Work stream: Network Legibility

Commitment: Developing a Clear Network to Navigate

Co-leads: Mike Nolan and Ben Mansfield

Output	Description	Outcome	How It Will Be Delivered?	Dependencies	Funding	Early Deliverable?	Performance Management
Customer insight	Customer research/testing session to understand customer requirements in the presentation of the network – especially with non-users/young people.	Customer insight into the development and delivery of the network legibility plan. Improved customer offered driven by them.	Delivered via the Network visualisation tender	Transport Focus, WYCA Tracker survey and the feedback from young people via Leeds Voice & Influence team to be included within the analysis of customer requirements.	Transport Focus & Tracker survey funded via revenue budget. Network legibility research funded within LPTIP Network legibility workstream.	A customer workshop to test network legibility concepts	WYCA Tracker Survey & Transport Focus
Co-ordinated infrastructure that presents a single network of services shelters, flags, bus stops and buses	Develop a creative solution to identify and promote the key route network and associated delivery plan to implement/install.	Improved customer offer. Clear network to navigate.	Delivered via the Network visualisation tender	WYCAs on street shelter refurb/maintenance programme LPTIP city centre, corridor improvement and gateways programmes Bus waiting infrastructure workstream Bus Information Strategy	LPTIP Network legibility workstream.	No	WYCA Tracker Survey & Transport Focus
Clear network map and co-ordinated/consistent timetable information provision	Create a mapping solution that presents a single network of frequent services and corridor specific maps and timetable information that provide customers with an enhanced level of information that can be rolled out across West Yorkshire.	Improved customer offer. Presenting a comprehensive easy-to-use network. New approach to presentation/provision of printed timetable information	Delivered via the Network visualisation tender	Bus waiting infrastructure workstream LPTIP City centre/Corridor/gateway improvement programme Bus Information Strategy	LPTIP Network legibility workstream.	A creative concept with agreed and delivered as per Transdev's project plan.	WYCA Tracker Survey & Transport Focus
Defined key route network offer.	Develop the message behind the core route network to define what the customer can expect. Ie. Frequency, USB, Wi-Fi etc.	Clear customer proposition.	Bus Delivery Board to agree key messages/key principles of the core route network.	Communications & engagement workstream Bus Network structure	No funding required	Steering Group to agree the customer offer on key routes	WYCA Tracker Survey & Transport Focus
Information at stops and interchanges	Revised guidelines for the provision of information at stops appropriate to the level of service provided. Some stops to just display generic service information. Develop design that compliments wider infrastructure branding	Improved information/customer offer.	Delivered via the Network visualisation tender	Bus waiting infrastructure workstream	LPTIP Network legibility workstream	No	WYCA Tracker Survey & Transport Focus
Clearly identify express/longer routes and services	Develop an approach to identify fast and slower services via destination blinds that could be standardised across all operators.	Improved information/customer offer	Delivered via the Network visualisation tender	Bus Network Structure workstream	LPTIP Network legibility workstream	Steering Group to agree how this is differentiated	WYCA Tracker Survey & Transport Focus

Awareness of the key route network	Develop promotional plan to promote 'how to' navigate the network	Improved awareness/encourage patronage.	Delivered via the Network visualisation tender	Communications & Engagement	LPTIP Network legibility workstream	No	Media monitoring Measurement of before/after awareness levels WYCA Tracker Survey & Transport Focus

Workstream: Ticketing and Retail

Commitment: Increasing Off-Bus Sales

Co-leads: Mike Nolan and Martin Hirst

Output	Description	Outcome	How It Will Be Delivered?	Dependencies	Funding	Early Deliverable	Performance Management
Clear promotion and discount for pre-purchased products, working with WYTCL and bus operators on presentation of offers both MCard and operator own solutions	Deliver MCard Marketing plan to promote awareness and sales of MCard products – particularly the multi-operator/modal features of the product providing access to increased frequency.	Increased sales and journeys.	WYTCL workplan	Simple fare structure Fare offers for young people	WYTCL, operators to fund promotion of own products	Deliver MCard Marketing plan	Increase MCard sales by 5%
An iOS solution for retailing of multi-modal products	Deliver an iOS app to retail MCard products and passes.	Improved customer offer providing a convenient retail channel to purchase products.	WYTCL workplan	Digital Payment Strategy	SCIP	Medium term	% of uptake WYCA Tracker Survey & Transport Focus
Full range of multi-modal products available via smart media	Make Myday product available on smart media.	Full range of young people's products available on smart	WYTCL workplan	Digital Payment Strategy	WYTCL	Make Myday product available on smart media.	% of uptake WYCA Tracker Survey & Transport Focus
A solution for those on low incomes or without bank accounts to enjoy the benefits of pre-purchased and seasonal tickets	Explore the possibility of joining up with credit unions to offer credit facilities that will provide access to discounted seasonal products for those without bank accounts.	A solution for the 'unbanked'.	WYTCL workplan	TBC	Funding requirement to be understood	No	% of uptake WYCA Tracker Survey & Transport Focus
Transformation of travel Centres	Transform the service offered at Travel Centres that facilitates the shift to self-serve options in line with the model of High Street banks.	Improved customer offer.	WYCA & WYTCL	Bus Information Strategy	WYCA via Transport block	No	WYCA Tracker Survey & Transport Focus
MCard products available on operator apps	Explore the possibility of making MCard products available via operator apps.	Ease of purchase for customers who generally use one operator but may need to use multiple operators/modes to make other types of journeys – avoiding the need for multiple apps.	WYTCL workplan	Digital payment strategy	WYTCL	Identify options for making MCard products available via operator apps.	Increase MCard sales by 5% WYCA Tracker Survey & Transport Focus
Operator products on MCard app	Explore the possibility of retailing operator specific products on MCard app	Ease of purchase for customers who generally use MCard but may need to use single operators/modes to make other types of journeys – avoiding the need for multiple apps.	WYTCL workplan	Digital Payment Strategy	WYTCL	No	% of uptake WYCA Tracker Survey & Transport Focus
Fare capping	Monitor developments of the Account Based Back Office Ticketing (ABBOT) that TfN is developing and	Customers receive the best walk-up fare capped at the value appropriate to the journeys made.	TfN – phase 3 of IST programme	Simple fare structure	TfN	No	WYCA Tracker Survey & Transport Focus

