

**DRAFT  
INTALINK ENHANCED PARTNERSHIP  
PLAN AND SCHEME**



June 2019 (draft version 4.5)



**Passenger Transport  
Environment and Infrastructure**

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## Part A: Enhanced Partnership Plan (1 April 2020 – 31 March 2030)

### 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 Large Operators, Medium Operators and Small Operators running Qualifying Bus Services taken collectively.
County Council	Hertfordshire County Council.
Enhanced Partnership Scheme Variation	<p>This comprises either:</p> <p>(a) A formal variation of the relevant Enhanced Partnership Scheme as a result of the voting mechanism set out in section 7.1.</p> <p>or</p> <p>(b) An agreement signed by all relevant parties drawn up as a result of discussions between one or more Operators and the County Council, where both sides agree to perform agreed actions specified such agreement, as set out in section 7.3 (“Enhanced Partnership Scheme Variation Agreement”).</p> <p>Each of which will then constitute a formal variation of the relevant scheme for the purposes of s.138E(1) of the 2000 Act.</p>
Facilities	Those facilities referred to in Part B, sections 8 and/or 9 which shall be deemed such for the purposes of s.138D(1) of the 2000 Act.
Intalink Board	The committee of selected Hertfordshire Bus Operator representatives, County Council representatives and district or borough council representatives responsible for considering recommendations put forward by the Intalink Forum and making decisions including specific Enhanced Partnership Scheme Variations using the mechanism in section 7.1.
Intalink Enhanced Partnership (or Enhanced Partnership)	The Enhanced Partnership covering the geographic extent of the administrative boundary of the county of Hertfordshire shown for identification purposes only edged red on the plan at Figure 1.
Intalink Forum	The committee of all Hertfordshire Bus Operators, the County Council, district and borough councils, responsible for considering all issues affecting the Intalink Enhanced Partnership, and making recommendations to the Intalink Board in line with the Intalink Enhanced Partnership governance arrangements.

Large, Medium or Small Operator	<p>Any single Bus Operator with registered mileage representing the following proportions of total registered mileage for Qualifying Bus Services:</p> <ul style="list-style-type: none"> <li>• Large: greater than 10%</li> <li>• Medium: equal to or greater than 2.5%, but less than 10%</li> <li>• Small: less than 2.5%.</li> </ul> <p>For the avoidance of doubt, a list of Large, Medium and Small Operators will be published at the start of each County Council financial year.</p>
Measures	Those measures referred to in Part B, sections 8 and/or 9 which shall
Non-qualifying Bus Service	Services excluded from classification as Qualifying Bus Services.
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"> <li>• Any schools or works registered local bus service not eligible for Bus Service Operators Grant</li> <li>• Any cross-boundary registered local bus service with less than 10% of its registered mileage within the Enhanced Partnership area</li> <li>• Any services operated under section 22 of the 1985 Act</li> <li>• Any registered local bus service which is an excursion or tour</li> <li>• Any other registered local bus service that the Operators (through the Intalink Board voting mechanism in section 7.1) and County Council decide should be excluded from all or specific requirements of the Enhanced Partnership Scheme.</li> </ul> <p>For the avoidance of doubt, a list of Qualifying Bus Services will be published at the start of each County Council financial year.</p>
Requirements	Those requirements placed upon Bus Operators identified as such within Part B, sections 8 and/or 9 which shall be deemed as such for the purposes of s.138C 2017 Act.
Traffic Commissioner Powers	<b>'Relevant registration functions'</b> of Traffic Commissioners to the extent that they relate to a <b>'relevant service'</b> both within the meanings given to them under section 6G(10) of the 1985 Act.

## 2. Introduction

- 2.1 The County Council and the majority of Bus Operators in Hertfordshire have been members of a voluntary quality partnership, Intalink, for 20 years. This partnership has led to various achievements, including multi-operator ticketing and extensive roadside publicity covering almost all bus stops in the county, some of which also have real time passenger information displays utilising data from Bus Operators' systems.

Following new powers introduced by the 2000 Act (as amended by the 2017 Act), the County Council considers the extension of the partnership into an Enhanced Partnership could offer benefits to the travelling public and wider community which could not be achieved with a voluntary arrangement. The principal objectives will be those contained in the County Council's draft Intalink Bus Strategy, in support of its Local Transport Plan 4 (adopted May 2018), as follows:

- Prioritising bus and coach services in traffic
- Improving the image of bus travel
- Upgrading bus infrastructure
- Closer integration of the bus network
- Smarter use of data and information.

The Intalink Enhanced Partnership will supersede the existing voluntary partnership and acquire substantially greater legal status. Benefits include the enhancement of quality standards and access to funding for investment in public transport-related projects and activities which might not otherwise be available.

2.2 Drawing on the County Council's draft Intalink Bus Strategy and Local Transport Plan 4, this document fulfils the statutory requirements of an Enhanced Partnership as set out in the 2000 Act (as amended), including:

- A map of the geographical area it covers
- All the relevant factors that the parties consider will affect, or have the potential to affect, the local bus market over the life of the plan
- A summary of any available information on passengers' experiences of using bus services in the area and the priorities of users and non-users for improving them
- A summary of any available data on trends in bus journey speeds and the impact of congestion on local bus services
- What outcomes need to be delivered to improve local bus services in the plan area
- What overall interventions the partnership believes need to be taken to deliver those outcomes.

### **3. Extent of the Intalink Enhanced Partnership**

3.1 Both the Intalink Enhanced Partnership Plan and Enhanced Partnership Scheme 1 are proposed to extend throughout the full administrative county of Hertfordshire within its boundary (Figure 1). Any changes to this boundary will represent an Enhanced Partnership Scheme Variation, to be agreed as per section 7.1.

