

APPENDIX E

Leicestershire County Council

337

Passenger Transport Strategy

338

Passenger Transport Strategy

Foreword

Leicestershire County Council recognises the important role that passenger transport services have to play in keeping people and places connected, especially in a rural county such as Leicestershire. Use of such services rather than private car travel also helps reduce congestion and limit emissions.

Facilitating and supporting an appropriate mix of services, working with communities and commercial and 3rd sector operators, is a key aim for the Council, against a backdrop of a challenging funding situation. This will help:

- Meet statutory requirements.
- Leicestershire County Council deliver on its strategic priorities and outcomes.
- Support the people of Leicestershire in accessing key services.

Our Passenger Transport Policy (PTP), and the associated Passenger Transport Strategy (PTS) to deliver that policy, set out in this document, have been developed to help us to take account of these needs and challenges.

1. The passenger transport framework

1.1. The framework shown in Figure 1.1 places our approach to supporting passenger transport in Leicestershire in context. The PTP and PTS set the context against which service delivery and performance will be monitored on an ongoing basis. The framework reflects current Government thinking on service development, delivery and performance.

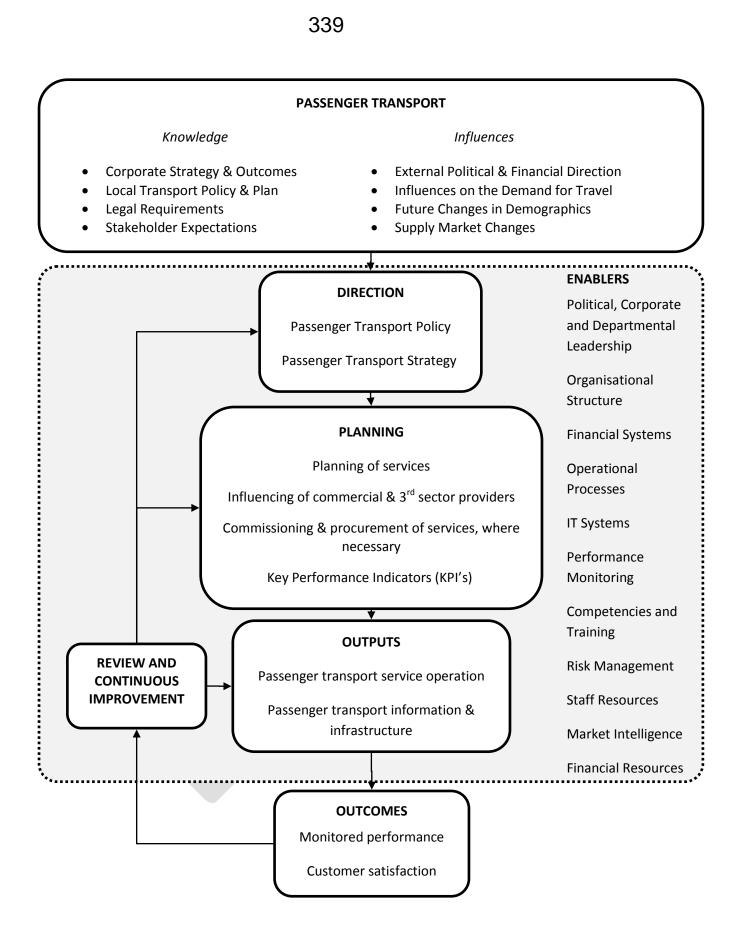
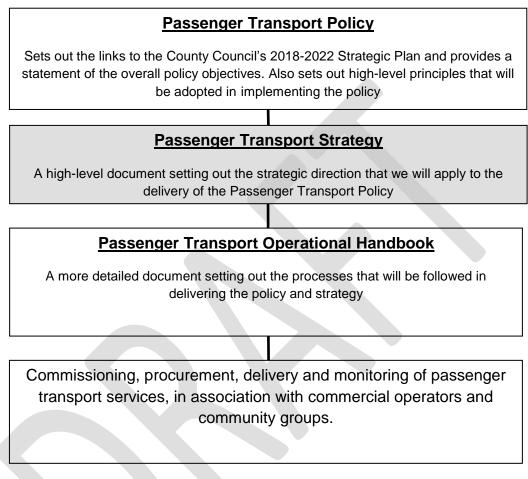


Figure 1.1: Passenger Transport Framework

2. The document framework

2.1. This PTS document sits within a framework that is similar to those used in other areas of responsibility covered by the Council's Environment and Transport Department, as shown in Figure 2.1.





