

Bridport Area Community Bus Service - Feasibility & Scoping Final Report

Bridport Town Council
10219C

April 2017

DRAFT



The TAS Partnership Limited
Passenger Transport Specialists

Quality Assurance

Document Management

Document Title	Final Report		
Name of File	10219C Bridport Community Bus Feasibility Study - Final Report		
Last Revision Saved On	05/04/2017 15:48:00		
Version	DRAFT	Click&TypeDraft	Click&TypeDraft
Prepared by	JA / MM	Click&TypeInitials	Click&TypeInitials
Checked by	AG	Click&TypeInitials	Click&TypeInitials
Approved by	AG	Click&TypeInitials	Click&TypeInitials
Issue Date	Click&TypeDate	Click&TypeDate	Click&TypeDate

Copyright

The contents of this document are © copyright The TAS Partnership Limited, with the exceptions set out below. Reproduction in any form, in part or in whole, is expressly forbidden without the written consent of a Director of The TAS Partnership Limited.

Cartography derived from Ordnance Survey mapping is reproduced by permission of Ordnance Survey on behalf of the Controller of HMSO under licence number WL6576 and is © Crown Copyright – all rights reserved.

Other Crown Copyright material, including census data and mapping, policy guidance and official reports, is reproduced with the permission of the Controller of HMSO and the Queen's Printer for Scotland under licence number C02W0002869.

The TAS Partnership Limited retains all right, title and interest, including copyright, in or to any of its trademarks, methodologies, products, analyses, software and know-how including or arising out of this document, or used in connection with the preparation of this document. No licence under any copyright is hereby granted or implied.

Freedom of Information Act 2000

The TAS Partnership Limited regards the daily and hourly rates that are charged to clients, and the terms of engagement under which any projects are undertaken, as trade secrets, and therefore exempt from disclosure under the Freedom of Information Act.

The TAS Partnership Limited often uses commercially or personally sensitive data provided under confidentiality agreements by third parties to inform projects, and disclosure of this information could constitute an actionable breach of confidence. This detailed content is therefore likely to be exempt from disclosure under the Act.

Consequently, The TAS Partnership Limited will expect to be consulted before any content of this document is released under a Freedom of Information request.



The TAS Partnership Limited
Passenger Transport Specialists

Guildhall House
59-61 Guildhall Street
Preston PR1 3NU
Telephone: 01772 204988
Fax: 01772 562070

info@taspartnership.co.uk
www.tas.uk.net

Contents

Executive Summary	3
1 Introduction and Objectives	7
1.1 Introduction	7
1.2 Objectives.....	7
1.3 Our Approach	7
1.4 Task Note Structure	7
2 Baseline Mapping of Passenger Transport Services in Bridport	9
2.1 Current Bus Services in Bridport	9
2.2 Community Transport in Bridport	17
2.3 Taxis in Bridport	21
2.4 Conclusion	25
3 Community Transport Services Elsewhere.....	27
3.1 Introduction	27
3.2 Community Transport in the UK.....	28
3.3 Community Buses - General.....	34
3.4 Community Buses – Examples.....	35
3.5 Dutch Approach to Community Buses	41
3.6 Miscellaneous DRT, Scheduled & Semi-Scheduled Services Operated by Voluntary Sector and CT Organisations	43
3.7 Community Bus Partnerships.....	48
3.8 Voluntary Car Schemes	50
3.9 Taxi Based Services	53
3.10 Carshare, Liftshare & Car Clubs.....	58
3.11 Information & Signposting Services	58
4 Analysis and Comparison of recent surveys.....	61
4.2 Introduction	61
4.3 Dorset County Council Bus Service Consultation	61
4.4 Bridport Travel Survey	61

4.5	TAS Survey	66
4.6	Conclusion	70
5	Scope for Service Enhancement and Development in Bridport.....	71
5.1	Role of Bridport Town Council & Passenger Transport Network	71
5.2	Maintaining and Supporting Bridport Bus Services.....	71
5.3	Scope for Community-Based Services.....	74
5.4	Appropriate Management Model.....	74
5.5	Current Potential for Bridport Service Development with Current Stakeholders 76	
5.6	The Need for CT Services in Bridport	80
5.7	Options for CT Development.....	81
5.8	Cost Estimates	89
5.9	Role of Bridport Town Council in CT Operations	91
6	Conclusions and Recommendations	92
6.1	Conclusions.....	92
6.2	Recommendations	93
	Appendix A: Community Transport Operations - General Guidance.....	95
7	Table 10: Public Service Vehicle & Taxi Legislative Structure (covers all vehicles / services for which a charge is made to the user)	98

