

SURREY COUNTY COUNCIL**CABINET****DATE: 25 OCTOBER 2022****REPORT OF CABINET MEMBER: MATT FURNISS, CABINET MEMBER FOR TRANSPORT, INFRASTRUCTURE AND GROWTH****LEAD OFFICER: KATIE STEWART, EXECUTIVE DIRECTOR FOR ENVIRONMENT, TRANSPORT & INFRASTRUCTURE****SUBJECT: NATIONAL BUS STRATEGY – BUS BACK BETTER - AN ENHANCED PARTNERSHIP FOR SURREY****ORGANISATION STRATEGY PRIORITY AREA: GROWING A SUSTAINABLE ECONOMY SO EVERYONE CAN BENEFIT/ ENABLING A GREENER FUTURE****Purpose of the Report:**

This report is the latest step in the Council's response to the challenges set by Government through the National Bus Strategy (Bus Back Better). This report seeks agreement for the Council to enter into an Enhanced Partnership (EP) with local bus operators in Surrey, which aims to improve bus services for residents.

This report explains how the EP will work and the responsibilities of the Council as the Local Transport Authority (LTA) and bus operators as service providers. Establishing an EP is the next step in the Council's response to Bus Back Better.

This report also seeks agreement to consult residents and stakeholders on proposals for a future financially sustainable bus network that will be fit for the future and more responsive to transformed travel patterns following the Covid19 pandemic.

The results of the consultation will be reported to Cabinet in early 2023 for consideration, alongside approval of a future financially sustainable bus network for Surrey.

Recommendations:

It is recommended that Cabinet:

1. Agree the Enhanced Partnership Plan for Surrey, inclusive of proposed governance arrangements, to start on 3 November 2022.
2. Confirm support for the delivery priorities set out in the draft Enhanced Partnership Scheme, which will be formally agreed by the Enhanced Partnership Board for implementation, with progress and performance updates to be presented to the Cabinet Member for Transport, Infrastructure and Growth, who is also chair of the Enhanced Partnership Governance Board.
3. Agree that a public consultation be carried out to obtain the views of residents and stakeholders on the future bus network in Surrey, with the findings and proposed next steps to be presented to a meeting of Cabinet in early 2023.

4. Agree that the public consultation material be approved by the Director for Highways and Transport in consultation with the Cabinet Member for Transport, Infrastructure and Growth prior to the consultation launch.

Reason for Recommendations:

The National Bus Strategy aligns with several key themes in our recently adopted Surrey Transport Plan 4, in particular the hierarchy of modes and the ambition to shift journeys from the private car to other more sustainable modes. In our response to Bus Back Better, the Council has consistently highlighted the strong linkages to the aims and ambitions of the Council's Greener Futures programme and delivery of the Council's 2030 Community Vision.

With regard to future local bus provision, a public and stakeholder consultation is proposed to help us shape the future bus network and respond to the challenge of new travel patterns and bus use post Covid19. Furthermore, as part of the extension of Government's Bus Recovery Grant (revenue funding provided to LTAs to support bus services where patronage remains depressed post Covid19), the DfT requires all LTAs to undertake a bus network review. This aims to ensure the local bus network in each LTA is financially sustainable once Government recovery funding ends at the end of the current financial year.

Our proposed approach will meet Government's timeline of an EP being agreed by the autumn. It will also meet Government's requirement to assess the financial sustainability of the bus network, which is being supported by the proposed public and stakeholder consultation that will help shape the future bus network in Surrey.

Executive Summary:

National Bus Strategy (Bus Back Better) Background

1. Government's National Bus Strategy (Bus Back Better) was published in March 2021. To deliver Government's aspirations, and to be eligible for any future Government funding, all LTAs in England need to enter into an EP or a Franchise arrangement.
2. In responding to this challenge, on 29 June 2021 the Cabinet Member for Highways, Infrastructure and Growth approved the Council's intent to proceed with the development of EP Schemes with bus operators, agreeing that a notice of intent to prepare a plan and scheme, as set out in section 138F of the Transport Act 2000, be issued by the council.
3. There are two parts to an EP: the EP Plan and the Scheme.
4. The EP Plan sets out a summarised version of the Bus Service Improvement Plan (BSIP), providing the background for the proposed local bus service improvements and high-level vision and objectives for bus services in the local area. It also sets out governance structures and decision-making processes.
5. The EP Scheme sets out the detail of how the plan, vision and objectives will be achieved, including any commitments made by the LTA or responsibilities to be met by bus operators. It also outlines the possible interventions and investment options to be agreed by the EP Board for implementation and when.
6. The Council's draft EP Plan and Scheme were developed in consultation with bus operators in Surrey and submitted to the Department for Transport for their review. DfT feedback has been used to further refine the draft EP Plan and Scheme, which were then subject to consultation with statutory consultees, plus a wider number of stakeholders. The final version of the EP Plan and Scheme are now ready for

consideration by Cabinet, which together articulate the Council's commitment to improving and investing in public transport with a clear ambition to shift journeys from the private car to other more sustainable modes.