3. Purpose and scope

3.1. This document sets out the overall strategy that Leicestershire County Council will adopt to pursue the policy goals and supporting principles set out in our PTP. This strategy is focussed on road-based general passenger transport services within Leicestershire, including conventional 'big bus' services and other passenger transport solutions using a range of appropriate smaller vehicles.

4. Priorities

4.1. Many people's passenger transport needs in Leicestershire will be met by commercial services. One of our priorities will therefore be to support the commercial market to the extent that we can, by encouraging use of those

services in preference to the private car and by working with operators to create the conditions in which commercial services can thrive. Other passenger transport needs may be met by community transport services.

4.2. Where some transport needs cannot be met by the commercial market or by community transport services, the council has to consider whether it should intervene in the market by offering organisational, operational or financial support to any additional passenger transport services. We therefore need to look at what our priorities for such support are, in the context of limited funding availability.

Priority groups

- 4.3. As noted in our PTP document, to deliver the Council's Strategic Plan priority outcomes there is emphasis on supporting a high level of health and wellbeing (including combating isolation), and on helping deliver the right conditions for a thriving local economy. We also have a statutory obligation to consider the needs of 'elderly and disabled' people in determining what to support and how to provide passenger information.
- 4.4. Meeting some key needs of older, disabled or isolated people is therefore given higher priority than meeting needs of other sectors of the population. We also give higher priority to meeting the needs of people living in employment-deprived areas in order to help them access the job market. This prioritisation is in line with Leicestershire's Third Local Transport Plan (LTP3), which emphasises 'continuing to improve the connectivity and accessibility of our existing transport system for vulnerable individuals, groups and communities'.

Access to a local centre

- 4.5. Passenger transport can potentially help Leicestershire's residents access a range of important services and facilities. Where we are considering supporting services to supplement those provided commercially, as noted in our PTP we will give highest priority to the following journey purposes:
 - Food shopping
 - Primary healthcare¹
 - Employment and training

¹ Primary healthcare provides the first point of contact in the NHS and includes general practices (GPs), community pharmacies, dental, and optometry (eye health) services (source: <u>https://www.england.nhs.uk/participation/get-involved/how/primarycare/</u>)

4.6. Our strategy is therefore focussed on supporting passenger transport services that are most likely to enable people to access a range of such services and facilities. Priority is therefore given to trying to ensure that as many Leicestershire residents as possible are able to reach a local centre at least once per week. These are typically locations where people can access shopping, primary healthcare, and employment / training (as well as other activities). It must be accepted, however, that in some cases it may not be possible to offer a meaningful level of service at acceptable cost.

Core times

- 4.7. Our strategy focuses on supporting passenger transport trips on certain days of the week and at certain times. In general, these are the times when the highest priority journey purposes are likely to be accommodated and demand is likely to be highest, thus giving the greatest benefit to the greatest number of residents within the available resources. We will only consider supporting service runs that depart from or arrive at their first Leicestershire location between the following times:
 - Monday to Friday 07.00 to 19.00
 - Saturday 08.00 to 18.00
- 4.8. We will particularly consider the need to support services that operate in the morning and afternoon peak periods that can support employment and training and contribute to congestion reduction.

5. Elements of our strategy

- 5.1. The following sections of the strategy document each deal with one of the following areas:
 - Commercial passenger transport services
 - Community transport services
 - Subsidised passenger transport services
 - Intervention in the planning system
 - Passenger information
 - Supporting infrastructure
 - Fares and ticketing
 - Concessionary travel
 - Dealing with service disruptions

- 5.2. Transport specifically to serve educational establishments (schools, colleges) is not explicitly dealt with in this strategy as it will be covered in another County Council policy and strategy. Nevertheless, we fully recognise that integration of general purpose passenger transport provision with education transport provision, where possible, can sometimes deliver the best overall solution. In looking at provision of subsidised passenger transport needs and other transport needs can be served together.
- 5.3. Park and Ride bus services are also not dealt with in this strategy, since they form part of transport schemes that the County Council (working jointly with Leicester City Council) has previously implemented to tackle congestion in and around the Leicester urban area.