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Output	Description	Outcome	How It Will Be Delivered?	Dependencies	Funding	Early Deliverable	Performance Management
	determine the product range that should be included within the offer.			Fare offers for young people WYTCL workplan			
More on-street top-up options	Explore opportunities to introduce opportunities for ticket purchase/top-up at hubs and interchanges.	Improved customer offer – increased provision of the retail network.	LPTIP City centre improvement plan, hubs/gateways and totems workstream.	Simple fare structure Fare offers for young people	LPTIP for Leeds district – monitor success for wider scale roll-out	No	WYCA Tracker Survey & Transport Focus

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Workstream: Ticketing and Affordability

Commitment: Simple Fare Structure

Co-leads: Kate Gifford and Martin Hirst

Output	Description	Outcome	How It Will Be Delivered?	Dependencies	Funding	Early Deliverable	Performance Management
A design for a simple fares structure	Development of a simplified structure for fare calculation – this may be zonal or distance based	Develop a set of principles to determine fares – e.g. short, medium and long hop journeys. Consider flat fares on mobile tickets Ensure changes work towards TfN future changes (Abbot)	Bus Alliance members to reach agreement on the principles for a fare structure and also the most practical way to apply new fare structure. WYTCL to agree aligned fare structure for multi operator products	TfN IST work stream and implementation of ABBOT.	Will require some funding for undertaking this work. Could resource be jointly provided by WYCA and the Operators?	No	WYCA Tracker Survey & Transport Focus Reference to the Digital Payment for Travel Strategy performance management framework
Shared ticketing agreement across all operators	Shared ticketing agreement to include: - Disruption and tender changes. - Ticket acceptance between operators working same route a different times of day. - Staff pass acceptance.	Defined agreement for tender changes similar to Husky protocol. Agreement on ticket acceptance between all operators.	Agreement across bus operators that will be cascaded to operational staff.	None	None required	Agreement on staff pass acceptance across bus operators that will be cascaded to operational staff.	WYCA Tracker Survey & Transport Focus Feedback from operator employees Digital Payment for Travel Strategy performance management framework
Season ticket customer compensation	Customers holding season tickets to be compensated in the event of major service disruption	Develop an agreement across operators/WYTCL to compensate season ticket holders when major service disruption occurs	Agreement across Bus Alliance members that will be cascaded to operational staff. Process for claiming compensation to be agreed with WYTCL.	None	None required	No	Monitoring of customer compensation claims WYCA Tracker Survey & Transport Focus
All fares and ticketing information available through open data	A legal requirement that will be partially delivered through TfN	Fares and ticketing information to be made available through open data	Fares and ticketing information will be hosted by TfN's Open Data Hub, together with disruption messaging. Fares, routes and timetable information for small operators will be hosted by DfT.	TfN's development of open data hub.	Partially being delivered / funded by TfN/DfT. WYCA already provide some resource to validate information received from operators – question about whether further resource will be required at WYCA for fares validation or if this will be funded by DfT?	No	WYCA Tracker Survey & Transport Focus

Output	Description	Outcome	How It Will Be Delivered?	Dependencies	Funding	Early Deliverable	Performance Management
A communications plan for ticketing options	Plan identifying specific publicity for each of the ticket types where a gap in awareness has already been identified by the Alliance and WYTCL.	Publicity of good value that bus fares represent (First) Cost per trip vs price Develop 'fare finder' online Develop best fare promise	Identification of appropriate resource to deliver the plan (WYCA/Operator/WYTCL) and delivery with oversight from Bus Alliance. Regular customer and stakeholder updates from the Alliance to support messaging	Interaction with WYTCL communications plan.	Funding and delivery committed by WYTCL.	Development of communications plan for ticketing options.	Media monitoring Measurement of before/after awareness levels.

Workstream: Ticketing and Affordability

Commitment: Fare Offers for Young People

Co-leads: Kate Gifford and Martin Hirst

Output	Description	Outcome	How It Will Be Delivered?	Dependencies	Funding	Early Deliverable	Performance Management
Simple, clear and affordable fares structure and ticketing offer across the bus network for Under 19's and Under 25's	Work with WYTCL to develop new products where relevant (e.g. for apprentices) and ensure that existing ticket options are easy to understand and made available on MCard app. Work with Operators to determine if additional Operator own products are required. Investigate ways to allow parents to purchase tickets for young people and share using mobile technology.	MCard available on app/on smart Being able to understand matrix of ticketing options – development of an easy to use online fare finder? Better ticketing options for apprentices including Operator own products. Half fare travel for 5-18s travelling into WY for school Reviewing online application fees for MCard	MCard actions through WYTCL. WYCA funding for some elements e.g. app development. Operators responsible for their own products. Roll out of ticket sharing functionality on mobile phones (First already have this on their app)	WYTCL work plan. This work is already underway as part of the Digital Payment for Travel strategy work plan.	Technical work funded through WYCA. WYTCL to fund promotion and marketing etc.	No	WYCA Tracker Survey & Transport Focus Reference to the Digital Payment for Travel Strategy performance management framework
Clear promotion and application of low cost travel for young people to include clarity on ID requirements for entitlement tickets	Actions to ensure that travel for young people is affordable. Communications plan to be developed to ensure clear and consistent messaging to young people of fare/product options.	Clear set of customer promises with possible maximum fare Develop comms plan to cover year to target back to school/college. Clear & consistent eligibility on all products and all operators Identify lessons from other areas that have removed ID requirements.	Include information in school entry packs. Information about id requirements and school uniform policy etc should be communicated in September. Links with WYTCL. Operator and Metro website development to help 'find ideal fare'	Online pass/smartcard offer being delivered through existing SCIP programme (WYCA). Need discussion with WYTCL about joint promotion/ communications.	WYCA funding for online pass/smart card element. Communications to be delivered as part of WYTCL plan?	Development of wider Bus Alliance Communications plan. Clear promotion and application of low cost travel for young people-need to identify how this could be funded. Suggested that promotion could tie in with the start of the school year	WYCA Tracker Survey & Transport Focus Media monitoring Measurement of before/after awareness levels.
A revised concessionary scheme for young people	Needs further consideration as to whether this means expansion to more ages Formalise / revise existing rules/principles	New agreement with Operators for distribution	Discussion with Bus Alliance meetings with operators	None	Work to be led by Bus Alliance.	No	Monitoring of uptake WYCA Tracker Survey & Transport Focus
Better intelligence on young people's market to help better understand growth opportunities	Understand trends in young people's travel Understand gaps in coverage of existing products.	'Story map' for each key question identified for research. This presents maps of the relevant data and analysis of trends/insights.	WYCA Research and Intelligence team to develop 'Story maps'.	This work is already underway as part of the Digital Payment for Travel strategy work plan.	This is already included in the R+I team's work plan so no additional funding required.	Already underway as part of the Digital Payment for Travel Strategy work plan.	Reference to the Digital Payment for Travel Strategy performance management framework

