

Bus Information Strategy 2019-24

October 2019

**Draft strategy recommended for approval following
stakeholder engagement**



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Bus Information Strategy 2019-24

1. Bus Information Strategy

This strategy sets out the arrangements for providing information on bus services in accordance with section 130 of the Transport Act 2000.

2. Introduction to West Yorkshire Combined Authority

West Yorkshire Combined Authority covers the 10 districts of Barnsley, Bradford, Calderdale, Craven, Harrogate, Kirklees, Leeds, Selby, Wakefield and York – an area known collectively as Leeds City Region. The Combined Authority is the Local transport Authority (LTA) for West Yorkshire, including Bradford, Calderdale, Kirklees, Leeds and Wakefield.

We work in partnership with local councils and businesses to ensure that everyone in our region benefits from a strong, successful economy and a modern, accessible transport network.

By championing the region's interests nationally and internationally we secure investment to deliver better transport and housing, help businesses to grow and create jobs.

We focus on:

- Inclusive growth – ensuring that economic growth leads to opportunities for all who live and work in our region to prosper;
- Productivity – helping businesses to grow;
- 21st Century transport – creating modern, efficient transport infrastructure;
- Devolution – securing funding and powers to help us do even more

We work closely with the private sector through the Leeds City Region Enterprise Partnership (LEP) to ensure that our work meets the needs of employers in the region. We also operate the Metro network of bus stations, travel centres and public transport information in West Yorkshire.

The Combined Authority works closely with the West Yorkshire Ticketing Company Ltd (WYTCL) to develop the MCard multi operator ticketing offer in West Yorkshire. WYTCL is a Joint Venture Company owned by the bus and rail operators of West Yorkshire and the Combined Authority. WYTCL establishes the ticket products, price, promotion, retail activity and the distribution of sales revenue as prescribed in the Joint Venture Agreement between its members (including the Combined Authority). WYTCL have developed the MCard Strategy and Plan 2019- 2021 which sets out the key objectives and projects to deliver them. These include:

- Increasing patronage
- Being smart- converting remaining paper tickets to smart tickets
- Stimulating off-bus pre-payment with an enhanced retail network and flexible payment options

3. Local context and scope of this strategy

The way in which people travel is changing. Over the past five years, changes in the bus travel trends have included growth in the journeys made by young people, set against an overall decline in levels of bus patronage and a 96% increase in rail travel over the period 2004/5 – 2014/15¹. The ways people wish to pay for travel and consume information are changing too.

The West Yorkshire Tracker survey has shown that more people than ever before own a smartphone and use it to access Internet content. In West Yorkshire, all survey respondents aged 16 to 44 had access to a mobile phone and about 95% had internet access via a mobile phone². Deloitte reported in 2018 that 87% of adults personally own or have access to a smartphone.

Consumer technology is moving at pace and this Strategy aims to modernise the |Combined Authority's information offer to meet increasing and evolving customer demands. This means our online offer will become the 'new normal' but not at the expense of traditional methods of supplying information. Transport focus reported in 2019 that 8% of passengers in West Yorkshire still used printed timetables.

The pace of change will inevitably increase with consumer devices becoming increasingly powerful. This provides opportunities to supply enhancements such as 'habit aware' departure information reflecting people's travel patterns. This is similar to the information provided to car users by smartphones, which understand their owners' regular travel habits and push them information about their car journeys. The information can be about regular locations such as home and work and can offer journey time predictions and disruption information un-prompted by the user.

Our aim is to provide this type of proactive, automated information about journeys for bus users.

Ongoing developments in this field will make it possible to provide people with customised information to keep them informed about their journey before they even ask the question. We aim to 'remove the thinking' for customers by making information as simple, quick, intuitive and easy to use as travel information for other transport modes.

Although this Strategy sets out the envisaged direction of travel over the next five years, the technology will evolve and adapt requiring us to review our approach constantly.

The Bus Information Strategy 2019-24 seeks to build upon the significant progress of the 2012-17 Bus Information Strategy, which aimed to encourage customers to obtain journey information using self-service options while also ensuring the provision of information via traditional sources for those who still required them.

