



West Yorkshire Bus Service Improvement Plan

October 2021



Tracy Brabin
Mayor
of West Yorkshire

West
Yorkshire
Combined
Authority

Our ambition for better buses in West Yorkshire

Tracy Brabin, Mayor of West Yorkshire

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When I was elected Mayor of West Yorkshire in May 2021, I pledged to bring buses back under public control, introduce simpler fares, contactless ticketing and greener buses. Central to my pledges was also inclusive growth and improving outcomes for women and girls. The West Yorkshire Combined Authority's Bus Service Improvement Plan is a major step in working towards achieving these commitments.

Buses are an essential public service and should serve all our citizens. We 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.

Our plan is ambitious but simple in its focus on the needs of people across West Yorkshire and the experience they should expect when they get on a bus, regardless of who is delivering the service. Importantly, this plan is also about more than just getting the customer from A to B – it is about ensuring that bus is able to meet the need of all customers even when they are making more complex multi-leg journeys. Our plan will also ensure that buses in West Yorkshire support our wider objectives by enabling the trips that people need to make.

Unfortunately, our existing bus system does not serve everyone across our region's cities, towns and villages like it needs to. As we look to support its recovery from the impact of the Covid-19 pandemic, it is vital that we seize the opportunity to reimagine what it can be. Fundamentally our buses need to take people where they want to go. Our system must offer a viable service for the early morning or late evening shift workers; the caregivers who need to make numerous journeys on any given day; the elderly and socially isolated; job seekers, students and the young people who are looking to embrace everything a life in West Yorkshire can offer them. Recent work has highlighted the gender imbalances that can exist in traditional bus networks – this plan will tackle this and other social inequalities. This plan seeks to address that through our commitment to creating a truly inclusive and accessible bus system that works for everyone across all our many diverse communities.

I want to see change quickly. Key to this will be working in greater partnership with operators through the West Yorkshire Bus Alliance – which is already delivering improvements to the day-to-day journeys of customers across the region and provides a solid foundation for delivering on the ambition of this plan. I am determined that this Bus Service Improvement will be a live, working document that pushes us to



deliver the ambitions set out within it. I want to continue to listen to the public – the people who live and work across West Yorkshire and rely on our local public transport system – to make sure the plan is working for them and delivering the change to buses that they want to see. We will review the Bus Service Improvement Plan regularly to ensure it is delivering on its targets, meeting expectations from the public and to hold all members of our Bus Alliance to account.

Tracy Brabin

Tim Swift

Cllr Tim Swift MBE
Leader, Calderdale Council

Shabir Pandor

Cllr Shabir Pandor
Leader, Kirklees Council

Susan Hinchcliffe

Cllr Susan Hinchcliffe
Leader, City of Bradford
Metropolitan District Council

James Lewis

Cllr James Lewis
Leader, Leeds City Council

Denise Jeffrey

Cllr Denise Jeffrey
Leader, Wakefield Council

What our region needs

Our strategic case

Our Bus Service Improvement Plan provides the opportunity to transform the local bus service for the people of West Yorkshire.



A safe and inclusive bus system

This means getting the basics right including all our buses and related passenger services are fully accessible for those with physical disabilities and other health and social needs. More broadly, we need to reimagine 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 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 all the 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 relevant and 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 will build on our current record of delivering different models of public transport such as the successful Park & Ride schemes and the new demand responsive transport service in East Leeds. 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 of West Yorkshire cut off from the thriving region around them.

Decarbonisation and integrated, sustainable travel

In 2019 the 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. Supporting bus travel can, and must, play a major role in achieving this. Currently transport emits the most carbon of any key sector in West Yorkshire, with more than 90% of transport emissions coming from cars and vans. Enabling modal shift and more journeys by bus will be integral to reducing this. We have already started delivering on our roadmap to a zero carbon transport network across West Yorkshire, embedding this as a key principle in all new projects. But we must go further, faster. Currently just 1% of all buses operating in West Yorkshire 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.