7. The Council's BSIP was agreed by Cabinet on 26 October 2021. It is an ambitious high-level plan outlining proposals to improve public transport and grow bus patronage. It includes targets to enable monitoring and reporting of future improvements. The Council's BSIP was subsequently submitted to the DfT, yet disappointingly to date it has yet to attract Government funding. Around 40% of all LTAs are in the same position, although future BSIP bidding opportunities for funding have been promised by Government.
8. Although Government has to date decided not to award the Council any BSIP funding, this Council, like many LTAs, is in a position where it is still required by Government to report against the targets set in our BSIP without the associated funding. As part of the BSIP process, the Council can review and revise our BSIP to reflect a more reasonable level of, for example, patronage growth and improved journey reliability that takes into account the lack of Government funding. To do so effectively within the framework that the National Bus Strategy has, the Council needs to enter into the EP. This will create a structure for engagement with partners and wider stakeholders.
9. Despite the current absence of Government BSIP funding, the Council has an ambitious agenda and remains committed to investing in and improving local bus services to grow patronage thus supporting our Climate Change Delivery Plan objectives and the aims and ambitions set out in Local Transport Plan 4. Current work programmes include:
 - investing £32.3m to bring more zero emission buses into Surrey to be delivered in partnership with bus operators;
 - investing £6.3m to introduce more electric minibuses to be delivered in partnership with the community transport sector;
 - investing £9m in bus priority measures at key pinch points to improve reliability and make buses more attractive to existing and potential users; alongside
 - an investment of £1.4m to expand our real time passenger information system helping residents make more informed travel choices.
10. This investment, alongside other complementary areas of work will help us move toward the targets set out in the BSIP. The BSIP will be revised and update once the consultation on the future financially sustainable bus network has been completed, with updates on progress achieved and future targets.
11. Across the organisation, officers are also exploring how we can work in partnership to improve the travel and transport experiences of residents, with an initial focus on home to school/college transport and Adult Social Care service users, while reducing demand for assisted travel and transport across Surrey. This will involve working with colleagues from across County Council services, District and Borough, health and the faith and community sector. Key to this being successful is strong partnership working. This collaboration will help shape future growth opportunities and delivery, as we collectively seek to grow bus patronage and shift journeys from the private car to other more sustainable modes.

Enhanced Partnership

12. It is of note that previous joint working with bus operators has seen large and joint investment in many parts of the county, with improvement programmes already being delivered, for example, in Camberley, Guildford and Woking. Other improvements are planned in Redhill, Reigate and the A23 corridor, building upon previous partnership work in all these areas. This investment from the Council, bus operators, Local Enterprise Partnerships and developer contributions has seen significant improvements in passenger facilities, real time bus information, bus priority measures, joint ticketing schemes and zero emission buses, alongside enhancements to service frequencies and the introduction of some new services. Partnership work has therefore been a strong feature in the bus arena for many years.
13. **Annexe 1** shows the Council's EP Plan and Scheme, setting out the framework under which the EP will operate.
14. An Enhanced Partnership Governance Board for Surrey will be established to oversee and champion the development and introduction of the EP, whilst also prioritising enhancements and improvements set out in the BSIP based on future funding received from Government, subject to bids being successful. Membership of this strategic decision-making Board will be comprised of the Cabinet Member for Transport, Infrastructure and Growth (chair) and representatives from large and small/medium bus operators in Surrey.
15. A Stakeholder Reference Group will also be established, providing insight and constructive challenge to the work of delivering the BSIP, ensuring that the voice of bus users is clearly heard. It is proposed that membership will be comprised of Members and Officers of the County Council and Borough/District Councils, bus operators, bus user groups and other key stakeholders.
16. Both the Board and the Stakeholder Reference Group will be established in the Autumn of 2022. A summary of the proposed governance arrangements is displayed in **Annexe 2**.
17. Alongside this core governance, efforts will be made to encourage more bus user groups representing areas of the county to be established, feeding into the Stakeholder Reference Group. However, these have historically proven to be extremely challenging to establish and keep going. In learning from previous experience, officers will work with interest groups, residents and bus operators to ensure new bus user groups have every opportunity to emerge and flourish, with progress reported to the EP Board.

