



# BUS SERVICE IMPROVEMENT PLAN (BSIP) 2021-2026



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**Chalkwell**



***NU-VENTURE***

## SECTION 1 – OVERVIEW

### 1.1 Context and BSIP extent

1.1.1 This Bus Service Improvement Plan covers the whole of the Medway Council area, for which there will be a single Enhanced Partnership.

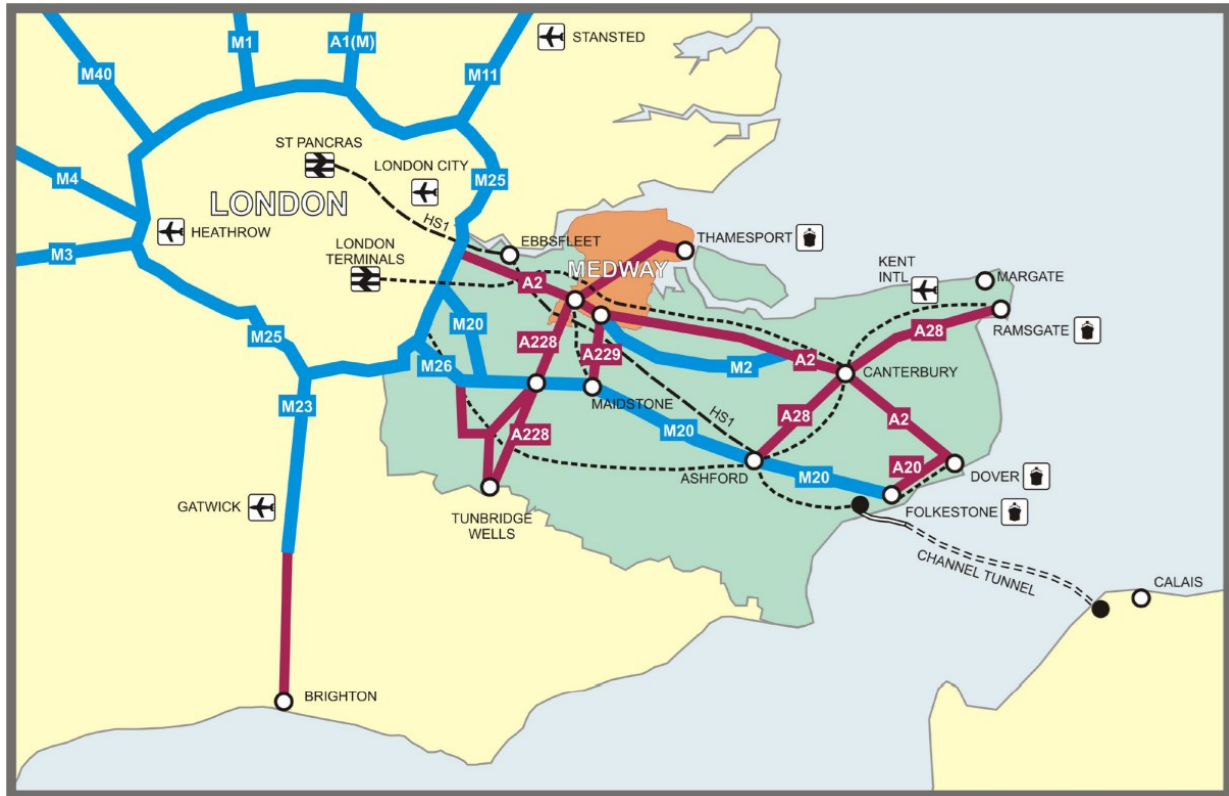


Fig 1- Location of Medway

1.1.2 It is not intended to cover services which are excluded from the English National Concessionary Travel Scheme, even where these may be registered as local bus services in the Medway area.

1.1.3 We are working collaboratively with our colleagues at Kent County Council, who are producing a BSIP for their own area. However, our plans remain separate for a number of reasons:

1. Only a handful of routes offer inter-urban cross-boundary travel.
2. Although the Medway/Kent boundary cuts through the Lordswood and Walderslade areas, with one exception, services crossing this boundary in the contiguous urban area are effectively short extensions of Medway-focussed routes.
3. Medway is primarily an urban area with a small rural hinterland; Kent is a large rural county with a plethora of widely dispersed urban settlements.
4. Medway's socio-economic make up is considerably different to that of Kent as a whole. It is a lower wage economy, while more than 35% of jobs are in lower skilled categories, compared to under 30% in Kent, and even fewer in the wider South-East (*source: ONS annual population survey via nomisweb.co.uk*). Indices of Multiple Deprivation are much poorer in Medway than in Kent (see Appendix 1).

5. As a unitary authority, Medway Council has certain powers that are not available to Kent County Council. These enable Medway's BSIP to include measures around bus shelters, off-street parking, street cleaning and planning policy, which are directly under this council's control. Kent also delegates some functions to districts, including parking enforcement, which in Medway is managed directly.
6. There are some widely differing policies, e.g. current youth fares (cheaper in Kent) real time information displays (largely abandoned in Kent) which would lack consistency within a unified BSIP.
7. If funding granted is less than that bid, there would need to be a complex political process to determine how the reduction is shared between the two authorities. This will slow the delivery phase for both authorities.

- 1.1.4 We remain committed to working closely with our colleagues at Kent, as we always do. For example, some cross-boundary contracted services are managed by Medway, and others by Kent, with each authority contributing funds proportionate to the service mileage in their area. We share a number of systems, e.g. the local Traveline team, the Kent & Medway Connected smartcard, however do not think that a single BSIP is appropriate in this instance.
- 1.1.5 We acknowledge that this places a small extra burden on operators in Medway who will have to participate in two separate BSIPs, but we strongly believe our approach is the right one, for both Kent and for Medway to tailor their plans to their particular circumstances.

## **1.2 Review procedure**

- 1.2.1 We anticipate that this first Bus Service Improvement Plan will be in operation until 2026 which will dovetail with the current third Local Transport Plan.
- 1.2.2 This Bus Service Improvement Plan will be reviewed every six months, and formal changes made annually, to feed into proposals contained within an Enhanced Partnership Plan.
- 1.2.3 We will use our existing quarterly Bus Operators Meetings (described in section 2), or arrange for additional meetings, to agree changes between the council and operators.
- 1.2.4 Full details of governance will be included within the Enhanced Partnership Plan, as required by legislation.

## **1.3 Alignment with wider Local Transport Plan**

- 1.3.1 The current Medway Local Transport Plan covers the period from 2011-2026. It has five overarching priorities which cover many of the aims of a Bus Service Improvement Plan.
- Supporting Medway's regeneration, economic competitiveness, and growth by securing a reliable and efficient local transport network
  - Supporting a healthier natural environment by contributing to tackling climate change and improving air quality

- Ensuring Medway has good quality transport connections to key markets and major conurbations in Kent and London
- Supporting equality of opportunity to employment, education, goods and services for all residents in Medway
- Supporting a safer, healthier and more secure community in Medway by promoting active lifestyles and by reducing the risk of death, injury or ill health or being the victim of crime

## **1.4 Key congestion hotspots listed in the LTP**

1.4.1 Although it is 10 years old, the list of congestion hotspots contained within the LTP largely coincides with those that have been highlighted by local bus operators.

- A229 gyratory junction with former Mid Kent College, Horsted, Rochester
- A2 Corporation Street junctions with The Esplanade & Gas House Road, Rochester
- A2 junctions and link between Chatham Hill and Canterbury Street junctions, Gillingham
- A2 junction with Canal Road, Strood
- A289 link between Four Elm roundabout and Medway Tunnel including Sans Pareil and Anthony's Way roundabouts and exit from Medway City Estate, Strood
- A2/A228 Strood town centre
- A228 junction at Darnley Arch Bridge, Strood
- A2 Star Hill junction with A229 City Way roundabout, Rochester
- A231 Dock Road junction with Wood Street roundabout, Gillingham
- A278 junction with Sharsted Way/Wigmore Road, Wigmore
- A2 junction with Mierscourt Road, Rainham
- A2 junctions with A278 Hoath Way & A289 Ito Way, Gillingham
- B2004 link through Lower Rainham

1.4.2 All bar the first and last have been identified as impacting on bus services, with particular emphasis placed on Strood town centre and its approaches, and the A2 corridor between Rainham and Chatham. In addition, congestion issues within Medway Maritime Hospital spill out and affect a wider area.

1.4.3 The impact of congestion has a negative effect on bus operator costs and the attractiveness of bus is not really covered. Recent trends in congestion require operators to add in additional peak resource which in turn not only slows down journeys but adds additional cost into the business which could have been reinvested in customers.

1.4.4 Conversely, a reduction in bus journey times through bus priorities can be re-invested in extra journeys. A saving of 2 minutes would enable the same number of buses that are needed to run every 12 minutes to run every 10 minutes - a 20% increase in service levels.

## 1.5 Public Consultation with LTP

### 1.5.1 Public concerns obtained from consultation within the LTP included:

- Efficient, reasonably priced, well-linked and timely public bus service from early morning to late evening
- Improvements in bus driver behaviour to passengers
- Ensuring that buses run on time
- No through service, it's a slow process having to change buses at Chatham
- Electronic bus display times should reflect the times of the buses arriving
- More buses at peak times
- The need for more park and ride locations
- Better access across the river

### 1.5.2 Bus operators contributed to the current Local Transport Plan, and even without an Enhanced Partnership, would have been expected to make input into its successor.

### 1.5.3 During the period covered by the LTP, we have delivered:

- A westbound bus lane and traffic signal priority on Corporation Street, Rochester.
- New bus stops have been established close to the relocated Rochester railway station, including pelican crossings to enable passengers to cross the road easily.
- Relocation of the principal eastbound bus stop in Strood town centre, now much closer to the retail core.
- Traffic restrictions on the approach to Chatham town centre, giving buses better access.



Corporation Street Bus Lane and Bus Advance signals

## 1.6 Passenger numbers

1.6.1 Steady growth until 2011/12 has since reversed, although appears to be stabilising. Figures for 2019/20 were partly affected by the start of the Covid pandemic, without which the year may have recorded passenger growth compared to 2018/19.

Year	Total	Year on year change
2004/05	8,288,927	-
2005/06	8,541,020	3.04%
2006/07	8,992,911	5.29%
2007/08	9,179,856	2.08%
2008/09	9,261,812	0.89%
2009/10	9,299,383	0.41%
2010/11	8,573,927	-7.80%
2011/12	9,488,188	10.66%
2012/13	9,272,676	-2.27%
2013/14	9,032,102	-2.59%
2014/15	8,676,271	-3.94%
2015/16	8,709,267	0.38%
2016/17	8,902,079	2.21%
2017/18	8,383,939	-5.82%
2018/19	8,060,018	-3.86%
2019/20	8,022,306	-0.47%

### Medway Bus Patronage (Source: operator submissions to Medway Council)

1.6.2 Similar Department for Transport figures (Table Bus 0109a) show that although Medway has lost bus patronage over the period 2009/10 to 2019/20, the decline has not been as steep as the global figure for England (excluding London). Medway lost only 14.19% of passengers, compared to 16.68% nationally in England.

1.6.3 The reasons for patronage loss are not unique to Medway, and include:

- Reduction in the frequency of commercial services.
- Increasing journey times because of congestion.
- Parking charges and initiatives that encourage car use.
- Changes in shopping habits, particularly the growth in on-line shopping, and loss of major department stores in Chatham and Gillingham.
- Changes to ENCTS eligibility.
- Changes in working patterns, for example working from home, even more so during Covid-19.
- Complicated fares and perceived poor value for money.

1.6.4 Similar patterns of decline can be seen in London and Kent, especially when measured in the number of journeys per head.

Year	England	London	South-East	Medway	Kent
2009/10	88.4	281.8	39.1	35.6	40.2
2010/11	87.7	281.5	39.4	34.3	40.2
2011/12	87.4	283.2	39.8	35.2	40.1
2012/13	85.4	278.6	39.6	33.6	40.7
2013/14	86.7	283.3	40.4	32.9	41.7
2014/15	85.2	276.8	40.0	32.5	38.3
2015/16	82.3	264.3	39.5	31.8	36.8
2016/17	80.3	254.9	39.3	31.2	36.8
2017/18	78.2	252.2	38.4	29.4	35.4
2018/19	76.9	246.7	38.0	29.7	34.0
2019/20	72.3	233.3	36.2	28.5	32.5
10-year change	81.80%	82.78%	92.69%	80.16%	80.73%

Passenger journeys per head of population (Source: DfT Public Service Vehicle Survey Table 0110)

1.6.5 Medway has a higher-than-average share of people commuting by public transport for urban South-East England, as recorded through the 2011 census. A sizeable part of this can be attributed to London-bound commuters, using both rail and coach.

The figures for bus are slightly lower in the urban area, but as the census only records main method of travel, those commuters who use a bus to reach a railway station are not recorded. We therefore believe that the bus mode share is higher than shown.

Mode share for bus in Medway's rural area is higher than the average for rural South-East England.

	Medway urban city and town	SE England urban city and town	Medway rural	SE England rural
Work mainly at or from home	3.53%	5.54%	4.57%	10.44%
Underground, metro, light rail, tram	0.23%	0.31%	0.17%	0.33%
Train	9.28%	6.51%	5.73%	6.79%
Bus, minibus or coach	4.86%	5.26%	3.09%	1.92%
Taxi	0.35%	0.45%	0.33%	0.18%
Motorcycle, scooter or moped	1.09%	0.84%	1.36%	0.77%
Driving a car or van	62.21%	59.66%	73.44%	65.94%
Passenger in a car or van	6.28%	5.05%	5.02%	3.87%
Bicycle	1.18%	3.48%	0.87%	1.61%
On foot	10.46%	12.24%	4.91%	7.40%
Other method of travel to work	0.54%	0.65%	0.51%	0.75%

Mode share for travel to work, 2011 (Source: Nomis <https://www.nomisweb.co.uk/>)

NOTE: These figures are for people in employment only.

## SECTION 2 - CURRENT BUS OFFER TO PASSENGERS

## 2.1 Medway – the area

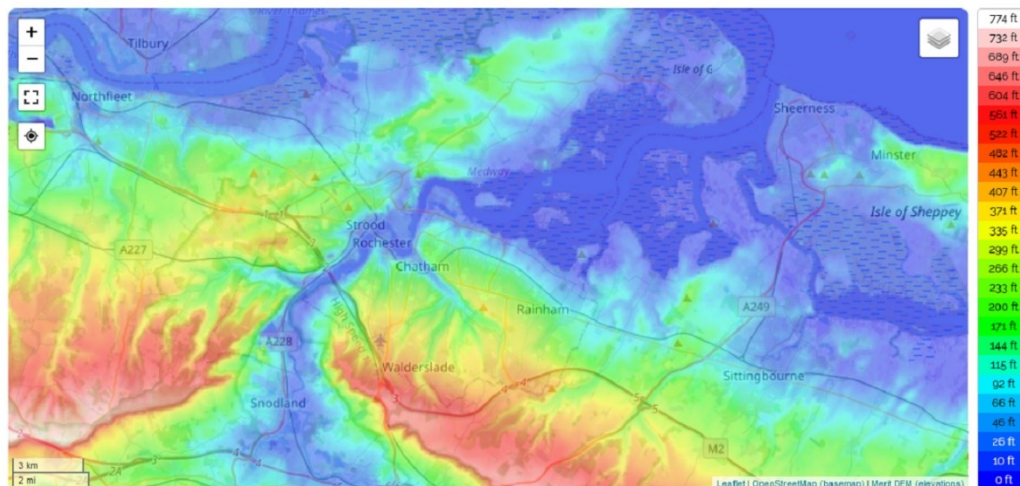
- 2.1.1 The Medway Towns are a polycentric conglomeration of five towns, Strood, Rochester, Gillingham and Rainham, with Chatham at the centre.
- 2.1.2 The topography of the area presents challenges to the transport network, including the barrier of the River Medway (just two crossing points for local users) and a hilly hinterland to the south, rising up to over 175m (500ft) and more reminiscent of the valleys of South Wales or towns either side of the Pennines. To the north is the Hoo Peninsula primarily composing of smallish villages, and industrial areas amongst areas of significant wildlife importance. To the south are the Medway Valley villages of Cuxton and Halling
- 2.1.3 As of 2019 the Medway's population stood at 278,000, which makes the population of Medway larger than places such as Brighton & Hove, Hull, Southampton, and Norwich for example, but without the same retail punch.

