

**NATIONAL BUS STRATEGY  
TRANSPORT ACT 2000**

**NORFOLK ENHANCED PARTNERSHIP (EP)  
PLAN AND SCHEME: Oct 2022 variant**

**Made March 2022  
Varied October 2022**

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## 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

Our EP Plan, and commitments within the EP Scheme, contribute to at least one of these objectives. This is outlined in the series of tables below:

<b>BSIP Objective</b>	<b>1. Rebuild and increase passenger confidence</b>
<b>EP Approach</b>	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 and journey planner that incorporates all services and includes other sustainable travel modes 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

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

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

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

<b>BSIP Objective</b>	<b>3. Public transport network that is first choice mode for most journeys for existing and new customers</b>
<b>EP Approach</b>	f) Improve facilities and information at bus stops and interchanges, including real-time information

<b>BSIP Objective</b>	<b>4. Simple and affordable ticketing and fares offer</b>
<b>EP Approach</b>	<ul style="list-style-type: none"> <li>a) Develop and implement a county-wide fare offer for young people</li> <li>b) Introduce a simplified flat fare structure in certain areas</li> <li>c) Develop and implement a county-wide fares discount that will benefit regular bus users and attract new users</li> <li>d) Contactless payment systems available on all buses</li> <li>e) Introduce a range of multi-operator tickets</li> <li>f) Introduce tap-on tap-off readers and implement fare capping</li> <li>g) Investigate options to integrate multi operator tickets with other modes of transport, e.g. e-bike schemes</li> <li>h) Produce and deliver an imaginative marketing campaign to promote ticketing and fares offers</li> </ul>

Norfolk County Council has undertaken an assessment of the impacts of the EP Plan and Scheme (made 7<sup>th</sup> March 2022 and varied 17<sup>th</sup> October 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 916,000, 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 (EP) 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:

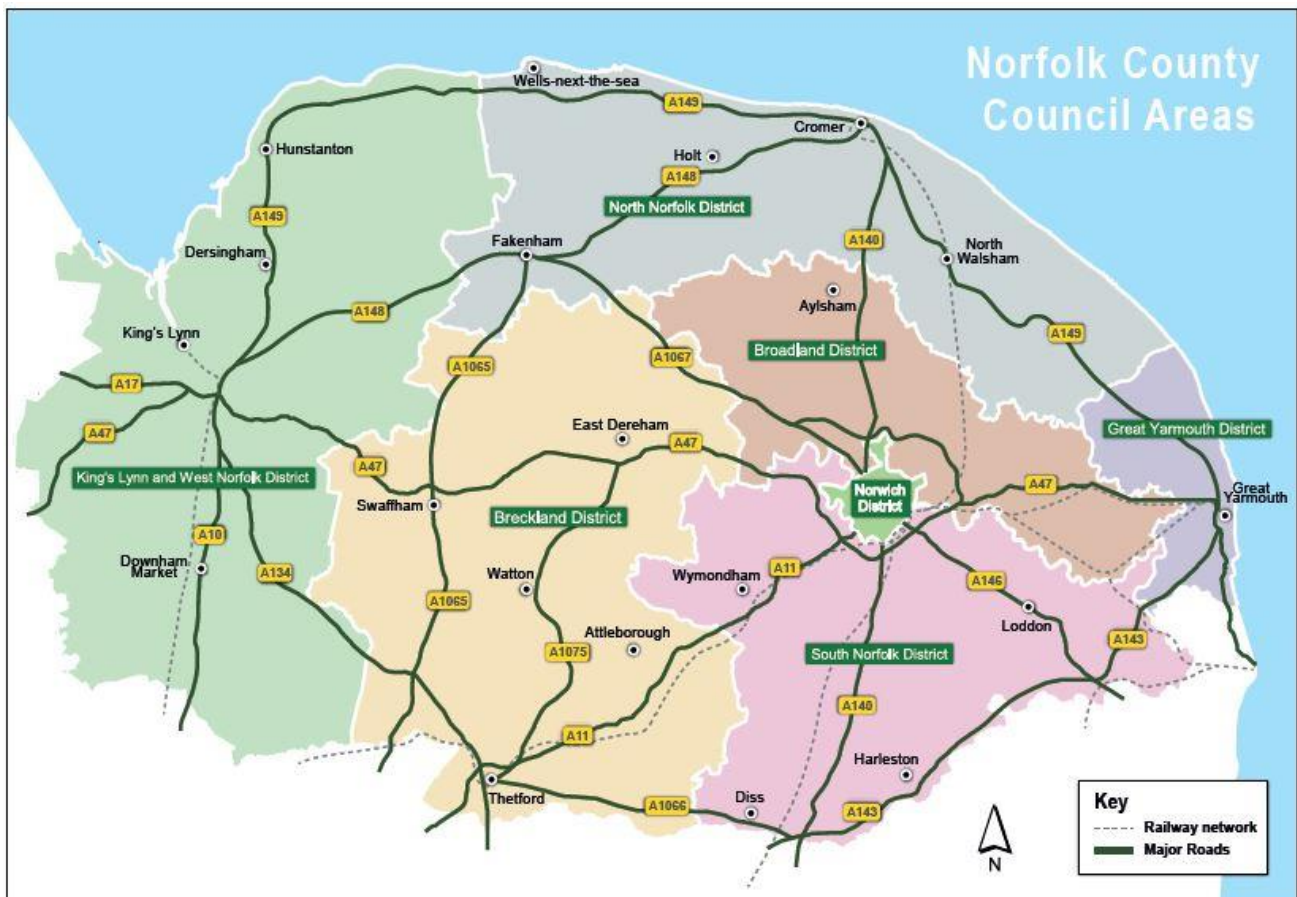


Figure A1 - map showing Norfolk as an EP area

### **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**

This 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.

### **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

From May to early July 2022 we also carried out a consultation on our Bus Service Improvement Plan, which received 1,500 responses and showed that:

Of most importance to people are:

- Multi-operator ticketing
- New services to more places
- Real-time information at stops
- A Travel Norfolk integrated information portal
- More frequent buses
- Fare capping
- More evening and Sunday services

People are most dissatisfied with:

- Reliability and punctuality of services

- Value for money and fare prices

The main reasons people cited for not using the bus were:

- They are not available at the times needed
- Quicker to use an alternative mode
- Buses do not go directly to the places people need them to
- Reliability of journey time is better using another mode of transport.

## SECTION 6 – BUS SERVICE ANALYSIS

In Norfolk 202 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.

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 is visualised in Figure A2 below and presented a map featuring principal towns with lines showing the number of buses per hour in both directions for the bus network

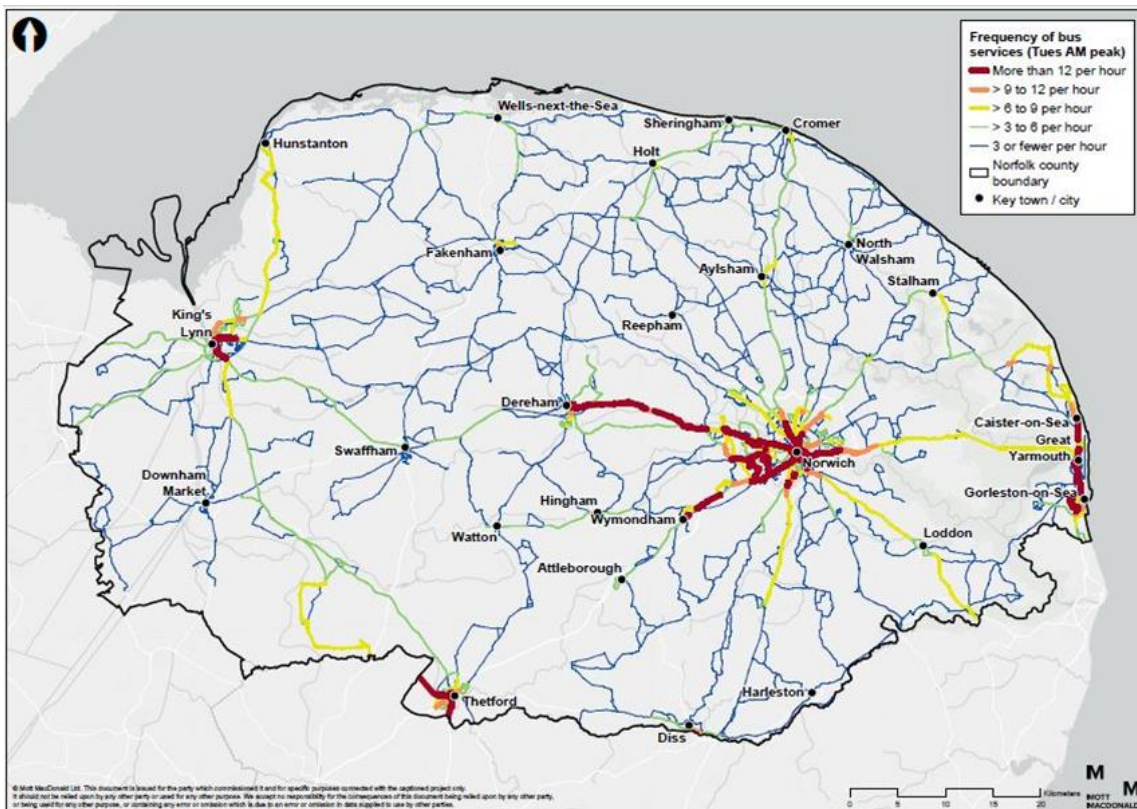


Figure A2 - map showing corridor frequency across Norfolk's bus network

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
- Increased costs and inflation rates for parts and fuel.

