

1. PART 1 – ENHANCED PARTNERSHIP PLAN

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

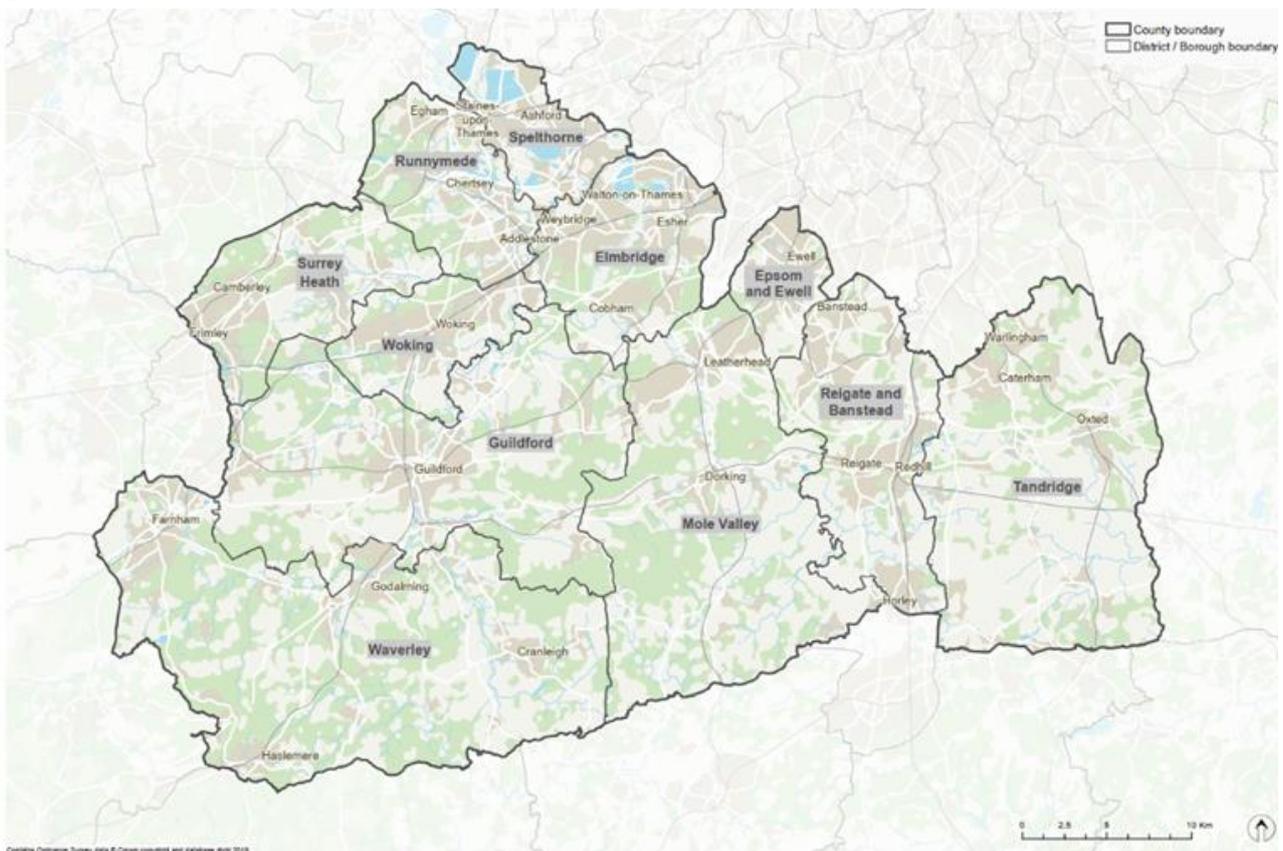
1.1. Introduction

Our Enhanced Partnership (EP) covers the entire administrative area of Surrey County Council as illustrated at Figure 1-1.

The EP Plan will apply until such time that legislation requires a change, or the EP is disbanded following agreement by the Enhanced Partnership Board (EP Board). The EP Plan will initially be reviewed after the first year, in April 2023, and subsequently will be reviewed every three years by the EP Board. In the years that it is reviewed, this will follow Surrey County Council’s review of its Bus Service Improvement Plan in October of each year, starting in October 2022.

Surrey County Council engages in frequent dialogue with bordering Local Transport Authorities (LTAs) to discuss cross-boundary transport issues. This engagement will continue throughout the EP period to ensure consistency and continuity of bus service provision across local authority boundaries.

Figure 1-1 – Surrey County Council Administrative Area



1.2. Competition Test

Surrey County Council has undertaken an assessment of the impacts of the EP Plan and EP Scheme on competition for the purposes of Part 1 of Schedule 10 of the Transport Act 2000. The authority believes its full implementation will or is likely to have a significantly adverse effect on competition. However, the authority believes the EP Plan and EP Scheme(s) is justified because:

- It is with a view to achieving one or more of the following purposes:

- securing improvements in the quality of vehicles or facilities used for or in connection with the provision of local services;
 - securing other improvements in local services of benefit to users of local services; and
 - reducing or limiting traffic congestion, noise or air pollution.
- Its effect on competition is or is likely to be proportionate to the achievement of that purpose or any of those purposes.

The Competition and Markets Authority has also been consulted on the proposals as required by section 138F of the Transport Act 2000.

1.3. EP Links to Policy Objectives

The EP, alongside Surrey's Bus Service Improvement Plan, will contribute to the delivery of policy objectives outlined within Surrey's existing LTP3 of which some are outlined below. The EP will also contribute to the delivery of the objectives of the emerging new Transport Plan for Surrey (LTP4), that is promoting a Sustainable Travel Hierarchy, including prioritising public transport over private vehicle use.

The objectives of LTP3 were:

- Effective transport: To facilitate end-to-end journeys for residents, business and visitors by maintaining the road network, delivering public transport services and, where appropriate, providing enhancements;
- Reliable transport: To improve the journey time reliability of travel in Surrey;
- Safe transport: To improve road safety and the security of the travelling public in Surrey; and
- Sustainable transport: To provide an integrated transport system that protects the environment, keeps people healthy and provides for lower carbon transport choices.

LTP4 aims to achieve achieving the four key objectives of:

- Decarbonisation;
- Having sustainable growth;
- Having well-connected communities; and
- Having clean air and excellent quality of life.

1.4. The Surrey Bus Network and Bus Market

Surrey has a well-established bus network, although the level of service varies greatly depending on location. The network typically serves movements within and between the larger towns and more populated areas of the county, with many routes in the north of the county classified as 'frequent' services. These serve areas such as Staines-upon-Thames, Walton-on-Thames, Epsom, Redhill, Woking and Guildford.

1.4.1. Bus Service Supply

Within Surrey there are a limited number of bus services providing a 'walk-up' frequency of at least 5 buses per hour, with many of these in the more densely populated north of the county.

Due to the dispersed nature of the population with many small towns and villages, particularly around the south of the county, there are fewer routes and lower frequencies beyond the services offered in large towns, with many routes operating at less than hourly frequencies. This is particularly true for the inter-urban services within the county borders, with only a handful of these services running at or above one bus per hour throughout the day.

There is limited service provision in the evenings and Sundays, with only main connections provided within and between the larger settlements.

