

<b>Report Title</b>	Next Stages Towards Bus Reform in the Liverpool City Region
<b>Portfolio Holder</b>	Portfolio Holder for Transport and Air Quality
<b>Summary of report</b>	
<b>Is this report exempt?</b>	In Part:  Report – Not exempt  Appendices 1,2,3 - Exempt by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972
<b>Is this a Key Decision</b>	Yes
<b>Is the report urgent</b>	No
<b>Is this decision to be exempt from call in</b>	No
<b>Local Authorities affected</b>	All
<b>Impact and implications of this report</b>	
<b>Financial impact</b>	Yes, see paragraph 4.1
<b>Delegation (s) sought</b>	Yes, see recommendation (h)
<b>Supporting the Corporate Plan</b>	A Fairer City Region ✓ A Stronger City Region ✓ A Cleaner City Region ✓ A Connected City Region ✓ A Vibrant City Region ✓
<b>Climate Change Implications</b>	No
<b>Equality and Diversity implications</b>	Yes, see paragraph 4.3 and Appendix 4
<b>Social Value implications</b>	No
<b>Human Resources implications</b>	Yes, see paragraph 4.4
<b>Physical Assets implications</b>	Yes, see paragraph 4.5
<b>Information Technology implications</b>	No

<b>Legal implications</b>	Yes, see paragraph 4.6
<b>Risk and Mitigation</b>	Yes, see paragraph 4.7
<b>Privacy implications</b>	No
<b>Communication and consultation implications</b>	Yes, see paragraph 4.8
<b>Contact Officer(s)</b>	Matt Goggins - Assistant Director: Bus
<b>Appendices</b>	<ol style="list-style-type: none"> <li>1 Bus Franchising Assessment (exempt)</li> <li>2 Independent Audit Report (exempt)</li> <li>3 Proposed LCR Bus Franchising Scheme (exempt)</li> <li>4 Equality Impact Assessment</li> </ol>
<b>Background Documents</b>	<p>Yes</p> <ol style="list-style-type: none"> <li>1. <i>Next Stages Towards Bus Reform in the Liverpool City Region</i>, Report of the Executive Director of Corporate services and Portfolio holder for Transport and Air Quality, 4 March 2022</li> <li>2. <i>Taking forward Bus Reform in the Liverpool City Region</i>, report of the Director of Corporate services and Portfolio holder for Transport and Air Quality to the Metro Mayor and Members of the Combined Authority, 28 February 2020</li> <li>3. <i>Alternative Delivery Options – Outline Business Case</i>, Report of the Head of Bus to Merseytravel, 28 November 2019</li> <li>4. <i>Bus Reform Project Update</i>, Report of the report of the director of Corporate services and Portfolio holder for Transport and Air Quality to the Metro Mayor and Members of the Combined Authority, 26 July 2018</li> <li>5. <i>Bus Options Appraisal and Business Case</i>, report of the Director of Resources to Merseytravel, 30 November 2016</li> <li>6. <i>Bus Options Appraisal and Business Case</i>, report of the Director of Resources to Merseytravel, 5 October</li> </ol>

7. Big Bus Debate – Liverpool City Region,  
Survey of Residents – summary 18  
October 2019
8. LCRCA Bus Service Improvement Plan

# LIVERPOOL CITY REGION COMBINED AUTHORITY

Friday, 3 March 2023

## REPORT OF THE EXECUTIVE DIRECTOR - PLACE AND THE DEPUTY PORTFOLIO HOLDER FOR TRANSPORT AND AIR QUALITY

### NEXT STAGES TOWARDS BUS REFORM IN THE LIVERPOOL CITY REGION

#### 1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to determine the approach of the Combined Authority to the next stages of bus reform within the Liverpool City Region in accordance with the requirements of the Transport Act 2000 as amended by the Bus Services Act 2017 (the "Act").
- 1.2 On 4 March 2022 the Combined Authority endorsed a bus franchising model as the intended future option for bus governance in the City Region. This decision was conditional on completion of a number of activities, including the finalisation of the Liverpool City Region Bus Franchising Assessment (the "Assessment"), the commissioning of an independent review of the Assessment (the "Independent Audit"), continuing to work constructively with bus operators, and establishing a panel to oversee work relating to bus reform.
- 1.3 With the Assessment and the Independent Audit now complete, members of the Combined Authority are asked in this report to consider these documents to determine whether to move to the next stage of the franchising process, which would be a consultation in accordance with sections 123E to 123G of the Act.
- 1.4 A consultation is required in order to gather and consider the views of residents, businesses and key stakeholders on the proposed way forward. Reforming bus services is an important part of creating a London-style public transport system for the Liverpool City Region.