Output	Description	Outcome	How It Will Be Delivered?	Dependencies	Funding	Early Deliverable	Performance Management
Making ticketing products smart so we can collect data/insight into usage.	Ensuring that all ticketing products have smart equivalent and that these options are promoted. Work with WYTCL to develop pricing offers for customers purchasing tickets through the app.	All products have smart equivalent Promotion of smart alternatives Price differentials on smart	Iterative development of MCard app will enable a wider range of products to be added. Work with WYTCL to develop pricing offers for customers purchasing tickets through the app. Communications plan to be developed to promote new and existing ticketing products.	Interaction between this work stream and the intelligence on young people's market work stream. Part of this work stream being delivered through the Digital Payment for Travel Strategy.	WYTCL are exploring the possibility of creating the MyDay ticket on smartcard and introducing carnet option.	No MyDay on smart could be quick win?	Reference to the Digital Payment for Travel Strategy performance management framework

Work stream: Travel Information

Co-leads: Mike Nolan and Ben Mansfield

Commitment	Output	Description	Outcome	How It Will Be Delivered?	Dependencies	Funding	Early Deliverable	Performance Management
Live Travel and Journey Planning Information	Travel information that reflects the live network	Provision of audio and visual information on buses, with consistent naming convention.	Screens and on-board announcements to inform customers of next stop. Improved information offer, which addresses issues highlighted that are preventing bus use	By operators – need to understand plans for roll out	Bus Services Act Bus information Strategy	To be identified	Already in place on some buses Understand the rollout of plans of operators and their intentions to install AVI and identify any gaps	WYCA Tracker Survey & Transport Focus
		Using wi-fi for key messages	Key event/disruption information provided via wi-fi	Messages to be agreed collectively and entered into operator systems.	Bus Information Strategy	No specific funding required	Operators to explore this	WYCA Tracker Survey & Transport Focus
		Ensure the provision of accurate and consistent travel information via operator, WYCA and third party journey planners online and via smartphone. Real time screens in stops and shelters and via QR codes at all stops. Regular updates via social media.	Information that is 'always live'.	Establish Real Time group between operators, WYCA and suppliers	Bus Information Strategy	No funding required	Work on-going. Establishing the Real Time group	WYCA Tracker Survey & Transport Focus
	Accurate data compilation and efficient transfer	Explore possibilities of improving the transfer of data between operators and the Combined Authority	Potential efficiencies in the transfer of data/information relayed via customer outputs	Establish Real Time group between operators, WYCA and suppliers	Bus Information Strategy	Requirement for funding needs to be understood	No	WYCA Tracker Survey & Transport Focus
	Provision of open data including fares information	Make route, timetable and fares information available via open data. Explore the opportunities that open data can provide to the alliance in the emergence of new technologies that will enhance the customer offer.	Customer can easily access travel planning information and cost from their preferred journey planning sources e.g. traditional, digital	Establish an information management group between operators and WYCA	Bus Information Strategy Simple fare structure Increasing off-bus sales Fare offers for young people	Requirement for funding needs to be understood	No	WYCA Tracker Survey & Transport Focus
	Providing information and advice to make buses more attractive for young people to use	Understand the information that will make bus use more attractive to younger people via Liaison with the Youth Council.	More young people using buses	In collaboration with Leeds Voice & Influence team	Fare offers for young people. Bus Information Strategy Digital payment strategy.	Requirement for funding needs to be understood	No	Monitoring of patronage increases WYCA Tracker Survey & Transport Focus

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Commitment	Output	Description	Outcome	How It Will Be Delivered?	Dependencies	Funding	Early Deliverable	Performance Management
Disruption collaboration	A tool that facilitates provision of disruption information (delivering through TfN)	Work with TfN on the development of their disruption messaging solution.	Planned disruption information to be included in journey planners.	TfN – phase 2 of IST programme	TfN delivering a viable tool/open data portal Bus Information Strategy	TfN to fund development, ongoing operation TBC	No	WYCA Tracker Survey & Transport Focus
	A plan developed with bus operators regarding use of assets to disseminate information	Agree a plan for the dissemination of planned and unplanned disruption. Including agreement on tone of voice and how we may use the bus as a means of accessing events. To include agreement on a comms plan for disruption caused for works taking place to deliver highway schemes connected with LPTIP. A more co-ordinated approach to the use of social media for reporting of disruptions	One version of the truth and consistent tone of voice.	Establish an information management group between operators and WYCA	Bus Information Strategy	No funding required	The plan will be the early deliverable.	WYCA Tracker Survey & Transport Focus
Improve Real Time Information	Services cancelled in the system in real-time to ensure accuracy of customer facing outputs	Re-establish Real Time Group to establish agreement on the protocol for cancelling services in the Real Time system.	Services showing cancelled when not operating.	Establish Real Time group between operators, WYCA and suppliers	Bus Information Strategy	Requirement for funding needs to be understood	No	WYCA Tracker Survey & Transport Focus
	An action plan to address 'phantom buses'	Re-establish Real Time Group to determine an action plan to reduce episodes of the 'phantom bus' and introduce a mechanism for recording.	Reduced occurrences of buses counting down on displays but not appearing	Establish Real Time group between operators, WYCA and suppliers	Bus Information Strategy	Requirement for funding needs to be understood	In progress – the action plan will be the early deliverable.	WYCA Tracker Survey & Transport Focus
	Improved quality of data supplied, monitored via quality assurance	Real Time Group to monitor data quality and report back to operators on a periodic basis to drive up quality and identify where issues are occurring.	A strategy to improve data sharing between the Combined Authority and operators	Establish Real Time group between operators, WYCA and suppliers	Bus Information Strategy	Requirement for funding needs to be understood	No	WYCA Tracker Survey & Transport Focus
	Open provision of vehicle movement data	Real Time Group to explore the opportunities presented by open data, including the possibility of combining VM and SM feeds.	High quality data available for consumption in third party applications.	Establish Real Time group between operators, WYCA and suppliers	Bus Information Strategy	Requirement for funding needs to be understood	No	WYCA Tracker Survey & Transport Focus
	Understand opportunities that may be provided via generic ETMs across all operators	Real Time Group to understand any potential opportunities to make use of generic ETM hardware across all operators as a potential to facilitate delivery of real time information	Potential improvements in the provision of information	Establish Real Time group between operators, WYCA and suppliers	Bus Information Strategy	Requirement for funding needs to be understood	No	WYCA Tracker Survey & Transport Focus