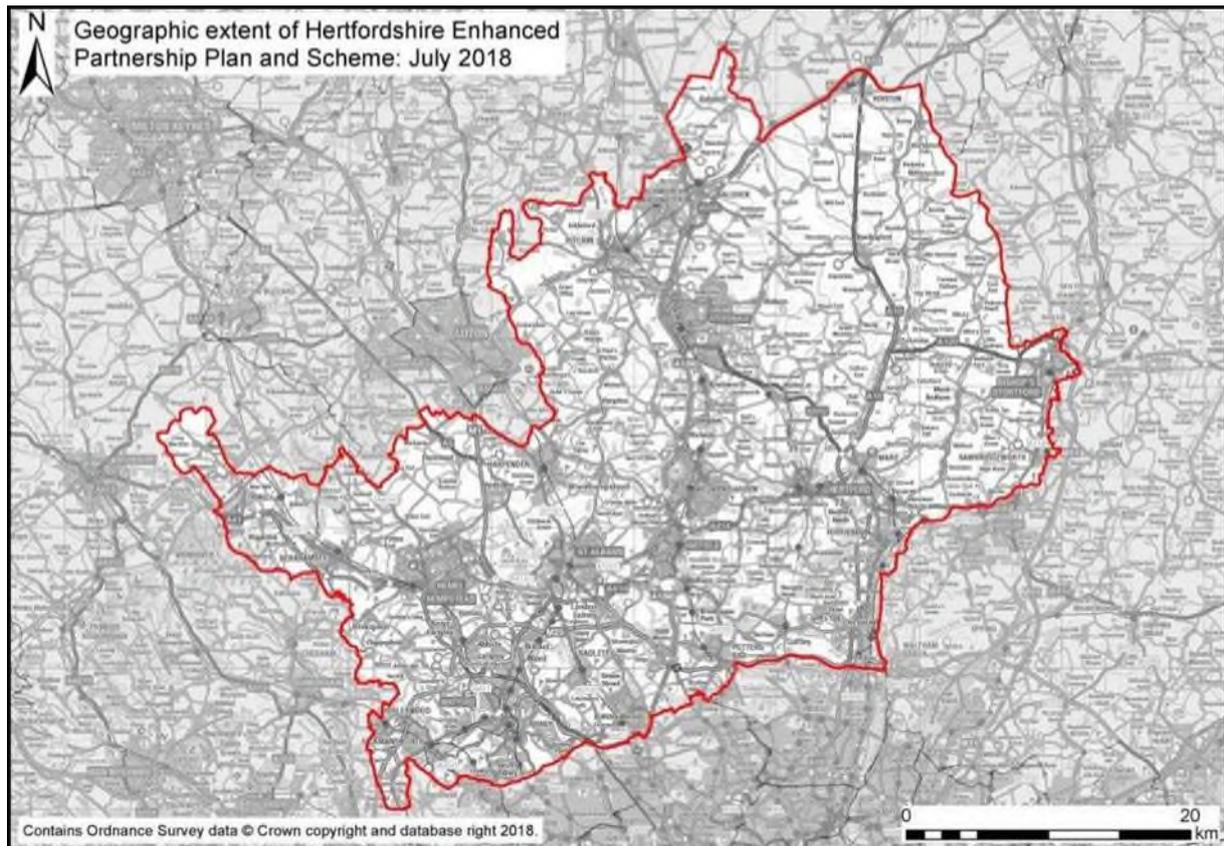


Figure 1: Geographic extent of the Intalink Enhanced Partnership

3.2 The County Council liaises with neighbouring authorities regularly to discuss cross-boundary bus issues. An Enhanced Partnership covering part or all of adjacent local authorities has been considered, but will not be taken forward at this time. Neighbouring authorities wishing to engage with the Intalink Enhanced Partnership would do so on the same non-statutory basis as the Hertfordshire district and borough councils, through the Intalink Forum.

3.3 This Enhanced Partnership Plan will be in place for 10 years from adoption (1 April 2020 to 31 March 2030). Enhanced Partnership Scheme 1 will be in place for 5 years from adoption (1 April 2020 to 31 March 2025), with a full review of effectiveness of the Enhanced Partnership Plan and Scheme during 2024/25 ahead of adoption of a further 5-year Enhanced Partnership Scheme from 1 April 2025, using the mechanism in section 7.1.

**4. Bus network overview**

4.1 The County Council’s Local Transport Plan 4 and accompanying Intalink Bus Strategy provide a detailed account of the key factors affecting the Hertfordshire bus network. In summary these are:

- Congestion and the impact of significant planned housing growth and travel demand, and its relationship with nationally declining bus usage

- The statutory framework and de-regulated bus market in England outside London, with the involvement of many Operators and authorities in commercially operated and contracted bus services
- Hertfordshire County Council’s Local Transport Plan 4 policies and the existing voluntary Intalink Quality Partnership
- New mobility services, technology and air quality.

4.2 Although the County Council and Bus Operators strive to engage with bus passengers (particularly through bus user groups), comprehensive passenger surveys have not been carried out in recent times in Hertfordshire. Bus passengers and user groups, will be consulted during preparation of and throughout implementation of the Enhanced Partnership. Passenger surveys will be used to evaluate the success of the partnership as it is implemented.

4.3 Bus passengers particularly suffer from the effects of traffic congestion due to the inability of buses to use alternative routes on an ad hoc basis, because of the bus service registration system (except in special cases where flexible routeing is specified). In Hertfordshire, significant population and development growth means traffic is forecast to grow by 18% by 2031 on already congested roads (Figure 2). Average morning peak traffic speeds in Hertfordshire’s urban areas are around 15 miles per hour, and as low as 13 miles per hour in some places, with bus speeds generally being lower than this. Worse still is the impact of daily or hourly variability in journey times, especially in areas affected by incidents on nearby motorways and major roads, making it difficult to plan and maintain achievable timetables.

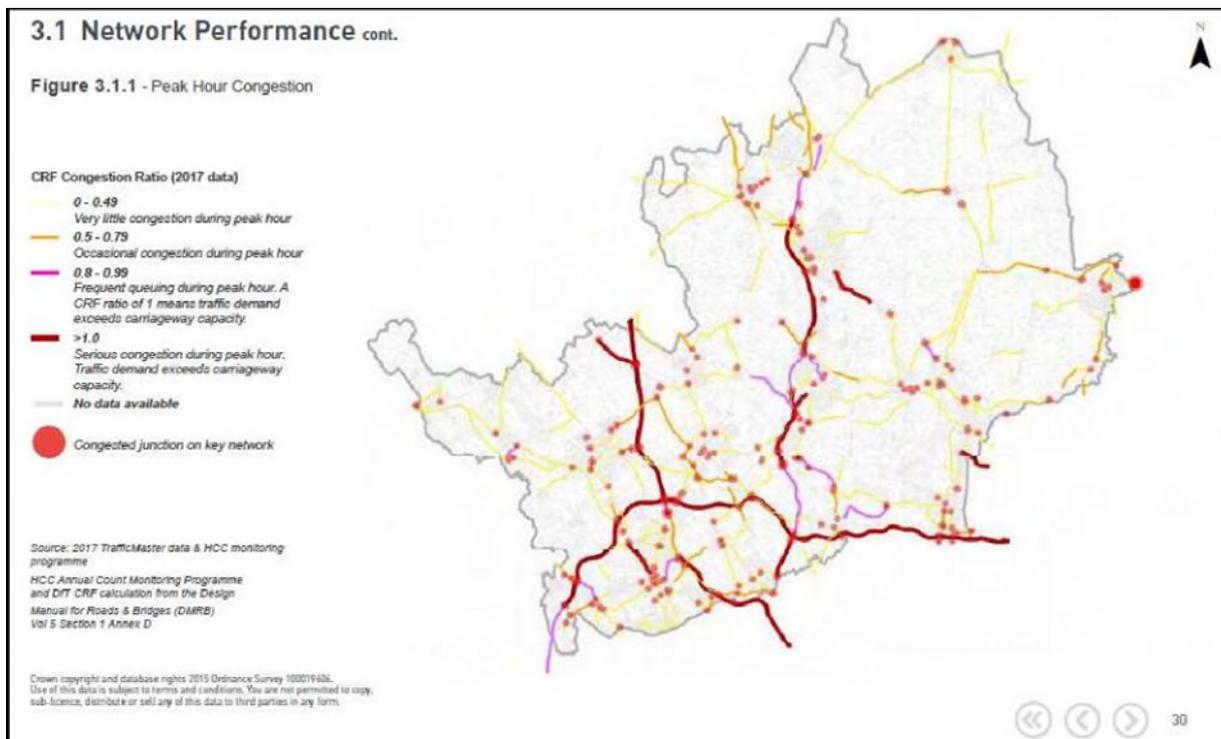


Figure 2: Congestion on the county’s major roads<sup>1</sup>

<sup>1</sup> Hertfordshire County Council “Traffic and Transport Data Report”, 2018

- 4.4 Increased congestion results in reduced reliability and punctuality, and increased journey times require increased resources to maintain a given frequency, with associated costs. Both outcomes reduce the profitability of services and undermine Bus Operators' ability to run routes effectively, and invest in improvements in the level of service provided to passengers. Recent research indicates a direct correlation between bus operating speeds and usage, suggesting with no bus priority investment, a 10% decrease in speed reduces usage by at least 8 to 10%<sup>2</sup>.
- 4.5 Roadworks have a similar effect on the road network to general traffic congestion in that they impede the flow of traffic and increase bus journey times, also impacting service reliability and punctuality. Where these are planned passengers and Operators can be forewarned and appropriate temporary arrangements established.
- 4.6 In the view of the County Council, the above evidence, taken together with the Intalink Bus Strategy objectives, makes a compelling case for strengthening the existing voluntary Intalink Quality Partnership. Using statutory Enhanced Partnership powers, the County Council and the Bus Operators will work together to identify and implement schemes designed to reduce journey times and increase reliability, as well as undertake other activity to increase the attractiveness of local bus services.
- 4.7 These initiatives are intended to stabilise and grow the market for commercial bus services in Hertfordshire by encouraging modal shift from the private car. It will not be acceptable in environmental, social or economic terms to sustain the substantial planned population growth in Hertfordshire through continued car reliance. Increased use of the bus network will contribute significantly to mitigate and reduce this effect.