Enhanced Partnership Development and Consultation:

18. The draft EP Plan and Scheme were developed with bus operators and subject to a statutory 28-day operator objection period, allowing operators to consider both documents and decide whether to respond with comments or to formally object. This process was completed on 16 February 2022 and very positively, no objections were received.
19. Following review and feedback from the DfT, our EP Plan and Scheme required consultation with statutory consultees. This took place during August 2022, with feedback used to create the final documents. Primary legislation required us to consult with:

- a. All operators of local bus services that would be affected by any of the proposals
 - b. Organisations that represent local passengers
 - c. Other local authorities that would be affected by the proposals (for this process this included all the 11 boroughs and districts as well as neighbouring authorities)
 - d. The Traffic Commissioner
 - e. The chief officer of police for each area to which the plan relates
 - f. Transport Focus
 - g. The Competition and Markets Authority (CMA).
20. The statutory consultees were written to on 4 August 2022 asking for them to respond by 23 August 2022. Positively, there were no objections to the scheme or amendments requiring a further bus operator statutory objection period. Comments were received from twelve organisation as listed below:
- Competition and Markets Authority
 - Transport Focus
 - North West Surrey Bus User Group
 - Hampshire County Council
 - Kent County Council
 - First Bus
 - Stagecoach
 - Guildford Borough Council
 - Reigate and Banstead Borough Council
 - Spelthorne Borough Council
 - Horley Town Council
 - Salfords and Sidlow Parish Council
21. The responses have been used to further amend our EP Plan and Scheme as displayed in Annexe 1, with various points raised responded to directly post consultation. They will also help shape future revisions of the BSIP and the work of the EP Board and Stakeholder Reference Group.
22. Whilst not a statutory consultee, as part of the consultation process, we have also been engaging with the Surrey Coalition of Disabled People (SCDP) who are a major advocacy group on behalf of people with a range of disabilities and have already agreed to be represented on the EP Stakeholder Reference Group.

Future Bus Network Consultation

23. A public and stakeholder consultation is proposed to help the Council shape the future bus network, responding to the challenge of new travel patterns and bus use post-Covid19. It will also meet the Council's requirements connected with the extension of Government's Bus Recovery Grant, which aims to ensure local bus networks across England are financially sustainable, whilst ensuring that the Surrey bus network operates within the agreed budget envelope.
24. Alongside the investment and innovation set out in this report, the Council is working with the bus industry to respond to significant financial and contract pressures from fuel, wage and other inflationary factors. Using provision within the Local Bus Budget, Officers are working with bus operators to maintain bus services at current levels of provision. This will enable the proposed consultation to take place against a backdrop

of stable bus services, with post consultation decisions taken with the full knowledge of 'what residents and stakeholders said' in preparation for the new academic year commencing September 2023.

25. The key areas in which we will be asking residents and stakeholders for their views are the following proposals:
- Investment in bus services and supporting infrastructure where we can demonstrably grow bus patronage.
 - Continuation of targeted funding to further stimulate patronage recovery for identified bus services, alongside reshaping and right sizing other bus services to better reflect reduced and forecast levels of patronage.
 - Accelerating the introduction of more Digital Demand Responsive Transport (DDRT) to offer a more innovative, flexible and improved public transport offer to residents in identified areas.
26. It is important that we engage fully with our residents and stakeholders to seek their views in terms of potential bus investment and innovation, alongside potential changes to bus services that will better reflect forecast patronage. In preparation for the consultation, we have reviewed the bus network in partnership with bus operators. This review has considered the financial performance of each route, current and forecast patronage, the potential for growth, etc. This work has been used to shape consultation options and proposals.
27. The consultation will run from 3 November 2022 to 6 January 2023 and will be available for residents and stakeholders to respond using an online and hard copy survey, by email or letter. An 'easy read' version of the consultation will be made available, as will versions in Braille, on audio or in other languages upon request.
28. The team leading the consultation will ensure residents and stakeholders understand why changes are necessary, whilst also setting out the priorities for the EP. They will set up engagement sessions with key stakeholders, including disability groups, younger people and other groups that can be 'hard to reach' ensuring that the consultation captures and understands the potential impact on groups of Surrey residents who are statistically more likely to be reliant on public transport. This supports our organisational vision to ensure no one is left behind.
29. The team is also working with the Children Families and Lifelong Learning Directorate so that we understand and take into account any impact on places of learning. If helpful, the team will consider attending the Primary and Secondary Headteacher Phase Council meetings to discuss and understand any impact on school travel.
30. A summary of the public consultation approach is set out in **Annexe 3**.
31. An all-Member development seminar was held on 3 October. This provided another opportunity to update Members on progress with the various strands of the Bus Back Better programme and the EP, whilst providing advanced information on the proposed consultation on Surrey's future bus network.
32. In addition and prior to Cabinet, it is planned that the consultation results and any proposed changes that will shape the future new bus network will be presented to the Communities, Environment and Highways Select Committee for scrutiny in early 2023.
33. In terms of cross border bus travel between Surrey and London, the funding agreements for the three Transport for London bus services that the Council supports are set to expire in March 2023. Negotiations to agree new funding arrangements to

