

**MIDDLESBROUGH COUNCIL  
OVERVIEW AND SCRUTINY BOARD  
20 FEBRUARY 2018**

**FINAL REPORT OF THE ECONOMIC  
DEVELOPMENT AND INFRASTRUCTRE  
SCRUTINY PANEL  
– TEES VALLEY STRATEGIC TRANSPORT  
PLAN INCLUDING BUS FRANCHISING**

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## **AIM OF THE INVESTIGATION**

1. The aim of the scrutiny review was to investigate the Tees Valley Strategic Transport Plan and in particular bus franchising, to ensure that the Tees Valley Combined Authority's (TVCA) proposals with regard to public transport, particularly bus provision, are in the best interests of Middlesbrough residents.

## **TERMS OF REFERENCE**

2. The terms of reference for the scrutiny panel's investigation are as follows:
  - a) To examine the TVCA's proposals and timescale for implementation of the Connecting the Tees Valley Strategic Plan and in particular the Bus Strategy.
  - b) In light of the Bus Services Act 2017, to consider the options available to the TVCA and Middlesbrough Council in relation to bus franchising and/or enhanced partnership schemes by investigating examples of similar schemes already in use in England.
  - c) To examine Middlesbrough's Local Implementation Plan (LIP) prior to submission to the TVCA.
  - d) To investigate how Middlesbrough can work with the TVCA and local bus operators to support the local economy through improved bus service provision and community involvement including environmental implications and with specific reference to other best practice models.

## **BACKGROUND INFORMATION**

### 3. Tees Valley Combined Authority (TVCA)

3.1 Under the 2015 Devolution Deal with Central Government, the TVCA was created in April 2016 to drive economic growth and job creation in the Tees Valley. The Devolution Deal provided for the transfer of significant powers from Central Government to the Tees Valley. Darlington, Hartlepool, Middlesbrough, Redcar and Cleveland and Stockton formed this partnership to work with the community to make local decisions and grow the economy.

3.2 The first Tees Valley Mayor, Ben Houchen, Conservative, was elected on 4 May 2017, and represents around 670,000 people across five local council areas. The primary function of the Mayor is to chair the Tees Valley Combined Authority (TVCA) with the role having significant powers and influence over economic development, transport, infrastructure and skills.

### 4. TVCA Transport Committee

4.1 The Combined Authority plays an important role as the Tees Valley's Transport Authority, with overall responsibility for an effective transport system. This includes an interest in all modes of transport: from national and international road and rail links, the local rail and bus services, investment in key routes that cross borough boundaries, and green transport initiatives. The Combined Authority's Transport

Committee oversees the delivery of these responsibilities, supported by a network of officers drawn from the Councils. The Combined Authority also works closely with rail and bus operators, Teesport and Durham Tees Valley Airport.<sup>1</sup>

## 5. Tees Valley Strategic Transport Plan

- 5.1 The TVCA is currently developing a Strategic Transport Plan which is due for publication in summer 2018. The framework for the Strategic Transport Plan is set out in the document “Connecting the Tees Valley – How we want to improve your local transport system”. The TVCA’s transport vision for the Tees Valley *‘is to provide a high quality, quick, affordable, reliable and safe transport network for people and freight to move within, to and from the Tees Valley’*.<sup>2</sup>
- 5.2 The Government recently announced an Industrial Strategy for the United Kingdom and as part of that Strategy the Department for Transport (DoT) published a Transport Investment Strategy. The TVCA intends to examine the key aims of that Transport Investment Strategy to assess how best to access funding. As a Combined Authority, the TVCA is also a member of Transport for the North, a sub national transport body which has some influence on how transport in the north can be improved with better rail and road connectivity. Transport for the North is also developing a Strategic Transport Plan into which the TVCA will have some input.
- 5.3 At regional level, within the Tees Valley, the Local Enterprise Partnership (LEP) has produced a Strategic Economic Plan and an associated Investment Plan and the TVCA’s intention is to align its own Strategic Transport Plan with this. The Strategy is not just about economic growth but access to opportunity and improved services wherever transport makes a contribution.
- 5.4 The TVCA is developing a strong relationship with each of the Tees Valley Local Authorities. Whilst TVCA is a Transport Authority it is not a Highways Authority. Each individual Local Authority has control over its services and bodies and the aim of the TVCA is to align strategic thinking with local planning rather than taking control. Each of the Local Authorities will produce its own Local Implementation Plans (LIP) in aligning its own priorities with the Strategic Transport Plan.
- 5.5 The TVCA has developed a transport framework which is structured around the key headings of National Rail, Major Roads, Connecting Centres, Supporting Economic Growth and Local Journeys. The Connecting the Tees Valley Strategic Transport Plan is the overarching document with a series of strategy documents – Rail, Strategic Road, Bus, Freight and Sustainable Modes – linking into it. The supporting strategy documents allow more detail on a given mode or subject to be provided. These individual strategies can be updated as necessary to keep them current, rather than having to re-write the whole Strategic Transport Plan. In addition, a series of Action Plans can be developed in consultation with the Local Authorities’ Officer Groups.

