

**NATIONAL BUS STRATEGY
TRANSPORT ACT 2000**

NORFOLK ENHANCED PARTNERSHIP PLAN AND SCHEME

March 2022

ENHANCED PARTNERSHIP (EP) PLAN AND SCHEME - CONTENTS

Section 1 – Introduction

PART A – EP PLAN

Section 1 – Background, Scope and Context

Section 2 – Geographical area

Section 3 – Temporal scope and longevity

Section 4 – Review and consultation

Section 5 – Passenger experience

Section 6 – Bus service analysis

Section 7 – Factors affecting the bus market

Section 8 – Impacts of congestion

Section 9 – Outcomes

Section 10 – Interventions & Policies

Section 11 – Governance arrangements

Section 12 – EP Plan and relationship to Schemes

PART B – EP SCHEME

Section 1 – EP Scheme Content

Section 2 – Scope of the EP Scheme and Commencement Date

Section 3 – Obligations on the Local Authority

Section 4 – Obligations on Bus Operators

Section 5 – Review and arrangements for revoking or varying the Scheme

Section 6 – Governance Arrangements

Appendix 1 – Definitions, abbreviations and acronyms

Appendix 2 – Terms of Reference for the EP Management Board

SECTION 1 – INTRODUCTION

In June 2021 Norfolk County Council (NCC) published its intent to form an Enhanced Partnership with its local bus operators. This Enhanced Partnership is intended to deliver the aspirations and objectives set out in Norfolk’s Bus Service Improvement Plan (BSIP) which was published in October 2021.

The BSIP’s overall aim is to increase the number of journeys made by public transport in Norfolk and to therefore help us achieve the commitments in our recently published environmental policy. Crucially, we want to create an environment where the bus plays its full role in our communities’ journey to a Carbon Net Zero future - this will be achieved by getting more people on the bus and out of their cars, and by introducing a greener bus fleet.

The BSIP will also help to achieve NCC’s key priorities set out in the Together for Norfolk strategy 2021-25:

- A vibrant and sustainable economy
- Better opportunities for children and young people
- Healthy, fulfilling and independent lives
- Strong, engaged and inclusive communities
- A greener, more resilient future

BSIP Objectives and Enhanced Partnership approach

The BSIP has four key objectives that will lead to increased passenger numbers:

- Rebuild and increase passenger confidence
- Have a green and sustainable transport offer
- Develop a public transport network that is the first-choice mode for most journeys
- Have a simple and affordable ticketing and fares offer

Each of our aims in the BSIP, which will be part of the EP, contribute to at least one of these objectives. This is outlined in the series of tables below:

BSIP Objective	1. Rebuild and increase passenger confidence
EP Approach	a) Produce and deliver a major marketing campaign to attract people back onto buses, or on for the first time b) Develop a single identity for public transport in Norfolk - Travel Norfolk – with a dedicated website c) Agree and publicise a single, county-wide customer charter d) Improve road network management – including better information about disruption, better management of car parking and pro-active tree management

BSIP Objective	1. Rebuild and increase passenger confidence cont....
EP Approach	<ul style="list-style-type: none"> e) Deliver faster journey times and more reliable services by implementing bus priority measures such as bus lanes and traffic light priority f) Agree consistent timetable change dates g) Improve connectivity via interchange hubs for bus-bus, bus-rail and bus-other modes of transport h) Improve facilities and information at all bus stops and interchanges i) Increase the number of services with on-bus next stop announcements

BSIP Objective	2. Green and sustainable transport offer
EP Approach	<ul style="list-style-type: none"> a) Encourage operators to invest in cleaner more modern buses b) Deliver faster journey times and more reliable services by implementing bus priority measures such as bus lanes and traffic light priority c) Use Zebra funding and operator investment to introduce zero emission buses and their infrastructure d) Produce and deliver an imaginative marketing campaign to highlight environmental benefits of bus travel e) Invest in 100 zero emission buses

BSIP Objective	3. Public transport network that is first choice mode for most journeys for existing and new customers
EP Approach	<ul style="list-style-type: none"> a) Develop consistent network standards across urban and rural communities, eg regarding journey frequency b) Introduce more services based on the new network standards, including DRT and socially necessary services c) Implement an integrated journey planner d) Deliver faster journey times and more reliable services by implementing bus priority measures such as bus lanes and traffic light priority e) Improve connectivity via infrastructure that better integrates bus services with other bus services, rail services and other modes of transport f) Improve facilities and information at all bus stops and interchanges, including real-time information

BSIP Objective	4. Simple and affordable ticketing and fares offer
EP Approach	<ul style="list-style-type: none"> a) Develop and implement a county-wide fare offer for young people b) Offer a short-term fares promotion to entice people back on the bus c) Contactless payment systems available on all buses d) Introduce a range of multi-operator tickets with fare capping e) Investigate options to integrate multi operator tickets with other modes of transport, eg e-bike schemes f) Produce and deliver an imaginative marketing campaign to promote ticketing and fares offers

Norfolk County Council has undertaken an assessment of the impacts of the EP Plan and Scheme made 7 March 2022 on competition and believes it will not or is unlikely to have a significantly adverse effect on competition, for the purposes of Part 1 of Schedule 10 of the Transport Act 2000.

DEFINITIONS

This Enhanced Partnership Plan and Scheme document contains a number of abbreviations and acronyms - a glossary of these can be found in Appendix 1.