Workstream: Customer Service

Co-leads: Jackie Vater and Paul Turner

Commitment	Output	Description	Outcome	How It Will Be Delivered?	Dependencies	Funding	Early Deliverable	Performance Management
On Board Customer Facilities	The latest on-board passenger facilities e.g. information, charging points and free Wi-Fi	Develop a consistent customer offer ensure this is simple and easy to understand for customer.	Improved Customer Offer	Bus Operators Combined Authority Institute of Customer Service (ICS)	Operator buy-in from front line staff to managerial level Investment/finance Funding for small operators	To be identified	On-going	Tracker Survey and Transport Focus survey
	Develop awareness of how developing technologies can be future-proofed	Put processes in place to keep the offer under review and develop as technology changes and develops	Improved Customer Offer	Bus Operators Combined Authority ICS West Yorkshire Ticketing Company Ltd	Possessing the correct expertise Finance	To be identified	N/A	Tracker Survey and Transport Focus survey
Consistent Customer Service Offer	Develop a customer charter	Create a customer charter that sets out clear standards and guidelines that our customers can expect from all parts of their journey, pre, during and post journey.	Improved customer offer	Bus Operators Combined Authority ICS	Combined Authority and Operator buy-in Presentation of public information	To be identified	Meeting with the ICS due to be arranged to inform next steps	Tracker Survey and Transport Focus survey
	Agreed set of customer satisfaction measures, training and engagement	Establish a clear baseline then use Transport Focus survey along with all existing other activity such as mystery shopper etc. to measure performance and to co-create action plans to address any issues /gaps that arise from these. Review training across all partners and agree basic and consistent competent parts across all. Create a programme of customer engagement including youth panels etc. and non-users and co create an action plan arising from this. Create a programme of engagement with colleagues that is consistent across all partners and that uses a range of media include ticket machines, apps etc.	Improved customer offer	Bus Operators Combined Authority ICS	Allocated time for training Finance Identifying the right types of training for the right staff Comms and Engagement workstream	To be identified Some engagement to be funded through current internal resource Further engagement may require funding (to be identified)	Establish baseline Review training across all partners Work with Comms & Engagement workstream	Tracker Survey and Transport Focus survey Mystery Shopping
	Customer research to identify passengers wants and needs and inform customer service improvements	Create ongoing programme of customer research and insight in order to create a Customer charter that is designed around the customer's requirements, behaviour, travel patterns and use of technology.	Improved customer offer	Combined Authority's Research and Intelligence team Combined Authority Tracker Survey Transport Focus research Information gathered through consultations Operators – opportunities to utilise and share any research undertaken Initiative specific research – identifying specific issues and investigating them further	Resource to collate and analyse information	Utilise on-going internal research Funding to be identified for anything above that	Annual research surveys – on-going Identify research to be utilised – will inform gaps in knowledge and prompt further questions	Tracker Survey and Transport Focus survey

Workstream: Communication and Engagement

Co-leads: Martin Driver and Brandon Jones

Output	Description	Outcome	How It Will Be Delivered?	Dependencies	Funding	Early Deliverable	Performance Management
Our Key Audiences **People of West Yorkshire** **Bus users** *Non-bus users** *Young people** **Business Leaders** *Specific target groups	**Internal Stakeholders** - Staff - All Councillors - All District Colleagues **External Stakeholders** - MPs - Govt. departments						
Corporate Comms Set of key Bus Alliance messages based around the three Cs of Cleaner Air, Customer Care and Connectivity.	A set of key messages reflecting the aims and objectives of the Alliance. These should provide the basis of all Alliance Communications and any Alliance-related communucations carried out by members and partners.	Consistent communications messages will build sustainability, momentum and confidence in the Alliance and support for its work. Progression for Bus18 Raised profile of bus and its importance to jobs, businesses & economy	Through a coordinated Alliance Communications grid* and plan updated and agreed as a fixed Communications item on Steering Group meetings. *e.g. attached.	Steering group. Workplan Leaders updating on progress External events providing opportunities.	Initial communications likely to be manageable through in-house resources. Impact of workplan-generated comms could require external resource.	Media stories/articles reinforcing Alliance key messages.	Delivery against Communications grid. Media monitoring Measurement of before/after awareness levels. Monitor achievement of overall Alliance objectives.
Workplan Comms Communications resulting from agreed Workplans	Communications feeding into the overall grid on how we are working to achieve aims set out in key messages. Includes publishing performance data	Builds on the above	As above	Workplan Leads/Steering Group	As above	To be determined by workplan groups.	As above
Internal Communications Regular Alliance Communications to all members' staff. Engagement and awareness activity	Regular materials/messages that member organisations can cascade to all staff. Possible events such as ceremony to acknowledge award winners. Bus driver engagement	Ownership of the Alliance and its values and the encouragement of active participation/input. Review how product knowledge is strengthened with driver colleagues	As above. Coordinated and then through members' internal comms	Steering Group Members' Communications teams.	As above	Initial 'newsletter' about the Alliance including key messages in production .	As above
External Events Comms Communications relating Bus Alliance to external events e.g.	Bus Alliance news stories/events relating to each of these.	Builds on the above and highlights wider context of Alliance work, aims and achievements	As above	Steering Group	As above	UN Road Safety Week & Mental Health Awareness Week - May	As above

