



West
Yorkshire
Combined
Authority

Tracy
Brabin
Mayor of
West Yorkshire

West Yorkshire Bus Service Improvement Plan Executive Summary

June 2024



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My vision for local buses

Tracy Brabin, Mayor of West Yorkshire

Since launching our Bus Service Improvement Plan (BSIP) in 2021, we've made big strides. In March 2024, I took a bold step to bring buses back under local control through franchising. This means you have a stronger voice in shaping your bus service, and I'm held accountable for delivering improvements.

I know how important buses are to West Yorkshire, connecting people across our unique blend of cities and towns, vibrant rural communities and stunning tourist attractions. They provide an essential public service and should serve all our 2.4 million residents, as well as visitors to the region.

Franchising, which will provide the Combined Authority and I with control over the region's buses, is an unprecedented opportunity to build a better-connected local bus network that works for all. But I must be realistic and make clear that this major change will

not happen overnight. To ensure a smooth transition, franchising will be rolled out in phases, with the first franchised buses up and running in parts of Kirklees, Leeds and Wakefield from March 2027, and going region-wide by the end of 2028.

In the meantime, we're not standing still. In my second mayoral term I will push for renewed effort to bring about the better bus user experience that passengers expect and deserve today. I want buses to be the first choice for travel in West Yorkshire – not because you don't have a car, but because buses are more affordable, convenient to use, and better for the environment.

Through our Bus Service Improvement Plan and other funding programmes, we have made great progress in delivering the bus system we urgently need. We're already transforming buses in the region with initiatives like the

affordable £2 Mayor's Fare, as well as investing to protect and enhance our network with new routes and more frequent services. We are making bus shelters, stops and stations safer, nicer and more inclusive with new stations in Halifax and Dewsbury, supported by our vital safer travel partnership with West Yorkshire Police. And finally, we have invested in more zero emission vehicles to ensure the bus network is playing its part in a cleaner, greener tomorrow.

This investment is working, with both patronage and customer satisfaction on the increase. But we know that there is still more work to be done.

This updated BSIP strengthens our commitment to these improvements, both now and as we move towards local control. We will do this by keeping fares affordable and by enhancing our network so that all of

our communities are connected. We'll make buses easier to use with clear information at every step. We'll add more eco-friendly buses and prioritise them on the roads. And we'll integrate buses with other sustainable transport options, which is key as we plan for a future Mass Transit system to realise the full ambitions of our Local Transport Plan.

I recognise I can't do this alone, therefore I'll continue to work with local councils, bus operators, and the national government. Most importantly, I promise to always put passengers first, listening to what you need and want from your local buses, to ensure we deliver a system that works for everyone.

Vision and objectives

Our Bus Service Improvement Plan (BSIP) responds to the Government's 'Bus Back Better: National Bus Strategy for England (2021)'. This version of the BSIP builds and reaffirms the vision set out in the 2021 BSIP and updates it to reflect changes in the local bus service since then.

The BSIP also responds to the West Yorkshire Plan 2040 (2023) which sets out an ambitious vision and five missions for 2040 that will drive our work to transform lives and communities across the region, working towards a brighter West Yorkshire that is a place that works for all. It also builds on the ambitions set out in our Transport Strategy 2040 (2017), Bus Strategy 2040 (2017) and Connectivity Infrastructure Plan (2021), which put connectivity and sustainable travel at the heart of a thriving and inclusive regional economy where everyone can build great businesses, careers and lives.

The new Local Transport Plan, currently in development, will bring together our existing and new policies to set out the vision for transport in our region and how we will deliver this vision across transport modes. Our updated BSIP will form a subsidiary document to the new Local Transport Plan.

Our vision for buses

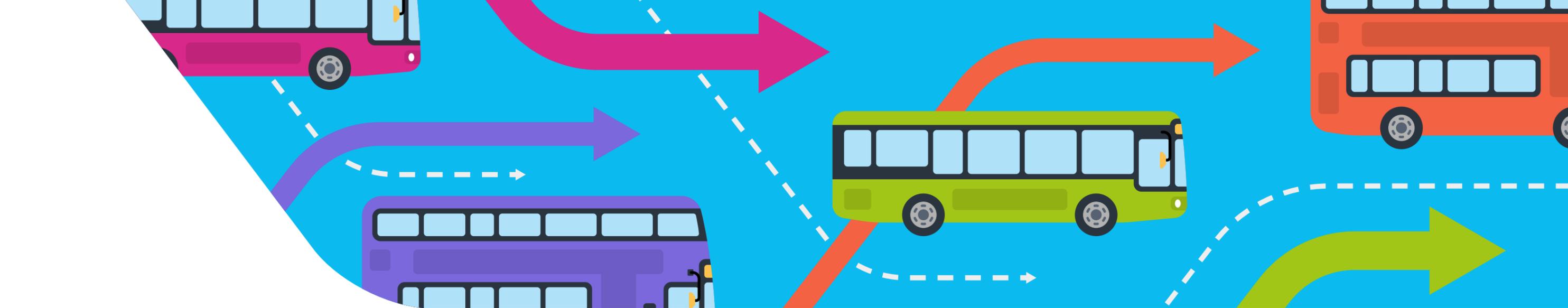
Our ambition is to make buses as attractive as possible in comparison to private car use. Our cities, towns and villages across Bradford, Calderdale, Kirklees, Leeds and Wakefield deserve to be well-connected by a comprehensive network of better, greener bus services to support sustainable travel and reach our environmental targets. We will provide simple payment methods which give best value for passengers and high quality, safe bus stations, stops and shelters that ensure a welcoming gateway to the bus network.

Ultimately, our bus system aims to be inclusive of all groups in society to support our inclusive growth and social well-being ambitions, whilst also contributing to improved economic productivity within the region.



To achieve this, the objectives of the Bus Service Improvement Plan are to:

- Establish bus as a key mode of choice for travel in West Yorkshire.
- Establish a financially sustainable bus service.
- Improve operational delivery to provide the passenger with a service they can feel confident in using.
- Improve connectivity for communities facing deprivation, inequality and exclusion.
- Ensure the bus service is integrated to deliver sustainable connectivity.