PART A - EP PLAN

THE NORFOLK COUNTY COUNCIL ENHANCED PARTNERSHIP PLAN FOR BUSES IS MADE IN ACCORDANCE WITH SECTION 138G(1) OF THE TRANSPORT ACT 2000 BY:

NORFOLK COUNTY COUNCIL

SECTION 1 – BACKGROUND, SCOPE AND CONTEXT

Norfolk is a rural county in the east of England covering 2,074 square miles. It borders Lincolnshire to the north-west, Cambridgeshire to the west and south-west and Suffolk to the south. Its northern and eastern boundaries are the North Sea.

The total population of Norfolk is 915,000, and 34% live in the four built-up areas of Norwich, Great Yarmouth, King's Lynn and Thetford, with the remaining 66% living in smaller market towns and rural villages. The population is spread over the whole county - the only real area where there are no homes is Thetford Forest.

SECTION 2 – GEOGRAPHICAL AREA

This Enhanced Partnership Plan covers the whole administrative county of Norfolk. This is presented in Figure A1, a visual representation of Norfolk county, including its districts, principal towns and transport network:

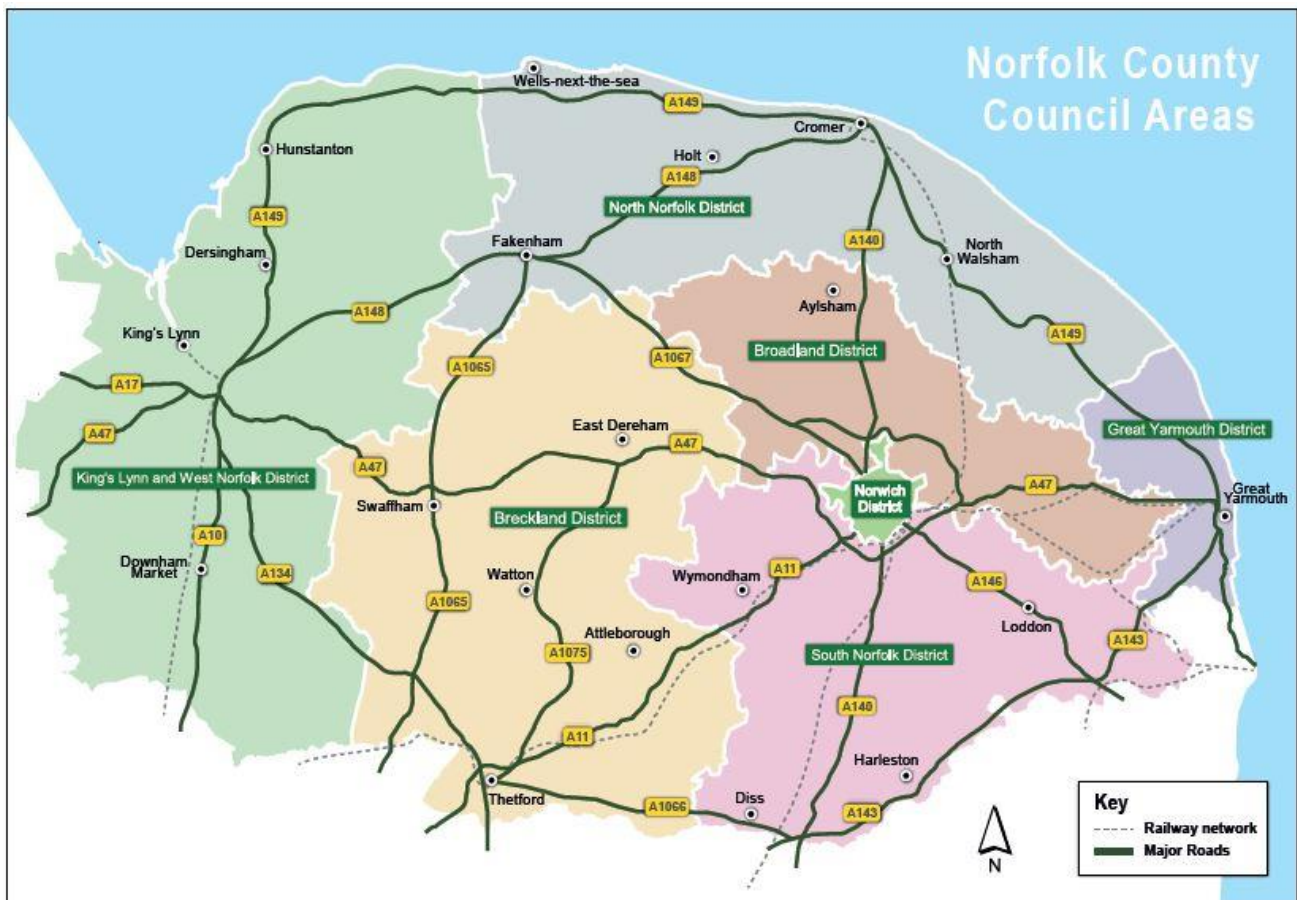


Figure A1 - map showing Norfolk as an EP area

SECTION 3 – TEMPORAL SCOPE AND LONGEVITY

This EP Plan will commence in April 2022 and will have no specific end date but will be reviewed alongside the BSIP which has an end date of April 2027.

SECTION 4 – REVIEW AND CONSULTATION

The Plan will be reviewed every 6 months, to look at progress against targets, alongside the BSIP. We will measure how effective it is in achieving the objectives and growing passenger numbers by liaising at least quarterly with all bus operators and carrying out an annual passenger, resident and stakeholder survey that mirrors the initial one outlined below at section 5.