Why we can deliver better buses in West Yorkshire

This BSIP's ambition builds upon the Combined Authority's strong track record of delivering innovative, impactful projects that have meaningfully improved bus services for local people. This puts West Yorkshire in a prime position to lead the bus industry's national transformation, in line with the National Bus Strategy's vision. Key strengths include:

We have already started delivering passenger-focused bus improvements jointly with operators through the successful West Yorkshire Bus Alliance

We have experience operating one of the largest, multi-operator, multi-modal smart ticketing schemes outside of London – the MCard – and have a mature joint governance structure with bus and rail operators

We have a bold, [clear vision](#) for a region-wide sustainable transport infrastructure offer that connects bus to other modes including rail, walking, cycling and a new mass transit system

We have the learning obtained by piloting initiatives funded through the Leeds Public Transport Investment Programme, including the 'Network Navigation' colour coded network maps and the electric East Leeds 'FlexiBus' service



The West Yorkshire Bus Alliance

Formed in 2019, the Alliance is the existing partnership between the Combined Authority and local bus operators – including First, Arriva and Transdev.

The Alliance works together to keep buses moving on a day-to-day basis, as well as deliver improvements to the region's bus system.

Together we have achieved:

- The introduction of an Under 19 fares deal to provide cheaper travel for young people travelling on any service in the region.
- Secured funding and managed the delivery of over 400 retrofitted buses to make local buses cleaner and greener.
- Collaborative working through the Covid-19 pandemic which ensured services ran for essential travel and supported passengers to stay safe – including through the publication of new bus crowdedness information.

In 2022, we will be looking to use the Alliance as the basis for an Enhanced Partnership to start delivering on the ambitions set out in this plan.



Case study

Network navigation

Our Network Navigation project is making it easier for customers to plan and take bus journeys through the creation of a user-friendly and accessible set of maps and colour coded bus stop flags, shelters, on-street infrastructure and in bus stations that link to bus lines across on the high-frequency core network. The line names are also represented on the bus destination blinds to provide seamless integration from the bus stop to on-bus.

The roll-out of the Leeds phase of the project will conclude in November 2021, and the rest of West Yorkshire in 2023.



Case study

Leeds City Region Transforming Cities Fund (TCF)



This is a major ongoing £450m programme of transport infrastructure investment benefiting communities across our region and beyond. We estimate TCF schemes will improve journeys by bus, rail, bike and on foot for up to 1.5 million people, take up to 12 million car trips per year off our roads and reduce CO2 emissions from car travel by up to 15,000 tonnes by 2036.

Our TCF programme is comprised of 34 schemes. Those with a key focus on bus include:

- **A638 corridor improvements**
 - which aim to prioritise buses and improve punctuality, reliability and journey times on 6-mile stretch of road between Dewsbury, Heckmondwike and Cleckheaton. It will also better integrate cycle lanes and walkways.
- **Heckmondwike Bus Hub scheme**
 - which will upgrade the town centre's existing four stand bus hub to a larger bus station with a new indoor waiting area for passengers, increased vehicle capacity and sheltered cycle parking. This will improve both operational efficiency and the customer experience at the Hub and make bus a more realistic option for travel around the local area.



Case study

Stourton Park & Ride



Launched in September 2021 – in partnership between the Combined Authority, Leeds City Council and First West Yorkshire – Stourton is the region's latest Park & Ride scheme.

Stourton Park & Ride is a fully solar powered site, served by zero-emission electric buses which operate every 10 minutes along dedicated bus lanes and take just 15 minutes to travel to Leeds City

Centre. The site has capacity for 1,200 vehicles including 26 electric car charging points, secure cycle storage and dedicated disabled, family and motorcycle bays.

Park & Ride schemes have proved popular in West Yorkshire with the existing Elland Road and Temple Green schemes having an estimated usage of 1.1million passengers in 2019.

Case study

East Leeds 'FlexiBus' pilot

East Leeds 'FlexiBus' is the region's first Demand Responsive Transport service. FlexiBus provides a pre-bookable service that picks people up within a 3-minute walk of their location (200m) and connects them to local places within East Leeds. Trips cost a flat £2 fare, are bookable via a dedicated FlexiBus app and are paid for via contactless payments onboard. All 7 vehicles are fully accessible and electric.

The pilot, funded primarily through the Leeds Public Transport Investment Programme, was launched in October 2021 in partnership between the Combined Authority, Leeds City Council and First West Yorkshire. We will closely analyse passenger response to the service to understand the model's potential wider application to provide connectivity in areas where a traditional bus service is less appropriate.