#### 2. RECOMMENDATIONS

It is recommended that the Liverpool City Region Combined Authority:

- (a) receive and consider the Assessment presented in the exempt Appendix 1;
- (b) note the contents of the Independent Audit, which was prepared in accordance with section 123D of the Act as described in paragraph 3.5 and presented in the exempt Appendix 2 to this report;
- (c) approve the publication of the Assessment, the Independent Audit and all other documentation relevant to the process;
- (d) approve the Proposed Franchising Scheme as described in paragraph 3.4 and set out in the exempt Appendix 3;
- (e) agree to proceed with the Proposed Franchising Scheme by undertaking a consultation on the Proposed Franchising Scheme in accordance with sections 123E to 123G of the Act, as described in paragraph 3.6;

- (f) approve the publication of a notice of the Proposed Franchising Scheme in accordance with sections 123E(2)(d) and 123E(3) of the Act; and
- (g) delegate the tasks necessary to conduct the consultation to the Executive Director for Place in conjunction with the Deputy Portfolio Holder for Transport and the Metro Mayor.

### **3. BACKGROUND**

#### **3.1 Progress since 4 March 2022**

3.1.1 In March 2022, the Combined Authority (item 121) approved recommendations in respect of an ongoing bus reform assessment and endorsed bus franchising as the City Region's intended future model of bus governance. Work relating to these recommendations has been progressed and is summarised below:

- The Assessment has been revised and refined, including the financial assessment (attached as exempt Appendix 1)
- An independent review (The Independent Audit) of the Assessment has been commissioned and undertaken (attached as exempt Appendix 2)
- Constructive and collaborative work with bus operators has continued, for example on the City Region's Bus Service Improvement Plan (BSIP), the Hybus project, and continued recovery of the bus network after the Covid-19 pandemic
- A Member panel to oversee this work was established and has met on a number of occasions.

3.1.2 In line with the previous decisions, an update is now being provided with further recommendations to support the programme moving to the next stage of the statutory process.

3.1.3 Although this is not a final decision on whether to move to a bus franchising model of delivery in the Liverpool City Region, a decision to undertake a statutory consultation is significant and is one of the last remaining key tasks to be undertaken ahead of a final decision. Only one other Combined Authority in England (Greater Manchester) has undertaken such a consultation.

#### **3.2 Bus reform and the creation of an integrated "London-style" transport system**

3.2.1 The Combined Authority's Corporate Plan sets out a vision for a fairer, stronger, cleaner City Region where no one is left behind. As part of creating a City Region where communities are better connected to opportunity, the Combined Authority has committed to reforming the region's public transport system, ensuring that it is fully integrated and is providing a genuine alternative to the car. This has been articulated by the Metro Mayor as the creation of a "London-style transport system."

3.2.2 A well-connected City Region will ensure opportunities can be felt in every community. Connectivity between people, business and place helps people access education, training employment and other services, and helps businesses access customers and move goods around.

3.2.3 Alongside work to upgrade the transport ticketing system, investment in bus prioritisation and in hydrogen buses, setting out the preferred option for bus reform and an associated programme is an objective within the Corporate Plan. There are two main options for how bus services in the Liverpool City Region could be reformed, moving away from the current system:

- *Current system:* Bus services in the Liverpool City Region are deregulated, with bus operators retaining ultimate control over routes and fares and Merseytravel and Halton Borough Council providing a network of supported bus services. The national bus strategy (*Bus Back Better*) states that authorities and operators must move away from this model of delivery to either Enhanced Partnership or Franchising.
- *Option 1: Enhanced Partnership (EP):* Bus services in the Liverpool City Region would continue to be deregulated, and bus operators would sign an agreement with the Combined Authority setting out how they would work together to deliver improved bus services. This agreement would support the delivery of better bus services through cooperation, but operators would retain ultimate responsibility over fares, route planning and timetables.
- *Option 2: Franchising:* Mayoral Combined Authorities have automatic access to bus franchising powers. Under this system, bus services in the Liverpool City Region would be taken under public management with the Combined Authority setting fares, routes, timetables, and standards. Bus Operators would competitively bid for service contracts. Many of the costs and risks associated with the bus network would move from the private to the public sector. Largely because of this, moving to a bus franchising model would be a significant decision to take.

