

National Bus Strategy

Slough Borough Council
Enhanced Partnership

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Borough Council

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1. INTRODUCTION

The National Bus Strategy (Bus Back Better), published by Government in March 2021, sets out a high level of ambition for the improvement and development of bus services in England, to reverse the historic decline in patronage overall in England, and to provide the means for bus services to recover from the significant reductions in patronage as a result of the restrictions imposed to control the Covid-19 pandemic.

Government provided Local Transport Authorities (LTAs) with a choice of pursuing franchising of bus services or the Enhanced Partnership process, with a decision required by the end of June 2021. Slough Borough Council (SBC) pursued the Enhanced Partnership process, reflecting the challenges inherent faced by a small unitary authority in pursuing franchising and the belief that many benefits could be realised more quickly through partnership.

LTAs were then required to prepare and publish Bus Service Improvement Plans (BSIPs) by the end of October 2021. These documents are intended to describe the state of bus services and the market for travel, express ambition for change and develop a comprehensive suite of interventions to increase the number of passengers on bus services. Slough Borough Council's BSIP can be found here: [National Bus Strategy - Bus Back Better – Slough Borough Council](#).

The BSIP provides the overarching framework for the Enhanced Partnership Plan (EP Plan) and Enhanced Partnership Scheme (EP Scheme). The EP Plan summarises the main themes of the BSIP in setting out an analysis of local bus services in Slough, the objectives for the quality and effectiveness of bus services and how the EP Scheme or Schemes are intended to achieve these objectives. The EP Scheme describes the Facilities, Measures and Requirements to be implemented to meet those objectives and how the partnership is constituted and operates.

Both the EP Plan and the EP Scheme have been prepared by Slough Borough Council, in consultation with the bus operators and neighbouring local transport authorities, under the Transport Act 2000 (c. 38).

1.1. COMPETITION TEST

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

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

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

2. PART 1 - EP PLAN

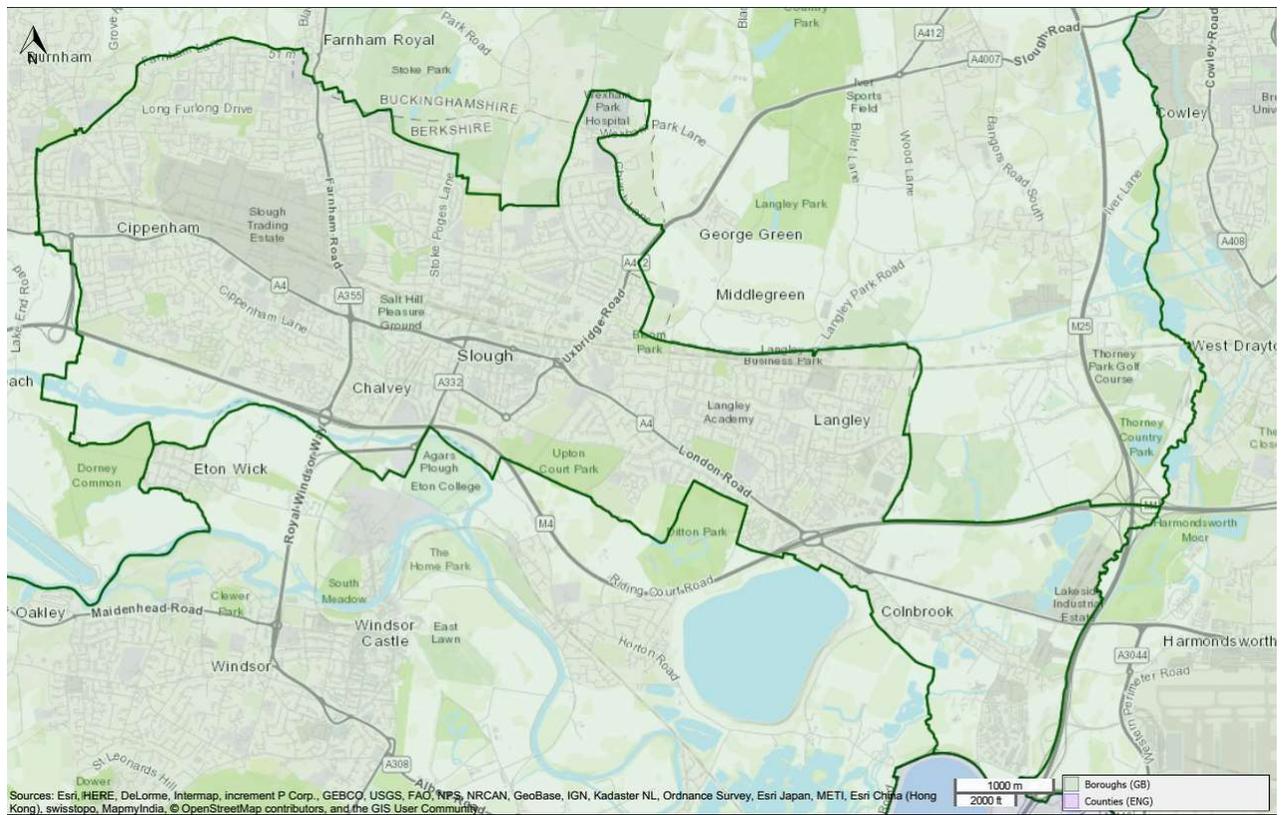
THE SLOUGH BOROUGH COUNCIL ENHANCED PARTNERSHIP PLAN FOR BUSES IS MADE IN ACCORDANCE WITH SECTION 138G(1) OF THE TRANSPORT ACT 2000 BY SLOUGH BOROUGH COUNCIL.

This Enhanced Partnership (EP) covers the entire administrative area of Slough Borough Council as illustrated at Figure 1-1.

The EP Plan will apply during the period of 1st July 2022 to 5th April 2032 and will be reviewed in April 2023 and then every year by Slough Borough Council. Each review will be concurrent with Slough Borough Council's review of its Bus Service Improvement Plan.

