

Passenger Transport Strategy

July 2021

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1. Introduction

This document provides a Passenger Transport Strategy for the East of England, identifying Transport East's aspirations and the actions needed to ensure that passenger transport services meet the short- and longer-term needs of the region's population and contribute to wider regional objectives. It focuses on road-based passenger services (bus, scheduled coach, demand responsive and community-based); rail options are considered by Transport East's wider strategy and may be considered in a mode-specific regional action plan.

The strategy seeks to link the findings of the Phase 1 Evidence Base work of the regional Passenger Transport Connectivity Study (reported to separately Transport East) with the key themes of Bus Back Better¹ and the four emerging pathways from Transport East's overarching Transport Strategy (decarbonisation, unlocking our international gateways, connecting our growing towns & cities, and energising rural/coastal communities). It sets out the case for investment in passenger transport in the region, develops a vision for passenger transport's contribution to each of the pathways, and outlines a delivery plan.

In this document:

- Section 2 outlines key issues and develops objectives for the strategy
- Section 3 makes the case for government investment in passenger transport, and
- Section 4 develops visions for change and presents an outline delivery plan

¹ The National Bus Strategy for England, March 2021 <https://www.gov.uk/government/publications/bus-back-better>

2. Issues, Objectives and Outputs

This section sets out the context for passenger transport in the East of England region, sets objectives for the passenger transport strategy, and defines the outcomes that it should seek to achieve.

It builds on an understanding of the key issues facing passenger transport users and network providers, summarising the evidence base which is set out in the Phase 1 report. These issues were split into those that the sector faced before the effects of COVID-related lockdowns, and those that have occurred following those lockdowns and the impact on passenger transport patronage that resulted. It should be noted that the evidence underpinning these key issues was collated in early 2021, while severe lockdowns remained in force and the timescales for their withdrawal was unclear.

a. Key issues affecting passenger transport: Pre-COVID

The Stage 1 work identified seven key issues related to the passenger transport network pre-COVID:

- There are **areas in the region without effective passenger transport** services. These are largely, but not exclusively, in rural areas.
- **Some people are excluded from the current transport network.** Even for those people that have a passenger transport service near to their home, many are unable to use it for reasons of ability, cost and confidence. This leads to exclusion, especially for disabled, older, and young people. Barriers arise because of a variety of issues including those related to infrastructure (including lack of safe walking routes to stops), high cost of use (especially for family groups), concerns related to personal security and lack of confidence in service reliability.
- **Passenger transport does not provide an attractive option for many end-to-end journeys,** increasing reliance on car use. Passenger transport can never provide a direct, timely option for every journey choice in the region, but many potential users (including those in urban areas) perceive passenger transport options to be slow, unreliable, inconvenient and/or unattractive. This promotes car use, with resulting congestion and emissions problems, even for journeys where passenger transport could provide a reasonable option.
- Passenger transport **information and integration between services can be poor.** Despite the substantial technological advances of recent years, many potential users of passenger transport perceive it to be difficult to find accurate information for public transport journey planning, or to get updates during a journey. Separately, the complexity of the region's network means that passenger transport services are often not well integrated, with limited timetable or ticketing coordination between services and, in some instances, unattractive infrastructure making interchange unappealing.
- **Passenger transport has a fundamental role to play in decarbonising transport in the region.** Most passenger transport services in the region are fossil-fuel powered, and there are some opportunities to reduce carbon emissions from them. However, the passenger transport network has a much larger opportunity to contribute to carbon reduction by encouraging modal shift from car: many passenger transport services in the region are operating below capacity, hence have the opportunity to carry more passengers without any significant carbon impact.
- **Some highway design and parking policies hinder passenger transport,** by delaying bus services and making journeys by car more attractive. Measures to improve bus priority and/or to reduce the ready availability of car parking could support efforts to encourage passenger transport use over that of car.

- **Access to international gateways in the region can be difficult by passenger transport.** The East of England region has major air- and sea-port gateways, which are significant attractors of trips for people as well as freight both as employment centres and for transiting passengers. Access to some of these locations by passenger transport services is challenging whilst others that have some good services enable convenient passenger transport access from only a small part of the region.

b. Key issues affecting passenger transport: With/Post-COVID

The Stage 1 work also identified four key issues related to the passenger transport network during and following COVID-related restrictions:

- **Maintaining passenger transport service levels is difficult** whilst passenger numbers (and hence revenue) remain low. Lockdowns and other Government advice against travel have massively reduced demand for passenger transport use, and hence operator income and service viability. Short-term Government support has enabled many services to keep running, but the longer-term sustainability of these services is doubted.
- **Some passengers' confidence to use passenger transport has fallen** and may be difficult to rebuild. During the pandemic, Government has strongly discouraged passenger transport use, and attitudes to enclosed public spaces and crowding have changed. These could have long-term effects on willingness to use passenger transport services.
- **Changes to trip patterns could undermine core markets** for passenger transport. Passenger transport services are most effective operating on high-demand corridors, especially peak-time journeys into/from urban centres. COVID has significantly reduced demand for travel to these places both for employment and leisure/retail, and at peak times, whilst journeys to other places (notably edge-of-town retail and employment sites, which are harder to serve by passenger transport than town centres) have been less affected. If these altered trip patterns continue, the viability of the passenger transport network could be undermined.
- **COVID has affected travel habits of different parts of the population differently**, with older people and those with underlying health conditions particularly affected by the desire for physical distancing, whilst people with low incomes typically have a smaller variety of transport choices available to them. Social exclusion problems risk being exacerbated as a result. The passenger transport network has a role to help ensure that exclusion effects are not magnified as travel restrictions ease.