3.2.4 Greater public control of the bus system in the City Region would be an enabler for the wider strategic objectives of the City Region, such as the delivery of net-zero.

### 3.3 Bus Franchising Assessment

3.3.1 The Assessment (Appendix 1) sets out the case for regulatory reform of bus services in the City Region in accordance with the Act. The Assessment is set out in a five-case structure: the Strategic Case; the Economic Case; the Financial Case; the Commercial Case; and the Management Case. This mirrors the five key activities set out in the Franchising Guidance.

3.3.2 Having considered the Assessment, it is recommended that on balance, the strategic advantages of the Proposed Franchising Scheme and the increased certainty of outcomes which it brings outweigh the disadvantage of taking on high, but influenceable, financial risk.

3.3.3 Based on the Assessment, it is recommended that the Proposed Franchising Scheme is endorsed by Members of the Combined Authority as the preferred option for bus regulatory reform.

### 3.4. Proposed Franchising Scheme

- 3.4.1 The Proposed Franchising Scheme describes how the Combined Authority would implement such a scheme on the City Region's bus network. It outlines when the decision would be taken to implement franchising, when it would be put in place in each area, how long between the local service contract's start date and service provision (buses on the road), as well as information on the routes and areas franchising would be put in place in, and those bus services that would not be included. The Proposed Franchising Scheme is included in exempt Appendix 3.
- 3.4.2 The Scheme outlines proposals for bus routes that allow flexibility to change, develop and improve them based on public feedback in network reviews. The Combined Authority would determine the service frequencies and timetables of these routes that bus operators would run under a local service contract. Once the franchising scheme is implemented in an area, all bus services that stop in that area must run under a local service contract or have a service permit, unless it is excepted from the franchising scheme or is an interim service.
- 3.4.3 It is proposed that the whole of the Liverpool City Region would become part of the scheme at the same time. However, bus service contracts would be rolled out across multiple "Rounds" as listed below:
- SH – St Helens
  - W – Wirral
  - North Liverpool and North Knowsley
  - South Liverpool, South Knowsley, and Halton
  - Sefton
- 3.4.4 The rationale for this approach would be to allow sufficient time for the franchise contracts to be procured and mobilisation to take place, as well time for the local bus industry to adapt smoothly to a new model of operation.
- 3.4.5 The Act states that there must be a minimum period of 6 months between when the contract is entered into and when the bus service provision will start, in order to provide adequate time for mobilisation. The Combined Authority proposes at least 9 months for the mobilisation of each large franchise contract. It is proposed that the Combined Authority would provide depots within each Round to facilitate the letting of large franchise contracts.
- 3.4.6 It is anticipated that the Combined Authority will meet in later in 2023 to take the final decision on whether to implement a franchising scheme or pursue other partnership options. If franchising is chosen, then it is proposed that the franchising scheme would be made at that point of the final decision.
- 3.4.7 All proposed routes are organised by origin and destination points. These may be subject to change as demands on the network change and grow, however at this stage they reflect the current network and its needs.

3.4.8 The first franchised services will be operating from September 2026. Contracts would be put out to competitive tender for the bus services in those areas and operators would bid for them. There would be multiple 'lots' of varying sizes in each Round to allow for large, medium, and smaller operators to bid for contracts that are within their resourcing capacity. This would allow local small and medium operators the opportunity to continue to provide a similar level of service that they do in the current network, as well as opening the opportunity for expanding their services by bidding for multiple contracts. After the mobilisation period, where operators will prepare to deliver the new bus services under the Combined Authority's specification, buses in that Round would be running under contract, unless on a service permit or exempted from the scheme.

3.4.9 The Act allows the Proposed Franchising Scheme to be amended after the consultation closes, for example to reflect the bus network at that moment in time or to amend the network to reflect consultation responses.

### 3.5 Independent Audit

3.5.1 Following the preparation of the Assessment, the Act requires an Authority to obtain a report from an independent audit organisation on its Assessment.

3.5.2 In July 2022, KPMG ("the Independent Auditor") were instructed to prepare the report on the Assessment on behalf of the Combined Authority. KPMG's commentary report was issued on 23rd February 2023 and subject to their workscope, the Act and associated guidance, The Independent Auditor has given the opinion that:

- a. The information relied on in considering whether the Combined Authority would be able to afford to make and operate the Proposed Franchising Scheme, and in considering whether the Proposed Franchising Scheme would represent economic value for money, is of sufficient quality.
- b. The analysis of that information in the Assessment is of sufficient quality.
- c. The Combined Authority had due regard to the guidance issued under section 123B of the Act in preparing the Assessment.