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

Figure 1-1 - Slough Borough Council Administrative Area



2.1. EP Links to Policy Objectives

The EP alongside Slough's Bus Service Improvement Plan will contribute to the delivery of policy objectives outlined within Slough's existing Local Transport Plan (LTP)³, including but not limited to:

- To make sustainable transport options accessible to all;
- To enhance social inclusion and regeneration of deprived areas;
- To improve the journey experience of transport users across Slough's transport networks;
- To reduce transport's CO₂ emissions and make the transport network resilient to the effects of climate change; and
- To ensure that the transport system helps Slough sustain its economic competitiveness and retain its position as an economic hub of the South East.

The EP will also complement Slough's Strategic Transport Investment Plan (2021). This was presented to cabinet in draft form in February 2021. Objectives include:

- Making public transport the dominant mode of travel to and from the centre of Slough, the rest of the Borough and beyond, including to and from Slough's neighbourhoods;
- Providing the capacity for movement to and from the centre of Slough, in the form of a high quality, reliable, high-capacity public transport network, which enables a higher scale of development;
- Maximising the benefits of enhanced strategic public transport connectivity to London, Heathrow Airport and the wider Thames Valley;
- Making walking and cycling to and from the centre of Slough and the district centres the most attractive option for shorter journeys;
- Creating attractive environments in which people are put first in terms of movement and use of space for interaction, creating safe, healthy and vibrant urban spaces which encourage people to live, work and relax locally;
- Using high quality design of transport infrastructure to enhance the quality of the public realm;
- Significantly reducing the dominance of the car as a mode of travel to, from and through the centre of Slough and on key arterial roads;
- Minimising the impacts of roads, parking and motorised vehicles on the urban realm and on people, including improved air quality and road safety; and
- Key proposals include the Mass Rapid Transit network, infrastructure improvements for traditional bus services, consolidation of town centre car parks and in the longer term development of Park and Ride.

2.2. The Slough Bus Network and Bus Market

2.2.1. Bus Service Supply

Most parts of Slough are serviced by bus routes running to a half-hourly frequency, with (where they exist) hourly services on evenings and Sundays. Most residents are within 400 metres of the line of bus route.

Within Slough only one bus service provides a 'walk-up' frequency of 5-6 bph.

Services operate to a number of locations outside Slough. These include Heathrow Airport, Windsor, Egham, Staines, High Wycombe, Maidenhead and Uxbridge. With the exceptions of Windsor and Heathrow, these also operate to half-hourly frequencies.

Bus journey speeds are also relatively slow. We estimate an average scheduled journey speed in the morning peak (as at August 2021 timetables) of around 18 km/hour within the Slough boundary.

2.2.2. Bus Service Infrastructure

Within Slough there are around 500 bus stops, with Slough Borough Council also managing Slough Bus Station. These are described in more detail in the Enhanced Partnership Scheme Appendix A1.

2.2.3. Bus Fares

With the exception of single journey fares on TfL services, many bus fares in Slough are relatively high compared to nearby towns. There are also a complex range of discounts available for young people which varies based on operator.

There is no multi-operator ticketing scheme. A passenger wishing to travel from Cippenham to Wexham Park Hospital, for example, has to pay twice for their journey: once on the Thames Valley route 5 bus, and again on Redline's route WP1.

2.2.4. Bus Passenger Information

Slough Borough Council has historically maintained a bus map which it has made available on its website. It does not provide other bus service information itself but signposts to Traveline and operators' websites.

For journey planning purposes most bus operators provide websites with service information. Provision of fares information is variable. For instance, First provides information on period ticket products such as day or weekly tickets, but not for 'point-to-point' fares, nor does it produce a map showing fare zone boundaries. Thames Valley Buses by contrast provides information on all fares. Real-time information is generally available by app.

The environment of different operators providing services results in presentation of information in a variety of formats and with different levels of information provided. This makes the bus product unclear to prospective or occasional passengers. Information on fares is particularly variable. Within Slough bus information provision needs to be substantially improved.

2.2.5. Bus Fleet

Much of the bus fleet in Slough is mid-life:

- TfL route 81 (operated under contract by Metroline) – Volvo double-decks dating from 2010;
- First in Berkshire – a mixed fleet of single-deck buses including 15 hybrid buses dating from 2009 to 2015.

The exceptions to this are the Thames Valley Buses fleet allocated to Slough are generally less than two years old; and the Stewarts Coaches vehicles allocated to route BR operating between the rail and bus stations and the Trading Estate.

Emission standards are for the most part Euro VI. There are currently no zero-emission buses in the fleet. There is scope to improve both emission standards and passenger amenity on buses in Slough.

2.2.6. Bus Priority Measures

Whilst there is extensive bus priority within Slough, which is described at Appendix A1 of the EP Scheme, a number of pinch-points remain on the bus network, as do opportunities to implement more bus priority. The peak-only operation of bus lanes can lead to buses experiencing delays off-peak. There is not yet any 'whole route' priority applying to any bus route.

There is significant scope for more bus priority, and in particular there is scope to develop priorities on a 'whole route' basis to maximise the benefits of journey time reductions and improvements to service reliability.

2.2.7. Bus Service Outcomes

According to DfT bus statistics, there were on average just under 30 bus passenger journeys starting in Slough for every resident in Slough in the last full financial year before the outbreak of the Covid-19 pandemic. This bus passenger trip-rate has been falling over recent years. This rate is significantly higher than in neighbouring Berkshire authorities but lower than would be suggested by the proportion of households in Slough that do not have access to a car. This suggests that the bus passenger trip-rate could be expected to be around 50% greater at around 45 trips per year.

There are a number of exogenous factors for this:

- There is a high level of congestion on Slough's highway network, though this appears to have fallen slightly in recent years. There are two main causes. The first is a high level of both in-commuting and out-commuting. The in-commuting in particular takes place over a very wide geographical area, much of it to the Slough Trading Estate, some distance from the town centre. It is therefore difficult for public transport to capture these trips at either trip origin or trip end. Slough Borough Council has sought to address this by combining four business shuttles into one publicly-available bus service linking Slough Station and the Trading Estate. On the other side of the coin the link from Burnham Station to the Trading Estate has been lost;
- SBC is close to the M4 motorway, and experiences variable levels of congestion resulting from incidents on the motorway, which then affects the reliability of local bus services;
- Slough town centre has lost a significant amount of retail activity over recent years;

- There is no university in the town – universities are associated with higher levels of bus usage; and
- Slough has an ethnically highly diverse population, elements of which are understood to place a high value of the ownership and use of a car as a status symbol.