Our bus network

Current challenges

Despite some improvements, our own research and passenger insight shows customer satisfaction with the bus system in West Yorkshire has generally been in decline across a number of years.¹ There are several challenges we need to overcome:

A network that is difficult to use and not meeting travel needs

Our existing commercially determined network, is designed around historic travel patterns. This provides an unequal level of provision across the region's five district areas that can be confusing and difficult for passengers to use. Analysis shows that while the percentage of addresses within 400 metres of a bus stop is largely consistent throughout the region, there are disparities in frequency available to communities. Access to the high frequency services (the Core Network), ranges from 60% in Kirklees to 79% in Leeds.² In many cases, it is areas of high deprivation – particularly those outside our major urban centres including Southeast Wakefield and parts of Calderdale – that are poorly served by this network. The Combined Authority currently spends approximately £16million per year to commission socially necessary services. While existing provision has been shaped by historic demand patterns, 60% of bus routes in our region still require some level of financial support from public funds.

A perception of poor value for money

Like everywhere, the cost of bus travel has risen in West Yorkshire at a rate faster than other general living costs – research shows that nationally there has been a 56% increase in bus fares over the past 20 years, after adjusting for inflation.³ This means bus travel is currently too expensive and unaffordable for many – our own passenger

research from before the pandemic shows nearly 1/6 highlighted cost as the reason they do not use buses more often.⁴ Furthermore, research from Transport Focus shows passengers are less satisfied with the value for money of bus travel in West Yorkshire than in any other major urban region in the country.⁵ Even for those who can afford it, nearly 50% of local bus users in West Yorkshire are still not confident about purchasing the best value bus ticket for their journey.⁶



A network which is not consistently reliable

Customers need to rely on buses turning up and running on time, but our analysis of local real time information confirms that buses across the region have consistently underperformed against targets. Traffic congestion is a significant factor in bus reliability together with operational resilience. Furthermore, research shows that across West Yorkshire districts there is variability in the standard and design of bus priority measures and enforcement which is adding to these poor outcomes for customers.⁷

These challenges have resulted in declining patronage, made worse by the Covid-19 pandemic. The number of annual bus trips in our region fell from around 170 million trips in 2009 to around 144 million in 2019, with journeys per person declining even faster than the national average. Like everywhere else, bus patronage was severely impacted during the pandemic but as we look to regrow passenger numbers, our most recent research shows greater hesitancy about using public transport compared to the car.⁸ The pandemic is changing travel behaviours and challenging the assumptions that our current bus network is based on. Urgent transformation of local buses is required to tackle this.

¹ West Yorkshire Combined Authority Public Perceptions of Transport Survey, April 2020

² West Yorkshire Strategic Bus Network Review, 2019-20

³ Urban Transport Group, What scope for boosting bus use? An analysis of the Intrinsic Bus Potential of Local Authority Areas in England

⁴ West Yorkshire Combined Authority, Public Perceptions of Transport Survey, April 2020

⁵ Transport Focus - Bus Passenger Survey Autumn 2019 - Summary of key results in England

⁶ West Yorkshire Combined Authority, Customer Public Perceptions of Transport Survey, April 2020

⁷ AECOM, West Yorkshire Bus Lane Best Practice Study, 2016

⁸ West Yorkshire Combined Authority, Public Perceptions of Transport Survey, April 2021



Vision and objectives

What our Bus Service Improvement Plan aims to achieve

Our Bus Service Improvement Plan builds on the ambitions set out in the West Yorkshire Transport Strategy (2040), the West Yorkshire Bus Strategy (2017) and the West Yorkshire Connectivity Infrastructure Plan (2021) which put connectivity and sustainable travel at heart of a thriving and inclusive regional economy where everyone can build great businesses, careers and lives.

To support our vision for West Yorkshire, the Bus Service Improvement Plan must:

- Be inclusive of all groups in society.
- Support inclusive growth and social well-being ambitions of West Yorkshire.
- Contribute to improved economic productivity in West Yorkshire.
- Provide cleaner, greener buses supporting sustainable travel and contributing to the environmental targets of West Yorkshire.
- Be as competitive as possible against private car use in urban areas.



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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.

What will a bus journey be like?

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

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.

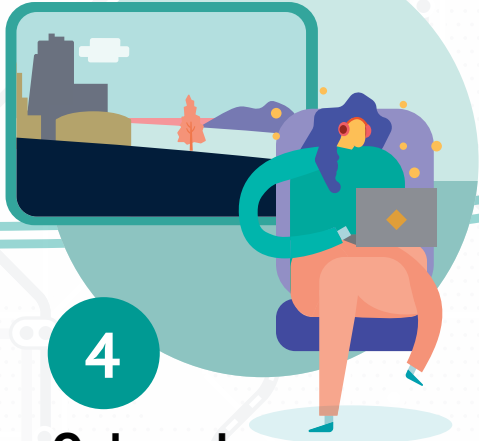


3

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 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.