## **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:

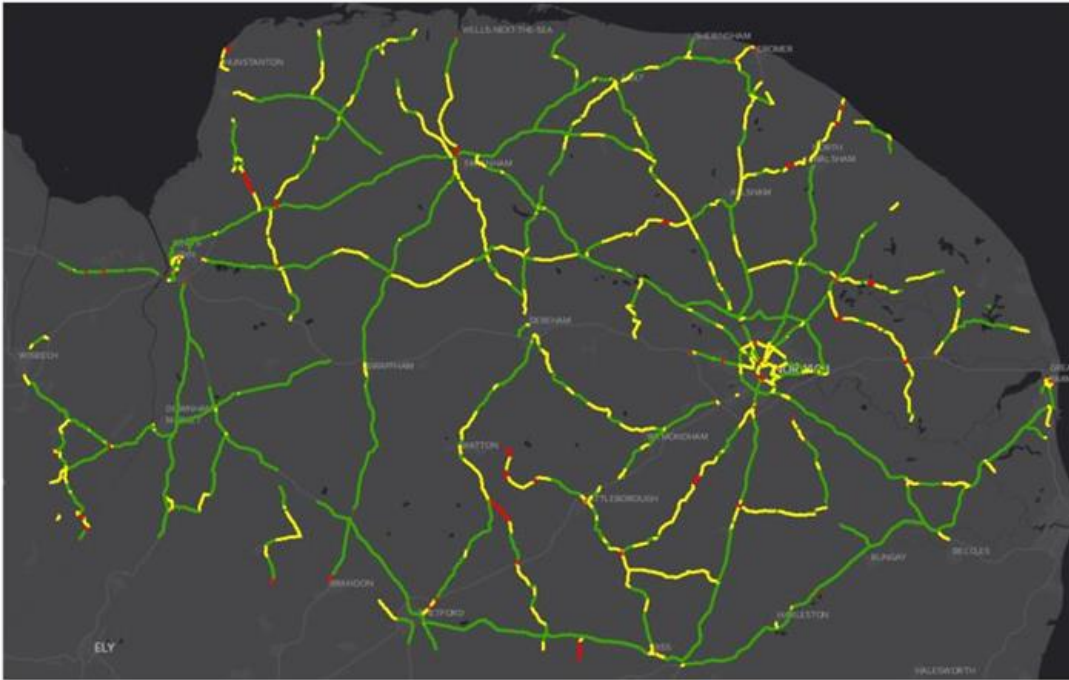


Figure A3 - map showing highway congestion Monday to Friday, 7-9am

Red lines indicate sections where congestion was above 40%, i.e. 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 e.g. 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 the 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 the 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 accessibility<sup>1</sup>, 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
- Improved waiting areas and travel hubs with better facilities
- Robust policies on car parking and planning, that put bus travel at the forefront and make bus journeys easier and more attractive
- 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

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<sup>1</sup> 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

- 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.

Working and reference groups will include, but will not be limited to:

- Marketing
- Traffic Light Priority
- Travel Hubs and on-street infrastructure
- All operators
- Bus users and passenger representative groups
- Transport for Norwich stakeholder forum
- West Norfolk Transport & Infrastructure Steering Group
- East Norfolk Transport & Infrastructure Steering Group
- Local Transport Plan Implementation group

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 EP Scheme will help to deliver these objectives by:

<b>BSIP Objective</b>	<b>1. Rebuild and increase passenger confidence</b>
<b>EP Approach</b>	<p>a) Produce and deliver a major marketing campaign to attract people back onto buses, or on for the first time</p> <p>b) Develop a single identity for public transport in Norfolk - Travel Norfolk – with a dedicated website and journey planner that incorporates all services and includes other sustainable travel modes</p> <p>c) Agree and publicise a single, county-wide customer charter</p>

<b>BSIP Objective</b>	<b>1. Rebuild and increase passenger confidence</b>
<b>EP Approach</b>	<ul style="list-style-type: none"> <li>d) Improve road network management – including better information about disruption, better management of car parking and pro-active tree management</li> <li>e) Deliver faster journey times and more reliable services by implementing bus priority measures such as bus lanes and traffic light priority</li> <li>f) Agree consistent and minimal timetable change dates</li> <li>g) Improve connectivity via travel hubs for bus-bus, bus-rail and bus-other modes of transport</li> <li>h) Improve facilities and information at bus stops and interchanges</li> <li>i) Increase the number of services with on-bus next stop announcements</li> </ul>

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

<b>BSIP Objective</b>	<b>3. Public transport network that is first choice mode for most journeys for existing and new customers</b>
<b>EP Approach</b>	<ul style="list-style-type: none"> <li>a) Develop consistent network standards across urban and rural communities, e.g. regarding journey frequency</li> <li>b) Introduce enhanced and new services based on the new network standards, including DRT and socially necessary services</li> <li>c) Implement an integrated journey planner</li> <li>d) Deliver faster journey times and more reliable services by implementing bus priority measures such as bus lanes and traffic light priority</li> </ul>

<b>BSIP Objective</b>	<b>3. Public transport network that is first choice mode for most journeys for existing and new customers</b>
<b>EP Approach</b>	<ul style="list-style-type: none"> <li>e) Improve connectivity via infrastructure that better integrates bus services with other bus services, rail services and other modes of transport</li> <li>f) Improve facilities and information at bus stops and interchanges, including real-time information</li> </ul>

<b>BSIP Objective</b>	<b>4. Simple and affordable ticketing and fares offer</b>
<b>EP Approach</b>	<ul style="list-style-type: none"> <li>a) Develop and implement a county-wide fare offer for young people</li> <li>b) Introduce a simplified flat fare structure in certain areas</li> <li>c) Develop and implement a county-wide fares discount that will benefit regular bus users and attract new users</li> <li>d) Contactless payment systems available on all buses</li> <li>e) Introduce a range of multi-operator tickets</li> <li>f) Introduce tap-on tap-off readers and implement fare capping</li> <li>g) Investigate options to integrate multi operator tickets with other modes of transport, e.g. e-bike schemes</li> <li>e) Produce and deliver an imaginative marketing campaign to promote ticketing and fares offers</li> </ul>

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.

The Norfolk customer charter is available for customers to read. The online version can be found via this link to the NCC website: [View Bus passenger charter for Norfolk and Suffolk](#)

## **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, as indicated the map (Figure B1) below. It shows Norfolk county, including its districts, principal towns and transport network:

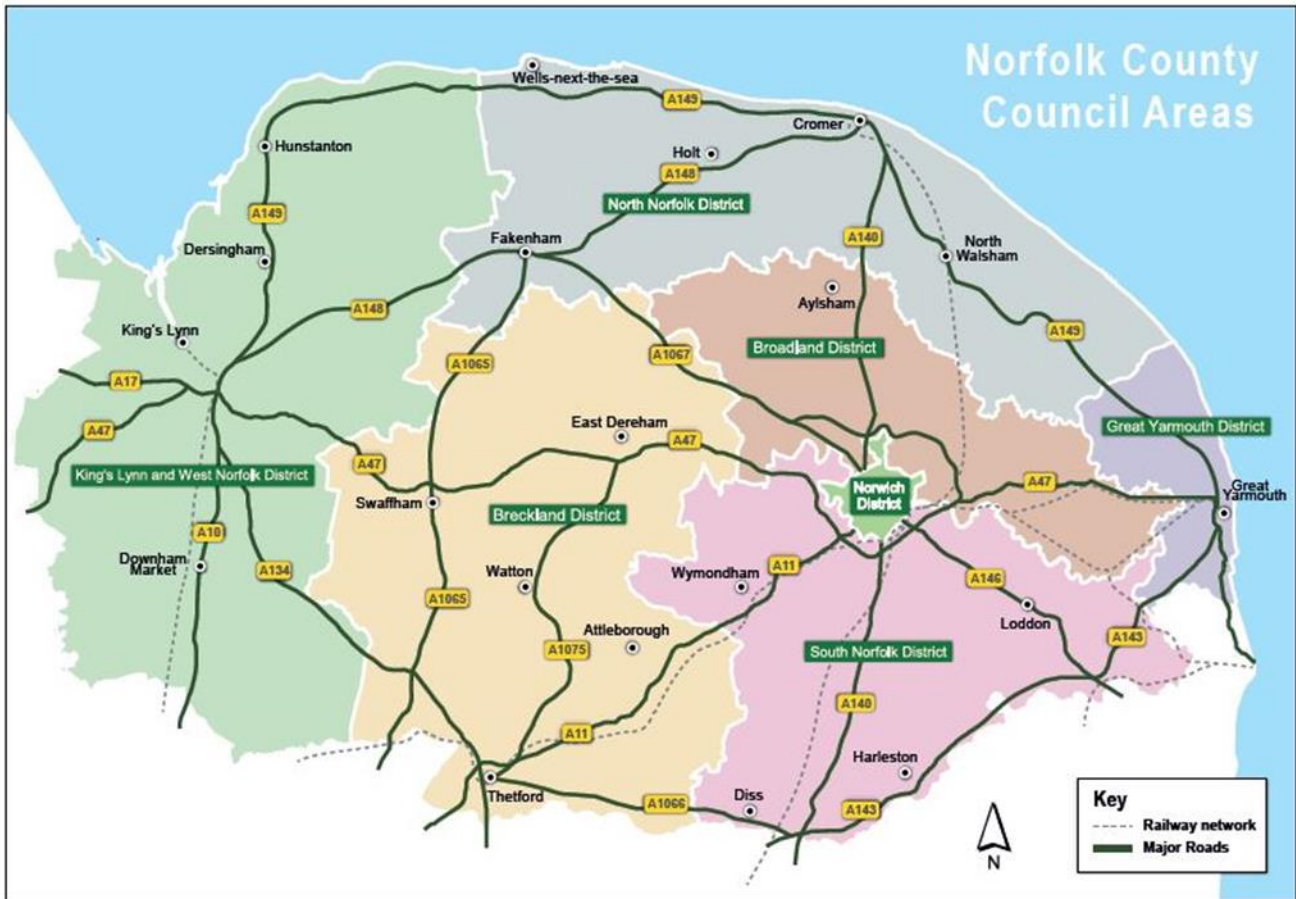


Figure B1 - map showing Norfolk as an EP area

## Commencement Date

The EP Plan and Scheme were made on 7<sup>th</sup> March 2022 and were varied on 17<sup>th</sup> October 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.