2.2.8. Passenger experience and priorities for improvement

Slough Borough Council undertook on-line consultation with existing bus users, non-users and with stakeholders. This survey concluded on 1 October 2021. The results consist of 389 respondents (of whom 189 identified as bus users and 200 identified as non-users).

Around three quarters of bus users agreed either strongly or a bit that they felt safe or very safe travelling by bus in Slough. Around 40% of bus users agreed that they travelled by bus because it was reliable and affordable. Around 50% of bus users agreed that information was readily available, but the score improved to around 60% for bus users who felt that bus was accessible for them.

Considering non-users and their reasons for not using local bus services, the most frequently cited reason is that buses are too expensive, followed by buses taking too long to reach respondents' destinations, and a preference to travel by other modes. Reliability was cited as the top fourth-equal response. Consistent with bus users, personal safety was cited by few respondents.

Both users and non-users were asked what attributes would make them use bus, or use bus more. Responses that led over 75% of respondents to answer that they would use buses more, or start using buses, 'a lot' or 'partly' focused on basic journey characteristics (fare, reliability, speed, frequency, duration of services into evenings and Sundays) and information (making it easier to find out about routes, times, fares). The high response rate for fare is despite the fact that 34% of respondents had a bus pass, so amongst fare payers this also is likely to be above 75%.

Slough Borough Council propose to repeat the survey each year to inform the annual review of the BSIP and in turn to inform the priorities for delivery on the part of the Enhanced Partnership.

2.2.9. Journey time trends

There is currently no open-source information available regarding historic bus journey times in Slough. As such, information published by the DfT regarding the delay and speed on locally managed 'A' roads has been used as a proxy for understanding bus journey trends in Slough.

The data suggests that the average delay on locally managed 'A' roads within Slough has decreased year-on-year since 2016 from 113 seconds per vehicle per mile (spvpm) to 95 spvpm in 2019. As delay has decreased, average speed on locally managed 'A' roads has increased from 15 km/h in 2016 to 16.4 km/h in 2019. Despite the improvements of both metrics, which may be associated with the completion of some significant investments in the Slough strategic highway network including re-modelling at the Copthorne Roundabout on A355 Tuns Lane and dualling of the A332 Windsor Road, the values are still relatively poor in terms of journey time reliability. The increased journey times and lower levels of reliability caused by congestion can reduce the desirability of bus services to customers as well as increasing the financial cost of delivering the bus service. The measures that the EP will work to deliver are aimed at improving journey times and reliability in Slough through the delivery of bus priority.

2.2.10. Objectives

Table 2-1 sets out the objectives for Slough's Enhanced Partnership.

Table 2-1 - Enhanced Partnership Objectives

Objective	How We Will Achieve This
Review Service Frequency “More buses, More Often”	Increased frequencies, including evenings and weekends More buses at key shift change times of major employers Superbus Network Coordinate services between operators to improve service regularity along corridors
Increase Bus Priority Measures “Getting buses moving”	More bus priority measures on a number of corridors Route reviews Mitigate the impact of roadworks
Increase Demand Responsive Services	Develop innovative solutions with key employers
Consideration of Bus Rapid Transport Networks	Intensive bus priority enables services with BRT characteristics
Integrate Services with Other Transport Modes	Bus and rail integration
Simplify Services	Consider re-planning routes Specific service change dates
Review Socially Necessary Services	Evening and weekend service increases Identify opportunities to enhance supported services Provide improved access to employment
Invest in Superbus Networks	Improved frequencies in evenings and at weekends Underpinned by extensive bus priority, investment in bus stop infrastructure and passenger information, including real-time. Minimum Euro VI emission standards
Lower fares	Consistent offers to young people and jobseekers across Slough Reduce fares Multi-operator ticket means you only pay once for a journey, even if it’s on buses run by 2 different companies
Simplify ticketing	Simplify fares Multi-operator ticketing Tap On Tap Off
Integrate ticketing between operators and transport	Work with TfL to explore multi-modal ticketing opportunities
Invest in accessible and inclusive bus services “Buses for all”	Accessibility improvements Information at bus stops including real time Audio visual announcements on buses
Protect Passenger Safety of Bus Passengers	Improve bus specification CCTV on buses and at bus stop facilities Passenger Charter
Improve Buses for Tourists	Develop local leisure travel Bus priority for reliability
Invest in decarbonisation “Cleaner Buses”	Seek funding to migrate to zero-emission buses
Passenger Charter	Develop a Passenger Charter
Strengthen Network Identity	Continue to review branding with bus operators

Improve bus information	Operators to share more information on each others' services Coordinated service change dates e-ink demonstration project
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Delivery of the interventions identified in the Bus Service Improvement Plan against these objectives will contribute to the four key targets for outcomes that Slough Borough Council has in its BSIP. These are:

- To improve bus journey times, with a target of 11% reduction across Slough by March 2025;
- To improve bus journey time reliability, with 86% of non-frequent services being 'on-time' and an excess wait time of 1.0 minutes for frequent services;
- To increase passenger numbers, with a 20% increase on 2022 levels by 2025; and
- Improved passenger satisfaction, as measured by an annual residents' survey.

This Enhanced Partnership will seek to identify and secure appropriate levels of funding from the National Bus Strategy and from other sources in order to deliver the schemes identified in this EP and in the BSIP as being required to deliver these targets. Achievement of the strategic objectives in the EP Plan and the related Facilities, Measures and Requirements in the EP Scheme Appendices will be dependent on overall affordability and the funding that SBC and its operator partners are able to secure during the lifetime of this EP.