6. Commercial passenger transport services

- 6.1. The primary providers of passenger transport services in Leicestershire are commercial organisations that operate local bus services on a profit-making basis, as envisaged when the local bus service market outside London was de-regulated in 1985. It is generally in the interests of the people of Leicestershire for commercial bus networks to be attractive, efficient and stable. Such networks can meet the needs of many people in providing a means of collective transport that reduces congestion on our roads, limits vehicular emissions and provides access to work and life opportunities.
- 6.2. While commercial bus services are outside the Council's direct control, we will work in cooperation with all commercial operators, as far as possible, to help them deliver high quality and low emission services that meet Leicestershire's needs. This may include working with operators through bus quality partnerships to grow the commercial market.
- 6.3. The Bus Services Act 2017 has opened possibilities for new partnership models (eg. Advanced Quality Partnerships and Enhanced Partnerships) or for bus franchising. We will keep under review whether there is a case for moving to one of these alternative models either on our own or jointly with Leicester City Council in the case of the Leicester urban area. This is subject to appropriate funding becoming available to deliver these models.
- 6.4. Our role will focus on supporting operators in delivering high quality services that meet people's needs. For example, this may include:
 - Working with operators to ensure that bus stops, shelters and service information are provided and maintained.
 - Helping ensure that buses do not suffer unduly from traffic congestion, and planned road works, so that they can operate punctually and reliably.

- Highlighting opportunities for bus operators arising from development plans and the potential to grow new markets.
- Applying for Government funds open to local authorities for investment in low emission vehicles or other aspects of bus service provision.

7. Support for community transport services

Current schemes

- 7.1. Community transport (CT) services currently provide a valuable service for people from vulnerable groups in particular (for example, disabled or older people with impaired mobility, and people who live in isolation), helping them to access key services and activities that they can't reach using the commercial bus network. These services are provided by community organisations, with much of the work involved being undertaken on a voluntary basis.
- 7.2. Users of CT services pay towards the cost of their travel, but at present this does not cover all costs of the service. Community organisations rely on external fund raising to cover the rest of their costs. Leicestershire County Council has historically provided significant grant funding to CT scheme operators, and following an in-depth review and consultation process in 2013-14 this moved towards a system where a defined overall grant fund is allocated to scheme operators according to a combination of the number of passengers carried and the size of the scheme catchment population for each operator. The NHS (Leicestershire's Clinical Commissioning Groups) also makes a grant contribution to CT services, in recognition of their role in connecting people with healthcare.
- 7.3. In line with practice in other local authorities, we will encourage existing CT scheme operators to become less reliant on Council grants to deliver their services, with an ultimate aim of them becoming financially self-sustaining. We will also work with the existing operators to encourage them to broaden their appeal to population groups other than older and disabled people.

Potential future community initiatives

7.4. In communities that currently only have a limited community transport service, we will work with groups of local people who may wish to offer some form of additional service to encourage and help them. These may be based on small vehicles, including cars, taxis or minibuses. In particular, we will offer advice on organisational, operational and funding issues. Engagement will be undertaken by officers where there is clear interest from a community in delivering a new community service.

Financial support

7.5. Leicestershire County Council will continue to pay a grant to community transport organisations based on the number of trips carried and size of catchment population. A defined grant fund will be maintained to this end. Part of the grant fund may also be used to help communities establish and start to operate any new transport services for local communities.

8. Financially supported passenger transport services

8.1. Leicestershire County Council is not a major passenger transport provider. However, where commercial bus services or community transport services do not meet a community's high priority transport needs (as defined above), or where an existing commercial bus service or community transport service is withdrawn or significantly curtailed, the Council may consider intervening by offering organisational, operational or financial support for alternative transport provision.

Financial support for bus services

8.2. Financial support will only be considered where there is demonstrable and significant unmet demand² for passenger transport to meet the high priority journey purposes of food shopping, primary healthcare, and/or employment or training. In line with the priorities set out earlier in this strategy document, financial support will only be considered for services that arrive at or depart from their first or last stop in Leicestershire between the hours of 07.00 and 19.00 Monday to Friday or between the hours of 08.00 and 18.00 on Saturday, and that link the area concerned with a nearby local centre³. Any financial support will only be provided if a supported replacement service or part-service scores well under Leicestershire's objective assessment scoring scheme as set out below. Supported services or part-services will normally be subject to competitive tender unless consideration of their nature indicates that a de minimis⁴ support arrangement will provide the most effective and economic application of funds.