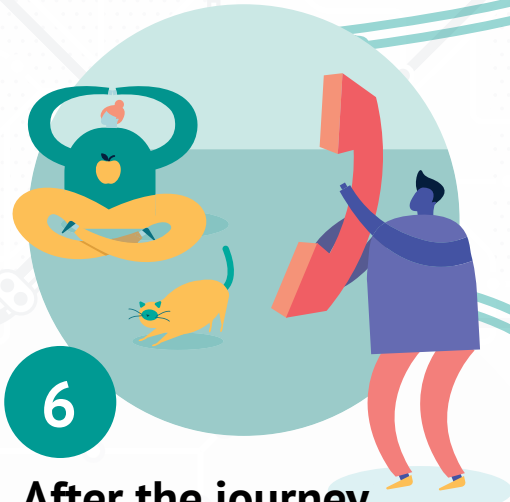
4 Onboard

The passenger takes a seat in comfy and clean chairs and enjoys the free Wi-Fi 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 service. 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 effective, engaging marketing that presents it as a viable, attractive option for travel.

The Passenger Charter: *our promise to customers*

Our Bus Service Improvement Plan is focused on delivering for the passenger. In our new West Yorkshire Bus Passenger Charter, we will set out the high standard of customer service that can be expected when travelling on any bus in the region. It also includes guarantees about what passengers can do if they have a query or complaint.

Key elements of our service commitment are:

- **Journey satisfaction guarantee** – if you're not happy with the standard of service provided, we will give you your money back or next journey for free.
- **Last journey promise** – if the last bus service of the day on your route is late or cancelled, we will pay for a taxi to get you where you need to go.

Supporting Key Customers

Our Bus Service Improvement Plan aims to put passengers first – but we want to develop a deeper understanding of the different types of passengers and better tailor our solutions to support them.

- **Under 19s** – many young people use the bus to travel to school and college, we want to make sure they have a good experience to carry the bus habit with them in later life. In 2021, we introduced a Fare Deal including the range of My Day / Week / Month multi operator tickets which have reduced the cost of travel for many.
 - **Under 25s** – apprentices, students and young adults will have access to discounted tickets to make the bus an attractive alternative to car travel.
 - **Jobseekers** – we will continue to work with JobCentre Plus to provide travel tickets for jobseekers using the MCard Mobile app.
 - **Commuters** – our Travel Plan Network will work with employers to implement sustainable travel plans and to enable employees to buy discounted season tickets through salary deduction.
 - **Personal Safety** – people need to feel safe waiting for and travelling on the bus, we will adopt a multi-agency approach to addressing the safety concerns of passengers especially women and girls.
- **A fully inclusive bus network** – buses need to serve many different journey purposes and customer needs, not simply to provide radial routes to 9 to 5 jobs in city / town centres. We need to develop a greater understanding of people's journey needs and adapt them.



Listening to passengers and communities

Our Enhanced Partnership between the Combined Authority, local Councils and bus operators will include commitments to listen and respond to people through:



1

Market research and face to face sessions to listen to what people say. This will build upon our rich experience of gathering passenger insight and intelligence through our annual Public Perceptions of Transport Survey, the Covid-19 Transport Survey, State of the Region and other reports.



2

Targeted engagement with key customer groups including women, young people, and people of protected characteristics, to ensure we understand the diverse and specific needs of different demographics – and that we are not just serving certain groups.



3

Formal and informal sessions with elected members and community groups to ensure we are always responsive to the needs and issues of local people.



4

Formal public consultation to meet statutory requirements of delivery of services.



5

Monitoring of KPIs to ensure our investment is improving customer satisfaction.



6

Ongoing partnership working with the independent watchdog, Transport Focus, to help us to understand and evidence the priorities of bus users at both a local and national level.



Our vision for buses in West Yorkshire

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.



An enhanced, fully inclusive and more cohesive bus network – which takes people where they need to go, when they need to go

1. We will develop and deliver a 5-year plan of improvements to our network which will aim to reduce social isolation and enable better access to jobs, especially those not in our main town and city centres.
2. Expand the number of services and routes so that more people can access a bus that runs every 15 minutes or quicker.
 - Ensure buses running on our less frequent networks are more consistent and regular so they can still be relied upon for travel.
 - Ensure service frequencies extend throughout the day from early morning until evening and are designed to serve the particular needs of families with children, shift workers and those working in the night time economy.
 - Improve the provision of services in more rural and economically deprived areas which are currently underserved by bus.
3. Pilot schemes across the region which will incentivise people to travel by bus in particular areas through improved frequency, bus priority measures and fare offers.
4. More 'FlexiBus' Demand Responsive Transport schemes and Mobility Hubs to give people access to integrated, sustainable travel options built around their individual needs.