- World Health Day - World Environment Day - Clean Air Day - Catch the Bus Week (?)				Coordination with internal colleagues and partners' plans.		World Environment Day, Clean Air Day & International Women in Engineering Day - June	
Bus Alliance Members' Initiatives Messages on how our own schemes e.g. - West Yorkshire-plus Transport Fund - Connecting Leeds are meeting aims of the Alliance.	Inclusion of Alliance impacts in communications on our own schemes	Awareness of importance of bus and it's place in wide image of schemes.	As above	Comms streams e.g. West Yorkshire-plus Transport Fund Monitoring/feedback of impacts on bus travel from completed schemes	As above	Elland Road P&R extension Stourton/A61 New West Yorkshire-plus Transport Fund & LIPTP schemes emerging.	As above
Stakeholder Communications Regular communications to identified influencers e.g. MPs/DfT	Update briefings of all messages to influencers e.g. MPs/DfT	Acknowledgement and support for Alliance's aims, achievements and requirements plus backing for its messages	As above Existing B2B connections and Travel Plan Network	Steering Group	As above	Identify and agree stakeholders	As above
Direct Customer Communications Inclusion/reference to Alliance key messages in existing passenger comms materials.	Inclusion of Alliance key messages in customer information materials.	Coordinated, Alliance-wide communication of positive and negative messages	As above	Steering Group Members' Communications teams	As above	May Service changes	As above
Target Audience Communications Messages, materials and events aimed specifically at these target groups - Young people - Non-users	Messaging/promotion aimed specifically at identifying barriers and incentives and overcoming them for target groups.	Barriers overcoming	As above Travel Plan Network	Steering Members' Comms teams	As above	Martin Hirst arranging meeting with Brandon Jones and Stephanie Burras to discuss the way forward with Ahead Partnership	As above
Engagement Communications/actions based upon customer feedback.	Consultation with users and non-users using adapted, existing, third-party and specifically commissioned research to inform Alliance work and communications messages. Engage with key groups – internal and external through existing and specially arranged channels.	Informed work Better targeted communications and messages and understanding of barriers for non-users. Positive engagement of groups	As above Coordinated through Alliance members' Comms teams for existing consultation work. Third-party suppliers.	Steering Group Members' Comms teams	As above	Establish a Young People's Bus Alliance Consultation Group in each district. Identify all potential sources of feedback.	As above

Workstream: Highway Infrastructure

Commitment: Highway Improvement Programme

Co-leads: Helen Ellerton and Ricky Lake

Output	Description	Outcome	How will it Be Delivered?	Dependencies	Funding	Early Deliverables	Performance Management
Programme of highway works delivered across West Yorkshire	Delivery of West Yorkshire Transport Fund, Transforming Cities Fund and Connecting Leeds schemes –list of schemes that provide benefits to the bus to be included	Greater coverage of bus priority measures improving bus journey times and improved operational conditions leading to an improved bus service offer	District capital delivery programmes	None	Projects identified through West Yorkshire Transport Fund, Connecting Leeds, Transforming Cities Funds and LTP	Schemes identified	Monitoring of operator punctuality and reliability statistics

WYCA Tracker Survey & Transport Focus |
| Improved frequency or operation of service on routes where investment has taken place | Increased frequency and/or improved service on corridors identified for investment | Improved customer offer | The delivery of the highway improvements will guarantee improved reliability leading to a more stable frequency. Demand will be reviewed and where required analysis will determine if the frequency needs increasing. | Delivery of key bus infrastructure that improves journey times | Operational savings | Linked to early deliverable schemes | WYCA Tracker Survey & Transport Focus |
| Flexible delivery of bus services to reflect operating conditions | Proposals to ensure a dynamic plan is in place to ensure services are adapted to the operating environment, for example the number of buses operating in the peak period reflects demand | Improved customer offer | Better analysis of data using latest systems that can better design timetables based on existing data. Newer ticket machines coupled with Optibus details the timetable that should be operating. | Delivery of key bus infrastructure that improves journey times | To be identified: capital funding opportunities and operational savings | Linked to early deliverable schemes | WYCA Tracker Survey & Transport Focus |
| Development of a prioritised list of congestion hotspots that cause delay to buses. Apply standard mechanism to develop schemes and access funding | Collation of prioritised small schemes to develop a pipeline, which addresses congestion hotspots that cause delay to buses | Greater coverage of bus priority measures improving bus journey times and improved operational conditions leading to an improved bus service offer | District Punctuality and Reliability Group | None | West Yorkshire Transport Fund, Connecting Leeds, Transforming Cities Funds and LTP | Schemes to be identified | Monitoring of operator punctuality and reliability statistics

WYCA Tracker Survey & Transport Focus |

Output	Description	Outcome	How will it Be Delivered?	Dependencies	Funding	Early Deliverables	Performance Management
Clear communications protocol	To develop a communications plan for WYCA, West Yorkshire districts and bus operators to deliver in advance of and during times of planned roadworks and future plans. The communications protocol should include embedding selling the benefits of the scheme during consultation and close working with contractors	Improved customer offer during times of disruption	District punctuality and Reliability Group	None	LTP	Protocol could be developed early on set up of the District Punctuality and Reliability Group	Media monitoring Measurement of before/after awareness levels. WYCA Tracker Survey & Transport Focus
Embed bus operator engagement as part of the Combined Authority approval process	Ensure bus operator engagement is part of the business case approval process to ensure designs are sympathetic to bus operations and consultation responds to the benefits to the bus	Minimised impact on bus passengers and improved customer offer	Working with WYCA Programme Management Office to identify point in process	None	None required	Can be delivered early	WYCA Tracker Survey & Transport Focus
Establish Bradford and Calderdale Bus Partnership Groups	Strengthen the relationship between districts and bus operators within the districts to ensure local delivery conditions can be improved	Improved working relationship to maximise funding opportunities	WYCA to engage with the district and operators	Resource availability	None required	Can be delivered early	WYCA Tracker Survey & Transport Focus
Bus Network during times of planned disruption	Undertake early engagement between scheme promoter and bus operators to allow for disruption timetable to be developed and delivered for a longer period, reducing number of changes to bus service routings	Improved customer offer	District Punctuality and Reliability Group	None	None required	Can be delivered early	WYCA Tracker Survey & Transport Focus
West Yorkshire Permit System	Review the West Yorkshire Permit System and understand if efficiencies can be identified	Improved operating environment	District Punctuality and Reliability Group to liaise with permit system	Resource availability and the setting up of the District Punctuality and Reliability Group	Once set up its each partners resource that in effect funds themselves	Should be an early deliverable, a lot depends on the dependency	Monitoring of improvements to the operating environment
Bus priority enforcement	Increase coverage of district bus lane enforcement and enable bus operators to utilise cameras on their vehicles to also monitor bus lanes	Maximising highway infrastructure	District Punctuality and Reliability Group liaison	Resource availability and the setting up of the District Punctuality and Reliability Group	District and operator funding	Some locations could be identified as early deliverables	Monitoring of operator punctuality and reliability statistics