## 5. Intalink Enhanced Partnership Plan

- 5.1 The Intalink Enhanced Partnership Plan has the following objectives, which align with the Intalink Bus Strategy (Table 1), and support the County Council's Local Transport Plan 4.

Table 1: Intalink Enhanced Partnership Plan objectives

<b>Intalink Bus Strategy Objectives</b>	<b>Approach</b>
1. Prioritising bus and coach services in traffic	a) Address bottlenecks impacting services (quick wins) b) Identify opportunities for bus priority packages (longer term interventions) c) Mitigate the impact of roadworks
2. Improving the image of bus travel	a) Raise and enforce quality standards b) Develop and implement a five-year marketing plan c) Take a consistent branding approach
3. Upgrading bus infrastructure	a) Co-ordinate infrastructure improvements along core corridors b) Protect and enhance bus interchange capacity

<sup>2</sup> Greener Journeys "Impact of congestion on bus passengers", 2016

4. Closer integration of the bus network	a) Review the range of multi-operator tickets and evaluate smart ticketing products to meet evolving passenger requirements b) Encourage co-operation between the local authorities, Bus Operators and other transport providers c) Co-ordinate publicity and information
5. Smarter use of data and information	a) Expand real time information b) Upgrade website and app c) Share development planning data d) Pilot emerging technologies

## 5.2 Funding arrangements

The Enhanced Partnership will draw on multiple funding sources to deliver the desired outcomes of the Enhanced Partnership Scheme:

- County Council capital funding
- County Council revenue funding
- Developer contributions
- Reinvestment of operator revenue generated by schemes
- Other external funding opportunities.

## 6. **Enhanced Partnership governance arrangements**

For decision-making purposes, the Intalink Enhanced Partnership will be governed by two primary bodies:

- a) Intalink Forum – in which all Operators will be entitled to participate and be invited, although attendance by individual Operators is voluntary
- b) Intalink Board – established by the Enhanced Partnership with the mandate to take decisions using an Enhanced Partnership Scheme Variation mechanism (section 7.1) on issues put to them by the Intalink Forum, and other issues identified as being relevant to partnership delivery.

### 6.1 Intalink Forum

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

Membership of the Intalink Forum will comprise the following:

- All Bus Operators running Qualifying Bus Services
- Hertfordshire County Council (Passenger Transport and Highways)
- All Hertfordshire district and borough councils

- All Hertfordshire train operating companies.

In addition, from time to time other external organisations may be invited to join the Intalink Forum on an advisory basis for fixed periods to provide specialist expertise.

Intalink Forum Annual General Meeting (AGM):

The final Intalink Forum meeting of each financial year will be the designated Intalink Forum AGM. All Operators will be invited to self-nominate or nominate other willing Operators for Intalink Board membership, to represent themselves and all other Operators in their category, ahead of the Intalink Forum AGM. A ballot will be organised by the County Council at the Annual General Meeting to select Operators' preferred Intalink Board representatives (section 6.2).

Meeting arrangements:

Intalink Forum meetings will take place not less than twice per year, normally six calendar weeks before each Intalink Board meeting. Intalink Forum meetings will be arranged, chaired and minutes taken by the County Council and normally held at County Hall. Meeting length will vary according to agenda content but ordinarily expected to be one to two hours.

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

## 6.2 Intalink Board

The Intalink Board will be the decision-making body of the Intalink Enhanced Partnership.

Certain decisions of the Intalink Board may constitute Enhanced Partnership Scheme Variations pursuant to section 7.1 hereof if the requirements therein are met. Membership of the Intalink Board will comprise the following representatives:

- 2x Large Operators (voting)
- 2x Medium Operators (voting)
- 2x Small Operators (voting)
- 2x Hertfordshire County Council (1 each from Passenger Transport and Highways) (decision veto)
- 2x Hertfordshire district or borough councils within Hertfordshire (non-voting)

Board meetings will require a quorum of four Operator representatives, with a minimum of one per category (Large/Medium/Small) and one County Council representative from each of the departments mentioned. An Operator representative may, if necessary, arrange for an alternate or deputy from the same category to participate with voting rights. District or

borough council representatives will rotate in relation to the relevance of agenda items but will not be entitled to Intalink Board voting rights.

Operator representative selection:

Operators representing each of the categories of Operator membership above will be invited to self-nominate or nominate other willing Operators in writing to the County Council's Passenger Transport Unit prior to each Intalink Forum AGM. Where there are more than two nominees for any single category, all Bus Operators in the same category will be given the opportunity to vote by secret ballot undertaken among those present at the Intalink 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). Operator representatives will be reselected on an annual basis.

The voting procedure for membership selection will be a simple majority and be administered by the County Council. Where there is a tie, a run-off vote will take place between the leading tied Operators.

In the event that an Intalink Forum AGM ballot fails to select Operator representatives for one or more 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 Intalink Board votes (in terms of objection or otherwise to the proposals) set out in section 7.1.

Role of Intalink Board 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 Intalink Board 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.

Intalink Board decision making:

Decisions of the Intalink Board will be made by way of a vote through a show of hands. Unless stated otherwise in this document, decisions will be passed by way of a simple majority of all members of the Intalink Board entitled to vote (on a one Operator representative, one vote basis). Operator representatives not exercising their vote will be deemed to be votes in favour of the proposal.

Operators will be entitled to make known their concerns in writing to the County Council's Passenger Transport Unit if they object to a particular vote of the Intalink Board. The County Council will review the circumstances and consider whether these are such that use of its veto is required as provided for below.

County Council veto:

These controls ensure that the voting system does not allow an individual Operator to influence the Enhanced Partnership to its own commercial benefit or to harm competitors; there is no opportunity for a group of Operators to vote in a co-ordinated manner to mutual benefit on a sustained basis; there is no discrimination between Operators; and that actual or potential competition, entry to new services and by new Operators, or innovation, is not inhibited. The County Council may, in exceptional circumstances, exercise a veto over Intalink Board decisions which it may reasonably believe or suspect as having anti-competitive implications or being otherwise significantly against the public interest.

Meeting observers:

Any other Bus Operator, County Council and district and borough council representatives will be able to attend the Intalink Board meetings as observers but will not have the right to vote. Observers may be invited to make comments or ask questions of the Intalink Board at the Chair's discretion or invited to defer these until the next Intalink Forum meeting.

Meeting arrangements:

Intalink Board meetings will take place not less than twice per year at regular intervals between each Intalink Forum meeting, 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, chaired and minutes taken by the County Council and will normally be held at County Hall. Meeting length will vary according to agenda content but ordinarily be one to two hours.

Agendas and meeting papers will be circulated to all Board 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 Intalink Forum members so any issues or concerns can be discussed with the relevant Operator representative, to be raised at the Intalink Board meeting. Draft minutes will be approved at the next Intalink Board meeting.

### 6.3 Enforcement

Where the County Council has delegated to it Traffic Commissioner Powers, the following arrangements will apply to relevant local bus service registrations.

If a Bus Operator should fail to observe or perform any of the Requirements of this agreement (specifically the area-wide Requirements for branding, participation in ticketing schemes in section 8 or a reciprocal Requirement agreed through an Enhanced Partnership Scheme Variation Agreement in section 9) or meet the Punctuality and Reliability standards in Part C, to the reasonable satisfaction of the County Council, then the County Council shall be entitled to serve a written warning notice on the Bus Operator. The warning notice will detail the failure to observe or perform the Requirements or Punctuality or Reliability

standards in question with sufficient detail as the Bus Operator may require to enable it to understand and identify the alleged failure(s) (a 'Warning Notice'). The County Council may also, at its discretion, invite the Operator to participate in discussions about any specified failures, before a Warning Notice is issued.