1.4.2. Bus Service Infrastructure

Within Surrey there are circa 6,000 bus stops. There are also three bus stations at the Friary in Guildford, alongside Redhill and Staines town centres. These are described in more detail in the EP Scheme at Appendix A.

1.4.3. Bus Fares

Due to the diversity of operators within Surrey, a complicated fare structure with a range of ticketing products is prevalent. These fares may offer good value for money within the smaller urban zones within the county, but can be expensive for longer journeys, with the complexity of ticketing potentially a barrier to bus usage.

There is no county-wide multi-operator ticketing scheme, although an opportunity exists to expand the existing Acorn multi-operator ticket operating in North Surrey. A complexity with the Acorn ticket is the interface with TfL services, in that as TfL does not participate within this scheme, the ticket is not available on a high proportion of services running into northern Surrey.

There is also no standardisation of young persons' fares and at present limited fare offers for key groups (including students and job seekers).

1.4.4. Bus Passenger Information

The County Council provides dedicated public transport information on the main Surrey County Council website. This includes full current timetables, information on services accessing destinations such as hospitals and airports, temporary bus timetable changes, temporary changes due to road works and road closures, concessionary ticketing information and maps of bus services.

The quality of bus stop infrastructure within Surrey is variable, particularly away from the principal network in certain rural areas.

Fares information is particularly opaque, with limited information online and no information provided at stops. There is also some provision of real time passenger information across Surrey, although this is limited to key stops and locations.

1.4.5. Bus Fleet

Much of the bus fleet in Surrey is mid-life although a large proportion of the fleet is currently compliant with Euro VI standards. There are also nine zero-emission buses within the fleet, with plans to deliver more over the next five years.

The passenger environment on board all fleets is functional, with the age of the vehicles determining the extent to which modern facilities such as USB charging points or next stop audio-visual announcements are available.

There is therefore scope to improve both emission standards and passenger amenity on buses in Surrey.

Appendix C outlines further details relating to current emission standards and onboard facilities of buses in Surrey.

1.4.6. Bus Priority Measures

Numerous physical bus priority measures have been established across the county as detailed in Appendix A. There are a number of pinch-points on the bus network, particularly within the key towns, where priority could be further improved. Some sensitive junctions are, however, space-constrained, so consideration of intelligent solutions such as traffic signal priority will be required to make bus journeys quicker and more reliable.

Congestion on locally managed 'A' roads in Surrey is amongst the highest in the country outside London. This has a consequential impact on the punctuality of bus services, particularly at peak times. There are currently congestion issues on links within five of the larger towns, including Guildford and Redhill/Reigate.

1.4.7. Bus Service Outcomes

Bus patronage within Surrey, like elsewhere across the country, has declined over the last 10 years, with a reduction in passenger numbers by 1 million (-3%) between 2009/10 and 2018/19.

2019/20 represented the period covering the beginning of the Covid19 pandemic, which caused a significant change in travel behaviour. Within Surrey this resulted in a fall in bus patronage by 1.7 million, equating to a 6% reduction in patronage when compared to the previous year.

A clear challenge exists; that of rebuilding confidence in the bus network and encourage customers to return to the bus.

The number of journeys made by bus for each resident in Surrey is slightly higher than would be predicted by the extent of car ownership by Surrey residents. Yet only 3% of commuters travel to work by bus. This is despite census analysis suggesting that the majority of workers within Surrey both live and work in the same district area, highlighting scope for an increase in bus patronage on local journeys. This is particularly applicable in Woking and Guildford. The current low frequency of some bus services across the county may contribute to the low numbers of commuters currently using the bus network.

There is also scope for working collaboratively with employers and other partners to develop an understanding of travel demand and flows at given times of the day to influence the development of the bus product, particularly to major employment sites.

1.4.8. Passenger experience and priorities for improvement

To understand the public perception of Surrey’s current bus network, a public engagement questionnaire was live between July and September 2021. There were 544 responses to the survey, which asked people to rank the importance of various elements that would encourage or enable them to use a bus.

Residents ranked reliability (98%), better information (94%), more evening and weekend services (76%), simpler fares and ticketing structures (36%), along with better service frequencies (76%) as key factors in shaping their decision on whether to use the bus or not. This accords closely with data from previous more comprehensive Surrey survey and national surveys.

Surrey County Council proposes to repeat a similar survey each year to inform the annual review of the Bus Service Improvement Plan (BSIP) and in turn to inform the priorities for delivery on the part of the EP.

The National Highways and Transport 2020 survey has also been used as an indicator of resident satisfaction with the local bus network. The results outline that satisfaction with the quality of bus services and public transport more generally is variable depending on the metric considered. Of the survey results, people are most satisfied with their personal safety, quality and cleanliness of buses and quality of the bus stops. Contrastingly, those surveyed are least satisfied with the quality of public transport information, including journey planning information as well as the frequency of buses.

1.4.9. Journey time trends

As such, information published by the Department for Transport (DfT) regarding the delay and speed on locally managed ‘A’ roads has been used as a proxy for understanding bus journey trends in Surrey.

The average delay on locally managed ‘A’ roads within Surrey increased slightly between 2016 and 2018 by 2.6 seconds to 47 seconds per vehicle per mile (spvpm). This was followed by a slight reduction in 2019 to 44 spvpm. Average speed on locally managed ‘A’ roads has however been broadly consistent over the study period, with a value of around 25km/h displayed across the period of 2016-19. The increased journey times and lower levels of reliability caused by congestion can reduce the desirability of bus services to customers as well as increasing the financial cost of delivering the bus service. The measures supported by the EP will work to improve journey times and reliability in Surrey primarily through improvements to bus priority.

1.4.10. Objectives

It should be noted that this EP will seek to identify and secure appropriate levels of funding from the National Bus Strategy and from other sources to deliver the schemes identified in this EP and in the BSIP as being required to deliver these targets.

Table 1 - Enhanced Partnership Objectives

Objective	How We Will Achieve This
More frequent and reliable services	<ul style="list-style-type: none"> • Improve the daytime frequency of identified key services to half hourly. • Increasing the hours of operation of services to provide for journeys throughout the day, evenings and at weekends. • Invest in bus priority corridors to reduce bus journey times and increase reliability, based on five largely urban areas: Redhill and Reigate, Guildford and Woking, Blackwater Valley, Elmbridge and North West Surrey (including access to Heathrow). In many cases such as the A23 Redhill to Gatwick corridor, this will give a Bus Rapid Transit (BRT) look and feel to services along these routes. Bus priority will be in the form of both physical measures and intelligent bus priority. • Invest in enforcement of bus priority measures and key junctions. • Review our most rural communities for the suitability of introducing Digital Demand Responsive Transport (DDRT). • Standardise the Community Transport offer to make it consistent and integrate with other modes.