Strategic case

Reversing the long-term decline of bus use in West Yorkshire

Bus is the most used form of public transport in West Yorkshire with over 1.7 million bus journeys taken each week, accounting for 4%¹ of all journeys in the region.

It provides an essential public service, connecting people across our unique blend of cities and towns, vibrant rural communities and stunning tourist attractions. Despite playing such a key role across West Yorkshire, reflecting national trends, the number of people travelling by bus is in long-term decline, with bus trips falling from 167.7 million in 2011/12 to 108.3 million in 2022/23².

Bus patronage significantly reduced during the pandemic and is still in recovery, standing at 89% of pre-pandemic levels in the first week of March 2024³. Our Bus Service Improvement Plan is driving this recovery, with 4% year-on-year patronage growth (2023/24 against 2022/23). But more still needs to be done to achieve our ambitious targets for bus patronage and mode share in the region.

A safe and inclusive bus system

This means getting the basics right, including ensuring all our buses and related passenger services are fully accessible for those with physical disabilities and other health and social needs.

We also need to reconsider how we design services and attract passengers to our bus system so that it better serves more people than just the traditional urban commuter. For example, those who are vulnerable or have caring responsibilities. This includes providing new services that operate for longer periods of the day, offer more flexibility, and are easier to understand and use.

It is imperative that our buses are safe, and everyone feels safe when they travel by bus. We will continue to deliver initiatives that support women and girls – and other vulnerable groups – to feel empowered to travel by bus when they want to, without the fear of intimidation or anti-social behaviour.

Better connected communities

West Yorkshire is a large region with multiple different urban centres, as well as many towns and villages.

Our bus network needs to connect these different communities – particularly areas of high deprivation and rural areas – to ensure the people living in them have fair access to the many employment, education and leisure opportunities that our region has to offer. The solutions to provide this – shaped by existing and potential passenger demand – will not be the same everywhere.

However, it is crucial that buses provide a reliable way to get to the places that matter to our communities such as health facilities, high-street shops, out-of-town employment sites and retail parks, education, parks, and other places of cultural and community interest. We also need to extend the hours of the day that buses serve these communities and aim for a better frequency and regularity of services throughout the week so that bus routes and timetables are not responsible for leaving communities cut off.

Decarbonisation and integrated, sustainable travel

In 2019, West Yorkshire Combined Authority declared a climate emergency. As part of our response to this, we committed to becoming a net-zero carbon economy by 2038.

Currently transport emits the most carbon of any key sector in the economy in West Yorkshire, accounting for 32% of emissions. This is dominated by road transport, including cars, which accounts for 97% of transport-related emissions. Providing a bus service that encourages more people to choose to travel by bus rather than by private vehicle will play a major role in achieving our carbon reduction targets. We have already started delivering on our roadmap to a zero-carbon transport network, embedding this as a key principle in all new projects. But we must go further, faster. Currently just 6% of all buses operating in our region are zero emission which must be improved as a priority. Buses must also be better integrated as part of a multimodal public transport offer so that alongside rail travel, cycling and walking passengers are able to make sustainable journeys from door to door.

¹ National Travel Survey 2020-22

² DfT Bus statistics data tables BUS01e, November 2023, retrieved 6th June 2024 (noting provisional data flag covering 2020-2023)

³ West Yorkshire Bus Connectivity Assessment 2024

Successes and opportunities for buses in West Yorkshire

Alongside our role as the Local Transport Authority, we are continuing to improve buses in our region through the West Yorkshire Bus Alliance.

The Alliance, formed in 2019, is a partnership between the Combined Authority, the five West Yorkshire local authorities and local bus operators – including First, Arriva and Transdev. The Alliance works together to keep buses moving on a day-to-day basis, as we transform the region’s bus system in line with the ambition set out in the BSIP.

Together the Alliance has:

- Delivered cheaper bus fares through the Mayor’s Fares scheme which caps the cost of single and day tickets, meaning passengers currently pay a maximum of £2 for a single journey and a maximum of £5 (initially £4.50) for a day ticket.
- Introduced new and more frequent bus services and ‘Superbus’ schemes in all of our districts to improve connectivity across our region.
- Improved the safety of our bus network through hiring Police Community Support Officers in partnership with West Yorkshire Police.
- Secured £95m to deliver over 200 new zero emission buses (ZEBs) and support bus service infrastructure across the region.
- Committed to delivering our existing BSIP programme, supported with £91m from the Department for Transport.

BSIP scheme	What it aims to achieve
Fares reduction	The Mayor’s Fares scheme caps the cost of single tickets at £2.00 and day tickets at £5.00 (initially £4.50) to make bus travel in the region more affordable.
Mobility credits	Mobility credits that grant free access to buses will be provided to targeted groups of people.
Marketing and behaviour change	Behaviour change campaigns such as the Walk it. Ride It. campaign aim to help grow bus patronage by showing buses as a good alternative to the private car.
Network enhancements	Improving the bus network by introducing new and more frequent bus services to communities across the region.
Superbus	Superbuses are frequent, fast and affordable bus routes developed and delivered in partnership with commercial operators. They help to increase connectivity in our region.
Service protection and restoration	Supporting existing routes and services at risk of cuts due to commercial pressures.
Shared transport hubs	Shared transport hubs provide a space for integrated sustainable transport options, such as shared e-bikes, e-cargo bikes and car clubs located alongside cycle parking, health, work, education and leisure facilities in order to promote a move away from private car ownership.
Enhanced Safer Travel partnership	Police Community Support Officers deployed on the bus network helping to reduce crime and anti-social behaviour, improve the safety of women and girls, and reassure and protect more vulnerable travel users.
Urban traffic management and passenger information	A central system to identify, log and inform passengers of disruptions to the bus network, improving our passenger information offer.
Capital schemes	New and improved bus stations, shelters and stops enhancing the waiting environment for passengers, and new bus priority measures which increase the reliability and punctuality of bus services.





