

Surrey County Council BSIP

Bus Service Improvement Plan for Surrey

Surrey County Council

October 2021



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Foreword

Councillor Matt Furniss
Cabinet Member for Transport and Infrastructure.



We are at a point where we have an exciting opportunity with our bus operators, bus users, partners and Government to improve public transport and get more people using buses in Surrey.

Buses provide residents with access to a wide range of key service, including employment, education, health care and essential shopping, with our contracted services supporting those provided commercially.

Putting buses at the heart of our new and emerging Surrey Transport Plan, the delivery of which is key to our Greener Futures Programme, is key to providing a realistic and attractive alternative to the private car. This will help us reduce the 46% of carbon emissions that come from all forms of transport in the county, forming part of our pathway to net zero carbon.

A ‘partnership approach’ has always been at the heart of what we do and we warmly welcome the ideas, energy and active participation from all our operators. Through shared priorities, and in many areas funding, we have a strong network to build back upon.

Government’s welcome new approach to buses is one that is overtly positive for bus service development, improvement and investment, the aim being to get more people travelling by bus post-Covid. It comes at a time of significant uncertainty for the bus industry, as post-Covid travel patterns are still emerging. That said, if we get this right:

- It will mitigate the national decline in bus patronage accelerated by Covid
- It will help support Surrey’s economic recovery
- It will create an opportunity to tackle carbon emissions by Building Back Better AND Greener.

I fully endorse our Surrey Bus Service Improvement Plan that includes:

- Faster, more reliable journeys
- Bus lanes and other priority measures on roads with frequent services
- Improved services in the evening and at weekends

- Multi-journey, multi-operator ticket schemes
- Contactless payment across all of Surrey
- Better information, including journey planning websites, apps, roadside and printed information
- Increased promotion of the bus network to non-users
- More real time passenger information
- The introduction of ultra-low and zero emission buses.

Our Bus Service Improvement Plan recognises that the core purpose of Bus Back Better is to increase patronage. Therefore, the members of the Enhanced Partnership, who will manage its delivery, will determine how and where best to focus our efforts so that we meet that core purpose. I say this as spreading investment and resources too thinly risks delivering too little, though focusing solely on fully commercial or high use bus services will not fulfil the aspiration of Bus Back Better.

Our Bus Service Improvement Plan will tie our work with key County Council strategies, including:

- Surrey’s Greener Future
- Our new Surrey Transport Plan (LTP4) - this contains a proposed hierarchy of modes and an ambition to shift journeys from the private car to other more sustainable modes, including buses
- Our 2030 Community Vision
- Our ambition for a carbon neutral county by 2050.

Our approach will build on previous and long-standing effective partnership working with all the operators, so that we can develop and deliver improvements in a collaborative way. Two elements are particularly exciting; this council’s £47m programme of investment in ultra-low / zero emission buses, alongside the development of our bus Passenger Charter, the latter ensuring that the needs of all residents are considered in terms of how bus services are provided and operated.

In summary, we are responding strongly, positively, and proactively to the challenge set by the Government in Bus Back Better. Like the Prime Minister, we at Surrey County Council are passionate about improving bus services for our residents and businesses, which we hope will help our residents love buses too.



1. An Overview for Surrey

1.1. Introduction and Surrey Context

This Bus Service Improvement Plan (BSIP) covers the county of Surrey as shown in Figure 1.1. below. The BSIP has been developed in collaboration and consultation with both bus operators and our neighbouring authorities shown in Figure 1.2 below. However, due to the size, unique natural and built environment and polycentric nature of Surrey, a dedicated BSIP covering our authority is considered the best option to improve bus services throughout Surrey.



Figure 1.1 Geographical area showing districts and boroughs of Surrey

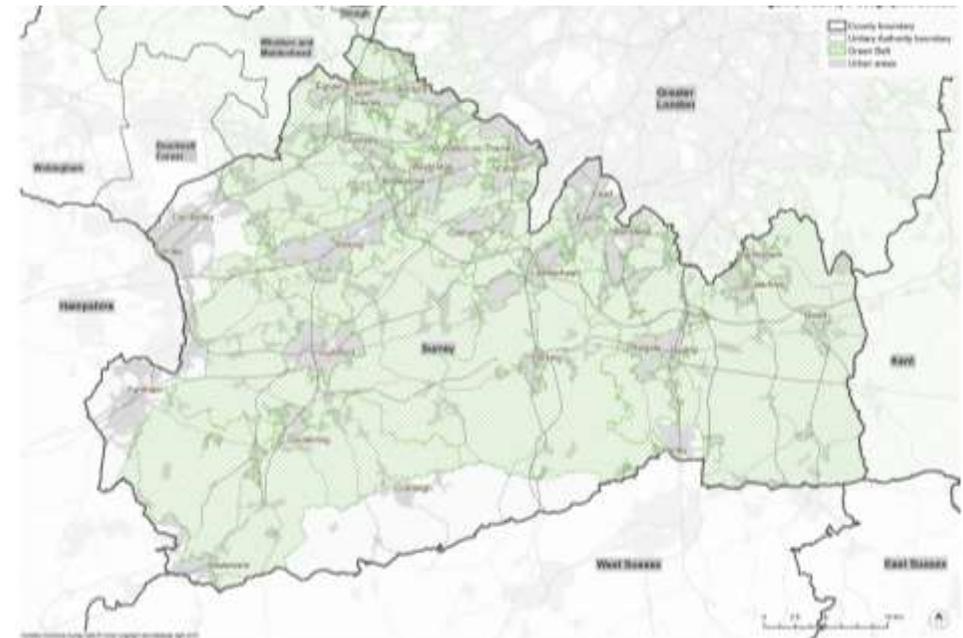


Figure 1.2 Surrey's neighbouring local authorities



As part of our 2050 Place Ambition, we have identified eight Strategic Opportunity Areas, selected for their potential to support long-term sustainable growth (Figure 1.3).

These areas will provide the focus for investment to support priority industrial sectors and improvements to transport and digital connectivity within Surrey and to other strategic economic areas and have therefore been considered throughout the development of our BSIP.

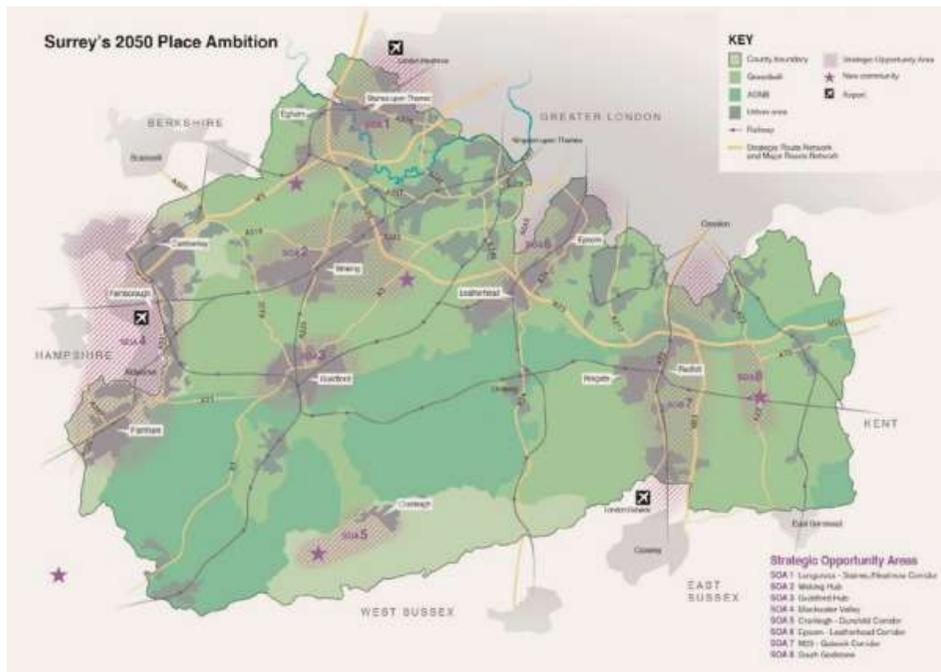


Figure 1.3 Surrey's Strategic Opportunity Areas, Source: Surrey's 2050 Place Ambition

1.2. Enhanced Partnership

As required by the National Bus Strategy (NBS) for England, Surrey County Council as the Local Transport Authority (LTA) will enter into an Enhanced Partnership (EP) with the bus operators providing commercial and contracted services in Surrey. The decision to adopt an Enhanced Partnership, instead of the alternative 'Franchising' option, reflects our history of collaborative working without bus operators to deliver the best possible outcomes for passengers.

The area shown and covered by the Surrey BSIP will be developed into an Enhanced Partnership Plan (EP Plan), with an associated Enhanced Partnership Scheme (EP Scheme). Within the EP Scheme we will be prioritising areas of focus for infrastructure investment as well as countywide interventions in other areas, such as fares and ticketing, information etc.

[Our notice of intent to form an EP is published on our website.](#)

1.3. Links to other strategies and policies





The BSIP will form the Bus Strategy of our recently developed transformational and highly ambitious fourth Local Transport Plan (LTP4). The BSIP will be integral to the success of our LTP4, with the availability of attractive, high quality, reliable, well planned and affordable bus services across Surrey playing a fundamental role in meeting each of our four LTP4 objectives.

Surrey Greener Futures is the title of the County Council's ambitious climate change plans.

With 46% of carbon emissions in Surrey coming from all forms of transport, we have a target to reduce transport sector emissions by 60% by 2035 against business-as-usual levels. To achieve this, we will deliver and promote integrated, accessible, affordable and reliable public transport and active travel (walking or cycling) across the County, thereby reducing journeys and improving local air quality for improved health and wellbeing of our residents.

It is critical that we work alongside residents, the business community and other key partners to ensure we can secure the required innovation, behaviour change and investment required to mitigate and adapt to climate change.

As public transport is an enabler of carbon reduction, encouraging people to make travel choices by sustainable transport modes, rather than private car use, by providing a high-quality bus network will play a key part of delivering the Surrey Greener Futures ambitions.

As part of the Greener Futures programme the County Council is working with all our large and small contractors and suppliers about carbon reductions in how they operate, including fleet, as well as how we can decarbonise the supply chains.

1.4. BSIP details and structure

The BSIP will be a live and evolving document. We will undertake and publish annual reviews of our BSIP, so that we may assess and review progress against targets and aspirations.

The BSIP is structured in line with the DfT guidance and contains the following sections:

- Section 1 – Overview
- Section 2 - Current bus offer to passengers
- Section 3 - Headline targets
- Section 4 – Delivery

- Section 5 – Reporting
- Section 6 – Overview table.

Appendices, including:

- Appendix A: BSIP Supporting Data Note
- Appendix B: BSIP Funding Spreadsheet.



2. Current bus offer to passengers

2.1. Current Bus Network Provision

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.

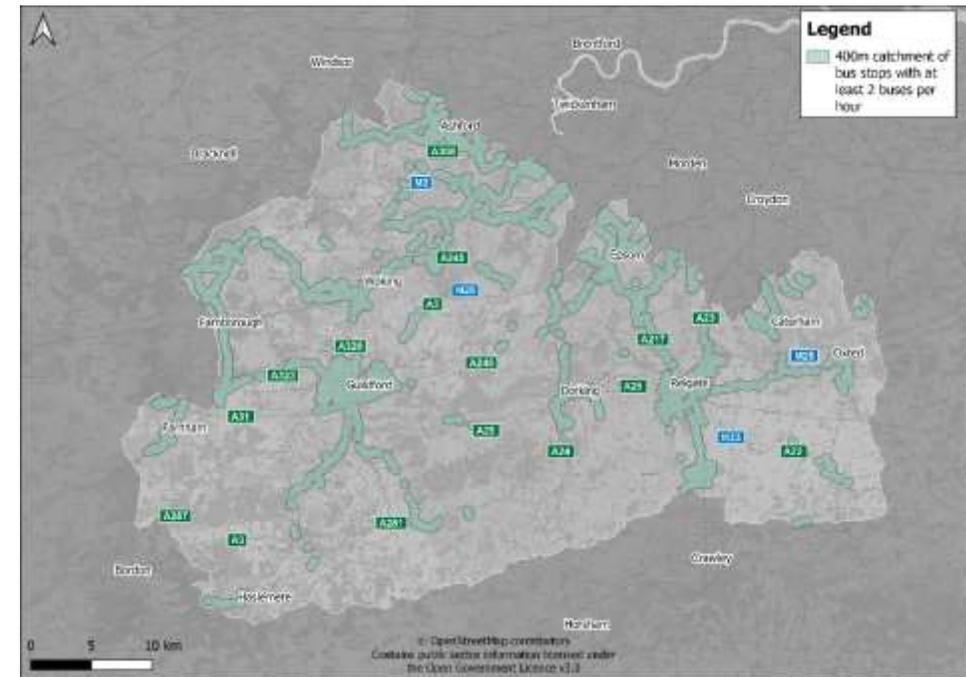
Within the county, there are currently:

- 23 bus operators running around 204 services, including approximately 50 'school special' services
- 7,000 bus stops
- 24 cross-boundary bus services to Greater London provided by Transport for London (TfL).

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.

Figure 2.1 shows the current catchment of bus stops in Surrey which have at least two buses per hour in the morning peak. This figure highlights the density of services in north Surrey and around areas such as Guildford and Reigate, but also outlines limited provision elsewhere, particularly in relation to east west inter-urban and rural services.

Figure 2.1 – 400m catchment of bus stops with at least 2 buses per hour



Within Surrey the main bus operators are Metrobus, Arriva and Stagecoach who together provide 37% of bus routes within the county. The geographical distribution of these operators does however vary, with Arriva and Stagecoach operating most of their services within the Woking, Guildford and Waverley boroughs, whilst Metrobus operations are focused within Reigate and Banstead Borough and Tandridge district. In north Surrey and in Mole Valley District, the operator mix is more varied.

A challenge exists in that Arriva have announced that they will withdraw from Surrey in December 2021, potentially disrupting service delivery.

As a result of the diversity of operators in Surrey, there are varying bus fare products on offer, particularly in areas such as Guildford and Redhill/Reigate where multiple operators' services overlap.



Transport for London also provide 24 services within the county providing connectivity into the Greater London area. These include high frequency services such as route 235 from Brentford to Sunbury-on-Thames, along with some services that extend far into Surrey, such as the 465 service from Kingston to Dorking. As a council, we have limited influence over the provision of TfL services.

The remaining operators within the county are mainly Small and Medium Enterprises (SMEs), including small family-run business. There are three Community Transport providers running registered services under Section 22 regulations.

Service planning by the large operators within Surrey is undertaken by regional offices, with close liaison with the council and with a good understanding of local travel requirements. Of the current services (excluding 'School Specials') within the county, approximately 30% of bus services are provided on a wholly commercial basis, whereas the remainder are supported financially to some degree by Surrey County Council or are operated by TfL.

There is regular, frequent liaison between the council and all operators, with an excellent mutually beneficial relationship and trust developed over a long period of time. This has meant that many issues can be resolved promptly, cost effectively and amicably.

