

**NATIONAL BUS STRATEGY  
TRANSPORT ACT 2000**

**NORFOLK ENHANCED PARTNERSHIP (EP)  
PLAN AND SCHEME: March 2024 revision**

**Made March 2022  
Varied October 2022, May 2023, March 2024**

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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>	<ul style="list-style-type: none"> <li>a) Produce and deliver a major marketing campaign to attract people to use public transport</li> <li>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</li> <li>c) Agree and publicise a single, countywide customer charter</li> <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> </ul>

<b>BSIP Objective</b>	<b>1. Rebuild and increase passenger confidence</b>
	<ul style="list-style-type: none"> <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 and 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</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>
	<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) Introduce a simplified flat fare structure in certain areas</li> <li>b) Develop and implement a countywide fares discount that will benefit regular bus users and attract new users</li> <li>c) Contactless payment systems available on all buses</li> <li>d) Introduce a range of multi-operator tickets</li> <li>e) Introduce tap-on tap-off readers and implement fare capping</li> <li>f) Investigate options to integrate multi-operator tickets with other modes of transport, e.g. e-bike schemes</li> <li>g) 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, varied October 2022, May 2023 and February 2024) 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 around 916,100 (Census 2021); 34% live in the four built-up areas of Norwich, Great Yarmouth, King's Lynn and Thetford, with the remaining 66% living in smaller market towns and rural villages. The population is spread over the whole county - the only real area where there are no homes is Thetford Forest.

## **SECTION 2 – GEOGRAPHICAL AREA**

This Enhanced Partnership Plan covers the whole administrative county of Norfolk as shown in the map below:



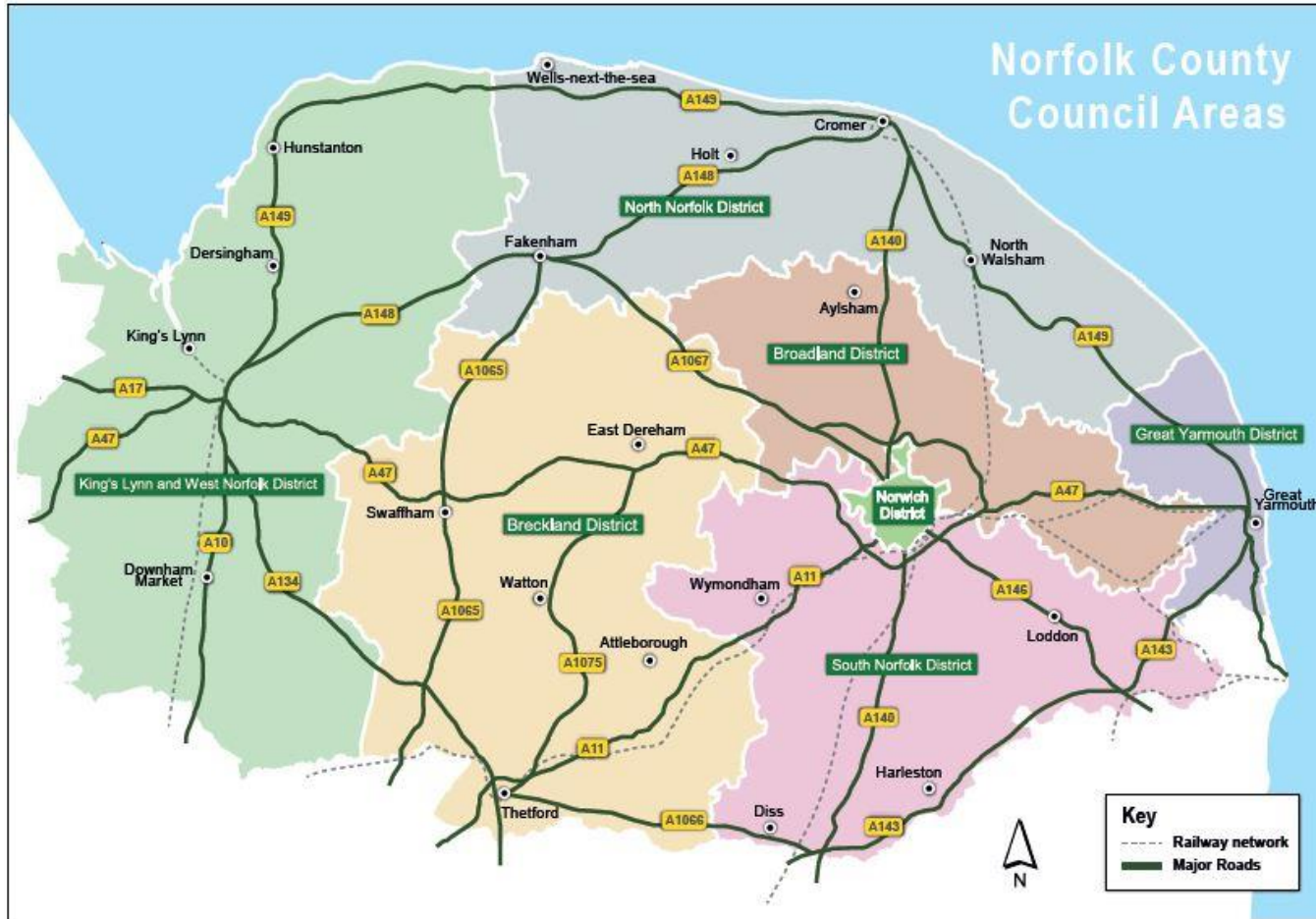


Figure A1 - map showing Norfolk as an EP area

### SECTION 3 – TEMPORAL SCOPE AND LONGEVITY

This EP Plan commenced in April 2022 and has no specific end date.

## **SECTION 4 – REVIEW AND CONSULTATION**

This Plan will be reviewed approximately 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 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.