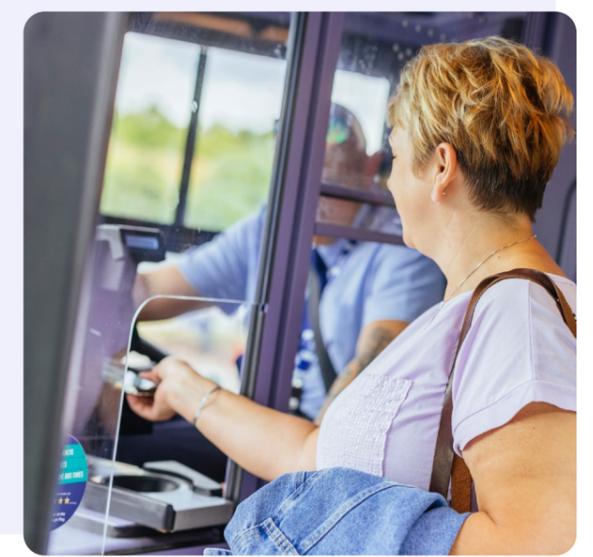
Key improvements delivered since the BSIP was first published in 2021

Mayor's Fares

In September 2022, Mayor's Fares were launched to help make travel around the region easier and cheaper, and to help with the cost-of-living crisis. The scheme guarantees that nobody pays more than £2 for a single journey across West Yorkshire, and the price of a DaySaver ticket is capped at £5 (initially £4.50).

In October 2023, we commissioned an online panel survey to gain insight into residents' use and perceptions of the £2 single and DaySaver fare caps. Of the 1,028 respondents:

- Over 40% said Mayor's Fares have helped them manage the cost-of-living crisis
- Nearly 60% agreed the scheme makes it easier for them to get around the region
- Half of respondents who said they used the bus more often switched from using private motorised vehicles.



The Mayor's Fares

£2 max single journeys

£4.50 unlimited travel with the MCard DaySaver

Key improvements delivered since the BSIP was first published in 2021

Keighley Town Network and Airline Superbus

In 2023 we worked with Transdev to launch Superbus services in the Keighley area. The scheme increased the frequency of the number 60 bus to a bus every 20 minutes (from 30 minutes), and our K2/K3 and K7 services from every 12 minutes to every 10 minutes. We also introduced a £1 flat fare to further encourage bus usage.



The Superbus service has been a great success and we have seen (as of April 2024):

- 34% more bus passengers using the 60 service
- Around 30% more bus passengers using the K2/3 and K7 services
- 11% more bus passengers on other local Keighley services which adopted the £1 flat fare.

Halifax bus station

We have worked in partnership with Calderdale Council to invest £20.5m of improvements to the bus station in Halifax town centre. The facility is award-winning, having been recognised for its state of the art “green roof”, securing the top prize in the ‘Environmental Sustainability’ category at the CIHT Awards in 2023. The station has significantly improved the safety, comfort, connectivity and accessibility for Halifax’s bus passengers and brings the following benefits to Halifax:



- **Economic growth:** The redevelopment of the station will contribute to the growth of the local economy by connecting people to jobs and training.
- **Sustainability:** The station has solar panels and charge points to support the introduction of electric buses, helping more people to travel sustainably.
- **Safety and security:** Separation of bus and passenger movements and clear visibility of all passenger areas by staff and CCTV has improved safety.
- **Accessibility:** The station provides a central level concourse, level bus boarding throughout and an additional step-free entrance.
- **Interchange:** The station provides better travel information and more retail facilities for passengers to use while they are waiting for their buses. Improved walking routes connect people more easily to Halifax town centre.

Walk it. Ride it.

The Walk it. Ride it. campaign aimed to encourage West Yorkshire residents out of their cars and to use more sustainable modes of transport such as taking the bus, walking and cycling. The campaign focussed on promoting the wider benefits of using these modes, experienced by real people. Using real life case studies, we promoted the campaign physically – on the sides of buses, at bus stations, on phone kiosks and advertisement vans and digitally – through social media, Spotify, radio adverts and website banners, for example. There was also considerable coverage of the campaign in local news outlets.



The success of the campaign is illustrated through:

- 94% increase in off bus sales between September and October 2023
- 14% increase in total DaySaver sales between September 2023 and January 2024
- 21% increase in sales of single tickets between September 2023 and January 2024
- Increased weekly usage of public transport
- People, particularly 16 – 34 years olds, were more likely to use a bus, train, or Park & Ride.

Enhanced Safer Travel Partnership

We have invested over £1m of BSIP funding in our local Safer Travel Partnership with the West Yorkshire Police support deployment of 15 Police Community Support Officers, who are dedicated to improving safety for passengers at bus stations and on the bus network.

The team has a particular focus on reducing anti-social behaviour and violent crime, as well as supporting young and vulnerable people and protecting women and girls.

Working closely with our bus operators, the partnership has already taken steps to identify individuals causing problems on the network and issue orders to avoid repeat offending, as well as link in with anti-social behaviour teams to follow up enforcement. In addition, the team has also supported people who have physical and/or learning disabilities, providing them with advice on how to stay safe when using the bus network and report any incidents.



What does franchising mean for our Bus Service Improvement Plan?

Despite the successes of partnership working between the public sector and local bus operators in tackling key challenges and delivering better outcomes for passengers, our detailed Bus Reform assessment identified that the way buses are currently run in West Yorkshire is still falling short of achieving the full expected outcomes of our BSIP vision – particularly growing the network and encouraging more people to travel by bus.

Therefore, in March 2024, the Mayor of West Yorkshire took the decision to bring buses under local control, through a process known as franchising, to deliver better outcomes for bus customers. This followed a 12-week consultation which sought views from statutory stakeholders and the public on Bus Reform options.

This decision has changed the way our bus network will run – under a franchised bus network, the Combined Authority will set routes, frequencies, fares and overall standards of buses in our region.

The existing commercially led market will be replaced, with private bus operators no longer being able to run most services independently. Bus services will instead be operated under franchise contracts, where bus operators will bid to run the services through a competitive procurement process managed by the Combined Authority.