Executive Summary

1. Bridport Area Community Bus Service – Feasibility & Scoping

- 1.1 The TAS Partnership has been commissioned by Bridport Town Council (BTC) to study the feasibility of a Community Bus service being operated in the town to augment or replace elements of the commercial bus network that might be threatened with reduction or cancellation.
- 1.2 A comprehensive mapping of all current Bridport passenger transport services is provided, including the local bus network (route by route), community transport (CT) (noting numbers of Bridport trips and user where known), and numbers of licensed taxis in the West Dorset district. A comparison is given of a number of sample trips comparing different modes. All told, Bridport has a reasonably good passenger transport network, with no obvious gaps that suggest a new service intervention is needed.
- 1.3 An overview has been provided of examples from elsewhere in the UK of how community-based transport responses have complimented and enhanced the rural transport network. Examples are given of a range of different service modes and responses along with data (where available) on patronage and costs.
- 1.4 Analysis has been undertaken of three separate surveys: Dorset County Council (DCC) bus service consultation, Bridport Travel Survey and a TAS Survey aimed at non-bus users. All comments and responses are noted that pertain to Bridport. The surveys do not, however, indicate the need for a new service or indicate any significant unmet demand.
- 1.5 The role of the parish council is considered along with a range of suggested interventions that it might wish to pursue to preserve or enhance the existing bus service provision. The scope for supporting or creating community transport services is examined in terms of operations models, management models, stakeholder consultations, development options, cost estimates and the role that BTC might take with regard to community transport.
- 1.6 Our recommendations to Bridport Town Council are as follows:
 - To note that there is no current evidence that a community-based bus service is justified, although the current CT services might benefit from some enhancement;

- BTC should specifically monitor bus service activity in Bridport by obtaining regular data from Dorset County Council about the performance of the subsidised services;
- BTC should exercise any powers or abilities it might have to promote and market the existing bus network;
- If a service is withdrawn or a substantial level of need is identified, we suggest BTC considers an appropriate Community Transport service either in collaboration with one of the four CT operators in the area or as a new service – however the latter option should be considered only if no appropriate solution can be reached with the existing operators.
- The option to raise revenue for bus service support via the Parish Precept should be considered;
- Engagement with the CT operators who have expressed a willingness to work with the authority would be beneficial to provide a basis for service development in the event of the bus network reducing in the near future.

1.7 Appendix A details a range of factors and considerations that would need to be considered in the commissioning and support of CT services.

1.1 Introduction

- 1.1.1 The TAS Partnership Limited has been commissioned to undertake a Community Bus feasibility and scoping study by Bridport Town Council (BTC). BTC is concerned about the reductions in bus services in and around Bridport following cuts (or expected future cuts) in financial support for such services by Dorset County Council (DCC). BTC feels that opportunities may exist for community-based services to be developed to continue to provide connectivity and access, and possibly to enhance service provision.

1.2 Objectives

- 1.2.1 This project brief is to appoint consultants to analyse demand, feasibility and costed options within the Bridport area for effective intervention. The aim is to find the best option(s) to ensure local people and visitors have access to and use their local bus service to secure its longer term viability.

1.3 Our Approach

- 1.3.1 Our approach to this work has included the following:
- Analysis of existing data about current transport services in Bridport
 - Analysis of survey materials from BTC and DCC
 - Interviews with Community Transport providers and DCC
 - Study of recent service initiatives elsewhere.