One of the EP customer engagement commitments is to undertake customer satisfaction surveys at least annually (see Part B, section 3). Transport Focus - the voice of passengers – has therefore been commissioned to undertake this task on behalf of NCC. Findings from surveys undertaken between January 2023 and January 2024 are set out below:

- 81% felt satisfied with services overall
- 67% were satisfied with value for money
- 76% felt satisfied with service punctuality
- 78% felt satisfied with the stop where they caught the bus
- 86% were satisfied with the driver
- 82% were satisfied with the length of the journey.

## **SECTION 6 – BUS SERVICE ANALYSIS**

In Norfolk 216 services are run by 15 operators totalling on average 87,600 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.

New and enhanced services brought about by BSIP contribute approximately 38,250 km per week (as at January 2024).

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

- There is a good network of services but as they are operated by different operators mostly on a commercial basis, these services vary 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 sometimes infrequent or 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 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 EP 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, labour 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. The following map shows typical congestion levels Monday to Friday 7am to 9am across Norfolk - red lines indicate sections where congestion is above 40%, i.e. average traffic speeds are 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.

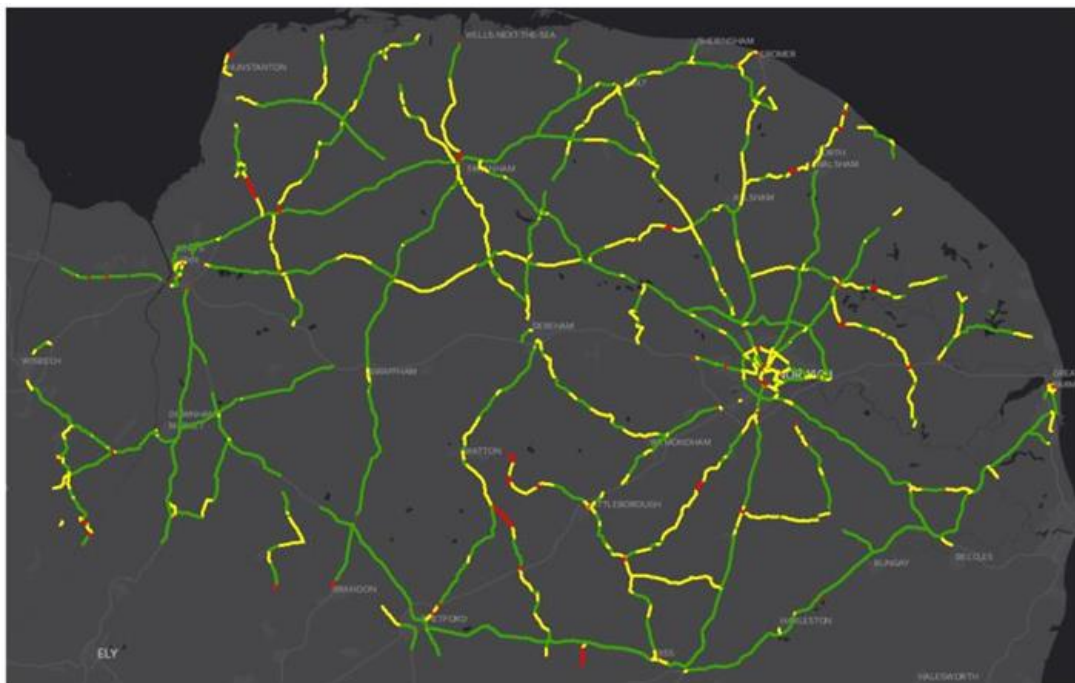


Figure A2 - map showing highway congestion Monday to Friday, 7-9am

## SECTION 9 - OUTCOMES

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

- **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 modest in recognition of the fact that a slower Covid recovery may adversely impact other sectors of the population e.g. concessionary passholders.
- **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.

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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

## **SECTION 11 – GOVERNANCE ARRANGEMENTS**

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

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

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

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>	<ul style="list-style-type: none"> <li>a) Produce and deliver a major marketing campaign to attract people to use public transport</li> <li>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</li> <li>c) Agree and publicise a single, countywide customer charter</li> <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 and 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</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> <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) Introduce a simplified flat fare structure in certain areas</li> <li>b) Develop and implement a countywide fares discount that will benefit regular bus users and attract new users</li> <li>c) Contactless payment systems available on all buses</li> <li>d) Introduce a range of multi-operator tickets</li> <li>e) Introduce tap-on tap-off readers and implement fare capping</li> <li>f) Investigate options to integrate multi-operator tickets with other modes of transport, e.g. e-bike schemes</li> <li>g) 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 countywide customer charter has replaced the previous 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 can be found here [Bus passenger charter for Norfolk and Suffolk - Norfolk County Council](#)