There will be a gradual transition over several years before the whole of the bus network is franchised. Under the new system, the first franchised services are expected to be on the road from March 2027, with all buses franchised by the end of 2028.



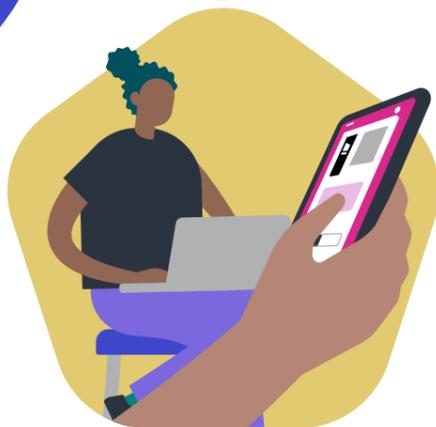
While passengers should not expect any immediate changes to their daily commutes following the decision to franchise the bus network, once rolled out we'll have the following powers to support delivery of our BSIP:

- **Fares and ticketing** – with responsibility for farebox revenue, we will have the ability to decide on the tickets available and the price customers pay for travel.
- **Network** – we will take control over the network with buses running on the routes we specify, providing us with greater control over where buses go, how frequently they come and the service hours they run to, supporting greater connectivity across the region. We will also have the ability to manage the performance of services across the network.
- **Customer service and information** – we will be able to provide one, centralised point of contact for all customer queries and support services and offer high-quality, consistent and trusted travel information across all bus journeys.
- **Greener and better vehicles** – we will be acquiring a new, 100% zero-emission bus fleet over time as part of the rollout of franchised services, also providing an opportunity to specify the quality standards of vehicles running on the network.
- **Bus priority** – through a greater role in the operation of bus services we will be able to better align the network to maximise the benefits of new and existing bus priority schemes and have greater oversight to track and manage the punctuality and reliability of services.
- **Waiting infrastructure** – all improvements and facilities provided, as well as the look and feel, should reflect the quality of the local bus service and be integrated as part of the wider transport offer, including rail, active travel and mass transit in the future. The planned implementation of bus franchising and an integrated transport brand for West Yorkshire gives us the opportunity to provide consistency across our stations, stops and public space with common branding and customer information, support and safety measures.

Passenger journey

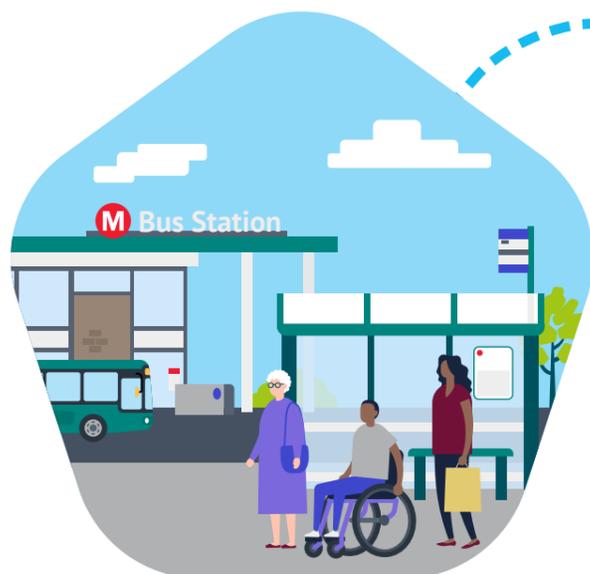
1 Before travel

The passenger can log on to the app or website of their choice and find up-to-date, accurate and consistent information – detailing everything from route options, time and cost – which helps them easily plan a journey by bus.



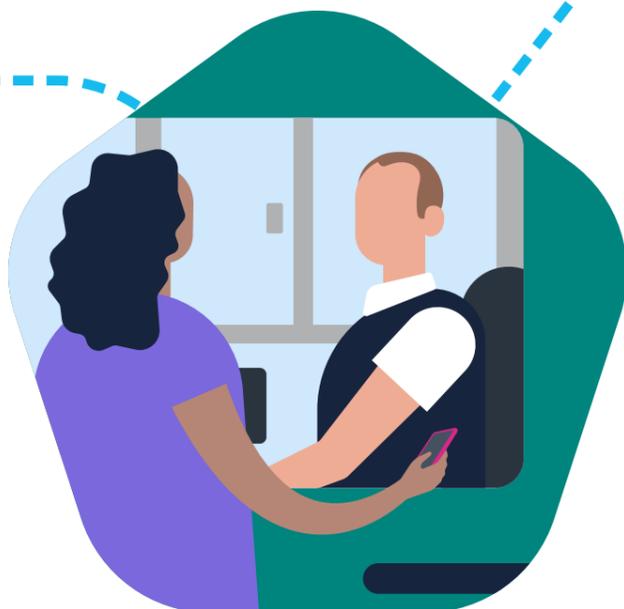
2 At the bus stop and station

The passenger easily finds their way to the correct bus stop thanks to the recognisable branding and colour coded flags which instantly let them know they're on the right route. The stop has printed information to reassure them they are at the right stop while they wait before the bus arrives quickly and on time. Busier stops will have an electronic display showing the time until the next bus. On all stops, customers can scan a QR code and obtain this information on their phone.



3 Boarding and paying

All buses are low floor and accessible. When the passenger boards the bus, they know they have different options for how to pay. They may have already bought their ticket using a mobile phone app but can also turn up and pay the best price fare for the journey or – easier still – just 'tap on' and go with their contactless bank card or mobile and know they'll be charged, at most, a capped fare at the end of the day.