maintain these bus services as currently provided are already well underway. The discussions will reference the wider transport agenda that is relevant to both Surrey and the Capital, the aim being to improve cross border collaboration and understanding to the benefit of both Surrey and London residents.

Risk Management and Implications:

34. It is important to note that in Surrey, pre-pandemic, three in every four bus passenger journeys were undertaken on commercially operated bus services. The EP approach should have a significant and positive impact, as it enables the Council to influence more effectively all bus services, including the commercial services which dominate in terms of overall passenger numbers.
35. However, with no Government funding award to date, the Council's ability to deliver against the aspirations set out in the Council's BSIP are more limited, although we aim to bid for BSIP funding when future opportunities are announced. That said, we are still required to report to the DfT against the BSIP targets for patronage growth, bus reliability, etc. This presents a risk of being unable to show sufficient progress against targets, which in turn may mean future BSIP funding requests are viewed less favourably by Government.
36. However, the Council has scope as part of the BSIP process to refresh our BSIP, including the targets. Initial discussions with consultants supporting the DfT suggest that it would be appropriate to refresh our BSIP once the public and stakeholder consultation is complete and the proposals for a future financially sustainable bus network are clear. Further meetings are planned with the DfT and their consultants that aim to agree this approach, allowing for a more reasonable level of patronage growth taking account of the absence of Government funding, which will mitigate the risk significantly.
37. The BSIP refresh will need to account for any changes as a result of the upcoming public consultation, reflect new initiatives being explored, require input from, and the agreement of, the bus operators and be approved by the Cabinet Member for Transport, Infrastructure and the Growth, before republishing online and with the DfT.
38. This risk is common for the many LTAs who did not receive any BSIP funding. Collectively, LTAs have asked for reassurance from the DfT that this will be considered should new funding become available in the future, noting the life of the current BSIP process is three years.
39. The DfT has intimated that a long awaited consultation will be held on the future of Bus Service Operator Grant (BSOG), formally Fuel Duty Rebate. BSOG is essentially a rebate on fuel duty paid and is allocated to LTAs for contracted services and direct to operators for commercial services. The value of BSOG to the Council is £1.125m, a figure set for many years based on a DfT formula. Whilst the details of the future DfT consultation are awaited, it is highly likely that the outcome will be LTAs receiving far less BSOG, or potentially none at all. It is important that we plan for this eventuality when consulting and considering on our future bus network in terms of overall affordability.
40. At this point in time, the critical risk facing all LTAs and bus operators are rising cost pressures. This is causing industry-wide problems with the cost of fuel, competition for drivers with other industries, and the increased cost of materials for maintenance. This is happening at the same time as travel patterns have changed and patronage

recovery to pre-pandemic levels is slower than we might like. Patronage on some bus routes may never fully recover, hence the need to review and right-size for the future.

41. Increased costs need to be managed between the Council and the bus industry to ensure that we can meet the needs of residents and do so within available budgets. Existing budgets mean that we can maintain the existing network whilst we consult with residents and stakeholders in full, using the outputs to help shape the future bus network. This will ensure that any required changes can be carefully planned and effectively introduced in preparation for the start of the new academic year in September 2023.