1.4 Task Note Structure

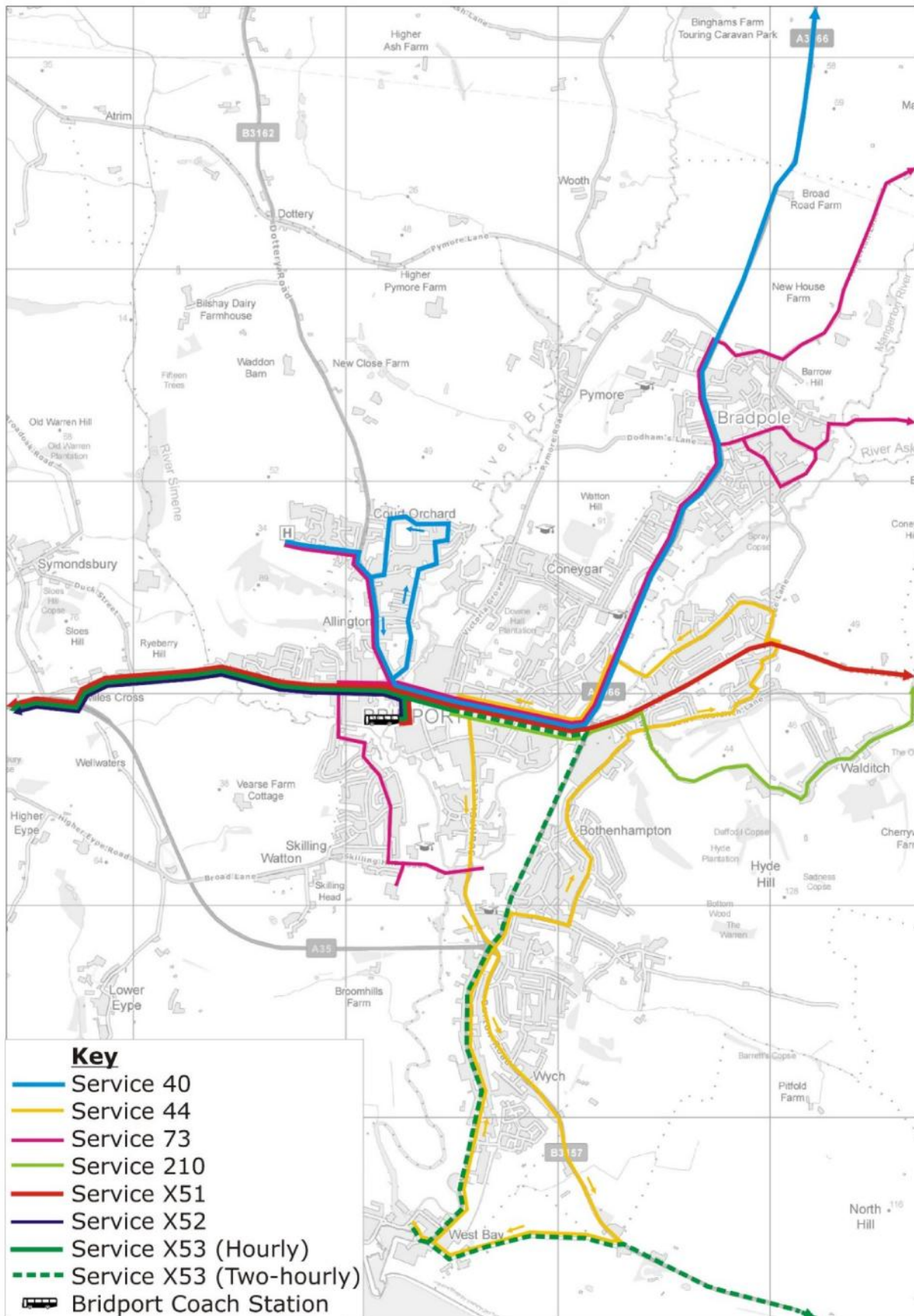
- 1.4.1 This Final Report consists of the following chapters (some notes of which have already been circulated in draft form to BTC):
- Baseline Mapping of Current Passenger Transport Services in Bridport
 - Overview of Community Transport Services Elsewhere in the UK
 - Findings of Recent Passenger Transport Surveys
 - Scoping & Feasibility of Community Bus Options in Bridport
 - Conclusions & Recommendations

- Appendix A: Community Transport Operations – General Guidance

2.1 Current Bus Services in Bridport

- 2.1.1 At present Bridport would appear to be reasonably well served by various forms of public transport. Although not part of the rail network, various bus services provide a link to towns with a railway station. In addition to this National Express serves Bridport once a day on service 315 (Helston – Eastbourne). The local bus services comprise the following routes:
- 40, x51, x53 – buses hourly per day
 - 44, 73, 210, X52 – 3 or more services per day
 - 53, 740 – school days only.
- 2.1.2 All these services (apart from X51, X52, X53 and 53) are subsidised by Dorset County Council (DCC). Figure A below shows where the main services run in Bridport itself.
- 2.1.3 Services are provided by three operators, these being:
- First Hampshire & Dorset – although most operations are centred around Weymouth it does have an outstation at Bridport Coach Station
 - Damory Coaches – a subsidy of Go-Ahead owned Go South Coast, operates the majority of DCC subsidised services. Main depot is at Dorchester there is an outstation in Bridport
 - South West Coaches – An independent operator based in Yeovil, who operates a number of services from the former Sureline depot at Portland