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<sup>1</sup> <https://teesvalley-ca.gov.uk/tees-valley-combined-authority/leadership/transport-committee>

<sup>2</sup> Connecting the Tees Valley - How we want to improve your local transport system (November 2016)

- 5.6 The structure of the individual strategies puts context to the issues and personalises this to the Tees Valley. Each strategy contains a summary of existing conditions and current issues. Future planning includes detail on interventions and potential funding opportunities from both Local Authorities and other sources, as well as links to local schemes.
- 5.7 The TVCA is also developing a 'pipeline' which is a scheme of proposals suggested by Local Authorities and the Combined Authority that are ready for funding opportunities. The TVCA anticipates having a co-ordination role to provide extra resources and be more proactive in bidding for funding when it becomes available. There are a lot of local issues that the TVCA is keen to help local authorities address and whilst Central Government funding is available, it is often at relatively short notice. Pipeline schemes can also be used as an evidence base to lobby for funding.
- 5.8 The TVCA Transport Committee has approved a timescale for the Plan and if it is agreed on schedule, external consultation will commence in February 2018. The timescale aligns with the production of Transport For The North's Strategic Plan.

## 6. Bus Services Act 2017

- 6.1 The Bus Services Act 2017 was introduced as part of the Government's Devolution Programme and was supported by a number of Combined Authorities. The Bill received Royal Assent on 27 April 2017 and is essentially an enabling Act, extending the ability of the Combined Authority to introduce franchising or a new partnership arrangement called an Enhanced Partnership.
- 6.2 Under the Bus Services Act 2017 the decision whether or not to introduce contracts is a political one made by the Directly Elected Mayor. The Act provides Transport Authorities with an opportunity to get a better transport system for local populations.
- 6.3 De-regulation of buses in the mid-1980s was intended to improve services but in fact the opposite has happened. Bus patronage has declined, fares have risen and less profitable routes have been cut. Five large companies: FirstGroup, Stagecoach, Arriva, Go-Ahead and National Express now hold approximately 70% of the market.
- 6.4 In the Tees Valley the two main operators are Arriva and Stagecoach and buses are the most used mode of public transport. Currently bus operators have the freedom to determine how, when and where they operate services.
- 6.5 A deregulated bus service only works if bus operators make a profit and shareholders receive dividends. In the ten years to 2013, bus companies' average annual operating profit was £297 million, almost all of which: £277 million per year, was paid to shareholders in the form of dividends. The average operating profit in London was 3.8%, in English metropolitan areas 8.4% and in all other areas 6.3%.

6.6 However, according to an analysis by FAME,<sup>3</sup> in the financial year 2015-2016 Cleveland Transit Ltd (Stagecoach) profits were 19.6%. If Cleveland Transit Ltd (Stagecoach) profit was cut from 13.0% (3.9m) to the London level of 3.8% (£1.1m) through an equivalently efficient management of franchising, the saving would be £2.4m per year.

6.7 The existing legislation enables voluntary partnerships, which are *not* legally enforceable, as well as Quality Partnership Schemes (QPS), which *are* legally enforceable and require local Transport Authorities to provide new infrastructure. Under the Bus Services Bill, Advanced Quality Partnerships (AQPS) can be created which are easier to establish and more attractive to local authorities. An Enhanced Partnership Scheme (EPS) has also been introduced to facilitate better joint working between bus operators and local authorities. Finally, new franchising powers allow local authorities to specify which bus services should be provided.

#### 6.7.1 Advanced Quality Partnership Scheme (AQPS)

The Bill removes the requirement for local Transport Authorities to provide new infrastructure and allows AQP Schemes based on other bus improvement measures. New categories of service standards are introduced, including the requirement that multi-operator tickets are marketed and advertised clearly and consistently by all operators in the Scheme.

#### 6.7.2 Enhanced Partnerships (EPs)

Enhanced Partnerships allow local authorities, in partnership with local operators, to set standards for all local bus services in the area including vehicle specifications, branding, ticketing and service frequencies.

