, Moving Rutland Forward is built around five themes:

- **Population growth:** planning for the future and meeting the needs of a growing Rutland;
- **Working in Rutland:** meeting the needs of new and existing Rutland businesses, their customers and their workforce;
- **Learning in Rutland:** helping our residents reach their full potential;

- **Living in Rutland:** helping Rutland residents to access essential services and supporting health and wellbeing; and
- **Visiting and enjoying Rutland:** helping tourists, visitors and residents to access and enjoy Rutland's towns, villages and countryside.

### 1.3 STRATEGY VISION AND AIMS

Our vision for passenger transport in Rutland is an efficient network of services that connect as many of the county's residents and visitors as possible with a range of key services and facilities in a cost-effective way, using an appropriate mix of vehicles.

A number of challenges, goals and solutions are identified within MRF that relate to passenger transport. These are shown in Appendix A.

In line with these goals and solutions, the aims of the Passenger Transport Strategy are as follows:

- To support a baseline passenger transport service, or package of services that will meet key needs of Rutland residents (including vulnerable people) that aren't covered by commercial bus services.
- To try to influence how, where and when passenger transport operators provide commercial services in the county in order to maximise their value to Rutland residents and visitors.
- To provide an objective mechanism to help the council to decide whether to subsidise any other bus services (on top of the baseline service or package of services) that are not commercially viable but that provide valuable additional benefits at a reasonable cost.
- To work collaboratively with commercial and voluntary sector partners to constantly seek ways of providing better passenger transport services.
- To work with commercial and voluntary sector partners to provide information, raise awareness and promote use of passenger transport services.
- To (where possible) support capacity building amongst providers so that the market can provide enough services to meet the needs of residents and visitors.

## 2. CONTEXT

### 1.4 ROLE OF THE COUNCIL IN LOCAL TRANSPORT PROVISION

#### 1.4.1 LOCAL BUS SERVICES AND PASSENGER INFORMATION PROVISION

Outside London, operation of local bus services was largely opened to commercial market forces by the Transport Act 1985, making bus service operation a profit-driven business. However local transport authorities such as Rutland County Council may still have a potential role to play. Where some transport needs cannot be met by the commercial market and if the council considers it appropriate to do so (for example, on grounds of social need) it may commission passenger transport services to go some way towards meeting those needs<sup>1</sup>.

We are required by law to formulate, from time to time, general policies on the type of services we propose to secure – as covered in this strategy document. We are also required to consult on, and determine, what local bus information should be made available to the public and the way in which it should be made available. Where satisfactory arrangements for information provision cannot be made with commercial bus operators, we have to make that information available.

As a local transport authority we are provided with powers to:

- Enter into an agreement providing for service subsidies for the purpose of securing any service.
- Take any measures that appear to be appropriate for promoting the availability and operation of public passenger transport.

In exercising these powers, we are required by law to have regard to the needs of older or disabled people.

Under the provisions of laws passed since 1985, we can enter into various forms of partnership agreement with bus companies, although because of the limited scale of Rutland bus operations we have not sought to do so. We are prohibited from setting up a council-owned municipal bus company under the Bus Services Act 2017. However, it is not yet clear whether this prevents the council from establishing an arms-length company to operate only council-supported services, as some other local authorities have done prior to the 2017 Act.

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<sup>1</sup> Section 63(1)(a) of the Act explains that local transport authorities must: “secure the provision of such public passenger transport services as the council considers it appropriate to secure to meet any public transport requirements within the county which would not in their view be met apart from any action taken by them for that purpose.”

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## **1.4.2 COMMUNITY TRANSPORT SERVICES**

Community transport services are operated by community-based organisations, usually composed largely of volunteers but sometimes with a small number of paid staff. Although the council has no formal role in community transport service provision, historically we have provided some support for such organisations as their activities tend to support some of the council aims – particularly with regard to meeting the transport needs of vulnerable residents.

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## **1.4.3 RAIL SERVICES**

Rail services are operated in England through a franchise system. Train operating companies (TOCs) operate the services under franchises awarded by the Department for Transport, with Network Rail responsible for rail infrastructure. Local authorities therefore have no formal role in rail operations.

However, rail services clearly provide sustainable transport access for local people and businesses to other towns and cities, with consequent economic, social and environmental benefits. We therefore use what influence we have to maximise the benefits of the rail network for our citizens and businesses and minimise negative impacts. Along with other authorities we are consulted by the Department for Transport when new franchises are being specified. We also seek to engage with station operators, infrastructure owners and train operators on issues such as significant changes to timetables or station facilities.

Over the life of this strategy we will also work with partnership bodies, such as Transport for the East Midlands, to lobby for improvements to services in the region.

## **1.5 SUMMARY OF THE CURRENT PASSENGER TRANSPORT SITUATION**

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### **1.5.1 LOCAL BUS SERVICES**

Due to the rural nature of Rutland, only one fully commercial conventional<sup>2</sup> local bus services operates within the county (the service 9 between Oakham and Stamford). Most services require financial support from RCC (and in some cases, from neighbouring authorities) in order to operate. Indeed, in recent years we have seen an increasing number of routes (or sections of) become non-commercial – requiring a decision to be made as to whether to intervene in the market to support a service. Moving forward, this strategy sets out how such decisions will be made (see section 5.2).

The current conventional local bus services operating in Rutland at the time of writing (spring 2019) are listed below and shown in figure 1. These can be divided

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<sup>2</sup> 'Conventional' in this context means bus services with fixed routes and timetables.

into 'main services' that serve the general public, and 'scholar services' that primarily serve school and college children but are registered as local bus services to also allow other people to use them. Such services operate term time only and would be deregistered if scholar demands change.

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### **1.5.2 MAIN SERVICES**

\*Services supported financially by Rutland County Council are marked with an asterisk.

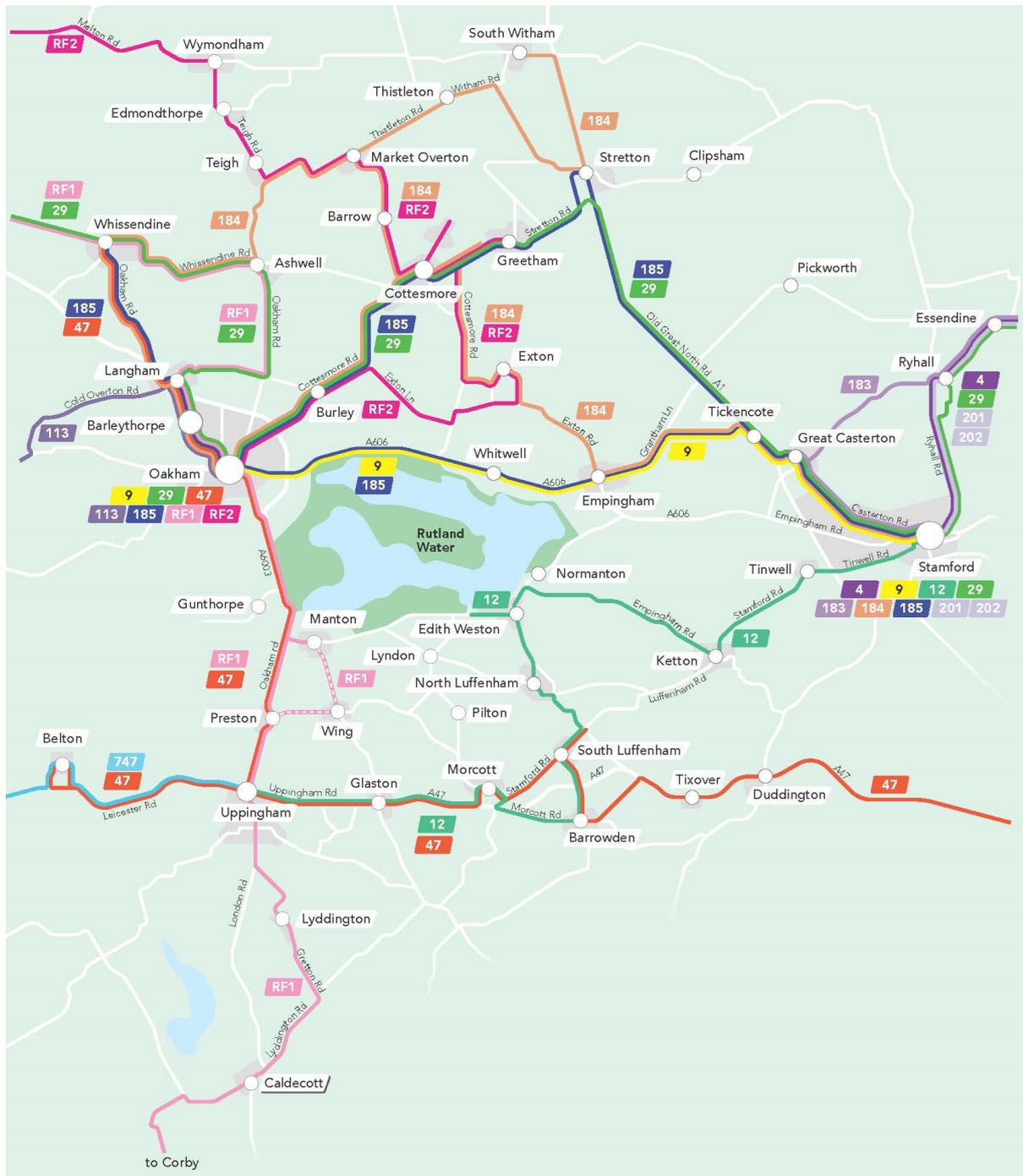
- 9 – Oakham to Stamford (hourly)
- 12 – Uppingham to Stamford via Rutland Water\* (two hourly)
- 113 – Oakham to Melton Mowbray via Somerby and Twyford (two hourly)
- 146 – Oakham Hopper\* (hourly)
- 201/2 - Bourne to Stamford and Peterborough via Essendine & Ryhall (hourly)
- 747 – Uppingham to Leicester\* (hourly)
- RF1 – Melton Mowbray to Corby (supported from Oakham to Corby)\* (hourly)
- RF2 – Oakham to Melton Mowbray\* (two hourly)
- 47 – Whissendine to Peterborough schools via Oakham and Uppingham\* (less than every two hours)