This Strategy sits alongside the Digital Payment for Travel Strategy. The 'Digital Payment for Travel Strategy' identifies the development of a Mobility as a Service (MaaS) app to enable people to plan for and purchase their travel in a seamless fashion. The new disruption messaging and open data streams resulting from the Bus Information Strategy

¹ West Yorkshire Transport Strategy 2040

² West Yorkshire Tracker Survey

will assist in the delivery of the new MaaS app. This is one example of means by which this draft strategy endorses the 'Smart Futures' core theme of the Transport Strategy 2040

It has been developed to support the Combined Authority's vision for buses outlined in the West Yorkshire Bus Strategy 2040, which aims – 'To create a modern, integrated and innovative bus system, which puts customers first and contributes to the delivery of the economic, environmental and quality of life ambitions as set out in the Strategic Economic Plan and the West Yorkshire Transport Strategy'.

The West Yorkshire Bus Strategy has set the ambitious target of growing the number of bus passengers by up to 25% over the next ten years. The Bus Information Strategy will contribute to this growth by providing the blueprint for the provision of easily accessible, reliable, dynamic and 'always live' travel information that encourages patronage growth.

The aims of the Leeds Public Transport Investment Programme to double bus patronage in the city in the next 10 years have also been a major consideration in determining the focus of this Strategy and associated outputs. And there is recognition of the need to resonate with a new age of customers who have increasing demands of the products and services they consume.

While the Strategy fulfils the Combined Authority's obligation on bus information provision, it is important that its delivery takes into account the wider provision of travel information across all transport modes. This means on-line journey planning tools enabling customers to choose between the full range of options available for their journey including walking, cycling, bus, rail and road. Similarly bus and rail information should enable people to plan journeys using both modes.

4. Regional context

The Combined Authority is working in partnership with Transport for the North and local authorities across a pan-Northern geography on the development of disruption and fares data to enhance the level of information provided. This will enable customers to plan a journey and identify the fare they will be charged.

The provision of disruption information, will further enhance the 'always-live' aspirations of the strategy by keeping customers updated about disruptions to their journey. The Combined Authority manages the digital infrastructure for the yournextbus real-time information service across West Yorkshire and on behalf of South Yorkshire and York.

5. Key objectives of the Bus Information Strategy

Achieving the ambitious patronage targets set by the Combined Authority and its partners, means attracting a new generation of customers to using public transport. Providing dynamic 'always-live' information through a range of channels is one of the key components to attracting new users and making public transport the obvious choice for them. We must ensure this information replicates and surpasses the high standards other services they consume online.

The key objectives/principles of the information strategy are:

1. **Digital First** – focus delivery to mobile devices
2. **Always Live** – up-to- date information on the move
3. **Customer driven** – the customer selects the information they need

4. **Network-wide** – fixed information at stops and interchanges
5. **Inclusive** – everyone has access according to need and requirement.
6. **Cost-effective** – for the local taxpayer

6. Customer Trends and Considerations for the Bus Information Strategy 2019-24

In developing the Bus Information Strategy 2019-24 a number of customer trends and further considerations have been made to establish the direction of travel.

- We received around 40% fewer calls in Metroline last year than we did in 2012 with 295,000 calls being made in the last twelve months compared to 500,000 in 2012.
- In 2018/19 we printed 841,000 timetables with 158,000 copies being recycled.
- The Internet is increasingly becoming the first place people go to find out about bus information. During the last twelve months 2 million people accessed the website 6 million times.
- During the same period 3.2 million timetables were downloaded from the wymetro.com website.
- We sent less than half the number of texts showing real time bus service information in the last twelve months than we did in 2009. With 2.3 million texts being sent ten years ago compared to 1 million in 2018/19.
- Real time information was accessed 53 million times by the wymetro website and third party apps such as Google during 2018/19.
- The number of QR/NFC tags scanned for live bus information more than doubled in the last two years from 445,000 to 998,000 with 80% by NFC and 20% by QR code.
- Eight interactive self-serve bus information points were used 30,000 times.
- Information is a major factor in growing bus use and must compete with emerging modes of transport such as Uber.
- Young people have been identified as the growth market – the offer needs to be centred around them.
- Public funding for bus information is limited – we need to be innovative to reach customers via cost effective channels – online/smartphone enable this as well as ensuring we are delivering value for money to local taxpayers.
- The emerging Bus Alliance presents the opportunity for reviewing activities, innovation and cost-sharing agreements with operators.
- The Combined Authority and bus operators remains committed to ensuring people who are not able to interact with digital information have access to the information they want via a cost-effective solution.
- Adapting the provision of information to bus passengers to meet changing demand requires the Combined Authority to re assess its role in delivering information to the customer. Under the previous Strategy, the Integrated Transport Authority/Metro was the major provider of information services.