3.5.3 It should be noted that whilst undertaking their analysis, the Independent Auditor identified a number of observations in relation to the Assessment which are set out in the commentary report attached. None of these issues are considered by the Independent Auditor to be sufficiently material to affect the opinion. The full text of the audit report and the scope of the opinion is attached as appendix 2. A response to these observations will be published with the Consultation documents.

### 3.6 Consultation

3.6.1 Following the preparation of the Assessment, a formal consultation on the Proposed Franchising Scheme is required in accordance with sections 123E to 123G of the Act.

3.6.2 This consultation is open to all and would consider the views of bus users, residents, businesses, transport providers and other key stakeholders. Specific stakeholders who must be consulted as part of the process include:



- Local bus operators
- Representatives of employees of such operators
- Organisations representing local passengers
- Local authorities who would be affected by the proposed scheme, including National Parks Authorities where relevant
- A Traffic Commissioner
- Chief Officers of Police for areas to which the proposed scheme relates
- Transport Focus (the Passengers' Council)
- The Competition and Markets Authority.

3.6.3 As part of any consultation, the following documents must be published:

- A consultation document relating to the proposed scheme;
- The Assessment
- The Independent Audit

3.6.4 The consultation document would include:

- a summary of the Assessment
- the franchising scheme area
- a description of the proposed franchised services
- a description of any proposed exemptions from regulation
- the date on which the Combined Authority proposes to make the franchising scheme, together with the first date or dates by which the authority or authorities proposes to enter into contracts with operators to provide franchised services
- the periods that must expire between the Combined Authority entering into a contract, and services starting to be operated under that contract
- a description of the Combined Authority's plans for ongoing engagement throughout the life of the franchising scheme to seek views on how well the scheme is working
- a description of how the Combined Authority plans to facilitate involvement of small and medium sized operators through the procurement process
- the date by which responses to the consultation must be received.

3.6.5 In the City Region, it is proposed that a consultation would run for 12 weeks and would include significant direct engagement with communities across the City Region, including hard to reach groups. It is also proposed that carrying out this consultation is delegated to the Executive Director - Place in conjunction with the Deputy Portfolio Holder for Transport and the Metro Mayor.

3.7 Further Steps

3.7.1 Following the consultation period, the Combined Authority would prepare and publish a report setting out a response to the consultation together with a decision as to whether or not to proceed with the proposed franchising scheme. In the City Region, it must be the Metro Mayor that takes the decision as to whether or not to proceed with a franchising scheme.

3.7.1 The Combined Authority should address issues raised by respondents to the consultation, including any changes to the franchising proposal made as a result. Depending on the significance of any changes, the Combined Authority may choose to consult again.

## **4. IMPACT AND IMPLICATIONS**

### **4.1 Financial**

- 4.1.1 The approved 2023/24 budget provides resource for the next stages of the Bus Reform project to be undertaken.
- 4.1.2 The full financial implications of bus franchising will be considered at the final decision-making stage and will be informed by the statutory and internal processes identified above.
- 4.1.3 The financial implications of a franchising model are significant and are considered in detail within Appendix 1. The Combined Authority's Bus Service Improvement Plan (BSIP) and the Assessment acknowledge that irrespective of governance model, the City Region would need to significantly invest in the bus network in order to meet its objectives. This would be to address reducing patronage, prevent further reductions in network coverage and enhance the bus offer in order to meet the strategic aims of the City Region, such as achieving "net zero."
- 4.1.4 A decision to move forward with a franchise model removes a degree of flexibility within the budget in terms of these investments as the Combined Authority would take the risk for the financial performance of the network and would be required to make sufficient investment available to support the bus network.
- 4.1.5 In order to manage the associated financial commitments, the Combined Authority has devolved fiscal powers through the Mayoral Precept which it may call upon to deliver its priorities and objectives. Similarly, the County of Merseyside Act 1972 has certain financial flexibilities that allow the Combined Authority to invest toll revenues in the broader transport network.
- 4.1.6 The extent to which these financial mechanisms will be employed is dependent on the extent of government support through BSIP and other devolved funds. It is clear that current levels of committed government funding cannot meet all of the funding requirements for bus franchising in the City Region. Therefore, it is likely that devolved fiscal powers would need to be used to both improve the bus offer and deliver bus franchising. The case for investment in the City Region's bus offer will continue to be made with Government.