## Included and Exempted Services

The local bus services to which this EP Plan and Scheme applies can be found within the National Bus Strategy and can be accessed online via the following link to the NCC website:

[View the National Bus Strategy](#)

Local bus services are further detailed in Appendix 5.



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, e.g. 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, e.g. 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:

#### Funding, resources and existing delivery commitments 1

Measure / facility / intervention	Specific commitment	Timescale
NCC funding	Spend at least £3m each year on public transport (including DRT services) to support socially necessary services and sustainable transport	Each year
NCC funding	Spend at least £140k of capital funds on new infrastructure like bus stops, interchanges, travel hubs and real-time information	Each year
Committed external funding	Deliver schemes, infrastructure and services that are already agreed and funded, as approved and as per original agreements and specifications, e.g. those funded by the Transforming Cities Fund, the Rural Mobility Fund and the ZEBRA fund	Ongoing
NCC funding	Fund and supply a dedicated post in the transport team to deal with network disruption information and act as a central point between Highways and bus operators, to improve bus reliability and punctuality and information to passengers	Each year
NCC funding	Fund and supply a dedicated post to lead on communications, marketing, promotions and consultations that are relevant to public transport and sustainable travel	Each year
Norfolk Parking Partnership	Lead on the Norfolk-wide parking partnership to ensure that on-street parking charges and availability are reviewed regularly and enforcement is carried out effectively to minimise disruption to bus services	Ongoing

## Funding, resources and existing delivery commitments 2

Measure / facility / intervention	Specific commitment	Timescale
Norfolk Parking Partnership	Work with the district councils to ensure that parking policies are reviewed regularly, with a view to encouraging modal shift and the use of public transport, and that the operational guidance manual is updated to reflect new policies and enforcement priorities	Ongoing
Concessionary travel (ENCTS)	Manage the England National Concessionary Travel Scheme, ensuring that the scheme is promoted to residents, it is easy to receive a pass and that operators are reimbursed, in accordance with DfT guidance for travel concession authorities	Ongoing
Concessionary travel (ENCTS)	Renegotiate the ENCTS fixed pot with operators for implementation April 2023, in accordance with DfT guidance for travel concession authorities, and manage the subsequent reimbursement to operators	By April 2023; then ongoing
Transport policies	Ensure delivery of the Local Transport Plan through the implementation plan published June 2022	From 2022 to 2026
Transport policies	Keep up to date and implement other transport related policies and strategies that are the responsibility of NCC, e.g. the Transport for Norwich strategy, Market Town improvement strategies, Local Cycling and Walking Infrastructure Plans	Ongoing
Funding opportunities	Submit bids, in partnership with bus operators, for public transport improvements as and when funding opportunities arise and ensure improvements to public transport are included in any wider bids for funding, e.g. the Levelling-Up Fund	Ongoing

## Bus priority, network management and punctuality / reliability of services 1

Measure / facility / intervention	Specific commitment	Timescale
Traffic light priority	Retain and maintain existing traffic light priority systems and sites	Ongoing
Traffic light priority	Continue the roll-out programme, with 10 further sites delivered each year	10 sites in Norwich by March 2023; then ongoing. Deployed in King's Lynn and Gt Yarmouth by March 2024; then to other market towns
Traffic light priority	Develop a policy for future deployment and retention	September 2023
Traffic light priority	Re-locate bus stops where this would enable more effective traffic light priority for buses	Start 2022; completion in 2025
Current bus priority facilities	Retain and maintain all existing bus lanes and bus gates (subject to ongoing post-implementation safety audits and review) and investigate and implement the use of emerging technology for enforcement (see table B3.2 below for list of existing facilities)	Ongoing
Current bus priority facilities	Retain and maintain all existing bus lanes and bus gates (subject to ongoing post-implementation safety audits and review) and investigate and implement the use of emerging technology for enforcement (see table B3.2 below for list of existing facilities)	Ongoing
New bus lane	Deliver new sections of bus lane on Sprowston Rd (Norwich) between Denmark Rd and the Outer Ring Rd	Completion 2023
New bus lane	Deliver new bus lanes on the approach to Dereham Road/Wendene junction (Norwich)	Completion 2024
New bus lane	Deliver a new bus lane on the inbound approach to Kett's Hill roundabout (Norwich)	Completion 2023
New bus lane	Deliver a new outbound bus lane on Dereham Rd (Norwich) on the approach to Larkman Lane	Completion 2023

## Bus priority, network management and punctuality / reliability of services 2

Measure / facility / intervention	Specific commitment	Timescale
New bus gate	Deliver a new bus gate as bus-only access to a new travel hub near Dereham Rd/Breckland Rd (Norwich)	Completion 2024
New bus link	Deliver a new sustainable link (buses, cycles, pedestrians only) between the International Aviation Academy and Norwich Airport	Completion 2023
Junction alteration and road layout	Alter the junction and traffic priority at Heartsease Five Ways (Norwich) so that buses traverse more efficiently	Completion 2023
New bus lane	Deliver a new outbound bus lane in Norwich along Yarmouth Road and Thorpe Road	Completion 2025
New bus lane	Deliver a new bus lane in Norwich from the St Stephen's roundabout to the entrance to Norwich bus station on Queen's Road	Completion 2023
New bus lane	Deliver a new inbound bus lane from Harford P&R site to Tesco on the A140 (Norwich)	Completion 2023
New bus lane	Deliver a new inbound bus lane on Ipswich Road Norwich from Hall Road to the outer ring road (A146)	Completion 2024
Improved bus lane and road layout	Improve the inbound bus lane on Dereham Road, Norwich, at the junction with Grapes Hill (A147) and make changes to the road layout to stop right turns and enable the free flow of buses through the junction	Completion 2023
New bus priority	Investigate low-cost options to provide bus priority along this corridor, from Castle Rising to the QE Hospital in King's Lynn, to assist with particularly summer peak traffic flows	Completion 2025
New bus lane	Deliver a new inbound bus lane in King's Lynn from the Hardwick roundabout to Southgates, to tie in with other sustainable transport improvements in that area	Completion 2025
New bus lane	Deliver a new inbound bus lane in Great Yarmouth along Southtown Road, which links to the new 3 <sup>rd</sup> river crossing	Completion 2024
Gyratory re-design	Re-design the current one-way flow of the gyratory around Market Gates bus station in Gt Yarmouth, to allow a two-way flow through the bus interchange and thus avoiding buses having to do the whole loop on each journey, which would then also enable new services over the new 3 <sup>rd</sup> river crossing	Completion 2024

### Bus priority, network management and punctuality / reliability of services 3

Measure / facility / intervention	Specific commitment	Timescale
Junction alteration and road layout	Alter the junction and traffic priority at Angel Road / Waterloo Road (Norwich) so that buses can enter Waterloo Road without stopping	Completion 2024
Junction alterations and traffic light phasing	Change the traffic flow on Portland Street, King's Lynn, so that buses have priority and change the traffic light phasing at the railway station so that buses can exit without waiting too long	Completion 2024
Junction alteration	Reconfigure the junction on the A149 at Lamsey Lane to give better priority and easier access for buses	Completion 2025
New section of bus lane and Junction alteration	Reconfigure the A149/A148 junction in west Norfolk and implement a section of bus lane on the A148, to give priority to bus movements	Completion 2024
Junction alteration	Reconfigure the junction on the A149 at Heacham (at Norfolk Lavender) to provide priority for bus movements	Completion 2025
Junction alteration	Reconfigure the junction at the exit from the Queen Elizabeth Hospital in King's Lynn to give priority and easier movement for buses	Completion 2024
New bus priority infrastructure	Ensure that operators are fully involved in scheme designs and ensure that residents and bus users are consulted, as per statutory requirements	Start 2022; completion 2025; then ongoing
New bus priority infrastructure	<p>For each new bus priority scheme, enter into an agreement with the bus operators who benefit that defines each operator's reciprocal investment, to ensure that operational savings arising from investment in bus priority will be used to deliver BSIP outcomes. The agreement proforma is at Appendix 3. Operator reciprocal investment may include, but not be limited to:</p> <ul style="list-style-type: none"> <li>- Improved vehicles</li> <li>- Installation of new technology</li> <li>- Adding evening or off-peak services</li> <li>- Enhanced service frequency</li> </ul>	Start 2022; then ongoing