Objective	How We Will Achieve This
Improvements to planning / integration with other modes	<ul style="list-style-type: none"> • Work with bus operators to ensure less frequent bus services offer interchange potential at railway stations, which will not require changes to railway timetables due to the frequency of services at most of the county's railway stations. • Give a focus to the provision of multi-modal travel information. • Expand and review Surrey's supported service network, using the three-category hierarchy to prioritise service improvements based on maximising outcomes for users and potential for increasing passenger journey numbers. • Work with operators to review service numbering and identify opportunities for practicable changes.
Improvements to fares and ticketing	<ul style="list-style-type: none"> • Pursue contactless 'tap on and tap off' charging with daily and weekly capping. • The County Council will expand the Acorn (or similar) multi-operator multi-journey ticketing scheme with a standardised product and cost across a wider area. • Investigate ways to make existing products more competitive against those offered by TfL, engaging with TfL as appropriate. • Half-fare scheme for under-20s, free travel for young carers, and discounted evening fares.
Higher specification buses	<ul style="list-style-type: none"> • The County Council will work with operators to modernise fleets to the most appropriate vehicle for the given route, focusing on cleaner and greener technology. This will be a combination of investment in zero-emission buses and retrofitting older diesel buses to meet Euro VI emissions standards. • We will use the BSIP as a catalyst to further support operators to decarbonise their fleets. • We will work with operators to upgrade amenities on buses, including facilities such as Wi-Fi and next stop announcements as standard. CCTV provision on buses will be mandated. • We will work closely with Borough and District councils to improve bus stop infrastructure. This will include bus shelter provision, improved facilities and information, alongside safety interventions such as improved lighting and personal safety measures. • The County Council will work with bus operators and leisure attractions to understand the need for transport and the potential opportunities to encourage the use of the bus to these sites.
Improvements to passenger engagement	<ul style="list-style-type: none"> • A Stakeholder Reference Group will be created. This will form a key part of ensuring the views of groups are heard, playing a vital role in shaping the priorities for the EP. Our passenger charter will be informed by these stakeholders. • Regular customer satisfaction and other surveys will run throughout the life of the EP to check whether the changes and improvements being implemented are being seen and felt by bus users in a positive way. • We will continue to develop and enhance the information provided by the council for bus services, ensuring that this is improved both digitally and by traditional mediums. There will be more focus on marketing and promotion of the bus offer, through digital means including social media and in print. • Improve dementia and autism awareness training for bus staff across Surrey. • Customer services assistance available 24/7.

Delivery of interventions against these objectives will contribute to the four key targets for outcomes that Surrey County Council has identified, namely:

- To improve bus journey times in 2024/25 (increase in average speed of buses)
 - Across the county by 5%
 - In the Redhill & Reigate Bus Priority Programme Area to experience an improvement in average bus speed of 8%

- In the Guildford Bus Priority Programme Area to experience an improvement in average bus speed of 5%
- In the Blackwater Valley Bus Priority Programme Area to experience an improvement in average bus speed of 7%
- In the Elmbridge Bus Priority Programme Area to experience an improvement in average bus speed of 5%
- In the Northwest Surrey Bus Priority Programme Area (including Access to Heathrow) to experience an improvement in average bus speed of 5%
- To improve bus journey time reliability with the following targets by 2024/25:
 - Reliability of countywide bus services of 88.5%
 - Reliability of bus services in the Redhill & Reigate Bus Priority Programme Area of 90.7%
 - Reliability of bus services in the Guildford Bus Priority Programme Area of 90.2%
 - Reliability of bus services in the Blackwater Valley Bus Priority Programme Area of 92.7%
 - Reliability of bus services in the Elmbridge Bus Priority Programme Area of 81.2%
 - Reliability of bus services in the Northwest Surrey Bus Priority Programme Area (including Access to Heathrow) of 74.5%
- To increase passenger numbers to achieve the following targets by 2024/25:
 - Countywide increase in passenger numbers to 28.78 million
 - Within the Redhill & Reigate Bus Priority Programme Area an increase in passenger numbers to 3.85 million
 - Within the Guildford Bus Priority Programme Area an increase in passenger numbers to 8.53 million
 - Within the Blackwater Valley Bus Priority Programme Area an increase in passenger numbers to 2.30 million
 - Within the Elmbridge Bus Priority Programme Area an increase in passenger numbers to 1.96 million
 - Within the Northwest Surrey Bus Priority Programme Area (including Access to Heathrow) an increase in passenger numbers to 2.39 million
- To improve passenger satisfaction by 6% in 2024/25

2. PART 2 – ENHANCED PARTNERSHIP SCHEME

2.1. Definitions

1985 Act	Transport Act 1985
2000 Act	Transport Act 2000
2017 Act	Bus Services Act 2017
Large, or Other Operator	<p>The two Operators providing the two highest percentages of Qualifying Bus Service route mileage within Surrey at the start of each Council financial year will be classed as Large Operators.</p> <p>In addition, Transport for London will be classed as a Large Operator in its role as commissioner of certain bus services in Surrey as part of the London Bus Network.</p> <p>All other operators will be Other Operators.</p> <p>Where Qualifying Bus Services are provided by multiple operating companies or subsidiaries of the same owning group, they are to be, or considered to be provided by one Operator.</p> <p>For the avoidance of doubt, a list of Large and Other Operators will be published at the start of each Council financial year.</p>

Bus Operators (or Operators)	All Operators running Qualifying Bus Services taken collectively.
EP Delivery Group	<p>Providing specific support as requested by the EP Board, the EP Delivery Group will be comprised of county council officers and representatives from bus operators.</p> <p>EP Delivery Group membership will include relevant officers from the County Council and bus operator representatives with specific knowledge and / or experience to support the decision making and oversight role of the EP Board.</p> <p>Terms of Reference for this EP Delivery Group can be found in Appendix D.</p>
Enhanced Partnership	The Enhanced Partnership covering the geographic extent of the administrative boundary of the County of Surrey shown for identification purposes only on the plan at Figure 1-1.
Enhanced Partnership Scheme Variation	<p>This comprises either:</p> <p>A variation of the Enhanced Partnership Scheme as a result of the voting mechanism set out in Section 2.7 with respect to Facilities, Measures or Requirements</p> <p>or</p> <p>A variation of the EP Plan or EP Scheme agreed as a result of the mechanism set out in Section 2.7.3.</p> <p>Each of which will then constitute a formal variation of the EP Scheme for the purposes of s.138E(1) of the 2000 Act.</p>
EP Board	<p>The decision-making governance board that agrees the Facilities, Measures and Requirements to be implemented by the EP.</p> <p>The EP Board is also responsible for the formal review of the EP Plan, in line with the timescales stated in the EP Plan, and EP Scheme each time the EP Board meets.</p> <p>The EP Board will be chaired by the Surrey County Council Cabinet Member for Transport & Infrastructure, with representation from Surrey bus operators and Transport for London (TfL).</p> <p>Terms of Reference for the Board can be found in Appendix D.</p>
Exempt Bus Service	Services excluded from classification as Qualifying Bus Services as stated in section 2.3.4 of this document.
Facilities	Those facilities referred to in Appendix A which shall be deemed such for the purposes of s.138D(1) of the 2000 Act.
Measures	Those measures referred to in Appendix B which shall be deemed as such for the purposes of s.138D(2) of the 2000 Act.
Operator Objection Mechanism	As defined at The Enhanced Partnership Plans and Schemes (Objections) Regulations 2018
Qualifying Bus Service	<p>A registered local bus service with one or more stopping place within the geographical area of the Enhanced Partnership, with the exception of services stated in Section 2.3.4 of this document.</p> <p>For the avoidance of doubt, a list of Qualifying Bus Services will be published at the start of each the council financial year.</p> <p>In addition, any tendered service on which the tendering authority takes the revenue risk will not be subject to the Operator Objection mechanism, consistent with The Enhanced Partnership Plans and Schemes (Objections) Regulations 2018.</p>
Requirements	Those requirements placed on all Qualifying Bus Services other than where exemptions are agreed by the EP Board, identified in Appendix C which shall be deemed as such for the purposes of s.138C 2000 Act.
Stakeholder Reference Group (SRG)	<p>External group to support the EP Board by providing scrutiny and challenge to the delivery of the EP.</p> <p>The Stakeholder Reference Group is not a decision-making body. However, it can request for Facilities, Measures and Requirements for inclusion in the EP Scheme, subject to the agreement of the EP Board. It can also request items for discussion at</p>