3. PART 2 – EP SCHEME

THE SLOUGH BOROUGH COUNCIL ENHANCED PARTNERSHIP SCHEME FOR BUSES IS MADE IN ACCORDANCE WITH SECTION 138G(1) OF THE TRANSPORT ACT 2000 BY SLOUGH BOROUGH COUNCIL

3.1. Definitions

In this Enhanced Partnership Plan and any Schemes made pursuant to it, the following capitalised terms shall have the meanings ascribed to them below:

1985 Act	Transport Act 1985
2000 Act	Transport Act 2000
2017 Act	Bus Services Act 2017
Bus Operators (or Operators)	All Operators running Qualifying Bus Services taken collectively.
Enhanced Partnership Scheme Variation	This comprises either: A variation of the Enhanced Partnership Scheme as a result of the voting mechanism set out in section 3.7.2 with respect to Facilities, Measures or Requirements or A variation of the EP Plan or Scheme agreed as a result of the mechanism set out in Section 3.7.3. Each of which will then constitute a formal variation of the EP Scheme for the purposes of s.138E(1) of the 2000 Act.
Facilities	Those facilities referred to in Appendix A which shall be deemed such for the purposes of s.138D(1) of the 2000 Act.
Executive Board (EB)	The committee of selected Slough Bus Operator representatives, Transport for London (TfL) and Slough Borough Council representatives responsible for considering recommendations put forward by the Forum and making decisions including specific Enhanced Partnership Scheme Variations.
Enhanced Partnership	The Enhanced Partnership covering the geographic extent of the administrative boundary of the borough of Slough shown for identification purposes only on the plan at Figure 1-1.
Forum	The committee of all Slough Bus Operators, Slough Borough Council, neighbouring local transport authorities, and other stakeholders in the bus network, responsible for considering all issues affecting the Enhanced Partnership, and making recommendations to the Executive Board in line with the Enhanced Partnership governance arrangements.
Large, or Other Operator	The two Operators providing the two highest percentages of Qualifying Bus Service route mileage within Slough at the start of each Slough Borough Council financial year will be classed as Large Operators. In addition, Transport for London will be classed as a Large Operator in its role as commissioner of certain bus services in Slough as part of the London Bus Network. All other operators will be Other Operators. Where Qualifying Bus Services are provided by multiple operating companies or subsidiaries of the same owning group, they are to be considered to be provided by one Operator. For the avoidance of doubt, a list of Large and Other Operators will be published at the start of each Slough Borough Council financial year.

Measures	Those measures referred to in Appendix B which shall be deemed as such for the purposes of s.138D(2) of the 2000 Act.
Non-qualifying Bus Service	Services excluded from classification as Qualifying Bus Services.
Operator Objection Mechanism	As defined at The Enhanced Partnership Plans and Schemes (Objections) Regulations 2018
Qualifying Bus Service	<p>A registered local bus service with one or more stopping place within the geographical area of the Enhanced Partnership, with the exception of:</p> <ul style="list-style-type: none"> • Any schools or works registered local bus service not eligible for Bus Service Operators Grant • Any cross-boundary registered local bus service with less than 10% of its route mileage within the Enhanced Partnership area, except where the Executive Board agree that there are particular reasons why its inclusion in the EP would be to the benefit of the EP's objectives defined in the EP Plan • Any services operated under section 22 of the 1985 Act • Any registered local bus service which is an excursion or tour <p>For the avoidance of doubt, a list of Qualifying Bus Services will be published at the start of each Borough Council financial year.</p> <p>In addition, any tendered service on which the tendering authority takes the revenue risk will not be subject to the Operator Objection mechanism, consistent with The Enhanced Partnership Plans and Schemes (Objections) Regulations 2018.</p>
Requirements	Those requirements placed upon Bus Operators identified as such within Appendix C which shall be deemed as such for the purposes of s.138C 2000 Act.
Task and Finish Group	A group appointed by the Executive Board to research and assess proposals for Facilities, Measures and Requirements and to prepare business cases setting out feasibility and costs.

3.2. Section 1 – EP Scheme Content

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

- **Section 2** - Scope of the EP Scheme and commencement date
- **Section 3** - Obligations on the Local Authorities
- **Section 4** - Obligations on Bus Operators
- **Section 5** – Governance Arrangements

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

3.3. Section 2 - Scope of the EP Scheme and Commencement Date

3.3.1. Description of Geographical Coverage

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

3.3.2. Commencement Date

The EP Scheme enters into force at the same time as the EP Plan on 1st July 2022.

3.3.3. Review and Duration

The EP Scheme has an end date of 5 April 2032. The Executive Board (EB) will review the EP Scheme at least annually on the anniversary of the commencement date and in line with reviews of the EP Plan in the years that these fall due. The Facilities, Measures and Requirements contained within it will be reviewed at least every six months.

3.3.4. Exempted Services

The following types of local service are exempted from compliance with all of the requirements of the EP Scheme:

- Any schools or works registered local bus service not eligible for Bus Service Operators Grant;
- Any cross-boundary registered local bus service with less than 10% of its route mileage within the Enhanced Partnership area except where the Executive Board agree that there are particular reasons why its inclusion in the EP would be to the benefit of the EP's objectives defined in the EP Plan;
- Any services operated under section 22 of the 1985 Act; and
- Any registered local bus service which is an excursion or tour.

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

3.4. Section 3 - Obligations on the Authority

3.4.1. Facilities

Existing Facilities maintained by Slough Borough Council are shown at **Appendix A1**. These consist of bus priority schemes; bus stations and interchanges; and bus stops.

Any change to the inventory of existing bus priority schemes or bus stations or interchanges outlined at Appendix A1 is subject to the approval of the Executive Board under the voting mechanism defined at 3.6.2. In addition, any proposal to remove bus priority schemes or bus stations and interchanges or amend the scope of these is subject to there being no objections received from Operators of Qualifying Bus Services utilising those Facilities at the time the proposal is made (see Section 3.7.2 – variation).

Facilities that the Board have agreed should be made and which have received any consents necessary from Slough Borough Council for implementation, but which have not yet been implemented, are shown at **Appendix A2**.

The full list of Facilities proposed under Slough Borough Council's Bus Service Improvement Plan not included in either of the above appendices is shown at **Appendix A3**.