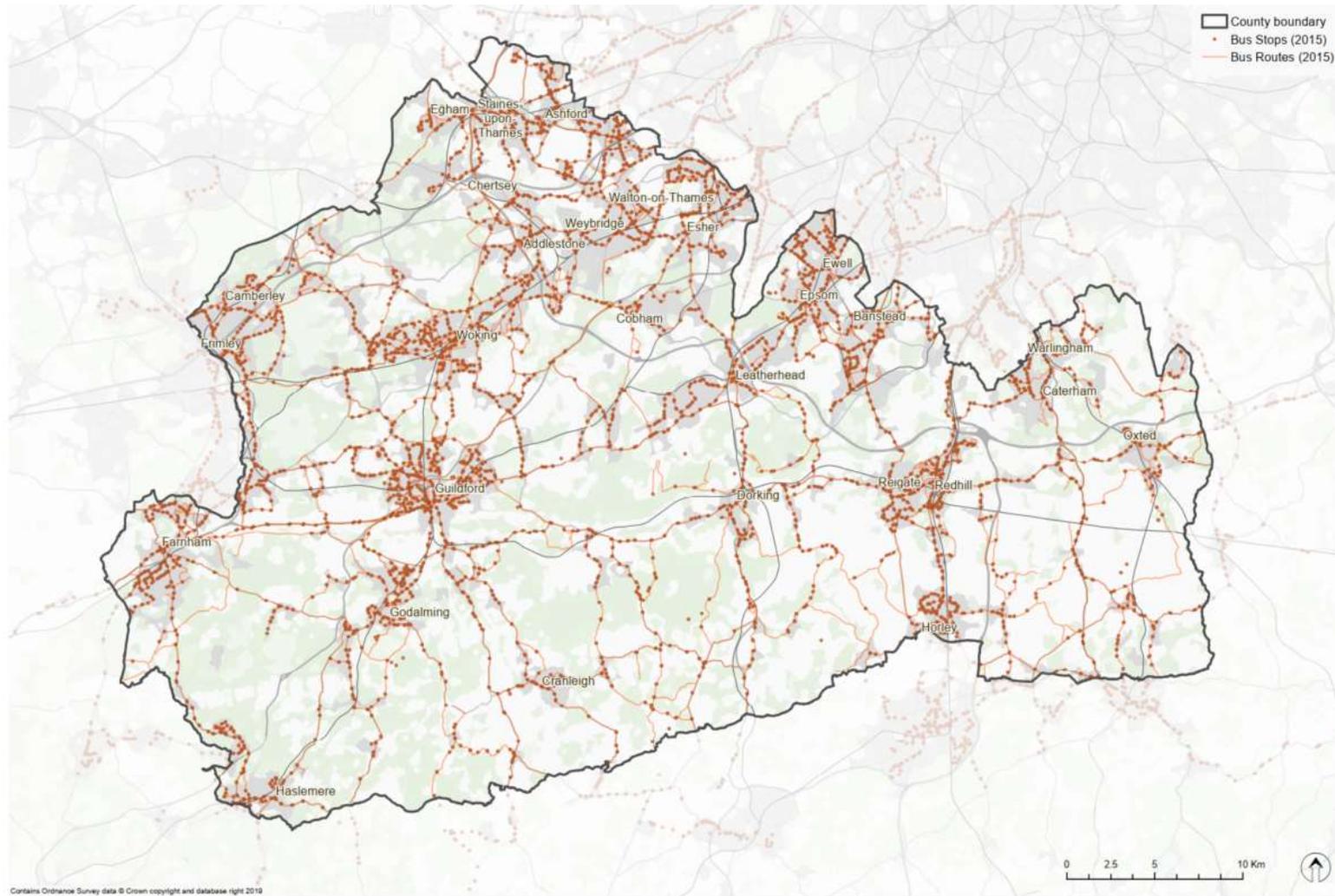
The current bus network in Surrey is shown in Figure 2.2, with a summary of services provided by operators detailed in Table 2.1. Error! Reference source not found. **Table 2.1 - Summary of bus provision in Surrey - excluding 'School Specials'**

Operator	Number of services	Approx. percentage of Surrey total (%)
Stagecoach	32	21
Arriva	13	8
Metrobus	14	8
Other including TfL	95	63

Within Surrey, the number of bus kilometres operated within the county has reduced since the baseline year of 2013/14 to around 80% of this value in 2018/19. The majority of this decline occurred between 2014/15 and 2016/17 with the number of kilometres stabilising beyond this point. A small reduction in kilometres operated in 2019/20 represents the impact of the Covid19 pandemic. This decline in bus kilometres represents a reduced diversity and frequency of routes offered within the county; it is hoped that our BSIP will reverse this trend and will support the efforts to rebuild our bus network back better.



Figure 2.2 - Surrey's Bus Network Map





2.1.1. Key Locations

Some key areas for bus provision and associated route maps excerpts have been provided below. These are:

- Guildford
- Redhill & Reigate
- Horley
- Camberley & Frimley

Note – the county council website has [the full versions of the maps shown in the pictures below](#). They are reflective of the pre-Covid network. Maps are currently being updated to reflect changes to the network made during and post the pandemic.

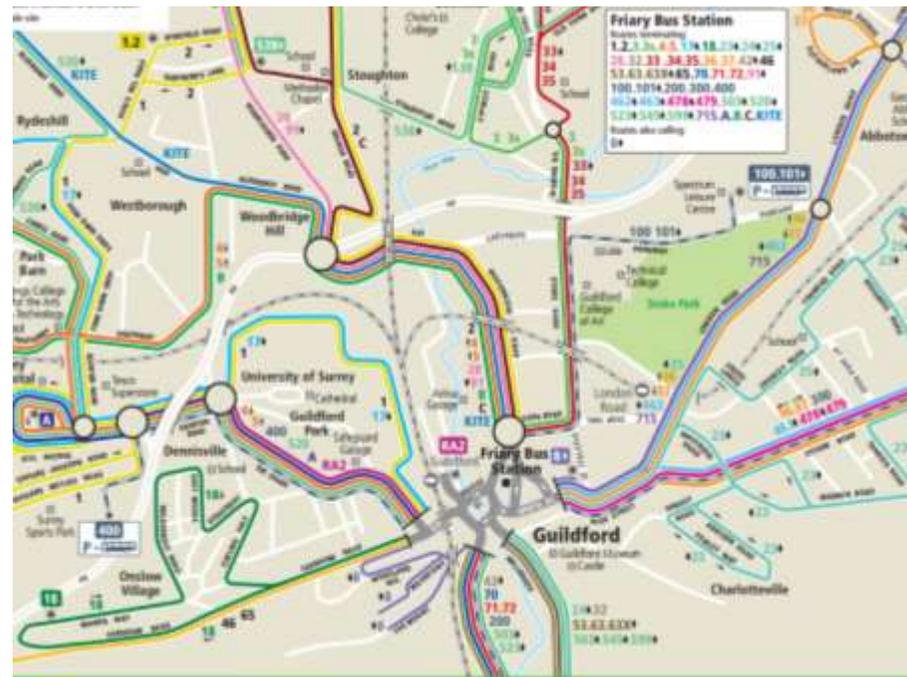


Figure 2.3 - Guildford Bus Network

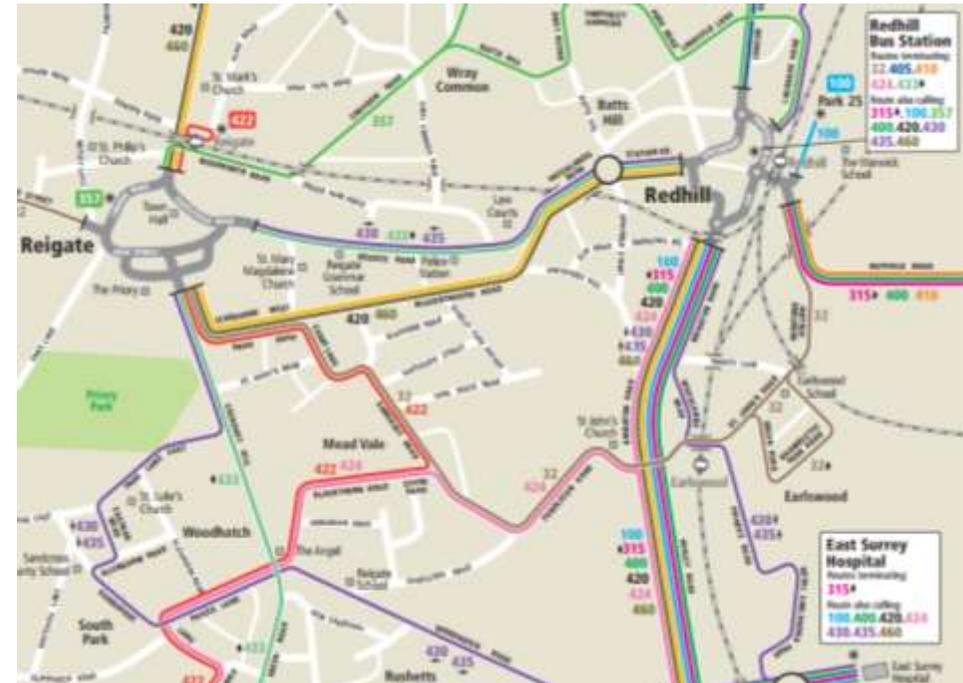


Figure 2.4 – Redhill & Reigate Bus Network

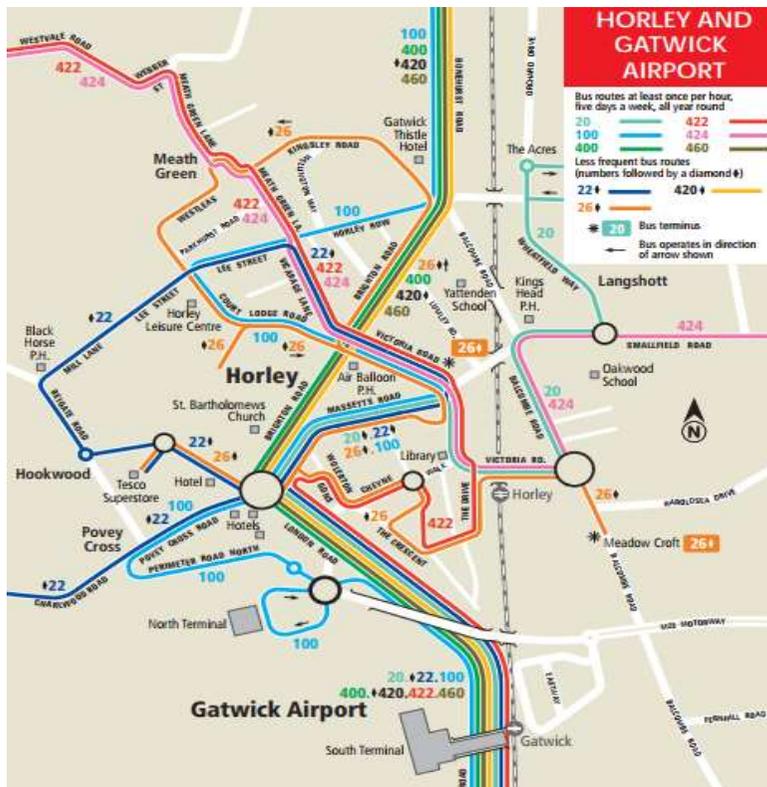


Figure 2.5 - Horley Bus Network

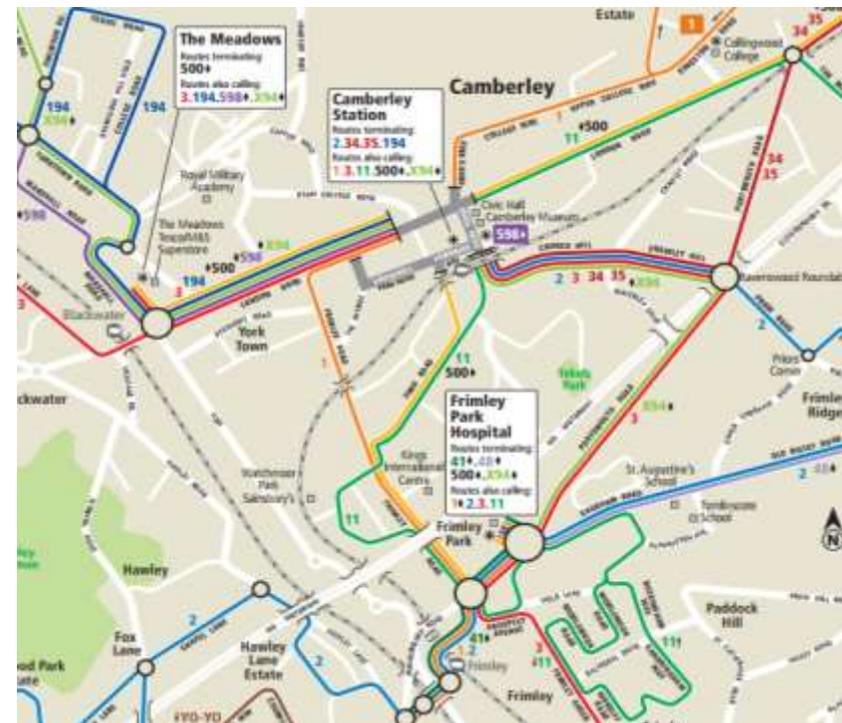


Figure 2.6 - Camberley & Frimley Bus Network

2.1.2. Surrey Support for bus provision

There is strong commercial provision of bus services in Surrey, with 3 in every 4 passenger journeys made on these routes. However, as a council we support around 70% of the bus services to varying degrees, with a full year projected gross expenditure of just over £11 million in 2021/22. This is delivered by our team in bus service planning, contract administration and operations which consists of seven members of staff led by a Local Bus Service Manager and a Senior Transport Officer. In addition, there is a Public Transport Projects team, which deals with infrastructure improvements, capital projects, bus priority measures, liaison regarding new developer-related enhancements and Real Time



Information as well as administering the Surrey element of the English National Concessionary Travel Scheme (ENCTS) and other concessionary fare schemes. This key and proactive involvement in the current network gives us a unique opportunity and insight into bus operations in Surrey, alongside a small but cohesive team to deliver our BSIP ambitions.

As part of developing the BSIP, we have considered the relative strategic importance of both commercial and supported bus routes and defined this through a route hierarchy. Whilst each bus route is important to each resident using it, the route hierarchy has allocated routes to categories, along with routes operating to help children access schools and colleges, the 'School Specials'. This route hierarchy classification will inform decisions for selected service frequency enhancements on key services. It will also include consideration of expanding evening and weekend provision.

Therefore, the Surrey supported bus network has been categorised within this hierarchy:

Category 1: Services funded wholly or partly by Surrey County Council (SCC), which form a large part (along with many non-supported services) of the inter-urban, strategic or 'core building blocks' of the route network. They include services to major employment centres, retail destinations, principal health care facilities and international airports. They carry more passengers than services in other supported categories and are those more likely to be sustained or improved by partnership interventions and Council or supplier capital investment. Introduction of new buses, including zero emission, should be directed towards category 1 services, with an aspiration for services to run at least every 30 minutes, if not more frequently, Mondays to Saturdays and every 60 minutes between 19:00 and 23:00 and on Sundays.

Category 2: Supported services of less relative strategic importance compared to those in category 1, yet still extremely important to those communities where they form the entire bus service offer, with no alternatives available. In general, services in this category operate every 60, 90 or 120 minutes, depending on local circumstances and travel needs. They include 'local' services that form the only link between some residential areas (away from category 1 bus routes) and town centres. Category 2 also includes a portfolio of publicly available registered 'School Special' services. These are tailored to suit the needs of students travelling to specific schools and colleges and run at times or from places where the all-day network does not provide a journey. They are also used to increase capacity on popular home-to-school travel corridors.