#### Bus priority, network management and punctuality / reliability of services 4

Measure / facility / intervention	Specific commitment	Timescale
Moving traffic offences	Use newly-gained powers to enforce moving traffic offences, particularly where this can help bus punctuality and reliability	Ongoing
Highway network management	Investigate innovative technology to assist with proactive network management, e.g. sensors on buses to detect low-hanging trees, and implement improved ways of working, e.g. cutting trees before they become a problem	By October 2023
Parking enforcement	Invest in additional Civil Parking Enforcement Officers to prioritise enforcement where car parking affects bus service reliability and punctuality, and undertake targeted enforcement in response to bus operator suggestions of key issues and locations	Ongoing
Bus stop clearways	Maintain the existing bus stop clearways across the county and enforce any infringements	Ongoing
Bus stop clearway improvements	Undertake a programme to improve bus stop clearways, working with operators to identify locations with known issues, to reduce delays from indiscriminate car parking	Start in 2022; completion in 2025
Punctuality Improvement Plans	Maintain the existing Punctuality Improvement Partnerships with all bus operators, carry out the actions assigned to NCC, measure punctuality by operator each month and ensure at least quarterly meetings are held with operators and at least bi-annual meetings with the DVSA	Ongoing
Traffic Sensitive Streets	Ensure that works on the highway on our network of Traffic Sensitive Streets are only carried out outside the traffic sensitive hours of 0930-1600, unless it is an emergency	Ongoing
Highways Works	Maintain and manage the permit scheme for planned works and road closures to limit the effects for local bus services, ensuring appropriate and timely communication to passengers if buses do have to divert	Ongoing

## Bus priority, network management and punctuality / reliability of services 5

Measure / facility / intervention	Specific commitment	Timescale
Highways Works	Notify bus operators as soon as possible after becoming aware of emergency works on the highway	Ongoing

## Ticketing and fares 1

Measure / facility / intervention	Specific commitment	Timescale
Multi-operator tickets	Broker negotiations and get agreement for county-wide and area specific multi-operator tickets, and then administer any scheme that is created, including reimbursing operators and holding review meetings	Countywide day ticket by August 2022; area specific tickets by June 2023; then ongoing
Multi-operator tickets	Administer and manage the county-wide day ticket, including reimbursement to operators. Adult £12; Young Person (5-19) £9; Group (max 2 adults and 3 young people) £22	From August 2022; review July 2023, then annually
Multi-modal ticketing	Investigate options for linking smart-enabled bus tickets with other modes of transport like bike share schemes	By December 2023
Long term fares discount	Work with operators to model and determine a long-term fares discount aimed at tackling the current cost of living issues, that will benefit regular bus users also attract new users. This fares discount will either be a % discount or a fares freeze on certain current products – the exact products to be determined once financial modelling has taken place – or a best value price promise linked to the introduction of tap-off readers. Modelling will include producing a business case relating to passenger growth and user benefit, whilst recognising the funding envelope available. Reimburse operators in accordance with any agreed reimbursement mechanism once implemented.	Model and agree the fares discount by the end of December 2022; introduce April 2023 after the national £2 fare cap initiative

## Ticketing and fares 2

<b>Measure / facility / intervention</b>	<b>Specific commitment</b>	<b>Timescale</b>
Fare capping	Install tap-off readers on all buses to enable fare capping ticketing systems to be introduced, for both single operator and multi-operator tickets	Single-operator by April 2023; roll-out completed 2025
Under-25 fares discount	Implement a discretionary concessionary reimbursement scheme for a discounted U25 fares – based on a 20% discount for all journeys and products	By April 2023
Flat fares scheme	Implement a discretionary concessionary reimbursement scheme to offer a simplified flat fare structure for all bus services in the Great Yarmouth area	By April 2023
Flat fares scheme	Implement a discretionary concessionary reimbursement scheme to offer a simplified flat fare structure for all bus services in another area of the county, to be decided	By April 2024

## Interchanges and travel hubs 1

<b>Measure / facility / intervention</b>	<b>Specific commitment</b>	<b>Timescale</b>
New travel hub	Upgrade Cromer bus station to a travel hub that includes RTPI, shelters, cycling facilities, to facilitate service changes and multi-modal travel and encourage tourists to use sustainable travel modes	Completion 2024
New travel hub	Build a new travel hub in Sheringham to facilitate service changes and multi-modal travel, with RTPI, shelters, cycling facilities, to encourage tourists to travel sustainably	Completion in 2024
New travel hubs	Implement improved waiting areas at up to 20 key bus stops, with shelters, lighting, cycling facilities, RTPI	Start 2022; Completion 2025
New train-bus interchanges	Deliver two new interchanges near Great Yarmouth railway station (North Quay and Vauxhall) to enable easier train-bus service changes	Completion 2025



## Interchanges and travel hubs 2

Measure / facility / intervention	Specific commitment	Timescale
Rail access improvements	Implement a new exit road from Diss railway station to give a faster exit onto the network for buses and passengers	Completion 2023
Bus shelters	Work with Borough, District and Parish Councils to provide new bus shelters in their area and agree funding and maintenance commitments	Ongoing

## Provision of services

Review of current service provision	Work with bus operators to review the current bus network and match against the standards outlined in the BSIP to see where we need to improve services	By November 2022
Review of current service provision	Maintain the Target Level of Service indicator to identify where parishes fall below this level so that new services can be prioritised for these areas	Ongoing
New and enhanced services	Use BSIP funding to provide new or enhanced services across the county, e.g. increased frequencies on main corridors, adding evening and Sunday services, or introducing completely new services where appropriate, working with bus operators to determine where this would have the most impact and could be commercially sustainable after 3 years. Service proposals and ideas will be scored and moderated using the approach outlined at Appendix 4.	Start October 2022; all service proposals implemented by July 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 services and related infrastructure, and ensure that S106 contributions are secured where relevant and spent appropriately	Ongoing
Service sustainability	Integrate school movements with local bus services as much as possible to increase the sustainability of services	Ongoing

**Single system, promotion, information, passenger engagement and passenger confidence 1**

<b>Measure / facility / intervention</b>	<b>Specific commitment</b>	<b>Timescale</b>
Customer charter	Coordinate, implement and promote a county-wide customer charter, and adhere to the NCC commitments within it <a href="#">Norfolk's customer charter</a>	Agreed by June 2022; promoted from July 2022 and then ongoing
Major marketing campaign	Lead on, coordinate and undertake a major marketing campaign to get people back on the bus and to promote bus travel to new users, including significant focus on concessionary pass holders	June – December 2022
Single system and passenger information	Develop a Travel Norfolk identity and single (mobile responsive) website to hold all sustainable travel information (including public transport) and keep up to date. Ensure Travel Norfolk is used by bus operators and other sustainable travel partners to promote the single system.	Travel Norfolk identity by July 2022; website by March 2023; then ongoing
Single system and passenger information	Lead on the development of an integrated journey planner that includes all public transport services and also walking and cycling links. Create a post in the transport team to manage the ongoing maintenance and data feeds.	By March 2023; then ongoing
Real-time passenger information (RTPI)	Keep and maintain the existing 120 RTPI facilities and the software that provides the data	Ongoing
Real-time passenger information (RTPI)	Install and then maintain RTPI displays at 58 additional locations across Norfolk (locations to be determined but up to 25 will be along the coastal corridor from King's Lynn – Hunstanton - Cromer)	Start 2022; Completion 2024
Passenger information	Provide and keep up to date road-side passenger information at locations where it is stated in the NCC-operator information agreement that this is an NCC responsibility	Ongoing

**Single system, promotion, information, passenger engagement and passenger confidence 2**

<b>Measure / facility / intervention</b>	<b>Specific commitment</b>	<b>Timescale</b>
Passenger information	Install QR Boards at all stops in Norfolk to enable passengers to access scheduled and real-time information on their mobile device	Start 2022; completion 2025
DDA upgrades to bus stops	Install suitable infrastructure at stops where this is currently lacking, to ensure improved access for people with disabilities	Start 2022; completion 2025
Passenger confidence	Work with operators to agree common timetable change dates for significant changes in similar localities (e.g. at the start of a school term) Timetable changes will be kept to a maximum of 2 changes per service per annum, unless agreed in advance due to unforeseen circumstances	By March 2023; then ongoing
Passenger engagement	Carry out an annual survey of passenger satisfaction	First one by June 2023; then annually
Passenger engagement	Keep all bus user groups, e.g. the Norfolk Bus Forum, up to date with changes and consultations relevant to public transport, seek their views, and attend their meetings where relevant	Ongoing

**Table B3.2 – Description of existing bus priority facilities**

**Bus lanes 1**

<b>Area</b>	<b>Location</b>
Norwich	Newmarket Road – inbound & outbound
Norwich	Dereham Road – inbound, Orchard Street to Grapes Hill
Norwich	Grapes Hill – inbound Dereham Road to Grapes Hill roundabout
Norwich	Sprowston Road – inbound from Rosemary Road to the outer ring road
Norwich	Cromer Road - inbound, Norwich airport and Park & Ride site to Mayfield Avenue
Norwich	Aylsham Road – inbound, Baxter Court to Woodcock Road
Norwich	Grove Road inbound
Norwich	Earlham Road – inbound, West Pottergate to Paragon Place
Norwich	Magdalen Street – contraflow inbound, Cowgate Street to St Saviours Lane