3.4.2. Measures

Existing Measures provided by Slough Borough Council are shown at **Appendix B1**.

Measures that the Board have agreed should be made and which have received any consents necessary from Slough Borough Council for implementation, but which have not yet been implemented, are shown at **Appendix B2**.

The full list of Measures proposed under Slough Borough Council's Bus Service Improvement Plan not included in either of the above appendices is shown at **Appendix B3**.

3.5. Section 4 - Obligations on Local Bus Operators

The existing Requirements on Operators in providing Qualifying Bus Services are shown at **Appendix C1**.

Requirements on Operators that will apply at the making of this Scheme are shown at **Appendix C2**. Further Requirements that may be agreed by the Executive Board from time to time are also shown at **Appendix C2**.

The full list of Requirements proposed under Slough Borough Council's Bus Service Improvement Plan but not included in either of the above appendices is shown at **Appendix C3**.

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

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

3.6. Section 5 – Governance Arrangements

For decision-making purposes, the Enhanced Partnership will be governed by an Executive Board, supported by a Forum.

- Executive Board (EB) – established by the Enhanced Partnership with the mandate to take decisions using an Enhanced Partnership Scheme Variation mechanism (section 3.7.2) on issues put to them by the Forum, and other issues identified as being relevant to partnership delivery; and
- Forum – a forum for stakeholders in the bus network to monitor delivery and progress against targets and to propose Facilities, Measures and Requirements to the Executive Board for consideration.

3.6.1. Forum

The Forum will provide opportunities for discussing issues of all kinds affecting the Slough bus network, consulting with and building consensus across the various stakeholders and making recommendations for decisions to the Executive Board (EB).

Detailed Terms of Reference are shown at **Appendix D1**.

Membership of the Forum will comprise the following:

- All Bus Operators running Qualifying Bus Services
- Transport for London (TfL)
- Slough Borough Council (Passenger Transport and Highways)
- Slough train operating companies
- Neighbouring Local Transport Authorities
- A representative of any bus user group or groups that may be established in Slough
- Any Community Transport operators providing services within Slough.

In addition, from time to time other external organisations may be invited to join the Forum on an advisory basis for fixed periods to provide specialist expertise. From time to time (not more than once per financial year) a wider conference of all relevant parties, businesses and the Local Enterprise Partnership, in addition to Forum members may be invited to review and discuss the progress of, and future opportunities for, the partnership.

Meeting arrangements

Forum meetings will take place not less than twice per year, normally six weeks before each EB meeting. Forum meetings will be arranged, chaired and minutes taken by Slough Borough Council. Meeting length will vary according to agenda content but ordinarily expected to be one to two hours.

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

Agendas and meeting papers (including a copy of minutes and outcomes of decisions taken at the previous EB meeting) will be circulated by Slough Borough Council no less than one week in advance of each meeting, and draft minutes circulated no more than two weeks after each meeting. Draft minutes will be approved at the next Forum meeting.

Forum Annual General Meeting (AGM)

The final Forum meeting of each financial year will be the designated Forum AGM. All 'Other' Operators (other than the operator(s) of TfL services) will be invited to self-nominate or nominate other willing Operators for EB membership, to represent themselves and all other Operators in their category, ahead of the Forum AGM. A ballot will be organised by Slough Borough Council at the Annual General Meeting to select Operators' preferred EB representatives (section 3.6.2).

3.6.2. Executive Board

Membership of the Executive Board (EB) will consist of the two designated Large Operators, Transport for London and one Other Operator elected at the Forum, one Slough Borough Council public transport officer, one Slough Borough Council highways officer, and the Chair, who will be Slough Borough Council's lead

member for the transport portfolio or his or her selected deputy, or failing this the Slough Borough Council Assistant Director responsible for transportation.

The Executive Board (EB) will be the decision-making body of the Enhanced Partnership. Detailed Terms of Reference are shown at **Appendix D2**. The scope of the EB's decision-making will be on those matters set out in the Bus Service Improvement Plan and the Enhanced Partnership Plan. Where a decision by Slough Borough Council is required, for instance on the implementation of bus priority, the EB will have the power to make recommendations and request that such recommendations are formally considered by SBC.

Certain decisions of the EB may constitute Enhanced Partnership Scheme Variations pursuant to section 3.7.2 hereof if the requirements therein are met.

The EB will develop proposals for the design and implementation of interventions in the form of Facilities, Measures and Requirements, drawing on Slough Borough Council's Bus Service Improvement Plan and receiving advice and proposals from the Forum. It will be responsible for prioritising these interventions against available spend as required.

The EB may constitute task and finish groups as it may consider helpful from time to time to research particular matters of relevance and to develop business cases to the satisfaction of the EB members and a level of detail suitable for consideration by the EB. These task and finish groups may be constituted jointly with other local transport authorities.

EB meetings will require a quorum of two Operator representatives, one TfL representative and one Slough Borough Council officer representative in addition to the Chair. An Operator representative may, if necessary, arrange for an alternate or deputy from the same category to participate with voting rights.

Operator representative selection

The two Large Operators defined as having the highest route mileage in Slough are automatically selected to sit on the Board.

Other Operators (other than the operator(s) of TfL services) will be invited to self-nominate or nominate other willing Other Operators in writing to Slough Borough Council's Public Transport Manager prior to each Forum AGM. Where there is more than one nominee, all Other Operators will be given the opportunity to vote by secret ballot undertaken among those present at the Forum AGM for a preferred representative. Voting will be on the basis of one vote per Operator (where Operators are part of the same holding company or group, they will only be entitled to one vote between them). Where there is a tie, a run-off vote will take place between the leading tied Operators. The Other Operator representative will be re-selected on an annual basis.

In the event that a Forum AGM ballot fails to select an Operator representative for the Other Operator category, the default Operator objection mechanism set out in the Enhanced Partnerships and Schemes (Objections) Regulations 2018 will be used to determine the views of Operators in that category for the purposes of EB votes (in terms of objection or otherwise to the proposals) set out in section 3.7.4.

Role of EB members

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

- (a) fully reviewed and understood all meeting papers in advance of attendance
- (b) the required mandate from the Operators they represent, and that any Requirements are capable of being fulfilled by the Operators that they represent.