Clear and simple fares – to make paying for bus travel more affordable, easier, convenient and flexible

- We will establish a common framework for bus fares in West Yorkshire ensuring consistency of application and an accountable way of ensuring they are reviewed in line with the cost of living.
- We will use and develop the MCard branded multi operator tickets as the way in which travel on more than one bus company services can be purchased.
- We would reduce the maximum price for a day's bus travel in West Yorkshire – the MCard Day Saver or 'daily cap' – to a more affordable level. Initial estimates would suggest that £4.50 would bring fares into a more affordable range. This would also mean people in West Yorkshire would never pay more for a day's travel than those in London (subject to funding).
- We will reduce the daily cap and the fares beneath it to encourage more people to use the bus (subject to funding).
- We will introduce a multi operator "tap and go" capping system by 2023 which will mean passengers are charged the best price for their journey and never more than the daily cap.
- Customers will still be able to buy travel in advance at discounted rates using mobile phone apps.
- We will trial a new form of mobile phone ticket which provides for travel over the next 90 minutes which will help people making two leg journeys using different company's buses.



Improved, more inclusive customer service and support – so passengers have the tools to travel with confidence and help they need if their journey does not go to plan

- We will make the MCard Mobile ticketing App the "go too" app for planning journeys, buying tickets in advance, tracking the bus and receiving information about disruption.
- We will increase the number of "next bus" screens at bus stops and more buses will be equipped with on board information systems. We will enhance the training of all our customer facing staff, including bus drivers and our customer service teams to ensure the highest quality service is always provided to the passengers.
- A new coordinated system to deal with customer queries and complaints across all operators – guaranteeing a response at the point of contact within X number of days.

Priority for buses on our road – so journeys by bus are quicker, with less time spent stuck in traffic, and are a viable alternative to the private car

- Deliver more bus priority across West Yorkshire that is consistent and enforced effectively to make bus journeys quicker and more reliable.
- Improve the management of our roads and streets to improve bus journeys.

More green and better vehicles – to improve the onboard experience and make bus the sustainable choice for travel in West Yorkshire

- A commitment to a carbon-zero bus fleet by 2036.
- All vehicles to be EURO VI emission standard or better by 2026 so buses support cleaner air for the benefit of everyone living in West Yorkshire.

Our Bus Service Improvement Plan funding bid

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.



Package	Revenue cost (£000) BSIP funding ask Total 5 years	Capital cost (£000) BSIP funding ask Total 5 years	Total capital cost – inc. CRSTS (£000) Total 5 years
Bus priority infrastructure	0	23,400	679,877
Other infrastructure and assets	28,750	2,910	2,910
Fares support	40,540	0	0
Ticketing reform	990	2,543	2,543
Bus service support	88,384	39,000	39,000
Marketing, promotions and communications	2,650	100	100
Enhanced Partnership and Franchising delivery	550	0	0
Zero emission buses	0	120,000	176,500
Customer service and information	4,436	42,889	42,889
Monitoring and evaluation	2,480	0	0
TOTAL	168,780	230,842	943,819

Other funding streams

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
- £58m Zero Emission Bus Regional Area (ZEBRA) bid
- £25m annual contracted services budget
- £55m annual concessionary fares budget
- £30m annual bus operator investment in fleet replacement (before zero carbon uplift)
- Section 106 funding
- Increased fares revenue obtained through passenger growth

Measuring success

Targets and KPIs

We want to measure the success of our Bus Service Improvement Plan and ensure it is delivering on our ambitious vision for change. The table sets out our headline targets and key performance indicators.

To support our ambitions for an accessible and inclusive local bus system, we will also look to develop new data sets that enable us to understand the demographic breakdown of bus users – including by gender and other measures of diversity – and measure the success in delivering improvements for people across our region's diverse population.