EP Board meetings or updated subsequent to EP Board meetings, to be provided by Surrey County Council officers. Terms of Reference for this group can be found in Appendix D.
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2.2. EP Scheme Content

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

- Scope of the EP Scheme and commencement date
- Obligations on the Local Authorities
- Obligations on Bus Operators
- Governance Arrangements
- Arrangements for Reviewing, Varying or Revoking the EP Scheme

The EP Scheme has been developed by Surrey County Council in the administrative area of Surrey and those bus operators that provide local bus services in the EP Scheme area. It sets out obligations and requirements on both Surrey County Council and operators of local services in the administrative area of Surrey to achieve the intended improvements, with the aim of delivering the objectives of the associated EP Plan.

This is to deliver the aims and objectives as set out in the Bus Service Improvement Plan for Surrey.

2.3. Scope of the EP Scheme and Commencement Date

2.3.1. The EP Scheme Scope

The EP Scheme will support the improvement of all Qualifying Bus Services operating in the administrative area of Surrey County Council, as shown at Figure 1-1 of the EP Plan.

2.3.2. Commencement Date

The EP Scheme enters into force at the same time as the EP Plan on 2 May 2022.

2.3.3. Duration and Review

The EP Plan will last in perpetuity, until such time that legislation requires a change, or the EP is revoked by the EP Board, following the process set out in this document and as set out at Section 138O of the Transport Act 2000.

The EP Plan will be reviewed initially after the first year of commencement and then every three years.

The EP Scheme will be reviewed annually, with the Facilities, Measures and Requirements contained within it will be reviewed at least every six months.

2.3.4. Exempted Services

The following services are exempt from entering the EP Plan and Scheme:

- Any schools or works registered local bus service not eligible for Bus Service Operators Grant;
- Any cross-boundary registered local bus service with less than 10% of its route mileage within the Enhanced Partnership area except where the EP 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;
- Any services operated under section 22 of the 1985 Act; and
- Any registered local bus service that is an excursion or tour.

In addition, the EP Board may agree to exempt specific Qualifying Bus Services from any individual Requirements or exempt specific assets or infrastructure from Facilities or Measures that it agrees should be implemented.

2.4. Obligations on the Authority

2.4.1. Facilities

Existing Facilities maintained by Surrey County Council are shown at **Appendix A**. These consist of bus priority schemes; bus stations and interchanges; and bus stops.

Any change to the inventory of existing bus priority schemes or bus stations or interchanges outlined at Appendix A is subject to the approval of the EP Board under the voting mechanism defined at 2.6.3. In addition, any proposal to remove bus priority schemes or bus stations and interchanges or amend the scope of these is subject to there being no objections received from Operators of Qualifying Bus Services utilising those Facilities at the time the proposal is made (see Section 2.7.2 – variation).

Facilities that the Board have agreed should be made and which have received any consents necessary from Surrey County Council for implementation, but which have not yet been implemented, are shown at **Appendix A**.

The full list of Facilities proposed under the Surrey Bus Service Improvement Plan not included in either of the above appendices is shown at **Appendix A**.

2.4.2. Measures

Existing Measures provided by Surrey County Council are shown at **Appendix B**.

Measures that the EP Board have agreed should be made and which have received any consents necessary from Surrey County Council for implementation, but which have not yet been implemented, are shown at **Appendix B**.

The full list of Measures proposed under the Surrey Bus Service Improvement Plan not included in either of the above appendices is shown at **Appendix B**.

2.5. Obligations on Local Bus Operators

The existing Requirements on Operators in providing Qualifying Bus Services are shown at **Appendix C**.

Requirements on Operators that will apply at the making of this Scheme are shown at **Appendix C**. Further Requirements that may be agreed by the EP Board from time to time are also shown at **Appendix C**.

The full list of Requirements proposed under the Surrey Bus Service Improvement Plan but not included in either of the above appendices is shown at **Appendix C**.

Any Requirement has effect only in relation to so much of a Qualifying Bus Service as is provided in the area to which that Requirement relates.

If a Requirement applies to a Qualifying Bus Service, the operator of that service must comply with that Requirement.

2.6. Governance

2.6.1. Governance Arrangements

For decision-making purposes, and accountability for the success of the Enhanced Partnership, the partnership will be governed by the Enhanced Partnership Board (EP Board).

The EP Board will be supported by the Stakeholder Reference Group (SRG), who will provide independent challenge and scrutiny to the partnership.

- EP Board – established by the Enhanced Partnership with the mandate to take decisions using an Enhanced Partnership Scheme Variation mechanism (section 2.7.2) on issues put to them by the reference group, and other issues identified as being relevant to partnership delivery; and
- Stakeholder Reference Group – a forum for stakeholders relevant to the bus network that will monitor delivery and progress against targets that is able to propose Facilities, Measures and Requirements to the EP Board for their consideration.

2.6.2. Stakeholder Reference Group

2.6.2.1. Purpose

The Stakeholder Reference Group is created to provide opportunity to discuss issues of any kind affecting bus provision or operation in Surrey, consulting with the Group members to build consensus across stakeholders and to make recommendations to the EP Board for decision.

The Stakeholder Reference Group will play a role in the accountability for delivery against any Facility, Measure and / or Requirement agreed by the EP Board.

The Terms of Reference for the Stakeholder Reference Group are in Appendix D.

2.6.2.2. Membership

Stakeholder Reference Group representatives have been invited from, but not limited to:

- Any Qualifying Bus Service Operators;
- Community Transport Providers;
- All borough and district councils in Surrey;
- All Surrey Voluntary, Community and Faith Sector groups; and
- All existing Bus User Groups or any newly created user groups during the life of the EP.

2.6.2.3. Meeting Arrangements

Stakeholder Reference Group meetings will take place not less than twice per year, normally six weeks before each EP Board meeting. Meetings will be administered by officers from Surrey County Council, including, for example, arranging meetings, taking and circulating minutes.

The Chair of the Stakeholder Reference Group will be agreed by the group at the first meeting

Meeting length will vary according to agenda content but ordinarily expected to be one to two hours.

Any business for a Stakeholder Reference Group meeting must be submitted in writing (by post or email) in advance for inclusion on the agenda. Any request for inclusion of items on the agenda must include an explanation of how they fulfil the objectives set out in the EP Plan.

Agendas and meeting papers (including a copy of minutes and outcomes of decisions taken at the previous EP Board meeting) will be circulated by Surrey County Council no less than one week in advance of each meeting, and draft minutes circulated no more than two weeks after each meeting. Draft minutes will be approved at the next Stakeholder Reference Group meeting.