EB decision-making

All decisions of the EB should be agreed by consensus among the members of the Board attending an EB meeting. Decisions of the EB will be made by way of a vote through a show of hands of those attending the meeting and entitled to vote.

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

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

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

Meeting observers

Any other Bus Operator and Slough Borough Council representatives will be able to attend the EB meetings as observers but will not have the right to vote. Observers may be invited to make comments or ask questions of the EB at the Chair's discretion or invited to defer these until the next Forum meeting. They may, at the EB's discretion, be required to sign an appropriate Confidentiality Agreement if any discussions or papers submitted include information that is commercial in confidence.

Meeting arrangements

EB meetings will take place not less than twice per year at regular intervals following the Forum meetings, with provision for additional meetings as required to take decisions which in the opinion of the Chair cannot be deferred to a scheduled meeting, provided that a quorum can be achieved, with not less than one week's notice being given. Meetings will be arranged and minutes taken by Slough Borough County Council. Meeting length will vary according to agenda content but ordinarily be one to two hours.

Agendas and meeting papers will be circulated to all EB members no less than one week in advance of each meeting date, and draft minutes circulated no more than two weeks after each meeting. Copies will also be distributed to all Forum members so any issues or concerns can be discussed with the relevant Operator representative, who can then request further agenda items if required prior to the EB meeting. Draft minutes will be approved at the next EB meeting.

3.7. Arrangements for Reviewing, Varying or Revoking the Enhanced Partnership Scheme

3.7.1. Review of Enhanced Partnership Scheme

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

The Forum can also decide to review specific elements of the EP Scheme on an ad-hoc basis. Forum members should contact Slough Borough Council using the following email address TransportPlanning@slough.gov.uk explaining what the issue is and its urgency. Slough Borough Council will then decide whether to table at the next scheduled meeting or make arrangements for all or the necessary Forum members to gather more quickly.

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

Any changes to the Facilities, Measures or Requirements set out in Appendices A, B and C will be considered bespoke changes to the EP Scheme. Any Operator of Qualifying Local Services or Slough Borough Council may bring a proposal or proposals to the Forum where it or they will be considered. As described in Section 3.6.1 above, any proposal must be submitted in time for its inclusion in the Forum meeting agenda and must explain how it meets the objectives of the EP Plan.

If a simple majority of the Forum vote in favour, the EB will then consider the proposal or proposals having undertaken its own investigations and analysis and vote on the change proposed by the Forum at its next meeting. Slough Borough Council will then amend the relevant Appendix or Appendices to this EP Scheme if the EB votes in favour (with no votes against) of the proposal or proposals.

Slough Borough Council and the Operators acknowledge that the implementation of specific Facilities, Measures and Requirements may require separate agreements to be negotiated and agreed between relevant parties and that any such Facilities, Measures and Requirements will be subject to the relevant parties entering into such agreements.

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

As per section 3.4.1 above, any proposal to withdraw or reduce the scope of any bus priority scheme or named passenger interchange or bus station Facility requires the written approval of all Operators of Qualifying Services using that scheme at the time the proposal is made.

If Slough Borough Council consider the matter urgent then it may convene a special meeting of the Forum followed by a special meeting of the EB, giving at least 14 days' prior written notice for the meeting to all Forum and EB members and for the meeting of the EB to consider the proposed variation.

In the event that a number of Operators which would trigger the default Operator objection mechanism (as set out in the Enhanced Partnerships and Schemes (Objections) Regulations 2018 as may be varied from time to time) raise concerns in writing to a minimum of one subsequent EB meeting about a previous decision of the EB, the decision-making process for Enhanced Partnership Scheme Variations will revert to the default Operator objection mechanism contained in those regulations to review that decision and as appropriate for future decision-making purposes.

3.7.3. Other Changes to the Enhanced Partnership Scheme

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

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

3.7.4. Revocation of the EP Scheme

Should Slough Borough Council or any other member of the Forum believe that it is necessary to revoke the Plan or Scheme, then it must express this in writing to the Forum. The Forum will then consider and vote upon the proposal and submit it to the EB which will do the same.

Slough Borough Council will take into consideration the votes of the Forum and EB in making its own decision whether to revoke the EP Plan or Scheme. It will then follow the process set out at Section 138O of the Transport Act 2000.

3.7.5. Postponement

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

3.7.6. Data sharing and commercial confidence

At all times each member of the Forum and EB will respect data confidentiality and the Forum and EB will maintain processes to maintain and respect commercial confidentiality as required. Should any member believe there has been a breach of confidentiality, they should raise this with the Public Transport Manager of Slough Borough Council.

APPENDIX A: FACILITIES

A.1. Facilities – Existing

Bus Priority Schemes

SCHEDULE 1: Bus Lanes		
Road Name and Description	Times of operation	Direction of travel and type of bus lane
Bath Road - From a point 33 metres west of its junction with Salt Hill Avenue westwards for a distance of 178 metres.	Monday - Friday 07:00-10:00 hours 15:00-19:00 hours	Eastbound (with-flow bus lane on nearside of carriageway)
Farnham Road – from a point 15.5 metres south of its junction with Buckingham Avenue southwards for a distance of 149 metres	All times	Southbound (with-flow bus lane on nearside of carriageway)
Farnham Road – from the southern boundary of 59 to 63 Farnham Road southwards for a distance of 220 metres	Monday - Friday 07:00-10:00 hours 15:00-19:00 hours	Southbound (with-flow bus lane on nearside of carriageway)
London Road – from a point 38 metres east of its junction with Lynwood Avenue eastwards for distance of 130 metres	Monday - Friday 07:00-10:00 hours 15:00-19:00 hours	Eastbound (with-flow bus lane on nearside of carriageway)
London Road – from a point 51 metres south-east of its junction with Blandford Road South south-eastwards for a distance of 1304 metres	Monday - Friday 07:00-10:00 hours 15:00-19:00 hours	South-eastbound (with-flow bus lane on nearside of carriageway)
London Road – from a point 163 metres south-east of its junction with Upton Court Road south-eastwards for a distance of 689 metres	Monday - Friday 07:00-10:00 hours 15:00-19:00 hours	North-westbound (with-flow bus lane on nearside of carriageway)
Sussex Place – from its junction with Dolphin Road eastwards for a distance of 68 metres	All times	Eastbound (with-flow bus lane on nearside of carriageway)
Wellington Street – from a point 175 metres west of the western kerbline of Dolphin Road eastwards for a distance of 150 metres	All times	Eastbound (with-flow bus lane on nearside of carriageway)

In addition, bus priority is located at:

- Bath Road, eastbound, bus gate connecting Bath Road Service Road North with Bath Road;
- Wellington Street, westbound, bus lane between the Tesco access junction and a point just west of the junction of Wellington Street and Brunel Way; and
- Stoke Road, northbound, bus lane between the junctions of High Street and Wellington Street.