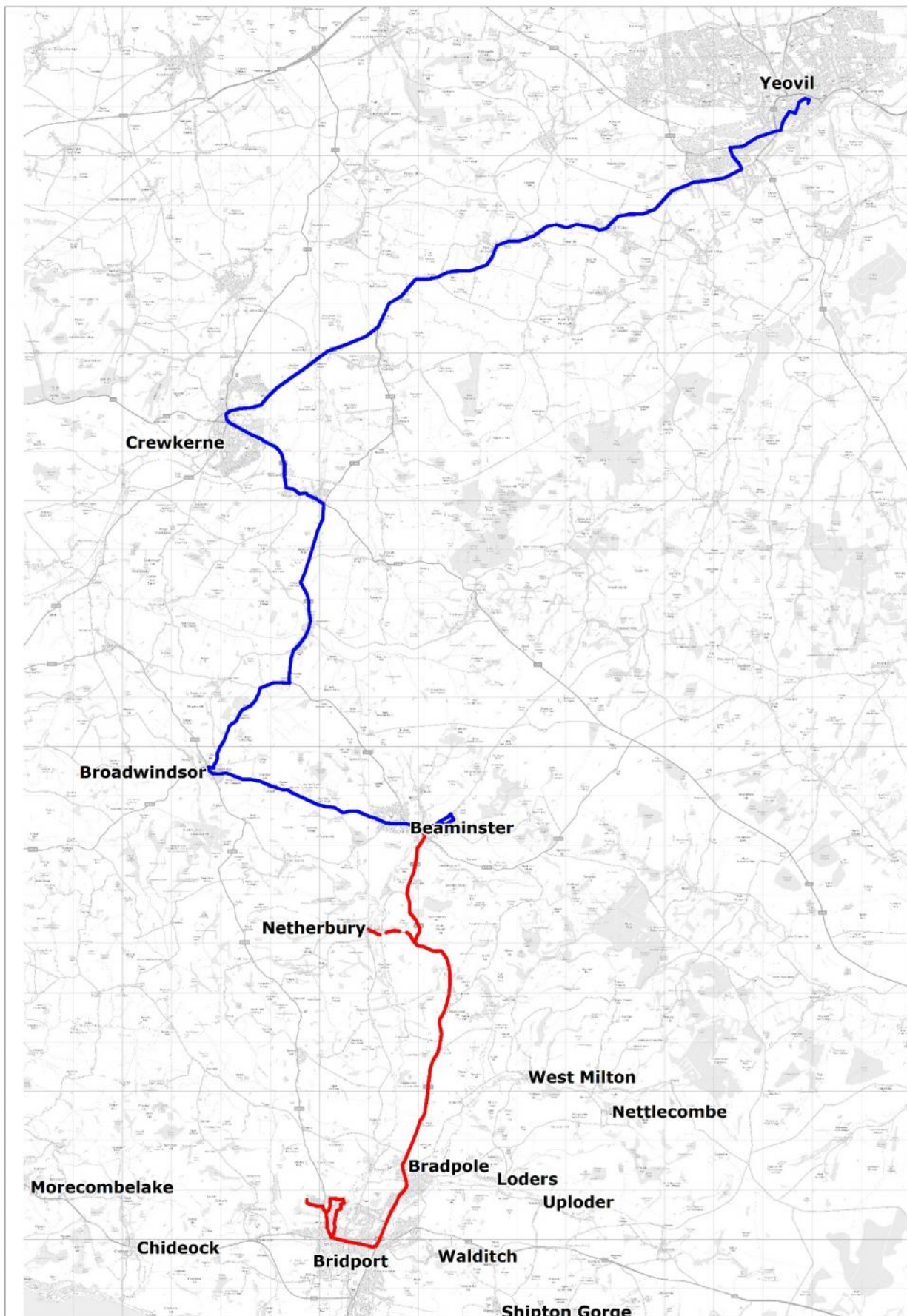
Figure A: Bus Services in Bridport



Service 40

- 2.1.4 Damory Coaches operates service 40, the route of which is outlined in Figure B below. The service runs hourly Monday to Friday daytime between Bridport Hospital and Beaminster (red line) with alternate services terminating in Beaminster or continuing on to Yeovil via Crewkerne. Service 40 also serves Netherbury once a day. On a Saturday service 40 runs hourly from Bridport Hospital to Beaminster (apart from an hour off at lunch) with three journeys a day continuing on to Yeovil.