### Medway

Source: [topographic-map.com](http://topographic-map.com)

Topographic maps > United Kingdom > England > Medway

Click on the map to display elevation.



Topographic map of the Medway area



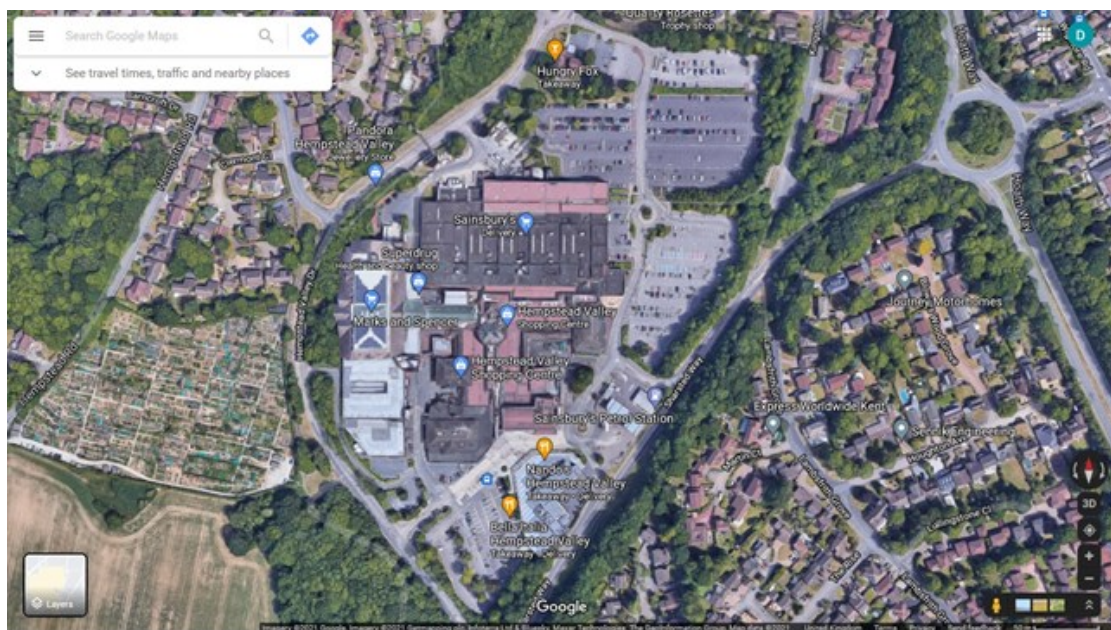
Steep gradients in Chatham

- 2.1.3 Unusually for South-East England the area was heavily reliant on industrial employment, which has declined markedly since the closure of the Royal Navy's



dockyard in 1984. Planning policies of the time established alternative employment sites more related to the trunk road network than their ability to be served by public transport, such as Medway City Estate. Chatham's status as a strong retail centre has also faded over time, now eclipsed by both Maidstone and the Bluewater out-of-town complex.

- 2.1.4 In economic terms Medway has benefited from considerable investment arising from its strategic location within the Thames Gateway Growth Area. A major transformation has taken place around the former naval buildings in Chatham creating the Medway Campus, home to three universities and Mid Kent College. A new community has been created at Chatham Maritime, where £400 million of public and private investment has created a showpiece living and working environment attracting large corporate names, but low usage of public transport.
- 2.1.5 Further economic development sites have come on stream on the Hoo Peninsula at the former brownfield site of Kingsnorth Power Station which is now London Medway Commercial Park with a significant Amazon depot. Medway Council is also creating the Rochester Innovations Park as a hub for start-up firms which is due come on stream in the next couple of years
- 2.1.6 In 2019 Medway received £170 million to upgrade infrastructure on the Hoo Peninsula as part of HIF funding. This will enable Hoo St. Werburgh to be developed further with much needed housing.
- 2.1.7 Hempstead Valley was the first out-of-town shopping centre to open in South-East England, dating back to 1978. Although well-served by bus from the start, the model of copious free car parking has since been replicated to a lesser scale at other retail parks (such as Dockside and Horsted), as planning policies of the day encouraged. This remains a significant challenge to getting people to swap car travel for bus travel.



Hempstead Valley Shopping Centre and associated car parks (Source: Google Earth)

- 2.1.8 While central Chatham remains the single most important destination in the Medway Towns, its dominance has declined significantly. None of the alternative

locations have strong enough demand to justify the same level of comprehensive bus services, so the network remains firmly based on Chatham.

- 2.1.9 The jewel in Medway's public transport crown is Chatham Waterfront Bus Station. Built in 2011 for £9million, over 1,100 services a day depart. Its futuristic design is starting to show initial signs of aging, and will require further investment soon, for example upgrades to passenger information.



Chatham Waterfront Bus Station

## 2.2 Medway bus network

- 2.2.1 The following companies operate local registered bus services within Medway:

- Arriva
- ASD Coaches
- Chalkwell Coaches
- Farleigh Coaches
- Nu-Venture
- Redroute Buses

- 2.2.2 Additionally, the following companies operate longer distance commuter coach/coach services which although registered via the Traffic Commissioner, offer limited or no facilities for local travel.

- Clarkes Coaches
- The Kings Ferry
- National Express

NOTE: Clarkes Coaches, and Kings Ferry are part of the National Express group.

2.2.3 Within Appendix 2 a full list of services is available.

Full size map available at

[www.medway.gov.uk/downloads/file/4094/medway\\_map\\_side\\_web](http://www.medway.gov.uk/downloads/file/4094/medway_map_side_web)



Service details are shown in Appendix 2

## 2.3 The current commercial network

2.3.1 Almost all commercial services are operated by Arriva, largely following long-established routes. The more important services – mostly along main road corridors to large housing estates - run at intervals of 10 to 20 minutes during the daytime, but the night-time economy is not strong, and most services require subsidy to continue beyond early evening. Exceptions include the cross-boundary services to Maidstone and to Bluewater.

2.3.2 Medway Arriva map

Full map available at

[https://www.medway.gov.uk/downloads/file/1849/medway\\_arriva\\_bus\\_network](https://www.medway.gov.uk/downloads/file/1849/medway_arriva_bus_network)



Arriva route network – Services in Medway

- 2.3.3 The majority of Sunday services were supported financially by Medway Council, until a radical uplift in frequencies in 2012/2014 created sufficient demand for many to pass over to wholly commercial operation in subsequent years. Effectively this replicated the Kickstart scheme, with the risk of expansion shouldered by the council, in the expectation that the longer-term potential would relieve the council of the cost of supporting the routes.
- 2.3.4 Lower frequency services fill in some of the gaps, in part relying on school movements at peak times to cover the principal operating costs. Flows of school children are sufficiently strong for a number of commercial journeys to be provided. Medway Council buys season tickets for eligible secondary pupils to use the bus network, in preference to providing contracted transport, while a small network of dedicated closed school routes is funded by the council, as a means of reducing travel by car for non-entitled pupils.
- 2.3.5 However, as costs increase and demand has fallen, some routes have ceased to be commercially viable for Arriva and have passed over to the subsidised network.
- 2.3.6 Two cross-boundary links also operate on a partially commercial basis. Chalkwell Coaches provide a roughly hourly daytime service from Sittingbourne (in the neighbouring borough of Swale) to Medway Maritime Hospital. Most journeys continue onwards to serve Gillingham town centre on the way to Chatham. A faster and more frequent train service (5 trains per hour) also connects Swale with Medway, so the primary focus of the bus service is to connect the smaller villages

not served by the train. Sunday subsidised bus journeys were withdrawn in 2014 because of the exceptionally low level of demand.

2.3.7 Farleigh Coaches operates a resource-led service between Lordswood, Walderslade and Maidstone. Peak journeys are combined with school flows to create a commercially viable core, with some subsidy at other times.

2.3.8 Cross boundary services as at 2017 can be seen on the map below (the last edition prepared by Kent County Council, with funding from Medway Council). The Medway area is indicated by the green shading.



The Medway bus network and links to Kent

## 2.4 The current subsidised network

2.4.1 Medway Council has no stated policy to determine what should comprise the socially necessary network. The primary measure is subsidy per passenger journey.

2.4.2 Current spending is £1.01m per annum (including allowances for cross boundary contracts):

Type of Service	% of spending
All day	43
Evenings	13
Infill journeys	11
School and commuter	10
Sundays	9
Mobility	8
Shoppers	6

2.4.3 The council's planning policies require developers to show how their proposals can be served by public transport. Funding for new or improved bus services is obtained through the Section 106 process.

#### All day services

Timetables are designed to meet as many needs as possible, within the constraints of efficient scheduling. Co-operation with the operator, who provided raw data from the ticket machines, enabled careful replanning to reduce costs on one service, by altering the timetable to run with one bus all day, instead of requiring a second bus for what should have been a busy period, but was no longer affordable for a handful of passengers. The council hopes to repeat the exercise more widely, to inform the next round of tendering.

#### Meeting employment needs

The council has attempted to improve accessibility to the Medway City Estate, where peak hour traffic congestion is a problem. Notably a bus-only link has been created which gives faster journey times from the Strood direction, including easy interchange with trains at Strood railway station. Peak hour service levels have been increased to make travelling by bus more attractive using section 106 funding, although the availability of free car parking is a significant challenge to achieving modal shift.

#### Primarily off peak – shoppers' services

There are a number of smaller estates which are not on the main commercial network and are too far for potential passengers to walk to the main road. While traditionally off-peak demand may have been strong enough to justify a dedicated commercial service, changing societal factors such as more women working, lower motoring costs and the digital replacement of physical services, combined with higher costs have caused some to be unviable. Parts of the routes of these services may in places duplicate the commercial network, but not sufficiently that their role could be replaced by standalone feeder services.

#### Evenings

As noted above, the evening economy is not strong, with the principal destinations either out-of-centre (Chatham Maritime, Medway Valley Park) or beyond the council's boundaries (Bluewater, Maidstone). Indeed, the latter two justify commercial journeys into the late evening, with the Maidstone service having been kickstarted by the council in 2014.

#### Sundays

Many Sunday services are now provided commercially. The principal routes subsidised are the rural services to the Medway Valley and the Hoo Peninsula. Additionally, a route serving the hospital, and a short local service receive subsidy

in the urban area. However, most routes finish around 6pm, and an extension into the evening would be desirable on the core route network, which would better cater for shift workers.

#### Rural routes

Three cross-boundary routes are subsidised, two managed by Kent and the other by Medway. Route 130 provides a link from the Rainham area to Maidstone, while the 151 runs south along the west bank of the River Medway towards West Malling. Here, the principal settlements are also served by a half-hourly train service which runs between Strood and Maidstone, so the role of the bus route is influenced by the need to serve the areas which cannot conveniently access a station. The nature of a valley is that this requires the route to depart from the main road, climb into the hills and return by the same route to the main road.

Route 417 provides a link from Cliffe and Cliffe Woods to the nearest railway station at Higham (Kent) and onward to Gravesend provided by Redroute buses.

#### Infill journeys

These fill in or extend gaps in the commercial operating day and enable a more comprehensive timetable to be presented. Such journeys should meet the council's criteria for cost per passenger journey.

#### Mobility services

A demand responsive service, Medway Mobility, operated by ASD Coaches is provided for people who are frail and elderly, or have a disability, and unable to use conventional bus services. This serves different areas of Medway on specific days of the week, taking people from their doorsteps to the centres of Chatham, Rochester, Strood or Gillingham, plus Medway Maritime Hospital and Hempstead Valley shopping centre.

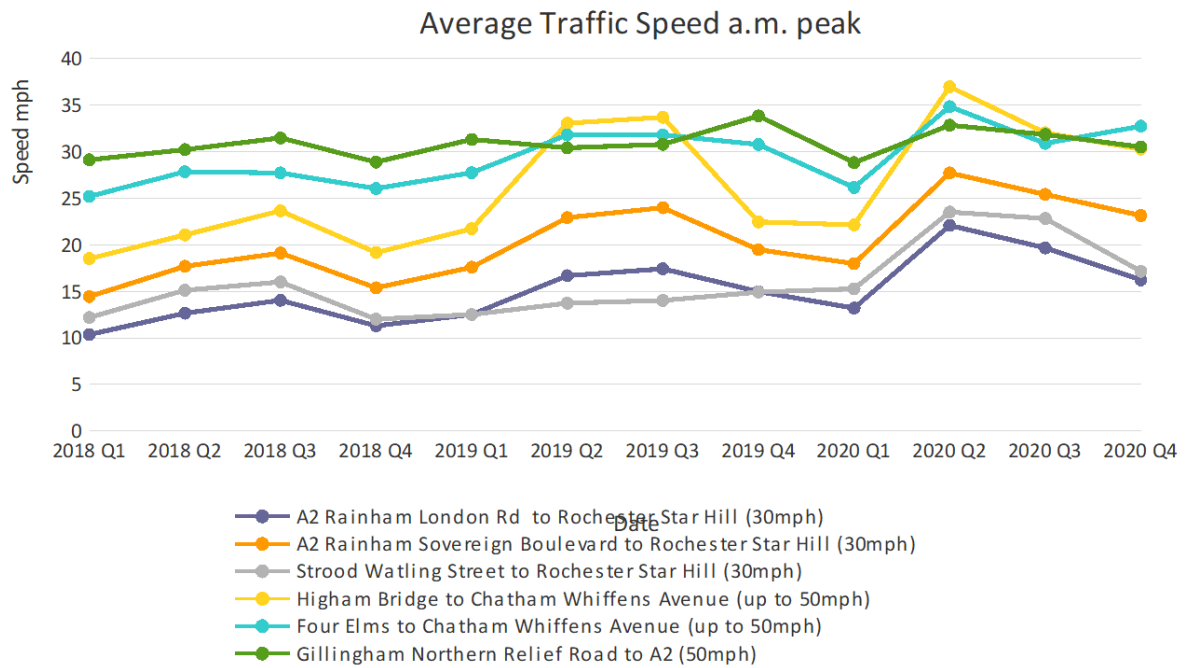
A special shoppers service, M1, runs on Saturdays, on a route serving many sheltered housing complexes, to the step-free Hempstead Valley shopping centre.