c. The region's transport aspirations

Transport East's overarching transport strategy establishes the region's aspirations for investment. These are based on a robust understanding of the national, regional and local policy contexts, as well as the region's economic, social and environmental issues. As such, they form an important basis for the passenger transport strategy, which must support these (draft) broader regional transport outcomes:

- Improving accessibility levels in our re-energised coastal and rural communities
- Improved transport connectivity to our International Gateways
- Reduced demand for travel and increased sustainable mode share to and within our major towns and cities
- A fully safe and secure transport system for every person in our region
- Reduce the negative impacts of transport on the environment to net zero
- Ensure sustainable transport supports growth in homes, jobs and businesses across our region and the wider UK

The overarching strategy will then set out four key priorities for action:



Passenger transport services and infrastructure has a role to play in contributing to each of these priorities, and they are used as key themes for developing this passenger transport strategy.

d. National aspirations for passenger transport

National aspirations for passenger transport are set out across a variety of policies and documents, but the outcomes defined by Bus Back Better, the national bus strategy for England², are particularly relevant as the document was published during the preparation of this strategy and sets new expectations on Transport East's local authority members and their service delivery partners. These organisations will be working together to develop and implement Bus Service Improvement Plans, which should be guided by and help deliver this regional strategy.

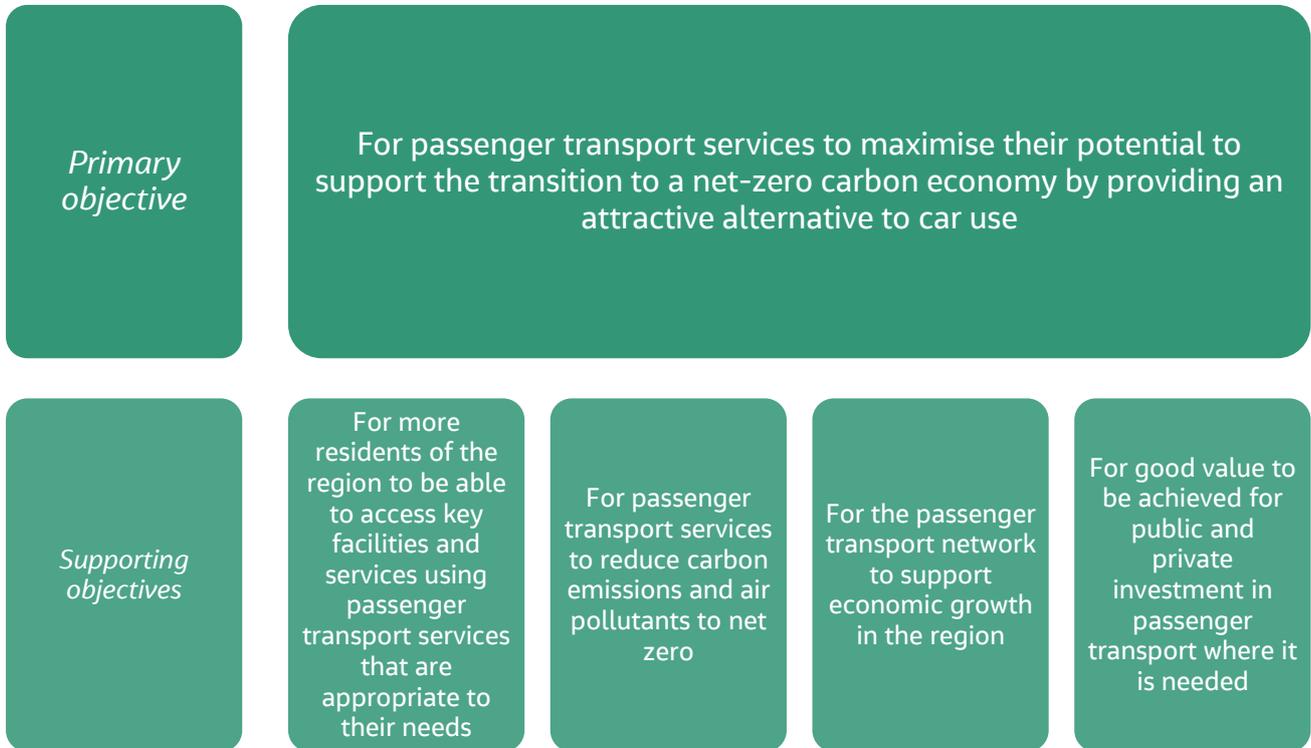
Bus Back Better defines the outcomes that are needed for passenger transport to become more accessible and a more attractive alternative to car. Although it primarily focuses on bus, its principles are equally as relevant to the rest of the region's road-based passenger transport network (scheduled coach, demand responsive and community transport services), as well as the active travel, taxi and other connections to them:

- More frequent
- Faster and more reliable
- Cheaper
- More comprehensive
- Easier to understand
- Easier to use
- Better to ride in
- Better integrated (with each other and with other modes)
- Greener
- Accessible and inclusive
- Innovative
- Perceived as safe

² <https://www.gov.uk/government/publications/bus-back-better>

e. Objectives for passenger transport

From investigation of the passenger transport issues and the priorities of the overarching regional transport strategy, the following objectives emerge for passenger transport in the Transport East region:



We see from the figure below that the supporting objectives contribute to the desired outcomes for the overarching strategy. Stronger links are shown by thicker connections:

Passenger transport objectives		Overarching transport strategy outcomes
For passenger transport services to maximise their potential to support the transition to a net-zero carbon economy by providing an attractive alternative to car use		Improving accessibility levels in our re-energised coastal and rural communities
For more residents of the region to be able to access key facilities and services using passenger transport services that are appropriate to their needs		Improved transport connectivity to our International Gateways
For passenger transport services to reduce carbon emissions and air pollutants to net zero		Reduced demand for travel and increased sustainable mode share to and within our major towns and cities
For the passenger transport network to support economic growth in the region		A fully safe and secure transport system for every person in our region
For good value to be achieved for public and private investment in passenger transport where it is needed		Reduce the negative impacts of transport on the environment to net zero
	Ensure sustainable transport supports growth in homes, jobs and businesses across our region and the wider UK.	

f. Outputs for passenger transport

In order to be able to reliably define a delivery plan to accompany this strategy, it is helpful to identify the outputs that the passenger transport system must deliver in order for the objectives outlined above to be achieved. Six key outputs have been identified, some in the short-term, largely to support the passenger transport network with recovery from the effects on it of COVID, and some with a longer-term horizon:

- Short-term outputs:
 - Support a viable passenger transport industry in the region
 - Help rebuild passenger confidence in using passenger transport services when it is safe and appropriate to do so
- Longer-term outputs:
 - Help ensure there is a financially sustainable passenger transport network, providing robust commercial services and delivering good value for public and private investment where it is needed
 - Ensure passenger transport services provide a more attractive alternative to car use
 - Enable more residents of the region to access key facilities and services using passenger transport services that are appropriate to their needs
 - Improve the environmental sustainability of passenger transport operations by reducing carbon emissions and air pollutants to net zero

The table below indicates the links between these outputs and the passenger transport objectives introduced earlier in this section, showing strong (✓✓) and weaker (✓) interactions. It gives confidence that delivering these outputs will realise the objectives:

Passenger transport outputs	Short-term		Longer-term			
	Support a viable passenger transport industry in the region	Help rebuild passenger confidence in using passenger transport services when it is safe and appropriate to do so	Help ensure there is a financially sustainable passenger transport network, delivering good value for public and private investment where it is needed	Enable more residents of the region to access key facilities and services using passenger transport services that are appropriate to their needs	Improve the environmental sustainability of passenger transport operations by reducing carbon emissions and air pollutants to net zero	Ensure passenger transport services provide a more attractive alternative to car use
Passenger transport objectives						
For passenger transport services to maximise their potential to support the transition to a net-zero carbon economy by providing an attractive alternative to car use	✓✓	✓	✓	✓	✓	✓✓
For more residents of the region to be able to access key facilities and services using passenger transport services that are appropriate to their needs	✓	✓✓	✓	✓✓	✓	✓
For passenger transport services to reduce carbon emissions and air pollutants to net zero	✓	✓		✓	✓✓	✓✓
For the passenger transport network to support economic growth in the region	✓	✓	✓	✓		✓
For good value to be achieved for public and private investment in passenger transport where it is needed	✓		✓✓			

3. The case for investing in passenger transport

In this section, we outline the case for public sector investment in the passenger transport network in the Transport East region. This develops the rationale that it is appropriate and normal practice for Government and the wider public sector to invest in passenger transport, that this investment can influence long-term outcomes for the network and hence the region's people, and that historic investment trends are unlikely, in a post-COVID world, to enable the objectives identified above to be met.

a. Public sector intervention is needed to maintain an adequate passenger transport network

Almost all passenger transport services in the region are provided by commercial operators. Operators make substantial investments in service delivery and improvement, but intervention by Government and the wider public sector in the passenger transport network is also needed if its wider economic, social and environmental benefits are to be realised.

Intervention in passenger transport by Government and other public sector bodies is needed in order to ensure³:

- That services can operate in locations and at times when there is social need for transport but patronage is insufficient to cover operating costs, so there is no commercial case for their operation
- That service quality and price are such that passenger transport is available to a reasonably high proportion of the population
- That market imperfections (e.g. in relation to service or ticketing coordination) are reduced
- That adequate infrastructure is available on the transport network for services to operate to meet the demands of current and future customers, providing a competitive alternative to the private car
- That the passenger transport network is adequately supported by, and supports, other public policy outcomes for health, employment/training, the environment, etc

The variety of needs for investment demonstrates the requirement for both capital and revenue expenditure by Government on passenger transport.