Work stream: Highway Infrastructure

Commitment: Bus Waiting Infrastructure

Co-leads: Helen Ellerton and Ricky Lake

Output	Description	Outcome	How It Will Be Delivered?	Dependencies	Funding	Early Deliverable	Performance Management
Develop a hierarchy of waiting infrastructure provision	Develop a clear understanding and delivery plan for the provision of waiting infrastructure, ensuring where there is significant usage a covered and seated waiting area is provided	Improved customer offer	WYCA Facilities and Assets to review existing provision in line with the core bus network	Definition of the core bus network	Infrastructure programmes: West Yorkshire Transport Fund; Connecting Leeds; Transforming Cities Fund, LTP	On definition of the core network a review can be undertaken to ensure the correct locations have the right infrastructure	WYCA Tracker Survey & Transport Focus
Review maintenance protocol for waiting infrastructure	Develop a strong protocol for waiting infrastructure maintenance that ensures the core route network waiting infrastructure is maintained to a high standard	Improved customer offer	WYCA Facilities and Assets to review existing protocol and funding availability	Resource availability	Revenue funding available	Ongoing	WYCA Tracker Survey & Transport Focus
Review bus stop clearways: provision and enforcement	To understand and review bus stop clearways to improve bus docking. To prioritise and deliver improvements	Improved bus operations and customer access to the bus network	The District Punctuality and Reliability Group	None	To be identified. LTP to be prioritised to fund outside of West Yorkshire Transport Fund; Connecting Leeds; Transforming Cities Fund,	Review to be undertaken early, delivery to form part of a longer term programme	Monitor operator punctuality and reliability statistics WYCA Tracker Survey & Transport Focus
Pedestrian access to bus stops	To review pedestrian access to bus stops on the core route network and develop a prioritised list of schemes, identify funding for delivery	Improved customer access to the bus network	The District Punctuality and Reliability Group	None	To be identified. LTP to be prioritised to fund outside of West Yorkshire Transport Fund; Connecting Leeds; Transforming Cities Fund	Review to be undertaken early, delivery to form part of a longer term programme	WYCA Tracker Survey & Transport Focus
Clear bus stop passenger information	To provide clear passenger information, including maps, journey planning information. Understand customer preference of type of customer information provision	Improved customer offer	Alongside the Travel Information Work Stream	Information Strategy; Travel Information Work Stream	To be identified	As per the Information Strategy	WYCA Tracker Survey & Transport Focus

Work stream: Service Provision

Commitment: Bus Network Structure & Operating Hours

Co-leads: Helen Ellerton (interim) and Dwayne Wells

Commitment	Output	Description	Outcome	How It Will Be Delivered?	Dependencies	Funding	Early Deliverable	Performance Management
Bus Network Structure	A delivery plan to be informed by the bus network review and the Combined Authority tender renewal process. The plan will set out the requirements for the network, cost for delivery and action plan for implementation.	Seeking to change bus network to meet future needs in housing and land use.	A bus network that optimises funding and provision of services	Combination of supported and commercial services, some commercial resource may be sprung from journey time savings on highway schemes, particularly LPTIP. More creative use of Section 106 funding to pump prime services.	District Council strategies	Planning funds and joint funding with operators. Recycling of capital funds into revenue through additional bus priority/ infrastructure	Meet with Directors of Development across Districts on Planning.	Delivery of the plan WYCA Tracker Survey & Transport Focus
	Local centres served by an integrated network of scheduled and demand responsive bus services and community transport	Seeking to change bus network to meet future needs in housing and land use.	A bus network that optimises funding and provision of services	Need to establish a lead for CT coordination. Identify gaps, seek funding (revenue) and explore technical solutions	Network review programme to identify gaps	Needs a mechanism. Should we view taxis as part of PT mix or a competitor - could this provide funding? Set up delegated transport fund to provide capital to CT/rural areas/operators	Review outputs from network review. Map CT sector	WYCA Tracker Survey & Transport Focus
	Provide clear role for taxis in the bus network structure	Understand how taxis can be integrated into the public transport offer	A bus network that optimises funding and provision of services for all	Collaboration across all transport providers	Taxi participation, Licensing Authorities	Commercial agreement	Dialogue with taxi associations and Uber exploring opportunities	WYCA Tracker Survey & Transport Focus
	Frequent and reliable onward access to the city centre and other key locations.	Review city/town centre routing and stopping strategies and develop actions for their reconfiguration	Wayfinding from main alighting points in Town and city centres – could be electronic QR code? Links need to be improved between different information modes e.g. stops and website as info can differ	Collaboration WYCA, Districts and operators. Creating strong working links through the information strategy	District Council strategies and funding	Capital funds, growth deal etc.	Should be achievable year 1	WYCA Tracker Survey & Transport Focus