² The level of passenger demand meeting this test will depend on the nature and cost of the particular potential service or part-service under consideration.

³ Leicestershire County Council and Leicester City Council will also work together to procure contracted bus services linking the County Council's Park & Ride sites with Leicester city centre. These services are intended to be self-funding. Park & Ride services form part of transport schemes that Leicestershire County and Leicester City Councils have previously implemented to tackle congestion in the Leicester urban area. Park and Ride services are therefore not covered in any detail in this passenger transport strategy document.

⁴ 'De minimis' refers to award of small amounts of bus subsidy without tender, as allowed by bus service tendering rules set out in Government regulations. This is especially valuable where a

- 8.3. All candidate bus services will be put through an objective scoring mechanism to capture some of the key aspects of the benefits and costs of supporting that service. This will use three key indicators:
 - Net subsidy cost per passenger-km. This is the main indicator of value for money and compares the cost of supporting the service with the actual or forecast demand. The net cost part of this measure takes account of what the cost would otherwise be of arranging alternative school transport where the service provides travel to school / college for entitled pupils, and of the additional cost of providing free travel to concessionary pass holders.
 - Number of Leicestershire residents within the bus service's catchment area⁵ who don't have access to another direct service to a local centre by other means (e.g. a commercial bus or train service stopping within 800m of their home), and who aren't within reasonable walking distance (800m) of a local centre. This indicator relates to the number of people for whom a particular service has a high value. Where the catchment area includes areas of employment deprivation⁶, people within the employment-deprived areas will count double for this measure.
 - Journey purposes served⁷. Bus services that accommodate a number of high priority journey purposes are considered more 'valuable' than those that focus primarily on lower priority journey purposes.
- 8.4. The objective scoring mechanism we will use against each of these measures reflects their relative importance and is sufficiently 'fine-grained' to enable us to differentiate between the merits of different service options. The different indicators will effectively be given different weightings to reflect their relative importance, by having scoring scales of 0-20, 0-10, and 0-5 respectively. The scoring mechanism is set out in Table 8-1.

variation or addition to an otherwise commercial service is the most effective way of meeting a particular need.

⁵ Catchment area defined as within 800m of a bus stop.

⁶ Defined for this purpose as Lower Super Output Areas (LSOAs) within the 30% most employmentdeprived LSOAs in England, according to the latest Indices of Deprivation published by Government.

⁷ Journey purposes served will be estimated based on best information available from known travel patterns, information from operators and, where necessary, user surveys.

Indicator	Value range ⁸	Score
Net subsidy cost per passenger-km	£0.80 or more	0
	£0.76 - £0.79	1
	£0.72 - £0.75	2
	£0.68 - £0.71	3
	£0.64 - £0.67	4
	£0.60 - £0.63	5
	£0.56 - £0.59	6
	£0.52 - £0.55	7
	£0.48 - £0.51	8
	£0.44 - £0.47	9
	£0.40 - £0.43	10
	£0.36 - £0.39	11
	£0.32 - £0.35	12
	£0.28 - £0.31	13
	£0.24 - £0.27	14
	£0.20 - £0.23	15
	£0.16 - £0.19	16
	£0.12 - £0.15	17
	£0.08 - £0.11	18
	£0.04 - £0.07	19
	Less than £0.04	20
Number of	< 750	0

Table 8-1: Scoring mechanism for assessment of the case for supporting a		
bus service		

⁸ Monetary values may be updated by the County Council from time to time to take account of inflation.