#### 2.4.12 Community bus

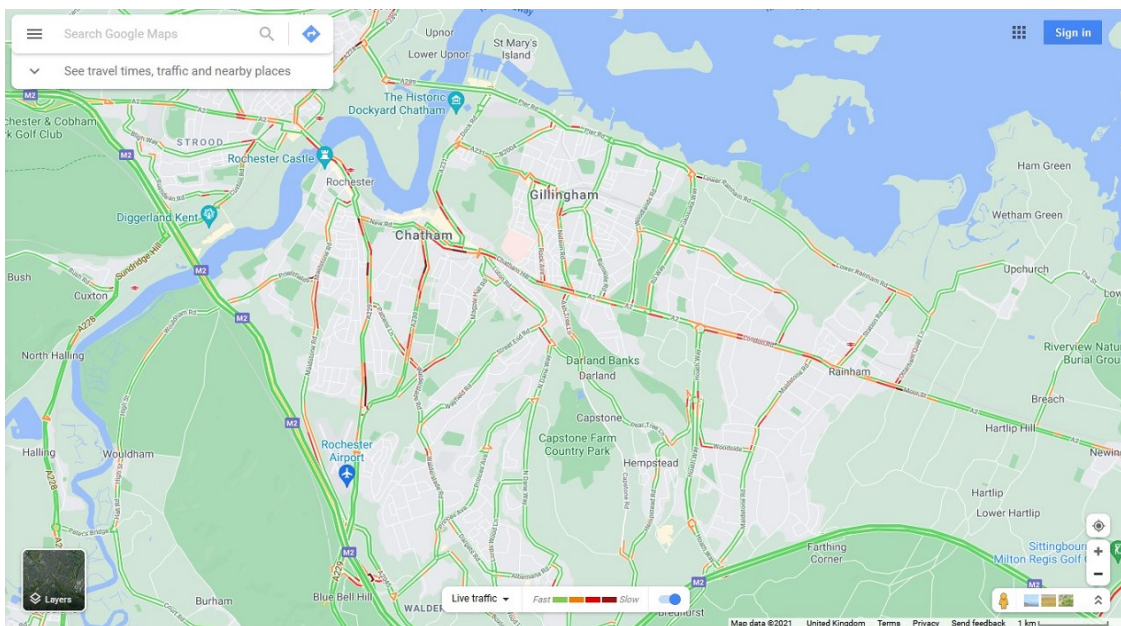
Medway Council funds the Villager community transport scheme, providing vehicles that have volunteer drivers. This has two fully accessible minibuses with seating for up to sixteen passengers, including space for up to three wheelchairs. It runs regular excursions to a range of destinations and offers low-cost minibus hire for local community and voluntary groups.

### **Traffic speeds**

- 2.5.1 Morning peak hour general traffic speeds have been measured consistently on five routes for several years. These are a mixture of roads with speed limits principally of either 30mph or 50mph, as shown in the key below. None are exactly equivalent to a bus route, so a precise comparison is not possible. The increase in speeds during the Covid pandemic will be noted.



2.5.2 A typical pattern of congestion in the morning peak is shown below.



AM congestion (Source: Google)

## 2.6 Bus Lanes

2.6.1 Within Medway there are the following bus priority lanes-

- A2 Chatham Hill (Westbound) -405 metres
- A2 Chatham Hill (Eastbound) – 437 metres
- A2 Corporation Street (Westbound)- 212 metres
- Canal Road Riverside Link- Camera enforced – 125 metres
- A2 Rainham Mark Bowaters (Westbound) – 55 metres
- A2 Rainham Mark Bowaters (Eastbound) – 145 metres
- Chatham Waterfront Bus Station and Waterfront Way- 522 metres



## 2.7 Accessibility to High Frequency services

2.7.1 The table below shows accessibility to high frequency bus services (over 12 minutes during weekdays). The percentage of the total population within 400 metres of these routes are 60%.

Bus Service Level	Dwellings	Total adults	Total population
High Frequency – At least every 15 mins	60%	60%	60%
Medium Frequency – Every 20 mins	21%	19%	19%

High frequency services and population reach

## 2.8 Size and age of fleet used on local bus services

2.8.1 177 buses are used to provide bus services in Medway, including those that run in and out of the area.

2.8.2 The average age from figures supplied by the operators is 11.7 years, with individual fleets ranging from 9.7 years to 14.2 years. This compares to a national figure of 8.8 years, for non-metropolitan areas of England (*Source: DfT Bus Statistics Table 0605*).

2.8.3 Three quarters of these buses meet Euro V or Euro VI emission standards, as shown in the table below.

Emission standard	Quantity	Percentage	National figures 2019/20*
Euro VI	30	16.67%	51%
Euro V	105	58.33%	23%
Euro IV	17	9.44%	11%
Euro III	28	15.56%	16%
<b>Total</b>	<b>177</b>		

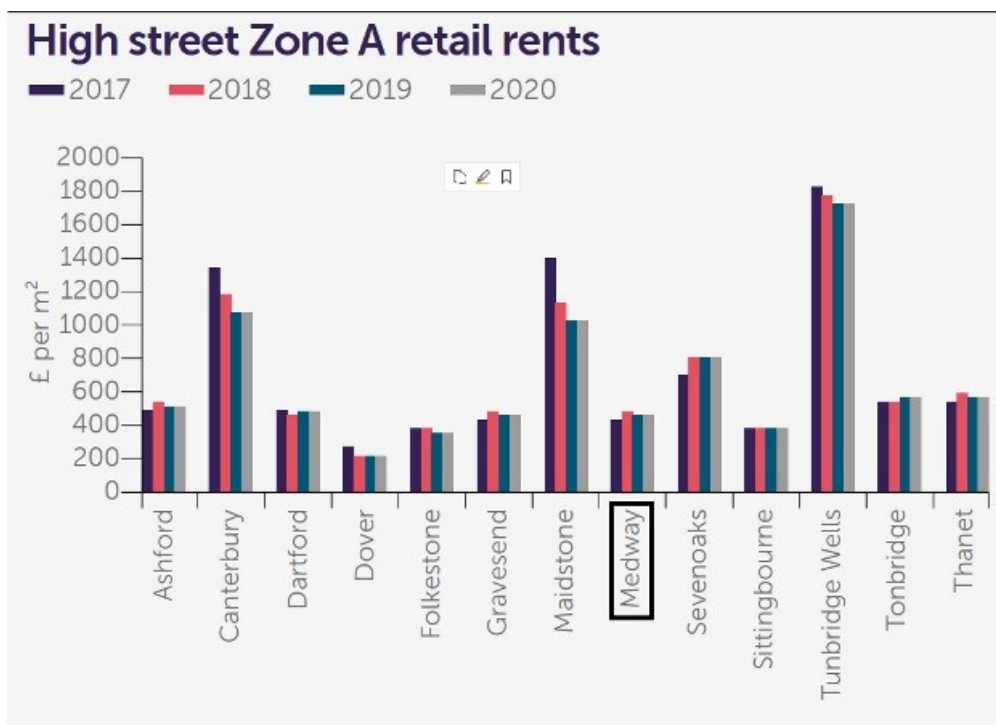
\*National figures sourced from DfT annual bus statistics: England 2019/20

## 2.9 The main barriers to bus usage and growth in Medway

2.9.1 As described above, the main challenges are the dispersal of retail and employment locations, many of which outside the centre of Chatham offer free parking. Since the opening of the M2, the principal road network has changed so that it increasingly bypasses communities, the very place a bus must serve in order to pick up passengers. As a result, car-based journeys are often significantly faster than the bus alternative, as this still needs to travel along roads where passengers can board and alight.

2.9.2 The Covid pandemic has also affected the retail offer in central Chatham, with the large anchor Debenhams store having closed. The lower status of Chatham's retail facilities is illustrated by the cost of retail rents compared to the rest of Kent.

Notably the nearby town of Sittingbourne is less than a quarter of the size of the Medway population, but rents are at similar levels.



Source: Kent Property Review 2020, after Cradick Retail

2.9.3 Further, during Covid, visitors to Chatham town centre have declined, while the area from which they have travelled has shrunk. The effect can also be seen in the secondary shopping centres. However, a long-term project seeks to improve the attractiveness of Chatham as a place to live, work and shop. £4million from the Government's Local Growth Fund in 2017 has subsequently been enhanced with £9.5million from the government's Future High Streets Fund. This is being invested in Chatham to further economic growth, improve housing opportunities with mixed commercial use, create more jobs and provide a vibrant town centre experience.

## 2.10 Typical fares

2.10.1 A tapering graduated fare scale applies on most routes, with return fares (available all day) offering an approximately 25% saving on the price of buying two singles. A short distance single in the urban area is around £1 per km, although Arriva return fares are capped at the equivalent of a day ticket. Nonetheless, this means that a large number of return journeys of just over 3km each way reaches the £5.60 day ticket price, more than the equivalent return ticket on the rail network. However, longer journeys become progressively cheaper, with a return journey between rural Grain and Chatham (of over 50km) costing around 11p per km. Further details are shown in Appendix 3.

2.10.2 Weekly and longer period tickets considerably reduce the cost for regular travellers.

2.10.3 Medway Council funds a Youth Pass scheme, which allows holders to buy child rate single fares in the morning peak, when these are not available commercially.

Versions are available for both under-16s and 16-18 year-olds, and are available for a £10 administration fee. The number of passes in circulation is 2,400.

- 2.10.4 PlusBus tickets are accepted on all contracted routes and Arriva services, except school journeys numbered in the 600 series. These are available to purchase in daily, weekly, monthly and annual versions, issued to/from Strood, Rochester, Chatham, Gillingham and Rainham stations. The Medway PlusBus zone boundary, which is determined by Arriva, excludes much of the rural area of the Hoo Peninsula, but does extend to some destinations just beyond the council's jurisdiction.



PlusBus coverage in Medway (Source: [www.plusbus.info](http://www.plusbus.info))

- 2.10.5 Discovery day tickets are issued and accepted on all local bus routes; these allow travel in most of Medway, Kent, Sussex and beyond.

## 2.11 Contact between Medway Council and bus operators

- 2.11.1 Formal operator meetings are held every quarter, together with monthly meetings to discuss roadworks. These are long-established, and one operator describes them as “a key strength of Medway’s current public transport policies”.
- 2.11.2 As well as local transport officers, there is attendance by officers representing other teams, including streetworks, traffic management and development planning. The emissions team also plays an active role. The format is, in many ways, already achieving the level of co-operation envisaged by an Enhanced Partnership. The small size of the teams involved means that it is often possible to resolve problems with a phone call or two.
- 2.11.3 Informal contact is continuous and wide ranging, while confidential information is shared between parties as appropriate. There is a good working relationship between operators and the council, although that does not mean that there is agreement on every topic.

2.11.4 There are currently two full time equivalent posts totally dedicated to public transport, though as noted other functions are regularly involved. These report to the Sustainable Transport Manager, in turn reporting to the Head of Integrated Transport.

## **2.12 Information for the public**

2.12.1 Medway Council maintains a list of bus services on its website, with timetables available as PDFs, or alternatively as a link to the operators' website. These can be accessed from <https://www.medway.gov.uk/buses>. A comprehensive map is usually produced on an annual basis, in both paper and electronic formats. This shows all stops by name and uses the coloured line method for ease of use.

2.12.2 Where paper timetables are made available by operators, these are stocked in Medway Council premises such as libraries and contact points. The production of timetables for contracted services is a requirement of the contract. Arriva paper timetables usually incorporated contracted journeys on similar routes where these were run by other operators, but this is not the case for digital versions automatically produced from an electronic database.

2.12.3 Arriva offers an app for its services, and smaller operators are examining proprietary options for their services.

2.12.4 The Council works in partnership with Arriva, providing roadside timetable cases for that company to use. The company reciprocates by erecting all bus stop flags, irrespective of operator. Contracted and part-commercial services of other operators are produced by Medway Council, to a consistent standard similar to but distinct from those of Arriva. This helps highlight where the council is providing support.

2.12.5 We also have around 70 roadside real time information screens, including some located at other points of high footfall, including the Pentagon shopping centre at Chatham, Medway Maritime Hospital, the council's main office in Chatham, the visitor information centre at Rochester and at some railway stations. These are TV-screen style and can also be used to display messages and promotional information. Most also provide audio announcements of impending bus arrivals, although are currently reaching the end of their operational lives with failures often occurring.

## **2.13 Barriers to bus usage and growth**

2.13.1 The National Highway and Transport Public Satisfaction Survey (NHT Survey) found that satisfaction with the bus service in Medway was at best average, and in a number of categories, substantially below national averages. The biggest gaps were on the indicators below:

Indicator No.	Satisfaction with:	Satisfaction Medway	Satisfaction nationally
PTIB07	Bus fares	40%	50%
PTIB04	Whether buses arrive on time	49%	56%
PTIB05	How easy buses are to get on/off	59%	63%
PTIB08	Quality and cleanliness of buses	69%	73%

2.13.2 These are key elements which would need to be tackled to attract more users to the bus service.

## 2.14 How we would wish to see this change

2.14.1 We do not regard any area as over bussed. Indeed, our aspirations are for the core route network to offer a bus every 10 minutes for the majority of the day (broadly 0700-1900 on Mondays to Fridays, possibly with a later start on Saturdays). At other times, based on pre-Covid patterns, buses should run every 30 minutes, except on Sundays, when buses should run every 20 minutes during shopping hours.

2.14.2 The secondary network would be more closely tied to the specific locations it serves, which could entail running frequent peak journeys for commuters, providing a clockface timetable for all users, or a tailored timetable to meet social needs, as with our existing routes 156 and 197.

2.14.3 Interchange without fare penalty should be possible, so that the need to change buses to reach some destinations is not perceived as a barrier for passengers.

2.14.4 Our rural network is heavily focussed on the movement of school children, using the largest sized bus possible. This enables off-peak services to be provided at marginal cost, which the change to a smaller vehicle would not create any significant saving.

2.14.5 A change to demand-responsive operation potentially incurs both the full costs of school movements, and a second bus to provide the demand-responsive service. There is currently limited scope to use a smaller bus at peak times, but the situation may change when the proposed new rural town on the Hoo Peninsula comes to fruition.

## 2.15 Parking Policies

2.15.1 Previous planning policies have seen generous free parking provided at out-of-centre locations. This includes:

- Dockside Outlet > 500 spaces
- Hempstead Valley > 2000 spaces
- Horsted Retail Park > 500 spaces
- Medway Valley Park > 750 spaces
- Strood Retail Park 330 spaces
- Bluewater 13,000 spaces

In addition, supermarket car parking is free at most locations.

2.15.2 The council provides off-street parking in the five town centres, and some aimed at London commuters near rail stations and coach pick-up points. Further details are contained in Appendix 4.

2.15.3 Car parks at Globe Lane (171 spaces) and Whiffens Avenue (115 spaces) in central Chatham, and at Britton Farm in central Gillingham (approximately 100 spaces) have all been closed to permit residential development.