Category 3: Off peak supported services at low frequency, with many only running on certain days of the week. These are provided mainly for shopping trips. Most passengers are ENCTS passholders. Some of these services get closer to residential areas than the main network, and some provide unique links or even the only bus service in a particular small or rural community or urban residential enclave where smaller vehicles are needed. A significant proportion of the clientele may well find it challenging to walk even a relatively short distance to a main network service, due to age or infirmity. These services are relatively inexpensive to procure, with overall costs marginal.

Our financial support per category is shown below in Table 2.2.

Table 2.2 - Summary of SCC Bus Services Support by Category

Category	SCC Support (Gross Cost Per Annum as of Sept 2021)
Category 1	£6,689,125
Category 2	£3,624,920
Category 3	£867,452
Total	£11,181,497

Previous partnership success: The Blackwater Valley area is also a key operating corridor that covers the areas between Aldershot, Farnborough and Camberley, encompassing both Hampshire and Surrey County Councils. We have developed a successful Quality Bus Partnership (QBP) for this corridor, which has improved public transport provision across the Blackwater Valley area and enhanced connectivity to key step-up and growth towns within both Surrey and neighbouring Hampshire.

Through the QBP to date, we have achieved effective partnership working and communication channels between the Local Authorities and bus operators that can be further used to best deliver through this process for residents and businesses in this area of Surrey and Hampshire.



2.1.3. Bus Fleet

Bus operators in Surrey periodically upgrade their fleets to ensure they are attractive to existing and potential users and remain economic to operate and maintain. We have worked with operators to understand their needs and aspirations to inform the future bus fleet requirements, accounting for the diversity of routes, infrastructure and geography within the county which influences the appropriateness of differing bus fleets.

There is substantial scope to improve emissions standards across the county. Within Surrey there are currently 706 bus vehicles registered as operating, inclusive of those operated by TfL, with 49% of all vehicles operating at Euro 6 emissions standards and 2% of vehicles being zero emission electric vehicles. At this point in time 23% of vehicles are still Euro 4 standard or below. When we exclude TfL vehicles from those operating in Surrey the percentage of Euro 6 compliance drops to just 32% with a further 32% of vehicles at or below Euro 4 standards. These percentages demonstrate that there is enormous potential for us to improve emissions standards on vehicles operating throughout Surrey.

Within the county there is also potential to continue expanding the range of onboard facilities offered both for passenger safety and comfort. At present 91% of buses have onboard CCTV. Wi-Fi and charging facilities are available on only 36% and 19% of services respectively. Notwithstanding this, a high proportion of buses (64%) currently have next stop announcements as well as 41% of buses featuring live information boards to provide passengers with route information. This is a strong starting basis and the county benefits from the requirement for these facilities to be offered on TfL services which cross into Surrey.

The council has a proven record of working with bus operators to identify opportunities where the bus fleet can be improved. For example, In August 2017, we worked collaboratively alongside Stagecoach in producing a successful bid to unlock £1.74 million of investment from the Department for Transport (DfT) to introduce nine electric buses on the park and ride service in Guildford. These new buses came into service in January 2019. The funding award had the additional benefit of boosting the local economy as the fleet was built by a local company, Alexander Dennis.

We are therefore committed, alongside our operators, to improve both the passenger comfort and environmental credentials of the bus fleet within Surrey. This is reflected in the council's recent commitment to invest £32.5 million in

electric and hydrogen fuel cell buses and £6.5 million to provide electric minibuses for our community transport operators and other partners.

Overall, there is currently a diverse range of vehicles in operation within Surrey, with variation in the emissions standards and onboard facilities offered by each. An opportunity therefore exists within the BSIP to improve both the environmental credentials and passenger experience offered onboard, potentially in line with asset renewal.



2.1.4. Bus Fares and Ticketing

Bus fares can vary substantially across Surrey, which is to be expected due to the size of the authority and the diversity of the operators within it. Cash single and return fares vary by operator and by operator sub-area, while different operators have a range of differing ticketing products. These complications of fares and overlapping fare zones produce difficulties in providing clear and comprehensive fares information to users and potential customers.

Within Surrey the use of fare zones varies by operator: for example, Arriva and Stagecoach have differing fare zones in both Woking and Guildford, whilst Metrobus employ similar fare zones covering Reigate, Epsom and Horsham. There is currently variability in fares within these zones, for example, a day ticket on Arriva services is currently £0.70 greater than an equivalent ticket offered on Stagecoach services.

Regarding journeys between towns, the current countywide ticketing offer can be seen as confusing and expensive, with each operator having differing areas covered by their respective tickets and variable pricing generally in the £7 - £9 range for a day ticket. The BSIP will aim to simplify tickets for such journeys.

When considering fares for young people, reduced fares apply to up to a person's 16th birthday and only a limited range of season ticket products are available to students with each operator (TfL services being the major exception). This immediate transition to higher fares is potentially a barrier to retaining young people as bus customers.



There is currently no countywide multi-operator ticket. However, the Acorn Ticket introduced by the County Council is available to customers within northern areas of Surrey. This ticket covers most services in the boroughs of Elmbridge, Runnymede and Spelthorne as well as parts of Woking. The Acorn product is currently sold on the bus and offers both day and weekly tickets to be used on participating operators' buses.

A complexity with the Acorn ticket is the interface with TfL services. As TfL do not participate within this scheme, the ticket is unavailable on a high proportion of services running into northern Surrey. Without a countywide multi-operator ticket, customers on routes with multiple operators must choose between bus operators or pay both operators separately, which can cause either a time or financial inconvenience for the customer.

Overall, 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 Surrey, but can be expensive for longer journeys, with the complexity of ticketing potentially a barrier to patronage and bus usage. The BSIP will therefore look to simplify the fare structure within the county.

However, there has been good progress towards contactless payments across the bus network, with Metrobus trialling Tap-On Tap-Off payments. This shows the direction with want to move with ticketing as part of the Enhanced Partnership.

2.1.5. 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. This information is shown to be valued by regular bus users with the web pages some of the most frequently visited on the website.

The County Council has a mature Real Time Passenger Information system with more than 400 on-street displays and 20 multi-media displays in town centres, bus stations and hospitals. We propose to further expand this RTPI system to provide more on-street information and secure 100% bus service coverage (currently 95%). Quality of bus stop infrastructure within Surrey is, however, variable, particularly away from the principal network in certain rural areas. This

infrastructure is kept in good order, with Surrey's bus stop signage being considered high quality compared to many other provincial areas in England. We currently provide timetables at bus stops across the county, except those managed by TfL. These timetables are kept up to date by County Council staff, with new versions being in place before a timetable change occurs. The provision of bus shelters within Surrey is a mix of responsibilities. Many are Borough or District council responsibility, provided and maintained through area-wide contracts. Provision and quality can be variable, with contracts funded by advertising revenue and at no cost to the local council, but with limited influence by the latter on where they are sited. Other bus shelters are provided and are the responsibility of the County Council, whilst in the parts of Surrey with Parish or Town Councils, bus shelters can be provided by this third tier of local government.

The BSIP will look to widen availability of information and improve provision across the county.

2.1.6. Bus Priority Measures

We know that congestion on our highway network can contribute to delays and longer journeys than would be expected, particularly within key towns. Moreover, the number one ask from residents is to ensure the bus turns up when it is supposed to. In responding to this, we have implemented a number of successful bus prioritisation measures across the county, from bus lanes, to traffic signal enhancements, bus gates, to parking controls and junction modifications.

A recent commitment has been made to allocate £9 million of Surrey County Council funding for further priority schemes. Using bus operator feedback and data from our real time passenger information system we have been able to identify problem areas and have developed an ambitious programme of bus priority schemes to ensure the bus network can operate reliably and consistently.

We will review additional options as we develop our BSIP, recognising the need to coordinate carefully with plans for walking and cycling priority.

2.1.7. Demographics

Surrey is an affluent county which consists of 22 towns, with the highest population densities seen in the north of the county. Epsom, Guildford, Woking and Reigate/Redhill are also large population centres situated in more central parts of the county.



Within Surrey the average level of economic inactivity is 26%, which is lower than the average level of 30% observed in England and Wales. Economic inactivity is however not equally distributed across space, with lower levels of economic inactivity seen in the north of the authority, particularly around the M25 motorway. Conversely, the highest levels of economic inactivity are located in the south and the east of the county in areas where bus services are less frequent.

When considering the Index of Multiple Deprivation (IMD) income domain, 50% of areas within the county are classified in the least income deprived grouping nationally, with less than 1% of areas falling in the most income deprived grouping. As with the general trend, the highest levels of income deprivation are seen within the built-up areas, with lower levels seen in more rural areas, particularly in the west of Surrey.

Regarding age distribution within the population, Surrey currently has a high proportion of people over the age of 60 with this expected to increase by 24% from now by 2025. Conversely, the proportion of under 19s within the county is expected to fall by 5% in the same time period. These changing demographics at each end of the population structure will impact the demand for differing types of bus services, with the network needing to adjust to meet the demands of the changing demographics of the population.

Car ownership in Surrey is 86% compared to the national average of 73% and continues to rise. The proportion of young people that hold driving licences in the UK is declining, for 16-19 year olds this has dropped from 48% to 31% and for 20-29 year olds 75% to 66%, in 2016. On the other hand, those 40-69 years old have consistently maintained the level of driving licences at 80%. It is unclear whether this is due to changes of behaviour other factors such as later car ownership.

There are 687,000 cars available to Surrey households, with 13% of households having no car available to them whilst 46% have 2 or more cars (see Figure 2.7). Surrey Heath has the highest car ownership levels in Surrey with 1.68 cars per household and only 10% of households with no car, while 56% have 2 or more. On the other hand, Epsom and Ewell have the lowest number of cars per household at 1.4 (see Figure 2.8) and the lowest proportion of households with 2 or more cars at 41%.

There is therefore, both a challenge and opportunity in Surrey to increase bus patronage. Firstly, an opportunity exists to capture and cater for the growing number of young people who do not have a driving licence and are therefore

dependent on public transport or others for transport to opportunities. However, a challenge arises with the lack of clustering of young people, who are more likely to use buses, meaning that providing viable and attractive bus services is difficult. Due to high levels of car ownership in the county, there may be greater difficulty in fostering this modal shift than in other local authorities.

Overall, despite being a county of low levels of deprivation, Surrey still has variable needs for public transport across the districts, particularly in relation to providing connectivity between towns and facilitating socially necessary journeys to facilities such as healthcare facilities and town centres, particularly for the growing elderly population. The demographic profile also suggests there are many workers within the county, with the census analysis suggesting most of these remain within the district within they live. Therefore, there is some scope for the bus service offering to capture journeys within this demographic by fostering modal shift from private vehicles.

Figure 2.7 - Car availability 2011 - households (Source: Surrey-i)

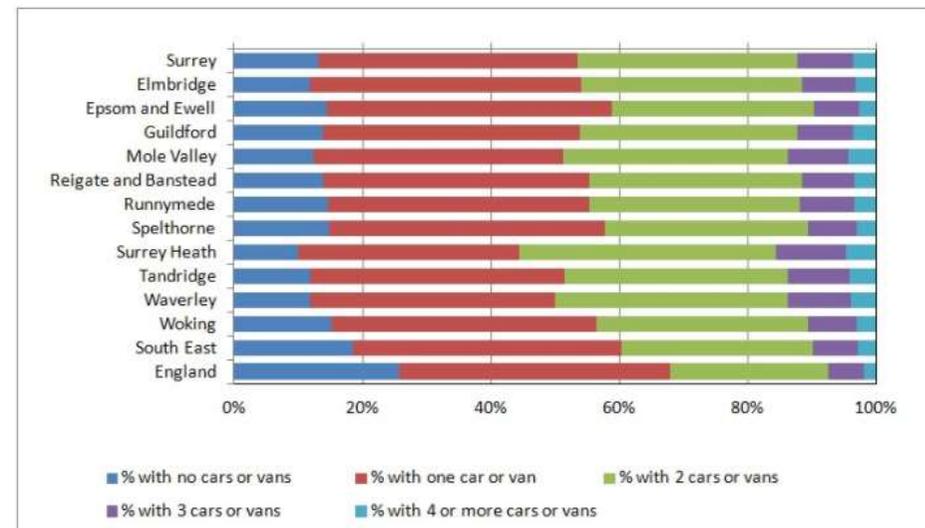
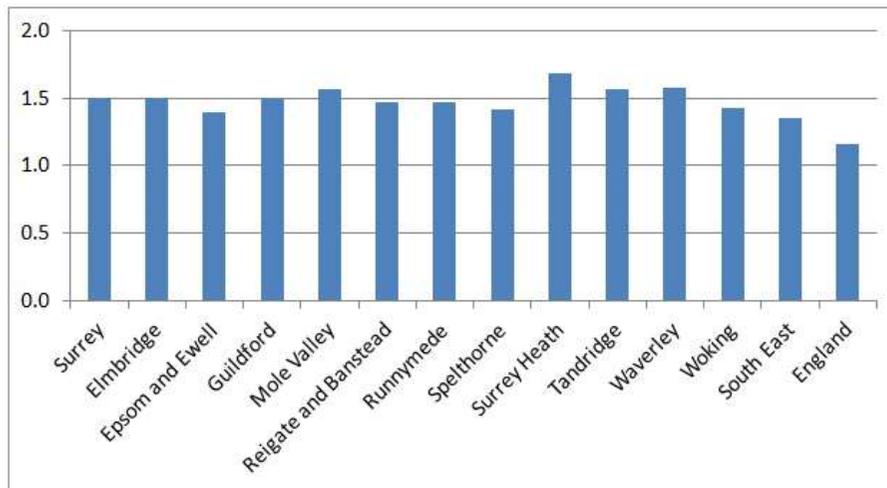




Figure 2.8 - Average number of cars per household, 2011 (Source: Surrey-i)



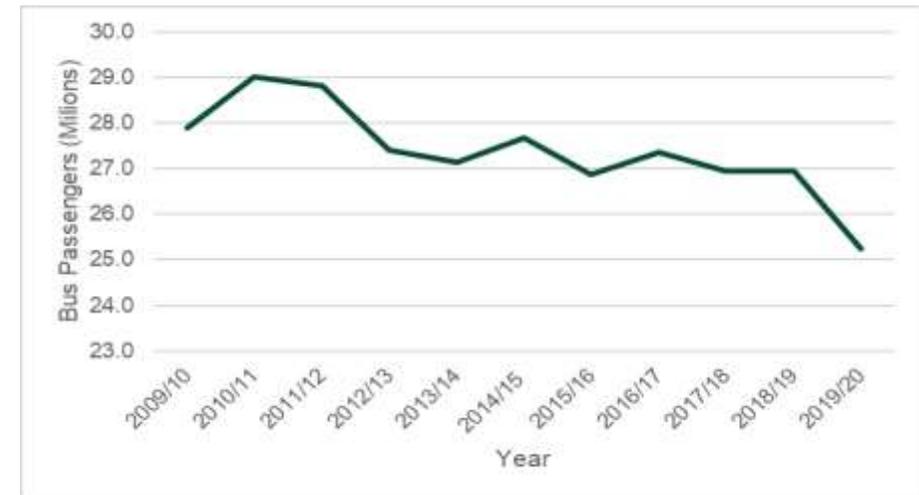
2.1.8. Bus Patronage

Bus patronage within Surrey, like elsewhere across the country, has declined within the previous 10 years, with a reduction in passenger numbers by 1 million (-3%) between 2009/10 and 2018/19 (Figure 2.9).