SECTION 5 – PASSENGER EXPERIENCE

In September 2021, we commissioned a survey into the use of and satisfaction with bus services in Norfolk. The research showed that:

- 76% agree that the bus is easy and convenient to use
- 66% felt safe when using the bus
- 62% thought that bus travel was affordable
- 62% thought that the bus service was reliable
- The biggest reasons for not using the bus were:
 - Other modes are quicker than the bus,
 - Buses don't go to the places that people are travelling,
 - Buses aren't available the times people travel, and
 - Journey times are not reliable

However,

- 34% said that they would use the bus more if they were more frequent
- 30% said they would if it was more reliable
- 27% said they wanted a direct bus service, and
- 27% said they would if there was a better range of good value tickets with a capped charge

SECTION 6 – BUS SERVICE ANALYSIS

In Norfolk, 193 services are run by 15 operators totalling on average 75,200 kms per day. Some 89% of services are operated commercially (67,200 km) and 11% of services are subsidised (8,000 km). The frequency of these services varies, with the more concentrated frequencies being in and between the urban centres of Norwich, Great Yarmouth, and King's Lynn.

Some 31% of daytime services operating Monday-Friday are hourly or better, but 14% of services operate only once a day. Service frequency on each corridor has been visualised. This visualisation is presented as Figure A2, a map featuring principal towns and lines showing the number of buses per hour in both directions for the bus network:

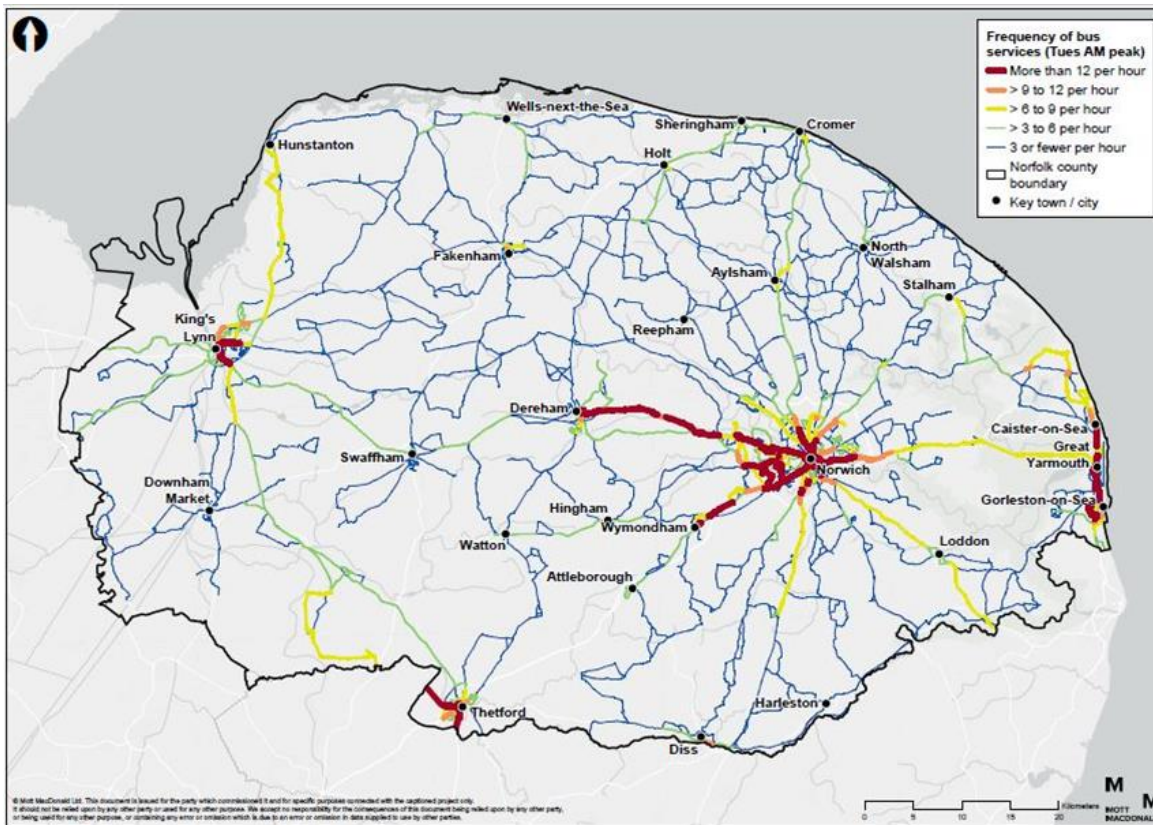


Figure A2 - map showing corridor frequency across Norfolk's bus network

The current bus service offer in Norfolk can therefore be summarised as follows:

- There is a good network of services, but these vary considerably in terms of frequency, fares, availability of information and are not seen as a single transport system
- Services in Norwich and other urban areas are comprehensive and benefit from the highest levels of frequency
- There are good modern vehicles on high frequency routes, and these do attract passenger growth
- Rural services are available but are infrequent and often have to be booked in advance, which does not suit many people's lifestyle
- Fares vary across operators for similar length journeys, and can be seen as complicated for non-bus users
- Where infrastructure has recently been updated it is very good, but in rural areas in particular waiting facilities and information at stops could be better
- Our operators are very committed and have a strong ethos of partnership working with the County Council

SECTION 7 – FACTORS AFFECTING THE BUS MARKET

The following factors could well have an impact on the local bus market during the initial 5-year plan period:

- Changes to travel patterns, motivations and expectations following Covid and its subsequent socio-economic impacts, noting that these will be different among different user segments

- Commercial viability and sustainability of the network
- Bus driver recruitment, training and retention
- Highway network capacity, use and congestion
- Local authority resourcing pressures
- Environmental impacts and issues, such as severe weather, climate change and air quality