Financial and Value for Money Implications:

42. The Council's BSIP aspirations still presents a significant opportunity for investment in a wide range of initiatives to improve public transport, including more ultra-low and zero emission buses, bus priority measures, a higher quality passenger waiting environment, better passenger information and service enhancements. Packaged together, all of these will help build patronage back to pre-covid levels and beyond. Increasing patronage on bus services will provide greater opportunity for more services to move into full commercial operation. This, if possible, can free up revenue funding for reinvestment in other services, further improving the network offer to residents. This will be the basis of our future bids for BSIP funding to the DfT, driven through the EP.
43. Importantly, the Council has already agreed to invest significant sums of its own to improve the public transport offer to residents, working in partnership with the bus industry. This includes a £49m investment to support our Climate Change Delivery Plan objectives as detailed above. Outside of BSIP funding, this investment is unparalleled in any other English LTA. It serves to demonstrate the Council's unwavering commitment to improving public transport, thus supporting the modal hierarchy approach set out within our recently adopted Local Transport Plan 4.
44. Our overall approach is to maximise the impact of existing budgets to maintain the current network. The Council will then use consultation outputs to help shape a financially sustainable future bus network taking into account areas for investment and innovation, increased cost pressures, changed patterns of use and the cessation of Government recovery funding.

Section 151 Officer Commentary:

45. Although significant progress has been made to improve the Council's financial position, the financial environment remains challenging. The UK is experiencing the highest levels of inflation for decades, putting significant pressure on the cost of delivering our services. Coupled with continued increasing demand and fixed Government funding this requires an increased focus on financial management to ensure we can continue to deliver services within available funding. In addition to these immediate challenges, the medium term financial outlook beyond 2022/23 remains uncertain. With no clarity on central government funding in the medium term, our working assumption is that financial resources will continue to be constrained, as they have been for the majority of the past decade. This places an onus on the Council to continue to consider issues of financial sustainability as a priority in order to ensure stable provision of services in the medium term.
46. The local bus sector continues to be impacted by changes in travel behaviour following the Covid-19 pandemic, and more recently by increasing costs. The Government has

provided financial support to the bus sector throughout the pandemic. This support was set to end on 4 October. However, it was recently extended for another three months, with an announcement on the detail and associated funding for a subsequent three months awaited. It is highly likely that all Government support will cease at the end of the financial year. The measures set out in this report are intended to stimulate bus usage, and to develop a bus service network which is affordable within the approved budget while addressing those changes in travel behaviour. The investments referred to in paragraph 42 are part of the Council's approved Medium Term Financial Strategy. The Council continues to explore ways of working in partnership internally across services and externally with government, health and other sectors to improve transport provision and deliver efficiencies, including travel to schools and colleges, and adult social care. As such the Section 151 Officer supports the proposed approach.

Legal Implications – Monitoring Officer:

47. The Bus Services Act 2017 introduced enhanced partnership plans and schemes into Part 2 of the Transport Act 2000 ("TA")
48. Section 138A of the TA provides the power to make enhanced partnership plans and schemes and sets out what they are. Section 138A also provides a review mechanism for enhanced partnership plans and schemes.
49. An enhanced partnership scheme must include a description of the authority's plans for consultation.
50. There are certain matters that an authority must be satisfied of before an enhanced partnership may be made;
 - * that the scheme will contribute to the implementation of the policies set out in the enhanced partnership plan and their local transport policies;
 - * that the scheme will bring benefits to persons using local services in the whole or any part of the area to which the scheme relates by improving the quality or effectiveness of those services, or reduce or limit traffic congestion, noise or air pollution.
51. An enhanced partnership plan may not be made without also making an enhanced partnership scheme.
52. The TA imposes a duty to co-operate with other local transport authorities.
53. Local transport authorities are required to have regard to guidance issued by the Secretary of State concerning the carrying out by them of their functions under Part 2 of the TA in relation to enhanced partnership plans and schemes.
54. In a written statement to Parliament published on 1 March 2022, it was announced that over £150 million would be provided in further financial support to the local transport sector.
55. A funding package was announced by the Government on 19 August 2022 to cover an additional six months from October 2022 to March 2023.