	Managing demand at busy times on the bus network is served by adequate capacity	Review operational practices to ensure the capacity of the bus services meets demand	Improved customer offer	Collaboration with operators to review peak hour operations	Operator participation, open data	Funding should be in place through operators – improved reliability should improve demand.	Data analysis of scheduled v actual across pm peak, lost mileage	WYCA Tracker Survey & Transport Focus
Bus Operating Hours	A plan for extending frequency in the late peak (from 6pm to 8pm) on the core network	Later journeys to ensure commuters can have an attractive frequency when returning to home towns/cities, better serving changing travel patterns and providing later services to hospitals for visiting.	Improved customer offer	Identify current gaps in network	Self-financing and reallocation of tendered services budget	Guaranteed frequency to main hospitals across network	Guaranteed frequency on core routes across network	Implementation of late peak frequencies WYCA Tracker Survey & Transport Focus

Workstream: Service Provision

Commitment: Network Security & Emergency Planning

Co-leads: Helen Ellerton (interim) and Dwayne Wells

Commitment	Output	Description	Outcome	How will it be Delivered?	Dependencies	Funding	Early Deliverable?	Performance Management
Network Security	Management of anti-social behaviour	Development of a joint protocol across operators and the Combined Authority to ensure volume/severity of anti-social behaviour remains low.	A safer transport network	Set up a task and finish group	Police/NE counter Terrorism advice and support staff/safer travel teams	Existing internal funding	Develop ASB database across all operators (GDPR?). Investigate funding for small operators to equip with low cost CCTV solution. Review current PCSO resource	Monitoring number of anti-social incidents WYCA Tracker Survey & Transport Focus
	Regular communication with agencies involved with reducing anti-social behaviour and preventing terrorist incidents	Develop an action plan and close working relationship between operators and the Combined Authority to ensure threats to the transport network are minimised	A safer transport network	Set up a task and finish group			Establish a link with safer roads partnership. Work together on Special Constable initiative	Monitoring number of anti-social incidents WYCA Tracker Survey & Transport Focus
	A major incident protocol	Develop a joint protocol to manage a major incident in West Yorkshire. Ensure Alliance is involved	A safer transport network	Set up a task and finish group			A review of emergency event protocols across WY (local authorities) to assess consistency of approach	Review of effectiveness of protocol, if a major incident occurs
Emergency Planning, Major Highway Events and Resilience	24 hour control room where unexpected incidents and planned event/closure diversion routes are managed	Delivery of the Transport Coordination Centre to ensure operators can work closely with event planners	A bus network that is responsive to local conditions	Working with operators to agree terms of Transport Coordination Centre	West Yorkshire UTMC	West Yorkshire Transport Fund	In progress	WYCA Tracker Survey & Transport Focus

Workstream: Air Quality & Carbon Zero

Co-leads: Helen Ellerton and Neil Toner

Output	Description	Outcome	How It Will Be Delivered?	Dependencies	Funding	Early Deliverable	Performance Management
To have 80% as Euro VI or an alternative technology by January 2021 and 100% by 2026	To continually upgrade all vehicles that are operating in West Yorkshire.	Improved air quality. Reduced emissions from the buses operating in West Yorkshire	Identify and take up funding opportunities in addition to existing retrofit programmes and clean bus technology programme. Have close engagement with small operators to ensure they take up opportunities.	Further developments of Euro standards and what might that mean for operators.	To be identified. Carbon Zero Roadmap will identify alternative sources of funding. Additional retrofit funding obtained	A further £2.9m of retrofit funding obtained March 2019. To be delivered by September 2019	% of Euro VI or an alternative technology vehicles Air Quality Monitoring
To have 95% of buses operating in evenings and on a Sunday to be Euro VI or better	To maximise the low emission buses during times of low frequency services	Improved air quality	Operators to ensure fleet is adequately deployed	None	Not required	Can be delivered immediately	% of vehicles Euro VI or better operating in evenings and on a Sunday Air Quality Monitoring
A roadmap defining steps towards a carbon free bus service	Consultancy support to understand how West Yorkshire can migrate to become an emission free bus operation. This will provide understanding of the market position for new technologies and battery life	Improved air quality. Reduced emissions from the buses operating in West Yorkshire. Help to meet carbon emissions reduction commitments.	Consultants have been appointed	Dependency on new and developing technology where major cost to supplier not factored into budgets due to lack of knowledge. Range/mileage of EV buses is a major issues. Potential massive infrastructure costs for substation upgrades, charging points at bus stations or bus stops. Migration to new (partly unproven) EV bus technology likely to impact service as it develops and improves.	Initial consultancy support is funded. Future funding to deliver technology to be identified	Initial roadmap is in development.	Progress towards a zero carbon fleet Air Quality Monitoring
Shaping the fleet replacement, refurbishment and deployment programme	To ensure West Yorkshire is prioritised by bus operators to bring in latest technology in buses to the region	Improved air quality. Reduced emissions from the buses operating in West Yorkshire	Working with operators to identify funding opportunities and minimise impact of older fleet being cascading within West Yorkshire	Air quality requirements will shape fleet replacements. Agreeing the target for Euro VI or other fuels will focus delivery of new fleets. Operator's ability to cascade older fleet out of WY may not be possible. Requires understanding of air quality plans in other towns and cities in West Yorkshire.	Further funding may be available for retrofit or new technologies –to be identified	Dependent on availability of funding	% of Euro VI or an alternative technology vehicles Air Quality Monitoring
Develop clear communications plan highlighting air quality issues, air quality	Communication plan and protocol for highlighting air quality challenges in West Yorkshire and using this to identify opportunities	A raised profile of the air quality problems and requirements for West Yorkshire	To be delivered through the District Punctuality and Reliability Group	Set up of District Punctuality and Reliability Group	Clean Air Funding available	To be delivered quickly on set up of District Punctuality and Reliability Group	Media monitoring Measurement of before/after awareness levels.