In the event that a Warning Notice is served on a Bus Operator which, in the opinion of the Bus Operator (acting reasonably) is factually inaccurate, is unfair or unreasonable, or has been issued in error, the Bus Operator shall be entitled to provide evidence to support their claims. The Operator may also request a face-to-face meeting with the relevant representatives of the County Council to discuss the evidence and express its concerns in person. The parties shall meet as soon as reasonably practicable at a mutually convenient location and discuss the Warning Notice and the Bus Operator's concerns in good faith. In the event that the County Council is of the view that the Bus Operator's concerns are valid, it shall withdraw and cancel the Warning Notice with immediate effect. Such withdrawn and cancelled Warning Notice shall not be deemed a valid Warning Notice for the purposes of calculating the number of Warning Notices issued against a Bus Operator as below.

The Warning Notice shall state on its face that it is a Warning Notice and shall set out the measures which the County Council requires the Bus Operator to take (acting reasonably) to ensure that the Requirement(s) or Punctuality or Reliability standards are met, do not occur again, and the reasonable timescales within which the Bus Operator is to effect such measures. The Bus Operator shall use all reasonable endeavours to comply with the terms of the Warning Notice. In the event that the County Council serves more than three Warning Notices on a single Bus Operator within any continuous twelve month period, or the Bus Operator fails to remedy a Warning Notice within the specified timescales without reasonable excuse, the County Council shall, subject first to the outcome of the statutory appeals process available to the Bus Operator if engaged, be entitled to cancel the local bus service registration.

In arriving at a decision regarding the issuing of a Warning Notice or cancelling a bus service registration, the County Council will take into account the effects of any agreed scheme or improvement which was anticipated to have a beneficial effect on the Bus Operator's operations, but which has not been delivered or materialised, to the extent that the delivery of such scheme or improvement was outside the Bus Operator's control.

## Part B: Enhanced Partnership Scheme 1 (2020/21-2024/25)

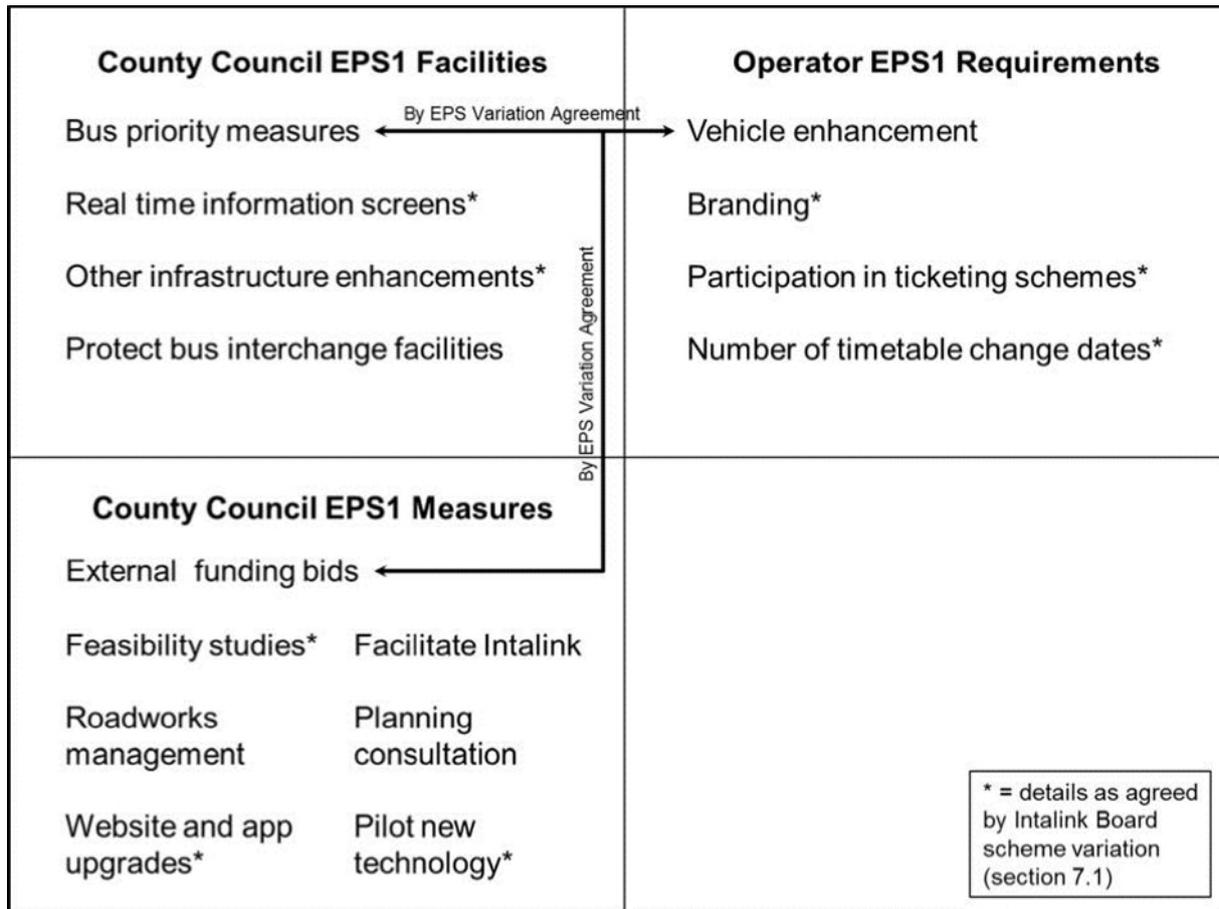


Figure 3: Summary of Enhanced Partnership Scheme 1 and Enhanced Partnership Plan

### 7. Scheme variation

#### 7.1 Enhanced Partnership Scheme Variations (for Area-wide Facilities, Measures and Requirements)

Enhanced Partnership Scheme Variations to area-wide Facilities, Measures and Requirements described in section 8 will be subject to a bespoke voting mechanism as set out in this section 7.1.

The following process (Figure 4) will be used to adopt Enhanced Partnership Scheme Variations to area-wide Facilities, Measures and Requirements (and some associated aspects of the Enhanced Partnership), in place of the default objection mechanism that is required to be used when the Enhanced Partnership Plan and Scheme is made by under s.138G of the 2000 Act.

Any Enhanced Partnership Variation requires both of the following conditions to be met:

- A simple majority vote of the Intalink Board in favour of the same; and

- County Council veto on the Intalink Board has not been invoked in response to such a vote.

As above, if an Operator representative for one or more Operator category has not been selected, the votes of that/those categories will be determined using the default Operator objection mechanism, specified by the Enhanced Partnership Plans and Schemes (Objections) Regulations 2018.