Figure B: Service 40



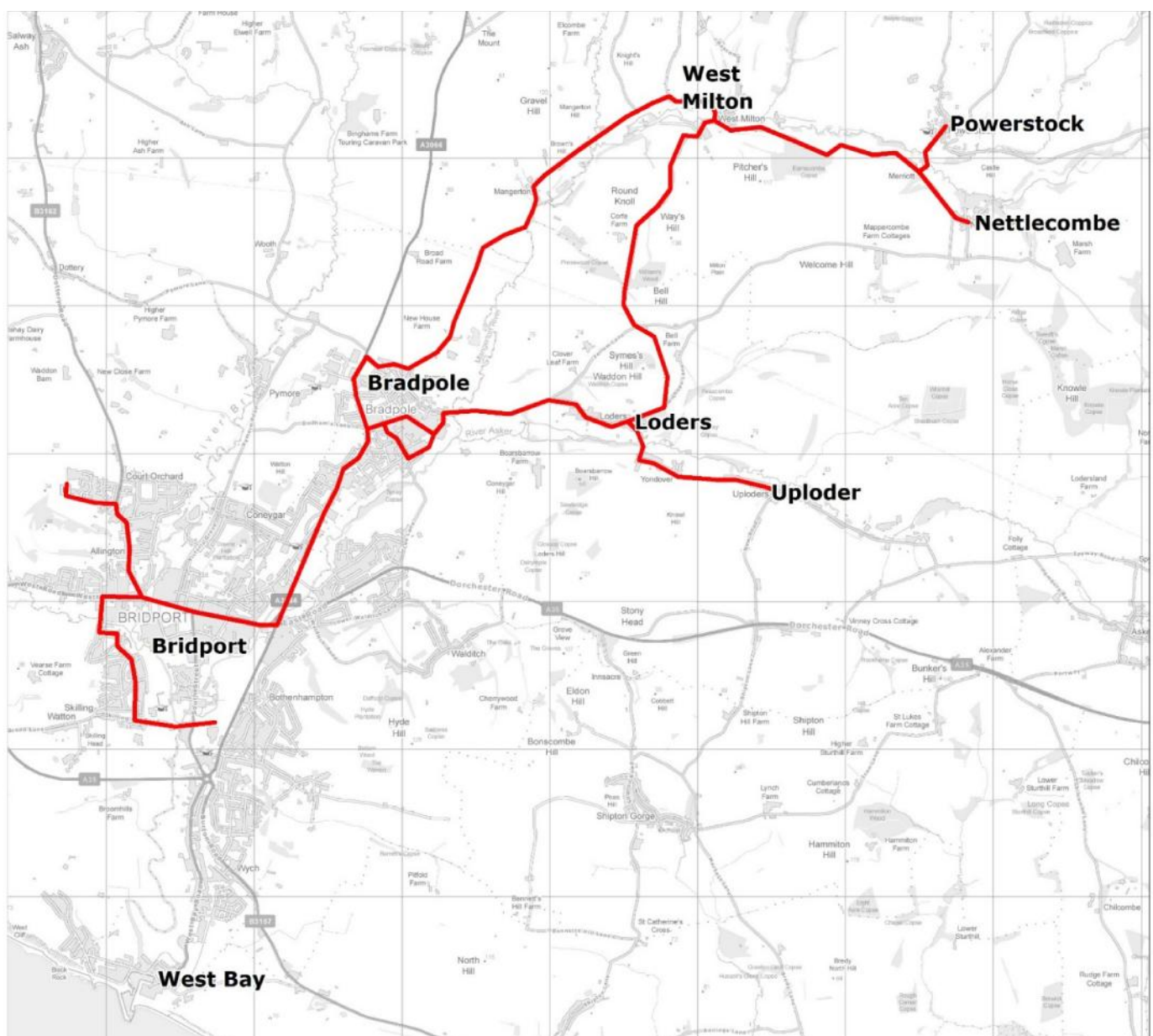
Service 44

- 2.1.5 Damory Coaches operated service 44 runs three times a day Monday, Wednesday – Saturday consisting of two morning and one early afternoon departure. The route is outlined in Figure A (in yellow) as it wholly runs within the main town area. This service interworks with service 210 at Bridport.

Service 73

- 2.1.6 South West Coaches operated service 73 runs three times a day Monday-Friday between Bridport and Powestock via a variety of routes east of Bradpole, as seen in Figure C. Two of these journeys run to / from Morrisons via the hospital. Until September 2016 there was a request stop for the Medical Centre, however due to traffic conditions this has now been dropped.