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### **1.5.3 SCHOLAR SERVICES**

- 29 – Essendine to Brooksby College/Melton Vale post-16 Centre via Oakham (less than every two hours)
- 182 - Stamford to Oakham serving Casterton College (less than every two hours)
- 184 - Colsterworth to Stamford serving Casterton College, Stamford Endowed Schools and New College Stamford via North Witham, South Witham, Market Overton & Carlby (less than every two hours)
- 185 – Oakham to Stamford via Whissendine and Cottesmore serving Casterton College and New College Stamford (less than every two hours)

Figure 1: The current Rutland bus network (as at spring 2019)<sup>3</sup>



#### 1.5.4 DEMAND RESPONSIVE TRANSPORT (DRT)

In addition to the conventional fixed route bus services operating in Rutland, we support a demand responsive transport (DRT) service that runs only in response to pre-booked requests. This service is known as CallConnect and covers the eastern half of the county as well as crossing the county border to Stamford in Lincolnshire. The service operates between 07:00 and 19:00 Monday to Friday and between

<sup>3</sup> Excluding the 47 which only operates one return journey daily on weekdays.

08:00 and 18:00 on Saturday in areas without other passenger transport services, or outside of their operating hours. Services do not operate on Sundays or Bank Holidays.

Residents within the CallConnect area can use the service to travel to any location within the service operating area, and if they are travelling further afield they can use the service to connect with other local bus or train services. Users must be registered as CallConnect members – but membership is free. Members can use the CallConnect bus service for any reason and use the service as often as they choose. Fares are broadly comparable with conventional bus service fares.

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### 1.5.5 COMMUNITY TRANSPORT

Voluntary Action Rutland (VAR) operates a voluntary car scheme based in Oakham. Volunteers use their own cars to transport people who are either unable to use public transport, or for journeys where public transport is not available or is difficult. The service is currently financially supported by the council. VAR also has three wheelchair-accessible vehicles (an MPV and 2 minibuses) that are available for community use, either on a self-drive basis or with a volunteer driver. In Uppingham there is also a community bus service which operates 5 days a week...

Various parishes also have informal ‘good neighbour’ schemes, which include arranging lifts for people. Schemes operate in Barrowden, Greetham, Ketton, Market Overton, North Luffenham, Uppingham, Whissendine and Wing.

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### 1.5.6 CONCESSIONARY TRAVEL

We currently provide two concessionary travel schemes to the residents of Rutland. These incorporate the nationally mandated English National Concessionary Travel Scheme (ENCTS) for older and disabled people, together with some local elements that are provided at the discretion of the council. These are summarised in Table 1.

*Table 1: Concessionary travel in Rutland*

Scheme	Nationally mandated elements	Local discretionary elements
Access Travel Scheme	Residents of England who are of eligible state pension age <sup>4</sup> or who have physical, sensory or mental impairments affecting their ability to use public transport and hold a valid ENCTS pass are entitled	Holders of an ENCTS older person’s pass are also able to travel half price on voluntary car schemes operated by Voluntary Action Rutland and other community organisations.

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<sup>4</sup> “Eligible state pension age” for both men and women is the date that a female individual would become eligible to claim her state pension.

Scheme	Nationally mandated elements	Local discretionary elements
	to use any local bus service for free on departures between 0930 and 2300 Monday to Friday, and at any time of day on Saturday, Sunday and Bank Holidays.	<p>In addition, Rutland residents who are eligible for an ENCTS pass can instead choose to receive £44 of travel tokens per year. These can be used to pay for travel on buses, trains and taxi services with participating operators.</p> <p>At present, there are no concessionary travel arrangements in place to allow carers or companions to travel free when accompanying a disabled person.</p>
Travel Aid Scheme	Not applicable	Residents in Rutland who are claiming Job Seekers Allowance and are actively seeking work can obtain a pass through their local Job Centre. This is valid for four weeks and entitles the holder to claim half fare travel on supported local bus services for journeys beginning in Rutland. The concession is valid for buses only.

### 1.5.7 TRAVEL TO HEALTHCARE

Alongside the provision outlined above, eligible residents can access free of charge non-emergency patient transport or assistance with transport costs via the NHS. Rutland County Council does not have any role in the organisation, funding or provision of these services.<sup>5</sup>

<sup>5</sup> NEPT is commissioned by Clinical Commissioning Groups (CCGs), who have to provide services that meet the requirements as set out in legislation. Each CCG can decide who is eligible to receive transport in their area, based on the legislation and associated guidance.

Non-emergency patient transport (NEPT) is usually defined as:

*“non-urgent, planned, transportation of patients with a medical need for transport to and from a premises providing NHS healthcare and between NHS healthcare providers. This can and should encompass a wide range of vehicle types and levels of care consistent with the patients’ medical needs”* (Department of Health, 2007).

Transport is provided both to hospitals, and to hospital services delivered in the community. NEPT is provided solely on the basis of medical needs; social need is not taken into account.

Patients have to meet certain eligibility criteria in order to use NEPT. These are defined as:

- Where the medical condition of the patient is such that they require the skills or support of NEPT staff on/after the journey and/or where it would be detrimental to the patient’s condition or recovery if they were to travel by other means;
- Where the patient’s medical condition impacts on their mobility to such an extent that they would be unable to access healthcare and/or it would be detrimental to the patient’s condition or recovery to travel by other means; and
- Recognised as a parent or guardian where children are being conveyed.

Patients who are not eligible for NEPT, but have a social need for transport can apply to the Healthcare Travel Costs Scheme. The aim of this scheme is to reimburse patient transport costs for travel to hospital or other NHS premises for NHS funded treatment. The scheme is available to individuals on a low income<sup>6</sup> who can reclaim the cost of their travel. The travel must be made using the most appropriate means of transport (defined in most cases as being public transport). If taxi is used, individuals are advised to check whether this is acceptable to the CCG prior to travelling.

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### **1.5.8 RAIL SERVICES**

Rutland has one rail station – at Oakham, which sits on the east-west Peterborough-Birmingham line. Approximately hourly daytime services on that line provide an important direct link for Rutland residents to the cities of Leicester, Birmingham, Cambridge and Peterborough, as well as to Stansted Airport. At the time of writing Oakham also sees a once daily service to and from London serving Corby, Kettering,

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<sup>6</sup>People are classified as being low income if they or their partner receive: Income Support; Income-based Jobseeker’s Allowance; Income-related Employment and Support Allowance; Pension Credit Guarantee Credit; or you are named on, or entitled to a NHS tax credit exemption certificate; or you have a low income and are named on certificate HC2 (full help) or HC3 (limited help) or are awarded Universal Credit.

Wellingborough, Bedford, and Luton. Rutland residents also make use of train stations in Corby, Melton Mowbray, Peterborough and Stamford.

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### **1.5.9 PASSENGER TRANSPORT INFORMATION**

As much of Rutland's bus network is provided with support from the council, we play a significant role (in collaboration with bus operators) in providing bus information for the public, in line with our legal duty. This is done in the following ways:

- Production of a bus times booklet
- Production of printed leaflets for individual services
- Information panels at bus stops
- Council website page with information and links to operators' websites
- Promoting the Traveline telephone number and website

In Oakham bus station and at three bus stops in Uppingham there are also electronic information displays that show scheduled departure times.

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## **1.6 USER NEEDS AND CUSTOMER FEEDBACK**

In spring 2016, the council launched a countywide travel survey that was distributed to all households in Rutland. The aim of the survey was to help understand the travel patterns and needs of residents, in order to help shape and inform future decisions on transport. 3615 completed survey forms were received, representing a 21% response rate. The information from this has been fed into the development of Moving Rutland Forward and this Passenger Transport Strategy. The paragraphs below highlight some particularly pertinent points.

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### **1.6.1 LOCAL BUS SERVICES**

Bus users among survey respondents were generally satisfied with bus services (see figure 2), with 56% rating them as good or excellent. Older people particularly were satisfied (91% (705 respondents) of those over 65 years), which may in part be due to their ability to travel free of charge.

The geographic locations of bus users who were satisfied or dissatisfied provided a mixed view, with people from the same locations expressing satisfaction and dissatisfaction. There were a number of pockets of dissatisfaction highlighted in places that currently have no, or very limited, bus services, such as Braunston and Ridlington. This highlights that for some, a bus every two hours meets their perceived needs, but for others it does not. Nevertheless user expectations need to take account of the rural nature of the county, and what can reasonably be provided in such an area within limited budgets.

Bus users were asked to rate various elements of travel. Their responses are shown in Table 2. In general, these show a positive view of most aspects of bus services in Rutland.