The new Strategy places the promotion of leisure and tourism services along with ticketing products in the hands of bus operators. The Combined Authority will ensure network wide availability of information and, as digital becomes the primary means of delivery, managing the data necessary for delivery by other parties.

At times of disruption when coordinate and timely information becoming increasingly important, the Combined Authority will need to play a co-ordinating role in the provision of travel advice.

7. Consultation

A well-publicised consultation on the Draft Bus Information Strategy, to which over 1,000 responses were received, took place over eight weeks in July and August 2019. A full consultation report has been produced and considered in the development of this Strategy. The report is available upon request.

The consultation was promoted via digital screens in bus shelters, posters in bus stations and travel centres, our websites, email and across social media channels. Significant coverage was generated via local and regional media.

Officers conducted face-to-face drop-in sessions at bus stations and focus groups with community, accessibility and young people's groups. In total, the consultation generated 1,012 online and paper survey responses which have shaped the focus of the updated strategy. Further focus groups are being held at colleges in October/November 2019. Any further findings from these sessions will be incorporated into the Strategy.

A majority of respondents were in support of the 'digital first' principles of the draft Bus Information Strategy.

The consultation highlighted that the yournextbus real-time information service is the most frequently used source of information with 59% of respondents using electronic real-time displays at bus stops and 36% accessing real-time bus information via their smartphone on a daily/weekly basis. We have committed to increasing the provision of information and will seek an innovative approach to the procurement of a new system and to providing data openly for third party developers to use and innovate with.

Of those using the Internet to source bus information, 59% are using the wymetro.com online journey planner. At present over 6 million visits are made to the wymetro.com website by approximately 2 million people each year. The Combined Authority is committed to delivering an improved journey planner that provides customers with real time, disruption and fares information, through work with Transport for the North and local authority partners across the North of England.

Just 21% disagreeing with the 'digital first' approach with more detailed analysis of their feedback showing this was largely the result of a proposed move to reduce production and availability of paper timetables.

The initial Draft Strategy proposed scaling down the large-scale print runs of traditional paper timetables. Feedback from the consultation identified that paper timetables are still required by some passengers in planning their journeys. Thirty-two per cent of respondents stated they used timetables at least once per week and 18 per cent said they would not have any alternative to finding information if timetables were withdrawn completely.

In response to this feedback, the Combined Authority has developed a cost-effective commitment to maintaining the provision of printed timetables that delivers value for local taxpayers, and has updated the Strategy accordingly.

A high number of respondents also stated that they used printed timetable displays at bus stops, 49% of whom used them on a daily/weekly basis. This Strategy commits the Authority to developing a new design for these timetables and maps, which will make using the network easier for new and existing passengers via the Network Navigation project.

8. What have we done over the last five years?

A number of enhancements, delivered as a result of the previous Bus Information Strategy, have improved the information available for passengers and have reflected a anticipated shift to digital channels. This has been delivered at a reduced cost for the taxpayer and has increased the amount of information being consumed by customers while maintaining overall customer satisfaction.

Improvement	
Webchat	Webchat for the wymetro.com website was introduced through the MetroLine contact centre in 2015, offering site users to ‘chat’ with customer service advisors to obtain the information they require. Webchat facilitates a self-service culture as agents are able to demonstrate where on the website information can be obtained with the aim of encouraging future un-aided use of the site. MetroLine now handles over 11,000 webchats per year, an approach that has proven successful with increasing numbers visiting the website and over 650,000 timetable downloads taking place every month.
Social Media	Use of social media was in its infancy at the production of the previous Bus Information Strategy boasting 6,000 followers across the Twitter and Facebook platforms. Now in its 10 th year of operation, social media is a key element of the service offering real-time updates about planned and un-planned disruption to the network as well as travel advice. A co-ordinated approach with operators and partners has been established to disseminate and amplify information to ensure maximum reach to passengers. Our social media platforms now have c. 40,000 engaged followers.
Website	With research in the previous Strategy indicating that the majority of online interactions would be via mobile devices, the wymetro.com Metro website was re-developed within a ‘responsive design template’, that optimises the site’s display across all devices. Now, over 60 per cent of the site’s 500,000 user sessions each month is via mobile devices. The website was also moved to a more secure and robust hosting environment to improve stability during periods of high demand such as bad weather/severe disruption.
Online timetables	In response to customer demand, development work was carried out to present timetables on the website in XML format to make viewing them easier to use for customers using mobile devices. Over 650,000 timetables are viewed via the website every month. As this figure has increased, the demand for paper timetables has decreased, showing a direct correlation between availability of the outputs.
Journey Planner	A new journey planner was introduced incorporating mapping information, which has enhanced the provision of information via this channel. Approximately 50% of visitors to the website use the journey planner.