2.6.3. The Enhanced Partnership Board

2.6.3.1. Purpose

The EP Board is the decision-making body for the EP. It is accountable for the successful delivery of any agreed Facilities, Measure or Requirements to be implemented to meet the outcomes and targets as set out in the Surrey Bus Service Improvement Plan.

Further detail of the role of the EP Board in the Terms of Reference in Appendix D. The terms of reference will be formally agreed at the first meeting of the EP Board and then reviewed at the same time at the regular EP Scheme review periods as set out in this document.

The EP Board may constitute tasks to the EP Delivery Group as it may consider helpful from time to time to research particular matters of relevance and to develop business cases to the satisfaction of the EP Board members and a level of detail suitable for consideration by the EP Board. To facilitate this, the EP Delivery Group's membership will be constituted jointly with other local transport authorities, as circumstances require.

2.6.3.2. Decision Making

The scope of the EP Board's decision-making will be on those matters set out in the Bus Service Improvement Plan and the Enhanced Partnership Plan.

All decisions of the EP Board should be agreed by consensus among the members of the Board attending a regular or specially-convened meeting. Decisions of the EP Board will be made by way of a vote through a show of hands of those attending the meeting and entitled to vote.

Each member of the EB (including the Chair) will have one vote.

EP Board meetings will require a quorum of, in addition to the Chair, the two Large Operator representatives, a minimum of two Other Operators, one TfL representative and one Surrey County Council officer representative.

An Operator representative may, if necessary, arrange for an alternate or deputy from the same category to participate with voting rights.

Decisions will be passed by way of a unanimous vote in favour by members of the Board attending the meeting and entitled to vote. Abstentions will be noted as such but will not count against the vote and so if all other votes are in favour (no votes against) the decision will be passed.

If an EP Board member does not attend the meeting, or send a delegate, their vote will be viewed as an abstention so as not to unnecessarily delay the decision-making process and wider function of the EP Board.

Should an EP Board member not be able to attend a meeting or send a delegate, the Chair will accept comments, votes for, or against and abstentions in writing no later than two working days prior to the meeting.

If the members of the EP Board do not reach consensus, further discussions can take place during the Board meeting to determine a way forward, with a new vote then taken. If consensus still cannot be reached, the matter will be held over for further discussions away from the Board meeting, with the decision then brought back to a subsequent Board meeting (regular or specially convened).

It should be noted and understood that any agreement made by the EP Board for the delivery of any element of the EP Scheme, Appendices A to C, then becomes an obligation under this EP Plan.

However, with agreement, the EP Board may choose for a specific operator/s or geographical area to be exempted from the decision. This may be for a limited time or in perpetuity, depending on the circumstances and decision being made.

Certain decisions made by the EP Board may constitute Enhanced Partnership Scheme Variations pursuant to Section 2.7.2 hereof if the requirements therein are met.

The EP Board will agree proposals for the design and implementation of interventions in the form of Facilities, Measures and Requirements, drawing on the Surrey Bus Service Improvement Plan and receiving advice and proposals from the Stakeholder reference Group. It will be responsible for prioritising these interventions against available funding as required.

The below gives some examples of the scope of decision-making areas for the EP Board:

- Variation of the EP Plan, at the regular review periods set out in this document and in line the formal variation process under section 138K of the Transport Act 2000;
- The elements of the EP Scheme – Facilities, Measures and Requirements – to be implemented and when;
- Variation of the EP Scheme, at the regular review periods set out in this document and in line the formal variation process under section 138E of the Transport Act 2000 and where the change meets the criteria set out in sections 138K (4) and 138K (5) of the Transport Act 2000;
- Exemptions from decisions and obligations;
- Prioritisation and reprioritisation of elements within the EP Scheme; and
- New inclusions to the EP Scheme, as suggested by the county council, operators or the Stakeholder Reference Group, as per the review and variation arrangements set out in this document.

2.6.3.3. Membership

The EP Board is chaired by Surrey County Council's Cabinet Member for Transport & Infrastructure and has relevant transport officers from the county council as the Local Transport Authority, Qualifying Bus Service Operators and Transport for London.

Bus operator board membership is undertaken via a process of self-selection. However, the two larger operators, covering the majority of route mileage, will be automatically included. A minimum of two and a maximum of three other operators will be asked to be a representative, along with Transport for London.

Where there are more than three other operators expressing an interest in being a member of the EP Board, the names will be provided to the Confederation of Passenger Transport, as the representative trade body, to agree the representation on the board.

To ensure the EP Board is properly representative of all the operators covered by the EP, operator representation will be reviewed annual. Each year, operators will be asked to express an interest in joining or remaining on the EP Board. Should operators not already present on the EP Board express an interest they will be prioritised for membership for the coming year and, should it be necessary, current representatives asked to stand down from the EP Board.

Operator representatives will be acting on behalf of all Operators in that category, not on behalf of their own company alone. Representatives will be responsible for ensuring attendance at all EP Board meetings in that year, and ensure they have:

- Fully reviewed and understood all meeting papers in advance of attendance; and
- The required mandate from the Operators they represent, and that any Requirements are capable of being fulfilled by the Operators that they represent.

2.6.3.3.1. Other Representatives or Observers

With the agreement of the EP Board Chair, any other operators who are members of the EP Board and members of the Stakeholder Reference Group may request to observe an EP Board meeting.

They will be able to make comments and ask questions, at the discretion of the EP Board Chair, but will not have any entitlement to vote on decisions being made.

Observers, at the discretion of the EP Board, may be asked to sign a Confidentiality Agreement should any discussion, presentation or papers presented to the EP Board include information that is commercial in confidence.

2.6.3.4. Meeting Arrangements

EP Board meetings will take place a minimum of twice a year, at regular times and following a meeting of the Stakeholder Reference Group. There is provision for specially-convened meetings as agreed by the Board, required to take decisions which in the opinion of the Chair cannot be deferred to a scheduled meeting, provided that a quorum can be achieved.

Where specially-convened meetings need to occur, notice will be given to EP Board members which will normally be a minimum of two weeks in advance.

Meeting length will vary according to agenda content but ordinarily be one to two hours.

Meetings will be administered by officers from Surrey County Council, including, for example, arranging meetings, taking and circulating minutes.

2.7. Arrangements for the Reviewing, Varying or Revoking of the EP Scheme

2.7.1. Review of Enhanced Partnership Scheme

Once the EP Scheme is made, the Facilities, Measures and Requirements contained in Appendices A, B and C will be reviewed by the Stakeholder Reference Group at least every six months following publication of data on progress towards targets, as required by the BSIP. Surrey County Council will initiate each review. The EP Board will be required to consider this review and decide whether changes to Appendices A, B and C are appropriate in response, taking account of available funding.

The Terms of Reference, as stated in Appendix D, will be reviewed annually.

Stakeholder Reference Group members suggesting changes to elements of the EP Scheme should be put in writing to Surrey County Council, along with an explanation for the suggested change. The county council will then determine if the suggested changes should be scheduled as a discussion item at the next Stakeholder Reference Group meeting, taken to the next EP Board meeting or if a specially-convened meeting of either the Stakeholder Reference Group or EP Board is required to consider the suggested change/s.