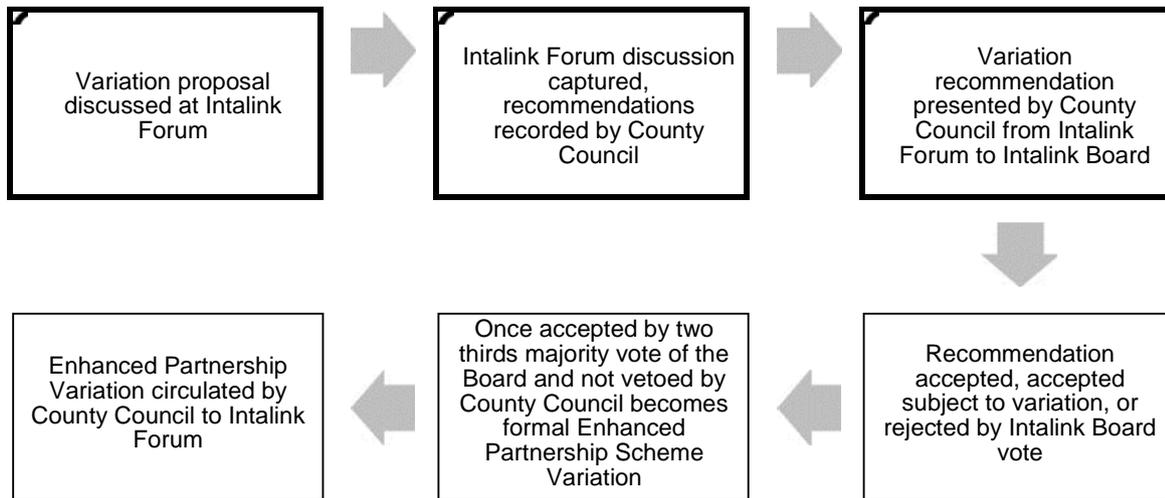


Figure 4: Process of Enhanced Partnership Scheme Variation (for section 8 area-wide Facilities, Measures and Requirements)

This process will also be the normal process for making decisions on behalf of the partnership which do not constitute formal Enhanced Partnership Scheme Variations.

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) raises concerns in writing to a minimum of one Intalink Board meeting about a decision of the Intalink Board, the decision making process for Enhanced Partnership Scheme Variations will revert to the default Operator objection mechanism contained in those regulations.

## 7.2 Enhanced Partnership Scheme revocation or other variations

The Intalink Board will review the governance arrangements of the Enhanced Partnership following the first 12 months of operation, and may suggest variations for adoption using the section 7.1 process on the following matters:

- Definition of Large, Medium and Small Operators
- Processes in sections 7.1 and 7.3 for Enhanced Partnership Variations
- Intalink Board structure and Operator representation

A summary of monitoring measures for all elements of the Enhanced Partnership Scheme will be reported by the Intalink Board to the Intalink AGM at the end of each financial year. If the Intalink AGM considers that any elements of any Enhanced Partnership Scheme are not meeting the defined outcomes of the relevant Enhanced Partnership Scheme, recommendations will be made to the Intalink Board for action to address them. The Intalink Board must consider these recommendations and use the voting mechanism defined in section 7.1 to determine whether to make formal variations of a defined Enhanced Partnership Scheme to address these recommendations.

In the event that the Intalink Board recommends through a section 7.1 vote that appropriate action would be to revoke the Enhanced Partnership, the default Operator objection mechanism set out in the Enhanced Partnerships and Schemes (Objections) Regulations 2018 will be used to determine if that course of action should proceed.

### 7.3 Enhanced Partnership Scheme Variations (for bus priority Facilities and reciprocal Requirements)

As outlined below (Figure 5) bus priority feasibility studies will be undertaken by the County Council to identify areas or corridors where investment by the County Council could help the overall performance of the bus services operating on routes serving those areas or corridors. It is vital that these studies provide outputs that assist Bus Operators with reciprocal investment decisions on those routes. Operators will therefore set out the required outputs for each scheme that will assist them with an investment decision.

The bus priority Facilities identified by the bus priority feasibility studies, and reciprocal Operator investments through Bus Operator Requirements will be agreed on a case-by-case basis (for the avoidance of doubt those in section 9). The Intalink Board will annually review the portfolio of identified schemes in order to undertake a ranking process for future schemes to inform the County Council's prioritisation for scheme delivery.

Once the package of investment (both bus priority Facilities and reciprocal Requirements) is agreed between County Council and the Bus Operators, an Enhanced Partnership Scheme Variation Agreement will be signed by the parties concerned. This agreement, once signed, will represent a statutory variation of the relevant Enhanced Partnership scheme under s.138E of the 2000 Act.

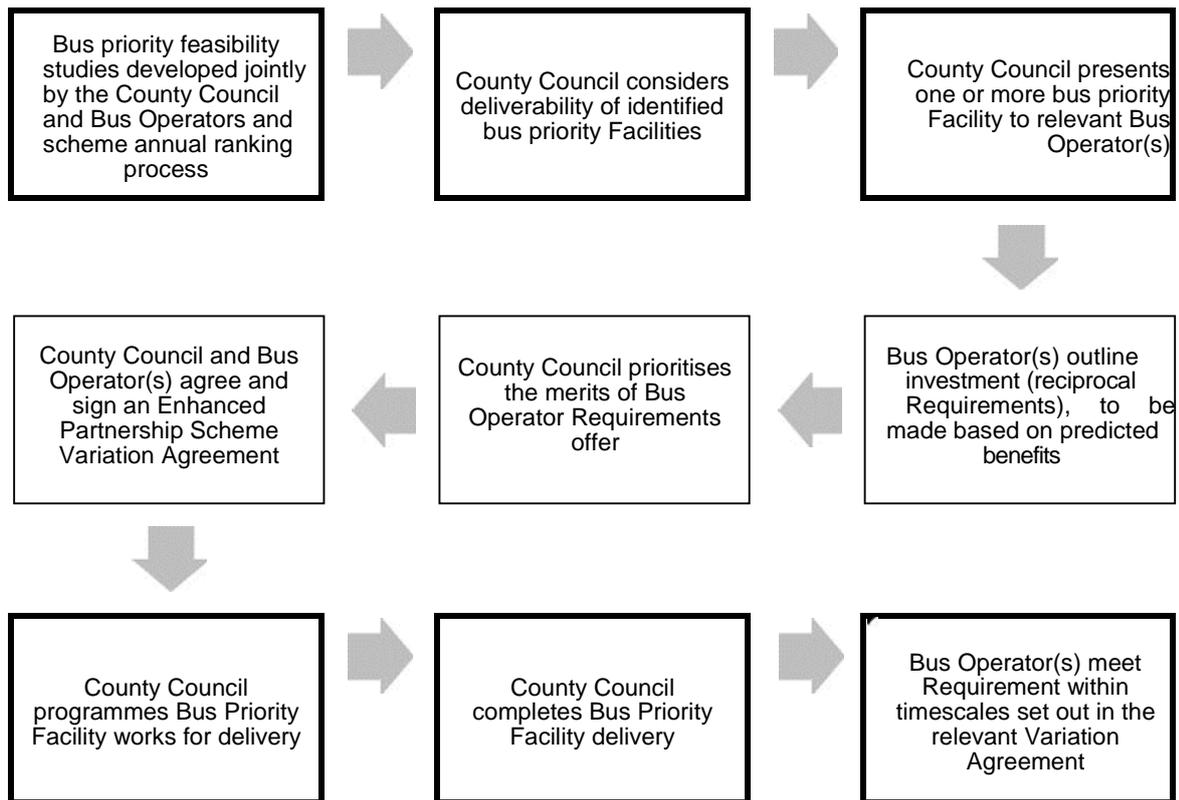


Figure 5: Process of Enhanced Partnership Scheme Variation (for section 9 bus priority Facilities and reciprocal Requirements)

## 8. Area-wide Facilities, Measures and Requirements

The County Council's enforcement approach for area-wide Operator Requirements is set out in section 6.3.

### 8.1 Real time information screens

The County Council will install 15 additional real time passenger information screens across the Enhanced Partnership area per annum. The County Council will maintain existing screens in a fit-for-purpose state and replace screens subject to funding availability.

The programme of installations for each forthcoming year will be adopted by Enhanced Partnership Scheme Variation (section 7.1).

Operators will arrange delivery of Automatic Vehicle Location system data and real time predictions to the County Council or its data broker using generally accepted and appropriate data standards and formats, either current or as these develop. Operators will make provision with appropriate security protections in their back office housing to allow the County Council to gain free access to this data with no additional or ongoing cost to the County Council.