Equalities and Diversity:

56. An Equalities Impact Assessment (EIA) was completed for the BSIP submission. This covered all the possible actions and interventions across all the protected groups. This broadly remains relevant for the proposed EP. However, it has been revised to reflect the changes in circumstances we now face. These being the lack of Government BSIP funding to support initiatives we now cannot deliver as well as the cost pressures the bus industry is facing.
57. The EIA will be updated before, throughout and after the consultation process on proposals being put forward. It will reflect the impacts (positive, negative or none) of the changes and investment options on people with protected characteristics.
58. The EIA for the BSIP, and now the EP, focused on the interventions that could be implemented to grow patronage. As mentioned by the head of Disability Rights UK, at a presentation hosted by Transport Focus during the EP development process, improving accessibility makes public transport better for everyone. Our BSIP includes accessibility improvements, such as audio and visual announcements on buses. A focus on accessibility is also reflected in our EP Scheme for prioritisation.
59. When officers undertook the engagement work to support the BSIP submission, the feedback was generally positive. This was based on the opportunity for there being wide ranging improvements, particularly across accessibility improvements and fares reform.
60. The team know from previous transport consultations that younger, older and disabled people are more reliant on public transport than other groups. Any changes to services that may negatively impact on peoples' ability to make the journeys will be captured and considered.
61. Engagement sessions with key stakeholders, including disability groups, younger people and other groups that can be 'hard to reach' will form part of the consultation to ensure that no one is left behind. In doing so we will capture and understand the potential impact on groups of Surrey residents. Moreover, Officers have already attended virtual sessions of all the Disability Empowerment Networks and the Surrey Vision Access Group. This led to potential improvements being suggested for inclusion in the EP Scheme and well as advice on the approach to this consultation. We will continue this engagement by holding virtual sessions with these and/or other representative groups to ensure we are capturing the impacts from the proposals.
62. The updated EIA, reflecting the impacts following the consultation process, will be published alongside the Cabinet report on the consultation outcome and recommendations for decision.

Other Implications:

63. The potential implications for the following council priorities and policy areas have been considered. Where the impact is potentially significant a summary of the issues is set out in detail below.

Area assessed:	Direct Implications:
Corporate Parenting/Looked After Children	No direct Implications Identified.
Safeguarding responsibilities for vulnerable children and adults	No direct implications identified.

Environmental sustainability	Public transport is a key pillar to building a sustainable economy and sustainable county. The expansion of ultra-low and zero emissions vehicles will remove tonnes of carbon from transport each year. Improvements to bus services, encouraging more people to use public transport rather than their car, will further result in carbon reductions from transport. However, with no BSIP funding our ability to deliver against our aspirations is more limited.
Compliance against net-zero emissions target and future climate compatibility/resilience	As mentioned above, the delivery of improvements to bus services through the Enhanced Partnership will reduce emissions from transport. The Plan is a key initiative that will contribute to the county achieving its net zero carbon emissions target. However, with no BSIP funding our ability to deliver against our aspirations is more limited.
Public Health	Where locations have an air quality issue, and in conjunction with other measures, reducing transport emissions will help mitigate such issues.

What Happens Next:

64. Below sets out key dates and actions required, should Cabinet approve the recommendations in this report:
- a. 3 November 2022: Surrey Enhanced Partnership and governance arrangements start
 - b. November 2022: First meetings of the Stakeholder Reference Group and EP Board
 - c. 3 November 2022: Public and stakeholder consultation launches
 - d. 6 January 2023: Consultation ends
 - e. February 2023: Cabinet Report detailing the findings from the consultation and asking for agreement on proposals to create a revised bus network and an accelerated approach to DDRT
 - f. March 2023: Tendering programme for bus services starts
 - g. May 2023: Tender outcome and proposed contract award paper to Cabinet, with contract awards to follow
 - h. Summer 2023: Any changes to bus services widely communicated
 - i. September 2023: Changes to bus services and new DDRT services commence

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Consulted:

The following were consulted on the details of the EP Plan and EP Scheme:

- All eleven of Surrey’s Borough and District Councils
- Neighbouring authorities
- Transport Focus
- Bus user groups
- The Traffic Commissioner
- The Chief Constable for Surrey
- The Competition and Markets Authority
- The Surrey Coalition of Disabled People

Annexes:

Annexe 1 – Surrey Enhanced Partnership Plan and Scheme

Annexe 2 – Enhanced Partnership summarised governance model

Annexe 3 – Public consultation approach

Sources/background papers:

Bus Back Better: National Bus Strategy for England – published by the Department for Transport, 15 March 2021.

National Bus Strategy: A Bus Service Improvement Plan for Surrey – Cabinet Report, 26 October 2021.

National Bus Strategy: Enhanced Partnership for Surrey – Cabinet Member Report, 26 April 2022.