## Bus lanes 2

Area	Location
Norwich	Thorpe Road – contraflow inbound - Clarence Road to Carrow Road
Norwich	Wroxham Road – inbound, Russell Avenue to Porter’s Loke
Norwich	B1172 Norwich Road on the approach to Thickthorn roundabout

## Bus only roads/links

Area	Location
Norwich	St Stephens Street, city centre
Norwich	Castle Meadow, city centre
Norwich	Brazengate
Norwich	Catton Grove Road
Norwich	Market Avenue
Norwich	Thorpe Road
Norwich	Clover Hill Road to Earlham Green Lane
King’s Lynn	Harding’s Way

## Bus gates/lanes to access bus stations or interchanges

Area	Location
Cringleford, Norwich	Roundhouse Way
Norwich	To access Postwick Park & Ride site
Cromer	Cadogan Road/A149
King’s Lynn	Albion Street
Great Yarmouth	Market Gates
Wymondham	Wymondham Cross/Market Place

## SECTION 4 – OBLIGATIONS ON BUS OPERATORS

The Scheme places the following obligations on operators:

### Funding, resources, policies and existing delivery commitments 1

Measure / facility / intervention	Specific commitment	Timescale
Committed investments	Deliver services, vehicle investments and service improvements for schemes that are already agreed and funded, as approved and as per original agreements and specifications, e.g. those funded by the Transforming Cities Fund, the Rural Mobility Fund and the ZEBRA fund	Ongoing

## Funding, resources, policies and existing delivery commitments 2

Measure / facility / intervention	Specific commitment	Timescale
Concessionary travel (ENCTS)	Continue to take part in the England National Concessionary Travel Scheme, promote it to residents and return data to the local authority to allow timely reimbursements	Ongoing
Concessionary travel (ENCTS)	Work with the local authority to renegotiate the ENCTS fixed pot for implementation April 2023, in accordance with DfT guidance for travel concession authorities	By April 2023
Transport policies	Assist with the delivery of the Local Transport Plan through the implementation plan published June 2022, by working with NCC officers	From 2022 to 2026
Transport policies	Assist with the implementation of other transport related policies and strategies, by working with local authority officers e.g. the Transport for Norwich strategy, Market Town improvement strategies	Ongoing
Funding opportunities	Work in partnership with local authority officers to submit bids for public transport improvements as and when funding opportunities arise and assist with ensuring improvements to public transport are included in any wider bids for funding like the Levelling-Up Fund, e.g. by providing data	Ongoing
Supply of data	As and when requested, supply relevant data to NCC to enable effective decision-making	Ongoing

## Bus priority, network management and punctuality / reliability of services 1

Measure / facility / intervention	Specific commitment	Timescale
Traffic light priority	Assist NCC with linking ETM technology with the traffic light priority system and ensuring it works. Identify sites and inform NCC where this would be useful for enhancing bus service punctuality and reliability	10 sites in Norwich by March 2023; then ongoing. Deployed in King's Lynn and Gt Yarmouth by March 2024; then to other market towns

## Bus priority, network management and punctuality / reliability of services 2

Measure / facility / intervention	Specific commitment	Timescale
Traffic light priority	Assist NCC with identifying where bus stops could be re-located to enable more effective traffic light priority for buses	Start 2022; completion 2025
Current bus priority facilities	Registered local bus services will use the existing bus priority facilities for a period of at least 10 years or unless otherwise agreed with NCC (see table B3.2 above for list of existing facilities)	Ongoing
New bus lane	Registered local bus services will use the new sections of bus lane on Sprowston Rd (Norwich), between Denmark Rd and the Outer Ring Rd, for a period of at least 10 years or unless otherwise agreed with NCC. Anticipated time saving up to 1 minute per journey.	Following completion in 2023
New bus lane	Registered local bus services will use the new bus lanes on the approach to Dereham Road/Wendene junction (Norwich) for a period of at least 10 years or unless otherwise agreed with NCC. Anticipated time saving up to 1 minute per journey.	Following completion in 2024
New bus lane	Registered local bus services will use the new bus lane on the inbound approach to Kett's Hill roundabout (Norwich) for a period of at least 10 years or unless otherwise agreed with NCC. Anticipated time saving is up to 1 minute per journey.	Following completion in 2023
New bus lane	Registered local bus services will use a new outbound bus lane on Dereham Rd (Norwich), on the approach to Larkman Lane, for a period of at least 10 years or unless otherwise agreed with NCC. Anticipated time saving is up to 30 seconds per journey.	Following completion in 2023
New bus gate	Registered local bus services will use a new bus gate to a new mobility hub near Dereham Rd/Breckland Rd (Norwich) for a period of at least 10 years or unless otherwise agreed with NCC. Anticipated time saving is up to 30 seconds per journey.	Following completion in 2024

### Bus priority, network management and punctuality / reliability of services 3

Measure / facility / intervention	Specific commitment	Timescale
New bus link	Registered local bus services will use a new sustainable link (buses, cycles, pedestrians only) between the International Aviation Academy and Norwich Airport for a period of at least 10 years or unless otherwise agreed with NCC	Following completion in 2023
New bus lane	Registered local bus services will use the new outbound bus lane in Norwich, along Yarmouth Road and Thorpe Road, for a period of at least 10 years or unless otherwise agreed with NCC. Anticipated time saving is 3-4 minutes per journey.	Following completion in 2025
New bus lane	Registered local bus services will use the new bus lane on Queen's Road in Norwich, from the St Stephen's roundabout to the entrance to Norwich bus station, for a period of at least 10 years or unless otherwise agreed with NCC. Anticipated time saving is 1-2 minutes per journey.	Following completion in 2023
New bus lane	Registered local bus services will use the new inbound bus lane from the Harford P&R site to Tesco's on the A140 (into Norwich) for a period of at least 10 years or unless otherwise agreed with NCC. Anticipated time saving is 1 minute per journey.	Following completion in 2023
New bus lane	Registered local bus services will use the new inbound bus lane on Ipswich Road Norwich, from Hall Road to the outer ring road (A146), for a period of at least 10 years or unless otherwise agreed with NCC. Anticipated time saving is 2-3 minutes per journey.	Following completion in 2024
Improved bus lane and road layout	Registered local bus services will use the improved inbound bus lane on Dereham Road, Norwich, at the junction with Grapes Hill (A147), for a period of at least 10 years or unless otherwise agreed with NCC. Anticipated time saving is 1 minute per journey.	Following completion in 2023

## Bus priority, network management and punctuality / reliability of services 4

Measure / facility / intervention	Specific commitment	Timescale
New bus lane	Registered local bus services will use any new bus priority facilities that are introduced on the A149, from Castle Rising to the Queen Elizabeth Hospital in King's Lynn, for a period of at least 10 years or unless otherwise agreed with NCC. Anticipated time saving is 2 minutes per journey in normal traffic conditions (higher in the summer).	Following completion in 2025
New bus lane	Registered local bus services will use the new inbound bus lane in King's Lynn from the Hardwick roundabout to Southgates for a period of at least 10 years or unless otherwise agreed with NCC. Anticipated time saving is 5-6 minutes per journey.	Following completion in 2025
New bus lane	Registered local bus services will use the new inbound bus lane in Great Yarmouth along Southtown Road for a period of at least 10 years or unless otherwise agreed with NCC. Anticipated time saving 2-4 minutes per journey.	Following completion in 2024
Gyratory re-design	Registered local bus services will use the new two-way flow into and out of Market Gates bus station (Great Yarmouth) for a period of at least 10 years or unless otherwise agreed with NCC. Anticipated time saving 6-7 minutes per journey.	Following completion in 2024
Junction alteration and road layout	Using the altered junction and traffic priority at Angel Road / Waterloo Road (Norwich), operators will commit to reciprocal investment measures arising from any operational savings. Anticipated time saving is up to 3 minutes per journey.	Following completion in 2024
Junction alterations and traffic light phasing	Following the changes to the traffic flow on Portland Street, King's Lynn, and the traffic light phasing at the railway station, operators will commit to reciprocal investment measures arising from any operational savings. Anticipated time saving is 2 minutes per journey.	Following completion in 2024



## Bus priority, network management and punctuality / reliability of services 5

Measure / facility / intervention	Specific commitment	Timescale
Junction alteration	Using the reconfigured junction on the A149 at Lamsey Lane, operators will commit to reciprocal investment measures arising from any operational savings. Anticipated time saving is 1 minute per journey	Following completion in 2025
New section of bus lane and Junction alteration	Using the reconfigured A149/A148 junction in west Norfolk and new section of bus lane on the A148, operators will commit to reciprocal investment measures arising from any operational savings. Anticipated time saving is 1 minute per journey	Following completion in 2024
Junction alteration	Using the reconfigured junction on the A149 at Heacham (at Norfolk Lavender), operators will commit to reciprocal investment measures arising from any operational savings. Anticipated time saving is 1-2 minutes per journey	Following completion in 2025
Junction alteration	Using the reconfigured junction at the exit from the Queen Elizabeth Hospital in King's Lynn, operators will commit to reciprocal investment measures arising from any operational savings. Anticipated time saving is up to 1 minute per journey. Operators will commit to continuing to serve the hospital site for a period of at least 10 years or unless otherwise agreed with NCC.	Following completion in 2024
New bus priority infrastructure	Contribute to NCC scheme designs and consultations by working with officers and planners, and provide relevant data as appropriate	Start 2022; completion 2025; then ongoing