# **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 Authority and Bus Operators

**Section 4** – Variation Mechanism

**Section 5** – 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 countywide area, as indicated in the map below:

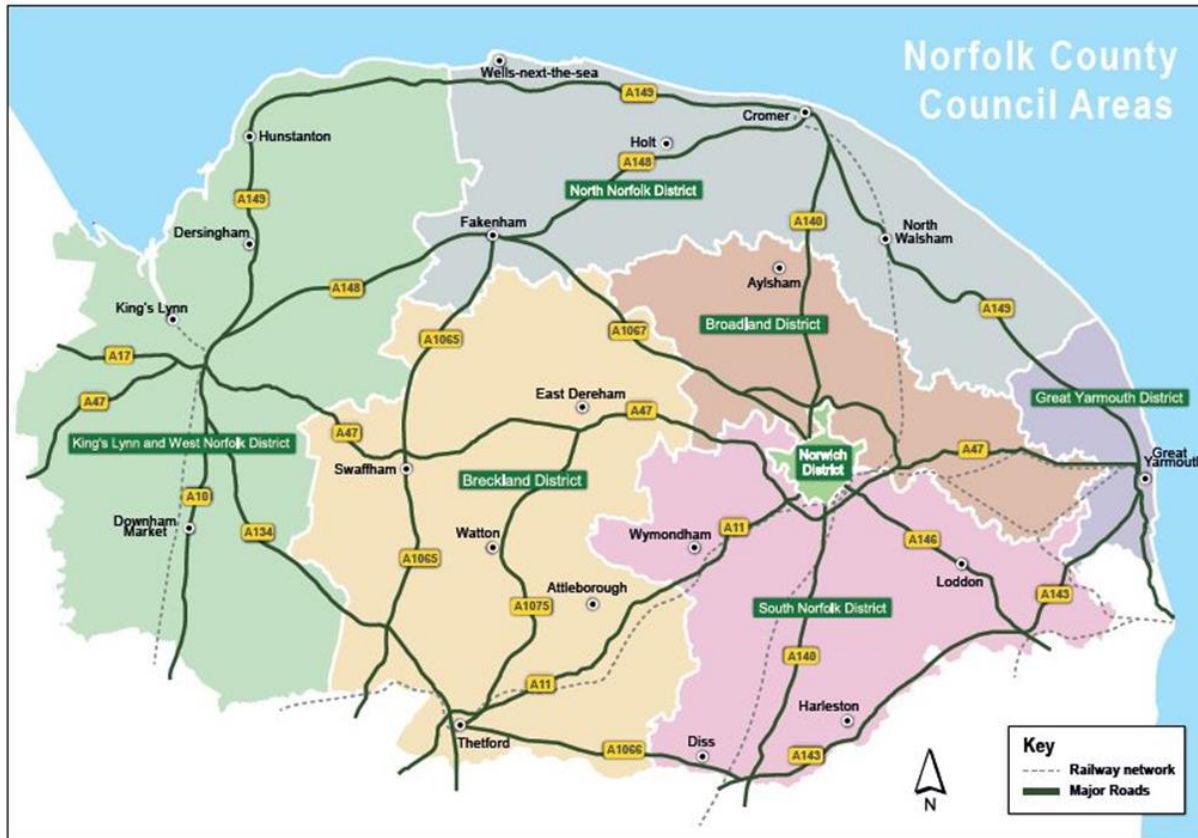


Figure B1 map showing Norfolk as an EP area

### Commencement Date

The EP Plan and Scheme were made on 7<sup>th</sup> March 2022 and were varied in October 2022, May 2023 and March 2024.

The EP Plan will have no end date but will be reviewed at least twice a year 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 here:

## National Bus Strategy - Norfolk County Council

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 AND BUS OPERATORS**

The Scheme places the following obligations on Norfolk County Council:

## Funding, resources and existing delivery commitments 1

Measure / facility / intervention	Specific NCC commitment	Specific OPERATOR commitment	Timescale
NCC funding	Spend at least £3.2m 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 each year on new infrastructure like bus stops, interchanges, travel hubs, real-time information and waysides	-	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	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
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 NCC commitment	Specific OPERATOR 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	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)	Renegotiate the ENCTS fixed pot with operators every 3 years, in accordance with DfT guidance for travel concession authorities, and manage the subsequent reimbursement to operators	Work with the local authority to renegotiate the ENCTS fixed pot, in accordance with DfT guidance for travel concession authorities, and return data to the local authority to allow timely reimbursements and calculate market share of the pot	Renegotiated for April 2023 to March 2026; then ongoing
Transport policies	Ensure delivery of the Local Transport Plan through the implementation plan published June 2022	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	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	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, resources and existing delivery commitments 3

Measure / facility / intervention	Specific NCC commitment	Specific OPERATOR commitment	Timescale
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	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 NCC commitment	Specific OPERATOR commitment	Timescale
Traffic light priority	Retain and maintain existing traffic light priority systems and sites	Where a route passes through a set of signals with traffic light priority, acquire and install in vehicles the specific ticket machine module that activates it	By the end of March 2025
Traffic light priority	Continue the roll-out programme, with 10 further sites delivered each year	Assist NCC with linking ETM technology with the traffic light priority system. Where a route passes through a set of signals with traffic light priority, acquire and install in vehicles the specific ticket machine module that activates it Identify sites and inform NCC where this would be useful for enhancing bus service punctuality	As the programme continues to roll out

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

Measure / facility / intervention	Specific NCC commitment	Specific OPERATOR commitment	Timescale
Traffic light priority	Develop a policy for future deployment and retention	-	September 2024
Traffic light priority	Re-locate bus stops where this would enable more effective traffic light priority for buses	Assist NCC with identifying where bus stops could be re-located to enable more effective traffic light priority for buses	By March 2025, using BSIP funding
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 lists of existing 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 below for lists of existing facilities)	Ongoing
Traffic light priority	Develop a policy for future deployment and retention	-	September 2024
Traffic light priority	Re-locate bus stops where this would enable more effective traffic light priority for buses	Assist NCC with identifying where bus stops could be re-located to enable more effective traffic light priority for buses	By March 2025, using BSIP funding
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 lists of existing 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 below for lists of existing facilities)	Ongoing
Altered junction layout (TCF funding)	Alter junctions and layout to create gyratory system on sections of Sprowston Road, Denmark Road and Magdalen Road (Norwich)	Registered local bus services will use the new gyratory system on sections of Sprowston Road, Denmark Road and Magdalen Road (Norwich) for a period of at least 10 years or unless otherwise agreed with NCC	Subject to DfT funding and approval

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

Measure / facility / intervention	Specific NCC commitment	Specific OPERATOR commitment	Timescale
New bus lane (TCF funding)	Deliver new bus lanes on the approach to <b>Dereham Road/Wendene junction</b> (Norwich)	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.	Currently under construction. Completion Q1 2024/5
New bus lane (TCF funding)	Deliver a new bus lane on the inbound approach to <b>Kett's Hill</b> roundabout (Norwich)	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.	Subject to DfT funding and approval
New bus lane (TCF funding)	Deliver a new outbound bus lane on <b>Dereham Rd (Norwich)</b> on the approach to Larkman 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.	Completion Q2 2024/5, subject to DfT approval
New bus gate (TCF funding)	Deliver a new bus gate as bus-only access to a new travel hub near <b>Dereham Rd/Breckland Rd (Norwich)</b>	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.	Currently under construction. Completion Q1 2024/5
New bus link (TCF funding)	Deliver a new sustainable link (buses, cycles, pedestrians only) between the <b>International Aviation Academy and Norwich Airport</b>	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.	Subject to DfT funding and approval