Indicator	Value range ⁸	Score
Leicestershire residents ⁹ within the service's catchment area who don't have access to another direct service to a local centre by other means (eg. commercial bus or rail service) and who aren't within reasonable walking distance (800m) of a local centre.	751-1500	1
	1501-2250	2
	2251-3000	3
	3001-3750	4
	3751-4500	5
	4501-5250	6
	5251-6000	7
	6001-6750	8
	6751-7500	9
	> 7500	10
Journey purposes served (must be more than 20% of passenger journeys to qualify): <u>High priority</u> Employment & training Food shopping Primary healthcare <u>Other purposes</u> Education Other shopping Leisure Social	Serves 3 high priority journey purposes + at least 2 others	5
	Serves 3 high priority journey purposes and <2 others	4
	Serves 2 high priority journey purposes + at least 2 others	4
	Serves 2 high priority purposes and <2 others	3
	Serves 1 high priority purpose plus at least 2 others	3
	Serves 1 high priority purpose and <2 others	2
	Serves at least 2 other purposes	1
	Serves <2 other purposes	0

⁹ People within employment-deprived areas will count double for this indicator.

8.5. Once a service has been through the scoring mechanism, the resultant overall score (out of 35) will be viewed in the context of a case-for-support rating. This is shown in Table 8-2. This information will be used by officers to make the decision on whether to financially support a particular service. Any decision on the future of services will consider the implications of service removal on the overall provision of passenger transport in the local area.

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

8.6. The County Council will normally put out to competitive tender any passenger transport service where its objective assessment concludes that financial support is required, justifiable and affordable. 'De minimis' awards without tender will only be made where there is a clear value-for-money case for doing so.

Lifeline DRT services

- 8.7. Where an existing bus service scores poorly under the objective scoring mechanism and is therefore withdrawn or curtailed, Leicestershire County Council will consider the case for providing a localised 'lifeline' demand responsive transport (DRT) service. Such lifeline services recognise the importance of passenger transport links in combating isolation. The best candidate service option will be determined by officers (in collaboration with community representatives, where possible) and will normally be the option that offers the best value within affordability constraints.
- 8.8. Such services will be operated by contracted small vehicle or taxi operators and will only be considered where:
 - There is demonstrable evidence of an appreciable number of people who were previously reliant on a bus service (that is now withdrawn or curtailed):
 - who cannot reasonably use other means of travel (eg. community transport, private car, car-sharing, commercial taxi/minicab, walking, cycling or Wheels to Work) for high priority journey

purposes (as defined in section 4 of this document) to a local centre at core times; and

- \circ where the net cost per passenger-km of providing such a service can be kept below £1.20¹⁰.
- 8.9. Where these criteria are met, and such a service is affordable within budget constraints, the County Council will attempt through competitive tendering to procure an appropriate DRT service. The case for maintaining such DRT services will be reviewed at least every three years.

9. Influencing through the planning system

- 9.1. In the planning of new development in Leicestershire, the County Council will work with District Councils (planning authorities) and development promoters (developers) to seek to ensure the delivery of planned development brought forward in locations that offer genuine opportunities to be accessed by a range of travel modes. This includes ensuring that commercially viable, long term accessibility by passenger transport to key services and facilities is appropriately and properly considered. This will be done alongside consideration of other sustainable travel modes (e.g. cycling and walking).
- 9.2. Where appropriate, we will either:
 - encourage and look to developers to engage with passenger transport operators to seek to develop and implement a passenger transport solution that aligns with the type and nature of the development to be served and which is likely to be commercially viable and sustainable over the long term (we will seek appropriate legal agreements to ensure that the solution is secured); or
 - seek developer contributions to facilitate such accessibility through an agreement under the Section 106 of the Town and Country Planning Act 1990. The size of contribution sought for all sustainable travel modes will depend on the size, nature and location of the proposed development.
- 9.3. S106 contributions may be sought for revenue funding support for a fixed period of either an existing passenger transport service that might be altered to suit the development; or for a new service. However, this will only be sought where there is a reasonable prospect that the service alteration or new service can become self-funding due to patronage growth at the end of the

¹⁰ Monetary values may be updated by the County Council from time to time to take account of inflation.

defined period. Contributions may also be sought for passenger transport infrastructure (e.g. bus stops or shelters, passenger information systems).

- 9.4. In wording the S106 agreement or seeking development conditions, the County Council will work with planning officers to include sufficiently flexible wording, such that if the situation changes before the development is built the contribution can still be used on other sustainable transport interventions to achieve the same aims, where other feasible options exist. Then, for example, if the specific bus service they might contribute to is withdrawn or changed, the funding can be re-deployed e.g. to improve cycling or walking links with a development site beyond the identified lifetime of such a supported service.
- 9.5. Where funding for passenger transport is sought from a developer, we will work with planning officers to ensure that this is taken into account in the required Travel Plan for the development. This should help ensure that best advantage is taken of any passenger transport services by the development occupants.