Of course, Government bodies have been and continue to invest in passenger transport in the Transport East region, complementing the investments made by a wide range of other partners, notably service operators. Government investment typically falls within the following categories:

- For socially necessary bus services
- For some demand responsive and community transport provision
- For home to school transport and concessionary fares
- For capital investment in road and bus stop infrastructure
- For various projects and programmes to improve passenger transport availability and attractiveness, including improvements to information and ticketing, and service integration

³ Developed from <https://assets.kpmg/content/dam/kpmg/pdf/2016/01/local-bus-market-study-access.pdf>

It is notable that, during the preparation of this strategy, significant reservations have been expressed by some stakeholders in relation to the cost-effectiveness of some parts of current public sector expenditure on passenger transport.

In particular, some local authority partners have highlighted that legislative requirements mean they must invest in provision of free home-to-school transport and in concessionary fares. Whilst the rationale for these policies is well intentioned and understood, it is felt that in the Transport East region their effects can sometimes be regressive; pushing scarce public funds in some instances towards more affluent communities/individuals and away from potential use for more valuable transport outcomes.

b. Overall investment by public and private sectors has been insufficient for passenger transport to realise its potential

Despite the investment made by operators, Government and others, passenger transport in the region is not fully realising its potential to meet public policy outcomes. This was apparent pre-COVID when:

- Bus use was falling while car travel increased. This indicates that passenger transport was failing to maintain its attractiveness in comparison with car use
- Substantial proportions of the region's population did not have a local passenger transport service or were unable to use it because of ability or affordability constraints, often exacerbating social exclusion. As a result, there were social needs which were unmet
- Passenger transport was an aspirational journey choice for few of the region's residents, with many perceiving that passenger transport performs poorly in comparison with car for speed and reliability, suggesting that investments to improve service quality were insufficient

However, notable exceptions to these trends both within the region and beyond show that when attractive, affordable, accessible transport is provided, there is demand for its use; this gives confidence that the aspirations of this strategy are worthwhile and deliverable.

As outlined previously, COVID has substantially undermined the demand for passenger transport use. Whilst it is hoped that demand levels may largely recover, COVID introduced significant long-term uncertainty on top of the previously challenging long-term trends. During the most severe lockdown periods, increased Government subsidy of operations has enabled much of the transport network to keep operating, but a long-term investment plan is needed if passenger transport service levels are not to face decline, so leading to exacerbated problems of unnecessary car use and social exclusion.

c. Investment choices will determine the long-term outcomes for passenger transport

Although passenger transport services are largely provided by private-sector operators, the evidence presented above shows that, even pre-COVID, the commercial viability for investing in improved services was weak. Whilst long-term demand remains so uncertain, COVID-related restrictions on travel have undermined the case for private investment further.

Thus the long-term nature of the passenger transport network of the region may, in large part, be determined by public sector investment levels and, as recognised by Bus Back Better, by the ability of public- and private-sector partners to work together to deliver a network which is commercially viable and achieves public policy outcomes.

The diagrams overleaf summarise three scenarios for potential public sector investment choices and their likely impacts on outcomes for the passenger transport network and its users.

They set out that, although the long-term effects of COVID on passenger transport demand is uncertain, it is anticipated that, without significant short- and long-term government investment, passenger transport in the Transport East region is likely to face continued (and potentially exacerbated) decline as a result of COVID exacerbating trends that were previously evident. Increased social exclusion and carbon emissions would result from reduced service levels and attractiveness; and passenger transport would still require on-going public subsidy if even a poor-quality basic provision is to be available in rural areas.

Increasing public sector investment to a level in excess of pre-COVID levels could stabilise patronage and avoid exacerbation of exclusion and emissions problems. Without care, however, this will simply take the network back to the pre-COVID trends of declining patronage and increasing carbon emissions.

Therefore, if passenger transport is to realise its potential to improve social inclusion and achieve environmental gain, significant additional public sector investment must be prioritised towards the sector. In part this investment should be for new infrastructure, but support will largely require revenue funding to deliver services that meet the needs of all the region's people and are sufficiently attractive to provide an attractive alternative to car use, addressing both decarbonisation and highway congestion.



Scenarios for public sector investment in the passenger transport sector and their anticipated effects

4. Pathways to change

This section of this strategy builds on the objectives and context outlined above to develop pathways for change for each of the Transport East's strategy's priorities for action:

- Decarbonisation
- Levelling up coastal and rural communities
- Connecting our growing towns and cities
- Unlocking international gateways

A vision for each is presented, which forms the basis of pathways to change, set out in an outline action plan later in this chapter.