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

<b>Measure / facility / intervention</b>	<b>Specific NCC commitment</b>	<b>Specific OPERATOR commitment</b>	<b>Timescale</b>
Junction alteration and road layout (TCF funding)	Alter the junction and traffic priority at <b>Heartsease Five Ways (Norwich)</b> so that buses traverse more efficiently	Registered local bus services will use the revised junction layout in Norwich, at Heartsease Five Ways, for a period of at least 10 years or unless otherwise agreed with NCC.	Currently under construction. Completion Q1 2024/5
New road layout / improved junction capacity (BSIP funding)	Deliver a revised road layout on <b>Yarmouth Road / Thorpe Road (Norwich)</b> and improve capacity at the Pound Lane mini roundabout so that delays to buses are reduced	Using the improved road layout and junction on Yarmouth Road / Thorpe Road (Norwich), operators will commit to reciprocal investment measures arising from any operational savings.	Final design by Sept 2024, construction to begin Feb 2025. Completion Q4 2024/25, subject to all due processes being carried out.
New bus lane (BSIP funding)	Deliver a new bus lane in Norwich from the St Stephen's roundabout to the entrance to Norwich bus station on <b>Queen's Road</b>	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.	Under construction. Completion Q1 2024/25

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

<b>Measure / facility / intervention</b>	<b>Specific NCC commitment</b>	<b>Specific OPERATOR commitment</b>	<b>Timescale</b>
New bus lane (BSIP funding)	Deliver a new inbound bus lane from the <b>Harford P&amp;R site to Tesco</b> on the A140 (Norwich)	Registered local bus services will use the new inbound bus lane from the Harford P&R site to Tesco on the A140 (into Norwich) for a period of at least 10 years or unless otherwise agreed with NCC.	New bus lane (BSIP funding)
New bus lane and improved junction layout (BSIP funding)	Deliver a section of bus outbound bus lane on <b>Ipswich Road</b> at the junction with Hall Road and improve the flow of buses through this junction	Registered local bus services will use the new bus lane and improved junction on Ipswich Road/Hall Road for a period of at least 10 years or unless otherwise agreed with NCC.	New bus lane and improved junction layout (BSIP funding)
Improved bus lane and road layout (BSIP funding)	Improve the inbound bus lane on <b>Dereham Road (Norwich)</b> 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	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.	Final design by June 2024, construction to begin Jan 2025. Completion Q4 2024/5 subject to all due processes being carried out.

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

<b>Measure / facility / intervention</b>	<b>Specific NCC commitment</b>	<b>Specific OPERATOR commitment</b>	<b>Timescale</b>
New bus priority (BSIP funding)	Deliver a slip road onto the A149 from the Queen Elizabeth Hospital roundabout, to assist with particularly high summer peak traffic flows at this busy junction	Registered local bus services will use the new slip road for a period of at least 10 years or unless otherwise agreed with NCC.	New bus lane (BSIP funding)
New bus lane (BSIP funding)	Deliver a new inbound bus lane in King's Lynn from the <b>Hardwick roundabout to Southgates</b> , to tie in with other sustainable transport improvements in that area	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.	New bus lane and improved junction layout (BSIP funding)
Deliver junction improvements in Great Yarmouth along <b>Southtown Road</b> , with links to the new 3 <sup>rd</sup> river crossing	Registered local bus services will use improved junctions and road space in Great Yarmouth along Southtown Road for a period of at least 10 years or unless otherwise agreed with NCC.	Final design by July 2024, construction to begin Nov 2024. Completion Q4 2024/5, subject to all due processes being carried out.	Deliver junction improvements in Great Yarmouth along <b>Southtown Road</b> , with links to the new 3 <sup>rd</sup> river crossing

**Bus priority, network management and punctuality / reliability of services 7**

<b>Measure / facility / intervention</b>	<b>Specific NCC commitment</b>	<b>Specific OPERATOR commitment</b>	<b>Timescale</b>
Gyratory re-design (BSIP funding)	Re-design the current one-way flow of the <b>gyratory</b> around Market Gates bus station in <b>Gt Yarmouth</b> , 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 services over the new 3 <sup>rd</sup> river crossing	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.	Final design by Oct 2024, construction to begin Feb 2025. Completion Q2 2025/6, subject to all due processes being carried out.
Junction alteration and road layout (BSIP funding)	Alter the junction and traffic priority at <b>Angel Road / Waterloo Road (Norwich)</b> so that inbound buses can enter Waterloo Road without stopping	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.	Final design by Aug 2024, construction to begin Nov 2024. Completion Q4 2024/5, subject to all due processes being carried out.

**Bus priority, network management and punctuality / reliability of services 8**

<b>Measure / facility / intervention</b>	<b>Specific NCC commitment</b>	<b>Specific OPERATOR commitment</b>	<b>Timescale</b>
Junction alterations and traffic light phasing (BSIP funding)	Improve the junction at <b>Portland Street (King's Lynn)</b> so that buses have priority and change the traffic light phasing at the railway station so that buses can exit without waiting.	Following the junction changes at 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.	Final design by Sept 2024, construction to begin Jan 2025. Completion Q4 2024/5, subject to all due processes being carried out.
Junction alteration (BSIP funding)	Introduce traffic signals at <b>the A149/Lamsey Lane junction</b> , to delay the waiting time for buses particularly when turning right onto the A149 southbound.	Operators using the reconfigured junction on the A149 at Lamsey Lane will commit to reciprocal investment measures arising from any operational savings.	Completion by March 2026, subject to all due processes being carried out. Exact dates to be set once the programme is determined.