2019/20 represents 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. As such, a challenge exists to rebuild confidence in the bus network and encourage customers to return to the bus.

When considering bus ridership alongside levels of car ownership, the bus trip-rate within Surrey is slightly higher than would be predicted against the national average (see Appendix A).

Figure 2.9 - Bus patronage in Surrey (Source: DfT Bus Stats (BUS0109))



Within Surrey only 3% of commuters travel by bus to work, although census analysis (shown in Appendix A) suggests that the majority of workers within Surrey remain within their districts, highlighting scope for an increase in bus patronage on local journeys. This is particularly applicable for 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 in areas such as Guildford.

Of the current bus passengers using the bus network in the county, 22% of these journeys are concessionary passengers which is slightly higher than the national average, although similar to the average for the South East of England, yet slightly lower than comparable authorities.

The measures proposed in our BSIP and the subsequent Enhanced Partnership will facilitate a growth in confidence and bus usage in Surrey, aiming to reverse the trend of continual patronage decline and encourage a more diverse range of bus passengers.



2.1.9. Factors affecting network performance

2.1.9.1. Aftereffects of the pandemic

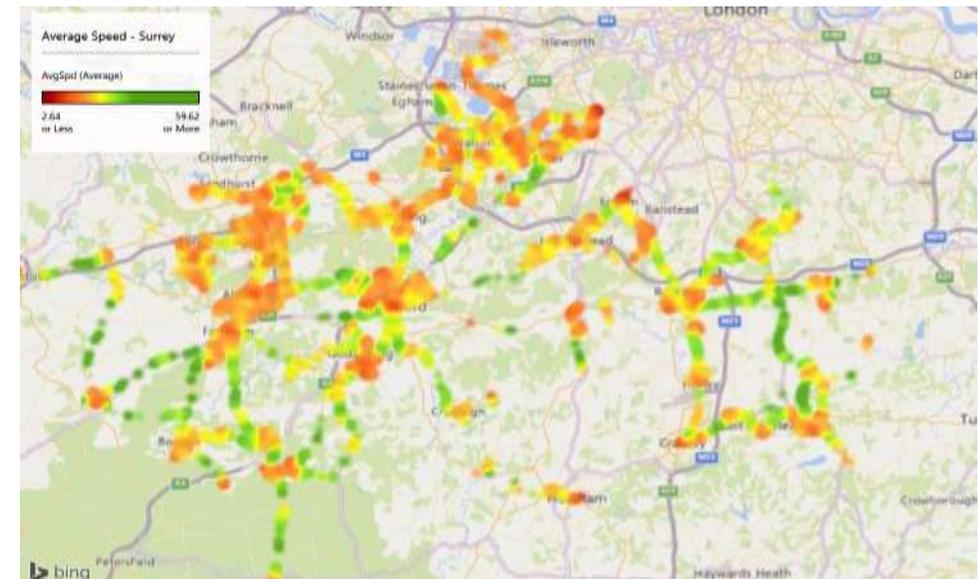
The pandemic had a major impact on bus services at a national scale. The scale of the impact is unprecedented and still being felt by operators. Analysis of September 2021 patronage data for the three largest operators in Surrey shows patronage at only 63% of the patronage in September 2019. There are multiple factors influencing passenger behaviour including a move to flexible working and a general reservation from some people to use public transport. Recovering from the pandemic is going to be a priority for the EP and to build sustainable passenger growth above 2019 levels.

2.1.9.2. Congestion

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. As seen in the heat mapping from our Real Time Information system (Figure 2.10), there are currently congestion issues on links within five of the larger towns such as Guildford and Redhill/Reigate. Congestion can reduce the reliability of the bus service and increase journey times. An example is the 53 service into Guildford from Bramley, where a timetabled journey is 3 minutes (or 23%) longer during the morning peak compared to the off peak.

Our BSIP will aim to reduce the impact of highways congestion on buses, alongside modal shift facilitating reduced congestion.

Figure 2.10 – Real Time Information Countywide Heat Map



2.1.9.3. Transport for London Services

As previously discussed, TfL provide 24 cross-boundary bus services from Greater London into Surrey. Surrey County Council has limited influence over TfL services within the county, with the fare offer set by the Mayor of London. As such this presents a challenge in ensuring ticketing products within Surrey are equitably priced, as TfL single journeys are often much cheaper than the equivalent on services operating in Surrey. This is even more so apparent with the child ticketing product, where young people under the age of 16 can travel for free on TfL services if they hold a Zip Oyster Card.

An opportunity therefore exists within the BSIP to improve the competitiveness of Surrey's bus offering in the north of the county and to work alongside TfL to achieve this.



2.1.9.4. Surrey geography

As stated in our LTP4, Surrey has a unique natural and built environment, including rural, heritage, and agricultural landscapes, as well as urban areas such as Guildford, Woking, Redhill and Reigate.

There is no one dominant urban centre for Surrey. Instead, there are a number of towns that are strongly interconnected, both between themselves and to London, albeit to differing extents. This creates difficulties to provide a bus network that fully satisfies these varied, numerous trip and travel demands.

2.1.9.5. Parking Policy

In Surrey, as with other two-tier authorities, the arrangements for parking policy for on-street and off-street policy and enforcement is split across the county and borough and district councils respectively. There are strong working relationships with boroughs and districts who undertake on-street enforcement on behalf of the county council under agency agreements. These arrangements cover enforcement of clear ways to support the effective operation of bus routes.

The importance of the existing partnerships will be built on through the Enhanced Partnership. This is necessary to ensure that policy decisions made at both county and borough levels have a complementary impact on supporting sustainable transport options as well as the economic health of town centres. For example, a decision made on reducing the cost of off-street parking in a town centre may undermine the attractiveness of using public transport to travel to that town. Equally, creating the environment for mass modal shift may impact on income from car parks that authorities invest in other necessary services.

2.2. Engagement on Current Provision and the BSIP

Over the last 15+ years, the county council has run multiple public consultations focused specifically on the local bus network and on transport more broadly.

These consultations highlighted that a large section of the public have a reliance on bus provision. Our results reflected the national findings that most people who rely on public transport are most likely to rely on buses. Also, that this is most likely to be older and disabled people, young people and people on low incomes.

For many people without access to a private vehicle, bus travel is their only practical option for accessing employment, education, health services, etc, as regular private taxi hire is too expensive, and cycling may be totally impractical.

In these instances, buses are vital to maintain social inclusion for people to live independent and productive lives.

The way Surrey County Council conducts public consultations on transport has received industry recognition for its quality. This will continue, and be strengthened, through the creation of the Enhanced Partnership and the adoption of a Customer Charter.

In our public consultations we have provided people with details of proposed route changes and asked for suggestions and comments on our ideas. These consultations, even in instances where budgets were under pressure, have resulted in the majority of the local bus network being retained to serve the communities who rely on them. Route proposals have also been revised, taking onboard resident and stakeholder feedback.

When asking for feedback, resident and stakeholder top priorities have always been:

- Maintaining the current network
- Having buses that are reliable and arrive when they are supposed to
- Increasing frequencies of services and extending operating days and hours
- That the cost of using buses is too high for many people to see them as a viable option
- That the needs of older people and disabled people be at the forefront when considering changes to public transport.

As part of setting up the Enhanced Partnership, a Stakeholder Reference Group is being created. This will form a key part of ensuring the views of groups are heard and play a role in shaping the priorities for the EP.

There will be regular customer satisfaction and other surveys run throughout the life of the EP to check whether the changes and improvement being implemented are being seen and felt by bus users and importantly, whether people are swapping journeys onto buses as a result of investment made.



2.2.1. National Bus Strategy - Engagement Survey

Below is a recent snapshot of views regarding the importance of different factors influencing people’s decision on bus use, taken between July and September to inform the BSIP process. Whilst the response was small, it is reflective of what we have been told through the years of running full, public consultations.

Table 2-3 – BSIP Engagement Survey Results

Factor	% people stating factor is Important or Very Important
The bus arrives at my stop on time and gets me to my destination when it is supposed to	98%
Information about bus services, where they go, frequency, etc, is easily available through a range of channels	94%
Buses run when I need them, such as weekends and evenings	93%
Buses are frequent enough meaning I don’t need to be concerned about long waiting times	92%
Bus fares and ticketing options are simple and easy for me to understand, with the information readily available through different means	85%
I can easily find out how much my journey will cost, and I can pay in a variety of ways, such as on the bus, on-line, on my smart phone, etc	81%
Connections between buses to trains and trains to buses	78%
The bus is well presented and clean	76%
When waiting for a bus, it is safe and comfortable to so, as bus shelters and seats are provided	74%
Buses are driven by friendly staff, with modern vehicles offering good on-board facilities, such as wi-fi, mobile phone charging points, etc.	58%
The bus is operated using ‘green fuels’, such as electric or hydrogen fuel cell buses	54%

2.2.2. NHT 2020 Survey

More broadly, Surrey County Council is part of the National Highways & Transport Network (NHT) which conducts research into customer satisfaction with the transport network within Surrey.

Recent survey results in 2020 indicate that 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 cost of bus fares.

Table 2-4 - Top and bottom two NHT satisfaction factors in Surrey

Factor	Satisfaction (%)	Above or Below National Average
Personal safety on the bus	69	
Quality and cleanliness of buses	65	
Bus fares	52	
Public transport information	39	



2.3. Comparison to BSIP Outcomes

BSIP Outcomes	Current Offering	Aspiration
<p>More frequent and reliable services</p>	<ol style="list-style-type: none"> 1. A limited number of bus services which are more frequent than hourly for most of the day. 2. Limited Sunday and evening services. 3. Partial offering of bus priority, particularly when considering congestion in the county. 4. Some Demand Responsive Transport (DRT) services with some experience in coordinating and funding these services. 	<ol style="list-style-type: none"> 1. Invest in bus priority corridors, for example in Guildford or on the A23 Redhill to Gatwick corridor, to improve reliability of bus journeys. This will give a Bus Rapid Transit (BRT) look and feel to services along these routes. 2. Improve the daytime frequency of identified key services to at least half hourly. 3. Increasing the hours of operation of services to provide for journey throughout the day. 4. Review our most rural communities for the suitability of introducing DRT.
<p>Improvements to planning / integration with other modes</p>	<ol style="list-style-type: none"> 1. There are current efforts made to ensure integration between both bus and rail timetables, where practicable. 2. Careful planning undertaken for socially necessary services, in which the County Council already invest significant amounts of funding. 3. Generally, services in the county are simple, but there are some routes with confusing route designators (numbers) which could be simplified to help non-users. 	<ol style="list-style-type: none"> 1. Work with bus operators to ensure less frequent bus services offer interchange potential at our railway stations, which will not require changes to railway timetables due to the frequency of services at most of the county's railway stations. 2. We are committed to expanding and reviewing our supported service network, using our proposed three-category hierarchy to prioritise service improvements based on maximising outcomes for users and potential for increasing passenger journey numbers. 3. Work with operators to review service numbering and identify opportunities for practicable changes.



BSIP Outcomes	Current Offering	Aspiration
<p>Improvements to fares and ticketing</p>	<ol style="list-style-type: none"> 1. A mixed ticketing offer with a range of prices and fare zones, including no multi-operator ticket for the whole county. 2. Challenges with integrating ticketing with TfL services. 	<ol style="list-style-type: none"> 1. 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. However, the ultimate ambition is for contactless Tap-On and Tap-Off charging with daily and weekly capping. 2. We will investigate ways in which to make our products more competitive against those offered by TfL and engage with TfL as appropriate.
<p>Higher specification buses</p>	<ol style="list-style-type: none"> 1. Surrey currently has a mixed bus fleet with varying degrees of emission standard, particularly on non-TfL vehicles. 2. SCC has a proven track record on decarbonising the bus network and has championed zero-emissions buses. 3. Passenger amenities are variable on bus services, although not all services have CCTV for enhanced passenger safety. 4. Variable quality of bus stops and shelters throughout Surrey, although there is a relatively high satisfaction rating from passengers in regard to personal safety. 5. Surrey has a range of tourist attracting sites, however, bus provision and integration with other modes is limited. 	<ol style="list-style-type: none"> 1. SCC will work with operators to modernise fleets to the most appropriate vehicle for the given route, focusing on cleaner and greener technology. 2. We will use the BSIP as a catalyst to further support operators in decarbonising their fleet. 3. 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. 4. We will work closely with Borough and District councils to improve bus stop infrastructure; this will include shelter provision, improved facilities and information alongside safety interventions such as improved lighting and personal safety measures. 5. SCC will work with bus operators and leisure attractions to understand the need for transport and potential opportunities to encourage the use of the bus to these sites.



BSIP Outcomes	Current Offering	Aspiration
<p>Improvements to passenger engagement</p>	<ol style="list-style-type: none"> 1. SCC has engaged extensively with stakeholders in the past 15 years and has received recognition for the quality of this engagement from the industry and user groups. 2. Customer satisfaction surveys are, however, not held on a regular basis. 3. SCC provides extensive bus information, but this scores poorly on customer feedback surveys particularly from non- or infrequent bus users. 	<ol style="list-style-type: none"> 1. A Stakeholder Reference Group will be created. This will form a key part of ensuring the views of groups are heard and play a role in shaping the priorities for the Enhanced Partnership. Our passenger charter will be informed by these stakeholders. 2. Regular customer satisfaction and other surveys will run throughout the life of the EP to check whether the changes and improvement being implemented are being seen and felt by bus users in a positive way. 3. We will continue to develop and enhance the information provided by the council regarding 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.



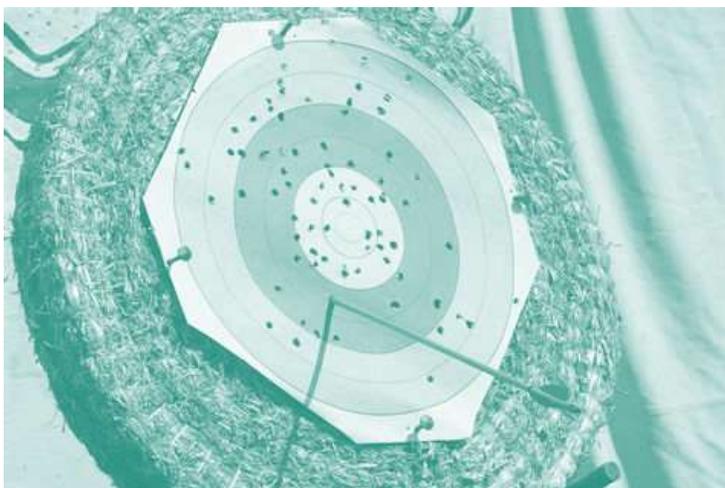
3. Headline targets

3.1. Context

The DfT key targets have been selected as the primary indicators of progress and performance within our BSIP. We have baselined each of these figures using data provided to DfT, to us directly from operators and from our Real Time Passenger Information system and supplier. We also have information from being part of the NHT Network Survey on overall satisfaction with bus use.

We have good confidence in the data provided, despite there being some gaps, and have created baselines for the following areas to monitor against:

- Average speed of trip
- Percentage of services arriving within the target time as set by the Office of the Traffic Commissioner
- Passenger numbers as standardly reported as single trips
- Overall passenger satisfaction.