Key Performance Indicator	Baseline		Targets	
	March 2019	March 2021	2025	2030
ALL THEMES				
Increased bus patronage	10,801,487	4,483,340	2019 levels + 15%	2019 levels + 30%
Increased customer satisfaction with local bus services (score 1-10)	6.7	6.9	7.5	8
Weekday mode share on radial routes into district centres moved from car to bus	Bus 18%, Car 61% (2018/19)	N/A	Increase bus share by 5%	Increase bus share by 10%
SAFE AND INCLUSIVE BUS NETWORK				
Improved service provision (bus miles) for those travelling in the early morning and evening	226,749	197,800	2.5% increase	5% increase
Improved satisfaction with personal security while on the bus	81%	N/A	85%	90%
Improved satisfaction with personal safety at the bus stop for female passengers making complex journeys	80% (autumn 2019)	N/A	85%	90%
Improved passenger satisfaction with value for money	62%	N/A	70%	75%
Improved satisfaction with information provided in the bus for passengers with disabilities	63% (autumn 2019)	N/A	70%	85%
BETTER CONNECTED COMMUNITIES				
Improved journey times (mins/mile)	4.72	4.36	10% reduction	15% reduction
Improved punctuality	88%	90%	95%	99.5%
Improved reliability	98%	99%	99.5%	99.5%
Improved housing accessibility via the core bus network	48%	51%	55%	65%
Improved employment accessibility via the core bus network	56%	N/A	60%	70%
DECARBONISATION AND INTEGRATED, SUSTAINABLE TRAVEL				
Improved environmental performance and reduced carbon emissions of the bus network	39% Euro VI, 0% zero emission (Q3 19/20)	59% Euro VI, 1% zero emission	100% Euro VI fleet 10% zero emissions fleet	50% zero emissions fleet

Our plan on a page for better buses

Subject to funding, our plan will deliver improvements now and into the future as we work towards our ambitions for better buses.

Quick wins (2022)



- ✓ Maintenance of existing network connectivity and early service enhancements
- ✓ Expansion of MCard mobile app to link ticket sales, journey planning and in-journey information
- ✓ Reintroduction of printed timetable information at bus stop
- ✓ Rollout of new colour coded bus stop maps and flags across West Yorkshire's core bus network (Network Navigation)
- ✓ Continue to ensure enhanced cleaning standards are maintained
- ✓ Enhanced Safer Travel Partnership with West Yorkshire Police
- ✓ Trial 90-minute multi journey mobile tickets
- ✓ Consult and agree on the Passenger Charter
- ✓ More marketing and promotional campaigns to attract people back to bus
- ✓ Develop techniques to better understand demographics and travel behaviours of the regions bus passengers

Short term (2022-2024)



- ✓ Introduction of multi-operator contactless capping
- ✓ Cheaper and simpler multi-operator fares including reduction in the cost of the MCard Day Saver / daily cap
- ✓ More 'Your Next Bus' screens
- ✓ A more cohesively presented bus network including more Metro branding
- ✓ New and improved bus stops and stations – with better safety and accessibility support
- ✓ Begin rollout of audio-visual technology and other new accessible information.
- ✓ Improvements to management of network disruptions
- ✓ New AccessBus fleet
- ✓ Improved system for dealing with passenger queries and complaints
- ✓ Growth of the bus network – new routes and more frequent services
- ✓ Pilot town based 'Superbus' service enhancements
- ✓ Delivery of existing infrastructure programmes – including more bus priority on our roads
- ✓ Improved customer service standards – delivery of the Passenger Charter

Medium to longer term (2024+)



- ✓ A reimagined, fully inclusive, and more cohesive bus network with more frequent services and better connectivity for all
- ✓ Cheaper and simpler fare structure
- ✓ Audio visual information on all buses
- ✓ Over 120 new electric buses by 2024, and a carbon zero bus fleet by 2036
- ✓ All buses Euro VI clean air zone compliant by 2026
- ✓ Stable, inclusive and resilient workforce
- ✓ Better integration with rail and mass transit
- ✓ More Park and Ride
- ✓ More 'FlexiBus' Demand Response Transport schemes
- ✓ New Mobility Hubs across West Yorkshire
- ✓ Unified communications and marketing into a single 'voice' for bus
- ✓ Delivery of an ongoing pipeline of bus priority schemes

Supporting Documents

Bus Service Improvement Plan

Appendix

- A. Case for Change
- B. Bus18 Youth Voice report
- C. Safety of Women at Night Fund bid
- D. Key Performance Indicators
- E. Mobility hubs long list
- F. Bus network review and delivery plan report
- G. Highways infrastructure report
- H. Equality Impact Assessment
- I. BSIP logic map
- J. Draft BSIP programme plan
- K. Letters of support

Background Information

[West Yorkshire Transport Strategy](#)

[West Yorkshire Bus Strategy](#)

[West Yorkshire Connectivity Infrastructure Plan](#)

[West Yorkshire Strategic Bus Network Review](#)

For further information, please contact

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