**Bus priority, network management and punctuality / reliability of services 9**

<b>Measure / facility / intervention</b>	<b>Specific NCC commitment</b>	<b>Specific OPERATOR commitment</b>	<b>Timescale</b>
New section of bus lane and Junction alteration (BSIP funding)	Reconfigure the <b>A149/A148 junction in west Norfolk</b> and implement a section of bus lane on the A148, to give priority to bus movements	Registered local bus services will use the reconfigured A149/A148 junction in west Norfolk and new section of bus lane on the A148 for a period of at least 10 years or unless otherwise agreed with NCC.	Final design by Aug 2024, construction to start Dec 2024. Completion Q4 2024/5, subject to all due processes being carried out.
Junction alteration (BSIP funding)	Reconfigure the junction on the <b>A149 at Heacham</b> (at Norfolk Lavender) to enable easier bus movements and thus reduce delays.	Using the reconfigured junction on the A149 at Heacham (at Norfolk Lavender), operators will commit to reciprocal investment measures arising from any operational savings.	Final design by May 2024, construction to start Sept 2024. Completion Q3 2024/5, subject to all due processes being carried out.

## Bus priority, network management and punctuality / reliability of services 10

Measure / facility / intervention	Specific NCC commitment	Specific OPERATOR commitment	Timescale
Junction alteration (BSIP funding)	Reconfigure the junction at the exit from the <b>Queen Elizabeth Hospital in King's Lynn</b> to give priority and easier movement for buses	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. Operators will commit to continuing to serve the hospital site for a period of at least 10 years or unless otherwise agreed with NCC.	Final design by July 2024, construction to begin Oct 2024. Completion Q4 2024/5, subject to all due processes being carried out.
New bus only link road (part BSIP funding)	Implement a new <b>bus-only link</b> from the rail station in <b>Diss</b> to give a faster exit onto the network for buses and passengers	Operators will run registered local bus services up to the rail station in Diss, using the new link road, for a period of at least 10 years or unless otherwise agreed with NCC. Registered local bus services will align with train arrival/departure times where possible and show connections on printed and digital information as appropriate.	Completed December 2023.
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	Contribute to NCC scheme designs and consultations by working with officers and planners, and provide relevant data as appropriate	Ongoing

## Bus priority, network management and punctuality / reliability of services 11

Measure / facility / intervention	Specific NCC commitment	Specific OPERATOR commitment	Timescale
New bus priority infrastructure	<p>For relevant bus priority schemes, enter into an agreement with the bus operators which 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> </ul> <p>Enhanced service frequency</p>	<p>Assist NCC with capturing operator savings resulting from investment in bus priority. For relevant bus priority schemes, 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>- Adding evening or off-peak services</li> </ul> <p>Enhanced service frequency</p>	Ongoing
Moving traffic offences	Use newly-gained powers to enforce moving traffic offences, particularly where this can help bus punctuality and reliability	Work with NCC to identify relevant locations for enforcement of moving traffic offences where this would improve the punctuality and reliability of bus services	Ongoing
Moving traffic offences	Review and, where appropriate, install enforcement cameras on new and existing bus lanes and bus gates, and use powers to enforce	Highlight to NCC any issues arising from misuse of bus lanes and gates so that mitigating actions can be put in place if appropriate	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	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

## Bus priority, network management and punctuality / reliability of services 12

Measure / facility / intervention	Specific NCC commitment	Specific OPERATOR commitment	Timescale
Parking enforcement	Consider investment 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	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	Maintain the existing bus stop clearways across the county and enforce any infringements	Highlight to NCC any issues regarding misuse of clearways so that appropriate action can be taken	Ongoing
Bus stop clearway improvements (BSIP funding)	Undertake a programme to improve bus stop clearways, working with operators to identify locations with known issues, to reduce delays from indiscriminate car parking	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	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	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
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

### Bus priority, network management and punctuality / reliability of services 13

Measure / facility / intervention	Specific NCC commitment	Specific OPERATOR commitment	Timescale
Parking enforcement	Consider investment 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	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	Maintain the existing bus stop clearways across the county and enforce any infringements	Highlight to NCC any issues regarding misuse of clearways so that appropriate action can be taken	Ongoing
Bus stop clearway improvements (BSIP funding)	Undertake a programme to improve bus stop clearways, working with operators to identify locations with known issues, to reduce delays from indiscriminate car parking	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	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	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
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	Inform passengers of route diversions due to planned works on the highway, and keep passengers up to date	Ongoing

## Bus priority, network management and punctuality / reliability of services 14

Measure / facility / intervention	Specific NCC commitment	Specific OPERATOR commitment	Timescale
Highways Works	Notify bus operators as soon as possible after becoming aware of emergency works on the highway	Notify NCC if 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 NCC commitment	Specific OPERATOR commitment	Timescale
Discounted fares	Promote discounted fares to young people, their families, schools and colleges through normal marketing and promotion channels	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 farepayer (including ENCTS passholders) – up to 2 children per fare-payer	Ongoing
Short-term fares promotions	Assist operators with promotion of any short-term commercial fares discounts	Offer commercial short-term fares promotions when appropriate, e.g. discounted evening travel	Ongoing
Ticketing	-	Offer a range of simple ticket options to suit different journey needs, e.g. 10-trip tickets, group tickets, flexi-tickets	Ongoing