### **4.2 Supporting the Corporate Plan**

A Fairer City Region - Buses are a mechanism to tackle inequality and social inclusion. Through BSIP delivery bus fares will be fairer and better value for all.

A Stronger City Region - The development of zero emission bus technology as set out in the Combined Authority's Vision for Bus will bring new skills and training opportunities.

A Cleaner City Region - Investment in bus priority measures through the Green Bus Routes programme will speed up bus journeys and make them more reliable and attractive to users.

A Vibrant City Region - The bus network enables people to access the region's cultural offer and night-time economy.

A Connected City Region - Buses help to connect people to employment opportunities right across the City Region.

#### 4.3 Equality and Diversity

An Equality Impact Assessment (EIA) is included in Appendix 4 of this report.

The EIA assessed whether the proposal had a positive or negative impact on any of the protected characteristics (race, gender, disability, gender reassignment, age, pregnancy and maternity, religion and belief, sexual orientation) and concluded that the proposed franchising scheme had a positive impact (ranging from low to high positive impact) across all protected characteristics. EIAs will be undertaken at each stage of the bus franchising process.

#### 4.4 Human Resources

The Assessment identifies that significant additional capacity will be required to plan and operate a franchised bus network. Under such a proposal, there would be significant HR implications for both the Combined Authority and for bus operators impacted by these changes including TUPE and pensions. The implications of this are being considered as part of the Organisational Development work package of the Bus Reform Programme.

#### 4.5 Physical Assets

There are no direct asset management implications associated with moving to the next stage in the process. However, it should be noted that the asset management implications for the introduction of a bus franchising model are significant, including the ownership of bus fleets and bus depots. These are set out in the Fleet and Depot strategy within the Assessment. Work has already been undertaken which indicates that sufficient office capacity is already in place for required back-office functions, due to capacity enabled by hybrid working.

#### 4.6 Legal

##### 4.6.1 In accordance with the requirements of the Act and the Department for Transport's Franchising Scheme Guidance (2017), the next stages are set out below:

- Statutory consultation
- Preparing and publishing a report setting out the Combined Authority's response to the statutory consultation together with a recommendation as to whether to proceed with the proposed franchising scheme
- If the decision is to proceed with the franchising scheme, making and publishing the scheme, and
- Transition to and implementation of the franchising scheme.

- 4.6.2 Following preparation of the Assessment, the Combined Authority must obtain a report from an independent auditor on its Assessment. Following the report prepared by the independent auditor, the Combined Authority should then consult widely on its proposals. This should ensure that local passengers, businesses, and transport providers are able to comment on the proposals before the Combined Authority takes the decision as to whether to implement the franchising scheme.
- 4.6.3 The following documents must be published in support of this process:
- a consultation document relating to the proposed scheme.
  - the assessment; and
  - the report prepared by the independent auditor.
- 4.6.4 The Combined Authority must consult on its proposals with key stakeholders which will include:
- Local bus operators
  - Representatives of employees of such operators
  - Organisations representing local passengers
  - Local authorities who would be affected by the proposed scheme
  - The Traffic Commissioner, Chief Officers of Police for areas to which the proposed scheme relates, Transport Focus (the Passengers' Council), and the Competition and Markets Authority
  - Any other bodies or individuals it considers to be appropriate
- 4.6.5 Following the consultation process, the Combined Authority must prepare and publish a report setting out its response to the consultation together with its decision as to whether to proceed with the proposed franchising scheme. The Combined Authority should address issues raised by respondents to the consultation as part of their response, including setting out any changes to the franchising proposal that they intend to make as a result. Depending on the significance of any changes, the Combined Authority may choose to consult again.
- 4.6.6 If the Combined Authority decides to proceed with the franchising scheme, it must include within its response to the consultation, how it will facilitate the involvement of small and medium sized operators in the provision of services through their procurement processes.
- 4.6.7 At the same time as the Combined Authority publishes its response to the consultation, it must also make and publish the franchising scheme. This is the process of finalising and establishing what the franchising scheme will look like in practice.
- 4.6.8 As the Combined Authority is a Mayoral Combined Authority, it must be the Mayor that takes the decision as to whether or not to proceed with a franchising scheme.
- 4.6.9 The Assessment has been co-ordinated by Addleshaw Goddard (Solicitors) in consort with PWC (Accountants) and Steer (Transport), in order to support compliance with all legal requirements surrounding the Act.