2.7.2. Changes to the Enhanced Partnership Scheme Facilities, Measures and Requirements

Any changes to the Facilities, Measures or Requirements set out in Appendices A, B and C will be considered bespoke changes to the EP Scheme. Any Operator of Qualifying Local Services, Surrey County Council or member of the Stakeholder Reference Group may bring a proposal or proposals to the Stakeholder Reference Group where it or they will be considered. As described in Section 2.6.1 above, any proposal must be submitted in time for its inclusion in the Stakeholder Reference Group meeting agenda and must explain how it meets the objectives of the EP Plan.

If a simple majority of the Stakeholder Reference Group agree in favour, the EP Board will then consider the proposal or proposals having undertaken its own investigations and analysis and vote on the change proposed at its next meeting. The county council, as the administering body, will then amend the relevant Appendix or Appendices to this EP Scheme if the EP Board votes in favour (with no votes against) of the proposal or proposals.

Surrey County Council and the Operators acknowledge that the implementation of specific Facilities, Measures and Requirements may require separate agreements to be negotiated and agreed between relevant parties

and that any such Facilities, Measures and Requirements will be subject to the relevant parties entering into such agreements.

The EP Board will also consider when any such changes shall come into force, and / or the linking of the changes (for instance, any Operator Requirements to take effect only once any enabling Local Authority Facilities or Measures have been implemented, taking account of the lead time for service registrations should these be required).

As per section 2.4.1 above, any proposal to withdraw or reduce the scope of any bus priority scheme or named passenger interchange or bus station Facility requires the written approval of all Operators of Qualifying Services using that scheme at the time the proposal is made.

If the County Council consider the matter urgent then it may convene a special meeting of the Stakeholder Reference Group followed by a special meeting of the EP Board, giving at least 14 days' prior written notice for the meeting to all Stakeholder Reference Group and EP Board members and for the meeting of the EP Board to consider the proposed variation.

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

2.7.3. Other Changes to the Enhanced Partnership Scheme

Any other proposals (i.e. content other than Facilities, Measures and Requirements as set out in Appendices A to C) for changes to the EP Scheme will be considered under Section 138L of the Transport Act 2000. The proposer of a variation should demonstrate how this might contribute to achieving the objectives set out in the BSIP, EP Plan and Surrey County Council's current local transport policies. Any such proposals should be in writing and submitted to Surrey County Council's Transport Team (passenger.transport@surreycc.gov.uk).

Any Operator of Qualifying Local Services or Surrey County Council may bring a proposal or proposals to the SRG where it or they will be considered. If a simple majority of the Stakeholder Reference Group agree in favour, the EP Board will then consider the proposal or proposals and any accompanying evidence and vote on the change at its next meeting. If the proposal or proposals are approved by the EP Board, Surrey County Council will then follow the process set out in Section 138L of the Transport Act 2000 and The Enhanced Partnership Plans and Schemes (Objections) Regulations 2018 on behalf of the EP Board.

2.7.4. Revocation of the EP Scheme

Should Surrey County Council or any other member of the Stakeholder Reference Group believe that it is necessary to revoke the Plan or Scheme, then it must express this in writing to the Stakeholder Reference Group. The Stakeholder Reference Group will then consider and vote upon the proposal and submit it to the EP Board which will do the same.

Surrey County Council will take into consideration the votes of the Stakeholder Reference Group and EP Board in making its own decision whether to revoke the EP Plan or Scheme. It will then follow the process set out at Section 138O of the Transport Act 2000.

2.7.5. Postponement

Should it be necessary to postpone the implementation of any Facility, Measure or Requirement, Surrey County Council will follow the procedure at Section 138I of the Transport Act 2000. It must first use reasonable endeavours to seek the views of the SRG and the EP Board.

2.7.6. Data sharing and commercial confidence

At all times each member of the EP Board, as well as any other representatives or observers agreed to attend EP Board meetings, will respect data confidentiality and the EP Board will maintain processes to maintain and respect commercial confidentiality as required. Should any member believe there has been a breach of confidentiality, they should raise this with the Strategic Transport Manager of Surrey County Council.

The Stakeholder Reference Group will not be presented with data that already publicly available or is otherwise deemed not to be commercially sensitive.

3. Part 3 – APPENDICES

Appendix A: FACILITIES

3.1. Facilities – Existing

3.1.1. Bus Priority Schemes

There are currently 13 bus lanes in Surrey with camera enforcement operational on Woking High Street. Onslow Street and Woking Road bus lane enforcement cameras were introduced December 2021.

Surrey County Council has recently allocated £9 million of capital funding for further bus priority measures. This investment will be targeted at pinch-points on the highway that impede the free flow of buses, focussing on the routes to benefit from zero emission buses, for example the Redhill-Horley-Gatwick corridor. Bus priority feasibility studies have been completed across the Redhill/Reigate area including the A23 Redhill – Horley corridor, and the A25 Epsom Road, Guildford. Interventions identified in these studies are now being prioritised for detailed design and delivery.

3.1.2. Bus Stations

There are three bus stations within Surrey, the Friary Bus Station in Guildford, Staines Bus Station and Redhill Bus Station. Surrey County Council provides a local bus planning overview at each bus station to ensure effective operation of bus services and bus stand allocation. In addition, bus publicity is provided, and bus stop infrastructure is maintained at all three bus stations. The county council also manages the RTPI system and information displays at Redhill and Guildford bus stations.

The respective borough councils take responsibility for maintaining the fabric of the bus stations including cleaning.

3.1.3. Bus Stops

Including the bus stations, there are around 5,650 bus stops in the NaPTAN database (May 2021). Except for stops maintained by TfL, stop posts, flags and stands are maintained by the county council. Where present, shelters may be provided and / or maintained by the county council, borough or district council or local council (that is a Parish or Town Council), or through a commercial advertising bus shelter agreement with the boroughs/districts

3.1.4. Real Time Information

There are currently 400 roadside RTPI displays across the county with £1.4m allocated for the expansion of real time across the Surrey network.

3.1.5. Zero Emission Infrastructure

Nine zero emission full electric buses currently operate on the Guildford Park and Ride network, introduced in partnership with bus operator Stagecoach and supported by a DfT grant. Fuelling infrastructure is located Stagecoach's depot in Peasmarsh, Guildford.

Surrey County Council has also allocated £32.3m of capital funding to accelerate the introduction of more zero emission buses into Surrey between 2022 and 2024. The first approved scheme will see 34 hydrogen fuel cell buses introduced on the Metrobus network at a cost of £16.4m and funded by the council, supported by investment in bus priority measures and more real time information. This council investment complements a £10m investment being made by Metrobus, UK Government and the EU Jive 2 Project that combined is purchasing a further 20 HFC buses, plus fuelling infrastructure for use on the Fastway network of services operating in Surrey & Sussex.

In creating this investment, the objective is to accelerate the introduction of more zero emission buses, with complementary funding secured from local bus operators.

Two electric minibuses will start operation March 2022 to provide the Digital Demand Responsive Transport (DDRT) across Mole Valley. Charging infrastructure to support these vehicles is being delivered in partnership with Mole Valley District Council.

3.2. Facilities – Approved for Implementation by the EP Board

Any new Facilities or any changes to existing Facilities outlined in Section 3.3 below will be subject to appropriate funding, feasibility, and approval by the EP Board in accordance with the governance arrangements set out in this document.