#### 6.7.3 Franchising

Under franchising, local authorities can specify the bus services to be provided and bus operators bid to provide those services. The franchising provisions in the Bill replace the Quality Contract Scheme (QCS) legislation which was introduced through the Transport Act 2000.

(Extract from Bus Franchising – PTEG The Voice of Urban Transport – (Urban Transport Group))

*“From the passenger perspective, franchising enables:*

- *Simple, unified and integrated ticketing and product set under one brand (which competition law prevents in a deregulated environment).*
- *Single identity for bus services and potentially other public transport modes, which is easy to understand for new users.*
- *Unified, easy to use network of integrated public transport services.*

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<sup>3</sup> FAME Database - Building a World-class Bus System for Britain – presentation to Economic Development and Infrastructure Scrutiny Panel – 8 November 2017 – Ian Taylor

- *Consistent standards of service, including vehicle, driver and customer care standards.*
- *One accountable body, integrated real time information and a single point of contact for customers.*

*From transport authority perspective, franchising provides for:*

- *Greater levels of connectivity, where more effective cross-subsidy allows the development of a comprehensive network, and allows closer integration with other modes such as trams and heavy rail, enabling more people to better access employment, education, training, retail, leisure and other opportunities.*
- *A more attractive network which is easier to use and to market to new customers and visitors, encouraging patronage growth which in turn can help drive healthy revenues*
- *And in turn help reduce car dependency, emissions and highway congestion as more people make use of an integrated public transport network and active travel modes (cycling and walking).*
- *Enables existing resources and subsidies to be pooled efficiently, driving better value from the high levels of public support and reducing leakage into excess operator profits.*

*From operator perspective, franchising offers:*

- *A growing, stable and enduring market for operators.*
- *The freedom to focus on service delivery, making sure buses run reliably and punctually, enhancing customer care and delivering on contractually guaranteed service standards – such as cleanliness, reliability and safety and security.<sup>4</sup>*

In addition to the points highlighted above, from an operator perspective, franchising will provide for greater competition and enable smaller operators to compete in the market on smaller contracts or individual routes, depending on how the contracts are tendered to the individual companies. Evidence provided by Tower Transit at Paragraph 7.3 of this report shows just how difficult it is for a new operator to enter the existing UK market.

6.8 The TVCA Transport Committee has specified that all options provided for in the Act will be investigated before deciding on which is the best route for the Tees Valley. The TVCA wants to fully understand how the current bus network operates in the Tees Valley before deciding which option is best and a dedicated Officer has been appointed to carry out this work. The TVCA estimates that the bus network's turnover in the Tees Valley is currently circa £48 million per annum.

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<sup>4</sup> Extract from Bus Franchising – PTEG The Voice of Urban Transport (Urban Transport Group)

6.9 Discussions with local bus operators are underway as to what is required from the bus network in order to develop a Bus Strategy. Two main themes have been identified: 1) to support the local economy through better integration, faster journeys, new routes, rural and evening services and affordable fares; and 2) to provide a service that is attractive and easy to use through punctuality, accessibility, good waiting facilities, vehicles, real-time information and simple fares.

## 7. Examples of schemes in use in England

### 7.1 Franchise

Unlike the rest of the country, Buses in London were not deregulated in the 1980s. Transport for London (TfL) is responsible for bus services in London and decides which services are required. As part of TfL, London Buses plans the bus routes, determines fares, and can specify accessibility and environmental standards. London Buses uses a route based tendering system and routes are grouped together into packages. This enables neighbouring routes to be tendered as one package and discounts are achieved for letting a package to one operator. The network is under continuous review with 20% of a total of 700 route contracts to be re-tendered annually.

7.2 According to TfL's financial plan 2014/2015 to 2020/2021 for London Buses, running the network is projected to run at an annual operating deficit of between £530 and £630 million. However, if the revenue expended on subsidised travel is included, the income received covers the annual operating cost (excluding capital expenditure by the bus operators).

7.3 De-regulation was intended to improve competition and bus services but in fact, even in London, there were only around five companies operating 80%-90% of all bus routes. The Panel heard evidence in relation to an Australian owned company: Tower Transit. Tower Transit was a relatively new Transport for London contracted-operator, established in 2013. The only way Tower Transit was able to enter the UK market in London was by purchasing several routes from an existing London operator: First Group. Tower Transit also operated within the franchising market in Australia and Singapore and is currently bidding for contracts in Chile and Brazil. In Singapore, all brand new buses and depots had been purchased by the Government and the operators competed to run the services.