4.6.10 Members should be aware that, as with any decision taken by the Combined Authority, there is a risk that the Combined Authority may be required to defend itself from legal challenge. There is the risk of judicial review given the significance of the impact of bus reform on the commercial operations of major bus operators within the City Region and elsewhere. Members are reminded that the Greater Manchester Combined Authority had been challenged in this way (March 2021), and that this challenge and the subsequent appeal were both dismissed.

#### 4.7 Risks and Mitigation

4.7.1 The Assessment concludes that the Proposed Franchising Scheme would grant greater control over the outcomes of the bus network, better enabling the delivery of its commercial objectives and the Vision for Bus in line with the Bus Back Better strategy.

4.7.2 The commercial risks associated with the Proposed Franchising Scheme would also need careful management given that the Combined Authority would be taking on the commercial revenue risk, and has identified several interventions to ensure that a competitive franchise market is maintained.

4.7.3 It should be noted that in a Franchising scenario, the Combined Authority would carry the revenue risk of the bus services which has the potential to significantly impact on these figures. It would need to react quickly if the cost of running bus services increase or revenues fell.

4.7.4 The Combined Authority has a number of mechanisms by which it could mitigate these financial risks. The Mayor and the Combined Authority have certain fiscal powers whereby local taxation revenue can be used to support the bus network. The Combined Authority is also able to make use of revenues from other transport functions, in particular tunnel tolls.

4.7.5 The Combined Authority has certain powers that can be used to encourage bus patronage through its Key Route Network powers and examples of this include the investments being currently made in Green Bus Routes.

4.7.6 It should be acknowledged that while the Assessment indicates that the mitigations available to the Combined Authority to manage financial risks are sufficient based on current modelling, there remains significant risk associated with accepting the commercial implications of running bus services in the City Region.

4.7.7 It should also be acknowledged that the risks associated with the alternative course of action are also significant, both financially and in terms of the impact on the City Region's zero carbon and growth agendas.

## 4.8 Communication and Consultation

- 4.8.1 The requirements for a statutory consultation are set out in paragraph 3.5. The consultation will be a significant undertaking for the Combined Authority and would include a high degree of community engagement across the region to ensure that as many individuals and organisations as possible are able to take part. It is proposed that the formal consultation process lasts for 12 weeks, after which a response to the consultation should be prepared and published.
- 4.8.2 The Combined Authority's bus reform programme is supported by a communications plan to promote the aims of the project and to support residents, businesses and key stakeholders in keeping up to date with progress of the programme and to promote understanding.

## 5. CONCLUSION

The Combined Authority has examined in detail the options available to it under the devolved Mayoral Powers contained within the Act. This has been a major undertaking and has used external expertise as well as an internal project team and is reflected in the Assessment which is now completed.

The work undertaken since March 2022 and set out in the Assessment, along with the findings of the Independent Audit, reinforce the decision taken by the Combined Authority in March 2022 which identified a bus franchising model as the preferred option at that stage.

As such, this report proposes that the Combined Authority delegates authority to move to the next stage of the process and undertake a statutory consultation.

RICHARD MCGUCKIN  
Executive Director - Place

CLLR STEVE FOULKES  
Deputy Portfolio Holder for Transport and  
Air Quality

### Appendices:

- 1 Bus Franchising Assessment
- 2 Independent Audit Report
- 3 Proposed LCR Bus Franchising Scheme
- 4 Equality Impact Assessment

### Background Documents:

1. *Next Stages Towards Bus Reform in the Liverpool City Region*, Report of the Executive Director of Corporate services and Portfolio holder for Transport and Air Quality, 4 March 2022
2. *Taking forward Bus Reform in the Liverpool City Region*, report of the Director of Corporate services and Portfolio holder for Transport and Air Quality to the Metro Mayor and Members of the Combined Authority, 28 February 2020

3. *Alternative Delivery Options – Outline Business Case*, Report of the Head of Bus to Merseytravel, 28 November 2019
4. *Bus Reform Project Update*, Report of the report of the director of Corporate Services and Portfolio holder for Transport and Air Quality to the Metro Mayor and Members of the Combined Authority, 26 July 2018
5. *Bus Options Appraisal and Business Case*, report of the Director of Resources to Merseytravel, 30 November 2016
6. *Bus Options Appraisal and Business Case*, report of the Director of Resources to Merseytravel, 5 October
7. Big Bus Debate – Liverpool City Region, Survey of Residents – summary 18 October 2019
8. LCRCA Bus Service Improvement Plan