Improvement	
Disruption Information	More effective use of the website, social media and at-stop real-time screens to present disruption information has increased the reach of key service information helping to keep customers informed.
Open data	The Combined Authority has made timetable and real time information available via national open data sources that is being used by third party apps to provide customers with service information. Real Time information processed by the Combined Authority is viewed via third party applications over four million times every month. This approach has enabled apps to be developed and made available to customers at no additional cost to the taxpayer or resource from the Combined Authority.
QR codes/NFC tags	All c. 14,000 stops and shelters within West Yorkshire have had a QR code/NFC tag installed at every stop, which enables customers to access Real Time information for their stop. To date over two million scans have been recorded with over 90,000 being recorded every single month.
Information at every stop	Printed service information has been installed and maintained at all c. 14,000 stops and shelters. It was previously only displayed at 4,000 shelters.
Information Points	Six, self-service information points have been installed at six bus stations enabling customers to plan journeys, access service information and timetables via a touch screen.

9. How have we performed alongside Key Performance Indicators (KPIs) set in the previous strategy?

Performance is monitored via the annual Tracker survey.

Awareness - Although awareness of key digital channels has increased, most notably of the Metro website, there is potential to generate further awareness of real-time information both online and via smartphone.

Usage – usage of traditional information sources has reduced, most significantly the use of the MetroLine contact centre. *Usage of real-time information via smartphone shows a perceived drop in usage in 2017 recording 8.9% compared to 12.1% in 2011. However, the actual usage stats from the real-time system show the data was accessed over 53 million times last year, which was an increase from 43 million.

Performance – significant increase in satisfaction for real-time via smartphone and Bus Station Travel Centres. Reduced satisfaction around printed information at bus stops. Intelligence suggests that concerns over the speed of information display updates following service changes, and presentation. New design roadside displays are being produced as part of the Bus 18 initiative which has now become the Bus Alliance.

	2011 position	2017 target	2017 actual
Awareness (% of population)			
Metro website	61.6%	75%	75.7%
MetroLine	50.0%	65%	49%
Real-time information via Internet	25.4%	50%	38.7%

Real-time information via smartphone	13.5%	50%	40.4%
	2011 position	2017 target	2017 actual
Usage - frequent or occasional (% of population)			
Metro/operator websites	34.6%	50%	51.8%
MetroLine	13.7%	20%	5.3%
Pocket timetables	32%	20%	26.9%
Real-time Information via Smartphone	12.1%	20%	8.9%*
	2011 position	2017 target	2017 actual
Performance (on 1 – 10 scale)			
Bus Station displays	7.8	8.2	7.7
MetroLine	7.7	8.2	7.7
Travel Centres	6.8	8.0	7.7
Displays at bus stops	8.1	8.5	7.3
RTI Smartphone	4.4	7.5	8.0

10. What's in the current provision and where do we go next?

Channel	Current provision	Where next	Funded by?
Digital/'Always live' Information Outputs			
WY Metro website	Website available 24/7 offering stop level real-time information, timetables, journey planning software as well as travel advice and offers. Webchat enquiry service available.	<p>We will retire the current journey planner. Working in partnership with Transport for the North and regional Local Transport Authorities, we will link to third party journey planner providers (for example, Google) to implement a cost-effective solution that incorporates fares and disruption information.</p> <p>We will continue to make timetable and real-time information available via the website.</p>	<p>wymetro.com website: West Yorkshire Combined Authority</p> <p>Journey planners: Third party commercial partners</p>
Social media	Service information, customer assistance, travel advice and offers via Twitter and Facebook provided between 07:00 – 20:00	<p>We will continue to use and promote social media to disseminate live information and respond promptly to people's travel enquiries.</p> <p>We will explore new channels such as Snapchat and Instagram, which have been identified by young people, to signpost service information.</p>	West Yorkshire Combined Authority, West Yorkshire Ticketing Company & bus operators
Real-time information via smartphone and web	Real-time data processed by the Combined Authority is available to smart device and PC users via the wymetro.com website and real-time data is made 'open' to be used via third party smartphone apps.	<p>We will explore ways to improve the processing, accuracy and delivery of real-time information and promote the availability of the service.</p> <p>We will enhance the provision of real-data being made available as open data to enable innovation of third party applications and journey planning tools.</p>	West Yorkshire Combined Authority & bus operators
Real-time Information via text	Real-time information is available to customers via text message upon request.	We will work to phase out the use of text messaging for real-time information as customers stop using it. Data is showing that customers are texting the service 1.3 million fewer times per year than they did ten years ago. Customers are accessing live bus information via more cost-effective sources such as online, apps or via QR/NFC codes.	The customer