### 7.4 Voluntary Partnership

Merseytravel is the strategic transport arm of the Liverpool City Region (LCR) Combined Authority as well as the LCR's transport delivery body. Merseytravel builds and maintains transport infrastructure, manages the Merseyrail concession, operates Mersey Ferries and Mersey Tunnels and administers travel tickets and concessionary travel. Merseytravel also funds non-commercial bus services and is part of the LCR Bus Alliance.

7.5 Approximately two years ago, in conjunction with the Bus Alliance, a new Bus Strategy was developed with the aim of highlighting the importance of bus to the LCR, the

challenges around declining bus patronage, and the opportunities for services in the future. The new Bus Strategy was adopted by the LCR Combined Authority in 2016 and is part of an over-arching transport plan for Bus, Rail, Ferry and Tunnel. The Strategy set the scene for the development of the partnership approach between the LCR Combined Authority and the bus operators. The partnership was developed over a twelve month period with Merseytravel, Arriva and Stagecoach, in line with the aims of the Bus Strategy. The Voluntary Partnership Agreement was signed in September 2016 and will remain in place until 2021. Whilst the two main operators were targeted initially, the aim is for other operators to join the partnership and talks with them are currently underway.

- 7.6 The stated aims and objectives of the Bus Alliance are for Merseytravel, bus operators and the City Region to align behind common goals and work together to drive social and economic growth for the LCR. The two main aims are to grow fare paying patronage and to quickly and significantly improve the experience for bus customers. The Bus Alliance set an outcome target of 10% fare paying passenger growth along with improved customer satisfaction levels, and a reduction in reliance on, and the cost of, the public sector providing bus services. A programme of joint work was agreed and is monitored by an Alliance Board, which is over-arching, and a Programme Board, where issues are managed in more detail. A Stakeholder Board provides input and challenge to the Alliance.
- 7.7 Both the Alliance's initial targets have been met, with 16% growth in fare paying patronage and 142% increase in young people travelling by bus in LCR. Customer satisfaction has improved overall and 90% of bus passengers are satisfied or very satisfied. Value for money has increased by 10% since 2013.

## 8. Municipalisation

- 8.1 The Panel also received information in relation to services in Europe, where municipal companies are becoming the dominant public transport providers, particularly in Germany, Austria and France. Municipalisation is similar to franchising, with the added benefit of capturing all the profit for reinvestment into the bus network. There are currently eleven municipal bus companies operating in the UK. Although the Bus Services Act 2017 has banned the establishment of new municipal companies, existing operators could be invited to provide services in other areas.

## 9. Building a World Class Bus System for Britain – Ian Taylor and Lynn Sloman<sup>5</sup>

- 9.1 The Panel heard evidence from Ian Taylor, the co-author of a report entitled: Building a World Class Bus System for Britain. The report considers what the UK's bus services should be like and how this can be achieved.
- 9.2 The essential attributes of a world-class bus system are described in the report as: providing a world class passenger experience, cost-effective use of public money and buses being part of a city's or region's strategic vision. Bus services need to be efficient, affordable, good quality, and co-ordinated. Profits should not be

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<sup>5</sup> Building a World-class Bus System for Britain – Ian Taylor and Lynn Sloman

excessive and free bus travel should be provided for the young and elderly without undue expense. All road passenger transport should be funded and governed together. Bus networks need to be purposely designed for maximum public benefit, and policies to grow bus use should be backed by policies to reduce car use. Cities should be planned so that development of land use planning is undertaken in conjunction with public transport enhancement.

9.3 A comparison of how well the Bus Services Act enables the essential attributes of a world-class bus system to be achieved by: total De-Regulation, Enhanced Partnership, Bus Franchising and Municipal Operation indicates that:

- De-Regulation makes it impossible to achieve many of the essential attributes of a good bus network and comes at a heavy financial cost.
- Franchising enables a local bus network to be purposefully designed with the best possible service levels and maximum economic and social value including:
  - Affordable ticketing which is valid across geographical areas and all modes of transport.
  - Co-ordinated timetabling between different modes of transport.
  - Concessionary and free travel for young people, unemployed and the elderly.
  - The provision of easily accessible, real-time information.
  - Clean, modern, environmentally sound vehicles.
  - User-friendly waiting facilities.
- Franchising also removes the potential for excessive profit to be extracted.
- The Enhanced Partnership route enables some of the attributes. However, the Enhanced Partnership has to be agreed by all the operators, so the network has to be designed with them in mind. In addition, with an Enhanced Partnership, whilst the price of a multi-operator ticket can be set, bus operators can still sell their own tickets which can undercut the multi-operator ticket price.
- Municipalisation of buses achieves everything that franchising can, with the added benefit of capturing all profit for reinvestment in the bus network. However, municipalisation is not available to the TVCA.