3.2. Target 1: Journey time (reduction) Average Speed

Location	2018/19*	2019/20	Target for 2024/25
Countywide	-	14.53mph	+ 5%
Redhill & Reigate Bus Priority Programme Area	-	10.61mph	+8%
Guildford Bus Priority Programme Area	-	12.73mph	+5%
Blackwater Valley Bus Priority Programme Area	-	14.28mph	+7%
Elmbridge Bus Priority Programme Area	-	15.90mph	+5%
Northwest Surrey Bus Priority Programme Area (including Access to Heathrow)	-	15.19mph	+5%

*Because of the confidence in the data obtained from the Real Time Passenger Information system, our baseline will be set using the 2019/20 data and built on going forward as the RTPI network is expanded. Average speeds will be monitored for whole routes at different times of day giving an effective measure of route performance against reliability as well as monitoring bus stop to bus stop to highlight specific sections of road that cause delay and whether these delays are time specific.



3.3. Target 2: Reliability

Location	Nov-19	June-21	Target for 2024/25
Countywide	73%	85.5%	88.5%
Redhill & Reigate Bus Priority Programme Area	75.1%	87.7%	90.7%
Guildford Bus Priority Programme Area	78.5%	87.2%	90.2%
Blackwater Valley Bus Priority Programme Area	76.9%	89.7%	92.7%
Elmbridge Bus Priority Programme Area	71.7%	78.2%	81.2%
Northwest Surrey Bus Priority Programme Area (including Access to Heathrow)	65.2%	71.5%	74.5%

Data used are snapshot figures from actual monthly reliability figures from operators. Data points were chosen to demonstrate the pre- and post-Covid network reliability performance.

Data sets are not fully comprehensive. This is because of gaps in data resulting from operators changing ticketing systems, some missing data returns as well as new contractual awards over this period so the ability to use like-for-like data has not been possible in all instances.

3.4. Target 3: Passenger numbers

Location	2018/19	2019/20	Target for 2024/25
Countywide	26.9m	25.2m	28.78m 7% increase on 2018/19
Redhill & Reigate Bus Priority Programme Area	3.60m	3.62m	3.85m
Guildford Bus Priority Programme Area	7.97m	7.24m	8.53m
Blackwater Valley Bus Priority Programme Area	2.15m	2.05m	2.30m
Elmbridge Bus Priority Programme Area	1.84m	1.87m	1.96m
Northwest Surrey Bus Priority Programme Area (including Access to Heathrow)	2.23m	2.21m	2.39m

Countywide figure shown is as reported to the Office of the Traffic Commissioner and DfT.

Other figures provided are from monthly data supplied by operators.



3.5. Target 4: Average passenger satisfaction

Location	2018/19	2019/20	Target for 2024/25
Countywide	60%	56%	66%

Figures taken from the NHT Surveys

3.6. Monitoring and Reporting

Our performance and progress against these targets will be monitored and reported every six months. The six-monthly monitoring dates will be set at March and September each year, commencing September 2022. To allow for data analysis and the compilation of progress reports against targets set by the County Council the formal reports will be made publicly available by the end of May and November respectively each year. [The results will be published on our website](#) and also in our annual BSIP updates.

Focusing on Passenger Satisfaction, previous satisfaction has been captured as a countywide figure through being part of the annual NHT Survey. From the start of the EP and going forward, where there is investment being made in key locations, separate surveys will be undertaken to create a new baseline satisfaction level for those specific areas. These can then be used alongside countywide satisfaction levels to highlight areas that may be replicated across the county to boost satisfaction through a targeted approach.

As an aspiration for the Enhanced Partnership, we want to undertake more regular and more localised satisfaction surveys. This will focus on those routes and areas covered by capital investment. Previously, satisfaction surveys would be undertaken by operators and the LTA infrequently or, for the LTA, as part of the National Highways and Transport Survey. More regular surveys, linked to the investment and other interventions, can highlight how changes are improving satisfaction. Alongside other measures we can more easily see what interventions are the most effective at boosting satisfaction and patronage.

Consideration has been given to how best to monitor journey times in future. Where significant bus priority measures are made, particularly bus lanes, bus journeys can be somewhat insulated from congestion meaning there is little in the way of journey time improvement because journeys are reliable and close to the timetable. We will take average journey times for sections of bus route and measure against average journey times of cars over the same trip. Data is available from our Real Time Information and from mobile phone data for car journeys.

Using the information and heat mapping available from our Real Time network we can also measure and monitor the average level of time variation across whole routes or sections of route to see where there is the greatest level of time variation. Whilst this may be more difficult to explain than reducing journey times or increasing average speed, this will enable us to focus on specific locations within our target areas, down to the level of trips between specific stops, to show where trip reliability is improving. This, alongside monitoring average speed, will provide excellent metrics to monitor success of interventions against as it will show the locations most likely to create delay and impact reliability against that service's timetable, as well as other services along the same section of road.

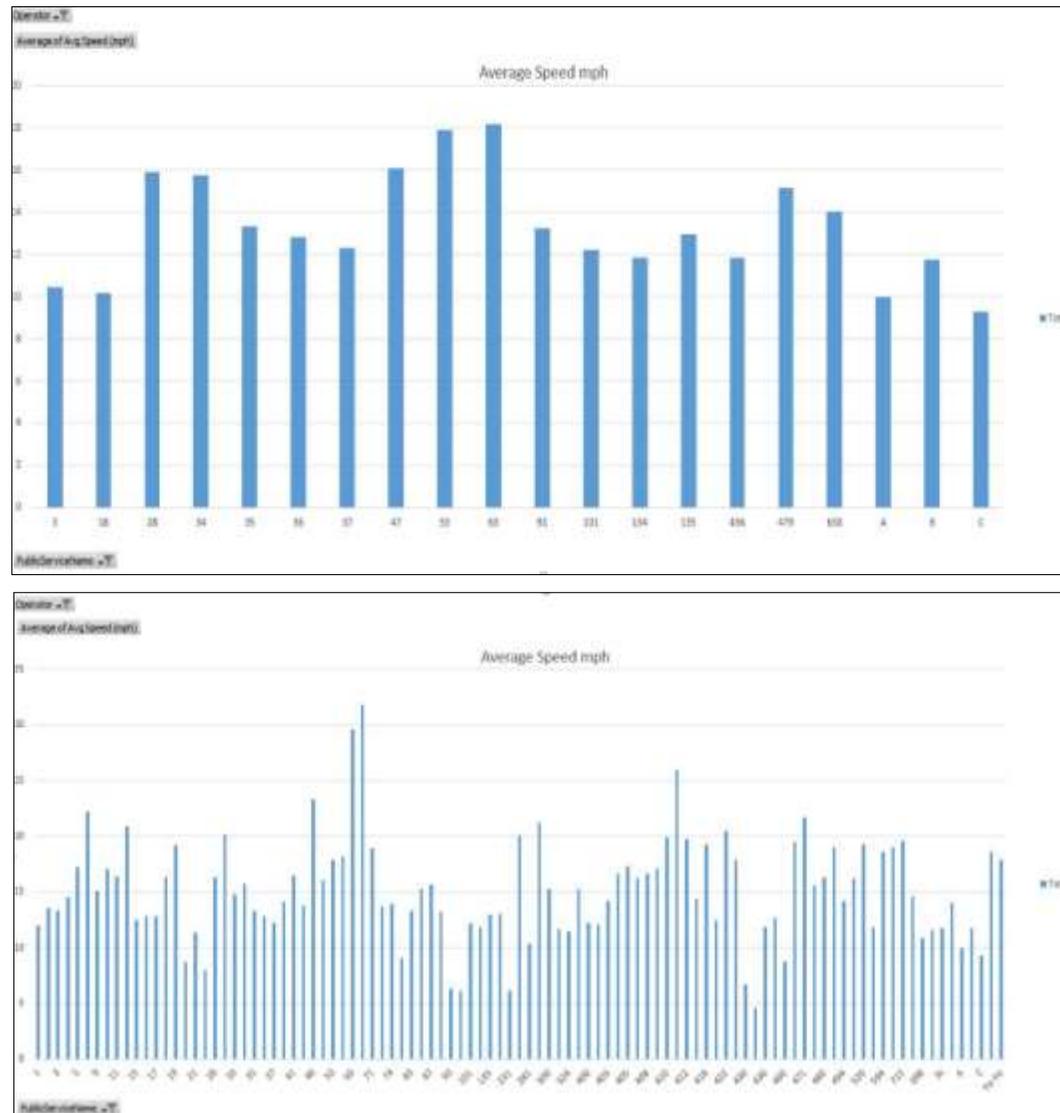
We also have the ability to measure data at a more detailed level, for example, not simply using a daytime average but looking at a breakdown at different times of day and the variation between times of day.

Some examples of data on average speed collected by operator and then by route are below.

Graphs show the average speed across Arriva-operated routes and then for all routes in the county



Figure 3.1 – Examples of data collected on average speed





4. Delivery

4.1. Local Transport Plan Context

As stated, the BSIP will provide the bus strategy for our ambitious LTP4 and will be integrated into the plan to ensure efficiency and effectiveness of delivery.

The delivery of improved bus services across the county to form the core of an integrated public, shared and active transport system will be at the heart of successfully delivering our LTP4 and achieving the four key objectives of decarbonisation, sustainable growth, well-connected communities and clean air and excellent quality of life, as shown in Figure 4.1.

Figure 4.1 – LTP4 Objectives



The Sustainable Travel Hierarchy shown in figure 4.2 forms a core component of the LTP4. It reflects our recognition of the importance of improving provision of bus and other sustainable modes to improve accessibility and achieve mode shift away from car travel. The LTP4 sets out Surrey County Council's commitment to developing measures to prioritise and support these modes, including delivering improvements in bus services across the county.

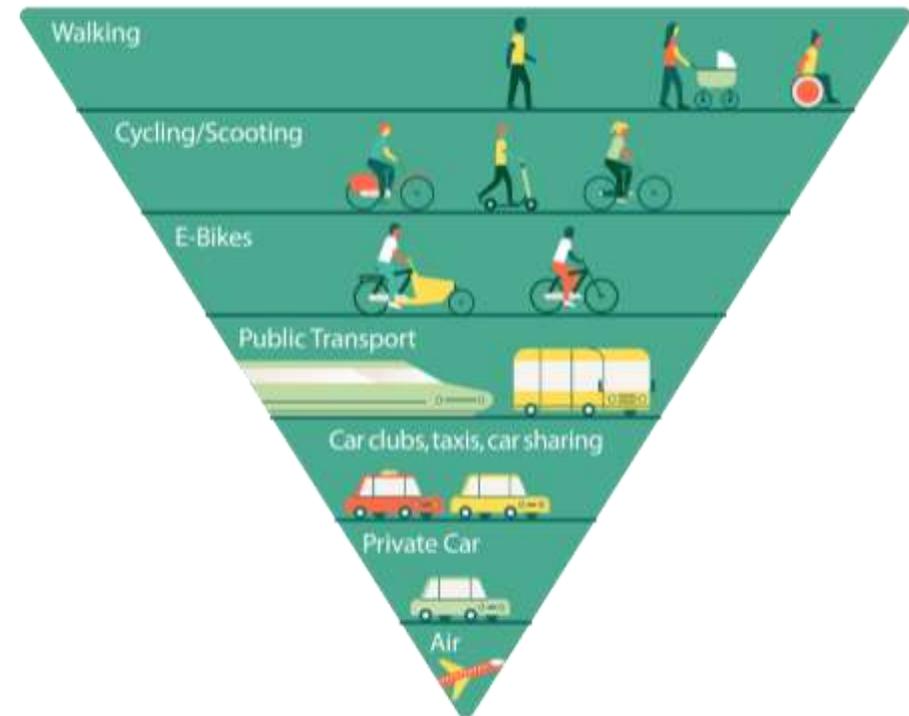


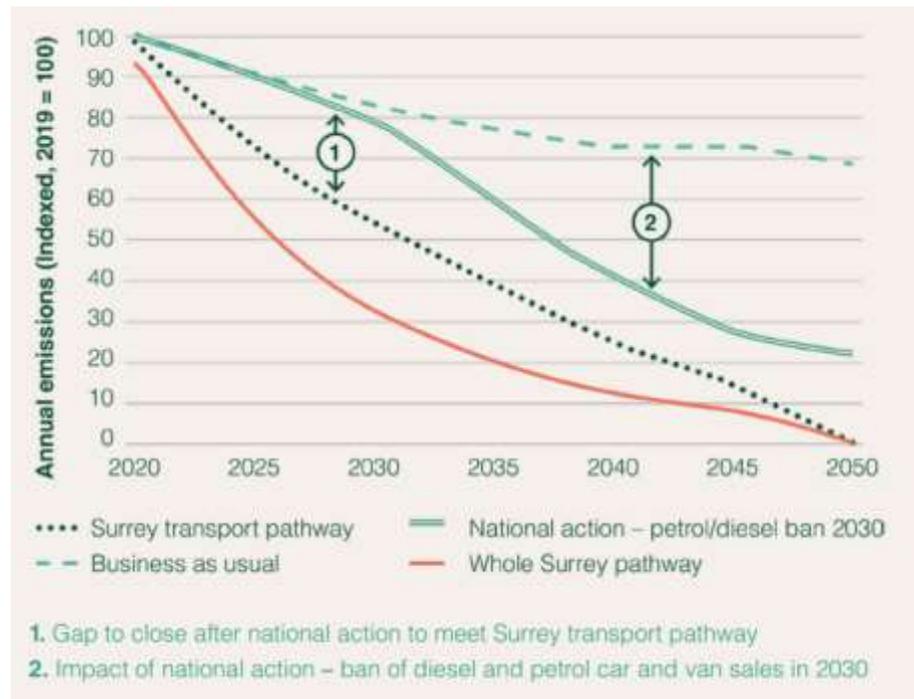
Figure 4.2 - Sustainable Travel Hierarchy

Delivering improved bus services and shifting travel to more sustainable modes will contribute to each of the four LTP4 objectives by improving accessibility and reducing traffic through mode shift.



In particular, achieving a mode shift to bus from car travel is one of the key available options to reduce transport carbon emissions rapidly. Bus improvements therefore have an important role to play in closing the gap between our forecast emissions trajectory and the trajectory we need to follow to meet the carbon reduction targets set out in Surrey’s Climate Change Strategy, as shown at point 1 in Figure 4.3.

Figure 4.3 – Surrey’s transport decarbonisation challenge



The LTP4 emphasises the need to close the gap quickly to limit cumulative emissions within Surrey and ensure that we stay within our carbon emissions budget and limit our contribution to climate change. The potential to achieve rapid change through mode shift means that the proposed bus improvements set out below are an important component of our strategy to decarbonise Surrey’s transport sector and close the emissions gap.

We understand that matched funding can be used to enhance outcomes and ‘do more’ in delivering the BSIP, achieving more than the Bus Back Better funding would deliver alone. The BSIP therefore sets out funding from a range of sources to boost the funding requested from Government, including capital pipeline funding as already referenced, bus operator commitments, our local bus budget revenue, developer and other funding. Together this will facilitate achieving the ambitions set out in this BSIP, noting that the Council may also choose to allocate further funding as part of the implementation of LTP4.

Subject to feasibility and funding we will implement the measures set out below. For ease, we have categorised these using the titles from the DfT ‘Overview Table’ provided.

4.2. Make improvements to bus services and planning

4.2.1. More frequent and reliable services

Review service frequency

When considering opportunities for new services, we will review the options to expand park and ride, building on the success of our Guildford services. This would work in conjunction with rationalisation of parking provision (as per the LTP4 Demand Management for Cars Policy Area) but will need to be carefully planned to avoid the risk of increasing traffic.