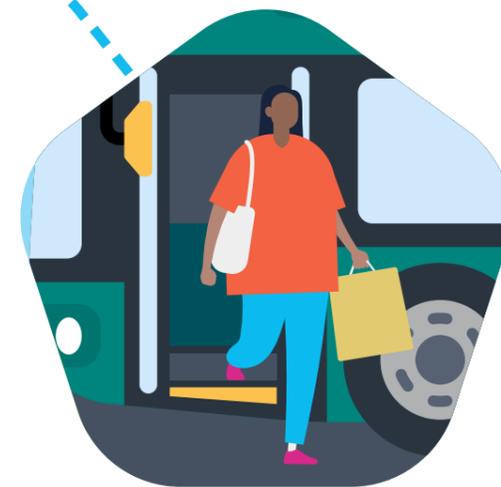
4 Onboard

The passenger embarks the bus with the option of a comfortable and clean seat or safe and clear space to park a wheelchair. The passenger can enjoy the free WiFi while they travel. Both the buses' audio-visual information and their mobile journey planning app help to keep them up to date as they travel and let them know about any potential journey disruptions. The bus is modern, easy to access and welcoming, clean, sanitised, litter free, and the journey is smooth and enjoyable.



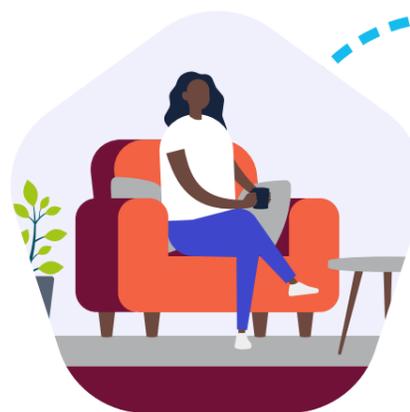
5 Completing the journey

To get to their destination, the passenger may need to change to a different type of transport. Coordinated wayfinding information and network planning ensures making a connection is simple and hassle free with no long delays or too short layovers. Whether on to another bus or train, their ticket is also still valid, or they can just tap and go once again. When the passenger gets off at the bus stop, which is not far from their destination, they are still supported on the final leg of their journey through safe, convenient, and integrated cycling and walking links – ensuring sustainable travel door-to-door.



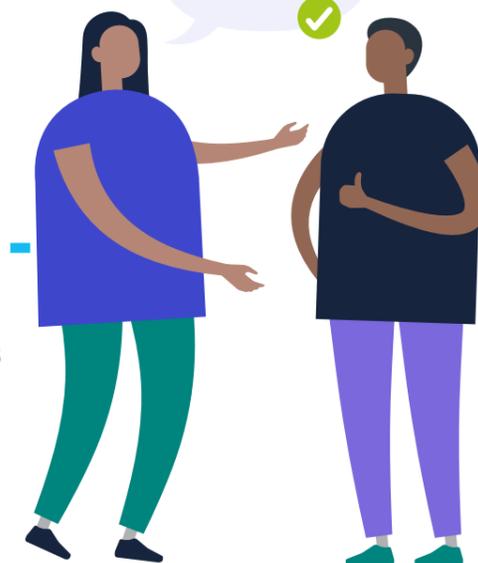
6 After the journey

Back at home, the passenger relaxes knowing they'll be charged appropriately for their day's travel and any service queries will be resolved quickly via the coordinated travel helpline.



7 Retaining and attracting new passengers

Potential passengers are encouraged to travel by bus thanks to effective, engaging marketing that presents it as a viable, attractive option for travel.





Current challenges

Despite efforts to improve buses, our own research and passenger insight shows the bus network in West Yorkshire remains in long-term decline, in line with national trends, and is still recovering from the impacts of the Covid-19 pandemic on travel behaviours.

If we are to deliver the bus system we need, there are some key challenges we must overcome:

A network that is difficult to use and does not meet travel needs

Bus routes don't always go where and when people need them to, and parts of the network are not financially viable without public sector funding support. Despite investment to support the network, overall it has continued to shrink with reduced service hours, frequencies and some routes have been cut altogether.

Confusing fares and ticketing and a perception of poor value for money

There is a need for clear and simple fares as the current offer, with multiple products and retailers, can be expensive and confusing.

Though the Mayor's Fares scheme has improved passenger satisfaction with value for money, there remains variation in satisfaction and confidence in buying the best-value ticket between different user groups⁴. Dissatisfaction with other aspects of the bus, including quality of service, is also preventing the realisation of the full benefits of fares subsidy.

Inconsistent and uncoordinated customer service and information

Satisfaction varies between information sources and user groups, and there is no single point of contact for customer support, making it difficult to complain and to access information.



A network that is not consistently reliable and in need of more bus priority

Our bus network is affected by heavy traffic and congestion which alongside varying standards and provision of priority for buses as well as operational challenges, contributes to poor punctuality and reliability and delays for those using the bus. Transport Focus's Your Bus Journey survey⁵ shows timeliness, including the length of time passengers had to wait for the bus and journey time, are key areas of dissatisfaction for bus passengers, with West Yorkshire falling considerably behind the national average.

A lack of clean, green and high-quality vehicles

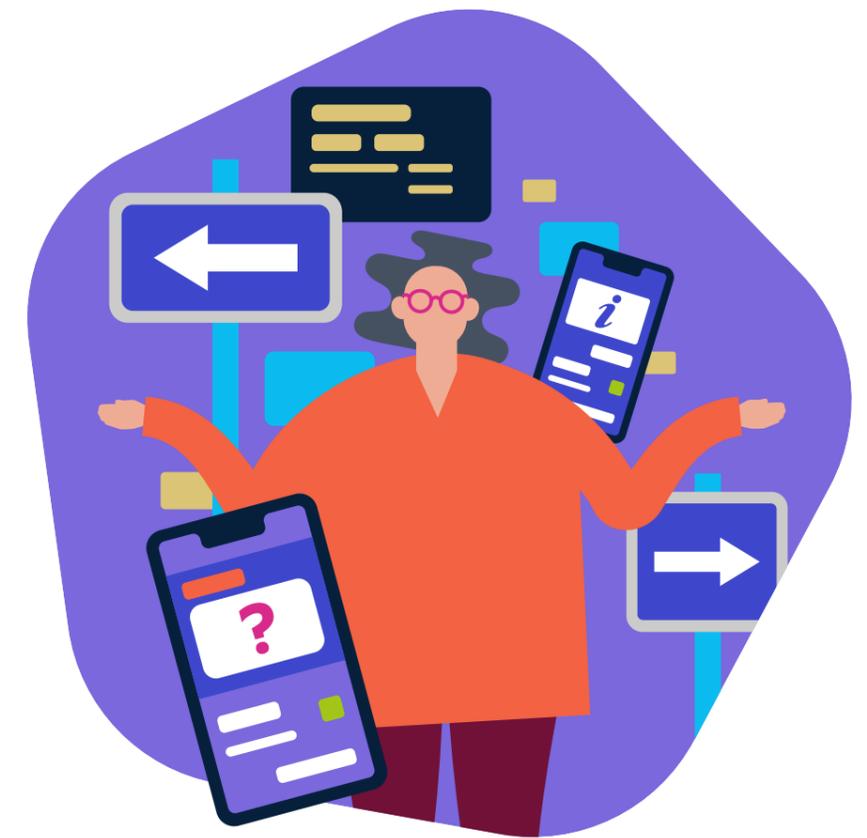
The onboard experience is not consistent for passengers across the region, with differing levels of accessibility and quality of facilities such as audio-visual information, WiFi and charging points. Only roughly 6% of vehicles operating in the region are zero