Whilst these are presented as four pathways, contributing to separate outcomes, the actions to achieve them are closely related. They all seek to work towards the principles of Bus Back Better (see chapter 2) and to create a more comprehensive, accessible, attractive passenger transport network which has the opportunity to more fully compete with car for more journeys in the region. They also demonstrate how the most effective outcomes will be achieved by joint action by private and public sectors, including local, regional and national Government.

a. Vision for change: Decarbonisation

<p>Key evidence and implications</p>	<p>55% of the UK’s surface transport carbon emissions are from car/van, 3% from bus, 5% from other (including rail)⁴. Hence, whilst decarbonising passenger transport operations is laudable, much greater gains are achievable from securing modal shift from car to passenger transport, even if passenger transport services remain as net carbon emitters.</p> <p>Most passenger transport services have capacity to carry more passengers with negligible effects on emissions (passenger transport usage has been falling faster than service vehicle-km in recent years), so modal shift from car to passenger transport is possible without significantly increasing operating requirements.</p>
<p><i>A vision for passenger transport: decarbonisation</i></p>	<ol style="list-style-type: none"> 1. <i>Passenger transport use is made more attractive to reduce private car trips. Investment is made in passenger transport service frequency, journey times, ease of use, affordability, journey quality, destinations served and first/last mile access to provide desirable services, which are integrated into a comprehensive network</i> 2. <i>Parking policies and allocation of road space are amended in order that the attractiveness of private car use is reduced in comparison with passenger transport services to encourage switch to passenger transport where appropriate</i> 3. <i>Passenger transport operations are decarbonised</i>

⁴ Transport East decarbonisation report 2020: https://www.transporteast.org.uk/wp-content/uploads/Transport-East-Decarbonisation-Evidence-Base-and-Strategic-Recommendations-Report_WEB.pdf

b. Vision for change: Levelling up coastal and rural communities

<p>Key evidence and implications</p>	<p>Away from the main interurban corridors, passenger transport does not offer an attractive service for many rural/coastal communities; this leaves some people marginalised (especially old and young people, and people on low incomes). It also increases car use, causing problems in both rural and urban areas.</p> <p>Many rural/coastal passenger transport services do not and are unlikely to cover their operating costs from fares: on-going investment in them is needed to ensure they provide accessibility for rural/coastal residents and to minimise the growth in car use.</p> <p>Local authorities have and use powers to support socially necessary bus services but limited funding, and the statutory requirements to fund home to school transport and concessionary fares which requires use of a large proportion of that funding, mean that they are unable to ensure that a large proportion of these needs are met.</p> <p>Even pre-COVID, rural passenger transport use was falling, further marginalising what can often be fragile networks of services and some services are under pressure from increased competition from new mobility options.</p> <p>Demand responsive and community transport services provide valuable connections in some areas, and for some people unable to use scheduled services, but availability is not consistently high.</p> <p>Passenger transport is not an aspirational choice for many residents of the region.</p>
<p><i>A vision for passenger transport: Levelling up coastal and rural communities</i></p>	<ol style="list-style-type: none"> 1. <i>High-quality, accessible, affordable passenger transport services enable all coastal/rural residents to access education, employment and other social needs by non-car modes every day</i> 2. <i>Integrated connections are provided between rural/coastal services and with others serving inter-urban routes, delivering a region-wide passenger transport network</i> 3. <i>Passenger transport is easy to use: improved journey planning, payment/ticketing</i> 4. <i>Everyone is aware of passenger transport options for rural/coastal journeys and has good perceptions of passenger transport, supporting journeys for local people and for sustainable leisure</i>

c. Vision for change: Connecting our growing towns and cities

<p>Key evidence and implications</p>	<p>Passenger transport offers fast, frequent connections between some of the region’s main centres, especially those that are on radial routes from London.</p> <p>But passenger transport is competitive with car on relatively few other connections: for only 15 of the 78 origin-destination pairs between the region’s 13 main settlements does passenger transport offer (by bus, coach and/or train) a centre-to-centre journey time comparable with car for typical weekday daytime journeys. For 12 origin-destination pairs, typical centre-to-centre passenger transport journey times are more than twice typical drive times. For typical suburb-to-centre or suburb-to-suburb journey between settlements, passenger transport journeys can be significantly longer, so are rarely competitive with car.</p> <p>A combination of factors including relatively high fares, limited service frequency and attractiveness, perceived unreliability, sometimes challenging first/last mile connections to passenger transport and ready availability of parking reduces the attractiveness of passenger transport for many journeys in the region.</p> <p>Passenger transport is not an aspirational choice for many residents of the region.</p>
<p><i>A vision for passenger transport: connecting our growing towns and cities</i></p>	<ol style="list-style-type: none"> 1. <i>Frequent, high-quality, accessible, affordable passenger transport services connect the region’s towns and cities</i> 2. <i>Frequent, high-quality, accessible, affordable passenger transport services enable all suburban residents to access nearby town/city centres and other key destinations</i> 3. <i>Integrated connections are provided between inter-urban services and with others serving rural/coastal communities, delivering a region-wide passenger transport network</i> 4. <i>There are integrated connections with first/last mile services (bus, active travel, taxi) in urban areas</i> 5. <i>Passenger transport is easy to use: improved journey planning, payment/ticketing</i> 6. <i>Everyone is aware of passenger transport options for inter-urban journeys and has good perceptions of passenger transport</i> 7. <i>Buses are prioritised over general traffic at congestion hotspots and parking, and other policies prioritise passenger transport</i>