2.15.4 Current charges, showing increases implemented in April 2021, are shown below.

**Off Street Parking**

Dependent on the time permitted for a vehicle to stay within the car park, a variation of the below will be

Time Period in Hours	20/21 Tariff (pence)	21/22 Tariff (pence)	Increase %
0-0.5	50	70	40%
0.5-1	100	120	20%
1-2	150	170	13%
2-4	250	270	8%
4-6	350	370	6%
6+	520	540	4%
48	1000	1020	2%

**Rochester Riverside MSCP**

Time Period in Hours	20/21 Tariff (pence)	21/22 Tariff (pence)	Increase %
0-1	100	120	20%
1-2	150	170	13%
2-3	200	220	10%
3-5	250	270	8%
5-15	600	650	8%

**On Street Parking**

Dependent on the time permitted for a vehicle to stay within each parking location, a variation of the below will be charged:

Time Period in Hours	20/21 Tariff (pence)	21/22 Tariff (pence)	Increase %
0-0.5	50	70	40%
0.5-1	100	120	20%
1-2	150	170	13%
2-4	250	270	8%
4-6	350	370	6%
6+	520	540	4%
48	1000	1020	2%

**Multi Storey Car Park (Brook & Pentagon)**

Time Period in Hours	20/21 Tariff (pence)	21/22 Tariff (pence)	Increase %
0-1	100	120	20%
1-2	150	170	13%
2-3	200	220	10%
3-4	250	270	8%
4-5	300	320	7%
5-6	350	370	6%
6+	520	540	4%

Medway Council – Pay and Display charges from 1 April 2021

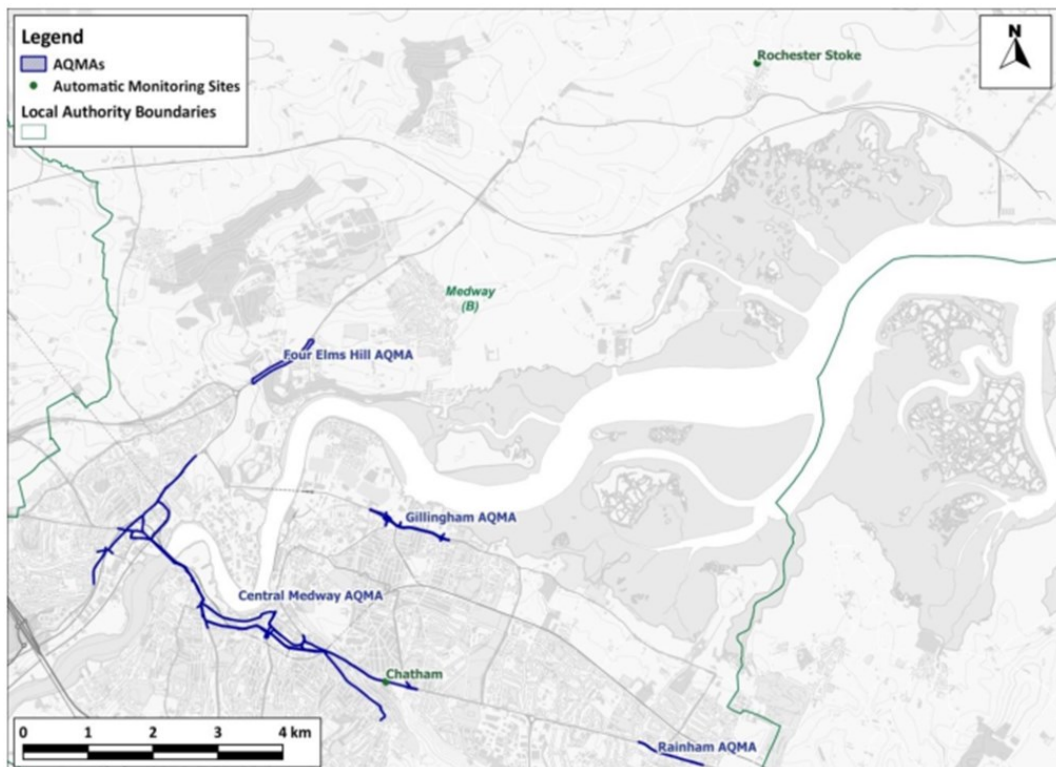
2.15.6 Parking enforcement is undertaken by Medway Council's parking team of 33 enforcement officers. The team regularly work from 0700 to 0100.



Medway Council CCTV Enforcement Vehicle

## 2.16 Air Quality and Climate Change

- 2.16.1 Medway has four AQMAs (Central Medway AQMA, High Street, Rainham AQMA, Pier Road, Gillingham AQMA and Four Elms Hill, Chattenden AQMA), all for exceedances of the annual mean nitrogen dioxide objective.



Map of Automatic Monitoring Sites and AQMA locations within Medway

- 2.16.2 When last reviewed in 2020 ([www.medway.gov.uk/downloads/file/5577/air\\_quality\\_annual\\_status\\_report\\_2020](http://www.medway.gov.uk/downloads/file/5577/air_quality_annual_status_report_2020)), it was found that although the AQMA declared at Gillingham consistently records concentrations below the AQO, it was recommended that the AQMA remain in place due to ongoing development at Chatham Docks.
- 2.16.3 Medway Council's Air Quality Strategy [www.medway.gov.uk/airquality](http://www.medway.gov.uk/airquality) recognises that "A more frequent bus service, with more modern low-or zero-emission buses, can contribute to air quality goals, by attracting passengers who would otherwise use a car." It includes three indicators relevant to bus services:
- Measure no. 6 - Increase proportion of Euro V, and subsequent (or equivalent) buses in fleet
  - Measure no. 7 - Increase bus patronage
  - Measure no. 8 - Improve bus flow and reliability
- 2.16.4 These are entirely compatible with the Bus Service Improvement Plan. It was estimated that these actions could reduce emission levels by 5%.
- 2.16.5 The Council have included reference to the Bus Service Improvement Plan in the recently adopted Climate Change Action Plan for Medway, see [www.medway.gov.uk/climatechangeplan](http://www.medway.gov.uk/climatechangeplan).
- 2.16.6 The action plan seeks to "reduce emissions from road transport by promoting and facilitating the uptake of electric and ultra-low emissions vehicles, encouraging modal shift through enhanced sustainable infrastructure, and tackling congestion hotspots."
- 2.16.7 It acknowledges the challenge of "Identifying and securing funding for initiatives and working with private companies in a challenging commercial environment as the economy recovers from the COVID-19 pandemic."
- 2.16.8 Actions within the plan that relate to the Bus Service Improvement Plan include:
- 6.2 *Continue to deliver bus infrastructure improvements and explore opportunities to facilitate the use of ULEV on bus routes in Medway.*
  - 6.2.1 *Maintain productive relationships with local bus operators with a view to establishing a 'Bus Improvement Plan' and introduce data reporting to include fleet comparison and journey time information.*
  - 6.2.2 *Explore opportunities for phased uptake of ULEV on supported bus routes.*
  - 6.2.3 *Work with local bus operators to develop a strategy that facilitates the introduction of electric buses in Medway, including the identification of funding opportunities at national level.*
  - 6.5 *Tackle congestion hotspots through Variable Message Signs (VMS), traffic signal infrastructure and programming upgrades and smart cities initiatives.*
  - 6.5.1 *Improvements to the operation of traffic signal controlled junctions and crossings through programming changes or upgraded equipment.*
  - 6.6 *Continue with our proactive and dedicated approach to improving air quality across Medway through the delivery of the Air Quality Action Plan.*
- 2.16.9 Medway Council will continue to seek additional funding from government and other available sources to improve fleet standards, whether that be retrofitting to Euro VI, or contributions towards the costs of new low or zero-emission vehicles thus allowing timely improvements to the AQMAs.



## SECTION 3 - HEADLINE TARGETS

### 3.1 Reported Targets

This section will set out targets for improvements to bus services and how they will be monitored. These will be confirmed in advance of submission to the DfT in October following agreement with operators.

Although the targets will be agreed with operators in principle and indicate aspirations, these will be subject to change through the establishment of the Enhanced Partnership.

Targets	2018/19	2019/20	Target for 2024/25	Description of how each will be measured
Journey time			OPERATOR SUGGESTION	Data from ABOD Timings between key points 132- Rainham White Horse- Chatham 101- Tiger Moth- Chatham?
Reliability			98%	Data from ABOD Number of journeys run
Passenger numbers	8,060,018	8,022,306	8,000,000 Pre covid figure	Data from operators
Average passenger satisfaction	57%	58%	65%	NHT Survey (see below) – PTIB06 – measure of satisfaction with the local bus service overall. This generally scores lower than the Transport Focus survey, which is usually a smaller sample size.

### 3.2 Potential Targets

#### 3.2.1 Targets using data supplied by operators

- *Passenger numbers*  
No. of passengers (Medway area)  
No. of passengers boarding at Chatham bus station
- *Reliability*  
Percentage of journeys operated  
Percentage of journeys tracking\*  
Percentage of journeys on time\*  
Percentage of journeys late\*  
Percentage of journeys early\*

\*These figures are automatically available from the government's ABOD (Analyse Bus Open Data) service. Operators could choose to supply their own figures if they do not wish to use the ABOD data (but should explain why).

- *Euro engine standard*

(Consistent with Measure no. 6 in the Medway Air Quality Strategy:  
Increase proportion of Euro V, and subsequent (or equivalent) buses in fleet).

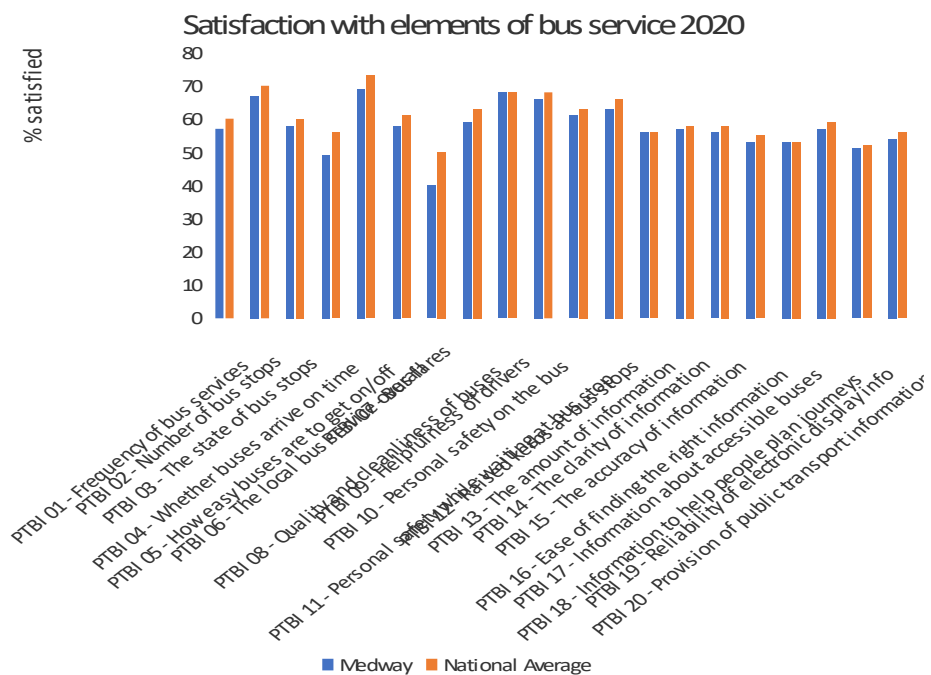
### 3.2.1 Targets using data supplied by the council

- Roadworks on network  
No. of planned roadworks notified to bus operators  
No. of planned roadworks not notified to bus operators  
No. of emergency roadworks affecting bus operators
- Percentage of shelters cleaned (or number and target) from Clear channel
- Percentage of Real Time Information displays working  
OR %age of stops with information
- Percentage of shoppers travelling by bus to Chatham town centre

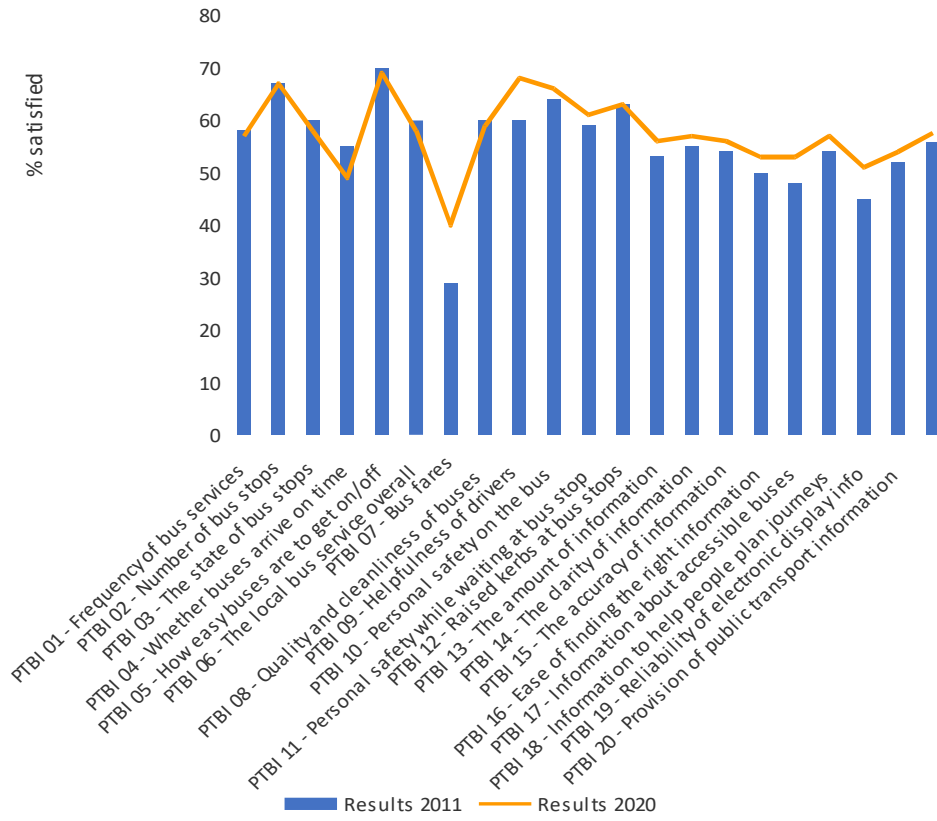
## 3.3 Passenger Satisfaction

3.3.1 Medway Council participates in the National Highway and Transport Public Satisfaction Survey (NHT Survey - <https://nhtnetwork.org/>), which measures public satisfaction on various aspects of highways and transport. Currently 109 local transport authorities are surveyed, enabling benchmarking of individual authorities against national trends. Medway's figures are derived from 1171 public responses conducted in spring 2020.

3.3.2 In most categories, there has been a small improvement over the last 10 years, though current results show that Medway is slightly below national figures. The lowest level of satisfaction, both nationally and in Medway, is for fares.



### Trends in Bus Satisfaction



## **SECTION 4 – DELIVERY**

### **4.1 Medway's BSIP Goals**

- 4.1.1 This is the main body of the Medway's BSIP. Its purpose is to explain how the requirements set out in the Strategy are to be delivered. The purpose of this section is for the BSIP to set out detailed policies in each of the areas, explain delivery in more detail and how they each will work together to improve local bus services.
- 4.1.2 This section explains in more detail the items listed in the standard template as required in the specific format laid down by DfT. This template can be found in Annex A.