emission⁶ – further investment in greener buses with improved onboard standards is needed to improve air quality and reduce carbon emissions.

Varying quality of assets and levels of satisfaction with bus stops and stations

Existing bus stations and stops, as well as vehicles themselves, are often perceived as unclean, unsafe and unappealing which add to a dissatisfaction with bus travel⁷. Insight also shows anti-social behaviour of other passengers is pushing people to other forms of transport and there is a large gender gap for confidence in personal safety when using local buses during the dark.

Despite the key role of buses, these challenges have contributed to a long-term decline in bus patronage.



⁴ West Yorkshire Combined Authority, Annual Public Perceptions of Transport Survey, 2022-23

⁵ Transport Focus, Your Bus Journey Results 2023

⁶ Operator data collected from First West Yorkshire, Arriva Yorkshire and Transdev through the West Yorkshire Bus Connectivity Assessment

⁷ West Yorkshire Bus Behaviour Change survey (unpublished), 2023

What we will deliver

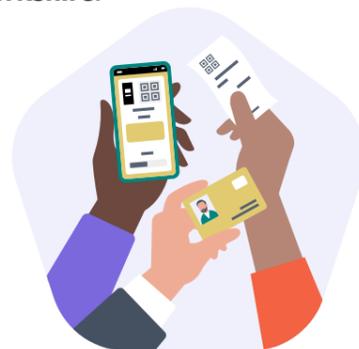
Our Bus Service Improvement Plan sets out our strategy and key initiatives we want to deliver to achieve our ambitious vision for better buses in West Yorkshire.

Clear and simple fares

To make paying for bus travel more affordable, easier, convenient and flexible

- We will continue to provide affordable fares through Mayor's Fares and look into how we provide this sustainably in the long term to ensure local residents have an equal or better offer than passengers nationally.
- Implementing a simplified fares and ticketing structure through franchising so fares are easier to understand.
- A West Yorkshire Fares and Ticketing Strategy will be developed, setting out the direction of travel for fares and ticketing into the future, across bus and other modes of transport.
- We will review weekly and monthly ticketing options in response to changing travel patterns and increased flexible working to ensure the offer is suitable for passengers.

- Introduction of a multi operator, contactless 'pay-as-you-go' capping system which will mean passengers are charged the best price for their journey and never more than the daily cap.
- We will further improve our MCard mobile app making it a more convenient way to pay for bus travel, for example by introducing gifting and the ability to add tickets onto card.
- Pilot mobility credits, offering free or discounted travel to incentivise bus travel by particular groups.
- Adapted concessionary fare schemes and travel tokens to support inclusion and encourage certain demographics, such as young people, to travel more by bus.



Enhanced, fully inclusive and more cohesive bus and wider public transport network

Which takes people where they need to go, when they need to go, and encouraging confidence in the network.

- The current bus network will be supported to provide a stable and reliable service so passengers have confidence when they make their journeys.
- Continuing to extend service frequencies and operational hours throughout the morning, daytime and evening through our BSIP Network Enhancements programme, helping to support the needs of families with children, shift workers and those working in the night-time economy.

- Work with operators to continue providing Superbus services, which incentivise people to travel by bus in particular areas through improved frequency and fare offers.
- We will develop a multi-year network plan to deliver better consistency, connectivity and convenience of services for passengers, including other forms of travel such as Demand Responsive Transport, Park and Ride and rail to give people integrated, sustainable travel options built around their individual needs.
- Improve the passenger experience and reliability of services during the initial phases of franchising.

Improved, more inclusive information and customer service

So passengers have the tools to travel with confidence and the help they need if their journey does not go to plan.

- We will introduce a single point of contact for customer complaints and queries, so that passengers receive a smooth, fast and positive experience.
- We will make the MCard mobile app the "go to" app for planning journeys, buying tickets in advance, tracking the bus and receiving information about disruption.
- We will increase the number of real-time information screens at bus stops and more buses will be equipped with on board information systems.
- Colour-coded maps and flags at bus stops and shelters across West Yorkshire's core bus network through our network navigation scheme will ensure people are able to find their way around the bus network more easily.

- Continuing to provide printed information so that all passengers are able to access the same, consistent information in a format of their choice.



Priority for buses on our roads

So journeys by bus are quicker, with less time spent stuck in traffic, and are a viable alternative to the private car.

- We will deliver more bus priority on our roads that is consistent and enforced effectively to make bus journeys quicker and more reliable.
- We will review congestion, bus delay and speeds to target improvements where they are most needed.
- Adopting a new Local Transport Plan which will set out proposals to reallocate roadspace to more sustainable modes of transport such as buses.



What we will deliver

Better, greener buses

To improve the onboard experience and make bus the sustainable choice for travel

- Invest in more zero emission buses as we transition to a franchised network and deploy them strategically so the region can benefit from cleaner, greener bus travel, and we are in a positive position to reach our target of a zero emission bus fleet by 2036.
- Improve the look and feel of our buses by buying vehicles with better accessibility provision, higher quality interiors and USB and WiFi provision, and replacing our Access Bus fleet.
- Expand the availability of audio passenger announcements and installing audio-visual information onboard buses.