Monitoring: number of real time passenger information screens (direction: increase).

## 8.2 Other infrastructure enhancements

The County Council will upgrade bus stops to provide accessible boarding, shelters and seating (to the extent appropriate for each stop) along one defined corridor per two years.

A mechanism to define and prioritise forthcoming corridors will be adopted by Enhanced Partnership Scheme Variation (section 7.1).

Monitoring: number of accessible bus stops (direction: increase).

## 8.3 Bus interchange facilities

The protection and, where relevant, enhancement of bus interchange facilities shall be pursued. The County Council will use its best endeavours to challenge constructively or mitigate risks as they occur to the continued provision of bus interchange facilities to ensure that these continue to meet the needs of the travelling public and support Bus Operators in identifying and developing opportunities for improvements.

Monitoring: number of bus interchange facilities (direction: maintain).

## 8.4 External funding bids

The County Council will, in partnership with Operators, submit bids to all relevant Government competition funding sources to seek external contributions towards Enhanced Partnership ambitions, to include as a minimum each low emissions bus funding round. The County Council will work with Operators to identify and pursue other funding sources where these agreed upon using the mechanism in section 7.1.

Monitoring: number of funding bids submitted (direction: increase).

## 8.5 Bus priority feasibility studies

The County Council will commission three bus priority feasibility studies per annum throughout the life of the partnership to identify bus priority Facilities, for schemes to be prioritised and delivered as above. The County Council will facilitate the close engagement of Bus Operators and other stakeholders such as district and borough councils throughout the development of each study.

Operators, through the section 7.1 mechanism, will direct the specification of the feasibility studies and be involved throughout the development. Where there is a requirement to vary the nature of the feasibility studies, such as necessary input and output information, this will also be agreed by Enhanced Partnership Scheme Variation (section 7.1).

To inform these studies Bus Operators will share a representative sample of Automatic Vehicle Location and patronage data, usually relating to the four weeks before the previous

October school half term, for all Qualifying Bus Services operating in the study area. The closest appropriate data will be accepted where data for the period above is distorted by external influences such as roadworks or severe weather or events.

County Council data on bus services, highway infrastructure, traffic flow, development planning and Intalink Infrastructure Pro Formas will also feed into the study evidence base.

Each feasibility study will identify a range of short term (quick win) and longer term Bus Priority Facilities. To the extent possible, in relation to availability of Bus Operator and County Council data, the feasibility study outputs will include as a minimum for each Bus Priority Facility identified:

- Description of works
- Area of influence
- Services affected
- Predicted journey time saving
- Predicted journey time reliability improvement
- Predicted patronage effects

The feasibility study outputs will also feed into County Council Growth and Transport Plan and A414 Corridor Strategy development where longer term interventions are identified.

The first three studies will relate to St Albans, Stevenage and Watford, identified by Bus Operators as areas of greatest concern. The programme of feasibility study development will be adopted each year by Enhanced Partnership Scheme Variation (section 7.1). Where external funding allows, bus priority feasibility studies may be brought forward in addition to this adoption process.

Monitoring: number of bus priority feasibility studies completed (direction: increase).

## 8.6 Roadworks management

The County Council will undertake the agreed process, detailed below, for sharing roadworks disruption information between the County Council's Highways Network Management team, Passenger Transport unit, Bus Operators and the general public, in order to mitigate the impacts of disruption and maintain wherever possible the County Council's stated accessibility standards for all affected bus stops, and will monitor contractors closely to ensure that the duration of any disruption is minimised. The County Council will use its best endeavours to assist Operators in pursuing reimbursement for additional costs and potentially loss of revenue where roadworks have significant impact on an Operator's service(s) from the appropriate body responsible for commissioning and/or delivering the works.

Monitoring: number of planned roadworks reported by Operators not previously notified in advance (direction: decrease).

Table 2: Roadworks notification processes

Minor schemes: planned works	Major schemes: planned works	Minor schemes: emergency works
<ol style="list-style-type: none"> <li>1. Network Management / Business Support Team send advice of closures affecting bus services to Service Disruption Publicity, at least two weeks in advance, including dates and times, location, roads affected</li> <li>2. Service Disruption Publicity investigates impact of closure:               <ol style="list-style-type: none"> <li>a. <i>Diversion route options</i></li> <li>b. <i>Bus stops affected</i></li> <li>c. <i>Requirement for temporary stops</i></li> </ol> </li> <li>3. Service Disruption Publicity will consult with Network Management and/or the works promoter to negotiate mitigations:               <ol style="list-style-type: none"> <li>a. <i>Varying dates/times of closure to minimise impact on bus</i></li> <li>b. <i>In particular, aim to maintain access for schools services</i></li> </ol> </li> <li>4. Service Disruption Publicity consults with Bus Operator(s) and notifies/agrees diversionary and temporary stopping arrangements</li> <li>5. Service Disruption Publicity arranges for temporary stops as required and publicity notices for display:               <ol style="list-style-type: none"> <li>a. <i>At stop,</i></li> <li>b. <i>On bus, sent directly to Operator(s)</i></li> <li>c. <i>On Intalink website</i></li> <li>d. <i>Through Traveline</i></li> <li>e. <i>Through Twitter</i></li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>1. Network Management send advice of closures affecting bus services to Service Disruption Publicity, as soon as the details are known, including dates, location, roads affected</li> <li>2. Service Disruption Publicity to consult with Network Management to ensure arrangements for bus services are properly considered. This may include provision of special services or shuttles to ensure that connectivity for passengers is maintained.</li> <li>3. Service Disruption Publicity consults with bus Operator(s) and notifies/agrees diversionary arrangements, adjustment to routes and timetables as necessary</li> <li>4. Service Disruption Publicity arranges for temporary stops as required</li> <li>5. Service Disruption Publicity produces publicity notices for display -               <ol style="list-style-type: none"> <li>a. <i>At stop</i></li> <li>b. <i>On bus – sent directly to Operator(s)</i></li> <li>c. <i>On Intalink website</i></li> <li>d. <i>Through Traveline</i></li> <li>e. <i>Through Twitter</i></li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>1. First notification may be from Network Management or from a bus Operator</li> <li>2. Service Disruption Publicity investigates impact of closure:               <ol style="list-style-type: none"> <li>a. <i>Diversion route options</i></li> <li>b. <i>Bus stops affected</i></li> <li>c. <i>Requirement for temporary stops</i></li> </ol> </li> <li>3. If schools services affected, Service Disruption Publicity will work with Ticketing and Enforcement to advise schools, and work with Operators to determine alternative routeing as necessary in order that students can still get to/from school</li> <li>4. Service Disruption Publicity consults with bus Operator(s) and notifies/agrees diversionary and temporary stopping arrangements</li> <li>5. Service Disruption Publicity arranges for temporary stops if closure more than 48 hours</li> <li>6. Service Disruption Publicity produces publicity notices for display:               <ol style="list-style-type: none"> <li>a. <i>On Intalink website</i></li> <li>b. <i>Through Traveline</i></li> <li>c. <i>Through Twitter</i></li> <li>d. <i>At stop (only if more than 48 hours)</i></li> <li>e. <i>On bus, sent directly to Operator(s) (only if more than 48 hours)</i></li> </ol> </li> </ol>

## 8.7 Website and app upgrades

The County Council will secure the design, procurement and launch of a new Intalink website, and the continued review of the new Intalink smartphone app to include, but not be limited to:

- Service timetables for all registered local bus services in Hertfordshire for download
- Maps to illustrate main towns, villages and road served, and a network overview map
- Journey planning
- Fares information
- Mobile ticket purchasing functionality
- News and events information
- Access to real time information

The new Intalink app will be launched prior to the start of the Enhanced Partnership, and the County Council will review it annually throughout the Enhanced Partnership Scheme. The new website will be launched by the end of the second year of the Enhanced Partnership Scheme, and reviewed annually thereafter.