## Bus priority, network management and punctuality / reliability of services 6

Measure / facility / intervention	Specific commitment	Timescale
New bus priority infrastructure	<p>Assist NCC with capturing operator savings resulting from investment in bus priority. For each new bus priority scheme, commit to making a reciprocal investment that ensures that any operational savings are used to deliver BSIP outcomes. The agreement proforma is at Appendix 3. Operator reciprocal investment may include, but not be limited to:</p> <ul style="list-style-type: none"> <li>- Improved vehicles</li> <li>- Installation of new technology</li> <li>- Evening or off-peak services</li> <li>- Enhanced frequency</li> </ul>	Ongoing
Moving traffic offences	Work with NCC to identify relevant locations for enforcement of moving traffic offences where this would improve the punctuality and reliability of bus services	October 2022 and then ongoing
Highway network management	Assist NCC with identifying issues where bus services are or could be disrupted, e.g. overhanging trees, emergency works, so that these can be dealt with swiftly	Ongoing
Parking enforcement	Highlight to NCC locations where car parking affects bus service reliability and punctuality so that NCC can prioritise enforcement in those areas	Ongoing
Bus stop clearways and layover points	Identify to NCC where longer layover/recovery time is required, so that TROs can be changed	Ongoing
Bus stop clearway improvements	Work with NCC to undertake a programme to improve bus stop clearways, identifying locations with known issues, so as to reduce delays from indiscriminate car parking	Start in 2022; completion in 2025
Punctuality Improvement Plans	Commit to a Punctuality Improvement Partnership and Plan with NCC, carry out the relevant actions, measure punctuality and reliability regularly and attend meetings organised by NCC when required	Ongoing
Highways Works	Inform passengers of route diversions due to planned works on the highway, and keep passengers up to date	Ongoing
Highways Works	Notify NCC if you become aware of emergency works on the highway and inform passengers of any necessary diversions or temporary timetable changes	Ongoing

## Ticketing and fares 1

Measure / facility / intervention	Specific commitment	Timescale
Discounted fares	Offer discounted fares for young people up to the age of 19 and promote these discounts	Ongoing
Discounted fares	Offer free travel for any child under the age of 5 years old when travelling with a fare payer (including ENCTS passholders) – up to 2 children per fare-payer	Ongoing
Simpler ticketing and fare structures	Work with NCC to review and agree common ticketing and fare groups e.g. what constitutes a young person and group travel	By November 2022
Ticketing	Offer a range of simple ticket options to suit different journey needs, e.g. 10-trip tickets, group tickets, flexi-tickets	Ongoing
Ticketing	Review the different fare zones that are used by each operator in the same area, e.g. Norwich, King's Lynn, and work together to align where appropriate	By January 2023
Ticketing	Accept PlusBus tickets for journeys within the defined area of participating rail stations	Ongoing
Short-term fares promotions	Offer commercial short-term fares promotion as appropriate, eg discounted evening travel	Ongoing
Long term fares discount	<p>Work with NCC to model and determine a long-term fares discount aimed at tackling the current cost of living issues, that will benefit regular bus users and also attract new users. This fares discount will either be a % discount or a fares freeze on certain current products – the exact products to be determined once financial modelling has taken place – or a best value price promise linked to the introduction of tap-off readers.</p> <p>Modelling will include producing a business case relating to passenger growth and user benefit, whilst recognising the funding envelope available.</p> <p>Implement this discount and return data to NCC for reimbursement, in accordance with any agreed reimbursement mechanism / agreement.</p>	<p>Model and agree the fares discount by the end of December 2022; introduce April 2023 after the national £2 fare cap initiative</p>
Multi-operator tickets	Take part in negotiations and reach agreement for county-wide and area specific multi-operator tickets, promote, offer, sell and accept any MOT that is created, return data to the local authority within the timescales in the agreements and attend review meetings as required	<p>County-wide day ticket by August 2022; area specific tickets by March 2023; then ongoing</p>

## Ticketing and fares 2

<b>Measure / facility / intervention</b>	<b>Specific commitment</b>	<b>Timescale</b>
Multi-modal ticketing	Assist with investigating options for linking smart-enabled bus tickets with other modes of transport like bike share schemes	By December 2023
Fare capping	Install tap-off readers on all buses to enable fare capping ticketing systems to be introduced, for single operator tickets (and for multi-operator tickets subject to an agreed back-office set-up) and make and keep up to date the necessary changes to any ticket machine software	Single-operator by April 2023; roll-out completed 2025
Under-25 fares discount	Work with NCC to agree a discretionary concessionary reimbursement scheme for a discounted U25 fares – based on a 20% discount for all journeys and products – offer this to all eligible young people and return data to the local authority for reimbursement	By April 2023; then ongoing
Flat fares scheme	Work with NCC to agree a discretionary concessionary reimbursement scheme for a simplified flat fare structure for all bus services in the Great Yarmouth area, offer and promote this to residents in that area and return data to the local authority for reimbursement	By April 2023; then ongoing
Flat fares scheme	Work with NCC to agree a discretionary concessionary reimbursement scheme to offer a simplified flat fare structure for all bus services in another area of the county, to be decided, offer and promote this to residents in that area and return data to the local authority for reimbursement	By April 2024; then ongoing

## Interchanges and travel hubs 1

<b>Measure / facility / intervention</b>	<b>Specific commitment</b>	<b>Timescale</b>
Bus stations	Registered local bus services will use the existing bus stations and interchanges owned by NCC for a period of at least 10 years: Norwich bus station Thetford bus station Cromer bus station Cringleford interchange unless alternatives in that vicinity are agreed with NCC	Ongoing

## Interchanges and travel hubs 2

Measure / facility / intervention	Specific commitment	Timescale
Bus stations	Registered local bus services will use the existing district-owned bus stations for a period of at least 10 years: Great Yarmouth King's Lynn unless alternatives in that vicinity are agreed with NCC	Ongoing
New travel hub	Registered local bus services will use the new travel hub in North Walsham for services that serve the town and assist with maintaining up-to-date passenger information, in accordance with the NCC-operator information agreement, for a period of at least 10 years, unless alternatives in that vicinity are agreed with NCC	Following completion 2022
New travel hub	Registered local bus services will use the new travel hub at Diss bus station and assist with maintaining up-to-date passenger information, in accordance with the NCC-operator information agreement, for a period of at least 10 years, unless alternatives in that vicinity are agreed with NCC	Following completion 2024
New travel hub	Registered local bus services will use the new travel hub at Hunstanton bus station and assist with maintaining up-to-date passenger information, in accordance with the NCC-operator information agreement, for a period of at least 10 years, unless alternatives in that vicinity are agreed with NCC	Following completion 2023
New travel hub	Registered local bus services will use the new travel hub at Cromer bus station and assist with maintaining up-to-date passenger information, in accordance with the NCC-operator information agreement, for a period of at least 10 years, unless alternatives in that vicinity are agreed with NCC	Following completion 2024
New travel hub	Registered local bus services will use the new travel hub in Sheringham and assist with maintaining up-to-date passenger information, in accordance with the NCC-operator information agreement, for a period of at least 10 years, unless alternatives in that vicinity are agreed with NCC	Following completion 2024

### Interchanges and travel hubs 3

<b>Measure / facility / intervention</b>	<b>Specific commitment</b>	<b>Timescale</b>
New train-bus interchanges	Registered local bus services will use the new interchanges near Great Yarmouth railway station (North Quay and Vauxhall), to enable easier train-bus service changes. Registered local bus services will align with train arrival/departure times where possible and show connections on all digital timetables as a minimum.	Following completion 2025
Rail access improvements	Registered local bus services will use the new exit road from Diss railway station for services that stop at the railway station. Registered local bus services will align with train arrival/departure times where possible and show connections on all digital timetables as a minimum.	Following completion 2023

### Provision of services 1

<b>Measure / facility / intervention</b>	<b>Specific commitment</b>	<b>Timescale</b>
Review of current service provision	Work with NCC to review the current bus network and match against the standards outlined in the BSIP to see where we need to improve services	By November 2022
Review of current service provision	Work with NCC to maintain the Target Level of Service indicator, to identify where parishes fall below this level, and assist with prioritising services or changing services to service these areas	Ongoing
Service provision	Maintain an attractive and stable network where service changes and reductions are only made based on good evidence and are subject to consultation with NCC and users	Ongoing

## Provision of services 2

Measure / facility / intervention	Specific commitment	Timescale
New and enhanced services	Work with NCC to provide new or enhanced services across the county, e.g. increasing frequencies on main corridors, adding evening and Sunday services, or introducing completely new services where appropriate. Assist with determining where these new or enhanced services would have the most impact and could be commercially sustainable after 3 years and work pro-actively towards ensuring future commercial sustainability. Service proposals and ideas will be scored and moderated using the approach outlined at Appendix 4.	Start October 2022 proposals implemented 2023
Planning policies	Input into discussions regarding significant planned growth to maximise opportunities for new and enhanced services and related infrastructure	Ongoing
Service sustainability	Integrate school movements with local bus services as much as possible to increase the sustainability of services, and work with NCC to identify these opportunities	Ongoing

## Single system, promotion, information, passenger engagement and passenger confidence 1

Measure / facility / intervention	Specific commitment	Timescale
Customer charter	Promote the county-wide customer charter, publish on websites and adhere to the commitments within it <a href="#">Norfolk's customer charter</a>	Agreed by June 2022; promoted from July 2022 and then ongoing
Marketing and promotion	Market, promote and publicise services using various channels, e.g. websites, social media, including services of other operators where they operate in the same area	Ongoing
Major marketing campaign	Contribute to the major marketing campaign to get people back on the bus and to promote bus travel to new users, using usual operator advertising channels such as bus backs and websites	June – December 2022