Channel	Current provision	Where next	Funded by?
		We will promote the more cost-effective 'always-live' information via web and smartphone apps to reduce the cost for customers and to ensure that customers receive the best, most accurate, information.	
Metro Messenger	e-newsletter providing travel and service change information and Combined Authority updates.	We will continue to provide travel and service change information and Combined Authority updates and continue growing the database of c.4,000 people who have currently signed up to receive it.	West Yorkshire Combined Authority
Open Data	We currently make route, timetable and real-time information available via open data through the National Data Set.	We will work with local authority partners, operators and developers to maximise the opportunities presented by open data. Making data available openly will enable third-party developers to innovate in the ongoing development of journey planning tools and customer information and the development of a 'Mobility as a Service' app.	West Yorkshire Combined Authority, Rail, Bus operators and Transport for the North
On the Network			
Roadside displays (timetables at bus stops)	Timetable information is available at all 14,000 bus stops and shelters across the network.	<p>We will redesign the layout of the bus stop timetables in line with wider improvements being introduced to make using the bus network easier.</p> <p>We will make service information available at every stop and work with operators to reduce the frequency of posting updates.</p>	West Yorkshire Combined Authority and bus operators
QR Codes/NFC tags	Cards have been installed at all 14,000 stops and shelters across West Yorkshire, providing easy links to stop-specific real-time information on smartphones.	We will continue to provide QR codes and seek to incorporate them within the update design of the bus stop timetable.	West Yorkshire Combined Authority
Real Time Information at stops	There are currently screens displaying real-time bus information at 1,050 stops throughout West Yorkshire .	<p>We are introducing a further 1,000 screens in the Leeds district as part of the Leeds Public Transport Investment Programme.</p> <p>We will seek alternative options for providing power to screens.</p>	Leeds City Council / West Yorkshire Combined Authority

Channel	Current provision	Where next	Funded by?
Network-wide information	Wayfinding and mapping information made available at key hubs and interchanges	<p>We will provide a network map that will show high-frequency services, the design of which will relate to the emerging key network legibility system.</p> <p>We will produce corridor-specific route maps showing stops, key landmarks and destinations along high-frequency routes.</p> <p>We will make maps available across the network, in printed leaflet form and online with print at home capability.</p>	West Yorkshire Combined Authority
Print			
Pocket timetable booklets	Timetable booklets are printed for every West Yorkshire service and each time bus services are changed, the affected booklets are updated and reprinted. Remaining unused and outdated copies are pulped.	<p>We will replace the existing range of printed bus timetable booklets with lower-cost leaflets. Initial plans to withdraw printed timetable information were reconsidered in response to demand from customers. A revised format will be made available that will provide route and timetable information at a reduced cost to local taxpayers and result in the environmental benefits of less paper waste.</p> <p>We will establish a network of outlets across West Yorkshire that will stock timetables to manage availability and to minimise waste.</p> <p>The production and distribution of printed material promoting specific bus services will be the responsibility of bus operators who could either provide these materials directly or commission material from the Combined Authority.</p>	West Yorkshire Combined Authority and Operators
Ticket and price list leaflets	A suite of printed information is produced to promote concessionary/pre-paid tickets	We will produce information under the direction of the West Yorkshire Ticketing Company.	West Yorkshire Ticketing Company
Network Maps	We currently make maps available online and print a limited	We will make maps available across the network, in printed leaflet form and online with print at home capability.	West Yorkshire Combined Authority