d. Vision for change: Unlocking our international gateways

<p>Key evidence and implications</p>	<p>Sustainable surface access to airports is important because of the large number of passenger movements for airport passengers and staff.</p> <p>Passenger access to main port gateways is important for staff access.</p> <p>There are good rail connections to Stansted and Southend airports, albeit with direct services from only a small proportion of the Transport East region, limited particularly by the low capacity approach to Stansted. Stansted and Southend also have reasonably comprehensive bus and coach networks.</p> <p>Passenger transport access to Norwich airport is much more limited.</p> <p>Passenger transport offers poor access to most of the region’s international gateways from locations in the region in comparison with car.</p>
<p><i>A vision for passenger transport: connecting our growing towns and cities</i></p>	<ol style="list-style-type: none"> 1. <i>Passenger transport provides a convenient, attractive option for passenger and staff access from across the Transport East region to its international gateways, especially improving east-west connectivity to Stansted</i> 2. <i>Passenger transport is easy to use for journeys to international gateways: improved journey planning, payment/ticketing, first/last mile access</i> 3. <i>Everyone is aware of passenger transport options to international gateways and has good perceptions of passenger transport</i>

e. Outline delivery plan

This section provides an outline delivery plan to enable the pathway visions and the objectives for passenger transport in the Transport East region to be delivered. It sets out both short- and longer-term recommendations and identifies the types of public sector organisations that should take responsibility for their delivery.

The pathways to which each action is relevant are identified.

Short-term actions

	Leadership responsibility <i>Supporting partners</i>	Delivery timescale	Short-term actions	Pathways relevance
LA-S1:	Local authorities <i>Operators</i>	2021: in conjunction with BSIP development	Work towards aspirational rural/coastal networks: <ul style="list-style-type: none"> ▪ Develop model rural/coastal passenger transport service levels and networks within relevant Bus Service Improvement Plans ▪ Work with scheduled and demand-responsive transport operators to identify what can be delivered within current constraints, then determine the funding and other requirements to fill remaining gaps 	Decarb Coastal/rural Towns/cities Gateways
LA-S2:	Local authorities <i>Operators</i>	2021: in conjunction with BSIP development	Work towards aspirational urban/inter-urban networks: <ul style="list-style-type: none"> ▪ Develop model urban and inter-urban passenger transport service levels and networks within each Bus Service Improvement Plan ▪ Work with scheduled and demand-responsive transport operators to identify what can be delivered within current constraints, then determine the funding and other requirements to fill remaining gaps 	Decarb Coastal/rural Towns/cities Gateways
LA-S3:	Local authorities	Now and on-going	Identify and support vulnerable services: <ul style="list-style-type: none"> ▪ Work with operators to track the commercial viability of individual services 	Decarb Coastal/rural

	Leadership responsibility <i>Supporting partners</i>	Delivery timescale	Short-term actions	Pathways relevance
	<i>Operators</i>		<ul style="list-style-type: none"> Develop joint action plans for those that are vulnerable 	Towns/cities Gateways
LA-S4:	Local authorities <i>Operators</i> <i>Districts</i>	Now and on-going	Mitigate the impacts of congestion on bus services: <ul style="list-style-type: none"> Work with operators and districts to identify those locations in the region where traffic congestion commonly delays bus operations and where easily-implementable solutions are available Develop joint local transport authority/district/operator action plans to mitigate problems 	Decarb Coastal/rural Towns/cities Gateways
LA-S5:	Local authorities <i>Operators</i>	2021/22: in conjunction with easing of lockdowns	Improve knowledge of coastal/rural services: <ul style="list-style-type: none"> Using marketing campaigns and improved publicity, seek to ensure that all rural/coastal residents are aware of nearby passenger transport/DRT/CT services, and know how to use them (stop locations, fares structures, booking systems, etc) 	Decarb Coastal/rural Towns/cities Gateways
TE-S1:	Transport East <i>Local authorities</i> <i>Operators</i>	2021/22: in conjunction with easing of lockdowns	Support the passenger transport networks recover from COVID restrictions: <ul style="list-style-type: none"> Promote a 'back to passenger transport' message, when it is appropriate to do so, to minimise the likely increase in car use as travel demand recovers post-lockdown 	Decarb Coastal/rural Towns/cities Gateways
TE-S2:	Transport East <i>Local authorities</i> <i>Operators</i>	2021: in conjunction with BSIP development	Support the evidence base for investment in coastal/rural passenger transport: <ul style="list-style-type: none"> Build and communicate on behalf of the region a more detailed evidence base and understanding of demand and aspirations for rural/coastal passenger transport in order to strengthen the case for investment in services and assist local authorities and operators with service planning 	Decarb Coastal/rural Towns/cities Gateways