3.3. Facilities for consideration subject to funding, feasibility and EP Board and Surrey County Council (where required) approval

Below is a general description of the Facilities currently identified for consideration. The details of these are intended to be developed by Surrey County Council and relevant Operators and other stakeholders through the Enhanced Partnership process. Each Facility will be subject to appropriate funding, feasibility, and approval by the EP Board in accordance with the governance arrangements set out in this document.

Make improvements to bus services and planning: Increase bus priority measures

- Improvements to bus priority including:

Table Y: Proposed bus priority schemes

Title of scheme	Detail on aspiration
East Surrey Bus Priority Programme with a focus on Redhill & Reigate	Junction improvements, bus lanes, intelligent bus priority at traffic signals, bus friendly traffic management; A23 from Gatwick - Horley - Redhill - Merstham; A217 Gatwick - Horley - Reigate; Services Fastway20/100/315/400/420/422/424/430/435/460
Guildford + Woking (incl. environs) Bus Priority Programme	Junction improvements, bus lanes, intelligent bus priority at traffic signals, bus friendly traffic management; A25 Epsom Road; town centre - University/Research Park corridor (SMC1); A320/A322/A323/A246/A247/A3100/A25/A31 corridors; all bus services to/through Guildford and Woking
Blackwater Valley Bus Priority Programme (Farnham - Ash - Frimley - Camberley)	Junction improvements, bus lanes, intelligent bus priority at traffic signals, bus friendly traffic management; Farnham - Ash - Frimley - Camberley corridors including roundabout improvement at A325 Frimley; improved public transport access to/from Frimley Park Hospital roundabout improvement at Frimley; services 1/2/3/4/5/11/17/18/19/34/35/194
Wider Elmbridge Bus Priority Programme	Junction improvements, bus lanes, intelligent bus priority at traffic signals, bus friendly traffic management; A244/A245/A307/A309/A317 bus corridors
North-West Surrey Bus Priority Programme including Access to Heathrow	Junction improvements, bus lanes, intelligent bus priority at traffic signals, bus friendly traffic management; A308 Sunbury Cross - Crooked Billet

- Expand camera enforcement of moving traffic offences
- Review bus stop layouts to improve operational efficiency and accessibility
- Review phasing of traffic signals
- Lobby for strategic infrastructure improvements. Support a new Heathrow Southern Access Tunnel
- Explore scope for new park and ride sites alongside rationalisation of parking provision
- 5 route reviews per year

Appendix B: MEASURES

3.4. Measures – Existing

Make improvements to bus services and planning: Increase bus priority measures

- Revised Bus Lane and Bus Lane Enforcement Policy (Feb 2020)

Make improvements to bus services and planning: Increase demand responsive services

- Recent Rural Mobility Fund grant of £0.6m and local contribution of £0.4m to fund DRT in the Mole Valley District.

Make improvements to bus services and planning: Increase zero emission vehicles

Surrey County Council has also allocated £32.3m of capital funding to accelerate the introduction of more zero emission buses into Surrey between 2022 and 2024. This is supported by a further £9m for bus priority measures and a further £1.4m for more real time passenger information. £6.3m has also been allocated to electrify the community transport fleet in the county.

The above will be delivered in partnership with bus operators, community transport operators and other partners.

3.5. Measures – Approved for Implementation by the EP Board

Any new Measures or any changes to existing Measures outlined in Section 3.6 below will be subject to appropriate funding, feasibility, and approval by the EP Board in accordance with the governance arrangements set out in this document.

3.6. Measures for consideration subject to funding, feasibility and EP Board and Surrey County Council (where required) approval

Below is a general description of the Measures currently identified for consideration. The details of these are intended to be developed by Surrey County Council and relevant Operators and other stakeholders through the Enhanced Partnership process. Each Measure will be subject to appropriate funding, feasibility, and approval by the EP Board in accordance with the governance arrangements set out in this document.

Make improvements to bus services and planning: Increase bus priority measures

- Increased enforcement powers for Moving Traffic Offences.
- Identify bus service delays on the network and investigate measures to reduce these.

Make improvements to bus services and planning: Increase demand responsive services

- Expansion of DRT services in certain areas, including Tandridge, Waverley, rural areas of Surrey Heath, Guildford and Reigate & Banstead
- Explore opportunities to improve connectivity to remote employment sites.
- Total transport consideration.

Make improvements to bus passenger experience: Invest in accessible and inclusive bus services

- New development to take appropriate account of the needs of all bus users.
- Develop a programme to make all bus stop infrastructure accessible

Make improvements to bus passenger experience: Protect personal safety of bus passengers

- Improving personal safety at bus stops. As well as what can be done to improve safety to/from bus stops
- Bus stop inventory survey.

Improvements to fares and ticketing: Integrate ticketing between operators and transport

- Work with Plusbus to expand the scheme offer in Surrey.
- Development of Mobility as a Service framework.

Improvements to passenger engagement: Passenger Charter

- Establish a Passenger Charter in consultation with operators and the Stakeholder Reference Group.

Other: Integration with Development and Land Use Planning

- Use the existing Public Transport Accessibility Model to evidence enhancing existing services
- Promote bus service provision as part of new developments, working with the Planning Authorities

Other: Mobility credits

- Explore the potential for mobility credits in Surrey.

Make improvements to bus services and planning: Integrate services with other transport modes

- Improve physical connections between bus and rail services.
- Develop mobility hubs.

Make improvements to bus passenger experience: Invest in accessible and inclusive bus services

- Identify and develop solutions to meet accessibility standards at bus stops.
- Provide step free access at interchange points at rail stations.

Make improvements to bus passenger experience: Protect personal safety of bus passengers

- Improve walking and cycling routes to bus stops.
- Accessibility and quality improvement at Guildford, Redhill and Staines bus stations.

Improvements to passenger engagement: Improve bus information

- Revise the processes for the provision of roadside information and standardise display cases where possible.
- Increase the number of real time information displays provided at bus stops.
- Improve the quality, consistency and timeliness of data from bus operators
- Devise a minimum specification for bus stops within the county - devise a hierarchy of specification for different locations/environments
- Review bus stop provision and maintenance.
- Integrate Urban Traffic Management Control (UTMC) and bus passenger real time systems to improve delay and disruption messaging.
- Surrey County Council to strengthen marketing and information capacity.
- Establish a dedicated customer service offer alongside Sussex County Council.
- Explore a 24/7 customer service centre.

Appendix C: REQUIREMENTS

3.7. Existing

3.7.1. Emissions Standards

TABLE – Emissions standards of and age of PSVs in Surrey (October 2021)

Standard	Number	Percentage (%)	Less than 3 yrs old	3 - 5 yrs	6 - 8 yrs	9 - 12 yrs	13 - 15 yrs	16 yrs +
Zero Emission Electric	16	2	16	0	0	0	0	0
Euro 6	349	49	69	171	53	49	5	2
Euro 5	176	25	9	8	79	38	42	0
Euro 4	102	14	0	0	2	49	46	5
Euro 3 & below	63	9	1	0	0	0	42	20

The County Council’s Cabinet has agreed a capital allocation of £32.3m for the purchase of zero emission vehicles. The first allocations of this funding will be used for Hydrogen Fuel Cell buses to be procured by the council and operated by Metrobus, alongside the purchase of Zero Emission Demand Responsive Vehicles for use in rural parts of the county. Other projects will follow in 2022 and 2023.