### **4.2 What does success look like?**

- 4.2.1 Around two-thirds of Medway's population will be within easy access of a high-frequency core route bus service, which runs every 10 minutes during the daytime, and at no less than every 30 minutes in the quieter periods of the day.
- 4.2.2 Less frequent routes will provide for local needs, offering opportunities to interchange with the core route network, while still providing through links to key destinations.
- 4.2.3 Most bus stops will be protected with bus stop clearways, and all will be accessible to people with physical impairments. Shelters are at many stops, often with real time information displays, though such information is always available by app, covering all bus routes. Paper-based information remains at many stops to provide reassurance in a clearer format as possible.
- 4.2.4 Passengers can travel by tapping in and tapping out a bankcard and other payment media, or a pay as you go smartcard for younger travellers. Fares will be simplified to a small number of zones, and there will be no penalty for changing en route, irrespective of operator.
- 4.2.5 It will still be possible to pay with cash for the foreseeable future for individual journeys on board, both to cater for the estimated 1.2 million adults without a bank account (source: UK Finance), and to allow for the sale of multi-person tickets (e.g. family fares, as part of commitment to a child-friendly Medway) and tickets to travel beyond the local area (e.g. Discovery ticket). Foreign visitors may also benefit if their cards cannot be read in the UK.
- 4.2.6 Fare caps will apply to ticketless transactions, and the government-controlled railway will participate on equal terms.
- 4.2.7 As buses receive priority at traffic lights, together with the extra attention given to parking enforcement and management on the core route network and bus lanes on the busiest corridors, buses offer a consistent reliable journey time throughout the day.
- 4.2.8 Audio-visual information provides passengers with confidence as to where the bus is heading and lets them know in good time as it approaches their stop.

- 4.2.9 A fleet of lower-emission buses is steadily being replaced by zero-emission ones, as the technology develops so that they can cope with a long operating day, and the challenging topography of the Medway Towns.
- 4.2.10 Coupled with increases in walking and cycling, local destinations will predominantly be reached without needing to use a car.

### **4.3 Make improvements to bus services and planning**

#### *4.3.1 More frequent and reliable services*

##### 4.3.1.1 Review service frequency

Post covid we will aim to have suitable frequencies on the core route network during the day and depending on route this could be in the range of 10-15 minutes. This will be ascertained with operators on a route-by-route basis.

Suitable frequencies for other periods could be up to every 20 minutes during Sunday daytimes, and up to every 30 minutes in the evening.

We need to ensure that we are pragmatic with the level of funding that we receive to ensure that the right level of provision at the right times and there maybe enhancements on “flagship” routes.

Other routes will be considered on individual merits. There is an expectation that some routes are unlikely to recover to pre-Covid patronage levels and will require public support to continue operating. We will analyse such routes to understand whether the current timetable should be continued, or whether changes need to be made to match it more closely to the new level of demand. The amount of funding available will determine what can be achieved.

We work closely with our colleagues at Kent County Council and would expect to improve some cross-boundary services on a joint basis.

##### 4.3.1.2 Increase bus priority measures

The primary locations for delay identified by bus operators coincide with those contained in our Local Transport Plan. That a number remain emphasises that there are no easy solutions, as well as competing demands, e.g. improvements for pedestrians and cyclists, which may have negative impacts for bus services.

Better parking enforcement and roadworks management will reduce casual disruption for buses, while improving the use of traffic signal technology will increase throughput of people (but not necessarily vehicles) at junctions.

Bus stops on core routes should be protected by Bus Stop Clearways, unless self-enforcing measures such as bus borders are used.

#### 4.3.1.3 Increase demand responsive services

We currently provide the Medway Mobility service, a demand responsive service for people who are frail and elderly, or have a disability, and unable to use conventional bus services. This serves different areas of Medway on specific days of the week, taking people from their doorsteps to the centres of Chatham, Rochester, Strood or Gillingham, plus Medway Maritime Hospital and Hempstead Valley shopping centre.

While it fulfils a specific need, the cost per passenger journey is considerably higher than for conventional public transport. We understand that the high costs have seen off all commercial provision of demand responsive services in urban areas, even those that used non-PSV minibuses. Subsidy requirements would therefore be multiple times the limits we work in for conventional services.

However, there may be scope for a demand responsive service to provide a better level of service for the Isle of Grain, in conjunction with planned growth on the Hoo Peninsula for a new rural town. A frequent conventional bus service between Chatham and Hoo would continue to operate, but beyond Hoo, it could perhaps become a connecting DRT service, only setting down as needed, rather than following a fixed route.

DRT may also have a role in establishing demand at new developments, before fixed bus services are established. This could include employment sites as well as residential areas. However, within the urban area, the role of moving small volumes of people is more effectively met by established DRT i.e. taxis.

#### 4.3.1.4 Consideration of bus rapid transport networks

The dense urban nature of the Medway Towns and limited roadspace means that establishing exclusive routes for bus use is difficult. However, there is scope for the new development on the Hoo Peninsula, which is supported by Housing Infrastructure Funds, to be connected by a Bus Rapid Transit system. To be truly successful, priority needs to be created within the urban area too.

#### 4.3.2 *Improvements to planning / integration with other modes*

##### 4.3.2.1 Integrate services with other transport modes

Frequent bus services stop outside Rochester and Chatham stations, and close to Gillingham station. Strood station is directly served by one half-hourly route, with other services a short walk away, or alternatively easily available at Rochester station (it is not possible for the majority of bus routes to serve both Strood town centre and the railway station in an effective manner).



Bus stop outside Rochester railway station

Rainham station receives dedicated services at peak commuter times, and a limited service at other times. Unfortunately its location does not make it practical to divert other routes to stop more closely, as it would add a significant time penalty to the journeys of all other passengers. It is approximately 500m to the bus stops on the A2, from where frequent services operate.

Trains are sufficiently frequent during the day, that it is neither practicable nor necessary to make specific connections. In the evenings, trains continue to run at reasonable frequencies, but with three London origins (Victoria, St Pancras and the Thameslink route via London Bridge), it does diffuse demand on any particular train for onward connections.

A survey of passengers on the subsidised 783 commuter route from Rainham station found that the majority of customers wanted connections with Victoria trains. The timetable was redesigned to achieve this, but it is unclear that such action could be undertaken on evening routes.

The Medway PlusBus ticket can be purchased as an add-on to rail travel to Strood, Rochester, Chatham, Gillingham and Rainham stations.

On the Medway Valley Line station at Halling, there are bus stops immediately outside the station. However, co-ordination of bus and rail timetables is difficult, because both modes require to make more important connections at other locations. The station at Cuxton is on a cul-de-sac some 250m from the nearest bus stops on the main road. There are no turning facilities for buses at the station, and even rail replacement buses only stop on the main road. However, both Halling and Cuxton stations have small catchment areas, and are used by fewer than 2000 people per week, according to figures from the Office of Rail and Road.

#### 4.3.2.2 Simplify services

The core route network provided by Arriva is the building block for other services. It is relatively simple, radiating out from Chatham. However, the polycentric nature of the Medway Towns means that there are multiple secondary trip destinations,

which require careful consideration in designing a network.

The network to the south and west of Chatham is simple and well-established. The area to the east, serving Gillingham and Rainham, has been subject to elements of regeneration and demographic change that means the current pattern of services needs reviewing. Arriva have already acknowledged this, and we will work together to identify a network more suitable for the 2020s.

We expect that revenue support would be needed to ensure that this network runs at our desired frequencies of 10 minutes during the daytime (Sundays every 20 minutes) and every 30 minutes in the evenings.

COVID-19 has threatened the viability of some previously commercially viable services. This BSIP may need to explore which parts could become commercially viable again with the right capital investment (e.g. in bus priority), and which parts will not return to viability, but are socially or economically necessary – and how these could best be supported.

#### 4.3.2.3 Review socially necessary services

Medway Council keeps socially necessary services under constant review, though tries to limit changes between major retendering, except for those necessary to take account of outside factors (e.g., school hours changes, retail openings/closures, road layout alterations).

All current contracts expire during 2022, so their review forms an integral part of bus service planning this year. The still-developing pattern of recovering demand will make this a more challenging exercise than in previous years, and as revenue is at the operator's risk, we expect prices to increase significantly, anticipating lower demand than hitherto.

We are concerned that with people finding less need to travel, irrespective of the quality of service on offer, demand on some commercial routes may not recover to a level that can be sustained by the operator. This could place significant pressure on the council to fund more routes than at present. Without additional revenue funding, choices would have to be made between relatively busy but unprofitable routes, and low use but socially necessary ones.

#### 4.3.2.4 Invest in Superbus networks

We believe our proposals are broadly in line with the principles of a Superbus network, as described in the Bus Back Better strategy i.e. “provides higher frequency, lower fare services”.

Appropriate investment would see around two-thirds of Medway's population within easy access of a high-frequency core route bus service, which runs every 10 minutes during the daytime, and at no less than every 30 minutes in the quieter periods of the day.

A zonal scheme would offer simpler fares, lowered with government funding. Zonal fares will also facilitate the use of tap-in, tap-out technology, which would automatically calculate the best fare at the end of the day. This would be available



across all operators and should be capable of extension to the railway for local journeys.

Consistent reliable journey times for bus passengers will be achieved with bus stops protected by clearways, priority at traffic lights, improved parking enforcement and bus lanes on the busiest corridors. Time savings will be ploughed back into increased frequencies.

Such a Superbus network, coupled with continuing improvements in walking and cycling, will result in a significant change to modal split in the area, with benefits for air quality and a more active, healthy population.

#### 4.3.1 *Improvements to fares and ticketing*

##### 4.3.3.1 Lower fares

We would wish to invest and support the technology and cost to introduce fare capping, eventually by tap-on, tap-off technology, but in the interim with a lower-priced all-operator day ticket, purchased on the bus. We would look to extend this to off-bus purchasing once all operators are able to read each other's technology, which would also enable fairer allocation of revenue between operators, to reflect actual use. Funding permitting, we will investigate the opportunity for further support for subsidising child and youth tickets.

##### 4.3.3.2 Simplify fares

Arriva have put forward tentative proposals for a zonal fare structure, that would allow for simpler fares, including the introduction of tap-on, tap-off capping. The principle of cheaper, simpler fares is supported by one smaller operator. Funding would be needed to underwrite any losses that this may cause.

##### 4.3.3.3 Integrate ticketing between operators and transport

Subsidised services have always been required to accept tickets issued by other operators for parallel journeys. As well as benefiting passengers, this has worked well for Arriva, with their network tickets the main choice for customers making regular trips on other operators' services. This has however come at a cost to the council, as it means tender prices are higher than they would be than if the tenderer were to keep the revenue from all passengers. This approach should mean that the number of passengers using buses is greater than it would be if there was no inter-availability of ticketing.

Subsidised routes are also required to accept PlusBus tickets, for which the revenue also accrues to Arriva in the first instance. The current rules for distribution means there may be a significant time lag before other operators receive any revenue.

With the majority of our operators now sharing the same ticket technology, we are in the process of obtaining co-operation to share QR codes between operators. This will enable a more accurate understanding of the use of tickets across the subsidised network and look to determine the price of all-operator tickets.

Our colleagues at Kent County Council are proposing to pilot Mobility as a Service in the North West Kent area (i.e. to the west of Medway). If successful, this would be rolled out to further parts of Kent, and would include Medway, thus offering a seamless service to residents across the wider area, irrespective of any administrative boundaries.

#### **4.4 Make improvements to bus passenger experience**

##### *4.4.1 Higher spec buses*

##### 4.4.1.1 Invest in improved bus specifications

Many buses in Medway already have Wi-Fi and power points, and we would anticipate newer buses would arrive with these features.

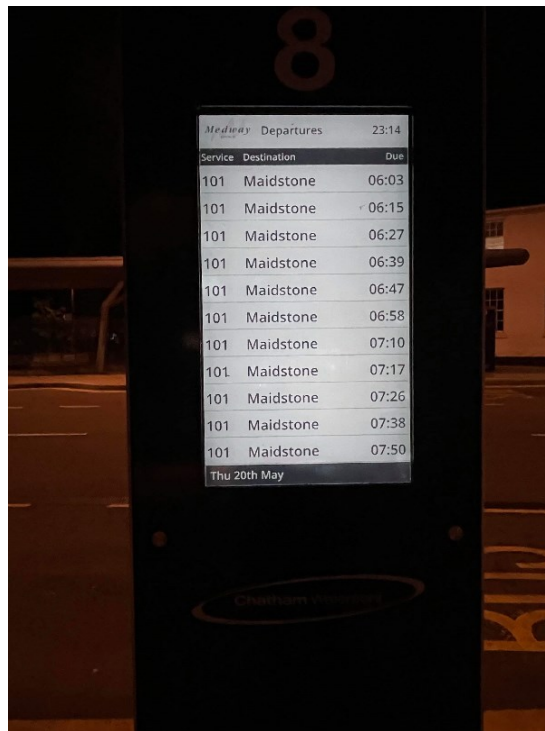
Similarly, apart from a handful of low-floor wheelchair accessible minibuses, all buses used on local routes fully meet PSV accessibility requirements, including the ability to kneel at bus stops.

If granted funding, we will assist operators in fitting audio-visual next stop equipment. It is already in place on Arriva's Sapphire buses, while a significant number of vehicles brought in from elsewhere (especially from London and the Fastrack network) have many of the fittings in place that are needed in order to implement such a system. We estimate retrofitting costs at £3500 for single deck buses and £4000 for double deck buses.

##### 4.4.1.2 Invest in accessible and inclusive bus services

The Council will continue work that it has carried out over the last ten years to ensure that bus stops are easily accessible for buses, so that they can stop close to the kerb and offer the best access for less mobile passengers. This includes removal or modification of laybys, the installation of clearways, and the raising of kerbs.

All of our real time information bus stop displays also have audio announcements (except in Chatham bus station, where close proximity of stops would render clarity difficult). The majority of our screens are now reaching the end of their operational life, and replacement would offer a much-improved standard, especially for visually impaired users. A trial installation of an e-paper screen at the bus station has resulted in a much better standard of display for all passengers, especially after dark.



E Paper screen at Chatham Waterfront Bus station

We will expect paper timetables to be available for all services, if appropriate by request. Digital equivalents should also be provided, that can be formatted in larger print if needed by visually impaired customers.

The Council will continue to fund the Medway Mobility bus service, which provides mobility for those too frail to use conventional bus services. We will also continue to provide funding for the C+ Companion Pass, which allows a severely disabled person who cannot travel independently to be accompanied by someone else free of charge. This is an additional concession provided in Medway and Kent under the English National Concessionary Travel Scheme.

We will also introduce accessibility cards for all operators, which can be discretely shown to drivers to make them aware of any special needs that an individual may have. This will complement the scheme currently only provided by Arriva (<https://www.arrivabus.co.uk/help/customers-with-disabilities>). These will be available from council contact point offices and libraries, and we would encourage operators to stock them too.

#### 4.4.1.3 Protect personal safety of bus passengers

Medway Council made a major investment in bus shelters a little over 10 years ago. As far as possible, these used battery-powered LED lighting, recharged by solar panels. In the event, the technology has not advanced sufficiently, the Council would like to upgrade these shelters with more efficient solar panels.

We will explore the use of solar-powered lighting at older shelters, though complete replacement may be a better investment.

Similarly, the 10-year-old Chatham Waterfront bus station used CCTV technology that has since been superseded. We would like to upgrade it to the latest

standards, as this would provide better coverage across the whole station.

The majority of buses also have CCTV, and we would expect this to increase to 100% coverage as older buses are replaced.

#### 4.4.1.4 Improve buses for tourists

Most of the tourist hotspots in the Medway Towns are within walking distance of railway stations and existing bus routes (all of which accept PlusBus tickets). During the summer a dedicated open top route is contracted to provide extra opportunities by connecting several of the main tourist sites.