## Ticketing and fares 2

Measure / facility / intervention	Specific NCC commitment	Specific OPERATOR commitment	Timescale
Multi-operator tickets	Broker negotiations and get agreement for countywide and area specific multi-operator tickets and then administer any scheme that is created, including reimbursing operators and holding review meetings	Take part in negotiations and reach agreement for countywide and area specific multi-operator tickets, promote, offer, sell and accept any multi-operator ticket that is created, return data to the local authority within the timescales in the agreements and attend review meetings as required	Countywide day ticket launched August 2022; Investigate area specific tickets by Sept 2024; then ongoing
Multi-modal ticketing	Investigate options for linking smart-enabled bus tickets with other modes of transport like bike share schemes	Assist with investigating options for linking smart-enabled bus tickets with other modes of transport like bike share schemes	By December 2024
Long term fares discount (BSIP funding to March 2025)	Implement an all-operator fares discount scheme of a 25% reduction on weekly, monthly and group tickets. Work with operators to model and agree this. Reimburse operators monthly in accordance with the agreed reimbursement mechanism. Assist with promotion of this fares discount. Work with operators to model and agree any change to the level of this fares discount once the BSIP funding ends.	Work with NCC to implement an all-operator fares discount scheme of a 25% reduction on weekly, monthly and group tickets. Return data to NCC monthly for reimbursement, in accordance with the agreed reimbursement mechanism. Promote this discount to current and prospective passengers. Work with NCC to assess the feasibility of continuing to offer a fares discount for weekly, monthly and group tickets for a period of at least a further year after the BSIP funding ends and agree with NCC any change to the level of discount offered.	Launched September 2023; then ongoing

### Ticketing and fares 3

Measure / facility / intervention	Specific NCC commitment	Specific OPERATOR commitment	Timescale
Fare capping (BSIP funding for the readers)	Fund the installation of tap-off readers on all buses to enable fare capping ticketing systems to be introduced, for both single operator and multi-operator tickets	<p>Install tap-off readers on all buses to enable fare capping ticketing systems to be introduced.</p> <p>Introduce single operator fare capping by March 2025.</p> <p>Introduce multi-operator fare capping once the national Project Coral back-office set-up is implemented.</p> <p>Make and keep up to date the necessary changes to any ticket machine software.</p>	Install readers by September 2024; single operator fare cap roll-out by March 2025
Flat fares scheme (Gt Yarmouth) (BSIP funding to March 2025)	<p>Implement a discretionary concessionary reimbursement scheme to offer a simplified flat fare structure for all bus services in the Great Yarmouth town area.</p> <p>Work with operators to model and agree this.</p> <p>Reimburse operators monthly in accordance with the agreed reimbursement mechanism.</p> <p>Assist with promotion of this fares discount.</p> <p>Work with operators to model and agree any change to the level of this fare once the BSIP funding ends.</p>	<p>Operators with registered local bus services in the Gt Yarmouth town area will work with NCC to implement a simplified flat fare structure for all bus services in that area.</p> <p>Return data to NCC monthly for reimbursement, in accordance with the agreed reimbursement mechanism.</p> <p>Promote this discount to current and prospective passengers.</p> <p>Work with NCC to assess the feasibility of continuing to offer a flat fare structure in Great Yarmouth for a period of at least a further year after the BSIP funding ends and agree with NCC any change to the level of fare offered.</p>	By March 2024, then ongoing



## Ticketing and fares 4

Measure / facility / intervention	Specific NCC commitment	Specific OPERATOR commitment	Timescale
<p>Flat fares scheme (King's Lynn) (BSIP funding to March 2025)</p>	<p>Implement a discretionary concessionary reimbursement scheme to offer a simplified flat fare structure for all bus services in the King's Lynn town area. Work with operators to model and agree this. Reimburse operators monthly in accordance with the agreed reimbursement mechanism. Assist with promotion of this fares discount. Work with operators to model and agree any change to the level of this fare once the BSIP funding ends</p>	<p>Operators with registered local bus services in the King's Lynn town area will work with NCC to implement a simplified flat fare structure for all bus services in that area. Return data to NCC monthly for reimbursement, in accordance with the agreed reimbursement mechanism. Promote this discount to current and prospective passengers. Work with NCC to assess the feasibility of continuing to offer a flat fare structure in King's Lynn for a period of at least a further year after the BSIP funding ends and agree with NCC any change to the level of fare offered.</p>	<p>Introduced August 2023, then ongoing</p>
<p>Flat fares scheme (Thetford) (BSIP funding to March 2025)</p>	<p>Implement a discretionary concessionary reimbursement scheme to offer a simplified flat fare structure for all bus services in the Thetford town area. Work with operators to model and agree this. Reimburse operators monthly in accordance with the agreed reimbursement mechanism. Assist with promotion of this fares discount. Work with operators to model and agree any change to the level of this fare once the BSIP funding ends</p>	<p>Operators with registered local bus services in the Thetford town area will work with NCC to implement a simplified flat fare structure for all bus services in that area. Return data to NCC monthly for reimbursement, in accordance with the agreed reimbursement mechanism. Promote this discount to current and prospective passengers. Work with NCC to assess the feasibility of continuing to offer a flat fare structure in Thetford for a period of at least a further year after the BSIP funding ends and agree with NCC any change to the level of fare offered.</p>	<p>Introduced November 2023, then ongoing</p>

## Ticketing and fares 5

Measure / facility / intervention	Specific NCC commitment	Specific OPERATOR commitment	Timescale
Simpler ticketing and fare structures	Work with operators to agree common ticketing and fare groups, e.g. what constitutes a young person and group travel	Work with NCC to agree common ticketing and fare groups e.g. what constitutes a young person and group travel. Keep anything agreed in place, unless otherwise agreed with NCC	Completed November 2022
Ticketing	Work with operators to review the different fare zones in the same area, e.g. Norwich, King's Lynn, and align where appropriate	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 September 2024
Ticketing	Work with rail companies to promote the PlusBus ticket when selling rail tickets	Accept PlusBus tickets for journeys within the defined area of participating rail stations	Ongoing

## Travel hubs, interchanges and bus stops 1

Measure / facility / intervention	Specific NCC commitment	Specific OPERATOR commitment	Timescale
Bus stations	Retain and maintain existing bus stations and interchanges owned by NCC: Norwich bus station Thetford bus station Cromer bus station Cringleford interchange	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	Bus stations