Channel	Current provision	Where next	Funded by?
	quantity at key changes in the year.		
Face-to-face Information Services			
Travel Centres	The Combined Authority provides Travel Centres in Bradford, Castleford, Halifax, Huddersfield, Leeds and Pontefract. On behalf of the Combined Authority, Arriva operate Dewsbury and Wakefield Travel Centres and Transdev operates Keighley. Travel Centres provide face-to-face and printed information and ticketing retailing.	<p>We will transform our Travel Centres to provide a service aligned with the modern high street bank model, providing a range of self-serve and face-to-face options designed to ensure a positive, efficient and informative service to all customers.</p> <p>Customers will have the option of using self-service machines with personal assistance available. Printed information will be available.</p>	West Yorkshire Combined Authority & West Yorkshire Ticketing Company
MetroLine	The MetroLine call centre has evolved into a multi-channel contact centre offering customer service/information via webchat, social media and email in addition to calls. The service is operational 07:00 – 20:00 seven days a week.	<p>We will continue to embrace emerging opportunities to interact with customers via the channels they choose and want to use.</p> <p>We will work with operators through the West Yorkshire Bus Alliance to ensure that customers are provided with a seamless level of service across the industry.</p> <p>We will continue to monitor the service and usage to ensure provision meets customer expectations as well as delivering value for money for local taxpayers.</p>	West Yorkshire Combined Authority, Rail & Bus operators
Digital, Information Systems			
CoSA – Combined Services and Assets Database	A GIS (geographic information system) storing current bus timetable data and bus stop information. Provides timetable data used by Journey Planner, Traveline and other APIs (application program interface) output to create print and network Information at bus stops and interchanges.	We will seek to reduce data processing and validation costs through automation and data quality initiatives with operators.	West Yorkshire Combined Authority

Channel	Current provision	Where next	Funded by?
Real-time bus information	Processes bus timetable data and automatic vehicle location data to output predicted arrival times to customers through at-stop displays and online services, including via yournextbus on the wymetro.com website.	We will procure a new service contract from 2021/22 seeking to improve processes and information accuracy at a reduced cost to the tax-payer.	West Yorkshire Combined Authority
Accessibility			
Accessible Information	Easy read and British Sign Language guides relating to the English National Concessionary Travel Scheme. We provide bus timetable information in large print and braille on request. Our accessible website provides online large print and Easy Read bus pass application forms. We have fully accessible online webchat for those who require assistance using the website. We have the capability to provide information in 240 different languages through our subscription to the language line service.	<p>We will continue to provide accessible information</p> <p>We will continue to work in partnership with disability groups to ensure we meet their needs and understand the emerging technologies they are using to get information.</p> <p>We will provide open data to feed these new accessible applications.</p> <p>We will keep up-to-date with changing accessibility requirements.</p> <p>We will increase awareness and usage of accessible information.</p>	West Yorkshire Combined Authority

11. What we will do and when

	Year one - Transition	Year two –three Transformation	Year four-five Review
Digital	Identify cost-effective alternatives for providing journey planning tools, incorporating disruption and fares information. Identify opportunities presented by emerging technologies and open data.	Implement a new journey planning solution; Develop the ‘Mobility as a Service’ proposition; Enhance supply of open data to enable the development of innovative third-party journey planning applications; Procure a new Real Time solution seeking opportunities for the innovative delivery of real time information using emerging technologies and open data; Increase provision of real time information on-street and promote the availability of ‘always-live’ digital information via multiple channels.	Maintain awareness of developments in technology and how customer information may be enhanced through their use.
On the network	Develop approach to presenting information across the network to make it easier for new customers to plan and navigate their journeys and understand the opportunities the network offers. To be initially introduced in Leeds.	Implement new approach to on-street information across West Yorkshire.	Ensure the provision of information across the network is meeting the needs and expectations of users. Ensure that information is maintained to a high standard.
Face-to-face	Develop a blueprint for the Transformation of Bus Station Travel Centres.	Introduce a new ‘high street bank’ model for Travel Centres at bus stations where funding is identified. Establish a business case for transformation of the remaining travel centres.	Introduce the new ‘Travel Centre model’ at all travel centres.
Print	Establish new approach for the provision of printed information that delivers value for money for local taxpayers and reduces waste..	Maintain required level of provision of printed information.	Review ongoing demand for printed information with Bus Alliance partners and customers.
Constant review of strategy as technical developments enter the market			



Find out more

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