The detailed specification of the new website, and recommendations for development of both the website and app following each annual review, will be adopted by Enhanced Partnership Variation (section 7.1).

Monitoring: delivery (target: completion and annual review).

## 8.8 Facilitate Intalink

The County Council will employ a full time member of staff throughout the Enhanced Partnership Scheme to manage the Intalink Enhanced Partnership, including but not limited to facilitating meetings of the Intalink Forum and Intalink Board as described in the Intalink Enhanced Partnership governance arrangements.

Monitoring: delivery of Intalink Forum and Intalink Board meetings (target: completion).

## 8.9 Planning consultation

The County Council will apprise relevant Operators of significant planning developments throughout the county, including major development sites of sufficient scale or nature to generate developer contributions to support bus service enhancements. The County Council will consult at an early stage with all Bus Operators running existing Qualifying Bus Services at the time of consultation likely to be impacted by development.

Bus Operators will share on request, and under anonymised and non-disclosure data sharing agreement, Automatic Vehicle Location and patronage data to inform the County Council's multi-modal traffic modelling.

The County Council will secure travel plans for new business, residential and school development in line with its Travel Plan Guidance. The County Council will consult the Intalink Forum on all aspects of the guidance, in particular the provision of marketing and financial incentives funded by developers to encourage use of public transport.

Monitoring: proportion of planning consultations (direction: increase and

maintain). 8.10 Pilot new technology

The County Council will use funding at its disposal, following successful funding bids, to pilot new technology to enhance the attractiveness and efficiency of the bus network. The detailed specification of the pilot projects will be adopted by Enhanced Partnership Variation (section 7.1).

Monitoring: number of technology pilot projects (direction: increase).

8.11 Branding

All vehicles operating Qualifying Bus Services will carry internal and external branding to promote the Intalink Enhanced Partnership. This will be subject to development of detailed design guidelines and changes adopted by Enhanced Partnership Scheme Variation (section 7.1).

Where cross-boundary services run into adjacent bus partnership or franchising areas, appropriate arrangements will be agreed with the Bus Operator and neighbouring local authority. Other than the use of short-term loan vehicles, vehicles used on Qualifying Bus Services will clearly identify the fleet name of the Operator of the bus.

The County Council will prepare and supply all branding materials for vehicles. Bus Operators will ensure vinyls are displayed appropriately at all times. In general to account for vehicles on short-term loan or other exceptional reasons, each Operator will meet a minimum level of 95% compliance.

Bus Operators will include the Intalink logo and acknowledge the Intalink Enhanced Partnership in all timetables and other paper and electronic publicity they produce which related to any Qualifying Bus Service, as well as on their websites. The County Council will also apply the Intalink Enhanced Partnership branding to all relevant printed publicity, bus stop infrastructure, roadside displays and electronic information points.

Monitoring: non-compliance with branding schemes (direction: reduce).

8.12 Participation in ticketing schemes

Bus Operators in the existing Intalink Quality Partnership have generally been willing to participate in multi-operator ticketing schemes seen as offering the travelling public

opportunities to make journeys which involve several Operators, enabling users to travel more conveniently than having to purchase separate tickets for each journey. A range of such tickets has already been established through Intalink.

In these cases, pricing of each ticket type has been arrived at by agreement within the partnership, including the affected Operators, generally set a level which reflects its increased customer utility compared with broadly equivalent single-operator tickets. Undercutting the single-operator ticket is generally undesirable as the impact on the Operator's revenue can adversely affect the commercial viability of its service.

Operators already involved in such schemes will be expected to continue their involvement on the current basis, which provides for revenue 'lying where it falls', thus avoiding competition concerns, which are also mitigated by the involvement of the County Council.

Extensions to multi-operator ticketing and other types of ticketing innovation, including alternative reimbursement arrangements, will be considered by the Intalink Forum and Intalink Board through the mechanism in section 7.1, and the terms and conditions of any such scheme will be negotiated between the County Council, those Operators and other partners affected.

For monitoring purposes, Bus Operators will submit to the County Council monthly sales returns for all ticketing schemes in which they participate, separated by type and period.

#### 8.13 Number of timetable change dates

Bus Operators will limit significant timetable changes for Qualifying Bus Services to a fixed number of timetable change dates per annum, potentially on an area-by-area basis. The number and timing of these will be considered by the Forum and adopted by Enhanced Partnership Variation.

### **9. Bus priority Facilities and reciprocal Requirements**

- 9.1 Using the output evidence from the programme of bus priority feasibility studies or other sources, the County Council will agree a case by case package of reciprocal investment Requirements with Bus Operators of services within the area of influence of each Bus Priority Facility. The nature of Bus Operator investment will vary depending on the predicted nature and scale of effect from the bus priority Facility.
- 9.2 Once agreed, the County Council will prioritise delivery of such measures on the basis of deliverability and maximum effect of partnership investment, and be informed by an annual Operator ranking process.
- 9.3 The County Council and Bus Operators will sign an Enhanced Partnership Scheme Variation Agreement for the County Council to implement the specified bus priority Facility, and in return for the Bus Operator(s) to take specified action to enhance bus services operating within the scheme area of influence for a minimum specified time period.

9.4 Bus Operator reciprocal Requirements may include, but not be limited to:

- Improved vehicle specification
- Installation of new technology
- Additional branding specification
- Other relevant improvements that are within the Enhanced Partnership powers conferred by the 2000 Act.

The County Council and Bus Operators may also reach a separate voluntary agreement concerning an agreed level of service frequency.

9.5 To evaluate the effectiveness of bus priority Facilities delivered by the County Council, Bus Operators will share a representative sample of Automatic Vehicle Location and patronage data relating to the four weeks before the next October school half term after works are completed, for all Qualifying Bus Services operating in the study area.

9.6 The County Council's enforcement approach taken is that set out in section 6.3.

9.7 Monitoring: journey time on bus services operating in the scheme area of influence (direction: reduce).

# Part C: Other aspects of the Intalink Enhanced Partnership

## 10. Delegation of Traffic Commissioner Powers

### 10.1 Reliability and punctuality

It is envisaged that the County Council will have devolved to it the Traffic Commissioner Powers during the term of the Enhanced Partnership. In the event of such delegation, it will take a three-stranded approach to use of these powers in respect of punctuality and reliability:

1. Minimum acceptable levels of reliability (Table 3)
2. County-wide aspirational targets for punctuality (Table 4)
3. Minimum acceptable standards of punctuality in areas benefitting from investment in bus priority Facilities.

#### 1. Minimum acceptable levels of reliability (Table 3)

The Enhanced Partnership will see a significant improvement in service reliability, by enforcing standards of reliability within the control of Bus Operators. The County Council’s investment in bus priority Facilities will also co-operatively support Bus Operators to reduce lost mileage related to traffic congestion. Operators will take action to reduce lost mileage owing to causes within their control, as follows:

Table 3: Reliability standards

Financial year	% of total registered mileage lost owing to Operator-controlled factors
2020/21	5
2021/22	4.5
2022/23	4
2023/24	3.5
2024/25	3

To inform monitoring, Operators will provide the County Council a statement of the following reliability information for each route on a monthly basis:

- Total service mileage operated per route
- Within Operator control lost mileage: Total service mileage not operated per day, classified into causes owing to: staff shortage (establishment); staff absence and sickness; vehicle shortage; mechanical failure; accident damage; other causes
- Traffic congestion related lost mileage: Total service mileage not operated per day, owing to traffic congestion.

As 'bus open data' becomes available under the 2017 Act the County Council will review its approach to monitoring.

Where reliability owing to reasons within the control of Bus Operators falls below acceptable standards, the Operator will prepare on request for the County Council, taking on County Council feedback, and subsequently implement, an Action Plan setting out steps to be taken to improve and maintain punctuality or reliability standards.