SECTION 8 – IMPACTS OF CONGESTION

Network congestion is regularly measured by analysing millions of data points extracted from vehicle telematics data to determine levels of congestion at different time periods through the day compared to free-flowing conditions. This clearly has an impact on bus journey times and punctuality and reliability of services. Figure A3, below, is a map showing typical congestion levels on the highway network across Norfolk, Monday to Friday 7am to 9am:

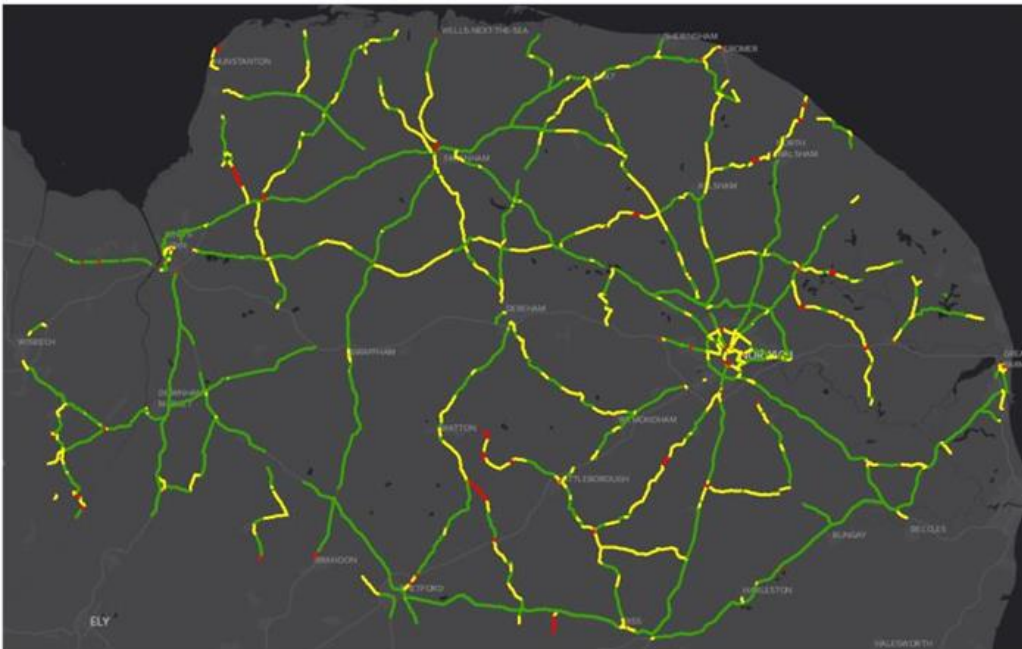


Figure A3 - map showing highway congestion Monday to Friday, 7-9am

Red lines indicate sections where congestion was above 40%, ie average traffic speeds were 40% or lower than free flow speeds for that section. Yellow lines show a level of congestion but less severe. This data is for general traffic and can be compared with bus performance data provided to us by operators in order to identify key areas where network improvements would deliver the most benefits to bus journey times and reliability.

SECTION 9 - OUTCOMES

The success of this Plan and our BSIP will be measured by the following outcomes:

- **Grow annual bus patronage in Norfolk:** return to 2019/20 patronage levels by March 2023, then grow bus patronage by 1% per annum between 2023 and 2027. This target is lower than the target for growing bus patronage amongst young people in recognition of

the fact that a slower Covid recovery may adversely impact other sectors of the population eg concessionary pass holders.

- **Grow bus patronage amongst young people in Norfolk:** grow bus patronage by 5% per annum for people under 25 years of age between 2023 and 2027
- **Improve bus passenger satisfaction:** grow bus passenger satisfaction with bus services in Norfolk to 95% by 2027
- **Increase bus passenger satisfaction with fares:** grow bus passenger satisfaction with the value for money offered for bus services in Norfolk to 80% by 2027
- **More buses with next stop announcements and displays:** increase the number of buses that offer next stop announcements (visible and audible) to 70% by 2025
- **More reliable bus services:** increase the reliability of bus services to 99.5% of all timetabled services starting their journeys, by 2027
- **More punctual bus services:** increase the punctuality of bus services starting their journeys on time to 95%, by 2027
- **Greener buses:** increase the proportion of buses operating registered bus services in Norfolk that are Euro VI or zero emission to 50% by 2027
- **Increase the bus mode share from cars:** in corridors where bus priority and bus vehicle investment is made during the lifetime of this BSIP, ensure that the number of bus passengers increases and the number of people travelling by car either reduces or remains the same
- **Reduce journey times for buses:** on specified corridors where bus priority and bus vehicle investment is made during the lifetime of this BSIP, ensure that average journey times for buses between specified points are decreased by at least 90 secs compared to before the measures were implemented, particularly during peak hours, ensuring that journey times are consistent at all times of the day
- **Increase the number of accessible bus stops:** increase the number of bus stops that are suitable for people using wheelchairs and people with other mobility issues to 95% by 2027
- **Increase rural accessibility:** using Norfolk's index of rural accessibility¹, improve the measure to 85% by 2027

SECTION 10 – INTERVENTIONS & POLICIES

The partnership believes the following key interventions and policies are required to deliver these outcomes:

- A clear single identity for public transport services in Norfolk which shows the services operating as a single system, with good and easy-to-access information, but without losing the individual bespoke characteristics of each local operator
- Seamless integrated local ticketing, with easy-to-understand fares that are good value for money
- An improved network of services, that are more frequent, more reliable and integrate with each other and with other modes
- Robust policies on car parking and planning, that put bus travel at the forefront and make bus journeys easier and more attractive

¹ We have defined a target level of service for each parish based on its population size, e.g. a parish with 1000-2000 people should be able to expect a journey to health services, a shopping service 5 days a week, a commuter journey at peak times and a Saturday service