Bus Stations and Passenger Interchanges

Slough Bus Station, including associated on-street stops 11, 12, 13 and BR on Brunel Way, and stops A, B, C, D and G on Wellington Street.

Bus Stops

Including Slough Bus Station, 489 bus stops in the NaPTAN database (May 2021). Bus stop posts, flags and timetable cases are generally provided by Slough Borough Council, with the exception of bus stops served by Transport for London services. Where provided, shelters are provided under contract to Slough Borough Council.

A.2. Facilities – Approved for Implementation by the Executive Board

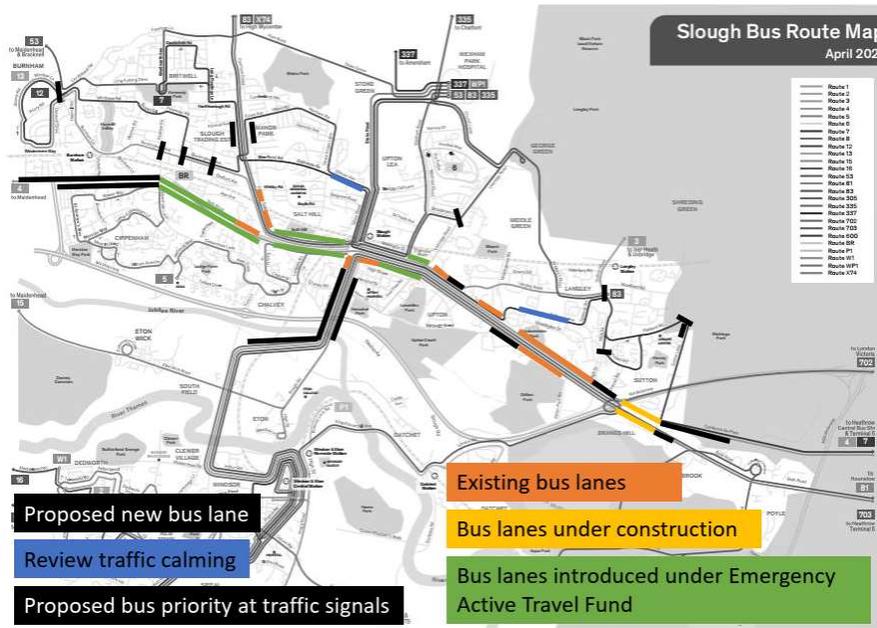
Any new Facilities or any changes to existing Facilities outlined in Section A.3 below will be subject to appropriate funding, feasibility, and approval by the Executive Board in accordance with the governance arrangements set out in paragraphs 3.6 and 3.7.

A.3. Facilities for consideration subject to funding, feasibility and Executive Board and Slough Borough Council (where required) approval

Below is a general description of the Facilities currently identified for consideration. The details of these are intended to be developed by Slough Borough Council and relevant Operators and other stakeholders through the Enhanced Partnership process. Each Facility will be subject to appropriate funding, feasibility, and approval by the Executive Board in accordance with the governance arrangements set out in paragraphs 3.6 and 3.7.

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

- Physical infrastructure in order to reduce bus journey times and facilitate reliable operation, outlined in the figure below.



- Fill in bus stop laybys, which are identified as causing delays to buses on departing from the bus stop
- Work towards the conversion of existing bus lanes to '24-7' operation in order to provide maximum protection to buses from fluctuations in traffic flow. New bus lanes will be '24-7'. Review the classes of vehicle to be permitted in the bus lanes
- Review of each bus route to identify locations where minor works or review of parking and loading controls could ease pinch points for buses
- Review Traffic Regulation Orders in force at bus stop clearways, with a view to standardising on '24-7' operation
- Integrate potential cycling infrastructure on the A4 with bus priority infrastructure

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

- A wayfinding project at Slough Bus Station to help passengers find their bus

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

- Identify and develop solutions to meet accessibility standards at bus stops across Slough
- Review facilities at Slough Bus Station to improve passenger circulation

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

- Implement CCTV at Slough Bus Station and selected bus stops.

Improvements to passenger engagement

- Revise the processes for the provision of roadside information and standardise display cases where possible
- Develop e-ink to provide static and real-time information at all bus stops in Slough
- Integrate Urban Traffic Management Control (UTMC) and bus passenger real time systems to improve delay and disruption messaging

APPENDIX B: MEASURES

B.1. Measures – Existing

B.2. Measures – Approved for Implementation by the Executive Board

Any new Measures or any changes to existing Measures outlined in Section B.3 below will be subject to appropriate funding, feasibility, and approval by the Executive Board in accordance with the governance arrangements set out in paragraphs 3.6 and 3.7.

B.3. Measures for consideration subject to funding, feasibility and Executive Board and Slough Borough Council (where required) approval

Below is a general description of the Measures currently identified for consideration. The details of these are intended to be developed by Slough Borough Council and relevant Operators and other stakeholders through the Enhanced Partnership process. Each Measure will be subject to appropriate funding, feasibility, and approval by the Executive Board in accordance with the governance arrangements set out in paragraphs 3.6 and 3.7.