For those further afield, onward journey posters at Medway's railway stations, showing bus connections, include certain tourist destinations, e.g. The Historic Dockyard and RSPB Cliffe Pools. As an example, the poster at Chatham station can be seen at [www.nationalrail.co.uk/posters/CTM.pdf](http://www.nationalrail.co.uk/posters/CTM.pdf).

We will also work with tourism colleagues to encourage more attractions to include details of access by public transport on their websites and in printed literature. There is a dedicated page for Arriva on the current [www.visitkent.co.uk](http://www.visitkent.co.uk) website, while in normal times, two-for-one offers at attractions have often been available for people arriving by public transport.

For the largest events, Park & Ride services are usually arranged, but are not otherwise viable on a day-to-day basis.

#### 4.4.1.5 Invest in decarbonisation

Air quality in the area is not so poor that immediate action is required, according to the annual report 2020 [www.medway.gov.uk/airquality](http://www.medway.gov.uk/airquality), however we would expect the oldest buses with poor emission standards to be replaced as soon as possible. This is likely to be most quickly achieved with the import of mid-life buses from other areas.

This would be a first step towards a zero-emission network, pending an assessment of the suitability of existing depot premises for recharging of electric buses or other technology. Operators would also need to be certain that the hilly topography of the Medway Towns does not impair the range of a battery bus so much, that it is unable to complete a normal cycle of daily work. It is expected that technology will overcome this in due course, but many vehicles currently available cannot yet meet this requirement.

### 4.4.2 *Improvements to passenger engagement*

#### 4.4.2.1 Passenger charter

The council and operators will work to devise a passenger charter for incorporation into the Enhanced Partnership. In the absence of a local passenger group, passenger representation will probably be via Transport Focus.

It is expected that the Medway charter will be consistent with that offered in Kent, and indeed the wider south-east. We have attended sessions offered by Transport

Focus on the subject, and await further regional developments, to avoid duplication of effort.

#### 4.4.2.2 Strengthen network identity

All routes have always used a unified number series, and we have no examples of duplicated route numbers. Where contracted journeys follow the same route as the commercial service which they supplement, the route number remains the same irrespective of operator.

All bus stops already bear the Medway Council logo and recognising our partnership with Arriva (which provides roadside infrastructure services) also Arriva's logo if they serve that stop.

We may consider asking operators to display an exterior sign or notice indicating the acceptance of Medway all-operator tickets. A balance has to be struck to recognise that buses may have other uses beyond providing Medway (or cross-boundary) local bus routes, such as rail replacement services or private contracts.

Medway Council generally produces an area wide bus map on an annual basis, and will continue to do so, budget permitting. A 2021 edition was made available this autumn. All routes are presented as part of the network.



Medway Bus and Rail Guide extract (Source: [www.medway.gov.uk](http://www.medway.gov.uk))

#### 4.2.2.3 Improve bus information

Medway Council remains committed to maintaining roadside paper displays for the benefit of passengers. We work in partnership with Arriva, providing cases for that company to use. Displays for contracted and part-commercial services of other operators are produced by Medway Council, to a consistent standard, similar to, but distinct from those of Arriva. This helps to highlight where the council is spending money.

We will continually assess the need for paper displays with operators, as technology improves, but it is recognised that on street timetables are still recognised as one of the most important sources of information for passengers.

Should Arriva look to cease providing roadside information, we would consider following the principles established by the Hertfordshire Intalink partnership, to create a publicity fund, with contributions from operators. This could include revisions to the medway.gov.uk website, which by taking advantage of Bus Open Data, could present timetable information of all operators in a consistent format. Alternatively, this could be on a wider basis working with Kent County Council.

There are also approximately 70 roadside display screens, including some located at other points of high footfall, including the Pentagon shopping centre at Chatham, Medway Hospital, the council's main office in Chatham, the visitor information centre at Rochester and at some railway stations. These are approaching the end of their life and will need replacement in the near future. We will re-assess whether current locations are still appropriate, and if granted sufficient funding, expand provision to other stops.

As an alternative, Medway Council bus stop departure lists include a QR code linked to the nextbuses.mobi address for that stop, so any passenger with a smartphone can receive real time information for all operators via mobile. The QR code for westbound buses from Rochester railway station is reproduced below.



Sample QR code for bus departure information within Medway

## **4.5 Co-ordination with other public sector transport provision**

- 4.5.1 The default position for school transport in Medway is to be catered for by public bus services. Most dedicated transport is therefore for special needs pupils who cannot use local bus services, and for which it is unlikely to be appropriate to be shared with a wider public.
- 4.5.2 In respect of hospital patient transport services, this is unlikely to add to journey opportunities within the urban area. There may be some scope in the rural fringes on the Isle of Grain and in the Medway Valley, although this needs to be carefully balanced about not reducing demand on conventional bus services such that they would no longer be viable.
- 4.5.3 Further, given that the specialist nature of vehicles used for patient transport services is closer to the specification of vehicles needed for special needs school transport, we think there would be greater financial benefit in co-ordinating these activities rather than local bus services. However, colleagues with extensive experience note that the health service has generally been inflexible in modifying its requirements to allow meaningful co-ordination with other activities. This position has been confirmed by the DfT's December 2017 "Total Transport: feasibility report & pilot review" which found one of the principal barriers was that "In many areas, it was difficult to engage with the health sector".

## **SECTION 5- REPORTING**

### **5.1 Reporting of Targets**

- 5.1.1 Progress against targets will be discussed at our quarterly bus operators' meetings. They will also be reported to the appropriate cabinet member/committee.
- 5.1.2 Formal publication will take place at six-monthly intervals and will be available at [www.medway.gov.uk/bsip](http://www.medway.gov.uk/bsip).

## SECTION 6 - BSIP OVERVIEW TABLE TEMPLATE

<b>Name of authority or authorities:</b>	<b>Medway Council</b>
Franchising or Enhanced Partnership (or both):	Enhanced Partnership
Date of publication:	October 2021
Date of next annual update:	By October 2022
URL of published report:	<a href="http://www.medway.gov.uk/bsip">www.medway.gov.uk/bsip</a>

<b>Targets</b>	<b>2018/19</b>	<b>2019/20</b>	<b>Target for 2024/25</b>	<b>Description of how each will be measured (max 50 words)</b>
<b>Journey time</b>	xxx	xxx	xxx	ABOD data or operator-supplied alternative
<b>Reliability</b>	xxx	xxx	xxx	ABOD data or operator-supplied alternative
<b>Passenger numbers</b>	xxx	xxx	xxx	Operator-supplied data. Shoppers' survey in Chatham.
<b>Average passenger satisfaction</b>	xxx	xxx	xxx	NHT survey data.

**Make Improvements to Bus Services and Planning:**



### 1. More Frequent and reliable services:

<u>Delivery - Does your BSIP detail policies to:</u>	<u>Yes/No</u>	<u>Explanation (max 50 words)</u>
Review service frequency	Yes	If funding is available, we will increase key routes to operate every 10 minutes during the day and every 30 minutes at other times.
Increase bus priority measures	Yes	To provide traffic light priority, improved and better enforced parking restrictions. To examine the scope for physical priority where appropriate, noting that it will take longer than other methods to come to fruition.
Increase demand responsive services	Yes	To be examined in conjunction with a new rural town on the Hoo Peninsula
Consideration of bus rapid transport networks	Yes	In conjunction with Housing Infrastructure Funded development at Hoo, to create a route into central Chatham and localised hubs across Medway.

### 2. Improvements to Planning/Integration with other modes:

<u>Delivery - Does your BSIP detail policies to:</u>	<u>Yes/No</u>	<u>Explanation (max 50 words)</u>
Integrate services with other transport modes	Yes	We will ensure PlusBus tickets can continue to be used on subsidised services and explore whether shorter connection times can be established in the evenings.
Simplify services	Yes	Although the key route network is already the basis of simplified services, the Gillingham and Rainham area requires review following recent developments.
Review socially necessary services	Yes	Both commercial and socially necessary routes will be reviewed as post-Covid levels of demand stabilise. We expect some currently commercial routes will cease to be so.
Invest in Superbus networks	Yes	Our proposals meet the Superbus criteria in the national bus strategy: "provides higher frequency, lower fare services"

### 3. Improvements to Fares and Ticketing:

<u>Delivery - Does your BSIP detail policies to:</u>	<u>Yes/No</u>	<u>Explanation (max 50 words)</u>
Lower fares	Yes	If funding is made available, we would seek to reduce maximum fares, initially with an all-operator ticket at single operator prices.
Simplify fares	Yes	A majority of operators have indicated their acceptance of a zonal fare structure, to replace individual fare stages, subject to funding.
Integrate ticketing between operators and transport	Yes	We hope to get agreement to introduce a localised version of the South-East Discovery ticket, ahead of any technological developments to allow inter-

modal inter-operator ticketing. This could be in versions both for Medway, and for Medway plus Kent.

#### 4. Improvements to Bus Passenger Experience:

##### i. High Spec Buses:

<u>Delivery - Does your BSIP detail policies to:</u>	<u>Yes/No</u>	<u>Explanation (max 50 words)</u>
Invest in improved bus specifications	Yes	Add audio-visual next stop announcements to buses, in line with available funding.
Invest in accessible and inclusive bus services	Yes	The proposals in this plan to develop and maintain bus services and infrastructure will offer good access to public transport for all members of the community e.g., improvements to bus stops so that buses can stop close and parallel to the kerb maximise easy access for all passengers, and improvements to passenger infrastructure at Chatham Waterfront Bus Station.
Protect personal safety of bus passengers	Yes	Improve CCTV coverage at Chatham bus station
Improve buses for tourists		Most of Medway's tourist attractions can be reached easily on the key route network. We will work with tourism colleagues to improve awareness of public transport options.
Invest in decarbonisation	Yes	A progressive approach to replacing older buses and concentrating the least polluting technology on routes with long sections in Air Quality Management Areas.

##### ii. Improvements to Passenger Engagement:

<u>Delivery - Does your BSIP detail policies to:</u>	<u>Yes/No</u>	<u>Explanation (max 50 words)</u>
Passenger charter	Yes	To be developed more fully for incorporation into the Enhanced Partnership.
Strengthen network identity	Yes	To be considered when inter-operator ticketing is more widely available
Improve bus information	Yes	Format to be determined after public consultation

## APPENDICES

### Appendix 1 - Indices of Multiple Deprivation 2019

The Indices of Deprivation are an important tool for identifying the most deprived areas in England. Local policy makers and communities can also use this tool to ensure that their activities prioritise the areas with greatest need for services.

They provide a set of relative measures of deprivation for small areas (Lower-layer Super Output Areas) across England, based on seven different domains of deprivation:

- Income Deprivation
- Employment Deprivation
- Education, Skills and Training Deprivation
- Health Deprivation and Disability
- Crime
- Barriers to Housing and Services
- Living Environment Deprivation

Each of these domains is based on a set of indicators. Each indicator is based on data from the most recent time point available on a consistent basis across neighbourhoods in England.

The table below shows the percentage of households in each decile, from 1 (the least well off) to 10 (the most well off).

Index of Multiple Deprivation (IMD) Decile	% in each decile		Cumulative	
	Medway	Kent	Medway	Kent
1	8.59%	5.65%	8.59%	5.65%
2	14.11%	8.98%	22.70%	14.63%
3	16.56%	7.54%	39.26%	22.17%
4	11.66%	10.20%	50.92%	32.37%
5	9.20%	13.53%	60.12%	45.90%
6	6.75%	12.08%	66.87%	57.98%
7	9.20%	12.97%	76.07%	70.95%
8	11.04%	10.20%	87.12%	81.15%
9	10.43%	9.09%	97.55%	90.24%
10	2.45%	9.76%	100.00%	100.00%

Source: <https://www.gov.uk/government/statistics/english-indices-of-deprivation-2019>

## Appendix 2 – List of bus routes serving Medway

Service No Timetable	Route Details	Service Frequency:			Commercial/ Supported
		Mon- Sat Daytime	Mon - Sat Evening	Sunday	
<a href="#">1</a> Arriva	Chatham Rail and Bus Stations – Universities at Medway – Dockside Outlet Centre – (Medway UTC and ASDA – University Campus) – The Strand	20 mins	-	Hourly	Commercial
<a href="#">2</a> Arriva	Chatham Rail and Bus Stations – Dockside Outlet Shopping Centre	20 mins	20 mins	20 mins	Commercial
<a href="#">100</a> Arriva	Chatham Rail Station - Chatham - Chatham Maritime/ Historic Dockyard/ Universities – Dockside – St Mary's Island	Hourly	-	-	Commercial/ Supported (Sats)
<a href="#">101</a> Arriva	Gillingham – Historic Dockyard - Gun Wharf- Chatham - Chatham Rail Station - Huntsman's Corner – Davis Estate - Bridgewood - Springfield – Maidstone	12 mins	1 hourly (30 mins Chat- Maid)	30 mins	Commercial
<a href="#">113</a> Arriva	Chatham- Luton- Waggon at Hale- Hempstead Post Office- Hempstead Valley Shopping Centre- Wigmore	70 mins	-	-	Supported
<a href="#">116</a> Arriva	Chatham- Universities- Mid Kent College- Gillingham- Medway Maritime Hospital- Jezreels - Tescos Rainham Mark- Twydall- Rainham- Parkwood- Wigmore- Hempstead Valley (- Hempstead Post Office early am and pm only)	30 mins	1 journey	-	Commercial/ Supported (early eve)
<a href="#">120/ 121</a> Arriva	Chatham - Otterham Quay Lane (Rainham) - Darland - Chatham via Chatham Hill (120 - Otterham Park- Darland- Chatham via Chatham Hill)	6 journeys Mon-Fri	-	-	Supported
<a href="#">130</a> Nu- Venture	Twydall Shops - Rainham - Farthing Corner - Parkwood - Wigmore – Hempstead Valley - Bredhurst - Boxley – Maidstone	8 jrnys M- F; 5 jrnys Sat	-	-	Supported
<a href="#">131</a> Nu- Venture	Gillingham ASDA - Lower Rainham - Berengrave Lane - Childscroft Road - Rainham – Twydall	2 jrnys Mon – Fri	-	-	Supported
<a href="#">132</a> Arriva	(Chatham Rail Station) - Chatham - Jezreels - Rainham Mark - Rainham - Parkwood – Hempstead Valley	12 mins (M-F)  15 mins Sat	Hourly	30 mins	Commercial/ supported (eves)