- Improved management of the road network and policies that minimise disruption on the highway

SECTION 11 – GOVERNANCE ARRANGEMENTS

The Plan will be managed by an EP Management Board that will comprise an equal representation from NCC (senior officers and elected Members) and bus operators (representing small, medium and large companies). It will meet at least quarterly and will:

- discuss and agree the facilities and measures from the BSIP which should be prioritised for funding and presented to NCC for formal sign-off
- agree how any existing EP Scheme(s) should be varied to account for any new facilities and measures that are introduced
- agree on proposed new Schemes for the EP Plan that would then need to be put through the formal consultation and adoption process, where varying an existing Scheme is not appropriate
- be responsible for setting KPIs and measuring the progress of the delivery of the objectives and targets in the BSIP and EP Plan and Scheme(s)
- monitor and manage the EP and adherence to it by the relevant parties, agreeing any necessary action to be taken
- discuss any key issues that arise that affect public transport services and put forward possible mitigating solutions.

It will be supported by topic or area-specific working groups, pulling in other key stakeholders such as district councils and businesses as required.

The Terms of Reference for the EP Management Board is at Appendix 2.

SECTION 12 – EP PLAN AND RELATIONSHIP TO SCHEMES

The objectives of this EP Plan are to:

- Rebuild and increase passenger confidence
- Have a green and sustainable transport offer
- Develop a public transport network that is the first-choice mode for most journeys
- Have a simple and affordable ticketing and fares offer

The first EP Scheme will help to deliver these objectives by:

BSIP Objective	1. Rebuild and increase passenger confidence
EP Approach	a) Produce and deliver a major marketing campaign to attract people back onto buses, or on for the first time b) Develop a single identity for public transport in Norfolk - Travel Norfolk – with a dedicated website c) Agree and publicise a single, county-wide customer charter

BSIP Objective	1. Rebuild and increase passenger confidence
EP Approach	<ul style="list-style-type: none"> d) Improve road network management – including better information about disruption, better management of car parking and pro-active tree management e) Undertake bus priority studies on at least 6 corridors (2 Norwich, 2 King’s Lynn, 2 Great Yarmouth) and at least 4 hotspots, to identify where bus priority could be delivered and how f) Implement traffic light priority g) Agree consistent timetable change dates

BSIP Objective	2. Green and sustainable transport offer
EP Approach	<ul style="list-style-type: none"> a) Encourage operators to invest in cleaner more modern buses b) Undertake bus priority studies on at least 6 corridors (2 Norwich, 2 King’s Lynn, 2 Great Yarmouth) and at least 4 hotspots, to identify where bus priority could be delivered and how c) Use Zebra funding (if awarded) to introduce zero emission buses and their infrastructure d) Produce and deliver an imaginative marketing campaign to highlight environmental benefits of bus travel

BSIP Objective	3. Public transport network that is first choice mode for most journeys for existing and new customers
EP Approach	<ul style="list-style-type: none"> a) Conduct a county-wide network review of current services as a first step to delivering a consistent standard of bus service across urban and rural communities b) Investigate options for an integrated journey planner c) Undertake bus priority studies on at least 6 corridors (2 Norwich, 2 King’s Lynn, 2 Great Yarmouth) and at least 4 hotspots, to identify where bus priority could be delivered and how d) Implement traffic light priority e) Align policies for planning and new developments with the need to provide good public transport links

BSIP Objective	4. Simple and affordable ticketing and fares offer
EP Approach	<ul style="list-style-type: none"> a) Standardise the ages for free travel for children and young person fares across the county b) Offer a short-term fares promotion to entice people back on the bus c) Contactless payment systems available on 95% of services d) Instigate discussions about multi-operator tickets e) Investigate options to integrate bus tickets with other modes of transport, eg e-bike schemes f) Produce and deliver an imaginative marketing campaign to promote ticketing and fares offers

The measures and facilities to deliver these are set out in the Scheme below. The expectation is that the Scheme will be varied or new Schemes will be added as reviews are completed and funding is awarded.

Discussions have taken place with neighbouring authorities and cross-boundary services have and will be fully considered.

A county-wide customer charter would replace the existing voluntary Norwich Bus Passenger Charter. Likewise, any other voluntary and non-statutory arrangements otherwise duplicated by the implementation of any measures and facilities contained herein will be replaced by them.

PART B – EP SCHEME

**THE NORFOLK COUNTY COUNCIL ENHANCED PARTNERSHIP SCHEME FOR BUSES IS
MADE IN ACCORDANCE WITH SECTION 138G(1) OF THE TRANSPORT ACT 2000 BY:**

NORFOLK COUNTY COUNCIL

SECTION 1 – EP SCHEME CONTENT

This document fulfils the statutory requirements for an EP Scheme. In accordance with statutory requirements in section 138 of the Transport Act 2000, the EP Scheme document sets out:

Section 2 – Scope of the EP Scheme and Commencement Date

Section 3 – Obligations on the Local Authorities

Section 4 – Obligations on Bus Operators

Section 5 – Variation Mechanism

Section 6 – Governance Arrangements

The EP Scheme can only be put in place if an associated EP Plan has been made. Therefore, this document should be considered alongside the associated EP Plan.

The EP Scheme has been jointly developed by Norfolk County Council, which is the local transport authority and the local highway authority, and those bus operators that provide local bus services in the EP Scheme area. It sets out obligations and requirements on both the Local Authority and operators of local services in order to achieve the intended improvements, with the aim of delivering the objectives of the associated EP Plan.

Lower tier authorities' contributions to the Scheme are to be fulfilled via existing service agreements between themselves and Norfolk County Council.