10. Passenger information

- 10.1. Leicestershire County Council recognises that the provision of service information and marketing can encourage more travel by passenger transport, which in turn sustains services and supports network enhancements. We also have a statutory duty to determine what local bus information should be made available and to make information available if operators do not do so.
- 10.2. The primary responsibility for providing passenger transport service information will lie with the operators. However, we will work in conjunction with commercial bus operators and Traveline¹¹ to ensure that information on local bus services is provided for Leicestershire's workers, residents and visitors. Where appropriate, this will be done through any relevant bus quality partnership arrangements. We will also work with relevant community groups and organisations to help them publicise the community transport services that they operate.
- 10.3. Information provision will primarily focus on:
 - What services operate
 - Where services run

¹¹ Traveline is the national public transport enquiry service

- How to book services that are not conventional local bus services (e.g. community transport or DRT)
- Service times and frequency
- Current status of services (e.g. any service disruptions)
- Days of operation
- Costs / fares and ticket products
- Service provider contact details
- 10.4. Our aim is to ensure that information is:
 - Comprehensive and covers all services
 - Accurate, up-to-date and reliable
 - Available at all key stages of planning and making a journey
 - Accessible by people with disabilities
- 10.5. Information may be provided through a number of media, as set out below. We will liaise with commercial operators to try to ensure that our respective information sources are complementary rather than duplicative.
- 10.6. **Printed information** In general, printed service leaflets may be provided by service operators. Through our contracting processes for procuring supported services, we will encourage operators to provide printed leaflets that fit with the style used for their commercial services. We will encourage operators to conform with current best practice.
- 10.7. Websites and apps- We will encourage operators to make information available to passengers through their own websites and apps. We will also provide service information to Traveline, so that it can be accessed by passengers through telephone enquiries, through the Traveline website, or through apps that use the Traveline data feed. We will also continue to keep service information up-to-date in Leicestershire's 'Choose How You Move' multi-modal journey planner. The Leicestershire County Council website will signpost passengers to these sources of information.
- 10.8. **Information at bus stops** We will work with bus operators to ensure that they provide accurate and up-to-date timetable information at all bus stops within Leicestershire. This information will be provided in large print, as far as reasonably practicable, and we will work with operators to ensure that principles set out in ATCO best practice guidance are followed as far as possible.

- 10.9. Real time information (RTI) displays As far as possible within budget constraints, we will provide real time information displays at selected bus stops. Selection of sites for RTI displays will be planned in cooperation with neighbouring authorities for cross-boundary services and with bus operators.
- 10.10. We will continue to monitor usage and user satisfaction with passenger information provision actions, and will work with service operators to adjust and fine-tune them based on those actions. This will meet the Transport Act 2000 requirement to consult on information provision.

11. Supporting infrastructure

- 11.1. Leicestershire County Council will continue to provide and maintain infrastructure that facilitates passenger transport use, in cooperation with operators where appropriate. This includes bus stop poles/flags and shelters, information display cases at stops, and interchange facilities. Selection of locations for any new bus stops and shelters will follow good practice and will particularly consider accessibility for people with impaired mobility.
- 11.2. Responsibility for maintenance of bus stop poles/flags, display cases and shelters may, by agreement with all operators concerned, be delegated to bus operators. Where such agreement cannot be reached, Leicestershire County Council will retain the responsibility for maintaining the infrastructure.
- 11.3. Interchange facilities will continue to be provided at key locations where people change between different bus services or between the bus and other forms of transport. As a minimum, these will be provided with a timetable information case and a cover to protect passengers from inclement weather.
- 11.4. The County Council will also continue to work closely with service operators to identify any problems on the road network for passenger transport vehicles that could be improved by targeted infrastructure improvements. These might range from measures to reduce junction delays at peak times to filling in pot holes. Any such improvements will be considered based on the potential benefit and cost of making the improvement and of affordability.