<a href="#"><u>133</u></a> (193 Suns) <b>Arriva</b>	Chatham - Chatham Rail Station – Rochester - Strood - Cliffe Woods – Cliffe	Hourly	-	2 Hourly	Commercial/Supported (Sun)
<a href="#"><u>140</u></a> <b>Arriva</b>	Earl- Estate- Marlowe Park - Strood - Rochester - Chatham Rail Station – Chatham	20 mins	Hourly	30 mins	Commercial/ supported (Eve)
<a href="#"><u>141</u></a> <b>Arriva</b>	Earl Estate - Darnley Road - Strood - Rochester - Chatham Rail Station – Chatham	8 jrnys	See 700	8 jrnys	Commercial
<a href="#"><u>142</u></a> <b>Nu-Venture</b>	Kit's Coty - Blue Bell Hill Village – Cookham Wood - Rochester - Chatham	Hourly (M-F), 2 hourly Sat	-	-	Supported
<a href="#"><u>145</u></a>	Chatham - Rochester – Warren Wood	10 mins (M-F), 12 mins (Sat)	40 minutes	20 minutes	Commercial/Supported (Eve)
<a href="#"><u>151</u></a> (149,549 school journeys) <b>Nu-Venture</b>	(St Mary's Island-Chatham Maritime, Universities - Sundays) – Chatham - Chatham Rail Station – Rochester – Strood - (Medway Valley Park (Sun))-Cuxton - Halling -(Upper Halling) Snodland – West Malling - Kings Hill	Hourly	-	2 hourly	Supported
<a href="#"><u>155</u></a> <b>Arriva daytime</b>  (Nu-Venture Evenings)	Chatham – Chatham Rail Station - Rochester - Borstal – Wouldham – Burham – Eccles - Aylesford – Maidstone	30 mins to Borstal; Hourly to Maidstone	2 jrnys	2 hourly	Commercial/Supported (Eve)
<a href="#"><u>156</u></a> <b>ASD Coaches</b>	Chatham- Rochester- Queen Mother Court- Borstal- Rochester- Chatham (Monday to Saturday)	3 journeys	-	-	Supported
<a href="#"><u>164</u></a> <b>Arriva</b>	Chatham - Magpie Hall Road - White Road Estate	20 mins	50 mins	Hourly	Commercial/Supported (Eve/Sun)
<a href="#"><u>166</u></a> <b>Arriva</b>	(Chatham Rail Station) - Chatham - Luton – Princes Avenue - Lords Wood - Gleaming Wood Drive	10 mins (M-F), 12 mins (Sat)	Hourly	30 mins	Commercial/Supported (Eve)
<a href="#"><u>169</u></a> <b>Arriva</b>	Chatham - Luton - Heron Way- Princes Park - Walderslade - Alexandra Hospital	8 Jrnys	-	-	Supported
<a href="#"><u>170</u></a> <b>ASD Coaches</b>	Medway Valley Park - Medway Gate - Strood - Medway City Estate (Riverside Business Estate/Neptune Estate) – Chatham	Hourly, 30 mins peaks	-	-	Supported
<a href="#"><u>172</u></a>	Chatham Bus Station - Rochester - Strood - Salters Cross - Rede Court Road -	Peak, 4 jrnys (Sat)	-	-	Supported

<b>Nu-Venture</b>	Brompton Farm Road- Hollywood Lane- Liberty Park				
<b><a href="#">173</a> Nu-Venture</b>	Chatham - Chatham Rail Station - Rochester - Strood - Frindsbury - Cooling Road- Wainscott- Lodge Hill Lane	1-2 jrnys	-	-	Supported
<b><a href="#">175</a> Nu-Venture</b>	Chatham- Chatham Maritime- Medway City Estate- Strood Rail Station- Strood- Frindsbury- Hollywood Lane- Liberty Park- Lodge Hill	3 jrnys	-	-	Supported
<b><a href="#">176</a> Arriva</b>	(Walderslade Alexandra Hospital) - Walderslade – Weeds Wood- Weeds Wood Road – Huntsmans Corner – Chatham Railway Station – Chatham (- Medway Maritime Hospital – Gillingham St Mark's Church - Liberty Quays- Pier Road – Grange Road- Hazlemere Drive)	20 mins	See 177	Hourly	Commercial/ Supported (Eve/Sun)
<b><a href="#">177</a> Arriva</b>	(Walderslade Alexandra Hospital) - Walderslade – Weeds Wood – Wayfield- Luton – Chatham Railway Station) – Chatham - Medway Maritime Hospital – Gillingham St Mark's Church (-Liberty Quays- Pier Road – Grange Road- Hazlemere Drive)	20 mins	Hourly	Hourly	Commercial/ Supported (Eve/Sun)
<b><a href="#">179</a> Arriva</b>	Chatham - Luton - Street End Road - Churchill Avenue - Weeds Wood - Walderslade - Walderslade Alexandra Hospital	3 jrnys	-	-	Supported
<b><a href="#">182</a> Arriva</b>	Chatham - Chatham Historic Dockyard - Brompton- Gillingham – Twydall	10 mins (M-F), 12 mins (Sat)	See 101	See 101	Commercial
<b><a href="#">183</a> Nu-Venture</b>	Twydall- Beechings Way- Hastings Arms- Hazlemere Drive- Grange Road- Gillingham Green- Church Street- The Strand- Pier Road- Gillingham Pier ASDA	3 jrnys (M-F)	-	-	Supported
<b><a href="#">185</a> Nu-Venture</b>	Chatham - Chatham Rail Station – Ordnance Street - Pattens Lane - Davis Estate - (Bluebell Hill Village)	Hourly	-	-	Supported
<b><a href="#">190</a> Arriva</b>	Gravesend – Strood – Rochester – Chatham Rail Station – Chatham	20 mins	-	30 mins	Commerical/ Supported (early am/late pm)
<b><a href="#">191</a> Arriva (193 Sundays)</b>	Chatham - Chatham Rail Station - Rochester - Strood - Frindsbury- Wainscott - Chattenden - Hoo (- Hoo Marina)- High Halstow- Allhallows- Lower Stoke – Grain	20 mins to Hoo; Hourly to Grain	-	2 hourly	Commercial/ Supported (Eve/Sun and de minimis daytime)
<b><a href="#">197</a> ASD</b>	Chatham - Chatham Rail Station - Rochester - Strood - Lower Upnor - Lodge Hill	6 jrnys (m-F); 4 Jrnys (Sat)	-	-	Supported

<a href="#"><u>326/ 327</u></a> <b>Chalkwell</b>	Chatham- Brompton- Gillingham- Medway Maritime Hospital - Rainham - Newington - Sittingbourne (327 runs via Station Road, Upchurch, and Lower Halstow)	Hourly	-	-	Commerical/ Supported (early am/late pm and Sats)
<a href="#"><u>417</u></a> <b>Redroute Buses</b>	Cliffe - Cliffe Woods – Higham – Gravesend	3 jrnys	-	-	Supported
<a href="#"><u>700</u></a> <b>Arriva</b>	Chatham – Rochester - Strood - Darnley Road- Earl Estate – Bluewater	20 mins	Hourly	20 mins	Commercial
<a href="#"><u>783</u></a> <b>ASD</b>	Wigmore - Parkwood - Farthing Corner - Rainham Rail Station	Commuter peaks am + pm	-	-	Supported
<a href="#"><u>B150</u></a> <a href="#"><u>Farleigh Coaches</u></a>	Princes Avenue - Lordswood - Walderslade – Bridgewood - Blue Bell Hill Village – Maidstone	4 jrnys	-	-	Commercial/ Supported (off-peak)
<a href="#"><u>M1</u></a> <b>ASD</b>	Lords Wood - Walderslade - Wayfield - Luton - Darland - Rainham Mark - Edwin Road - Wigmore - Hempstead Valley (Wheelchair accessible)  Saturdays only	Saturdays only	-	-	Supported

## Dedicated School Bus Services

Service number	Route	Operator
<a href="#">A</a>	Walderslade Village - Lords Wood - Impton Lane – Tunbury Avenue – Blue Bell Hill Village – Ringlestone - Aylesford Sports College	<a href="#">Farleigh Coaches</a>
<a href="#">LA1</a>	Rainham- Lonsdale Drive- Deanwood Drive- Woodside- Durham Road- Edwin Road- A2 London Road- Station Road- Lower Rainham Road- Leigh Academy	<a href="#">ASD Coaches</a>
<a href="#">01</a>	Hoo- Chattenden- Wainscott- Frindsbury- Strood- Rochester- Borstal- Burham- Eccles- Aylesford- Malling School- Holmesdale School	<a href="#">Farleigh Coaches</a>
<a href="#">600</a>	Upnor - St. Mary's Island - Rochester - Rochester Schools - Chatham	<a href="#">Arriva</a>
<a href="#">633</a>	Cliffe - Cliffe Woods - Strood Academy - Strood - Rochester - Rochester Grammar Schools	Arriva
<a href="#">638</a>	Borstal - Warren Wood (Thomas Aveling School)	Arriva
<a href="#">652</a>	St. Mary's Island - Wainscott - Strood - Cuxton - Strood Academy	ASD
<a href="#">653</a>	Halling - Upper Halling - Cuxton - Bridgewood - Rochester Grammar Schools - Thomas Aveling School - Huntsman's Corner (South Chatham schools)	Arriva
<a href="#">658</a>	Lordswood - Princes Avenue - Poachers Pocket - Huntsman's Corner schools - MidKent College - Thomas Aveling School - Rochester grammar schools	Arriva
<a href="#">659</a>	Gillingham- Rainham- Wigmore - Parkwood - Hempstead Valley - Hempstead - Luton - Princes Avenue - Walderslade - Rochester Grammar Schools (does not serve Walderslade pm)	Arriva
<a href="#">660</a>	Walderslade - Fostington Wood - Lordswood - Walderslade – MidKent College - Thomas Aveling School - Rochester Grammar Schools	Arriva
<a href="#">668</a>	Chalk - Shorne - Higham - Salters Cross – Strood - Rochester - Rochester Grammar Schools	Arriva
<a href="#">670</a>	Darnley Road - Marlowe Park - Earl Estate - Salters Cross - Strood - Rochester - Thomas Aveling School	Arriva
<a href="#">689</a>	Chatham - Chatham Rail Station - Rochester - Strood - Earl Estate - Salters Cross - Frindsbury - Wainscott - Chattenden - Hundred of Hoo School (pm - returns only as far as Strood)	Arriva
<a href="#">692</a>	Lower Stoke - Allhallows - High Halstow - Hoo - Chattenden - Wainscott - Strood - Rochester - Rochester Grammar Schools	Arriva
<a href="#">693</a>	Salter's Cross- Wainscott- Strood- Rochester Grammar Schools	Arriva
<a href="#">694</a>	Higham- Wainscott- Frindsbury- Strood- Rochester Grammar Schools	Arriva
<a href="#">695</a>	Istead Rise- Meopham School- Strood- Rochester Grammar Schools	Arriva
	The following services are for the Hundred of Hoo School only:	
<a href="#">601</a>	Cliffe - Cliffe Woods - Wainscott - Lodge Hill - Chattenden - Hundred of Hoo School	Nu-Venture
<a href="#">6</a>	Grain - Lower Stoke - Hundred of Hoo School	Arriva
<a href="#">7</a>	Grain - Hundred of Hoo School	Arriva
<a href="#">9</a>	Allhallows - Fenn - Hundred of Hoo School	Arriva
<a href="#">10</a>	High Halstow - Hundred of Hoo School	Arriva



<a href="#">671</a>	St Mary's Island - Hundred of Hoo Academy - Chatham Maritime and Medway Tunnel (pm Frindsbury and Wainscott only)	Nu-Venture
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## MY School Bus services

A network of pre booked school routes

Service number	Route	Operator
<a href="#">MY1</a>	Lordswood - Holcombe Grammar School - Greenacre - Walderslade - Victory Academy	Medway Council/ASD
<a href="#">MY2</a>	Gillingham - Twydall - Rainham Mark Grammar School.	Medway Council/ASD
<a href="#">MY3</a>	Gillingham - Twydall - Rainham School for Girls/The Howard School	Medway Council/ASD
<a href="#">MY4</a>	Wigmore - Rainham Mark Grammar School	Medway Council/ASD
<a href="#">MY5</a>	Parkwood - Rainham Mark Grammar School	Medway Council/ASD
<a href="#">MY6</a>	Wigmore - Chatham Grammar School for Girls	Medway Council/ASD
<a href="#">MY7</a>	Hempstead - Hempstead Valley - Wigmore - Rainham Mark Grammar School - Twydall - Chatham Grammar School for Girls	Medway Council/ASD
<a href="#">MY8</a>	Isle of Grain to Strood Academy	Medway Council/ASD
<a href="#">MY9</a>	Isle of Grain to Holcombe Grammar School	Medway Council/ASD

## Appendix 3- Typical Bus Fares and comparisons to rail

Comparison of bus and rail fares													
Cheapest fare in each category is shown in bold	Journey	Distance (km)	Rainham – Gillingham	Rainham – Chatham	Rainham – Rochester	Rainham – Strood	Gillingham – Chatham	Gillingham – Rochester	Gillingham – Strood	Chatham – Rochester	Chatham – Strood	Rochester – Strood	
			5.8	6.7	8.8	9.8	2.3	4.3	5.3	2.1	3.1	1.2	
Age range	Type	Mode											
Adult	Single	Bus	<b>£3.80</b>	<b>£3.80</b>	£5.60	£5.60	<b>£2.90</b>	£5.10	£5.60	<b>£2.20</b>	<b>£2.90</b>	<b>£1.50</b>	
Adult	Single	Rail Peak	£4.20	£4.20	<b>£4.50</b>	<b>£5.00</b>	£3.10	<b>£3.20</b>	<b>£3.50</b>	£3.10	£3.20	£3.10	
Adult	Single	Rail Off Peak	£4.20	£4.20	£4.50	£5.00	£3.10	£3.20	£3.50	£3.10	£3.20	£3.10	
Adult	Return	Bus	£5.60	£5.60	£5.60	£5.60	£4.60	£5.60	£5.60	£3.60	£4.60	<b>£2.50</b>	
Adult	Return	Rail Peak	<b>£4.50</b>	<b>£4.70</b>	<b>£5.10</b>	<b>£5.50</b>	<b>£3.70</b>	<b>£4.40</b>	<b>£4.50</b>	<b>£3.50</b>	<b>£3.90</b>	£3.50	
Adult	Return	Rail Off Peak	£4.40	£4.40	£4.70	£5.30	£3.60	£3.80	£3.80	£3.50	£3.80	£3.30	
Adult	One Day	Bus	£5.60	£5.60	£5.60	£5.60	£5.60	£5.60	£5.60	£5.60	£5.60	£5.60	
Adult	Weekly	Bus	£22.00	£22.00	£22.00	£22.00	£22.00	£22.00	£22.00	£22.00	£22.00	£22.00	
Adult	Weekly	Rail	<b>£16.30</b>	<b>£19.30</b>	<b>£19.90</b>	<b>£21.50</b>	<b>£14.10</b>	<b>£15.60</b>	<b>£17.90</b>	<b>£13.20</b>	<b>£14.10</b>	<b>£13.20</b>	
Child	Single	Bus	<b>£1.90</b>	<b>£1.90</b>	£3.00	£3.40	<b>£1.50</b>	£2.60	£3.00	<b>£1.10</b>	<b>£1.50</b>	<b>£0.80</b>	
Child	Single	Rail Peak	£2.10	£2.10	<b>£2.25</b>	<b>£2.50</b>	£1.55	<b>£1.60</b>	<b>£1.75</b>	£1.55	£1.60	£1.55	
Child	Single	Rail Off Peak	£2.10	£2.10	£2.25	£2.50	£1.55	£1.60	£1.75	£1.55	£1.60	£1.55	
<i>Note: Holders of a Medway Youth Pass receive a 50% reduction on bus fares</i>													
Child	Return	Bus	£3.00	£3.00	£4.80	£5.30	£2.30	£4.10	£4.60	£1.80	£2.30	<b>£1.30</b>	
Child	Return	Rail Peak	<b>£2.25</b>	<b>£2.35</b>	<b>£2.55</b>	<b>£2.75</b>	<b>£1.85</b>	<b>£2.20</b>	<b>£2.25</b>	<b>£1.75</b>	<b>£1.95</b>	£1.75	
Child	Return	Rail Off Peak	£2.20	£2.20	£2.35	£2.65	£1.80	£1.90	£1.90	£1.75	£1.90	£1.65	
<i>Note: Holders of a Medway Youth Pass receive a 50% reduction on bus fares</i>													
Child	One Day	Bus	Not available										
Child	Weekly	Rail	£8.15	£9.65	£9.95	£10.75	£7.05	£7.80	£8.95	£6.60	£7.05	£6.60	
Child	Weekly	Bus	£14.50										
Family	One Day	Bus	<b>£11.00</b>	<b>£11.00</b>	<b>£11.00</b>	<b>£11.00</b>	<b>£11.00</b>	<b>£11.00</b>	<b>£11.00</b>	<b>£11.00</b>	<b>£11.00</b>	<b>£11.00</b>	
<b>Students</b>													
Arriva bus fares – discounts offered only to students at Universities of Medway													
Nu-Venture bus fares – discounted Venturer ticket available to under 24s, but only as two-term or annual versions													
Rail fares – minimum fare of £12 applies at peak times except in July and August													
Student	Railcard	Single	Rail Off Peak	£2.75	£2.75	£2.95	£3.30	£2.00	£2.30	£2.30	£2.00	£2.10	£2.00
Student	Railcard	Return	Rail Off Peak	£2.90	£2.90	£3.10	£3.45	£2.35	£2.50	£2.50	£2.30	£2.50	£2.15