Figure 2: Overall satisfaction with bus services in Rutland (1431 responses)

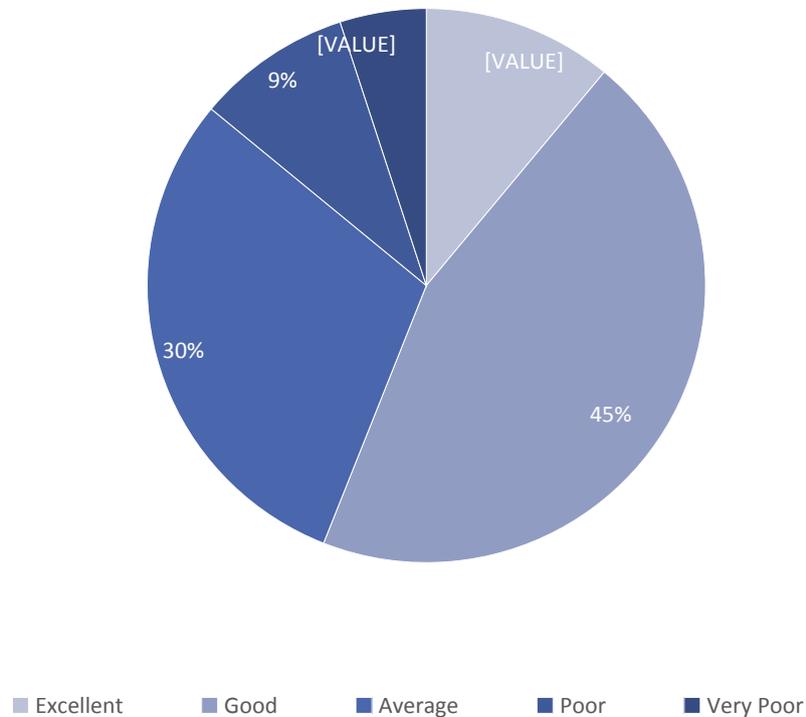


Table 2: Rating of different aspects of bus services in Rutland

% of respondents – actual number of responses in brackets	Excellent	Good	Average	Poor	Very poor	Don't know
Where buses run (1535)	11	40	24	9	5	11
How often buses run (1552)	9	33	26	15	6	11
Journey time by bus (1445)	8	43	30	5	2	13
Appearance of drivers (1462)	9	47	28	2	1	13
Bus information (1364)	5	36	31	9	4	15
Attitude of drivers (1369)	10	44	28	4	2	12
Helpfulness of driver (1489)	11	43	26	5	2	13
Comfort of bus (1496)	6	32	42	8	2	11

<b>% of respondents – actual number of responses in brackets</b>	<b>Excellent</b>	<b>Good</b>	<b>Average</b>	<b>Poor</b>	<b>Very poor</b>	<b>Don't know</b>
<b>Cleanliness of bus (1500)</b>	5	39	38	6	1	11
<b>Safety of travel (1463)</b>	8	45	30	3	1	12
<b>Bus stops (1474)</b>	8	45	27	6	3	11
<b>Cost of travel (1102)</b>	13	18	23	6	3	36
<b>Range of tickets (1090)</b>	5	15	21	4	1	53

Bus users were asked what the impact on them would be if the bus service was no longer available. The most common response (63% - 1014 respondents) was that the car would be used instead. 19% of those responding (298 respondents) suggested they would seek lifts from family and friends. 17% (283 respondents) indicated they would be unable to do their shopping and 12% (194 respondents) said they would be unable to get to see their doctor.

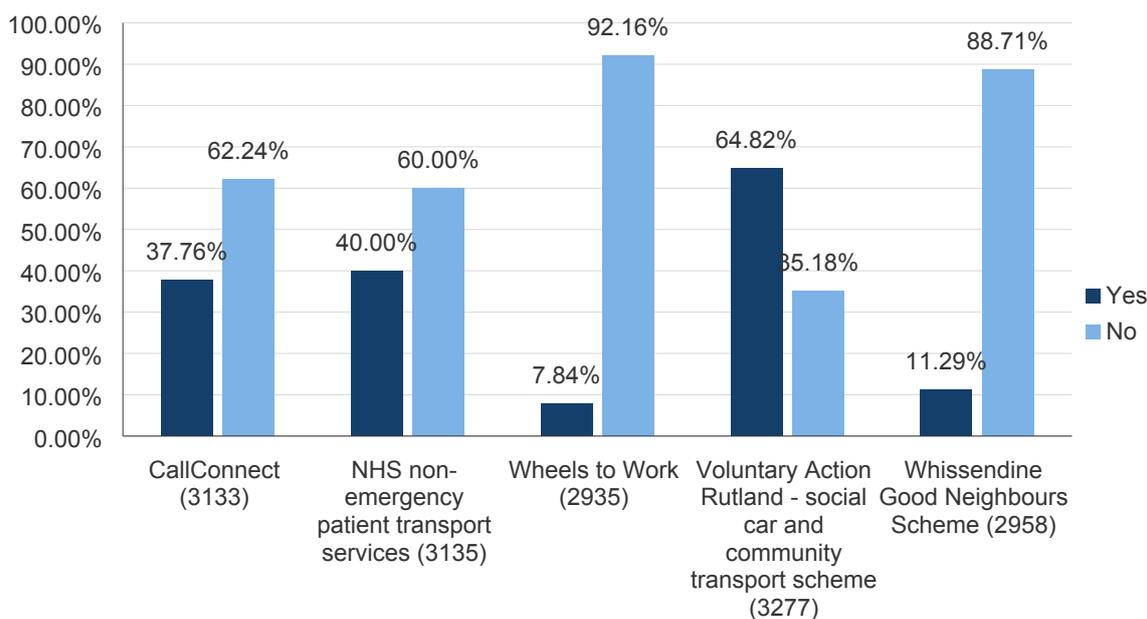
Non bus users were asked why they did not use the bus. 59% (1419 respondents) said this was because they prefer to use the car. There were also comments about buses being inconvenient, taking too long, not running at required times, and not going where they are needed. 833 non-bus users suggested improvements to bus services. A third of these wanted to see new or amended routes and 29% wanted to see more frequent services.

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## **1.6.2 COMMUNITY TRANSPORT AND DRT**

The survey was used to test how well known various services were (see figure 3). There was reasonable awareness (65%) of the Voluntary Action Rutland social car and community transport scheme (the largest of the community transport services in the county). There was also reasonable awareness of smaller schemes such as the Whissendine Good Neighbour scheme. 38% of respondents were aware of CallConnect.

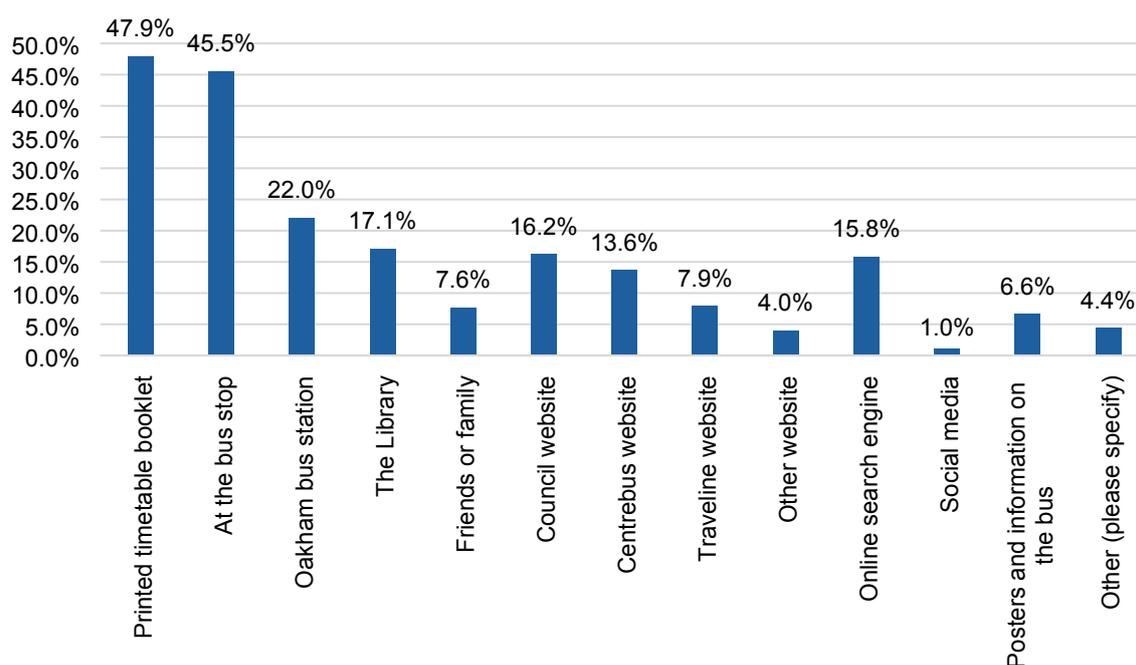
Figure 3: Awareness of alternative transport services in Rutland



### 1.6.3 PASSENGER TRANSPORT INFORMATION

While bus information is available from various sources and in a number of formats, the most important sources of bus information reported by bus users were the printed timetable booklet and information panels at bus stops (see figure 4). Information at Oakham bus station and at libraries was also a significant source. Various online sources of information (including the council's website and the bus operators' websites) were cited by a moderate proportion of respondents.

Figure 4: Information sources for bus users in Rutland (3511 responses)



## 1.7 THE SUPPLIER MARKET

The number of bus companies willing to operate conventional bus services in Rutland is very small. One operator runs the majority of services across the county and two other operators run bus services that pass through the far east of the county. Competition is weak, because demand for passenger travel in the county is limited and dispersed compared to urban areas. The county also lacks depot facilities where operators can base their in county operations.