SECTION 2 – SCOPE OF THE EP SCHEME AND COMMENCEMENT DATE

Description of Geographical Coverage

The EP Scheme will support the improvement of all local bus services operating in the whole administrative county of Norfolk, even if their start and/or end point is within another local authority area. The county of Norfolk covers the following lower tier authorities:

- King's Lynn and West Norfolk Borough Council
- Breckland District Council
- North Norfolk District Council
- Broadland District Council
- Norwich City Council
- South Norfolk District Council
- Great Yarmouth Borough Council

Map of EP Plan and EP Scheme Area

The EP Plan and Scheme occupy the same county-wide area. See Figure B1, below. It shows Norfolk county, including its districts, principal towns and transport network:

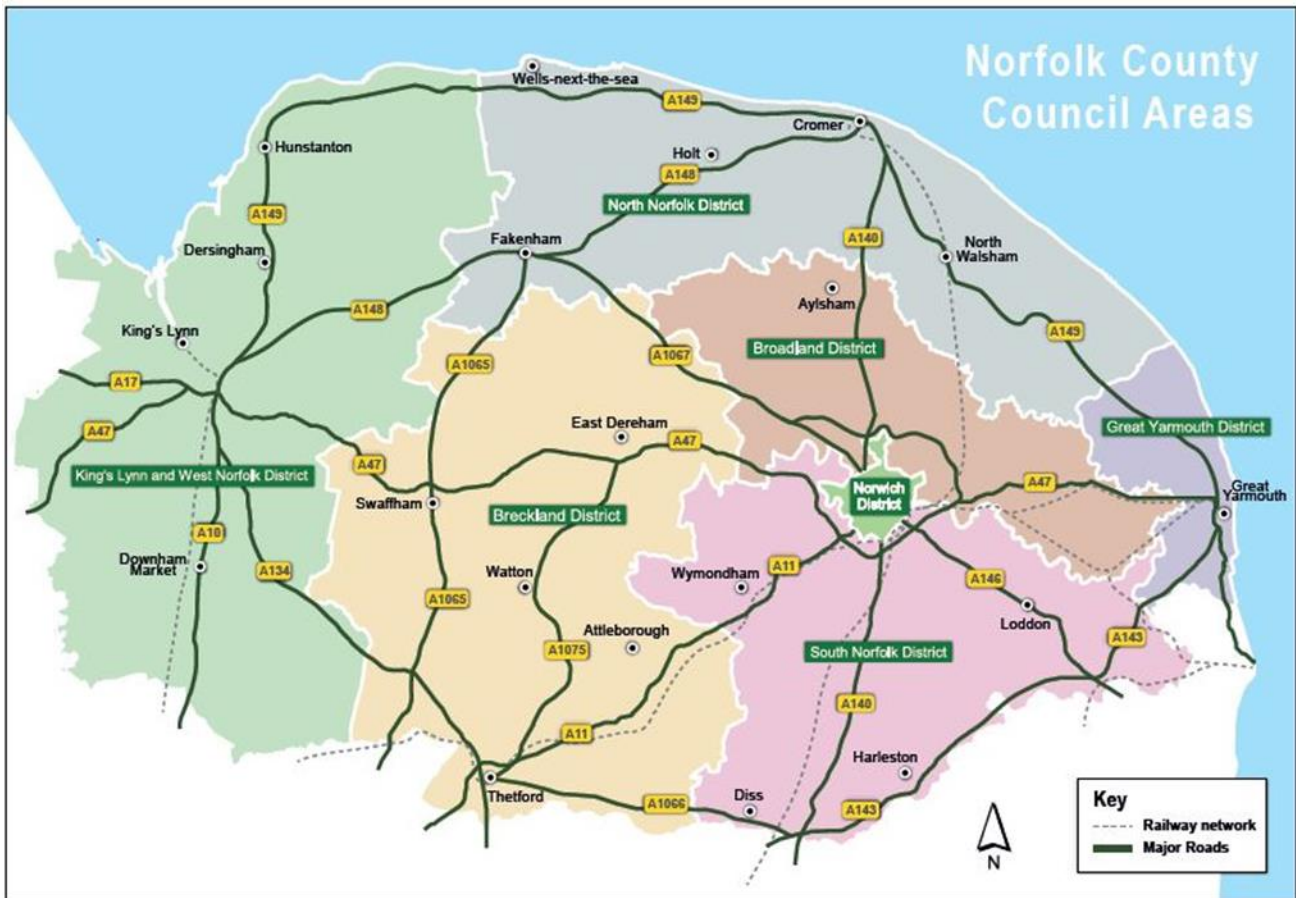


Figure B1 - map showing Norfolk as an EP area

Commencement Date

The EP Plan and Scheme are made on 7 March 2022.

The EP Plan will have no end date but will be reviewed twice annually from the commencement date of 1 April 2022.

The EP Scheme will have no specific end date but will be reviewed at least twice annually as set out in section 5.

Exempted Services

The following services are exempt from the requirements of the EP Scheme:

- Any cross-boundary registered local bus service with less than 10% of its route mileage within the EP area, eg a long-distance coach service, except where the EP Management Board agree that there are particular reasons why its inclusion in the EP would be to the benefit of the EP's objectives defined in the EP Plan;

- A service which is registered as a local service under section 6 of the Transport Act 1985 but which would otherwise be an excursion or tour within the meaning in section 137(1) of that Act, eg a hop-on, hop-off tour;
- Services that are registered as school-only services that operate only on dates when schools/colleges are open and subject to suspension if not so required;
- Any services operated under section 22 of the 1985 Act.