We will utilise our bus route hierarchy set out above to focus investment where it will achieve the biggest impact. Generally, we will focus at least 75% of new capital and revenue investment on improvements related to category 1 services. We will use enhancement funding so that, in general, category 1 services will operate at least every 30 minutes during the daytime, and hourly at evenings and on Sundays. Also, we will provide some enhancement funding for selected Category 2 services for specific reasons.

Focusing on Category 1 and 2 services, we will consider with key employers and bus operators the extent to which bus services meet the needs of staff working shifts – for example, does the first bus in the morning enable staff to reach the first shift? We will seek opportunities and funding to provide more comprehensive services where required to allow staff to better access employment opportunities.



We will also focus our efforts within the future Enhanced Partnership schemes to remove any wasteful duplication and prevent over-provision where appropriate/feasible.

Subject to feasibility and funding we will implement the service frequency improvements set out below:

Title of scheme	Detail on aspiration
Network Support	<p>This funding will be used in addition to funding from the council's local bus support budget to increasing patronage back to pre-Covid levels where patronage remains depressed.</p> <p>This will be through network reviews with operator partners and assessments of route operation requiring redesign or retendering.</p>
Category 1 Bus Service Enhancements	<p>Where not already operating at this level - To enhance selected Category 1 services to operate up to every 30 minutes, Monday to Saturday, at least hourly 19:00 to 23:00 and hourly on Sundays.</p> <p>This will boost patronage through increasing services making them more attractive to a wider set of residents.</p> <p>We will work with our operators to identify the services which have the best prospects for becoming financially sustainable in the long-term and towards which the available BSIP funding should be directed. Category 1 services are listed in the Service Hierarchy Annex.</p>
Category 2 Bus Service Enhancements	<p>Introduce selected enhancements to Category 2 Services to increase frequency and extend operating hours and days of operation.</p> <p>We will work with our operators to identify the services which have the best prospects for becoming financially sustainable in the long-term and towards which the available BSIP funding should be directed.</p>

Increase bus priority measures

Reliable journey times are a key consideration in drawing potential passengers to public transport. Improving bus priority through measures such as bus lanes, traffic signal prioritisation, traffic management alteration and bus gates can all play a key role in improving reliability.

We have already implemented many bus priority measures across the county and have recently already allocated £9 million funding for further priority schemes within the Council's capital pipeline. This funding will be targeted at the Category 1 services that we propose to enhance as detailed and will support the aspirations for additional investment as set out in the table below. We are proposing additional bus priority measures and pro-bus traffic management where necessary and deliverable, evidenced by operator feedback on congestion pinch points on the highway network. This will be further evidenced through the data available from the Council's real time bus information system, also recognising the need to coordinate carefully with plans for walking and cycling priority. It is likely that bus priority will be focussed on known hotspots and on key corridors served by Category 1 services. SCC has advanced feasibility studies in Guildford and Redhill/Reigate and identified bus lanes schemes to be taken forward to detailed design and delivery within this programme.

The two examples from the east of Surrey below demonstrate the importance of bus priority to service reliability and the influence of traffic congestion on reliability:

- Route 420, Lower Kingswood to Reigate, has an average journey time on the morning peak on school days of 27 minutes. Off peak journeys take 10 minutes on average
- Route 100, Horley to Redhill, has an average journey time in the morning peak of 39 minutes on weekdays. Off peak journeys take 26 minutes.

The NBS puts a strong emphasis on the importance of priority and reliability and highlights the need to keep routes clear of parking and loading activities and to enforce bus lane rules. This enforcement is currently challenging as it relies on limited police resources. We welcome the opportunity to consider how to undertake enforcement ourselves, as the Government moves to make more enforcement powers available to us. The County Council are in the process of submitted a request to the DfT for additional enforcement powers for Moving Traffic Offences. This will cover camera enforcement at key junctions so that instances of poor driver behaviour causing delays to bus journeys, and other road users, can be deterred with the risk of a Penalty Charge Notice.



In February 2020 a revised Bus Lane and Bus Lane Enforcement Policy was presented to the County Council's Cabinet for approval. This covered both a change to the decision-making process for implementing and changing to bus lanes to make it simpler and to enter into new bus lane enforcement agency agreements or external contracts.

There are currently 13 bus lanes in Surrey with camera enforcement operational on the High Street in Woking, with two further bus lanes in Guildford scheduled for camera enforcement during 2021. An expansion of camera enforcement, alongside an expansion of bus lanes in the county will contribute to improving journey times and reliability.

Alongside the other measures we are looking to implement as part of the Enhanced Partnership, this will encourage people to make more journeys by bus.

Subject to feasibility and funding we will implement the bus priority programmes set out below:

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

Title of scheme	Detail on aspiration
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

The five areas in which we propose to invest bus priority measures to support bus service development are areas with high levels of employment and economic activity, albeit with pockets of deprivation, generally lower levels of car availability, higher population densities and higher levels of highway congestion. Two areas, the East of Surrey and North-West Surrey, are close to Gatwick and Heathrow Airports respectively.

Should additional funding be available these areas can be expanded to cover more of the county.

Additionally, as part of the agency agreements with boroughs and districts covering Decriminalised Parking Enforcement, we will introduce priority enforcement of bus stop clearways and other key locations. Enforcement will be targeted at specific locations and times of day where there is significant service disruption, more so than can be practically delivered at present.

Other highway measures can also help to reduce journey times and make bus services more reliable. Often a simple review of a route involving bus drivers and inspectors can reveal locations where buses are delayed by illegal parking, waiting and loading or inappropriate kerbside regulations, including areas where simple changes to kerb geometries and traffic calming measures can assist buses. We commit to undertake five such 'whole route' reviews a year, focusing on Category 1 routes.

As part of this process, we will also review bus stop layouts, seeking solutions where buses experience delays in pulling away from bus stops or where they find difficulty in accessing the kerb to allow wheelchair-bound users to board and alight. We will also review phasing of traffic signals to optimise public transport movements.



With all these schemes and proposals, we will deliver schemes in liaison with neighbouring highway authorities in order to achieve a ‘whole route’ approach where boundaries are crossed. In this way we hope to maximise the benefit to bus passengers.

We will also lobby for strategic infrastructure enhancements where these benefit bus services. One example is the re-use of the existing or provision of a new Heathrow Southern Access Tunnel, which it is considered would benefit buses accessing the Airport from the south very substantially, benefiting a range of local and strategic passenger movements.

Increase demand responsive services

Demand Responsive Transport services can serve an identified route and timetable but can also operate flexibly. They will only run if passengers pre-book journey and they will only serve those parts of the routes required by bookings. If well designed and well publicised, they can provide an efficient and flexible service.

Surrey recently received £0.6 million from the Government’s Rural Mobility Fund to introduce a two-year trial of a Digital Demand Responsive Transport in rural areas in the Mole Valley District using EV minibuses. The County Council has also committed £0.4million funding towards this trial. The aim is to work to complement or replace infrequent bus services such as those connecting hamlets and villages to nearest towns.

The minibuses are fully accessible and will be available on demand by booking via an app, by telephone or online. Residents will also be able to access real time information on the availability and location of the DRT minibuses.

Through the BSIP an expansion of existing demand responsive transport in certain areas, including Tandridge, Waverley, rural Surrey Heath and rural Guildford is being developed. A new digital demand responsive transport offer could replace or supplement certain low-frequency conventional bus services with more comprehensive and flexible services, building on the current project in Mole Valley.



To ensure our network provides comprehensive coverage, we will continue delivery of bus services that are socially or economically essential but not commercially profitable. We will review the opportunities to change the approach to delivery, potentially serving lower demand routes with demand responsive options, possibly as ‘spokes’ linking into the main bus and rail services.

We recognise that many employment sites are remote from public transport networks. Many edge-of-town or out-of-town sites are difficult to serve by bus and receive poor or minimal bus services. We will explore opportunities to improve access to work using a brokerage model of shared taxis, for example.

In this context, we will also consider the opportunities for a ‘Total Transport’ approach, coordinating bus services with other public sector transport provision (including hospital transport and school transport), with the aim of minimising any duplication between services and maximising journey opportunities.

Consideration of bus rapid transport networks

We have described how we intend to implement bus priority measures in a number of locations, with a focus on a ‘whole route’ approach to providing bus priority. This is similar to the approach to BRT in a number of other locations and we put forward our proposals for Route 1 and the A23 corridor to be considered as BRT. We will seek to deliver operators’ service enhancements alongside the priority measures, which will reinforce the schemes’ BRT credentials.



These measures will contribute to targets 1, 2, 3 and 4 by creating more regular and reliable trips because of corresponding on and off-road investment and in the enforcement of moving traffic offences ensuring reliability can be maintained effectively. Along with frequency and reliability improvements, investment in modern, zero emission vehicles will help boost satisfaction across these areas of the network.

4.2.2. Improvements to planning / integration with other modes

Integrate services with other transport modes

As set out, the BSIP forms the bus strategy to deliver bus elements of LTP4, integrating it into overall LTP4 delivery and a set of wider improvements to other transport modes.

We will also identify practical opportunities to improve integration between services, for example, through better timetable alignment for both bus and rail services, as well as improved physical connections.

As part of this we will look to develop mobility hubs to deliver greater levels of patronage by integrating access to bus with other sustainable modes. This will build upon our Rail Strategy aspirations, which identify the potential for rail stations to provide:

- Better integration with other transport modes, through better links to walking and cycle networks, bus and DRT services, taxi access and provision of facilities such as charging points for e-bikes and electric vehicles
- A wider range of services for the local community, including space for local businesses and delivery and collection points

We will explore the options to build on these principles to develop Mobility Hubs in Surrey. These are clearly distinguished, attractive foci for public and shared transport provision and connections, focussed in and around rail stations, bus stations or bus stops where possible. They provide access to a range of modes (for instance, bike and car clubs in larger hubs), easily accessible information on travel options and other services such as retail and digital hubs, that provide the

facilities required for remote working or access to online appointments or other opportunities.

Mobility Hubs make sustainable alternatives to car more attractive and would help to reduce the number and length of trips by providing more opportunities locally, in line with our LTP4 Planning for Place Policy Area.



Simplify services

We want our public transport network to be easy to understand and to directly and efficiently serve journeys that people want to make.

The NBS highlights the importance to passengers of a simple and integrated public transport network. As we work with our partners to develop the Enhanced Partnership Plan, we will review the options available to improve and simplify our bus services.

As part of simplifying bus use, we wish to see all operators' publicity including details of other company's services on the same route. We will also look to



eradicate duplicate route numbers wherever possible and encourage the use of only three windows per year for timetable changes, except where required for urgent reliability improvements or for to cater for specific school travel needs.

Review socially necessary services

As the Local Transport Authority, we are continually assessing the appropriateness of the bus network. This is both through contractual key performance indicators (KPIs) and hearing from elected members, residents and user groups.

Taking a holistic approach to network provision is key to providing a local bus service that can be used by a large section of Surrey residents for the full spectrum of needs from accessing education, training and employment to contribute to the economy, maintaining independence, and managing people's physical and mental wellbeing by accessing leisure facilities, open spaces and visiting family and friends.

Whilst there will be differences in the availability and regularity of services depending on where people live and want to travel to, without a well thought out and diverse service offer, people's access to employment and vital services will be diminished.

An approach that focuses solely on well used routes, we feel is against our aspirations as a County Council and our net carbon zero targets and the aspirations of the National Bus Strategy.

Integration with Development and Land Use Planning

We will undertake Public Transport Accessibility Tests as part of the development planning processes, with the primary focus on enhancing existing services.

To enable this, we will actively pursue funding from developers. This will be obtained by introducing requirements that new developments of suitable scale must be served by good quality bus services that integrate with the existing public transport network. This will require co-ordination with District and Borough councils as planning authorities and with developers.

Invest in Superbus networks

We consider that the two corridors outlined above as being BRT corridors also display Superbus characteristics. These are the GOLD 1 Route in the Blackwater Valley area and the Redhill - Horley - Gatwick Airport (Metrobus route 100 corridor). These are interurban routes already operating at high frequencies

where we, operators and neighbouring authorities believe that there is scope for further growth.

Targeted investment is already happening in these areas, with Local Enterprise Partnership (LEP) funding allocated through the Blackwater Valley Quality Bus Partnership scheme, alongside both County Council and bus operator investment in the services to Gatwick. The latter includes both bus priority measures and investment in hydrogen fuel cell zero emission vehicles.

Further investment in bus lanes with corresponding enforcement, and additional investment in bus priority will deal with congestion issues, reliability and punctuality to some of the most popular destinations for bus users, whilst also supporting residents to make sustainable transport choices by providing regular, reliable and the most modern of services.

These measures will contribute to targets 1, 2, 3 and 4 by creating more regular and reliable trips because of corresponding on and off-road investment and in the enforcement of moving traffic offences ensuring reliability can be maintained effectively. Along with frequency and reliability improvements, investment in modern, zero emission vehicles will help boost satisfaction across these areas of the network.

4.2.3. Improvements to fares and ticketing

Ticketing and fares play a key role in making public transport more attractive to potential passengers. The NBS emphasises that fares policy needs to play an integral part of each BSIP, highlighting that lower and simpler fares attract passengers and bring wider social and economic benefits. More widely, the NBS sets out the ambition for seamless integrated ticketing between modes and transport operators and for fares initiatives, for instance to support jobseekers.

Our ambitions regarding fares and ticketing for Surrey are set out below.

Lower fares

As set out in Section 2, fares in Surrey are significantly higher than fares in neighbouring Greater London. This reduces the competitiveness of buses compared to driving, getting a lift with a friend or relative, or even using a taxi or



Uber. Where more than one passenger is travelling, it is unlikely that the bus will be the most cost-effective way to travel.

Passenger fares also increase when and if there is a need to change between buses run by different operators in some areas of the county. For instance, someone wanting to travel between Oxted and East Surrey Hospital in Redhill currently pays twice; once to travel with Southdown PSV to Redhill and again to travel with Metrobus for travel to the hospital.

Surrey County Council has addressed this issue in North Surrey, where the Acorn ticketing scheme provides a daily and a weekly multi-operator ticket. However, experience with multi-operator ticketing schemes elsewhere suggests that awareness is often low amongst the travelling public, and the user has to make a commitment to make a number of journeys by bus to get a payback on their upfront investment. It is therefore of limited attraction to those who travel by bus only occasionally or those who are trying the bus for the first time. The proposed multi-operator proposition described under the 'Simplify fares' section below will eliminate the need for passengers to pay twice for journeys involving more than one operator and overcome the need for product awareness as buying anything really should be made as simple as possible.

We are therefore proposing a range of reduced fare options as part of our BSIP.

There is support for a shared approach to discounting fare options with neighbouring LTAs. This is so there is a consistent offer for travellers who use routes that cross authority boundaries, ensuring they are not disadvantaged by having a scheme offered in one area but not reciprocated in another.

We are proposing options to support discounted fares for people who are less likely to have access to private transport and potentially less likely to afford the cost of transport.

As outlined in our funding request we are proposing:

- **Free travel for young carers:** These individuals can be referred via the council's Children's Families and Learning Directorate and provided with a pass giving them free travel up to 18 years old.
- **The potential for an Under-25s half fare scheme:** Depending on the affordability of the scheme, qualifying residents will be issued a pass that will allow them access to reduced fares. Alternatively, the Young Person's Railcard could be used as proof of age and avoid administration costs for

issuing pass and maintaining the database, something that will be worked through prior to the Enhanced Partnership being agreed.