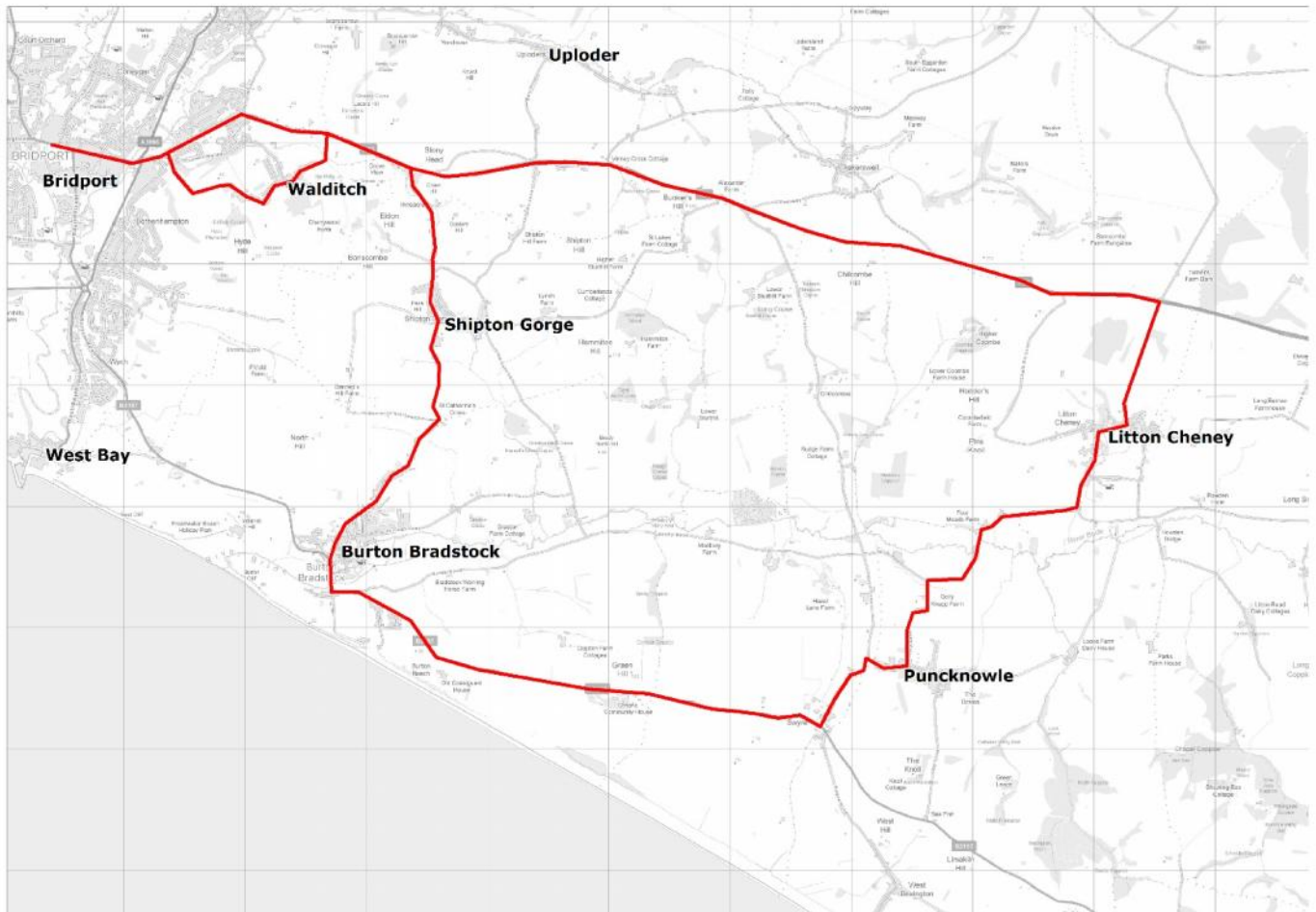
Figure C: Service 73



Service 210

- 2.1.7 Damory Coaches service 210 operates Monday, Wednesday – Saturday from Bridport to Litton Cheney. The service operates as a circular, via the route shown in Figure D, with one journey in each direction. This service interworks with service 44 at Bridport.

Figure D: Service 210



Jurassic Coaster

- 2.1.8 First's service X51, X52 & X53 are collectively branded as 'Jurassic Coaster'. In the winter, the X51 runs hourly Monday – Saturday daytime between Dorchester and Axminster, together with service X53 it provides a half-hourly bus between Bridport – Lyme Regis and Axminster. Service X53 operates hourly from Axminster to Bridport Monday - Saturday daytime with every other bus continuing on to Weymouth via West Bay. The X53 also provides a two-hourly service on a Sunday between Axminster and Weymouth. The X52 runs three times a day Monday – Saturday between Bridport and Exeter via Seaton with a further two journeys starting from Lyme Regis. Figure E and Figure F show the east and west ends of the Jurassic Coaster route respectively, with X51 (blue line), X52 (orange line), X53 (green line) and core route (red line). It is unknown what the summer 2017 timetable will look like.