12. Fares and ticketing

12.1. Bus fares for commercial services and CT fares are primarily a matter for the operators of those services. As part of our cooperative working with local bus operators in Leicestershire (through bus quality partnerships, or outside those frameworks) we will encourage them to keep fares as low as possible within commercial viability. We will also encourage operators to offer discounted fare products such as day, weekly or monthly tickets and to participate in multi-operator ticketing to help grow the overall bus market and reduce the

cost of use where more than one operator's services are used in making journeys by connection.

- 12.2. Bus fares for supported services will be set in line with those on commercial services in the area. On supported local bus service contracts children's fares will be available at all times. Children are defined by age as being 5 to 15 inclusive. Children under the age of 5 will be carried free of charge provided they do not occupy a seat to the exclusion of a fare-paying passenger. We will monitor the fares on supported services operating in Leicestershire to ensure fairness and consistency.
- 12.3. **Multi operator tickets** are tickets that can be used on buses provided by more than one service operator. They can make bus use more convenient and affordable, and can help attract new passengers to bus services.
- 12.4. The current Leicester One Card that allows purchase of multi-operator weekly tickets and use within a defined 'flexi-zone' (centred on the city of Leicester but extending out into parts of the county) is an example of a current multi-operator ticket. We strongly support multi operator ticketing as a way of growing the bus travel market and will work cooperatively with operators to pursue any opportunities to provide additional schemes in the future.
- 12.5. **Smart ticketing** is where a ticket is stored electronically on a microchip rather than printed on a paper ticket. This microchip can be embedded in a smartcard or on a smart phone. Smart ticketing is also now achievable using contactless EMV bank cards (rather than dedicated transport smart cards), as used in London.
- 12.6. Smart ticketing opens up alternative ways of buying, collecting and using tickets that are often easier for passengers and also reduce boarding times at bus stops. Leicestershire County Council strongly supports smart ticketing (particularly where used in conjunction with multi-operator ticketing) and is willing to work with operators through partnership arrangements or other means to realise greater use of smart tickets in Leicestershire.

13. Concessionary travel

- 13.1. We will continue to fund the statutory English National Concessionary Travel Scheme for older and disabled people boarding local buses in Leicestershire. This gives free bus travel within the nationally-defined days and times for eligible older and disabled people.
- 13.2. We will also continue with a discretionary enhancement to the scheme in Leicestershire, provided it remains affordable. This allows concessionary pass holders to travel on Park & Ride buses in the county (which are not

355

covered by the mandatory national concession) for a reduced fare on production of their pass.

14. Dealing with service disruptions

- 14.1. The County Council understands that road works on the highway network can cause service disruption and delays to passenger transport services. The majority of these works are undertaken by utility companies, the County Council or developers.
- 14.2. Through the introduction of a new Road Works Permit Scheme the County Council will seek to improve the co-ordination, control and communication of road works on the highway. Experience has shown that a permit scheme can reduce disruption for passenger transport operators caused by road works and minimise the impact these works have on service reliability and punctuality. As part of the new Road Works Permit Scheme promoters of road works in Leicestershire will be advised if their proposed works are on a passenger transport route.
- 14.3. Where planned road works may affect passenger transport services, we will expect that road works promoters:
 - Engage early with and provide timely, clear, accurate and appropriate information to stakeholders, including public transport operators; and
 - Provide evidence that they have considered and understood the breadth/ impact of their proposals on all road users, including passenger transport users, and have adequately mitigated any adverse avoidable impacts before they are implemented.
- 14.4. In most cases, we would expect operators to modify their service routing temporarily (including suspension of stops) to accommodate the works, and publicise the temporary changes accordingly. In a minority of cases the passenger transport services may need to be curtailed temporarily.
- 14.5. In all cases of passenger transport service disruption, the works promoter will be expected to consider the needs of users of those services and if necessary put forward a proposed alternative solution (in cooperation with service operators and the County Council) for meeting those needs. This will need to take account of:
 - The nature and extent of the works
 - Their duration
 - The availability of alternatives

- 14.6. The County Council will seek to obtain any relevant costs associated with such solutions from the works promoter.
- 14.7. Where the duration of disruption is one weekday (excluding public holidays) or less or the extent of disruption is minor, there may be no need for alternative service provision, provided the service disruption is appropriately publicised.
- 14.8. Passenger service operators will be encouraged to access the road works website (www.roadworks.org) regularly to obtain up to date information regarding all known roadworks in the county, to enable collaborative and effective service planning.