## 10. Local Implementation Plans (LIPs)

10.1 The TVCA's Strategic Transport Plan will include a number of supporting documents in which the five Local Authorities identify their local priorities. These are the Local Implementation Plans (LIPs). The TVCA has issued a suggested template for the LIPs and each Local Authority will develop their own LIP.

10.2 The Strategic Transport Plan will be consulted on early in 2018 and the final outcomes will influence how the LIPs develop. Officers are currently in the process of developing Middlesbrough's draft LIP. The Executive Member for Economic Development and Infrastructure will initially be consulted on the draft LIP and the document can then be consulted on more widely.

## CONCLUSIONS

The scrutiny panel reached the following conclusions in respect of its investigation:

15. **TERM OF REFERENCE A – To examine the TVCA’s proposals and timescale for implementation of the Connecting the Tees Valley Strategic Plan and in particular the Bus Strategy.**
  - 15.1 The TVCA’s transport vision for the Tees Valley ‘is to provide a high quality, quick, affordable, reliable and safe transport network for people and freight to move within, to and from the Tees Valley’.<sup>2</sup>
  - 15.2 The TVCA Transport Committee has approved a timescale for the Tees Valley Strategic Transport Plan. External consultation is scheduled to commence in February 2018. The Bus Strategy is one of a number of supporting strategy documents feeding into the Strategic Plan, which allows more detail on a given mode or subject to be provided and can be updated as necessary.
  - 15.3 The TVCA Transport Committee has specified that all options provided for in the Bus Services Act 2017 will be investigated before deciding on which is the best route for the Tees Valley.
16. **TERM OF REFERENCE B – In light of the Bus Services Act 2017, to consider the options available to the TVCA and Middlesbrough Council in relation to bus franchising and/or enhanced partnership schemes by investigating examples of similar schemes already in use in England.**
  - 16.1 The options available to the TVCA under the Bus Services Act 2017 include: Franchising, Advanced Quality Partnership Schemes (AQPS) and Enhanced Partnerships (EP). (Voluntary Partnerships can also be established although these are not included in legislation).
  - 16.2 An example of Franchising is the bus services in London which are currently governed by Transport for London (TfL). Franchising enables a local bus network to be purposefully designed with the best service levels and maximum economic and social value. It also removes the potential for excessive profit to be extracted, thus enabling re-investment into the network. Franchising also provides opportunities for both large and smaller operators to provide services.
  - 16.3 An EP can set standards including: frequency of services, type of vehicles used and ticketing products. However, an EP needs to have the support of all bus operators affected and cannot be implemented without their agreement. An EP cannot specify the bus operators’ own fares or force them to run services and therefore the network has to be designed with the bus operators in mind.
  - 16.4 Under the new Advanced Quality Partnership Scheme (AQPS) there is no longer a requirement for local Transport Authorities to provide new infrastructure. AQP Schemes can now be based on other bus improvement measures such as parking or traffic

management policies. The requirements that can be placed on operators have been expanded and can compel them to market their own services, tickets and fares.

- 16.5 Having carefully considered the options available, the Panel concludes that the best option for achieving a world class transport system is to implement franchising.
- 16.6 A franchised bus system will enable the TVCA to deliver its ambition of providing a sustainable, effective and efficient transport network that improves connectivity, facilitates economic growth and regeneration, and provides social and environmental benefits. With the opportunity to franchise the buses, the TVCA will be in a position to determine and implement the services needed in the Tees Valley to meet new economic imperatives.
17. **TERM OF REFERENCE C – To examine Middlesbrough’s Local Implementation Plan (LIP) prior to submission to the TVCA.**
- 17.1 The TVCA has issued a template for the LIPs and each Local Authority will develop their own local plan. At the time of this scrutiny investigation, the timetable for the issue of the draft Strategic Transport Plan for consultation is early 2018. Since the outcomes of the draft Strategic Transport Plan will influence Middlesbrough’s LIP, it is currently under development. Therefore, Term of Reference C, cannot be fulfilled at the present time.
18. **TERM OF REFERENCE D - To investigate how Middlesbrough can work with the TVCA and local bus operators to support the local economy through improved bus service provision and community involvement including environmental implications and with specific reference to other best practice models.**
- 18.1 The success of any partnership arrangement depends on establishing good working relationships with bus operators. The TVCA wants to fully understand how the current bus network operates in the Tees Valley before deciding which option is best and a dedicated Officer has been appointed to carry out this work.
- 18.2 Merseytravel’s Bus Alliance successes to date includes the development of a multi-operator ticket for young people. The ticket, which is a simple any bus all day ticket costing £2 was launched in 2014. The Bus Alliance has extended the ticket across the region rather than just being a Merseyside ticket and it is now valid for young people until their 19th birthday. Stagecoach, has also adopted the scheme elsewhere in the UK. Other initiatives include: 24 hour bus routes, free Wi-Fi and USB charging points on all buses as standard, a concessionary system for ticketing with a single smartcard for the region and investment in new vehicles including 12 new electric buses, 15 hybrid and 15 bio-methane.