We have recognised this and have taken some steps to intervene in the marketplace to ensure that we get value-for-money where we are paying for services. The council has an internal fleet of accessible minibuses that we use where cost-effective to meet specialist travel needs (such as school transport and social care transport). We keep opportunities under constant review and may use those vehicles for other purposes when they are not being used for the specialist transport services.

We have also entered into an agreement with Lincolnshire County Council (LCC) for them to operate the CallConnect DRT service that covers east Rutland as well as south Lincolnshire. LCC contracts with an operator to provide the vehicle and drivers needed and handles booking, scheduling and dispatch functions from their 'Matrix centre' in Lincoln.

Lincolnshire County Council has recently established an arms-length operating company with its own vehicle fleet (TransportConnect Ltd). This is primarily intended to run services for Lincolnshire County Council where cost-effective, but has the capability and freedom to operate for neighbouring authorities and private organisations some of the time.<sup>7</sup> This may be potentially useful to Rutland in strengthening the supplier market if it has spare capacity. When new tender opportunities arise RCC issues them to a range of organisations including TransportConnect. They currently operate CallConnect in the east of the county.

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<sup>7</sup> Up to 20% of a teckal organisation's turnover can come from contracts operated for other local authorities or private organisations. Further information on teckal can be found on the CIPFA (The Chartered Institute of Public Finance & Accountancy) website: <http://www.cipfa.org/policy-and-guidance/articles/teckal-the-basics-explained>

### 3. OVERVIEW OF THE STRATEGY

#### 1.8 PRIORITIES

As noted in section 2, where some transport needs cannot be met by the commercial market, the council has to consider whether it should intervene in the market by financially supporting any additional passenger transport services. We therefore need to look at what our priorities for such support are.

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##### 1.8.1 NEEDS OF VULNERABLE AND/OR RURALLY ISOLATED RESIDENTS

Among the overarching aims of MRF (see section 1) there is emphasis on targeting services to meet the needs of vulnerable residents and on supporting a high level of health and wellbeing, including combating rural isolation. Our Passenger Transport Strategy therefore gives priority to addressing these needs.

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##### 1.8.2 ACCESS TO A TOWN

Passenger transport can potentially help Rutland's residents access a range of important services and facilities, including:

- Food shopping
- Healthcare
- Employment
- Education and training
- Social and leisure activities

Our strategy is focussed on supporting passenger transport services that are most likely to enable people to access a range of such services and facilities. Priority is therefore given to trying to ensure that as many Rutland residents as possible are able to reach the core of a town at least once per week. These are typically locations where people can access the broadest range of services and facilities including shopping, health and social facilities as well as some employment and education sites. These locations also have inter-urban passenger transport connections (train, bus or coach) to other towns and cities with a broader range of facilities. As such whilst residents may not be able to access the service they need directly, providing access to a main town can help facilitate an onward connection to services further afield, for example healthcare available in Peterborough or Leicester. To support this, connection opportunities (with other bus and rail services) will be considered when planning any new or revised routes.

Oakham is classed as a main town in the Rutland Local Plan, while Uppingham is classed as a small town. Other main towns that lie just outside Rutland's borders are Stamford, Melton Mowbray and Corby.

### 1.8.3 CORE TIMES

Our strategy focuses on supporting passenger transport trips on certain days of the week and at certain times. In general, these are the times when a range of different journey purposes are likely to be accommodated and demand is likely to be highest, thus giving the greatest benefit to the greatest number of residents within the available resources. We will only consider supporting service runs that depart from or arrive at their first Rutland location between the following times:

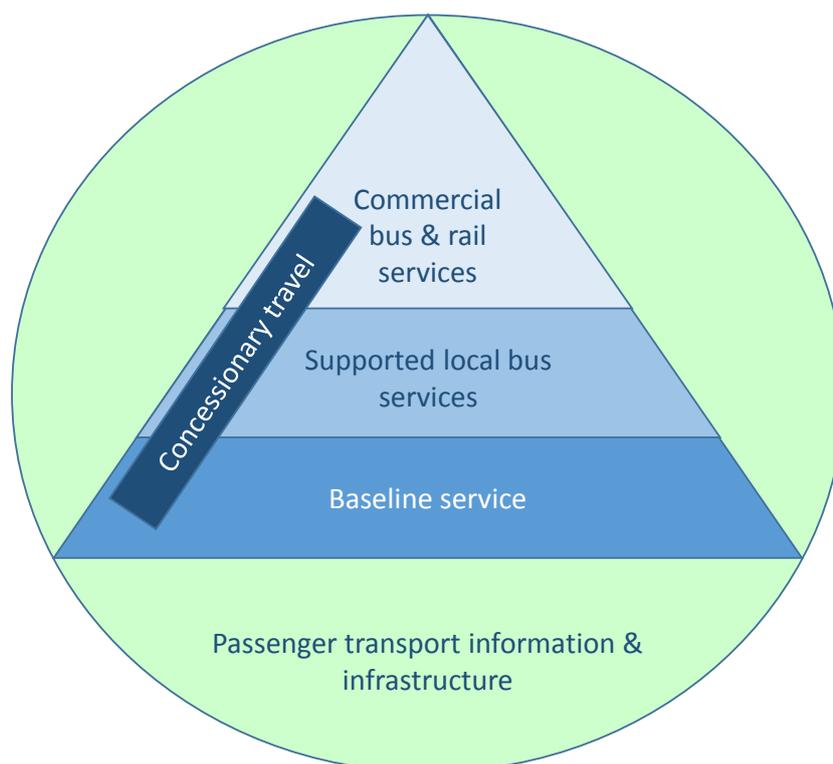
- Monday to Friday 07.00 to 18.00
- Saturday 08.00 to 17.00

We are particularly keen to support services that operate in the morning and afternoon peak periods that can support employment and training.

## 1.9 STRATEGY ELEMENTS

Our Passenger Transport Strategy comprises a number of elements. These are illustrated in figure 5 and summarised below. The main elements in which we are directly involved are described more fully in the following sections of this document.

*Figure 5: Elements of the Rutland Passenger Transport Strategy*



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### **1.9.1 COMMERCIAL BUS AND RAIL SERVICES**

As noted in section 2, there are a small number of local bus services serving parts of Rutland that we do not support financially. These are outside our direct control. However, we will continue to have dialogue with the operators and funders of these services to try to influence them to serve Rutland residents in the best way possible.

Similarly, rail services are outside our direct control, but we will continue to engage with the Department for Transport when new franchises are being specified to try to ensure that the needs of our area are considered. We will continue to engage with station operators, infrastructure owners and train operators on issues that affect Rutland residents or visitors. We will also work with partnership bodies, such as Transport for the East Midlands, to lobby for improvements to services in the region.

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### **1.9.2 BASELINE SERVICE**

In line with the priorities set out above, our highest priority will be to support a basic level of transport service for Rutland residents to facilitate access to a local town at least once per week, where this isn't provided by commercial local bus services and where the town centre isn't within a reasonable walking distance. This is likely to operate for periods within the core times and days outlined above and may comprise of a range of provisions including for example supported bus services, rail services, demand responsive services, community transport, voluntary transport or by supporting communities to develop their own services. It will make provision for meeting the needs of vulnerable people and reach communities that are at risk of social isolation.

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### **1.9.3 SUPPORTED LOCAL BUS SERVICES**

Support for local bus services on top of the baseline service (or package of services) is something that will be considered on a case-by-case basis. The argument for doing this is that the needs of significant concentrations of people who share patterns of transport demand may be better, more cost-effectively served by a fixed-time, fixed-route traditional bus service than by the baseline service (or package of services).

The starting point for decision-making on whether to support a local bus service on top of the baseline service (or package of services) concerns whether the service is, or can be, commercially viable without subsidy. Only if it is concluded that this is not the case will we consider intervening in the market to support a service. Our decision-making on which services to support will be based on a standard objective mechanism that takes account of a number of factors. In line with the priorities set out earlier, services will only be considered for subsidy in the defined core hours.

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### **1.9.4 CONCESSIONARY TRAVEL**

As part of the strategy, we will:

- review whether the discretionary elements of the Rutland concessionary travel schemes provide the best value for money or whether the funding for these elements could be better used to provide an improved baseline service for people living in settlements that currently have no local bus service.
- examine the case for improving the transport concession for people who are disabled or have special educational needs – for example, allowing them to travel for free on local buses before 9.30 am to facilitate access to employment and training.
- keep the arrangements for reimbursing bus operators that carry concessionary passengers under review, to ensure that they are in line with best practice.

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### **1.9.5 PASSENGER TRANSPORT INFORMATION AND INFRASTRUCTURE**

The social, economic and environmental benefits of having passenger transport services operating in Rutland will be maximised if residents and visitors are fully aware of the services on offer. We have identified that in some circumstances a lack of awareness of service availability can lead to individuals being unable to use services.

We will therefore continue to promote and publicise the transport services available in the county, working with commercial operators and other delivery partners. We will regularly review the methods and materials used to disseminate information to the public and will adapt these as appropriate based on market intelligence and feedback. Where possible we will trial new methods of communication and marketing to try and increase awareness. This will be especially important to ensure that people are aware of new services or service changes.

It will be particularly important to work in partnership with other teams within RCC, and organisations outside of the council to share information about existing and new public transport services as widely as possible.