The enforcement approach taken is that set out in section 6.3.

## **2. County-wide aspirational targets for punctuality (Table 4)**

The County Council will adopt the following aspirational targets for county-wide bus service punctuality:

Table 4: Punctuality targets

Financial year	% of all buses on time
2020/21	85
2021/22	87.5
2022/23	90
2023/24	92.5
2024/25	95

On a county-wide basis, Operators will be monitored against targets in Table 4, subject to review of performance each year, and variations made using the mechanism in section 7.1. Operators and the County Council will work together to develop strategies to improve and maintain progress against these aspirational targets, including delivery of bus priority Facilities and appropriate timetable changes.

The County Council will monitor punctuality on a monthly basis at designated locations, designated in Appendix 1 (Bus punctuality monitoring points). As 'bus open data' becomes available under the 2017 Act the County Council will review its approach to monitoring.

The approach will be to address areas of worst performance in the first instance through the implementation of bus priority Facilities, and enforcement of minimum acceptable standards in these areas.

## **3. Minimum acceptable standards of punctuality in areas benefitting from investment in bus priority Facilities**

The County Council will agree, monitor and enforce minimum acceptable standards of reliability and punctuality in accordance with the Traffic Commissioner's Statutory Document No. 14 – Local Bus Services in England (outside London) and Wales, as current, in areas

where the County Council has completed the investment and installation of associated bus priority Facilities determined by the relevant bus priority feasibility study to be sufficient to facilitate the delivery of such standards.

Where punctuality in areas improved with bus priority Facilities falls below acceptable standards, the Operator will prepare on request for the County Council, taking on County Council feedback, and subsequently implement, an Action Plan setting out steps to be taken to improve and maintain punctuality or reliability standards.

The enforcement approach taken is that set out in section 6.3.

## 11. Non-statutory aspects

There are a number of aspects which the Intalink Quality Partnership facilitated which cannot or will not be incorporated in a statutory Enhanced Partnership. Operators are therefore invited to participate on a voluntary basis with aspects in this category as described below.

### 11.1 Vehicle emissions targets

In addition to enforcing minimum fleet standards where agreed by Enhanced Partnership Scheme Variation Agreement in response to investment in bus priority Facilities, the Intalink Enhanced Partnership will also adopt aspirational targets (Table 5, subject to variation using the mechanism in section 7.1) to improve the emissions standards of the fleet used across Hertfordshire. Targets for services operated through Air Quality Management Areas will be +20% higher (up to a maximum of 98%) than those in Table 5.

Air quality improvements will be driven by Operator fleet replacement programmes, County Council investment in Bus Priority Facilities and Operators' reciprocal Requirements, and contributions of external funding. District and borough councils will be encouraged to include these targets in their Air Quality Action Plans, and the County Council will procure its contract services in line with these targets.

Table 5: Vehicle emissions targets

% of fleet operated in Hertfordshire by vehicles of at least	Financial year				
	2020/21	2021/22	2022/23	2023/24	2024/25
Euro IV standard	75	85	95	98	98
Euro V standard	30	40	50	60	70
Euro VI standard or better	10	20	30	40	50

To inform monitoring of overall fleet profile, Operators will provide the County Council a statement of fleet profile information on an annual basis.

To monitor targets in Air Quality Management Areas, the County Council will use a combination of vehicle observations, and camera surveys (using automatic number plate recognition) as the technology becomes available.

## 11.2 Publicity and information

The County Council will provide publicity and information to promote the Hertfordshire bus network in an integrated way under the Intalink Enhanced Partnership, to comprise the following roadside information and printed guides:

- Stop-specific timetable displays showing departure times for each registered local bus service calling at each stop
- “Where to board your bus” posters at key sites
- Twice-yearly bus guides
- Timetable leaflets for all County Council contract services operated
- Annual suite of Plusbus guides.

The above materials are provided through a dedicated Intalink publicity budget, funded by the County Council.

Stop-specific timetable updates resulting from changes to commercial services will be charged to the Operator to cover posting costs at the current (2019) rate of £6 per service per stop.

Where Operators produce printed publicity (including timetable leaflets and booklets) for their own commercial services (subject to the branding Requirements in section 8), they will provide supplies to the County Council for inclusion within its distribution network and the Intalink promotional vehicle.

Materials will be distributed by the County Council across Hertfordshire to tourist information centres, libraries, town halls and other outlets on a four-weekly basis using the County Council’s appointed contractor. This is funded through the County Council publicity budget.

## 11.3 Marketing

The County Council will co-ordinate and deliver a SMART<sup>3</sup> marketing plan, seeking out initiatives which will improve the image of bus services, by engaging with young people, businesses and housing developers to deliver targeted campaigns which encourage modal shift and behaviour change. The County Council will take a collaborative approach, adopting the plan using the mechanism in section 7.1.

Operators will each nominate a marketing lead to be the key point of contact for informing the development of marketing campaigns, supporting their implementation and monitoring the impact of outcomes achieved.

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<sup>3</sup> Specific, Measurable, Achievable, Realistic, Time-bound

The marketing plan will encompass a review of all marketing channels, identifying potential development opportunities, including but not limited to:

- Intalink vehicle relaunch
- Use of new marketing innovations and initiatives (which may include ticketing innovations)
- Marketing tools, such as Gov Delivery email bulletins, departure screens advertisement and social media
- Annual market research programme
- Four product campaigns per annum
- One annual awareness or behaviour change campaign
- Twelve month marketing and campaigns calendar
- Detailed marketing plan for each campaign
- Quarterly dashboard reporting.

Marketing activity will continue to be funded through a joint fund (Table 6), subject to variation using the mechanism in section 7.1.

This fund is secured by all parties on a voluntary basis, and supports the work of the partnership. All Operators, district and borough councils, and train operating companies will be invited to sign a short agreement with the County Council to confirm payment terms.

Table 6: Current (2019) marketing fund rates

	Total marketing fund	Bus Operator Contribution	Train Operating Company contribution	District and borough council contribution
Calculation	Total fixed amount £ "x", apportioned across the Intalink Enhanced Partnership	Total fixed amount "y" divided amongst Operators per vehicle mile based on the mileage of Qualifying Bus Services as operated in February of each year, prior to the subscription year	£200 per station (£10,000 divided by 50 stations in Hertfordshire)	£500 each (£5,000 divided by 10 authorities)
Proportion of fund	100%	73%	18%	9%
Total contribution	"x" = £55,000	"y" = £40,000	£10,000	£5,000

#### 11.4 Role of district and borough councils

Some elements of the Enhanced Partnership can only be delivered with the support of district and borough councils, including with respect to powers or duties for planning, parking, some highway schemes and air quality management. These powers are likely to be important in delivering effective bus priority through the feasibility studies.

In addition, it is expected that district and borough councils will make a proportionate funding contribution to marketing activity, and engage actively in the Intalink Forum and Intalink Board as appropriate.

The County Council will encourage each district and borough council to enter a Memorandum of Understanding to demonstrate shared support for the principles of the Enhanced Partnership.

## **Appendices**

### Appendix 1: Bus punctuality monitoring points

Sawbridgeworth, White Lion  
Cheshunt, Old Pond  
Broxbourne, Railway Station  
Hertford, Bus Station  
Welwyn Garden City, Bus Station  
Hatfield, Railway Station  
Hatfield, Galleria  
St Albans, Railway Station  
St Albans, St Peters Street  
Hitchin, St Mary's Square  
Hemel Hempstead, Marlowes  
Hemel Hempstead, Railway Station  
Harpenden, High Street  
Watford Junction Railway Station  
Berkhamsted, High St, Old town hall  
Markyate, London Road

### Appendix 2: Template Enhanced Partnership Scheme Variation Agreement