	Leadership responsibility <i>Supporting partners</i>	Delivery timescale	Short-term actions	Pathways relevance
TE-S3:	Transport East <i>Local authorities</i> <i>Operators</i>	2021: in conjunction with BSIP development	Support the evidence base for investment in urban/inter-urban passenger transport: <ul style="list-style-type: none"> Build and communicate on behalf of the region a more detailed evidence base and understanding of demand and aspirations for urban and inter-urban passenger transport in order to strengthen the case for investment in services and assist local authorities and operators with service planning 	Decarb Coastal/rural Towns/cities Gateways
TE-S4:	Transport East <i>Local authorities</i> <i>Operators</i>	Now and on-going	Support discussions with national Government: <ul style="list-style-type: none"> Act as a single point of contact for the region's local authorities, passenger transport providers and other partners in discussions with central Government, other funders and stakeholders, in order to help make the case for a strong passenger transport network in the region 	Decarb Coastal/rural Towns/cities Gateways
TE-S5:	Transport East <i>Local authorities</i> <i>Operators</i>	2021: in conjunction with BSIP development	Facilitate cross-boundary synergies: <ul style="list-style-type: none"> Work with local authorities and transport operators to identify and respond to opportunities for cross-boundary synergies between Bus Service Improvement Plans 	Decarb Coastal/rural Towns/cities Gateways
G-S1:	National Government <i>Regional Transport Bodies</i> <i>Local authorities</i> <i>Operators</i>	2021/22: in conjunction with easing of lockdowns	Help encourage uptake in public transport usage: <ul style="list-style-type: none"> Deliver national messaging, when it is appropriate to do so, encouraging people back to passenger transport, giving increased awareness and profile to what can be delivered regionally/locally 	Decarb Coastal/rural Towns/cities Gateways
G-S2:			Provide longer-term support for passenger transport networks:	Decarb

	Leadership responsibility <i>Supporting partners</i>	Delivery timescale	Short-term actions	Pathways relevance
	National Government <i>Regional Transport Bodies</i> <i>Local authorities</i> <i>Operators</i>	Now and on-going	<ul style="list-style-type: none"> ▪ Recognise that enhanced revenue funding will be required post-COVID if an inclusive and sustainable passenger transport network is to be viable in the region ▪ Engage with regional partners to consider options to prioritise, deliver and best utilise this funding 	Coastal/rural Towns/cities Gateways

Longer-term actions

	Leadership responsibility <i>Supporting partners</i>	Delivery timescale	Longer-term actions	Pathways relevance
LA-L1:	Local authorities <i>Operators</i>	Develop detailed action plans once BSIPs in place	Deliver aspirational networks: <ul style="list-style-type: none"> Plan and work with operators to deliver improved rural/coastal and urban/interurban networks and other Bus Service Improvement Plan commitments 	Decarb Coastal/rural Towns/cities Gateways
LA-L2:	Local authorities <i>Operators</i> <i>Districts</i>	Develop detailed action plans by Mar 2023	Enable passenger transport services to compete more equitably with car: <ul style="list-style-type: none"> Work with operators to identify locations at which delays to buses are common then implement bus priority measures where feasible Work with district/unitary authorities to reduce the ready availability of cheap car parking where this is restricting the potential for bus patronage 	Decarb Coastal/rural Towns/cities Gateways
LA-L3:	Local authorities <i>Operators</i> <i>Transport East</i>	Develop detailed action plans once BSIPs in place	Seek to reduce the burden of fares for people on low incomes: <ul style="list-style-type: none"> Work with operators to review passenger transport pricing structures, in order to create more attractive services and reduce the burden of fares for those to whom they pose a barrier to accessing services and opportunities Make the case for enhanced Government investment if the case is proven 	Decarb Coastal/rural Towns/cities Gateways
LA-L4:	Local authorities <i>Operators</i>	Develop detailed action plans once BSIPs in place	Enhance passenger transport's role in delivering the benefits of the region's international gateways: <ul style="list-style-type: none"> Improve last-mile passenger transport connectivity to international gateways for staff and passenger access 	Decarb Coastal/rural Towns/cities Gateways
TE-L1:	Transport East	By Mar 2023	Enhance the case for increased flexibility of public support for the passenger transport sector:	Decarb