- **A time-limited free or discounted travel for people starting work from unemployment:** Working with DWP Job Centres, taking referrals for those residents who are starting work but who may struggle to afford transport costs up front. With a combination of funding from the BSIP and DWP we will provide discounted or free travel for the first month, i.e. until their first month's pay, with the potential to extend this to up to three months depending on individual circumstances. This scheme builds upon the similar schemes offered by Metrobus and Stagecoach. In the case of Metrobus, this provides a preloaded card for the equivalent of one month's worth of travel to and from work but can be used anytime until the card runs out. This scheme would mean there is countywide coverage for support of this kind.
- **A reduced evening fare:** To support the hospitality and entertainment sector recover from the impact of Covid19, we are proposing a flat fare of, for example, £2.50 for unlimited travel on services operating after 19:00 across the county.

All of these options are subject to funding, with delivery also linked to a simplification of fares across the board for all bus users.

Simplify fares

Subject to funding and technical feasibility, recognising the constraints imposed by the different technologies employed by TfL and commercial bus operators, we propose to simplify fares in three key ways as set out below.

Firstly, address the inconsistent application of fares for young people by standardising the offer, with 25 years of age as the minimum cut-off for a youth discounted fare; to be agreed in the Enhanced Partnership. The fare discount will be set at not more than 50% of the equivalent adult fare.

Secondly, to offer standardised discounts to particular groups as set out above in the 'Lower fares' section.

Finally, to migrate to seamless multi-operator ticketing, as set out under 'Integrate ticketing between operators and transport'.

By far the simplest option for bus users is to move to a Tap-On Tap-Off or flat single fare with a daily or weekly cap. This will mean the more you use the bus the more you will save in relative terms. This is being trialled by Metrobus in Surrey and we hope to work with them in learning from the trial, noting that our



neighbouring authorities also have ambitions to transition from multiple fare options to Tap-On Tap-Off.

For this to be implemented effectively, the DfT 'back office' solution will need to be in place so that financial management across operators and contracted services can be managed efficiently.

Until we are in a position to transition to Tap-On Tap-Off we are exploring opportunities to expand multi-operator ticketing in the county. Initially focused on expanding the Acorn Ticket scheme, we aim to replace the Woking Travelwide offer, modernising ticket purchasing with use of e-tickets on mobile phones using QR codes. This means that people have the option to purchase in advance and reduce cash handling, which in turn will reduce bus stop dwell times.

This will also increase flexibility of purchasing and sharing tickets, for example, amongst family members. It would also allow for the easy identification of discounted ticket types through the scanned code being used.

At present Acorn ticket revenue is held at point of sale. This would need to remain, at least for an initial period and will be part of the EP discussions.

We are also exploring the potential to expand the Acorn scheme more widely to include Guildford and possibly further.

Integrate ticketing between operators and transport

We will migrate to seamless multi-operator ticketing in three stages.

Stage 1 is to mandate under the EP a development of the existing Acorn multi-operator product. Our aim is for a QR-code paper-based and/or app-based multi-operator ticketing scheme with minimal or zero premium over operator own-price products. However, we recognise that not all operators' ticket machines will accommodate QR codes, and the scheme may take a different shape in different areas. Some funding will be required from NBS to pay for set up costs.

Stage 2 is to strongly encourage a move to own operator account-based Tap-On Tap-Off ticketing, subject to funding being made available under the NBS for second card readers on each bus to enable alighting passengers to 'tap off' separately from those tapping on. We recognise that TfL in effect has this already; but with no 'tap out' since this is not required as flat fares apply.

Stage 3 is to pull together stages 1 and 2 to develop multi-operator account-based Tap-On Tap-Off ticketing mandated under the EP utilising the technology that DfT state will be in place during the lifetime of this BSIP. A significant objective at Stage 3 is to integrate with TfL services in Surrey into the multi-operator scheme.

This requires that TfL's 'Pay As You Go' back office is integrated into the back office that becomes available nationally, and we recognise that this may present significant challenges.

Stage 3 would substantially replace the multi-operator ticketing scheme, though we recognise that there are some issues around all operators accessing and using the back-office function. There is also an issue around the equity of access to discounts, such as for younger people. In these instances, the work-around may be enabling people to pre-register bank cards, or issue 'white label' bank cards

A significant benefit of the 'back office' integration proposed to be developed between TfL's and the commercial operators' back offices is that opportunities would be opened up to integrate local bus fares with TfL Rail contactless 'Pay As You Go'. This would maximise the opportunities for bus/rail multi-modal journeys. So, for instance, a passenger travelling from Bletchingley to London Bridge would simply tap their card or device on boarding and alighting the bus, and on passing through the ticket gates at the rail stations, with the total fare charged calculated and presented to the customer as one transaction. As stated above, we recognise the technical challenges associated with achieving this goal.

The 'Plusbus' scheme offers a low-cost bus travel add-on cost, when purchased in conjunction with a rail ticket (see [the Plusbus website](#)). In Surrey, this allows travel within a designated local zone by designated bus operators, based on rail stations at Camberley, Dorking, Egham, Guildford, Redhill and Woking. The Council will work with Plusbus and local bus operators to consider increasing the number of rail hubs in the scheme, to extend the area of bus add-on coverage and to widen the participation by operators.

We will also explore the development of a Mobility as a Service framework (discussed further below). This would provide a route for simplifying and integrating fares across networks and transport types and applying measures such as daily fares caps.

These measures will contribute to targets 3 and 4 by creating a simpler fare structure, with a lower barrier to travel because of reduced fares and dealing with one of the reoccurring themes in feedback from stakeholders and bus users that travel is expensive, thereby boosting satisfaction.



4.3. Make improvements to bus passenger experience

4.3.1. Higher specification buses

Invest in improved bus specifications

A limit on the age of buses operating in the county is being considered, the aim being to improve the quality of the bus offer and overall user experience.

We are requesting through the NBS funds for the refurbishment of bus interiors at mid-life to improve the passenger amenity and presentation. This will include, where practical, provision of USB chargers and on-board wifi. This will ensure that the benefits of these higher specifications are spread more widely across the network and not just on those routes which perform well financially and can bear the cost of new or refurbished buses.

Invest in accessible and inclusive bus services

It is a core requirement that public and shared transport services are accessible to all and provide a safe environment for passengers. We will incorporate 'Security by Design' to address issues of vulnerable and lone travellers and the ways in which design can best support them.

There is a supporting ambition for all buses to be fitted with an audible and visual 'next stop' announcement facility to help all bus users, including those who are visually or hearing impaired.

The 'route reviews' referred to under bus priority will also review accessibility to bus stops. We will develop and implement solutions for those stops not currently wheelchair accessible to realise the benefits of fully-accessible buses. Addressing these gaps in accessibility will benefit many other bus users, including parents/carers with children and pushchairs. We will agree a specification for a minimum level of bus stop infrastructure linked to service categorisation.

Our Rail Strategy for Surrey highlights our role in supporting the improvement of rail stations as safe environments that are accessible to all. This includes working to deliver station upgrades and design standards, supporting the continued programme of providing step free access at stations and providing good connections to other modes, including buses, taxis and DRT.

We are also seeking funding to improve disability, autism and dementia awareness and accessibility across our network. This will focus on the expansion

of existing good practice on disability and autism awareness training, ensuring a higher standard over and above standard driver training. This will result in a high quality and fully inclusive service offer from operators to all users, irrespective of and physical or learning need. This will improve customer satisfaction.

Finally, we will continue to ensure that all new housing developments support sustainable transport options including high quality, frequent and accessible public transport networks. This will include identified bus corridors through the developments, convenient, accessible bus stops located no more than 300m walk for residents and with attractive, safe well-lit passenger waiting facilities including real time passenger information. Passenger safety is paramount with bus stops located in areas of casual surveillance and not at the edge and hinterland of the development site. Appropriate bus priority and traffic management will be secured to ensure services are attractive and reliable. Revenue funding to maintain the bus operations as the developments are built out will ensure bus services operate as the properties are occupied.

Protect personal safety of bus passengers

As we develop our BSIP, we will work with partners, including our District and Borough Councils to identify how we can extend our previous work to improve bus accessibility and safety. Our work to date includes providing high quality bus shelters, readily available real time information and design changes encompassing raised kerbs and better lighting levels. Consideration of sight lines to improve personal safety and visibility along with the provision of CCTV on buses and at key bus stops also play a key role in designing for safety.

We will undertake a bus stop inventory survey, including GIS mapping, to updating the existing Bus Stop Manager software to capture current bus infrastructure data; refresh bus stop mapping data and make information available on the website (or open source). This will improve information for the public on their whole journey experience. We will agree a specification for a minimum level of bus stop infrastructure, in line with service categorisation. We will review provision and maintenance of bus shelters with Boroughs and Districts.

We will make sure maintenance protocols include appropriate vegetation management to ensure the safe running of bus services, reduce the risk of damage to vehicles and provide a suitable waiting environment.

We will also review the opportunities to improve the walking and cycling networks that provide access to bus stops, with the aim of making them more direct, safer, easier to negotiate and more attractive to all sectors of the population. The route



reviews referred to above will audit key walk routes to bus stops and action deficiencies that are identified.

We will also undertake accessibility and quality enhancements at Guildford, Redhill and Staines Bus Stations and Woking Station (Broadway), to ensure a welcoming, safe and inviting waiting and interchange environment for passengers.

Improve buses for tourists

The county benefits from a high number of beauty spots, two Areas of Outstanding Natural Beauty (Surrey Hills and High Weald), popular green spaces, picturesque market towns and villages as well as vineyards, culinary destinations that are popular with visitors from other parts of the county and to people outside the county.

From engaging with stakeholders there is a desire for more people to be able to access these places using more sustainable transport options.

Whilst bus use can be challenging for some popular activities in the county, for example leisure cycling, looking to provide routes that serve popular destinations for leisure activities is important for ensuring good physical and mental health and our sustainability agenda.

Our proposals on fares and ticketing will make it easier for staff, particularly younger people, to reach employment opportunities at key leisure attractions like Thorpe Park.

Invest in decarbonisation

As mentioned earlier in this document, Surrey and our operators are serious about our climate commitments. We will support operators, such as Stagecoach and Metrobus who have a target for zero emission fleet by 2035.

We also understand that zero emission fleet across all routes and operators will take time. Conversion of the bus fleet to ultra-low and zero emissions vehicles is recognised as a key measure to support transport decarbonisation in Surrey's Greener Futures programme, which was developed in response to our declaration of a climate emergency. The transition is also important to improve air quality in the county.

We will continue to replace older diesel vehicles in the bus and community transport fleet with ultra-low and zero emissions vehicles through bidding for available funds including ZEBRA. This will build on our existing electric bus fleet in Guildford (see box) and the County Council's decision to invest £32.5 million

from our capital pipeline in electric and hydrogen buses, alongside a further £6.5m in community transport electric minibuses. This investment will supplement operator investment in our zero-emission bus fleet.



To facilitate the conversion of the bus fleet, we will seek funding to undertake feasibility studies and to engage with the electricity Network Distribution Operators. This will ensure that we understand the costs and benefits of converting bus fleets to different potential zero-emission technologies and help to evaluate technologies against the types of services and duty cycles involved. This understanding will improve our ability to bid to ZEBRA and other funds, and to be ready to implement solutions more quickly when funding is made available.

We are requesting funding to:

- Expand the money available (beyond SCC's £32.5m) to support operators to purchase new zero emission buses and fuelling infrastructure, allowing cascade of Euro 6 buses to replace Euro 4 and 5 buses elsewhere, bringing air quality improvements
- Support retrofit of buses, if suitable, to Euro 6
- Support operators in their bids for funding for zero emission buses
- Ensure a minimum of Euro 6 for vehicles introduced from now on for tendered services, with zero emission vehicles a requirement by 2030.

These measures will contribute to targets 3 and 4 by having more modern, low or zero emission vehicles to create a more attractive option for travellers.

4.3.2. Improvements to passenger engagement

Passenger charter

We will develop a Passenger Charter in conjunction with operators, service users and stakeholders, channelled through our Stakeholder Reference Group.



This will set out what bus users can reasonably expect from bus operators and the Council in terms of the way services are provided. It will also include improved signposting to pathways for recourse when problems are encountered.

The Charter will include commitments around:

- Ensuring that passengers can find out about their journeys in an impartial manner
- Ensuring that accurate bus service information will be provided at bus stops
- Ensuring that services provide better accessibility to all users
- Ensuring that buses are clean and conform to an agreed specification for that service
- Ensuring suitable redress for when things go wrong, including provision of a taxi if the last bus on a route is cancelled
- Regular reporting of key bus service performance metrics such as reliability
- An annual bus user perception survey
- Encouraging the formation of local Bus Users Groups.

Strengthen network identity

The County Council has high quality information on bus services on its website. Our larger operators have well-developed websites and mobile apps. However, there is no consistent 'brand' for services or 'one stop shop' for information on travel, discounted fare options and other forms of customer service.

As part of the BSIP we are focusing on building up the Passenger Charter with the Stakeholder Reference Group that is being set up. Alongside this, we are asking for a small amount of funding to be used, in partnership with West Sussex County Council, to create a dedicated Customer Service offer for passengers in the Enhanced Partnership areas.

At a later stage, greater consideration will be given with all the EP partners on whether a common branding approach should be something to be explored and how this fits with the close working with neighbouring LTAs and if branding might cause confusion for travellers using cross border services.

Improve bus information

Branding and clear information provision play a key role in making the public transport system simpler to understand and more attractive to potential passengers. Through our BSIP, we will review opportunities to build on our

progress in providing high quality information to passengers, for instance through our web-based service.

We will also identify opportunities to expand provision of the Council's real time passenger information (RTPI) system that gives details of bus arrival times to on-street displays and to journey-planning websites and applications. RTPI is already present across much of the network and will be further expanded by recently agreed County Council capital funding of £1.4 million. BSIP funding will be added to this investment to provide electronic on-street signs at the main bus stops in all of Surrey's 28 towns and in our villages, at significant trip generators and to prioritise locations where demand is greatest. Information on service availability and fares promotions are also likely to play a key role in recovering passenger numbers after the pandemic. We will also consider integration with UTMC to enable RTPI to provide information on disruption and diversions.

We will develop a specification for bus stops under bus service Categories 1, 2 and 3 that will include the level and type of information provision. We will look to include not just timetable information, but information on fares and mapping as well. We will develop a 'how to use a bus' awareness programme for young people in conjunction with operators.

We will undertake a major marketing effort to promote buses post-Covid, jointly with operators, backed up by central government messaging. We will expand our own bus publicity activities, using both traditional methods and social media. This will include public and social media campaigns to encourage bus use, targeted online and hard copy adverts, promotional material and distribution, timetable and other bus specific material production and distribution. It will also include promotion of DRT transport to different markets. We will also maintain production of Area Bus Guides and increase availability and distribution of printed material. All buses will also have racks for timetable leaflets and be kept stocked. All operators' publicity will include details of other company's services.

To support these increased activities and ensure successful promotion of our BSIP measures, we are looking to increase our marketing and information capacity.

Lastly, we will explore with adjoining councils the provision of 24/7 customer support facility. This will involve working with Brighton & Hove, East Sussex and West Sussex to jointly provide pump priming for 24/7 customer service availability to support new and existing bus passengers. This will encourage confidence in bus usage with the enhanced operations during late evenings/early mornings.



These measures will contribute to targets 3 and 4 by giving passengers more say in the delivery of services they, their friends or families use, through the Passenger Charter. Also, the availability, quality and accessibility of information is given great importance by the travelling public. By ensuring information is high quality, readily available and accessible both before and during travel, we can give more people more confidence to travel and improving their satisfaction.