Further information regarding communications will be included within our Transport and Highways Communication Plan – due to be completed during the first year of the Moving Rutland Forward Implementation Plan.

We will also continue to support the operation of passenger transport services by providing and maintaining related infrastructure. For example, we will work with bus operators to provide and maintain suitable bus stop infrastructure and will maintain Oakham bus station. We will also undertake a review of the bus interchange in Uppingham to assess its suitability.

## 4. BASELINE SERVICE

### 1.10 FOCUS

An important aim of the Passenger Transport Strategy is to try to achieve availability of a baseline service (or package of services) that meets a number of essential needs across the county. This will improve equity of service provision as, at the time of writing, the east of the county has the CallConnect scheme to connect rural communities without a conventional bus service to the town of Stamford, while the west of the county lacks such a service. Delivery of this more equitable cross-county service is potentially possible within the existing budget envelope subject to some changes to other services and to the council's discretionary concessionary travel offer.

In line with our statutory duty, a particular priority for a baseline service will be to cater for the needs of people with impaired mobility due to disability or old-age frailty, as well as for people living in social isolation.

### 1.11 DELIVERY OPTIONS

There are a number of options for delivering a baseline service or package of services that have been adopted in different places in the UK. We have examined the strengths and weaknesses of different options, as reported in Appendix B.

Our initial conclusion based on balancing these strengths and weaknesses is that the best baseline service offer for Rutland comprises a combination of a countywide demand responsive transport service (potentially similar to that currently offered through CallConnect in east Rutland) and continued support (although not necessarily in its current form) for community transport voluntary car schemes in the county. This combination offers a worthwhile baseline service to Rutland residents who might otherwise have difficulty accessing key facilities and services, at a reasonable price per person.

Implementation of a baseline service or package of services will be pursued as a budget priority, subject to affordability within the available budget. Further analysis will be needed to determine the most cost-effective model of baseline transport in the early stages of strategy implementation. This will include looking at the feasibility of using the council's internal vehicle fleet as part of the solution during the middle of the day in between their current commitments on school and social care trips. While the vehicles might be available, this may require employment of extra drivers and/or changing the shift patterns of current vehicle drivers.

We will also review how financial support is made available to voluntary car schemes. This will involve looking at focussing such support on trip-making that fits with our priorities, as outlined in section 3. This support could be different to the current provision.

## **1.12 PROCUREMENT OF BASELINE SERVICE**

The exact procurement methods used for moving to a more consistent baseline service or package of services across Rutland will depend on the investigation of the most cost-effective model of baseline transport. However:

- We may work with our neighbouring authority, Lincolnshire County Council (LCC), to deliver parts of the demand responsive transport service if that is likely to give the most cost-effective and affordable solution. Where appropriate, we will reach a service level agreement (SLA) with LCC to ensure that we get the service we need.
- We will review whether and how our own internal vehicle fleet can be used as part of the baseline service during off-peak times.
- We will analyse, identify and use the best model for procurement of vehicles and drivers for any demand responsive transport element of the baseline service, taking account of the state of the market in Rutland.
- We will work closely with community groups providing voluntary car services to help ensure that the services provided are well suited to their target market in Rutland.
- We will review and refresh periodically our financial support arrangements with community groups providing voluntary car services as part of the baseline service. In general, it is likely that our financial support will in future be closely linked to the number of people carried by these services that meet the priority needs for the baseline service.

## **1.13 SERVICE STANDARDS**

### **1.13.1 VOLUNTARY CAR SCHEMES**

Any financial support granted to VAR and, potentially, other community groups operating voluntary car schemes (VCS), will be dependent on them meeting certain standards. These include:

- All volunteer drivers will need to undergo a thorough assessment process by the responsible community organisation before participating in the scheme. This will include but is not limited to:

- An informal interview with the manager in charge of transport
  - An enhanced Disclosure and Barring Service (DBS) check
  - Provision of two references
  - A valid driving licence
- Voluntary car schemes supported by the council will need to have a training programme for volunteer drivers that allows those drivers to meet at least safeguarding, manual handling and first aid requirements.
  - Once part of the scheme, all volunteer drivers will be regularly monitored by the scheme using the following processes:
    - Tax, insurance and MOT paperwork for volunteers' vehicles will be checked annually.
    - Feedback from clients will be logged and if necessary acted upon.
    - Regular volunteer meetings to update drivers about the scheme and provide any required training.

## 1.14 FARES

Fares on any demand responsive transport service will be set by the council and will be related to distance travelled. We will review fare levels periodically to reflect changes in operating costs. Charges for using a voluntary car scheme are set by the community organisation that runs the scheme.

We will consider whether we will accept ENCTS

<sup>8</sup> on any element of a baseline service or package of services and explore whether fares should instead be based on ability to pay, which would allow us to extend free or reduced price travel to those that are most vulnerable across a range of age groups. If adopted this approach could also be applied to voluntary car schemes within the county

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<sup>8</sup> ENCTS passes do not have to be accepted on "services where more than half of the accommodation on the vehicle can be reserved in advance" which is "intended to exclude, amongst other services, many intercity coach services"

## 5. SUPPORTED BUS SERVICES

### 1.15 FOCUS

Financial support for local bus services on top of the baseline service or package of services is something that will be considered on a case-by-case basis. The argument for supporting any conventional local bus services on top of the baseline service or package of services outlined in section 3 is that the needs of significant concentrations of people who share patterns of transport demand may be better, more cost-effectively served by a fixed-time, fixed-route traditional bus service than by the more demand-responsive baseline service or package of services.

This particularly applies to local bus services that operate in morning and evening peak periods when many people are trying to access employment and education / training opportunities, and where the baseline service (or package of services) may not be able to cope with concentrated repeat demand.

We will continue to place as many entitled<sup>9</sup> school and college children on registered local bus services as possible, to maximise cost-effectiveness. Where it is most cost-effective to run buses specifically aimed at school transport, these will continue where possible to be registered as local bus services so that other people can use them if they wish to do so. Such supplementary school transport focussed services will only be operated as long as there is sufficient school travel demand and will not necessarily be subject to the decision-making process set out below.

### 1.16 DECISION-MAKING ON LOCAL BUS SUPPORT

The starting point for decision-making on whether to support a local bus service on top of the baseline service or package of services will be an assessment of whether the service is, or can be, commercially viable without subsidy. As part of this assessment, we will look at whether the service could be re-designed or refocussed. Only if it is concluded that it is not commercially viable as it stands or in a modified form will we consider intervening in the market to support a service. In line with the priorities and focus set out in sections 3 and 5, new or changed services will only be considered for subsidy if they operate within the defined core hours and include or facilitate peak period services.

Where a service option is found not to be commercially viable, there then should be an assessment process to determine the priority that should be given to supporting

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<sup>9</sup> Entitled to home-to-school transport in accordance with legal requirements and/or with policies of the council.

that service. This needs to capture key aspects of the benefits and costs. To this end we have developed the scoring mechanism below for use in Rutland.

Rutland's scoring mechanism ties in with the goals of MRF and ensures that any services we support give good value for money for our residents. To help measure this, the scoring mechanism takes into account current usage levels (using net subsidy cost), potential use from people who don't have access to another service (using the catchment area), and service utility (using the number of travel opportunities provided). Further detail on these measures is provided below:

- **Net subsidy cost per person trip.** This is the main measure of value for money and compares the cost of supporting the bus service with the actual or forecast demand. The net cost part of this measure takes account of what the cost would otherwise be of arranging alternative school transport where the service provides travel to school / college for entitled pupils, and of the additional cost of providing free travel to concessionary pass holders.
- **Number of Rutland residents within the service's catchment area** who don't have access to another direct service to a town by other means (e.g. commercial bus service) and who aren't within reasonable walking distance of a town centre. This measure relates to the number of people for whom a particular service has a high value.
- **Number of weekly travel opportunities to a town within core times.** This captures a key part of the quality of service provided since, for example, a service that runs from Rutland villages into a town 30 times per week is of potentially greater value to the community it serves than one that only runs 10 times per week. Because of the additional journey purposes that are likely to be served by peak period (07.30-09.30 or 16.00-18.00) services, these are double-counted in the scoring scheme.

The objective scoring mechanism we use against each of these measures reflects their relative importance and is sufficiently 'fine-grained' to enable us to differentiate between the merits of different service options. Use of the mechanism will provide a yardstick to enable comparison between services and help inform decisions. The net cost-per-person-trip measure is effectively double the weighting of the other measures (by having a 0-20 scale rather than 0-10), reflecting its importance. The scoring mechanism is set out in Table 3 overleaf.