	Leadership responsibility <i>Supporting partners</i>	Delivery timescale	Longer-term actions	Pathways relevance
	<i>Local authorities</i> <i>Operators</i>		<ul style="list-style-type: none"> Develop a concept project, and implement if feasible, to deliver alternative funding models for passenger transport, identifying the benefits and risks of increased fiscal flexibility in the allocation of public sector funding to passenger transport 	Coastal/rural Towns/cities Gateways
TE-L2:	Transport East <i>Local authorities</i> <i>Operators</i>	Develop detailed action plans by Mar 2023	Support the decarbonisation of passenger transport operations: <ul style="list-style-type: none"> Ensure that passenger transport operations form a part of any plan to develop and implement a regional all-modes electric and/or hydrogen vehicle strategy 	Decarb Coastal/rural Towns/cities Gateways
TE-L3:	Transport East <i>Local authorities</i> <i>Operators</i>	Develop detailed action plans by Mar 2022	Support the adoption of new technology that can assist passenger transport users and operators: <ul style="list-style-type: none"> Ease customer planning and use of passenger transport journeys, including through a pan-regional Journey Hub app, MaaS and SMART ticketing products 	Decarb Coastal/rural Towns/cities Gateways
TE-L4:	Transport East <i>Local authorities</i> <i>Operators</i>	Develop detailed action plans by Mar 2022	Improve awareness and perceptions of passenger transport in the region both amongst potential users (to encourage service usage) and key decision makers (to ensure they understand the benefits that passenger transport provides): <ul style="list-style-type: none"> Ensure that the evidence presented in this strategy, in BSIPs and other sources is widely disseminated so that decision makers understand the benefits of passenger transport and risks inherent in its decline 	Decarb Coastal/rural Towns/cities Gateways
TE-L5:	Transport East <i>Local authorities</i> <i>Operators</i>	Develop detailed action plans by Mar 2023	Support the long-term development of the passenger transport network in the region, building from the aspirations of BSIPs:	Decarb Coastal/rural Towns/cities

	Leadership responsibility <i>Supporting partners</i>	Delivery timescale	Longer-term actions	Pathways relevance
			<ul style="list-style-type: none"> Work with local authorities, operators and users' representatives to identify an ambitious future for the bus in the region, defining the most effective options for scheduled and demand responsive services, and how these best integrate with active modes and emerging new mobility options Develop business cases for the implementation of action plans 	Gateways
TE-L6:	Transport East <i>Local authorities</i> <i>Operators</i>	Develop detailed action plans by Mar 2023	<p>Help unlock 'game-changing' strategic investments to passenger transport capacity and service attractiveness in the region:</p> <ul style="list-style-type: none"> Develop, progress and prioritise schemes including but not limited to South Essex Bus Metro, North Essex Rapid Transit, Harlow-Gilston 	Decarb Coastal/rural Towns/cities Gateways
G-L1:	National Government <i>Regional Transport Bodies</i> <i>Local authorities</i> <i>Operators</i>	Develop detailed action plans once BSIPs in place	<p>Consider the benefits of increased flexibility in public sector support for passenger transport operations:</p> <ul style="list-style-type: none"> Engage with Transport East and other regional partners to identify the potential benefits and risks of relaxation of local authority passenger transport funding constraints, such that investment made in passenger transport services might be targeted to users/services with highest need 	Decarb Coastal/rural Towns/cities Gateways
G-L2:	National Government	Develop detailed	Help support operators and regional partners deliver a sustainable passenger transport network:	Decarb Coastal/rural

	Leadership responsibility <i>Supporting partners</i>	Delivery timescale	Longer-term actions	Pathways relevance
	<i>Regional Transport Bodies</i> <i>Local authorities</i> <i>Operators</i>	action plans once BSIPs in place	<ul style="list-style-type: none"> ▪ Deliver robust political support that will help unlock local measures which will improve bus priority and promote other actions which will enhance the commercial viability of passenger transport services 	Towns/cities Gateways

f. Contribution of actions to objectives

The table below indicates how the actions would contribute to the five objectives for passenger transport in the region developed earlier in this report, showing strong (✓✓) and weaker (✓) interactions.

It demonstrates that, between the actions, good contribution to all the objectives will be made. More detailed assessment will be available once the full action plan has been developed.

Actions	Objectives				
	For passenger transport services to maximise their potential to support the transition to a net-zero carbon economy by providing an attractive alternative to car use	For more residents of the region to be able to access key facilities and services using passenger transport services that are appropriate to their needs	For passenger transport services to reduce carbon emissions and air pollutants to net zero	For the passenger transport network to support economic growth in the region	For good value to be achieved for public and private investment in passenger transport where it is needed
LA-S1	✓	✓	✓✓		✓
LA-S2	✓	✓	✓		✓
LA-S3		✓	✓		✓
LA-S4	✓		✓✓	✓	
LA-S5		✓			
TE-S1	✓	✓	✓	✓	✓✓
TE-S2	✓	✓✓	✓	✓	✓
TE-S3	✓	✓✓	✓	✓	✓
TE-S4	✓	✓✓	✓	✓	✓
TE-S5	✓	✓✓	✓	✓	✓
G-S1	✓	✓	✓	✓	✓✓
G-S2	✓	✓✓	✓✓	✓	✓✓
LA-L1	✓✓	✓✓	✓✓	✓	✓✓
LA-L2	✓✓	✓	✓✓		
LA-L3	✓	✓			
LA-L4		✓		✓	
TE-L1	✓		✓✓		
TE-L2	✓		✓✓		
TE-L3	✓	✓			
TE-L4	✓	✓	✓	✓	
TE-L5	✓	✓	✓		✓✓
TE-L6	✓	✓	✓✓	✓✓	
G-L1	✓✓	✓✓			✓✓
G-L2	✓✓		✓✓	✓	✓✓