Figure E: Jurassic Coaster – East of Bridport

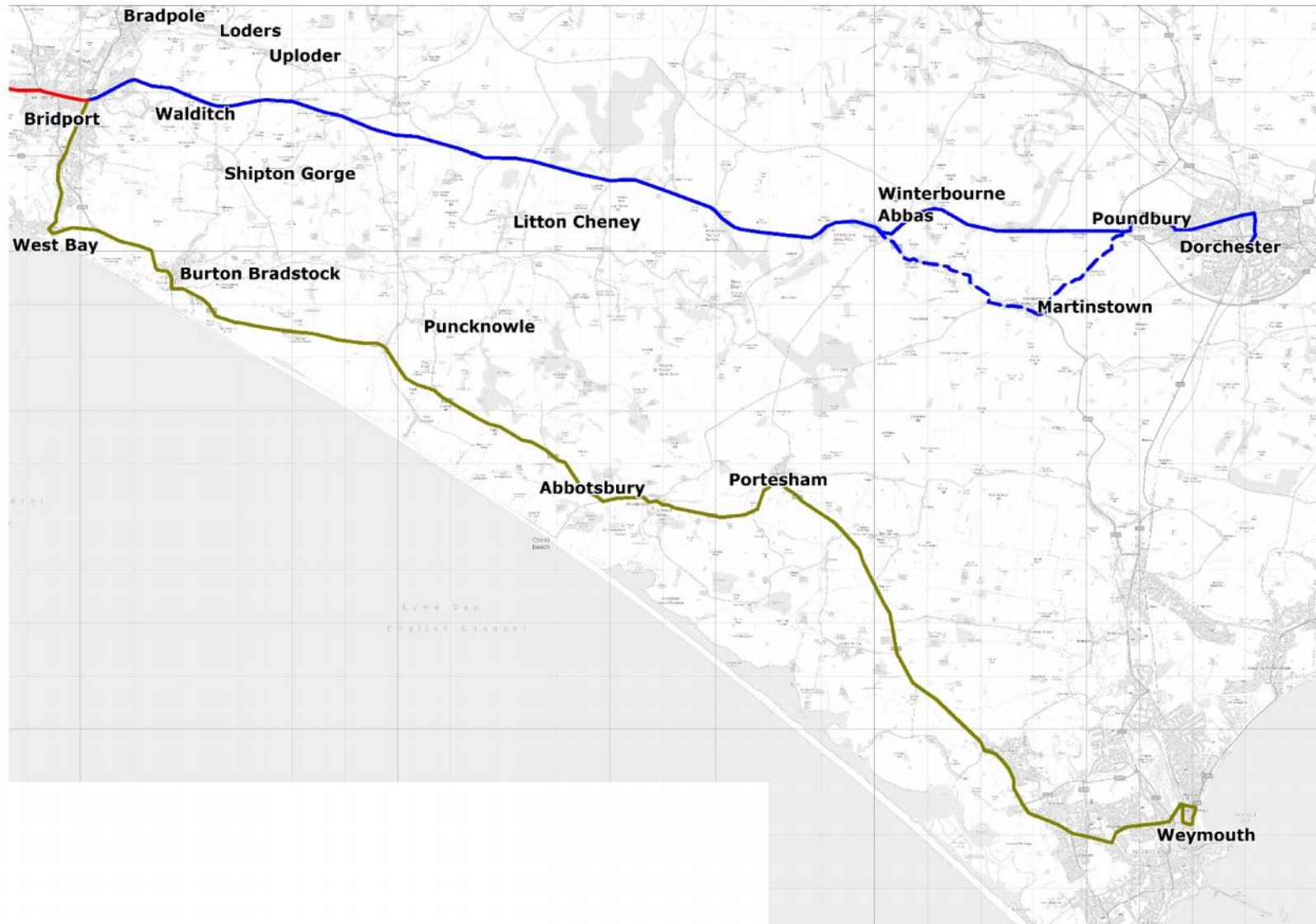


Figure F: Jurassic Coaster – West of Bridport



Missing Links

- 2.1.9 Within the Bridport Town Council area itself the only current major gap in the bus network is the area of housing around the Victoria Grove / Pymore Road / Coneygar Road junction. Other areas of Bridport missing a bus link are Pymore and Mount Joy / Wynch. The latter is close to the 44 route along the B3157 Burton Road but there are no suitable bus stops in the area.
- 2.1.10 Outside Bridport the villages of Symondsburys and Eype have no bus link to Bridport and are not of a large enough size to justify one. The village of Salwayash does have a bus service but this is the school days only 740 with no off peak shopper service.