Table 3: Scoring mechanism for assessment of the case for supporting a local bus service

Measure	Value range	Score
<b>Net subsidy cost per person trip</b>	< £0.25	20
	£0.26 - £0.50	19
	£0.51 - £0.75	18
	£0.76 - £1.00	17
	£1.01 - £1.25	16
	£1.26 - £1.50	15
	£1.51 - £1.75	14
	£1.76 - £2.00	13
	£2.01 - £2.25	12
	£2.26 - £2.50	11
	£2.51 - £2.75	10
	£2.76 - £3.00	9
	£3.01 - £3.25	8
	£3.26 - £3.50	7
	£3.51 - £3.75	6
	£3.76 - £4.00	5
	£4.01 - £4.25	4
	£4.26 - £4.50	3
	£4.51 - £4.75	2
	£4.76 - £5.00	1
> £5.00	0	
<b>Number of Rutland residents within the service's catchment area who don't have access to another direct service to a main town by other means</b>	< 500	0
	501-1000	1
	1001-1500	2
	1501-2000	3

Measure	Value range	Score
<b>(e.g. bus service) and who aren't within reasonable walking distance of a town centre.</b>	2001-2500	4
	2501-3000	5
	3001-3500	6
	3501-4000	7
	4001-4500	8
	4501-5000	9
	> 5000	10
<b>Number of weekly travel opportunities to a town from a Rutland origin within core times<sup>10</sup></b>	95 or more	10
	85-94	9
	75-84	8
	65-74	7
	55-64	6
	45-54	5
	35-44	4
	25-34	3
	15-24	2
	5-14	1
	<5	0

Once a service has been through the scoring mechanism, the resultant overall score (out of 40) will be viewed in the context of a case-for-support rating. This is shown in Table 4 overleaf. This information will be used by council officers to frame a recommendation for the cabinet member and relevant director to consider, alongside any other relevant information. They will then make the decision on whether to financially support a particular service taking that recommendation into account.

In cases where there is a cross boundary route we will undertake scoring for the Rutland element of the route and use this to underpin any discussions with neighbouring authorities regarding the service.

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<sup>10</sup> Peak period service runs are double counted.

Table 4: Case-for-support ratings

Overall service score	Case-for-support rating
25 or more	Strong
20-24	Marginal
<20	Weak

## 1.17 PROCUREMENT OF SERVICES

Supported services will continue to be procured on a service by service basis, either by putting a specified service timetable out to tender or through a negotiated 'de minimis' agreement<sup>11</sup>. Tendering will be the norm, with a de minimis arrangement only used by negotiation with an operator where there is a clear cost advantage for the council or where tendering is unlikely to produce any competition.

Where services are tendered, we will seek tenders for the operation of services on both a minimum subsidy and a minimum cost basis<sup>12</sup>, so a comparison can be undertaken. We will usually specify the free carriage of entitled school pupils within the tender document.

Whether a service is procured through tendering or use of de minimis provisions, we will specify the bus usage and fare data that the appointed operator must provide to us on a monthly basis. This will allow us to monitor service usage and will provide a good information base for any future re-tendering of the service.

## 1.18 SERVICE STANDARDS

All bus services (whether commercial or supported by local authorities) are subject to various legal requirements concerning vehicle safety and driver safety.

In order to ensure a high level of service is delivered across the services for which we provide financial support, we will:

- Carry out regular service spot checks
- Undertake customer satisfaction surveys
- Gather feedback from bus user group members
- Liaise with the bus operators to address any issues raised

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<sup>11</sup> De minimis payments in this context are payments to operators for bus services (or, more usually, parts of services) without competitive tendering. The circumstances in which these may be made are defined in Government regulations.

<sup>12</sup> Under a minimum subsidy contract a bus operator retains any fare revenue taken, while under a minimum cost contract fare revenue is passed to the council.

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### **1.18.1 PENALTIES**

The following penalties will be applied in instances of early or late running, or failure to operate:

No payment will be made for journeys that run early or, through fault of the operator, run more than 30 minutes late or not at all. Payment will be reduced by a third for journeys, which run, through fault of the operator, between 10 and 30 minutes late. For these purposes the price of the contract will be deemed to be spread evenly across the annual or daily operating mileage required to provide the service, as appropriate.

## **1.19 FARES**

Bus fares for supported services will be set in line with those on commercial services in the area. On supported local bus service contracts children's fares will be available at all times. Children are defined by age as being 5 to 15 inclusive. Children under the age of 5 will be carried free of charge provided they do not occupy a seat to the exclusion of a fare-paying passenger.

We will monitor the fares of supported services operating in Rutland to ensure fairness and consistency across routes.

## **1.20 TICKETING**

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### **1.20.1 MULTI-OPERATOR TICKETS**

Multi operator tickets are tickets which can be used on buses provided by more than one service operator. They can make bus use more convenient and affordable, and can help attract new passengers to bus services.

At present there is no multi operator ticket scheme operating in Rutland. However, we support multi operator ticketing and will pursue any opportunities with operators to provide such a scheme in the future. This would have particular relevance in enabling people to connect easily between relevant elements of the future baseline transport service or package of services, and conventional bus services.

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### **1.20.2 SMART TICKETING**

Smart ticketing is where a ticket is stored electronically on a microchip rather than printed on a paper ticket. In most existing smart ticketing schemes, this microchip is embedded in a smartcard, but it could also be on a smart phone.

Smart technology opens up alternative ways of buying, collecting and using tickets that are often easier for passengers. For example, a ticket can be bought online and

loaded onto a smartcard at the start of a journey, or delivered directly to a mobile phone.

Although commercial operators in Rutland do not use smart ticketing technology at present, we will be supportive of any proposals from operators to implement this technology in the future.

## 6. INFORMATION AND INFRASTRUCTURE

### 1.21 PASSENGER TRANSPORT INFORMATION

#### 1.21.1 FOCUS

We recognise that the provision of service information and marketing can encourage more travel by passenger transport, which in turn sustains services and supports network enhancements. The council will work in conjunction with bus operators and potentially Traveline<sup>13</sup> either regionally or nationally to provide information on conventional and demand-responsive bus services for Rutland's residents and visitors. We will also work with the relevant voluntary organisations to help them publicise the community transport services that will form part of the baseline service or package of services outlined in section 4.

Information provision will focus on:

- What services operate in Rutland
- Where services run
- Service times and frequency
- Days of operation
- Costs / fares
- Service providers

Our aim is to ensure that information is:

- Comprehensive and covers all services
- Accurate, up-to-date and reliable
- Easy to understand and available on request in suitable formats to meet Equality Act requirements
- Available at all key stages of planning and making a journey

#### 1.21.2 INFORMATION MEDIA

We will continue to provide information through a number of media. These include printed information and online information, both of which are well used by Rutland residents (see section 2). We will liaise with commercial operators to try to ensure that our respective information sources are complementary rather than duplicative.

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<sup>13</sup> Traveline is the national public transport enquiry service.

Our strategy for passenger transport information includes:

- **Printed information** – At present we produce a countywide bus times booklet and printed leaflets for individual bus services. We will continue to produce and distribute these to appropriate information outlets as long as there is significant demand for them and they continue to be cost-effective. The booklets and leaflets will, as far as reasonably practicable, be designed to conform with best practice as set out in guidance by the Association of Transport Co-ordinating Officers (ATCO).
- **Website** – Our website will be kept up-to-date and will provide information about all local bus services in Rutland and the baseline service or package of services. It will also provide links to bus operators' websites that provide timetable and route maps, ticketing information and full fares information for most routes.
- **Traveline** – Through our website and printed information materials we will promote the Traveline telephone number and website.
- **Information panels at bus stops** – We will work with bus operators to ensure that accurate and up-to-date timetable information is provided at all bus stops within Rutland. This information will be provided in large print, as far as reasonably practicable, and we will work with operators to ensure that principles set out in ATCO best practice guidance are followed to the extent possible. Electronic information displays providing scheduled bus information currently located at bus stops in Uppingham town centre and at Oakham bus interchange will continue to be maintained and operated.
- **Real time information displays** – At present there are no real-time information displays in Rutland. We will keep the potential cost-effectiveness of providing such displays under review.

With the proposed future baseline service or package of services, we recognise the need for marketing and publicity to maximise the benefits and cost-effectiveness. An appropriate marketing plan will be developed and executed as implementation of the baseline service or package of services progresses.

We will continue to monitor usage and user satisfaction with our various information provision actions, and will adjust and fine-tune them based on those actions. This will include undertaking consultation exercises on information provision as required by the Transport Act 2000.

## 1.22 INFRASTRUCTURE

The council will continue to provide and maintain infrastructure that facilitates passenger transport use. At present, this includes bus stop poles and shelters, information display cases, and interchange facilities.

We will also continue to work closely with service operators to identify any problems on the Rutland road network for passenger transport vehicles that could be improved by targeted infrastructure improvements. These might range from measures to reduce junction delays at peak times to filling in pot holes. Any such improvements will be considered based on the potential benefit and cost of making the improvement and of affordability.

## 7. DELIVERY, MONITORING AND REVIEW

### 1.23 FUNDING

The following sources of funding will be utilised to deliver the passenger strategy. However, this is not necessarily an exhaustive list as we are constantly looking to find new ways of funding passenger transport in Rutland.

- Our public transport revenue budget – money allocated from the overall RCC revenue budget.
- Government integrated transport block capital grant – this is non ring-fenced<sup>14</sup> capital funding paid as grant to local transport authorities. Local authorities decide on the specific small-scale infrastructure improvements that it is used for, which can include road safety measures and road improvements as well as passenger transport infrastructure such as new bus shelters.
- Bus service operator grant (BSOG) - grant paid by Government to bus operators to help them recover some fuel costs. Local authorities receive a sum related to the bus services that they support financially. At present, this grant is simply passed on by the council to the contracted bus operators (who historically used to receive it directly). However, in future, we may look at alternative ways of spending it to ensure that it is utilised in the most effective way.
- Other central government grants – these are usually made available through ad hoc competitions between local authorities for specific purposes
- Section 106 agreement contributions from developers - when property developments are brought forward within the planning system, we will consider whether there is a case for the developer to provide funding for specific passenger transport services or related infrastructure to serve the development's area of influence
- Community infrastructure levy (CIL) contributions - we will consider whether some of the Community Infrastructure Levy (CIL) funds due from developments should be used to support the Passenger Transport Strategy
- Contributions from public bodies
- Contributions from schools or colleges
- Contributions from employers

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<sup>14</sup> 'Ring fenced' funding can only be used by a local authority for a specific purpose. Non 'ring fenced' funding can be reallocated by a council for a purpose other than the one that justified its provision.