SECTION 3 – OBLIGATIONS ON THE LOCAL AUTHORITY

The Scheme places the following obligations on Norfolk County Council:

Facilities

Topic	Action	Who responsible	Delivery date
Traffic light priority	Introduce and maintain traffic light priority on agreed public transport corridors and develop a policy for its future deployment	Norfolk County Council	Norwich by March 2023, other areas by March 2026
Improve infrastructure	Spend at least £140k on new bus stops or to improve bus stops, in 2022/23, and review annually	Norfolk County Council	March 2023, and then on-going
Improve services and infrastructure	Deliver already-agreed and funded schemes, infrastructure and services, as approved and as per the original agreement and specification, eg those funded by the Transforming Cities Fund and the Rural Mobility Fund	Norfolk County Council	On-going

Measures

Topic	Action	Who responsible	Delivery date
Improve road network management	Fund a dedicated post in the transport team to deal with disruption information and act as a central point between highways and bus operators	Norfolk County Council	On-going
Provide services	Spend at least £3m on socially necessary services in the financial year 2022/23, and review annually	Norfolk County Council	March 2023, and then on-going
Customer charter	Coordinate and implement a county-wide Customer Charter	Norfolk County Council	June 2022
Major marketing campaign	Commission and undertake a major marketing campaign to get people back on the bus	Norfolk County Council	June 2022

Topic	Action	Who responsible	Delivery date
Single system	Develop a single identity for all Norfolk's services – Travel Norfolk – and investigate the creation of a dedicated website and an integrated journey planner	Norfolk County Council	March 2023
Fares promotion	Market and reimburse operators for a short-term discounted fares promotion for one week in May or October half-term 2022, to get people back on the bus	Norfolk County Council	October 2022
Improve road network management	Apply for powers to enforce moving traffic offences	Norfolk County Council	March 2023
Review of current services and network	Conduct a county-wide network review of current services as a first step to delivering a consistent standard of bus service across urban and rural communities	Norfolk County Council	June 2022
Bus priority	Undertake bus priority studies on at least 6 corridors (2 Norwich, 2 King's Lynn, 2 Great Yarmouth) and at least 4 hotspots, to identify where bus priority could be delivered and how	Norfolk County Council	June 2022
Improve road network management	Investigate innovative technology to assist with proactive network management eg sensors on buses to detect low-hanging trees	Norfolk County Council	March 2023
Planning policies	Ensure bus operators are engaged at an early stage, and throughout, with any discussions regarding significant planned growth to maximise opportunities for new and enhanced service provision	Norfolk County Council	On-going
Car parking enforcement	Prioritise enforcement that affects bus service reliability and undertake targeted enforcement following bus operator suggestions of key issues and locations	Norfolk County Council	On-going

Topic	Action	Who responsible	Delivery date
Service provision	Integrate school movements with local bus services as much as possible (and affordable) to increase the sustainability of the service	Norfolk County Council	On-going
Ticketing	Broker negotiations regarding a Norfolk-wide multi-operator ticket and reimbursement mechanism	Norfolk County Council	March 2023
Ticketing	Investigate options for linking smart-enabled bus tickets with other modes of transport like bike share schemes	Norfolk County Council	March 2023

SECTION 4 – OBLIGATIONS ON BUS OPERATORS

The Scheme places the following obligations on operators:

Facilities

Topic	Action	Who responsible	Delivery date
Improve services and infrastructure	Deliver already-agreed services, vehicle investments and service improvements, as per the original agreement and specification, eg those funded by the Transforming Cities Fund and the Rural Mobility Fund	Operators	On-going
Customer information	Provide road-side publicity and information about services, as per the NCC-operator information agreement	Operators	On-going

Measures

Topic	Action	Who responsible	Delivery date
Traffic light priority	Assist NCC with linking ETM technology with the traffic light priority system and ensuring it works	Operators	March 2026

Topic	Action	Who responsible	Delivery date
Customer confidence	Agree and commit to common timetable change dates for significant changes in similar localities (eg the start of a school or college term in Norwich or King's Lynn)	Operators	May 2022
Customer Charter	Co-create, adhere to and publicise a county-wide Customer Charter	Operators	May 2022, and on-going
Major marketing campaign	Contribute time to the development of the campaign	Operators	June 2022
Single system	Include the new identity - Travel Norfolk - on vehicles and publicity, with a link to the new website on their own web pages	Operators	March 2023, and on-going
Fares promotion	Accept discounted fares for all journeys made during the week-long promotion and assist with marketing and promotion	Operators	October 2022
Fares for young people	Agree a common age and the number of infants allowable to travel free with a fare paying adult and agree the age limit and discount for young person's fares	Operators	May 2022
Review of current services and network	Assist NCC with the county-wide network review of current services as a first step to delivering a consistent standard of bus service across urban and rural communities	Operators	June 2022
Bus priority	Assist NCC with the bus priority studies, to identify where bus priority could be delivered and how, and make suggestions	Operators	June 2022
Changes to timetables and services	Discuss any proposed changes to timetables, services and service frequencies with NCC in advance of making those changes or advertising to the public	Operators	On-going
Bus layover points	Identify points where longer layover/recovery time is required so that TROs can be changed	Operators	On-going

Topic	Action	Who responsible	Delivery date
Ticketing	Accept PlusBus tickets for journeys within the defined area of participating rail stations	Operators	On-going
Ticketing	Take part in negotiations regarding a Norfolk-wide multi-operator ticket and reimbursement mechanism	Operators	March 2023
Ticketing	Assist with investigating options for linking smart-enabled bus tickets with other modes of transport like bike share schemes	Operators	March 2023
Planning policies	Input into discussions regarding significant planned growth to maximise opportunities for new and enhanced service provision	Operators	On-going
Car parking enforcement	Highlight to NCC locations where indiscriminate car parking is an issue so that they can prioritise enforcement in those areas	Operators	On-going

SECTION 5 – REVIEW AND ARRANGEMENTS FOR REVOKING OR VARYING THE SCHEME

Once the EP Scheme is made it will be reviewed by 30 September 2022 at the latest and then twice annually thereafter.