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

- Review the process of communicating roadworks with operators, with the aim of enabling better planning and communication of diversions
- Give bus operations control staff access to traffic cameras such that bus service controllers can identify incidents emerging in real-time and take early appropriate action

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

- Work with major employers to establish one or more DRT schemes to serve hard to reach employment sites

Make improvements to bus services and planning: Improvements to planning / integration with other modes

- Liaise with TfL Rail and Great Western Railway on timetable co-ordination
- Re-focus cycle hire / e-scooter hire at Slough and Burnham stations at commuter journeys. Review the provision of cycle racks at bus stops and consider the potential for mobility hubs

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

- New development to take appropriate account of the needs of bus users.

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

- A system in conjunction with bus operators whereby a parent is notified when a child's QR code / app is read by a ticket machine as he or she boards a bus.

APPENDIX C: REQUIREMENTS

C.1. Requirements – Existing

C.2. Requirements – Approved for Implementation by the Executive Board

Any new Requirements or any changes to existing Requirements outlined in Section C.3 below will be subject to appropriate funding, feasibility, and approval by the Executive Board in accordance with the governance arrangements set out in paragraphs 3.6 and 3.7.

C.3. Requirements for consideration subject to funding, feasibility and Executive Board and Slough Borough Council (where required) approval

Below is a general description of the Requirements currently identified for consideration. The details of these are intended to be developed by Slough Borough Council and relevant Operators and other stakeholders through the Enhanced Partnership process. Each Requirement will be subject to appropriate funding, feasibility, and approval by the Executive Board in accordance with the governance arrangements set out in paragraphs 3.6 and 3.7.

Make improvements to bus services and planning: Simplify services

- Buses to operate on consistent routeings throughout the day
- Network planning guidelines will be agreed with operators
- Standardised timetable change dates

Make Improvements to Bus Services and Planning

- Develop a more collaborative process to consider proposals to change the bus network and to consider external influences
- Work with neighbouring authorities and organisations to develop bus services which cross Slough boundaries: this will include seeking to co-ordinate with them on highway schemes which will benefit buses

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

- A core urban network consisting of the A4 east-west spine between Cippenham and Heathrow Airport, links to the Britwell Estate and the link between Slough town centre and Wexham Park Hospital. On these links the target is for a 10-minute daytime headway with maximum 20-minute headways during evenings and Sundays
- On other town routes we will seek standardised maximum 30-minute daytime headways with maximum 60-minute headways during evenings and Sundays
- We will seek funds to continue to maintain services during 2022/23 to provide network stability

Make improvements to bus services and planning: Review service frequency

- Seek funding to enable more bus services to meet key shift start and finish times, notably at the major regional employer, Heathrow Airport.
- Consistent service start and finish times across the core network, with the aim of providing last services at around midnight.

Improvements to fares and ticketing: lower fares

- Highest bus fares to reduce by around 20% to bring them into line with fares paid in other geographically similar locations
- A more comprehensive and consistent offer for occasional bus users

- Operators to accept the proposed multi-operator ticket.

Improvements to fares and ticketing: simplify fares

- A standardised young person's fare covering up to the age of 19 at not more than 75% of the equivalent adult fare

Make improvements to bus passenger experience: higher specification buses

- Bus operators to comply with a minimum bus specification, to be agreed
- In line with upcoming statutory requirements, all buses will need to provide next stop screens and announcements as standard

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

- CCTV will be mandated on bus services in Slough

Improvements to passenger engagement: Passenger charter

- Operators in Slough will agree to operate the passenger charter

Improvements to passenger engagement: Improve bus information

- Operators will work collaboratively to share service information on each other's apps and websites

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

- Re-establish the link between Burnham Station and the Trading Estate
- Improve timetable co-ordination between bus and rail services at Langley station

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

- Improve Sunday and evening services on the core and secondary network
- Ensure that the majority of residents are within 5 minutes' walk of a daytime bus service

Make improvements to bus passenger experience: Invest in decarbonisation

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

APPENDIX D: TERMS OF REFERENCE

D.1. Terms of Reference – Forum

The Forum will:

- Consider the available evidence from Slough Borough Council's monitoring against the BSIP targets of patronage, journey time, reliability and passenger satisfaction;
- Consider how delivery of existing and potential Facilities, Measures and Requirements can assist in delivering outcomes against those targets;
- Liaise with the Executive Board on the forward work programme.

D.2. Terms of Reference – Executive Board

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

The Executive Board will:

- Develop and continuously review a process to prioritise available funding to potential Facilities, Measures and Requirements;
- Develop investigations, feasibility studies and costed business cases for the development and implementation of Facilities, Measures and Requirements for consideration and approval;
- Establish task and finish groups and invite the views and participation of wider stakeholders as required to assist in the development of these investigations, feasibility studies and business cases;
- Liaise with equivalent governance bodies in neighbouring Enhanced Partnerships, on matters both of policy and direction and on specific cross-boundary issues;
- Review proposals brought to it by the Forum in respect of Facilities, Measures and Requirements, and any accompanying evidence;
- Satisfy itself that the any such proposals are sufficiently and appropriately evidenced;
- Vote on whether to proceed with such a change, and request Slough Borough Council to apply its normal statutory powers as required to deliver any such change, and request Slough Borough Council to amend the EP Scheme as appropriate;
- Review proposals brought to it by the Forum for changes to the EP Plan and Scheme, and if content initiate the required process to make such changes;
- Liaise with Slough Borough Council regarding potential bids to external bodies for funding and ensure as far as possible that such bids reflect the priorities of the EB;
- Direct Slough Borough Council to monitor outcomes against the stated targets and use this evidence to develop its policy in considering proposals brought to it by the Forum;
- Liaise as required with the Forum in considering scheme proposals and in providing direction as required from time to time on the content of the proposals and supporting evidence bases brought to it by the Forum; and
- Liaise with the Forum on the forward work programme.

D.3. Terms of Reference – Task and Finish Groups

A Task and Finish Group constituted by the Executive Board will:

- Have its membership determined by the Board;
- Be constituted from time to time by the Board as required with a specific brief and timescale to report back as appropriate;
- Be expected to meet at least monthly; and
- Deliver a written response to the Board's brief for the Board's consideration.

END OF DOCUMENT