The council will allocate appropriate budget from these sources to pursue the passenger strategy described in this document. Given the pressures on local authority budgets it is unlikely that available funding from our own public transport revenue budget will increase from the 2017-18 levels for the next few years, and this has been taken into account in developing this strategy. We will look to make maximum use of available funding from other sources as appropriate.

## **1.24 IMPLEMENTATION PLAN**

### **1.24.1 BUDGET**

Rutland's Passenger Transport Strategy has been developed with likely future budget constraints in mind, to ensure that it is deliverable. As noted above, council revenue funding for passenger transport is unlikely to increase above 2017-18 levels for the foreseeable future. The future allocation between different areas within that budget will clearly reflect the budget priorities identified within this strategy document.

### **1.24.2 IMPLEMENTATION TASKS AND TIMESCALES**

The anticipated short-term tasks (along with timings) to be delivered through the Passenger Transport Strategy are shown in Appendix C.

A key early task is to review all service support in accordance with the principles and prioritisation mechanisms defined in this Passenger Transport Strategy. This will include review of services that could form part of the baseline service or package of services (supported bus services, rail services, demand responsive services, community transport, voluntary transport or by supporting communities to develop their own services) and review of concessionary travel arrangements and scope. Implementation of any changes to service support that come out of that review will commence once the review task is complete.

We will continue to support provision of passenger transport information and associated infrastructure in accordance with this Passenger Transport Strategy.

### **1.24.3 CONSULTATION**

This strategy has undergone a 12 week period of public consultation, following which a number of amendments were made to the document. Going forward the council will make some changes to public transport services without additional consultation. These will include, inter alia:

- Small scale changes to public transport services (for example: reduction in travel opportunities of less than 50%, changes to route, changes to timetable, fare increases etc.).

The council will undertake public consultation of at least 3 weeks on:

- Major changes to public bus services that are 100% financially supported by RCC. A major change is defined as: complete withdrawal of a bus service; reduction in travel opportunities of greater than 50%.

However such consultation will not be undertaken if the changes are required in an emergency and are outside of the control of RCC.

RCC reserves the right to consult on other changes if appropriate. Please note however that changes instigated by the incumbent operator on services not 100% supported by RCC are unlikely to involve public consultation due to the timescales involved.

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#### **1.24.4 MONITORING AND REVIEW**

We will monitor usage of the passenger transport services that we support financially on an ongoing basis, to ensure that they are providing good value for money. This will include:

- Getting monthly usage figures from the baseline service providers
- Getting monthly passenger journey numbers on supported bus services from the bus operators concerned
- Getting monthly concessionary travel journey numbers and associated fare data from all service providers and operators that accept concessionary pass holders for free or discounted travel

We will review regularly whether the services we support are giving best value for money within the framework of our legal obligations, or whether improvements could be made.

## 8. APPENDIX A – LINKS BETWEEN MOVING RUTLAND FORWARD (MRF) AND THE PASSENGER TRANSPORT STRATEGY

Table A1: Moving Rutland Forward (MRF) challenges, goals and solutions relevant to the Passenger Transport Strategy

MRF challenge	MRF goal	MRF solutions
<b>Population growth</b>		
PGC1 - Population changes placing additional demand on our passenger transport and highway network.	PGG1 - Passenger transport provisions and a highway network that are resilient and adaptable to changing demand.	<p><b>PGS1 - Reduce the need to drive</b></p> <p>During the early life of MRF we will adopt highway design guidance (produced under a joint local authority initiative) that developers will be required to adhere to. This document, along with our Local Plan, will set out transport and accessibility standards encouraging new development to be appropriately located and designed to enable travel by foot, bicycle or public transport.</p> <p>Additionally, we will develop a local cycling and walking infrastructure plan (LCWIP) setting out our aspirations for cycling and walking infrastructure. The LCWIP will be written during the first 5 years of this plan (see VERS2).</p> <p><b>PGS2 - Assess the capacity of our networks</b></p> <p>Developers are required to produce a highway and transport assessment of all major planning applications. These detail how existing infrastructure and services can accommodate the proposed development, or where they can't, suggest suitable mitigation or provide us with the opportunity to request mitigating measures. This will be particularly important for any future large development proposals that are likely to have more far reaching impacts. In such</p>

MRF challenge	MRF goal	MRF solutions
		<p>cases providing the correct infrastructure and services will be essential for integrating the development with the county, whilst minimising the impact on existing provisions.</p> <p>When carrying out these assessments, developers must refer to the relevant highway guidelines, our LCWIP (once written) and our passenger transport strategy.</p> <p>Over the life of MRF and our Local Plan, we will also provide feedback on development proposals and changes to the highway network within neighbouring counties (and vice versa) – ensuring sufficient consideration is given to the impact of nearby growth, development and infrastructure improvements on our own transport and highway infrastructure and provisions. In addition we will work with Highways England to identify the impact that such growth and development may have on the A1, which passes through Rutland or lobby for necessary mitigation measures.</p> <p>This plan acknowledges historical documents which highlight the desire for relief roads in various parts of our county, for example the A6003 that passes through Caldecott. A bid for any relief road system must be supported by a feasibility study which produces clear evidence of need. Such a study may have significant financial implications associated with traffic data collection and external funding for this exercise should be considered.</p> <p><b>PGS4 - Facilitate an efficient and flexible passenger transport network</b></p>

MRF challenge	MRF goal	MRF solutions
		<p>We will work with commercial and voluntary sector partners to provide a passenger transport service that enables travel to key service centres and health care provisions such as doctor's surgeries and dentist facilities (either by way of a direct link or by providing connections) - enabling residents to access facilities that meet their health and wellbeing needs.</p> <p>To support this, where required service connectivity (with other bus and rail services) will be considered during the planning of new or revised routes. Further detail can be found in our passenger transport strategy.</p> <p><b>PGS5 - Work with partners to provide further transport provisions</b></p> <p>As outlined within our passenger transport strategy, during the life of MRF we will also look at opportunities to work with community, voluntary and other public sector transport providers to maximise the transport offer available to our vulnerable residents.</p>
<b>Learning in Rutland</b>		
<p>LERC1 - Growing demand for home to school transport services.</p> <p>LERC2 - Congestion around schools at the</p>	<p>LERG1 - School transport provisions that serve the needs of our young residents, whilst being cost effective.</p> <p>LERG2 - High levels of walking and cycling to school and college – leading to improved</p>	<p><b>LERS3 - Look at alternative procurement and delivery options</b></p> <p>To ensure we have sufficient transport provisions to meet current and future needs we will continue to be mindful of alternative procurement and delivery options - including the joint procurement of services with neighbouring local authorities, delivering services in house and where possible by utilising local bus services rather than closed contracts.</p>

MRF challenge	MRF goal	MRF solutions
start and end of the school day.	health in our young, reduced congestion on our roads and improved local air quality.	<p><b>LERS6 - Provide the infrastructure needed to encourage walking and cycling</b></p> <p>Lack of safe routes can act as a barrier to walking and cycling. During the life of MRF we will identify if there are any gaps in the network that could (subject to available funding) be filled to enable safer routes to and within our market towns, to schools and colleges.</p> <p>Furthermore, to encourage walking and cycling, we will investigate ways to make the environments for such activities more inviting. This will be covered in our sustainable travel statement (once written).</p> <p><b>PGS1 - Reduce the need to drive</b> (previously mentioned).</p> <p><b>PGS2 - Assess the capacity of our networks</b> (previously mentioned).</p>
<b>Living in Rutland</b>		
LIRC1 - Reliance on the car, due to the rural nature of our county.	LIRG1 - Reduce car dependency within the county – in a way that doesn't hinder access to services or economic development.	<p><b>LIRS1 - Promote sustainable travel options</b></p> <p>It is appreciated that Rutland is a rural community and that in some cases, options such as walking and cycling may not always be possible. However, through the actions that will be set out in our Sustainable Travel Statement, we will encourage residents to consider whether any of their journeys could be carried out by greener, more sustainable means – such as walking, cycling, bus or train. For example, residents in Oakham and Uppingham may have more opportunities to travel via such means and we will investigate ways to encourage this.</p>

MRF challenge	MRF goal	MRF solutions
		<p>Our Transport and Highways Communication Plan (to be developed in the first year of implementation plan one) will also provide detail of promotional campaigns, aimed at encouraging healthier and greener travel options.</p> <p><b>PGS1 - Reduce the need to drive</b> (previously mentioned).</p> <p><b>PGS2 - Assess the capacity of our networks</b> (previously mentioned).</p> <p><b>PGS4 - Facilitate an efficient and flexible passenger transport network</b> (previously mentioned).</p>
<p>LIRC4 - Residents with limited mobility or without access to a vehicle may struggle to access essential services and health provisions and could face social isolation.</p>	<p>LIRG4 - A passenger transport network that caters for our most vulnerable residents</p>	<p><b>LIRS12 - Promote transport provisions</b></p> <p>As identified within our passenger transport strategy, we will continue to promote the transport provisions available in county and will undertake a range of positive promotion and marketing campaigns - to boost usage and raise awareness. This could involve exploring new channels of communication, and providing information in a range of formats. We will also seek to work with partners in order to help raise awareness of these services as word of mouth can be one of the most successful promotional tools.</p> <p><b>LIRS13 - Make services accessible</b></p> <p>To ensure our provisions are accessible, we will constantly seek improvements such as clearer, easier to read timetable information. We will also investigate opportunities to provide additional</p>