## **RECOMMENDATIONS**

19. Following the submitted evidence, and based on the conclusions above, the Economic Development and Infrastructure Scrutiny Panel’s recommendations for consideration by the Executive are as follows:
- a) That in order to achieve the TVCA’s transport vision for the Tees Valley and provide commuters, residents, and visitors with a world class public transport system,

specifically with regard to the Bus Strategy and the powers provided by the Bus Services Act 2017, the TVCA should implement a franchised bus network.

- b) That the TVCA should ensure that the franchised Tees Valley bus network is efficient, affordable, reliable and safe for all users and there are opportunities for both small and larger operators to tender for services or routes.
- c) That the profit achieved by implementing bus franchising is re-invested directly into the network for initiatives including ticketing schemes with concessions for the young, elderly and unemployed; a single smartcard for the Tees Valley region; 24 hour bus routes, investment in new vehicles, free Wi-Fi and USB charging points on all buses.
- d) That any investment in new vehicles for the network, whether by operators or the Transport Authority, should have regard to environmental implications and options such as electric, hybrid or bio-methane buses selected.
- e) That Middlesbrough's Local Implementation Plan (LIP) aligns with the priorities in the TVCA's Strategic Transport Plan.

## **ACKNOWLEDGEMENTS**

19. The Economic Development and Infrastructure Scrutiny Panel would like to thank the following for their assistance with its work:

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Stephanie Elsy – Stephanie Elsy Associates  
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Ian Taylor – Transport for Life  
David Carter - Head of Transport and Infrastructure, Middlesbrough Council  
Craig Cowley – Planning and Delivery Manager, Middlesbrough Council  
Chris Orr – Infrastructure Programme Manager, Middlesbrough Council

## **BACKGROUND PAPERS**

20. The following sources were consulted or referred to in preparing this report:
- Tees Valley Devolution Deal Agreement.
  - Tees Valley Combined Authority (TVCA) website: <https://teesvalley-ca.gov.uk>
  - Connecting the Tees Valley - How we want to improve your local transport system – November 2016 (TVCA).
  - Connecting the Tees Valley – Progress towards our Strategic Transport Panel (TVCA) - Presentation to Middlesbrough Council's Economic Development and Infrastructure Scrutiny Panel – 13 September 2017.
  - Minutes of the Economic Development and Infrastructure Scrutiny Panel – 13 September 2017, 11 October 2017
  - Bus Services Act 2017 – House of Commons Library Briefing Paper Number CBP07545, 12 June 2017.
  - The Bus Services Bill: An Overview – Department of Transport, May 2016.
  - Partnerships and Ticketing – Bus Services Bill Information sheet (1 of 3) – Department for Transport (DfT).

- Franchising – Bus Services Bill Information Sheet (2 of 3) – Department for Transport (DfT).
- Building a World Class Bus System for Britain – Extended Summary Report – Ian Taylor and Lynn Sloman.
- FAME Database/Building a World-class Bus System for Britain – presentation to Economic Development and Infrastructure Scrutiny Panel – 8 November 2017 – Ian Taylor.
- Bus Franchising – PTEG The Voice of Urban Transport (Urban Transport Group).

### **COUNCILLOR M STOREY**

#### **- CHAIR OF ECONOMIC DEVELOPMENT AND INFRASTRUCTURE SCRUTINY PANEL**

The membership of the scrutiny panel is as follows: Councillors M Storey, (Chair), T Higgins, (Vice-Chair), R Arundale, D J Branson, N Hussain, L Lewis, L McGloin, M Saunders and M Walters

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