3.8. Other

Any local bus service operating will continue to operate at a similar frequency or better than that operated at the commencement of the Scheme, subject to commercial operation, or sufficient funding being available.

Commercial services or journeys can be reduced or withdrawn if the operator is able to demonstrate to the Council that (a) the need no longer exists; or (b) it is no longer commercially viable.

Operators will be proactive in looking to enhance frequencies of bus services operated. They will work with the Council to determine if this can be done commercially, or to determine what level of funding would be required to achieve this. If enhancements cannot be done commercially, enhancements will only be made if additional funding is available.

The Council will follow available procurement routes to improve service frequencies, including negotiation with bus operators regarding enhancements that can be operated commercially.

Council funding for supported bus services will not be reduced.

Data Requirements:

Operators will continue to submit monthly statistics to the Council for patronage, revenue and lost journey declarations.

Operators will submit information to the Council on the vehicles typically used on services operating within Surrey, including those otherwise exempt under section 2.3.4 of the Plan. This will include the age of the vehicles, emissions and types of fuel or power. Data will be provided as a snapshot within a defined time period specified by the Council and no more than twice a year.

Operators will submit all live data to BODS as required by the DfT, including those services otherwise exempt under section 2.3.4 of the Plan.

3.9. Requirements Approved for Implementation by the EP Board

Any new Requirements or any changes to existing Requirements outlined in Section 3.10 below will be subject to appropriate funding, feasibility, and approval by the EP Board in accordance with the governance arrangements set out in this document.

3.10. Requirements for consideration subject to funding, feasibility and EP Board and Surrey County Council (where required) approval

Below is a general description of the Requirements currently identified for consideration. The details of these are intended to be developed by Surrey County Council and relevant Operators and other stakeholders through the Enhanced Partnership process. Each Requirement will be subject to appropriate funding, feasibility, and approval by the EP Board in accordance with the governance arrangements set out in this document.

Make improvements to bus services and planning: Simplify services

- Operators to publicise other company's services on the same route
- Standardised timetable change dates (three times per year)
- Standardise Christmas & New Year level of operation across all operators

Make Improvements to Bus Services and Planning: More Frequent and Reliable Services

- Investment in the GOLD 1 and Route 100 BRT corridors

Make improvements to bus services and planning: Review service frequency

- Funding to be sought so that category 1 services will operate at least every 30 minutes, daytime, hourly evenings and Sundays
- Provide some enhancement funding for selected category 2 services for specific reasons
- Fund removal of duplicate services and to prevent over-provision where appropriate

Improvements to fares and ticketing: lower fares

- Operators will accept the proposed multi-operator ticket
- Implement a free travel for young carers
- Operators will provide limited free or discounted travel to people starting work from unemployment
- Introduce a reduced evening fare

Improvements to fares and ticketing: simplify fares

- Operators will offer an Under 20s or Under 25s half fare scheme
- Standardised discounts for groups

Make improvements to bus passenger experience: higher specification buses

- The Council will include options for improved engine emission standards in all future tenders
- The Council will support operators in upgrading fleets to reduce environmental impacts and meet our Climate change objectives, subject to available funding
- Mid-life bus refurbishment scheme
- In line with upcoming statutory requirements, all buses will need to provide next stop screens and announcements as standard

Make improvements to bus passenger experience: Invest in accessible and inclusive bus services

- Disability, autism and dementia awareness training for staff

Make improvements to bus passenger experience: Protect personal safety of bus passengers

- CCTV will be mandated on bus services

Improvements to passenger engagement: Passenger charter

- Operators in Surrey will agree to operate the passenger charter

Improvements to passenger engagement: Improve bus information

- Bus operators to ensure that RTPI data is up to date and 'live' to feed into the Real Time Information system
- Operators will work collaboratively to share service information on each other's apps and websites

Make improvements to bus services and planning: Integrate services with other transport modes

- Improved timetable alignment between bus and rail services

Make improvements to bus services and planning: Review socially necessary services

- Continue to provide socially essential services

Make improvements to bus passenger experience: Invest in decarbonisation

- Seek funding opportunities to deliver a migration to zero-emission bus fleet with associated infrastructure over the coming years
- Pursue funding to investigate the feasibility of different types of technology applied to the constraints at bus depots and the mileages being operated on bus routes in Surrey in order to establish the most cost-effective means of decarbonising the bus fleet

Other

- Seek the standardisation and expansion of data collection to ensure the performance of specific interventions and the overall performance of the EP. This includes:
 - agreeing the scope of data to be collected,
 - how the data will be collected, stored and treated (i.e. treated as shareable or commercially sensitive)
 - how data will be used to assess the performance of the partnership.

Appendix D: Terms of Reference

3.11. Stakeholder Reference Group (SRG)

External group to support the EP Board by providing scrutiny and challenge to the delivery of the EP.

The membership of the SRG is made up of representatives from groups set out in section 2.6.2.2.

Other than already stated in section 2.6.2, the Stakeholder Reference Group is created to:

- Provide opportunity to discuss issues of any kind affecting bus provision or operation in Surrey;
- Build consensus across stakeholders and to make recommendations to the EP Board for decision; and
- Provide challenge to the EP Board on priorities set by the board and performance of the EP.

SRG members can request, subject to agree by the EP Board:

- To be an observer at EP Board meetings, subject to any necessary confidentiality agreement;
- Items to be discussed by the EP Board; and
- To be represented, or nominate a representative, on the Delivery Group, where their presence and expertise will assist the Delivery Group in the task or tasks as set by the EP Board.

3.12. Enhanced Partnership Board

The Enhanced Partnership Board will provide strategic project direction and scrutiny on interventions within the Enhanced Partnership Plan as well as having oversight and direction of financial delivery and the monitoring and evaluation framework.

Other than already stated in section 2.6.3, the Enhanced Partnership Board will:

- Develop and continuously review a process to prioritise available funding to potential Facilities, Measures and Requirements;
- Liaise with equivalent governance bodies in neighbouring Enhanced Partnerships, on matters both of policy and direction and on specific cross-boundary issues;
- Develop and agree a forward plan for programming work for future years;
- Liaise with Surrey County Council regarding potential bids to external bodies for funding and ensure as far as possible that such bids reflect the priorities of the EP;
- Agree processes for monitoring performance of the EP, including reporting to the DfT;
- Champion the aspirations of the EP with local and regional stakeholders, national groups and Government; and
- Define the tasks, make up and deliverables of the EP Delivery Group.

3.13. Delivery Group

Made up of Surrey County Council officers and Operators, the Delivery Group:

- May be tasked by the EP Board to develop information, proposals or other materials to facilitate decision-making by the Board;
- Will provide the link between neighbouring authorities and operators where decisions made by the EP Board effect cross boundary services;
- Will provide updates to the EP Board on progress against decisions made, for instance:
 - the project, scheme and initiative progress
 - cost management and spend profiling
 - risk and issues management

Membership of the Delivery Group will vary depending on the requirements Facility, Measure or Requirement being implemented or the request for information or expert advice made by the EP Board.

END OF DOCUMENT