## Appendix 4 – Car Park Locations

Rochester	Almon Place Car Park (79401)	22	Short stay	
	Arden Street (79419)	On street		
Gillingham	Balmoral Gardens Car Park (79461)	126	Short stay	<5 hrs
	Bardell Terrace (79417)	On street		
Rochester	Berkeley House Car Park (79405)	12	Long stay	
Rainham	Birling Avenue Car Park (79465)	29	Long stay	
Rochester	Blue Boar Lane Car Park (79450)	123	Short stay	<5
Rochester	Boley Hill Car Park (79402)	22	Short stay	<5
	Britton Farm Top Car Park (79460)	27	Short stay	<4
	Britton Farm Underground Car Park (79459)			
Gillingham	Britton Street (79427)	176	Long stay	
	Brompton Road (79428)	On street		
Rainham	Cathedral Garage Car Park (79400)	78	Short stay	<5
Chatham	Church Street Car Park (79442)	18	Long stay	
Strood	Commercial Road Car Park (79409)	101	Long stay	
Rochester	Corporation Street Car Park (79451)	162	Short stay	<5
Rainham	Cricketers Car Park (79468)	92	Short stay	<4
Gillingham	Croneen's Car Park (79469)	190	Long stay	
Rochester	Easons Yard Long Stay Car Park (79472)	23	Long stay	
Rochester	Easons Yard Short Stay Car Park (79471)	22	Short stay	<5
	Fort Pitt Hill (79457)	On street		
	Gardiner Street (79422)	On street		
Rochester	Gas House Road Car Park (79412)	52	Long stay	
	Gillingham High Street (79432)	On street		
	Green Street (79430)	On street		
Strood	Grove Road Car Park (79473)	97	Long stay	
Chatham	Gun Wharf Car Park (79477)	209	Weekends only – long stay	
Chatham	High Street (79479)	20	Short stay	<4
Rochester	High Street Car Park 1 (79403)	20	Long stay	
Rochester	High Street Car Park 2 (79404)	22	Long stay	
Gillingham	James Street (79421)	45	Long stay	
Chatham	James Street Car Park (79444)	47	Long stay	
Gillingham	Jeffery Street (79425)	34	Long stay	
Gillingham	Jeffery Street Car Park (79463)	46	Short stay	<2
	King Street (79423)	On street		
Rochester	King Street Car Park (79406)	42	Long stay	
Gillingham	Littlewoods Car Park (79462)	39	Short stay	<2
	Lock Street (79426)	On street		
Rainham	Longley Road Car Park (79467)	193	Short stay	<4 hrs
Rochester	Lower High Street Long Stay (79415)	43	Long stay	
Chatham	Lower High Street Short Stay (79414)	On street		
Chatham	Market Hall Car Park (79475)	203	Short stay	<5
Gillingham	Medway Park (Black Lion) Car Park (79476)			
	Medway Street (79458)	On street		
Chatham	Nelson Terrace Car Park (79448)	24	Long stay	
	New Road Chatham (79413)	On street		
	New Road Rochester (79449)	On street		
Chatham	Old Road Car Park (79441)	83	Long stay	
Chatham	Queen Street Car Park (79437)	50	Long stay	
Gillingham	Railside Car Park (79470)	77	Long stay	
	Railway Street (79424)	On street		
Rainham	Rainham High Street Car Park (79466)	29	Long stay	
Chatham	Rhode Street Car Park (79443)	132	Long stay	
Chatham	Riverside Car Park (79434)	140	Short stay	<5 hrs
Rochester	Rochester Riverside MSCP Car Park (593)	302	Long stay	serves station
	Rope Walk (79456)	On street		
	Saxton Street (79429)	On street		
	Skinner Street (79420)	On street		
Chatham	Slicketts Hill Car Park (79438)	50	Long stay	
Chatham	St John's Car Park (79447)	139		
	Station Road (79418)	On street		
Rainham	Station Road Car Park (79464)	284	Long stay	
Strood	Temple Street Car Park (79410)	74	Long stay	
	The Esplanade (79416)	On street		
Chatham	The Paddock Car Park (79445)	52	Short stay	<5
Gillingham	The Strand Approach Road Parking Area	26	Long stay	
Gillingham	The Strand Car Park 1 (79481)	54	Long stay	
Gillingham	The Strand Car Park 2 (79482)	44		
Gillingham	The Strand Car Park 3 (79483)	40		
Gillingham	The Strand Car Park 4 (79484)	71		
Chatham	Town Hall Car Park (79435)	49	Long stay	
Chatham	Union Place Car Park (79439)	49	Long stay	
Rainham	Union Street Car Park (79407)	26	Long stay	
Chatham	Upper Mount Car Park (79440)	105	Long stay	
	York Avenue (79433)	On street		

Source: [https://www.medway.gov.uk/directory/8/find\\_a\\_car\\_park](https://www.medway.gov.uk/directory/8/find_a_car_park)

## Appendix 5 – Draft BSIP consultation

A public consultation was undertaken between 13 August – 13 September. This was publicised via social media, bus stop Real Time info screens, and at [www.medway.gov.uk/bsip](http://www.medway.gov.uk/bsip)

The following people/ organisations were contacted and advised of Medway's BSIP

- Medway's three constituency Members of Parliament
  - Rehman Chishti MP
  - Kelly Tolhurst MP
  - Tracey Crouch MP
- All Medway's 55 local councillors
- Medway's Parish Councils
- Transport Focus
- Age UK Medway
- Alzheimer's Society
- Bus Users UK
- Centre for Independent Living Kent
- Chatham Historic Dockyard
- Chatham Maritime Trust
- Confederation of Passenger Transport
- Connexions Kent and Medway
- Dockside Outlet Centre shopping centre
- Early Years, Medway Council
- Gillingham Business Park
- Hempstead Valley shopping centre
- KAB- Kent Association for the Blind
- Kent & Medway CCG
- Kent & Medway Economic Board
- Kent & Medway Voice
- Local Access Forum
- Local business via town centre managers.
- Medway Afro Caribbean Association
- Medway Deaf Club
- Medway Ethnic Minority Forum
- Medway Maritime Hospital
- Medway Parents & Carers forum
- Medway Primary Care Trust
- Medway Pensioners Forum
- Medway Tourism Association Members
- Medway Youth Parliament
- MHS Homes Group
- Network Rail
- New Road PACT
- NHS Medway Clinical Commissioning Group
- Pentagon Centre shopping centre
- Royal National Institute for Deaf People - South-East and Anglia
- Rochester Cathedral
- South Eastern

- St Mary's Island Residents Association
- Students Union – Universities at Medway
- Thames Gateway Kent Partnership
- Town Centre Managers

In addition, a meeting with local Department for Work & Pensions, JCP Local Partnership Manager, Becky Waller was set up, and now we have agreed to undertake quarterly meetings

On 8 September a Medway Youth Parliament City Hall event was held where over 100 local young persons, and their parents/carers attended, and an exercise was undertaken ranking priorities and scope for further ideas

This table below details the responses received:

<b>Respondent</b>	<b>Comments/Points raised</b>
Cllr Joanne Howcroft-Scott	<p>For the environment it would be better if we could encourage more people to buses is the key to this I believe: We need to Get more younger people to use the bus by having parity with Kent and setting up a one-off payment scheme for ALL children and young people in education to aged 19.</p> <p>Discount tickets for off peak times will encourage more use of buses.</p> <p>Medway deserves greener transport maybe investment in trams.</p> <p>My constituents want safe and speedy eco-friendly bus journeys.</p> <p>A reliable service and communication when things are going wrong.</p> <p>Accessible bus stops which ease getting on and getting off for our senior citizens, our parents with young children and people with disabilities.</p>
Nina Peak Partnership Manager, Southeastern Trains	<p>We support all methods of transport that reduce car travel and encourage people to use sustainable methods of transport to travel</p> <p>Please can we ask that bus timetables align with train timetables where possible to encourage end to end journey planning. Bus stops and bus shelters are as close to stations as possible with clear real time bus information.</p>
Local resident	<p>Although Medway Council has indicated that it will have an Enhanced Partnership with our local bus companies, I am disappointed that the Council has not taken up the opportunity under new powers, granted by the government, to take control of our local bus services. Heavy vehicle traffic and increasing car use is a significant problem in the Medway Towns and use of public transport needs to be encouraged. However, to persuade people to abandon their cars and take a bus there will have to be significant improvements to the current service.</p> <p>This brings me to my second comment. Buses need to run frequently and at times when they are needed. I concede that most daytime</p>

	<p>services in the area are adequate, but provision in the evening and at the weekend is not. There needs to be a significant improvement in the frequency of buses during these periods if people are to be weaned off car use and on to public transport. As a non-driver I have used buses in the Medway Towns for many years and have been disappointed in the reduction in evening and weekend services over that time. I hope this is something that Medway Council will be pursuing with the bus companies.</p>
Local resident	<p>The following comments relate mainly to Arriva services as I don't use the local services that often but when I have done, there have not been any problems worth mentioning.</p> <ol style="list-style-type: none"> <li>1. Poor route number displays on many buses; some of them are so faint as to be unreadable especially in sunny conditions.</li> <li>2. On-bus route information either non-existent or incorrect, route 101 is probably one of the main culprits.</li> <li>3. Lack of up-to-date timetable information both at bus stops and the bus station; it is also difficult to find any at the bus station to speak to if I have a problem.</li> <li>4. Buses are dirty, both inside and out. Even allowing for the problems relating to Covid-19 I think they could be better presented.</li> <li>5. Many buses running around all day every day with "Not in Service" suggests poor route planning.</li> <li>6. Many drivers are very scruffy, even those that wear uniforms.</li> <li>7. Lack of a bus service information point in Waterfront Bus Station. Why was the existing information point closed?</li> </ol> <p>As a pensioner that no longer drives a car I rely on buses a lot and given the area that I live in I have no choice but to use Arriva buses; whilst I realise that a lot of these issues may not relate directly to the BSIP it does mean that travelling by bus is more of a nuisance than a pleasure.</p>
Becky Waller, DWP JCP Partnership Manager	<p>Areas identified where job seekers are having difficulty accessing employment</p> <ul style="list-style-type: none"> <li>• Medway Valley Park</li> <li>• Hoo peninsula/ London Medway Commercial Park</li> <li>• Cliffe/Cliffe Woods</li> </ul>
Medway Youth Parliament City Hall event	<p>70 responses received from young people at event</p> <ul style="list-style-type: none"> <li>• 34%- Lower and simpler fares</li> <li>• 20%- Safer bus stops and bus station</li> <li>• 14% - more buses and on time</li> <li>• 13%- Linking well with trains and other services</li> <li>• 12%- Better buses with screens, USB and low emissions</li> <li>• 6%- Better information</li> </ul> <p>Ideas mentioned as follows:-</p> <ul style="list-style-type: none"> <li>• Better info for public and respecting disabled passengers</li> <li>• More sustainable</li> </ul>

- Return fares before 9am
- Better bus shelters with wi-fi
- Free bus routes
- Electric buses
- Free travel for secondary school students
- Thought out bus routes
- Low emission buses
- Green bus shelters
- More services down Churchill Avenue
- School buses for children only not random adults
- Better app
- Direct routes to children's activities
- More room for pushchairs and disabled

David Beer,  
Senior  
Manager,  
Transport  
Focus

We believe that your priorities (from the measures listed in the summary) should be more frequent and reliable services and improvements to fares and ticketing, which broadly captures our own top four passenger 'wants'.

As for the full draft BSIP document we have the following feedback.

In overall terms the document is detailed, well presented and easy to read. You provide a lot of contextual/background information to set the scene and outline the constraints within which you will be working (something we have suggested). Much of what is presented regarding bus services is about what is currently in place and in many cases the risks (post-Covid and subject to funding) that they may be reduced, rather than enhanced. The section 4.2 "What does success look like" provides many encouraging ambitions, but it is less clear about how and when these might be delivered (if at all).

We noted that the public consultation on the Local Transport Plan provided a similar list of concerns as identified in our list of 'what passengers want'.

It will be interesting to see what the Reported targets are set as, given that this information is currently missing for the critical topics of journey time and reliability. Our thoughts on the proposal for measuring journey time on three or four corridors between selected timing points is to be careful that this reflects passenger experiences more widely, so that it has credibility. A minor point on the reference to the Transport Focus passenger satisfaction survey – one key reason for the difference in scores is that our survey focusses on an individual journey, rather than on general satisfaction with bus services.

In section 2.13 on barriers to bus use and growth, you draw upon the results of the NHT Survey, but we are not sure of the logic of focusing on the biggest gaps (compared to the national figures), rather than, for example, the lowest scores, although we expect some of these are also the lowest scores.

In terms of meeting the needs of passengers (as identified through our

own research), there were several important areas covered within your BSIP, including buses running more often, buses running on time/faster journey times and better value for money. There was less evidence of measures to take buses to more places (other than the Hoo peninsular), although simplifying the network may help with the creation of a stable network. Much of what is mentioned on the topics of tackling anti-social behaviour (via CCTV) and the quality of information at bus stops is about retaining or replacing what is already in place, rather than expanding it, so passengers are not going to see more of this. While we welcome the measures discussed for improving accessibility at bus stops (e.g. kerb access and stop design), other aspects related to the onboard situation were limited to the provision of onboard audio-visual next stop information (although again, this is welcome). We wonder whether other aspects around the onboard experience (e.g. space for wheelchairs/buggies, customer service training, enhanced cleaning regimes) will be covered in the Enhanced Partnership documents?

We note the reference to decisions on bus information awaiting results from a consultation, so some of the other information-based needs of passengers are likely to follow in future versions of the BSIP. We would be interested to have sight of this when you have the results.

The current wording in the BSIP (section 4.4.2.1) hints at a passive role for the council in the development of the Passenger Charter, with the emphasis placed upon operators. We recommend starting a conversation with the operators about your Passenger Charter at the earliest opportunity, as this can provide a useful way to help develop your BSIP and to feed into EP discussions, as Mike mentioned in the webinar earlier last week. Our understanding is that you must commit to producing a Passenger Charter in the BSIP, even if the Charter itself follows at a later date.