## Travel hubs, interchanges and bus stops 2

Measure / facility / intervention	Specific NCC commitment	Specific OPERATOR commitment	Timescale
Bus stations	Assist with upkeep and running of district-owned bus stations: Great Yarmouth King's Lynn Diss	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 Diss unless alternatives in that vicinity are agreed with NCC	Bus stations
New travel hub (part BSIP funding)	Build a new travel hub in <b>North Walsham</b> to facilitate service changes and multi-modal travel, with RTPI, shelters, cycling facilities	Registered local bus services will use the new travel hub in North Walsham for services that serve the town for a period of at least 10 years, unless alternatives in that vicinity are agreed with NCC. Assist with maintaining up-to-date passenger information, in accordance with the NCC-operator information agreement.	New travel hub (part BSIP funding)
New travel hub (BSIP funding)	Upgrade <b>Diss</b> bus station to a travel hub that includes RTPI, shelters, cycling facilities, to facilitate service changes and multi-modal travel	Registered local bus services will use the new travel hub at Diss bus station for services that serve the town for a period of at least 10 years, unless alternatives in that vicinity are agreed with NCC. Assist with maintaining up-to-date passenger information, in accordance with the NCC-operator information agreement.	Design completed by Dec 2024, construction completed by March 2025

### Travel hubs, interchanges and bus stops 3

Measure / facility / intervention	Specific NCC commitment	Specific OPERATOR commitment	Timescale
New travel hub (BSIP funding)	Upgrade <b>Hunstanton</b> bus station to a travel hub that includes RTPI, shelters, cycling facilities, to facilitate service changes and multi-modal travel and encourage tourists to travel sustainably	Registered local bus services will use the new travel hub at Hunstanton bus station for services that serve the town for a period of at least 10 years, unless alternatives in that vicinity are agreed with NCC. Assist with maintaining up-to-date passenger information, in accordance with the NCC-operator information agreement.	Design completed by Sept 2024, construction completed by March 2025
New travel hub (BSIP funding)	Upgrade <b>Cromer</b> bus station to a travel hub that includes RTPI, shelters, cycling facilities, to facilitate service changes and multi-modal travel and encourage tourists to travel sustainably	Registered local bus services will use the new travel hub at Cromer bus station for services that serve the town for a period of at least 10 years, unless alternatives in that vicinity are agreed with NCC. Assist with maintaining up-to-date passenger information, in accordance with the NCC-operator information agreement.	Design completed by Sept 2024, construction completed by March 2025
New travel hub (BSIP funding)	Build a new travel hub in <b>Sheringham</b> to facilitate service changes and multi-modal travel, with RTPI, shelters, cycling facilities, to encourage tourists to travel sustainably	Registered local bus services will use the new travel hub in Sheringham for services that serve the town for a period of at least 10 years, unless alternatives in that vicinity are agreed with NCC. Assist with maintaining up-to-date passenger information, in accordance with the NCC-operator information agreement.	Design completed by Sept 2024, construction completed by March 2025
Improved waiting areas (BSIP funding)	Implement improved waiting areas ( <b>gold stops</b> ) at up to 20 key bus stops, with shelters, lighting, cycling facilities, RTPI	-	Start 2022; programme completed by March 2025

#### Travel hubs, interchanges and bus stops 4

<b>Measure / facility / intervention</b>	<b>Specific NCC commitment</b>	<b>Specific OPERATOR commitment</b>	<b>Timescale</b>
New train-bus interchanges (BSIP funding)	Deliver two new interchanges near Great Yarmouth railway station ( <b>North Quay and Vauxhall</b> ) to enable easier train-bus service changes. Install real-time information screens in the railway station to aid onward journeys (subject to agreement by Greater Anglia)	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 printed and digital information as appropriate.	Vauxhall under construction – completion by Sept 2024. Full completion by March 2025.
Bus stops (BSIP funding)	Upgrade 100+ bus stops to be compliant with the Equality Act regulations, to ensure improved access for people with disabilities and reduced mobility	Inform NCC where there is unsuitable infrastructure at stops so that action can be taken, to ensure improved access for people with disabilities	84 completed already, programme complete by March 2025, then ongoing
Bus shelters	Work with Borough, District and Parish Councils to provide new bus shelters in their area and agree funding and maintenance commitments	Install relevant information and timetables for services using those shelters, in accordance with the NCC-operator information agreement.	Ongoing

#### Provision of services 1

<b>Measure / facility / intervention</b>	<b>Specific NCC commitment</b>	<b>Specific OPERATOR commitment</b>	<b>Timescale</b>
Service provision	Review subsidised services on a regular basis to ensure value for money and that they are meeting the needs of residents and visitors.	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

## Travel hubs, interchanges and bus stops 2

Measure / facility / intervention	Specific NCC commitment	Specific OPERATOR commitment	Timescale
Review of service provision	Work with bus operators to review the bus network, match against the standards outlined in the BSIP and work together to plug any identified gaps	Work with NCC to review the bus network, match against the standards outlined in the BSIP and work together to plug any identified gaps	Completed November 2022, then ongoing
Review of 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	Work with NCC to identify where parishes fall below the Target Level of Service, and assist with prioritising services or changing services to serve these areas	Ongoing
New and enhanced services (BSIP funding)	<p>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.</p> <p>Work with bus operators to determine where this would have the most impact and could be commercially sustainable after 3 years.</p> <p>Service proposals and ideas will be scored and moderated using the approach outlined at Appendix 4.</p>	<p>Work with NCC to provide new or enhanced services across the county.</p> <p>Submit proposals for these new or enhanced services, bearing in mind where they would have the most impact and could be commercially sustainable after 3 years. Work pro-actively towards ensuring future commercial sustainability and meet every 6 months with NCC to review progress and passenger numbers.</p>	Start October 2022; all service proposals implemented by June 2024
Planning policies	<p>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.</p> <p>Ensure that S106 contributions are secured where relevant and spent appropriately.</p>	Provide input into discussions regarding planned growth and new developments to maximise opportunities for new and enhanced services and related infrastructure.	Planning policies

## Provision of services 1

Measure / facility / intervention	Specific NCC commitment	Specific OPERATOR commitment	Timescale
Service provision	Review subsidised services on a regular basis to ensure value for money and that they are meeting the needs of residents and visitors.	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
Service sustainability	Integrate school movements with local bus services as much as possible to increase the sustainability of services	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 1