4.3.3. Mobility as a Service

Developing a Mobility as a Service framework

We will explore the potential for developing a Mobility as a Service (MaaS) framework for Surrey, as it has the potential to bring significant benefits in terms of integrating public and shared transport and encouraging mode shift away from cars.

A MaaS framework brings together information on transport modes and services, typically in a smartphone application (with access also available by phone and computer). Benefits include features such as end-to-end journey planning, multimodal ticket purchasing and the ability to earn and spend rewards. It provides a unified framework for accessing shared mobility options alongside timetabled public transport, reducing complexity and cost and making the options more attractive to users. MaaS frameworks improve and simplify the travel experience for passengers, providing reliable real time information, journey planning and payment for the full journey, regardless of the number and range of modes used. They also support accessible travel (by providing information about facilities such as accessibility ramps and travel assistance).

Improvements made to digital connectivity will be key to taking full advantage of the potential of MaaS solutions across Surrey.



Exploring mobility credits

Mobility Credits provide an innovative way of delivering targeted transport behaviour change. They can take a number of forms. For example, owners of the most polluting vehicles can be asked to scrap their cars in return for a 'mobility credit'. This credit can then be used to pay for a range of public and shared transport, including buses, trains, bike share, car clubs and car rental. The aim is to reduce car ownership and encourage mode shift.

A Mobility Credits system linked to the MaaS application (allowing the credits to become part of the wallet people have on the app to be used to directly pay on selected modes) will also be explored to help incentivise changes to more sustainable travel behaviour and support accessibility options for groups such as jobseekers.



4.4. Governance

Enhanced Partnership Governance

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 the funding received from Government. Membership of this strategic decision-making Board will be comprised of the Cabinet Member for Transport & Infrastructure (chair) and representatives from large and smaller bus operators in Surrey.

A Stakeholder Reference Group will also be established to provide external insight and constructive challenge to the work of delivering the Enhanced Partnership, ensuring that the voice of bus users is clearly heard. It is proposed that membership will be comprised from elected members and officers of the County Council, borough and district councils, bus operators, bus user groups and other key stakeholders. Both the Board and the Stakeholder Reference Group will be established in the Autumn of 2021.

Alongside this core governance, efforts will be made to encourage bus user groups representing specific 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, we will work with interest groups, residents and bus operators to ensure new bus user groups have every opportunity to emerge and flourish.

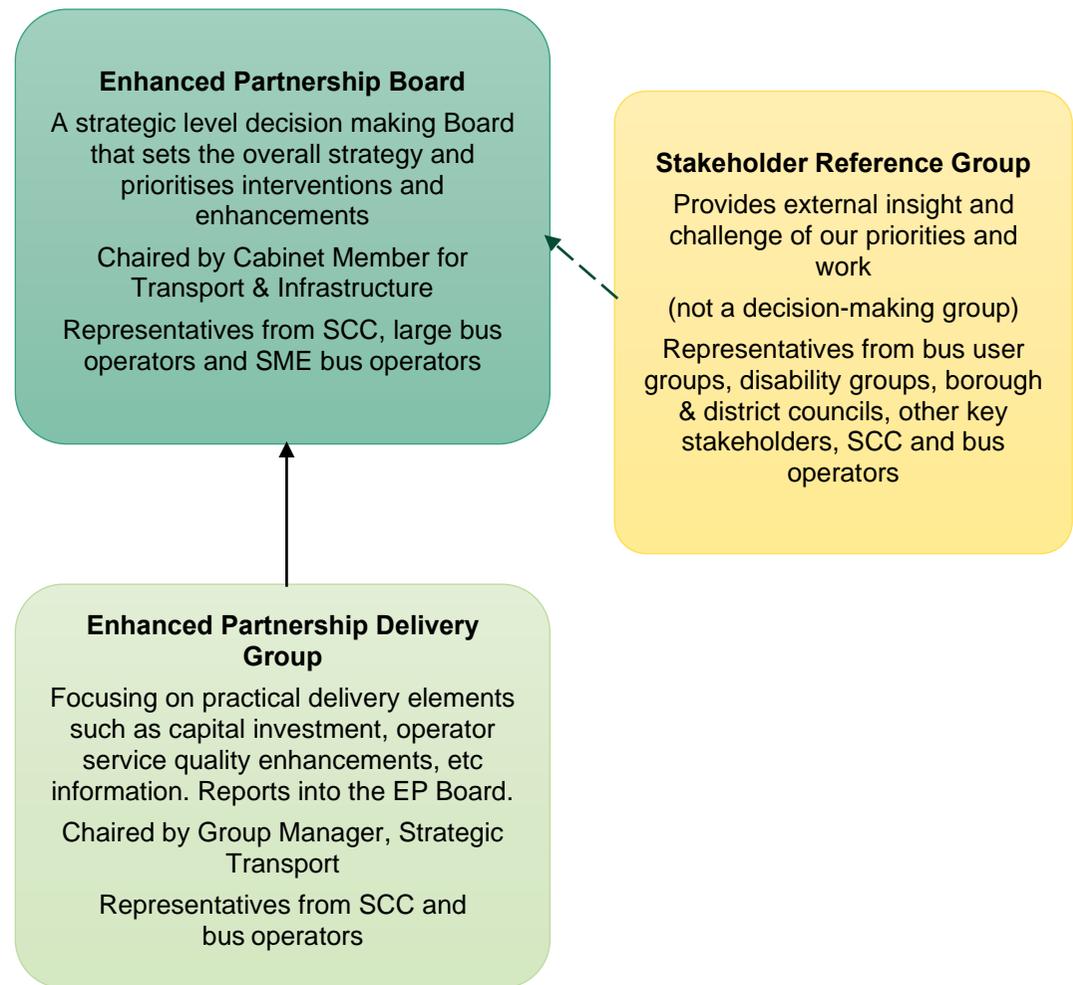


Figure 4-4 Enhanced Partnership Summarised Draft Governance Mode



5. Reporting

The BSIP will be a live and evolving document.

As required by the NBS, we will undertake and publish annual reviews of our BSIP to assess and review progress against our targets and aspirations.

Our performance and progress against the targets set out in Section 3 will also be monitored and reported every six months. The results will be [published here on our website](#) and also in our annual BSIP updates.

Progress will also be reported via our regular meetings of the County Council's Greener Futures Board. This will enable regular discussion and review of progress, ensuring we remain on track to successfully delivery our BSIP and achieve our ambitious targets.

We will also tie monitoring in to our wider LTP4 monitoring and annual review programme (Annual Progress Report), as the BSIP is an integral part of achieving our ambitious aspirations and objectives as set out in LTP4. We want to embed the BSIP within this wider framework and ensure measures to promote sustainable low carbon travel are joined up across Surrey.

Our Enhanced Partnership approach will also provide additional opportunities to discuss progress against targets and delivery of measures set out in Section 4 with our partners including operators, businesses and key local stakeholders. We will use this as an opportunity to learn from each other and embed best practice within our EP and BSIP implementation. EP meetings will take place quarterly with progress against BSIP delivery and targets a key agenda item.





6. Overview table

Name of authority or authorities:	Surrey County Council
Franchising or Enhanced Partnership (or both):	Enhanced Partnership
Date of publication:	29 th October 2021
Date of next annual update:	29 th October 2022
URL of published report:	https://www.surreycc.gov.uk/roads-and-transport/buses-and-other-transport/information-about-your-local-bus-services#NBS

Targets	2018/19	2019/20	Target for 2024/25	Description of how each will be measured (max 50 words)
Journey time	-	14.5mph	+ 5%	Average journey time monitoring using Real Time Information. Analysis using bus Real Time Information on a selected representative sample of bus routes across Surrey. We will seek to collect car journey time data over the same links to assess differences in change of journey time between the two modes.
Reliability	73%	85.5%	88.5%	Analysis using bus Real Time Information at timing points on a selected representative sample of bus routes across Surrey
Passenger numbers	26.9m	25.2m	28.8m	Counts from operator returns.
Average passenger satisfaction	60%	56%	66%	Use of the NHT Survey, done annually. Location-specific passenger surveys and regular countywide surveys. Targeted feedback from specific stakeholder groups.



Make improvements to bus services and planning

More frequent and reliable services

Delivery - Does your BSIP detail policies to:	Yes/No	Explanation (max 50 words)
Review service frequency	Yes	We will utilise our bus route hierarchy to focus investment in improving the frequency of our bus services. In general, both commercial and supported category 1 services will operate at least every 30 minutes, daytime, hourly evenings and Sundays. Also, we will provide some enhancement funding for selected category 2 services for specific reasons.
Increase bus priority measures	Yes	£9 million already allocated to bus priority schemes. NBS funding will be used to go further with bus priority measures at known hotspots particularly those served by category 1 services. These include bus priority schemes at Redhill & Reigate, Guildford, Blackwater Valley and Elmbridge.
Increase demand responsive services	Yes	Expansion of existing DRT in certain areas, including Tandridge, Waverley, rural Surrey Heath and rural Guildford is being developed. A new digital demand responsive transport offer could replace or supplement certain low-frequency conventional bus services with more comprehensive and flexible services, building on the current project in Mole Valley.
Consideration of bus rapid transport networks	Yes	We will implement a number of bus priority measures with a 'whole route' approach similar to BRT principles. We exemplify Route 1 and the A23 corridor to be considered as BRT. We will seek to deliver operator's service enhancements alongside the priority measures, which will reinforce the schemes' BRT credentials.



Improvements to planning / integration with other modes

Delivery - Does your BSIP detail policies to:	Yes/No	Explanation (max 50 words)
Integrate services with other transport modes	Yes	<p>We will identify opportunity to better align bus and rail timetables to provide reasonable connections alongside improve infrastructure to improve connectivity between stops.</p> <p>We will look to develop mobility hubs to deliver better integration between modes, particularly active travel, building on our Rail Strategy aspirations.</p>
Simplify services	Yes	<p>We wish to see all operator's publicity including details of other company's services on the same route. We will also look to eradicate duplicate route numbers wherever possible and encourage the use of only three windows per year for timetable changes, except where required.</p>
Review socially necessary services	Yes	<p>We are continually assessing the appropriateness of the bus network. This is both through contractual key performance indicators (KPIs) and hearing from elected members, residents and user groups. We aim to build upon our socially necessary services to maximise access to opportunity and provide a diverse service offering.</p>
Invest in Superbus networks	Yes	<p>Our Route 1 and Route 100 corridors are routes with Superbus characteristics. We will use the BSIP to target improvements in these services, including the investment in further express lanes which will improve reliability and punctuality of these services to the required Superbus levels.</p>



Improvements to fares and ticketing

Delivery - Does your BSIP detail policies to:	Yes/No	Explanation (max 50 words)
Lower fares	Yes	Fares in Surrey are generally high, particularly when compared to London. With funding we will implement: <ul style="list-style-type: none"> • free travel for young carers • under 25s half-fare scheme • time limited free or discounted travel for people starting work from unemployment • reduced evening fare
Simplify fares	Yes	We will address the inconsistent application of fares for young people by standardising the offer and standardised discounts to particular groups. Furthermore we will enhance the multi-operator ticketing with the long term aim of introducing a system based on Tap-On Tap-Off or flat single fare with a daily or weekly cap.
Integrate ticketing between operators and transport	Yes	We will migrate to seamless multi-operator ticketing in three stages: initially via development of the Acorn multi-operator ticket before progressing to own operator Tap-On Tap-Off ticketing. Stage 3 will consist of a multi-operator Tap-On Tap-Off scheme using DfT-developed systems.



Make improvements to bus passenger experience

Higher spec buses

Delivery - Does your BSIP detail policies to:	Yes/No	Explanation (max 50 words)
Invest in improved bus specifications	Yes	We will utilise funding to improve passenger amenities and presentation, potentially through mid-life refurbishments. This will include, where practical, provision of USB chargers and on-board wifi.
Invest in accessible and inclusive bus services	Yes	We will ensure all buses have AV technology and will incorporate 'Security by Design' to address issues of vulnerable and lone travellers and the ways in which design can best support them. Our route reviews will review accessibility to bus stops and implement solutions to provide equal access for all.
Protect personal safety of bus passengers	Yes	We will ensure that CCTV is provided on all buses. At stops we will ensure there is sufficient lighting and CCTV where appropriate, as well as ensure maintenance regimes account for personal safety measures such as appropriate vegetation management. Undertake accessibility and safety reviews at major bus stations.
Improve buses for tourists	Yes	Our improved service frequency and clarity alongside better roadside and online information will benefit all passengers, including tourists. This is particularly true for more rural tourist sites within the county.
Invest in decarbonisation	Yes	We will: <ul style="list-style-type: none"> • Support operators in purchasing zero emission buses and infrastructure • Support retrofit of buses to Euro 6 • Support operators in their bids for funding for zero emission buses Minimum of Euro 6 for vehicles introduced from now on for tendered services, with zero emission vehicles a requirement by 2030.



Improvements to passenger engagement

Delivery - Does your BSIP detail policies to:	Yes/No	Explanation (max 50 words)
Passenger charter	Yes	We will develop a Passenger Charter in conjunction with operators, service users and stakeholders, channelled through our Stakeholder Reference Group.
Strengthen network identity	Yes	We will create a dedicated Customer Service offer for passengers in Surrey and will consult with EP partners on whether a common branding approach should be something to be explored in the future.
Improve bus information	Yes	We will review and improve at stop and online bus information – this includes timetable leaflets on buses. This will include increasing the amount of RTPI boards in use across the county. We will develop a standardised bus stop specification to improve the quality and standardised nature of information.

Other

Delivery - Does your BSIP detail policies to:	Yes/No	Explanation (max 50 words)
Other – Developing a Mobility as a Service framework	Yes	We will explore the potential for developing a Mobility as a Service (MaaS) framework for Surrey, as it has the potential to bring significant benefits in terms of integrating public and shared transport and encouraging mode shift away from cars.
Other - Exploring mobility credits	Yes	A Mobility Credits system linked to the MaaS application (allowing the credits to become part of the wallet people have on the app to be used to directly pay on selected modes), will also be explored to help incentivise travel behaviour changes to more sustainable modes, such as bus.

Appendices



Appendix A. BSIP Support from Operators

We have received statements of support from operators and stakeholders. These are listed below and have been sent to the DfT alongside this document.

Operator	Name	Position
Stagecoach	Edward Hodgson	Managing Director Stagecoach South
Metrobus	Martin Harris	Managing Director Brighton & Hove Buses and Metrobus
Safeguard Coaches	James Vallance	Commercial Manager
Compass Travel	Chris Chatfield	Managing Director
First Bus	Jonathan Lewis	Commercial Manager First Hampshire, Dorset and Berkshire
Thames Valley Buses	Simon Fisher	General Manager
Carlone Limited	Mathew Noakes	Managing Director
White Bus	Simon Rowland	Chief Executive Officer
Falcon Coaches Ltd	Richard Telling	Managing Director
Hallmark Coaches	Andy Creba	Managing Director

We also received a statement of support from Transport for the South East as the major regional transport stakeholder group. This has also been sent to the DfT alongside this document.

Appendix B. BSIP Funding Template

[Our funding template can be found on our website.](#)

Appendix C. Surrey Bus Service Category Table

[Our bus network hierarchy can be found on our website.](#)

Appendix D. Surrey BSIP Supporting Data Note

[The Supporting Data Note can be found on our website.](#)