Safe, accessible and welcoming stations, stops and public spaces

Which provide a high-quality, attractive environment for passengers waiting for and interchanging between bus services, through well-maintained infrastructure that has accessibility, safety and environmental considerations at the forefront of their design.



- We will make more improvements to our waiting facilities, such as bus stops and stations, so they are modernised and well-maintained and passengers experience accessible, safe and attractive places to wait for their services.
- Better pedestrian crossing facilities will be provided and the location of bus stops considered so people are more easily able to access on-street waiting infrastructure.
- The safety of our passengers will continue to be a top priority, with Police Community Support Officers patrolling our bus stations and network to limit anti-social behaviour and incident reporting tools available so passengers can let us know if certain locations feel unsafe.

Passenger charter – our promise to customers

The West Yorkshire Bus Passenger Charter sets out the high standard of customer service that can be expected when travelling on any bus in the region. This includes:

- What the passenger can expect on bus services, bus stops and stations, reliability of service and passenger information.
- How the bus service will support equality, diversity and inclusion.
- What the service operator will guarantee.
- How to make comments and complaints.



As well as outlining to customers the high standards they should expect from our bus services, the Passenger Charter also provides key customer guarantees:

- Journey satisfaction guarantee – if you are not happy with your bus journey, you can claim a free travel voucher directly from listed bus operators.
- Last journey promise – if your last bus doesn't arrive within 20 minutes of the scheduled time, you can call a taxi, save the receipt and claim the cost back from either First, Arriva or Transdev.

Listening and engaging with our residents

We know how important passengers are in helping us get our bus network right and we commit to regularly engaging with both bus passengers and non-users so their valuable insight feeds into everything we do. We will do this by:

1. Market research, including running our annual Public Perceptions of Transport survey.
2. Formal and informal sessions with elected members and community groups to ensure we are always responsive to the needs and issues of residents.
3. Community-wide consultation and engagement as projects are developed, in line with statutory requirements.

4. Targeted engagement with key passenger groups, including people with protected characteristics or at risk of social exclusion.
5. Our ongoing partnership with the independent watchdog, Transport Focus.
6. Monitoring our Key Performance Indicators, supported with monitoring and evaluation of projects as they are delivered.



Programme development and our funding asks

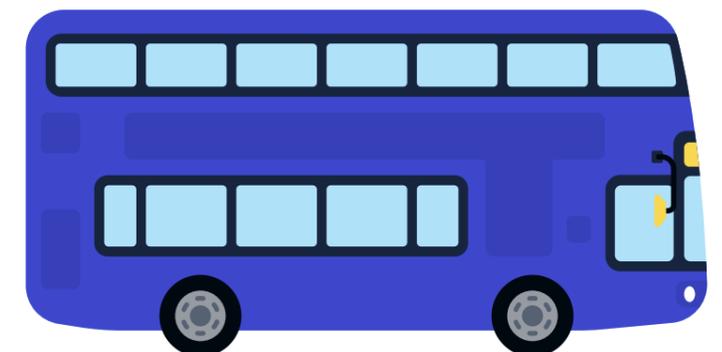
To deliver on the ambition of our Bus Service Improvement Plan and level up our local bus system we need appropriate funding from central Government.

Delivery area	Current revenue allocation (£000m) to March 2025	Requirement to fund Mayors Fares at £2 to December 2024 (£000)	Proposed 4-year revenue funding ask (£000) 2025 – 2029	Outputs
Fares and ticketing	44,974	51,374,070	100,000	<ul style="list-style-type: none"> Ongoing subsidisation of single / day fares Further fares offers / concession schemes
Network	39,857	33,507	40,000	<ul style="list-style-type: none"> Service protection Service frequency uplifts
Customer service and support (including safer travel)	2,366	3,016	15,000	<ul style="list-style-type: none"> Continuation of the Enhanced Safer Travel Partnership Staff training Additional metro employees Information revenue costs
Bus priority and stations, stops and public spaces	CRSTS/LUF2	CRSTS/LUF2	CRST2	<ul style="list-style-type: none"> Capital highway and asset improvements
Greener, better buses	ZEBRA/CRSTS	ZEBRA/CRSTS	ZEBRA/CRSTS	<ul style="list-style-type: none"> Investment in a ZERO emission fleet
Marketing and communications / internal capacity / monitoring and evaluation	3,900	3,200	5,000	<ul style="list-style-type: none"> Further promotion and behaviour change campaigns Retention of existing and additional resource Monitoring and evaluation programme
Total revenue funding	£91,097,512	£91,097,512	£160,000,000	



In addition to BSIP funding, we will utilise other funding sources to support transformational change to local buses including:

- £1bn West Yorkshire Transport Fund
- £830m City Region Sustainable Transport Settlement (CRSTS) of which £317m is Transforming Cities Fund
- £41m Levelling Up Fund
- £58m Zero Emission Bus Regional Area (ZEBRA) bid
- £25m annual contracted services budget
- £55m annual concessionary fares budget
- Section 106 funding
- Increased fares revenue obtained through passenger growth.



Targets and KPIs

The below table identifies our primary Key Performance Indicators (KPIs) and targets, which will be used to measure the success of delivering this BSIP against our ambition. The data has been taken from a number of sources including Combined Authority internal systems and surveys, local bus operators, Transport Focus and Department for Transport.