Output	Description	Outcome	How It Will Be Delivered?	Dependencies	Funding	Early Deliverable	Performance Management
management areas and improvements being made by bus of West Yorkshire							
Develop a clear communications plan to promote the bus as the natural way to travel	Communications plan to promote the bus and generate behavioural change. Work with Connecting Leeds behavioural change programme.	Increase patronage and improve air quality	Providing funding for marketing, promotion and behavioural change activities to increase bus travel	Connecting Leeds behavioural change programme	Revenue funding to be identified. Connecting Leeds to fund initial deliverable	Long term delivery	Monitoring of patronage levels Air quality monitoring
Deliver the supporting infrastructure required for future technology of buses	Understand the forward direction of the bus technology for all of West Yorkshire and identify funding opportunities for infrastructure	Improved air quality. Reduced emissions from the buses operating in West Yorkshire. Greater availability to support other technologies for the buses	Following completion of the roadmap, identify funding opportunities for infrastructure	Other infrastructure programmes	To be identified	Long term delivery	Air quality monitoring Level of infrastructure before and after
Deliver a bus service that utilises a new technology	Undertake a trial or deliver a permanent service that utilises a new technology	Improved air quality. Reduced emissions from the buses operating in West Yorkshire	Following completion of the roadmap, identify funding opportunities for infrastructure and work with the operators to deliver a bus service	Understand outcomes of Stourton Park and Ride electric service. Need to apply alternative technology to a different type of operation.	To be identified	Stourton Park and Ride is the early delivery.	Air Quality monitoring
S106 funding	To maximise opportunities with S106 to deliver new bus services or provide funding to deliver low emission buses	Improved air quality. Reduced emissions from the buses operating in West Yorkshire	Work with Local Authority planning to identify S106 funding opportunities	Development sites	S106	Long term change required to planning system	Air Quality monitoring
Reduced on-route emissions.	To provide driver training to improve driving style to reduce emissions. To reduce idling and ensure depots are low carbon. To improve coordination of existing programmes and ensure there is continuous improvement	Improved air quality. Reduced emissions from the buses operating in West Yorkshire	Bus driver training programme. Systems installed on bus can monitor and report on driving performance already.	Wider driver training programmes. Systems provide data however operators/depots need to manage it, address issues and drive standards up	Operators to be incentivised to drive efficiently	Operators to share their driver performance in relation to emissions	Performance reviews Mystery shopper Air quality monitoring
Bus Network routing	Understand the number of buses operating through densely populated areas and whether there is an opportunity to review the routing and the buses operating in these area	Improved air quality. Reduced emissions from the buses operating in West Yorkshire	On completion of the bus network review develop a delivery plan to review the detailed bus routing in priority areas	Route is key to punctuality, maximising passenger, schedule efficiency and revenue.	None required	Route identification could be done early	Air quality monitoring

Work stream: Economy of the Bus Network

Co-leads: Helen Ellerton and Dwayne Wells

Commitment	Output	Description	Outcome	How will it be Delivered?	Dependencies	Funding	Early Deliverable	Performance Management
Economic Assessment	Integration with other modes of transport	Understand how the bus can work with other areas of transport to deliver customer outcomes with reducing tendered services budget	Improved customer offer	Working with taxi companies	Third party discussions	To be identified	Initial discussions can be started	WYCA Tracker Survey & Transport Focus
	Clear communications plan for bus network changes	To develop a clear communications protocol for bus network changes, changes to contracted service providers and provide a process for integrating the new offer	Improved customer offer	Work with communications and engagement teams to develop protocol	None	Operator funding.	A protocol could be tested early	WYCA Tracker Survey & Transport Focus
	Action plan for 'at risk' bus routes due to limited revenue compared with the cost	Identify the 'at risk' bus routes that are likely to be changed or lost due to market conditions. Develop an action plan in a timely manner to test prior to service changes being made	Improved customer offer	Operators and WYCA	Reducing tendered services budget	To be identified	Identification of routes could be an early deliverable, requires a long term delivery plan	WYCA Tracker Survey & Transport Focus
	Increasing patronage	Early developer and planning authority engagement to ensure the core network is attractive to areas of growth and to encourage behavioural change. Work with travel planning organisations to ensure they understand integration with the bus and maximise the opportunities	Increased revenue through patronage growth	Close liaison between operators and Local Authorities through District Partners	None	To be identified	Clarification of engagement contacts to be an early win	Monitoring of patronage growth and revenue sales
	Financial model of the bus network	To understand the financial make-up of the bus network: to understand the public and private sector funding that makes up the bus network. To understand where opportunities can be maximised. Review the relationship between pain/gain and ensure sustainability of the tendered services.	Maximised patronage for funding available	Consultancy support	None	LTP	Longer term proposition	Increased number of public and private funding opportunities Sustained tendered services
	Funding and future aspirations	Identify alternative funding sources and understand future aspirations for the bus network	Maximised patronage for funding available	Operators and WYCA	None	To be identified	Longer term proposition	Increased number of alternative funding bids
	Supported services and Community Transport	Understand how small operators, supported services and community transport can	Improved customer offer	Operators and WYCA	Reducing tendered services budget	To be identified	Identification of routes could be an early deliverable,	WYCA Tracker survey and Transport Focus

Commitment	Output	Description	Outcome	How will it be Delivered?	Dependencies	Funding	Early Deliverable	Performance Management
		be better integrated to maximise linkages					requires a long term delivery plan	
	Propensity to use the Bus tool	Development of a propensity to use the bus tool so that a greater understanding of market and local factors can be incorporated into the planning and development of the bus network	Improved customer offer and increased patronage	WYCA to work with Urban Transport Group	Urban Transport Group Members or requirements of alternative research body	LTP	Medium term proposition	WYCA Tracker survey and Transport Focus
Data	Ticketer data	Extracting ticketer data to develop greater understanding of customer journeys, including alighting stops. Working with Ticketer to develop tools to maximise data usage across all operators. Deliver a pilot to test viability, for example mapping of diversion routes	Improved customer offer	WYCA to develop data sharing agreement and work with operators	Ticketer ticket machines in place	Operator resources	Early deliverable for First bus routes - partial picture	WYCA Tracker survey and Transport Focus
	Data sharing agreement	Development of a data sharing agreement that provides all parties with a greater understanding of the customer journey allowing for targeted improvements to be made	Improved customer offer	WYCA to develop data sharing agreement	Ticketer ticket machines in place	Not required	An early deliverable if agreed as part of Voluntary Partnership Agreement	WYCA Tracker survey and Transport Focus
	Data format	Develop a standard data format across all data sharing, including timetables, patronage figures, fare tables.	Greater efficiencies	WYCA to work with operators	None	WYCA and operator resources	Early deliverable	Reduced time/resource spent collating data