Measure / facility / intervention	Specific NCC commitment	Specific OPERATOR commitment	Timescale
Customer charter	Coordinate, implement and promote a countywide customer charter, and adhere to the NCC commitments within it. <u>Norfolk's customer charter</u>	Promote the countywide customer charter, publish on websites and adhere to the commitments within it. <u>Norfolk's customer charter</u>	Completed July 2022. Review annually
Marketing and promotion	Maximise opportunities for publicising public transport and significant improvements through press releases, radio interviews, TV features, etc.	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	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 a significant focus on concessionary pass holders (Choose the Bus)	Contribute to Choose the Bus, 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	Completed June – December 2022, now ongoing

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

<b>Measure / facility / intervention</b>	<b>Specific NCC commitment</b>	<b>Specific OPERATOR commitment</b>	<b>Timescale</b>
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.	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.	Introduced June 2023, now ongoing
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.	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.	Introduced June 2023, now ongoing
Single system and passenger information	Develop an integrated journey planner that includes all public transport services and also walking and cycling links. Keep the journey planner up to date and ensure any issues are dealt with immediately, to maintain passenger confidence.	Work with NCC to help develop an integrated journey planner that includes all public transport services. Ensure all relevant timetable and fares information is up to date for use on the journey planner.	Introduced September 2023; now ongoing
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.	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.	Introduced June 2023, now ongoing



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

Measure / facility / intervention	Specific NCC commitment	Specific OPERATOR commitment	Timescale
Real-time passenger information (RTPI)	Keep and maintain the existing 120 RTPI facilities and the software that provides the data	Ensure data is sent to NCC within required timescales to ensure scheduled and real-time information is available to passengers	Ongoing
Real-time passenger information (RTPI) (BSIP funding)	Install and then maintain RTPI displays at 58 additional locations across Norfolk (up to 25 of which will be along the coastal corridor from King's Lynn – Hunstanton – Cromer)	Ensure data is sent to NCC within required timescales to ensure scheduled and real-time information is available to passengers	Start 2022; completion by March 2025
Passenger information	Provide and keep up to date roadside passenger information at locations where it is stated in the NCC-operator information agreement that this is an NCC responsibility	Provide and keep up to date roadside passenger information at locations where it is stated in the NCC-operator information agreement that this is an operator responsibility	Ongoing
Passenger information (BSIP funding)	Install QR Boards at all stops in Norfolk to enable passengers to access scheduled and real-time information on their mobile device	Ensure data is sent to NCC within required timescales to ensure scheduled and real-time information is available to passengers	Start 2022; completion by March 2025
Passenger confidence	Hold regular meetings with bus operators to discuss service provision, any proposed changes and passenger feedback	Discuss any proposed changes to timetables, services and service frequencies with NCC in advance of making those changes or advertising to the public. Assist NCC with replying to customer queries about any service issues.	Ongoing

#### Single system, promotion, information, passenger engagement 4

Measure / facility / intervention	Specific NCC commitment	Specific OPERATOR commitment	Timescale
Passenger confidence	Work with operators to agree common, predictable 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 4 changes per annum, unless agreed in advance due to unforeseen circumstances	Agree and commit to common, predictable 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 4 changes per annum, unless agreed in advance with NCC due to unforeseen circumstances	Ongoing
Passenger engagement	Carry out (or commission) surveys of passenger satisfaction at least annually (Transport Focus)	Assist with NCC commissioned surveys of passenger satisfaction (Transport Focus). As appropriate, contribute funding to these surveys.	First one started February 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	Attend meetings of bus user groups where relevant. Ensure passengers are consulted about major service changes.	Ongoing
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 a reciprocal investment agreement	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

**Table B3.2a – Existing bus priority facilities – Bus lanes**

<b>Town/City</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
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

**Table B3.2b – Existing bus priority facilities – Bus only roads/links**

<b>Town/City</b>	<b>Location</b>
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
Diss	From rail station to Nelson Road

**Table B3.2c – existing bus priority facilities – Bus gates**

<b>Town/City</b>	<b>Location</b>
Bowthorpe, Norwich	Humbleyard
Norwich	Access Road: Clover Hill Road to Earlham Green Lane
Norwich	Albion Way
Norwich	Catton Grove
Norwich	Rampant Horse Street
Norwich	Upper King Street
Norwich	Geoffrey Watling Way, adjacent to football stadium
Costessey, Norwich	Breckland Road adjacent to Dereham Road
Great Yarmouth	Regent Road
Great Yarmouth	King Street
Great Yarmouth	Regent Street

**Table B3.2d – Existing bus priority facilities – Bus gates/lane access to bus stations or interchanges**

<b>Town/City</b>	<b>Location</b>
Cringleford, Norwich	Roundhouse Way
Norwich	To access Postwick Park & Ride site
Norwich	Queen's Road, entrance to Norwich Bus Station
Cromer	Cadogan Road/A149
King's Lynn	Albion Street
Great Yarmouth	Market Gates
Wymondham	Wymondham Cross/Market Place

**SECTION 4 – 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. Variations are listed in Appendix 5.

## **SECTION 5 – 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 in Appendix 2.

# APPENDIX 1

## GLOSSARY OF ABBREVIATIONS AND ACRONYMS

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

## GLOSSARY OF TERMS

<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

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

# APPENDIX 5

## LIST OF APPLICABLE BUS SERVICES (AS AT 15<sup>TH</sup> JAN 2024)

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

# APPENDIX 6

## DOCUMENT CONTROL

- **March 2022** – Original EP made
- **October 2022** – EP varied
- **May 2023** – EP varied: updates to completion dates; appendices 2, 3 & 4; addition of appendix 6; minor grammatical and style corrections; minor wording changes
- **March 2024** – EP varied: Addition of TF full year survey results; updates to measures and completion dates; merging of Part B sections 3&4 and subsequent renumbering; Updates to appendix 3, Additions to appendix 6 – document control; minor grammatical/style corrections