Key Theme	Key Performance Indicator	Mar 21	Mar 23	Mar 24 (Baseline)	2025 (Target)	2030 (Target)	2035 (Target)	2040 (Target)
All themes	Increased bus patronage	4,483,340	10,465,483	10,093,390*	+4%	+24%	+44%	+64%
	Increased customer satisfaction with local bus services (score 1 – 10)	7.0	5.9	6.0	7.0	8.0	8.5	9.0
	Mode share moved from car to bus (3 year WY average 2019 – 2021) *Due August of the following year	Bus: 5.1% Car: 62.5%	TBC*	TBC*	Bus share: +5%	Bus share: +10%	Bus share: +15%	Bus share: +20%
Safe and Inclusive Bus Network	Improved service provision for those travelling in the early morning and evening	197,800 miles (24% contract)	194,017 miles (22% contract)	194,090 miles (29% contract)	+2.5%	+5%	+7.5%	+10%
	Improved satisfaction with personal safety while using local buses in the day and dark	68% (both day and dark)	90% (Day) 55% (Dark)	94% (Day) 61% (Dark)	95% (Day)	97% (Day)	99% (Day)	99.5% (Day)
	Improved satisfaction with personal safety at the bus stop for female passengers	N/A	85%	84%	85%	90%	93%	95%
	Improved satisfaction with the ticket price of your local bus service	N/A	6.9	7.1	7.5	8	8.5	9
	Satisfaction with the electronic display on the bus	N/A	N/A	74%	75%	80%	85%	90%
	Satisfaction with the quality of your nearest bus station in your local area	6.8	6.5	6.5	7.0	8.0	8.5	9.0
Better Connected Communities	Reduced journey times (mins/miles)	4.36	4.93	4.92	-2%	-10%	-15%	-20%
	Improved punctuality	90%	85%	86%	90%	95%	95%	95%
	Improved reliability	99.0%	95.0%	95.3%	97.0%	99.5%	99.5%	99.5%
	Improved satisfaction with the length of time spent waiting for the bus	N/A	N/A	61%	65%	77%	85%	90%
	Improved housing accessibility by bus via the core bus network	75%	62%	55%	56%	60%	65%	75%
	Improved employment accessibility by bus via the core bus network	68%	39%	31%	35%	50%	65%	75%
	Improved medical accessibility by bus via the core bus network	79%	72%	70%	72%	74%	78%	80%
	Improved retail accessibility by bus via the core bus network	78%	78%	77%	78%	79%	80%	80%
	Improved leisure accessibility by bus via the core bus network	70%	40%	33%	35%	50%	65%	75%
Decarbonisation and Integrated Sustainable Travel	Improved environmental performance and reduced carbon emissions of the bus network	Euro VI: 59% Zero emission: 1%	Euro VI: 81%, Zero Emission: 2%	Euro VI: 78% Zero Emission: 6%	Euro VI: 100% Zero Emission: 10%	Zero Emission: 50%	Zero Emission: 75%	Zero Emission: 100%
	Reduced average fleet age	N/A	10.75 years	11.2 years	tbc	tbc	tbc	tbc
	Reduction in estimated tonnes of CO2e from buses	N/A	N/A	5,802 tonnes CO2e	-1%	-14%	-77%	-87%

*Patronage understood to be down in March 2024 from March 23 due to the timing of the Easter break. Year-on-year patronage growth (2023/24 against 2022/23) is at 4%.

Plan on a page

Short-term

2024 to 2025

Clear and simple fares

- Continuation of Mayor's Fares and exploration of long-term funding options for fares subsidy.
- Improvements to the MCard mobile ticketing app.
- Development of a Fares and Ticketing and Customer Service and Information strategies.

Enhanced network

- Stabilise and protect the current bus network.
- Increase bus service frequencies and operational hours through Network Enhancements and Superbus.
- Undertake a Bus Services Review to explore how Demand Responsive Transport, Accessbus and Park and Ride can support the commercial bus network.

Inclusive customer service, information and support

- New colour coded bus stop maps and flags across West Yorkshire's core bus network.
- Walk it. Ride it. and other behaviour change / marketing and comms campaigns.
- A refreshed Passenger Charter.

Priority for buses

- Ongoing delivery of existing infrastructure programmes – including more bus priority on our roads.
- Developed pipeline of future highway improvements to speed up bus services.

Greener, better buses

- On-going delivery of the ZEBRA programme, replacing old buses with new zero emission alternatives.
- Continued exploration of the best fuel types and technologies for the region.

Stops, Stations and Public Spaces:

- More real time information screens.
- On-going deployment of PCSOs through the Safer Travel Partnership.
- Accessibility audit of waiting facilities.

Medium-term

2025 to 2028

Clear and simple fares

- Deliver contactless 'pay-as-you-go' capped payments integrated across all bus services.
- Revised weekly and monthly ticketing responding to increased flexible working.
- Implement a simplified fares and ticketing offer for all franchised services.

Enhanced network

- Transition to the franchised bus network.
- Better integration with rail, cycling and walking infrastructure, and other sustainable modes.

Inclusive customer service, information and support

- Rollout of new integrated transport branding for the bus network.
- Introduce a single point of customer contact for dealing with passenger queries and complaints.
- A refreshed transport website and enhancements to our journey planner – including to enable real time disruption information.

Priority for buses

- Delivery of an ongoing pipeline of bus priority schemes through CRSTS and other programmes.
- Analysis and review of congestion, bus delay and speeds.
- Adoption of the new Local Transport Plan – including proposals to reallocate road space to more sustainable modes.

Greener, better buses

- Audio visual information on all buses.
- Standardised onboard customer experience, including branding.
- All buses Euro VI or alternative and Clean Air Zone compliant by 2026.

Stops, Stations and Public Spaces:

- Delivery of a programme of bus stop, shelter and station improvements with better safety and accessibility support – inc. Dewsbury and Huddersfield.

Long-term

2029 to 2040

Clear and simple Fares

- Further integration of bus fares and ticketing with other modes including rail, mass transit and shared mobility.

Enhanced network

- Evolution towards an enhanced and inclusive network, with more frequent services, new routes and better connectivity region-wide.
- Integration with rail and mass transit.

Inclusive customer service, information and support

- A single West Yorkshire app as the 'go to' place for ticket purchasing, travel information and other services.

Priority for buses

- Deliver more bus priority across West Yorkshire that is consistent and enforced effectively to make bus journeys quicker and more reliable.

Greener, better buses

- Transition to fully zero emission bus fleet by 2036.
- Vehicles with high accessibility standards, better quality interiors and USB and WiFi provision.

Stops, Stations and Public Spaces:

- Environmentally friendly, sustainable and high quality stops, stations and other waiting spaces.