The review will be conducted via discussion amongst members of the EP Management Board (see section 6) and will include looking at data on progress towards targets. Any resulting variations will be subject to a bespoke agreement process, outlined below:

On receipt of a request for a variation of this EP Scheme, Norfolk County Council will reconvene the EP Management Board, giving at least 28 days' notice for the meeting, to consider the proposed variation. If the proposed variation is agreed by all / a simple majority of bus operators and Norfolk County Council representatives present, Norfolk County Council will make the EP Scheme variation within seven working days and publish the revised EP Scheme on its website. Operators not expressing a view at the meeting will be deemed to be abstaining from the decision.

At the time of making the EP this Scheme cannot be revoked unless the EP Plan is revoked, as it is the only Scheme attached to the Plan.

In some instances it may be more appropriate to make a new Scheme, for example if the measure or facility covers a different geographical area, in which case the Scheme will be added via the formal operator-objection and public consultation mechanism.

In the event that a number of Operators, which would trigger the default Operator objection mechanism (as set out in the Enhanced Partnerships and Schemes (Objections) Regulations 2018 as may be varied from time to time), raise concerns in writing to a minimum of one subsequent Executive Board meeting about a previous decision of the

Executive Board, the decision-making process for Enhanced Partnership Scheme Variations will revert to the default Operator objection mechanism contained in those regulations to review that decision and as appropriate for future decision-making purposes.

SECTION 6 – GOVERNANCE ARRANGEMENTS

This Scheme will be managed by an EP Management Board that will comprise an equal representation from NCC (senior officers and elected Members) and bus operators (representing small, medium and large companies). It will meet at least quarterly and will:

- discuss and agree the facilities and measures from the BSIP which should be prioritised for funding and presented to NCC for formal sign-off
- agree how this Scheme should be varied to account for any new facilities and measures that are introduced
- agree if it is more appropriate for additional Schemes to be added to the Plan instead, subject to the formal consultation process
- be responsible for setting KPIs and measuring the progress of the delivery of the objectives and targets in the BSIP and EP Plan and Scheme(s)
- monitor and manage the EP and adherence to it by the relevant parties, agreeing any necessary action to be taken
- discuss any key issues that arise that affect public transport services and put forward possible mitigating solutions.

The Board will be supported by topic or area-specific working groups, pulling in other key stakeholders such as district councils and businesses as required. The Terms of Reference for the EP Management Board is at Appendix 2.

Appendix 1

GLOSSARY OF ABBREVIATIONS AND ACRONYMS

Term	Definition
BBB	Bus Back Better National Bus Strategy
BSIP	Bus Service Improvement Plan An ambitious plan drafted by local authorities (NCC) that sets out a series of objectives and actions to improve bus services in their area
DRT	Demand Responsive Transport An innovative approach to public transport that's more flexible than a scheduled fixed route service
EP	Enhanced Partnership A partnership between local authorities and bus operators to work together to improve bus services. Norfolk's EP covers the administrative area bound by Norfolk's county boundaries
EPP	Enhanced Partnership Plan Framework through which EP schemes can mandate improvements to bus services
EPS	Enhanced Partnership Scheme A series of commitments made by the EP, mandating them to improve bus services through facilities and measures
NBS	National Bus Strategy This government strategy was published in March 2021. It sets out the vision and opportunity to deliver better bus services for passengers across England, through ambitious and far-reaching reform of how services are planned and delivered.
NCC	Norfolk County Council First tier local government covering the electoral and geographical extent of Norfolk
ZEBRA	Zero Emission Bus Regional Areas A central government funded scheme to help introduce zero emission buses in regional areas of England. Zero emission refers to tailpipe emissions only

GLOSSARY OF TERMS

Term	Definition
1985 Act	Transport Act 1985
2000 Act	Transport Act 2000
2017 Act	Bus Services Act 2017
Bus Operators (or Operators)	All operators of any size running Qualifying Bus Services taken collectively
County Council	Norfolk County Council
Enhanced Partnership	The Enhanced Partnership covering the geographic extent of the administrative boundary of the county of Norfolk
EP Management Board (or Board)	The committee of selected Norfolk Bus Operator representatives, County Council representatives and independent Chair responsible for drafting and/or considering recommendations to put forward to NCC so they can be enacted.
Facilities	Those facilities referred to in Part B, and its sections which shall be deemed such for the purposes of s.138D(1) of the 2000 Act.
Measures	Those measures referred to in Part B, sections 8 and/or 9 which shall be deemed as such for the purposes of s.138D(2) of the 2000 Act.
Non-qualifying Bus Service	Services excluded from classification as Qualifying Bus Services.
Qualifying Bus Service	A registered local bus service with one or more stopping place within the geographical area of the Enhanced Partnership, with the exception of the exempted services outlined in the Scheme
Requirements	Those requirements placed upon Bus Operators identified as such within Part B, sections 8 and/or 9 which shall be deemed as such for the purposes of s.138C 2017 Act.

Appendix 2

NORFOLK'S ENHANCED PARTNERSHIP MANAGEMENT BOARD TERMS OF REFERENCE

MARCH 2022

Available on request. Contact information@norfolk.gov.uk