MRF challenge	MRF goal	MRF solutions
		<p>concessionary travel privileges for residents with disabilities or special educational needs (further details can be found within our Passenger Transport Strategy); and will seek to identify any opportunities to boost wheelchair accessible taxi provisions within the county – both for residents and visitors.</p> <p>Where required we will also undertake a project specific equality impact assessment and health impact assessment to assess the impact of new transport or highway provisions on our residents.</p> <p><b>LIRS14 - Promote personal independence</b></p> <p>Over the life of MRF we will continue to identify opportunities to develop and promote independence – by continuing to provide, and identify opportunities to expand, delivery of travel training. Travel training is provided to help residents currently unable or restricted in their ability to travel independently, due to learning or physical disabilities.</p> <p><b>PGS1 - Reduce the need to drive</b> (previously mentioned)</p> <p><b>PGS4 - Facilitate an efficient and flexible passenger transport network</b> (previously mentioned)</p> <p><b>PGS5 - Work with partners to provide further transport provisions</b> (previously mentioned)</p>

## 9. APPENDIX B – STRENGTHS AND WEAKNESSES OF DIFFERENT BASELINE SERVICE OPTIONS

There are a number of options for delivering a countywide baseline service that have been adopted in different places in the UK. We have examined the strengths and weaknesses of different options, which include.

- **Local authority subsidised demand-responsive taxi services** linking defined rural settlements with their nearest town. Typically, the local authority will appoint a minicab or taxi company to provide a service from one or two villages to the nearest town at a heavily discounted fare. Services like this tend to operate to a very limited fixed timetable one day per week, with users required to pre-book. As an example, Leicestershire County Council currently operates such services in some villages that have no conventional bus service.
- **Local authority subsidised fixed-timetable minibus services** linking defined rural settlements to their nearest town one day per week, with vehicles serving different groups of settlements on each weekday. Derbyshire County Council has recently contemplated introducing such services, but eventually decided on a more flexible demand-responsive service.
- **Local authority subsidised demand-responsive minibus services**, connecting rural settlements with towns (and potentially with each other), either directly or through connection with inter-urban bus services. This is the type of service that is operated in the east of Rutland and throughout Lincolnshire under the CallConnect brand.
- **Local authority supported community transport schemes** such as voluntary car schemes (VCS) or minibus transport. Voluntary Action Rutland operates a voluntary car scheme across Rutland, and a number of other more local organisations also operate smaller-scale schemes.

Each of these options has strengths and weaknesses. Our assessment of these strengths and weaknesses is set out in Table B1. This takes account of the particular situation in Rutland.

Whilst a countywide model would represent a high standard in terms of service, budgetary restrictions are likely to mean that the baseline service provided is likely to be formed of a package of different options.

Table B1: Strengths and weaknesses of baseline service options

Service option	Strengths	Weaknesses
<p><b>Local authority subsidised demand-responsive taxi based services to nearest town.</b></p>	<p>Contracts can be let such that if there is no demand, there is minimal cost.</p> <p>Can offer a door-to-door service for people with impaired mobility.</p>	<p>Tend to be little-used, as times of travel and destinations served are very limited (for example, some Leicestershire contracted taxi DRT services attract little or no annual patronage).</p> <p>Expensive in terms of subsidy cost per person-trip, particularly where the local taxi market is weak.</p> <p>Requires pre-booking.</p>
<p><b>Local authority subsidised fixed-timetable minibus services to nearest town.</b></p>	<p>Some people prefer a turn-up-and-go fixed timetable service.</p>	<p>Tend to be little-used, as times of travel and destinations served are very limited.</p> <p>Subsidy payable even if there are no passengers.</p> <p>Most cost-effective where services can be operated by local community transport providers under a service level agreement with the local authority. In Rutland, there is minimal capacity within the community transport sector for doing this.</p> <p>No door-to-door service for people with impaired mobility.</p>

Service option	Strengths	Weaknesses
<p><b>Local authority subsidised demand responsive minibus services, serving nearest town, other destinations and connecting with inter-urban bus services.</b></p>	<p>Offers widest travel opportunities in areas of low demand such as rural Rutland.</p> <p>Maximises value of vehicle and driver in terms of trips carried.</p> <p>Can be door-to-door for people with impaired mobility.</p> <p>Offers potential for lower cost per passenger-trip than other options.</p>	<p>Some overhead cost for booking and scheduling service, although in Rutland this can be minimised through partnership working with Lincolnshire CC.</p> <p>Requires pre-booking.</p>
<p><b>Local authority supported community transport schemes</b></p>	<p>Use of volunteers makes operations very cost-effective.</p> <p>A community-driven solution, in line with MRF objectives.</p>	<p>Community transport service provision in Rutland is limited, with voluntary car schemes providing a service to some areas but no minibus-based service offer.</p> <p>Requires pre-booking.</p>

## 10. APPENDIX C - IMPLEMENTATION PLAN

Table C1: Implementation tasks and timescales

Action	RCC lead	RCC support	MRF solution	Time	Funding source
Review of potential baseline transport delivery elements or package of services, supported bus services and concessionary travel support	Transport operations	Transport strategy	<p>PGS2 – Assess the capacity of our networks</p> <p>PGS4 – Facilitate an efficient and flexible passenger transport network</p> <p>PGS5 – Work with partners to provide further transport provisions</p> <p>LEERS3 - Look at alternative procurement and delivery options</p> <p>LIRS13 - Make services accessible</p> <p>LIRS14 – Promote personal independence</p>	Late 2019 onwards	Staff time
Implement revised baseline transport service or package of services.	Transport operations		<p>PGS2 – Assess the capacity of our networks</p> <p>PGS4 – Facilitate an efficient and flexible passenger transport network</p> <p>PGS5 – Work with partners to provide further transport provisions</p>	Early 2020 onwards	<p>Staff time</p> <p>Internal budget</p> <p>BSOG</p> <p>Grant funding</p>

Action	RCC lead	RCC support	MRF solution	Time	Funding source
			<p>LERS3 - Look at alternative procurement and delivery options</p> <p>LIRS13 - Make services accessible</p> <p>LIRS14 – Promote personal independence</p>		
Implement revised supported local bus network and concessionary travel support	Transport operations		<p>PGS2 – Assess the capacity of our networks</p> <p>PGS4 – Facilitate an efficient and flexible passenger transport network</p> <p>PGS5 – Work with partners to provide further transport provisions</p> <p>LERS3 - Look at alternative procurement and delivery options</p> <p>LIRS13 - Make services accessible</p> <p>LIRS14 – Promote personal independence</p>	Early 2020 onwards	<p>Staff time</p> <p>Internal budget</p> <p>BSOG</p>
Provide and maintain passenger	Transport operations		<p>PGS2 - Assess the capacity of our networks</p> <p>PGS4 – Facilitate an efficient and flexible passenger transport network</p>	As required	<p>Staff time</p> <p>Internal budget</p>

Action	RCC lead	RCC support	MRF solution	Time	Funding source
transport infrastructure			<p>PGS5 – Work with partners to provide further transport provisions</p> <p>LIRS1 - Promote sustainable travel options</p> <p>LIRS12 - Promote transport provisions</p> <p>LIRS13 - Make services accessible</p> <p>LIRS14 – Promote personal independence</p>		Department for Transport – Integrated transport block grant
Review Uppingham bus interchange	Highways	Transport Operations	<p>PGS2 - Assess the capacity of our networks</p> <p>PGS4 – Facilitate an efficient and flexible passenger transport network</p> <p>PGS5 – Work with partners to provide further transport provisions</p> <p>LIRS1 - Promote sustainable travel options</p> <p>LIRS12 - Promote transport provisions</p> <p>LIRS13 - Make services accessible</p>	Within first year of implementation plan.	<p>Staff time</p> <p>Department for Transport – Integrated transport block grant</p>

Action	RCC lead	RCC support	MRF solution	Time	Funding source
			LIRS14 – Promote personal independence		
Monitor developments in multi-operator and smart ticketing, and liaise with operators as appropriate	Transport strategy		PGS4 – Facilitate an efficient and flexible passenger transport network PGS5 – Work with partners to provide further transport provisions LIRS1 - Promote sustainable travel options LIRS12 - Promote transport provisions LIRS13 - Make services accessible LIRS14 – Promote personal independence	As required	Staff time
Monitor usage and make service changes to maximise value for money on baseline transport services or package of services.	Transport operations		PGS2 – Assess the capacity of our networks PGS4 – Facilitate an efficient and flexible passenger transport network PGS5 – Work with partners to provide further transport provisions	Annually or as required	Staff time

Action	RCC lead	RCC support	MRF solution	Time	Funding source
Monitor usage and make service changes to maximise value for money on supported local bus network	Transport operations		PGS2 – Assess the capacity of our networks PGS4 – Facilitate an efficient and flexible passenger transport network PGS5 – Work with partners to provide further transport provisions	Ongoing	Staff time
Deliver enhanced and clearer promotion of our public transport provisions	Transport operations		PGS1 – Reduce the need to drive LIRS1 - Promote sustainable travel options LIRS12 - Promote transport provisions LIRS13 - Make services accessible	Ongoing	Staff time Internal budget

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## **Further information**

For further information, or to request this document in an alternative format, please contact us:

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