## Single system, promotion, information, passenger engagement and passenger confidence 2

Measure / facility / intervention	Specific commitment	Timescale
Passenger information	Ensure data is sent to NCC within required timescales to ensure scheduled and real-time information is available to passengers	Ongoing
Passenger information	Provide and keep up to date road-side passenger information at locations where it is stated in the NCC-operator information agreement that this is an operator responsibility	Ongoing
DDA upgrades to bus stops	Inform NCC where there is unsuitable DDA infrastructure at stops so that action can be taken, to ensure improved access for people with disabilities	Start 2022; completion 2025
Passenger confidence	Agree and commit to common timetable change dates for significant changes in similar localities (e.g. at the start of a school term) Timetable changes will be kept to a maximum of 2 changes per service per annum, unless agreed in advance with NCC due to unforeseen circumstances	By March 2023; then ongoing
Passenger confidence	Discuss any proposed changes to timetables, services and service frequencies with NCC in advance of making those changes or advertising to the public	Ongoing
Passenger engagement	Assist with NCC's annual survey of passenger satisfaction	First one by June 2023; then annually
Single system and passenger information	Include the new Travel Norfolk identity and logo on vehicles, publicity and websites, with a link to the new single website and information portal, to promote the single system	Travel Norfolk identity by October 2022; website by March 2023; then ongoing
Single system and passenger information	Work with NCC to help develop an integrated journey planner that includes all public transport services. Ensure data feeds are kept up to date.	By March 2023; then ongoing
Passenger engagement	Keep all bus user groups, e.g. the Norfolk Bus Forum, up to date with changes and consultations relevant to public transport, seek their views, and attend their meetings where relevant	Ongoing



### Single system, promotion, information, passenger engagement and passenger confidence 3

Measure / facility / intervention	Specific commitment	Timescale
Audio and visual announcements	Implement audio and visual next-stop announcements on all buses in line with legislative requirements, and also where agreed with NCC as part of capital-funded infrastructure improvements	Ongoing
Driver training	Ensure all driving staff are trained to current legislative standards as a minimum, including modules that cover disability awareness, customer service and efficient driving standards	Ongoing

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

Once the EP Scheme is made it will be reviewed after 6 months 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. Requests for a variation can be made via email to the Head of Passenger Transport, Norfolk County Council, or to the Chair of the EP Management Board. Any requests for a variation should clearly outline the reason for the request and how the variation would meet with the BSIP and EP strategy and ambitions and what clear benefits to passengers the variation would bring.

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.

## **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. Working and reference groups will include, but will not be limited to:

- Marketing
- Traffic Light Priority
- Travel Hubs and on-street infrastructure
- All operators
- Bus users and passenger representative groups
- Transport for Norwich stakeholder forum
- West Norfolk Transport & Infrastructure Steering Group
- East Norfolk Transport & Infrastructure Steering Group
- Local Transport Plan Implementation group

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

# APPENDIX 1

## GLOSSARY OF ABBREVIATIONS AND ACRONYMS

<b>Term</b>	<b>Definition</b>
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

<b>Term</b>	<b>Definition</b>
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**

Available on request. Contact [information@norfolk.gov.uk](mailto:information@norfolk.gov.uk)

## **APPENDIX 3**

### **AGREEMENT FOR BUS OPERATOR RECIPROCAL INVESTMENT FOLLOWING INVESTMENT IN BUS PRIORITY MEASURES – *OPERATOR NAME***

Available on request. Contact [information@norfolk.gov.uk](mailto:information@norfolk.gov.uk)

### **3-MONTH REVIEW FOLLOWING DELIVERY OF SCHEME**

Available on request. Contact [information@norfolk.gov.uk](mailto:information@norfolk.gov.uk)

# APPENDIX 4

**PRIORITISING BUS SERVICE IMPROVEMENT PROPOSALS IN NORFOLK**

**October 2022**

Available on request. Contact [information@norfolk.gov.uk](mailto:information@norfolk.gov.uk)

## APPENDIX 5

### LIST OF APPLICABLE BUS SERVICES (AS AT 17<sup>TH</sup> OCTOBER 2022)

<b>Operator Name</b>	<b>Service number</b>	<b>Route Name</b>
Ambassador Travel	73C	Cantley - Reedham - ENSFC
Ambassador Travel	271	Bradwell- Gorleston - Caister - Hemsby
Borderbus	146	Southwold - Beccles - Norwich
Borderbus	580	Bungay - Great Yarmouth
Borderbus	581	Bungay - Beccles - Great Yarmouth
Coach Services	40	Thetford - Kings Lynn
Coach Services	83	Thetford Town Circular
Coach Services	84	Thetford - Barnham - Bury St Edmunds
Coach Services	86	Brandon - Thetford - Bury Edmunds
Coach Services	200	Thetford - Mildenhall
Coach Services	201	Thetford - Mildenhall
Coach Services	332	Thetford - Bury St Edmunds
Coach Services	37A	East Harling - Norwich
Coach Services	86A	Brandon - Thetford - Bury St Edmunds
First Eastern Counties	1	Martham - Great Yarmouth - Lowestoft
First Eastern Counties	2	Town Centre - Barrack Estate circular
First Eastern Counties	3	Market Gates - Great Yarmouth Station - Vauxhall Holiday Park
First Eastern Counties	5	Great Yarmouth - Burgh Castle (circular)
First Eastern Counties	6	Great Yarmouth - Gorleston - Bradwell
First Eastern Counties	8	Caister - Great Yarmouth - James Paget Hospital
First Eastern Counties	10	Mousehold Heath - City Centre - Eaton Park
First Eastern Counties	11	Sprowston - Norwich - Norfolk & Norwich Hospital
First Eastern Counties	12	Wroxham - Norwich - Norfolk & Norwich Hospital
First Eastern Counties	13	Spixworth - A11 and Wymondham - Attleborough
First Eastern Counties	14	Dussindale - Norwich
First Eastern Counties	15	Blofield Heath - Norwich
First Eastern Counties	21	N&N Hospital - Bowthorpe, West Earlham and City Centre - Old C
First Eastern Counties	22	University - Bowthorpe, West Earlham and City Centre - Old Catt
First Eastern Counties	23	Heartsease - City Centre - Queens Hills
First Eastern Counties	24	Thorpe St. Andrew - City Centre - Queens Hills
First Eastern Counties	25	Rail Station - City Centre and Unthank Road - University
First Eastern Counties	26	Rail Station - City Centre and Earlham Road - University
First Eastern Counties	28	Norwich - Drayton - Thorpe Marriott
First Eastern Counties	29	Norwich - Drayton - Taverham
First Eastern Counties	30	Norwich - Hercules Road and Mill Corner
First Eastern Counties	31	Roundtree Way - City Centre - Vulcan Road
First Eastern Counties	36	Horsford - Hellesdon and Aylsham Road - City Centre
First Eastern Counties	37	Hellesdon - Aylsham Road - City Centre
First Eastern Counties	38	Ives Road - Norwich - Long Stratton
First Eastern Counties	39	Mile Cross - City Centre - Asda
First Eastern Counties	40	Poringland - Norwich



<b>Operator Name</b>	<b>Service number</b>	<b>Route Name</b>
First Eastern Counties	41	Bungay - Poringland - Norwich
First Eastern Counties	510	Costessey P&R - NNUH
First Eastern Counties	511	Costessey P&R - UEA
First Eastern Counties	10A	Mousehold Heath - City Centre - Cringleford
First Eastern Counties	11A	Sprowston - Norwich - Norfolk & Norwich Hospital
First Eastern Counties	13A	Norwich - N&N Hospital and Hethersett - Wymondham
First Eastern Counties	13B	Old Catton - Hethersett and Wymondham - Attleborough
First Eastern Counties	13C	Spixworth - Hethersett & Wymondham - Attleborough
First Eastern Counties	14A	Plumsteads - Harvey Lane - City Centre
First Eastern Counties	14B	Blofield Heath - Dussindale - Norwich
First Eastern Counties	14P	Pilson Green - City Centre
First Eastern Counties	15A	Lingwood - Broadland Business Park, Norwich & Hethersett - Wymondham
First Eastern Counties	15B	Acle - Broadland Business Park, Norwich & Hethersett - Wymondham
First Eastern Counties	1A	Martham - Great Yarmouth - Lowestoft
First Eastern Counties	23A	Heartsease - City Centre - Costessey
First Eastern Counties	23B	Heartsease - City Centre - Queens Hills
First Eastern Counties	24A	Thorpe St. Andrew - City Centre - Queens Hills
First Eastern Counties	26A	Rail Station - Bowthorpe
First Eastern Counties	36A	Horsford - Harleston
First Eastern Counties	37B	City Centre - Lakenham - Mulbarton
First Eastern Counties	38A	Ives Road - Norwich - Long Stratton - Harleston
First Eastern Counties	40A	Poringland - Stoke Holy Cross - Norwich
First Eastern Counties	41A	Bungay - Stoke Holy Cross - Norwich
First Eastern Counties	6A	Great Yarmouth - Gorleston and Bradwell - Burgh Castle
First Eastern Counties	6B	Great Yarmouth - Gorleston and Bradwell - Belton
First Eastern Counties	A	Peterborough - King's Lynn, Swaffham & Dereham - Norwich
First Eastern Counties	B	Peterborough - King's Lynn, Swaffham & Dereham - Norwich
First Eastern Counties	C	Peterborough - King's Lynn & Swaffham - Norwich
First Eastern Counties	D	Dereham - Norwich
First Eastern Counties	UTC	Rail Station - UTCN site
First Eastern Counties	X1	Norwich - Great Yarmouth & James Paget Hospital - Lowestoft
First Eastern Counties	X11	Norwich - Great Yarmouth & James Paget Hospital - Belton
First Eastern Counties	X13	Norwich - A11 - Attleborough
First Eastern Counties	X2	Norwich - Beccles - Lowestoft
First Eastern Counties	X21	Norwich - Loddon and Beccles - Lowestoft
First Eastern Counties	X22	Norwich - Loddon, Beccles and Carlton Colville - Lowestoft
First Eastern Counties	X29	Norwich - Drayton - Fakenham
First Eastern Counties	X41	Bungay - Poringland - Norwich
Feline Travel	1	North Walsham - Worstead
Feline Travel	2	Aldborough - North Walsham
Feline Travel	3	Aldborough - Wroxham
Feline Travel	4	Aylsham - Tuttington
Feline Travel	1A	Aylsham - Tuttington

<b>Operator Name</b>	<b>Service number</b>	<b>Route Name</b>
H Semmence & Co.	9	Silfield - Norfolk & Norwich University Hospital
H Semmence & Co.	17	Diss Town Service
H Semmence & Co.	584	Pulham Market - Diss
H Semmence & Co.	805	Wreningham - Wymondham
H Semmence & Co.	806	Bawburgh - Wymondham
H Semmence & Co.	SE1	East Harling - Diss
Konectbus	1	Norwich - Long Stratton - Diss
Konectbus	3	Norwich - N&NU Hospital - Hingham - Watton
Konectbus	4	Norwich - Dereham - Swanton Morley
Konectbus	6	Norwich - Wymondham - Hingham - Watton
Konectbus	8	Norwich Rail Station - Dereham - Toftwood
Konectbus	11	Dereham - Watton - Swaffham
Konectbus	12	Dereham Town Service
Konectbus	17	Bradenham - Hingham - Garvestone - Dereham
Konectbus	21	Dereham - Beetley - Gressenhall - North Elmham
Konectbus	81	Watton - Thetford
Konectbus	84	Norwich - Hempnall - Harleston
Konectbus	501	Airport P&R - City Centre - Thickthorn P&R
Konectbus	502	Sprowston Park and Ride - City Centre - Harford Park and Ride
Konectbus	11A	Dereham - Watton - Swaffham
Konectbus	11B	Sprowston - Linacre Avenue - Tesco to Norwich City Centre
Konectbus	20A	Great Massingham - Swaffham
Konectbus	21A	Dereham - Gressenhall & Brisley - North Elmham
Konectbus	3A	Dereham - Garvestone - Watton
Konectbus	40A	Norwich - Poringland
Konectbus	41A	Norwich - Poringland - Bungay
Konectbus	4A	Norwich -Dereham - Swanton Morley
Konectbus	53C	Old Catton - Sprowston - Spixworth - Wroxham - Broadland High
Konectbus	5B	Norwich - Dussindale - Wroxham - Horning
Konectbus	X3	Norwich - Great Ellingham - Watton
Konectbus	X41	Norwich - Poringland - Bungay
Lynx	34	King's Lynn - Heacham - Hunstanton
Lynx	35	King's Lynn - Heacham - Hunstanton
Lynx	36	King's Lynn - Hunstanton - Fakenham
Lynx	37	King's Lynn - Downham Market - Southery
Lynx	38	King's Lynn - West Winch - Fair Green
Lynx	39	King's Lynn - West Winch - Marham
Lynx	41	King's Lynn - QE Hospital - King's Reach
Lynx	42	King's Lynn - Gaywood - Fairstead
Lynx	43	North Wootton - Wootton Road - Gaywood
Lynx	46	King's Lynn - St Germans - Wisbech
Lynx	48	King's Lynn - Grimston - Fakenham
Lynx	49	King's Lynn - Grimston - Fakenham
Lynx	54	King's Lynn - Tilney All Saints - Walpole St Peter

<b>Operator Name</b>	<b>Service number</b>	<b>Route Name</b>
Lynx	49A	King's Lynn - Grimston - Fakenham
Lynx	X46	King's Lynn - St Germans - Wisbech
Our Bus	32	Heartsease - Norwich City Centre - Keswick Hall
Our Bus	33	North Walsham - Northrepps - Cromer
Our Bus	80	Wroxham - Aylsham - Reepham - Dereham
Our Bus	85	Claxton - Surlingham - Norwich
Our Bus	86	Beccles - Loddon - Norwich
Our Bus	100	Vauxhall Holiday Park - Great Yarmouth
Our Bus	132	Heartsease - Norwich City Centre - Keswick Hall
Our Bus	33A	North Walsham Town Service
Our Bus	70A	Tunstead - Wroxham Barns - Wroxham
Our Bus	71A	Acle - Ranworth - Wroxham
Our Bus	72A	Thurne - Acle
Our Bus	73A	Cantley - Reedham - Acle
Peelings Coaches	1	Fakenham - King's Lynn
Sanders Coaches Limited	5	Cromer - Mundesley - North Walsham
Sanders Coaches Limited	6	North Walsham - Stalham - Great Yarmouth
Sanders Coaches Limited	8	Heath Farm - Holt - High Kelling
Sanders Coaches Limited	9	Fakenham - via Holt - Sheringham
Sanders Coaches Limited	16	Cromer - Sheringham - Holt via North Norfolk villages
Sanders Coaches Limited	17	Cromer - Sheringham - Holt via North Norfolk villages
Sanders Coaches Limited	18	Cromer - Sheringham - Holt via North Norfolk villages
Sanders Coaches Limited	19	Cromer - Sheringham - Holt via North Norfolk villages
Sanders Coaches Limited	20	Cromer - Sheringham - Holt via North Norfolk villages
Sanders Coaches Limited	23	Horningtoft - North Elmham - Norwich
Sanders Coaches Limited	24	Fakenham - Reepham - Norwich
Sanders Coaches Limited	25	Fakenham - Litcham - Dereham
Sanders Coaches Limited	27	North Creake - via Pudding Norton - Fakenham
Sanders Coaches Limited	28	Fakenham Town Service
Sanders Coaches Limited	34	Stalham - Mundesley - North Walsham
Sanders Coaches Limited	42	Holt - Reepham - Norwich
Sanders Coaches Limited	43	Holt - Reepham - Norwich
Sanders Coaches Limited	44	Holt - Bodham - Sheringham
Sanders Coaches Limited	45	Holt - Briston - Norwich
Sanders Coaches Limited	46	Holt - Binham - Wells next the Sea
Sanders Coaches Limited	55	North Walsham - Coltishall - Norwich
Sanders Coaches Limited	56	Sheringham - Aylsham - Easton College
Sanders Coaches Limited	57	Norwich - City Centre - Easton College
Sanders Coaches Limited	98	Foulsham - Reepham - Fakenham
Sanders Coaches Limited	837	North Walsham - Wroxham - Gorleston
Sanders Coaches Limited	18A	Cromer - Sheringham - Holt
Sanders Coaches Limited	29A	Fakenham - Lenwade - Easton College
Sanders Coaches Limited	43A	Holt - Reepham - Norwich
Sanders Coaches Limited	43B	Holt - Reepham - Norwich

<b>Operator Name</b>	<b>Service number</b>	<b>Route Name</b>
Sanders Coaches Limited	44A	Sheringham - Aylsham - Norwich
Sanders Coaches Limited	45A	Holt - Briston - Norwich
Sanders Coaches Limited	45B	Holt - Briston - Norwich
Sanders Coaches Limited	5A	North Walsham - Coltishall - Norwich
Sanders Coaches Limited	6A	Cromer - via Thorpe Market - North Walsham
Sanders Coaches Limited	CH1	Cromer - Blakeney - Wells next the Sea
Sanders Coaches Limited	CH2	Cromer - Mundesley - North Walsham
Sanders Coaches Limited	X44	Sheringham - Aylsham - Norwich
Sanders Coaches Limited	X55	North Walsham - Coltishall - Norwich
Sanders Coaches Limited	X6	North Walsham - Stalham - Great Yarmouth
Simonds	1	Norwich - Diss
Simonds	2	Roydon - Norwich
Simonds	112	Diss - Eye
Simonds	304	Diss - Bury St Edmund
Simonds	338	Diss - Bury St Edmund
Simonds	581	Diss - Harleston - Bungay - Beccles
Simonds	37A	Diss - Norwich
Stagecoach	505	Kings Lynn - Spalding
WNCT	2	King's Lynn - Loke Road - North Lynn
WNCT	3	King's Lynn - Reffley - North Wootton
WNCT	4	King's Lynn - North Lynn - Pandora Meadows
WNCT	5	King's Lynn - Gaywood - Gaywood Park
WNCT	10	Swaffham Town Service
WNCT	21	Hunstanton - Docking - King's Lynn
WNCT	22	West Raynham - Kiptons - Fakenham
WNCT	32	Mileham - Swaffham - King's Lynn
WNCT	47	Downham Market - Magdalen - King's Lynn
WNCT	52	Swaffham - Necton - Easton College
WNCT	60	Wisbech - Three Holes - Swaffham
WNCT	61	Three Holes - Welney - Downham Market
WNCT	62	Downham Market - Crimplasham - Fincham