2.2 Community Transport in Bridport

- 2.2.1 Additionally, there are the following CT services, aimed at those with specific transport / mobility needs.

Axe Valley & West Dorset Ring & Ride

- 2.2.2 This is a two-vehicle door-to-door accessible service, providing some coverage for Bridport. This service is made available to older people, people with disabilities and those living in isolated areas with no other transport facilities. This incorporates those who may not be able to carry their shopping home even though they could walk to a bus stop. The service currently covers around 5 main towns and 48 parishes. Its services in the Bridport area in 2016 delivered a total of 896 single passenger trips (a 5% increase in demand from 2015), which breaks down by location as follows:

- Allington - 88
- Bothenhampton – 94
- Bradpole – 52
- Bridport – 322
- Burton Bradstock – 58
- Loders – 10
- Netherbury - 14
- Shipton Gorge – 48
- Symondsburys – 210

The 896 Bridport area trips of the Axe Valley service represents 14% of the total trips delivered throughout the operational area in 2016.

Dorset Community Transport

- 2.2.3 Dorset Community Transport (DCT) is an operational branch of the Ealing Community Transport (ECT) charity, which operates its 'PlusBus' branded accessible door-to-door services in other parts of Dorset, as well as elsewhere in the UK.
- 2.2.4 Unlike other CT services which apply an eligibility criteria based on an individual's age and / or mobility restriction, the only criterion for the PlusBus service is that alternative public transport services are not readily available. In this respect it is the isolation of the village which attracts the service. To date, DCT's PlusBus services have replaced – or partially replaced – conventional bus routes for which DCC subsidies have been withdrawn, and which the operator has then considered unviable. The rationale for this is that the withdrawal of a conventional bus route identifies villages which have no alternative public transport, and also those which have a clientele, albeit a small one, who are accustomed to travelling by bus.
- 2.2.5 This business model for PlusBus may evolve in time, but has proved useful. To date this has been on an on-going trial basis. It is not intended to be a like-for-like replacement, rather an alternative that DCT is in a position to provide. Three significant differences for passengers are:
- the need to pre-book PlusBus, a condition of the s19 permit criteria that is used;
 - the flat fare of £5 per return trip which is less cost-effective for shorter distances, but offers greater value for longer ones; and
 - the inability to use concessionary passes, which DCT does not currently accept on their PlusBus services.

Two of DCT's PlusBus services run into Bridport, on Wednesdays and Fridays.

- 2.2.6 The Wednesday service into Bridport comprises two sections. The first part replaces and adds to the former 42, which ran from Drimpton via Broadwindsor, Stoke Abbott, South Bowood, Salwayash and Dottery on Wednesdays. The PlusBus run starts further back – as far north and west as Marshwood, Kittwhistle or Thorncombe if required, but then continues to follow the same route as the defunct 42.
- 2.2.7 Having arrived at Bridport at approximately 9.45am the same bus then travels west to Catherston Leweston to replace the former 76 route, returning to Bridport via Wootton Fitzpaine, Whitchurch Canonicorum, Ryall, Chideock and Symondsburry, and reaching Bridport at approximately 11.05.

- 2.2.8 Passengers for the first section of the PlusBus are picked up from Bridport at 12.00 noon, and for the second section at 13.30, allowing both groups a clear two hours in town. The first part of the route carries an average of 10 passengers, the second part five. These services began in April 2016.
- 2.2.9 Both the former 42 and 76 routes were Wednesday only buses (with the 42 also running on Saturdays in previous years) and the PlusBus services commenced within a week or two after they ceased to operate.
- 2.2.10 Wednesday Part A has 55 registered members, part B has 13. As age and / or disability are not a requirement of registration, no further profiling is available. Anecdotal observation is that the members are mostly of or close to retirement age.
- 2.2.11 The Friday service replaces part of the 73 route that is no longer served by South West Coaches (who continue to operate other parts of the 73 route), starting at Maiden Newton and Toller Porcorum, and then travelling via Askerswell. It does not currently serve Powerstock, Nettlecombe, West Milton or Mangerton, and only runs one day a week, rather than the five day a week service which it replaces. This service began in August 2016, the week following the sudden withdrawal of the 73 service to Maiden Newton, Cattistock and Toller Porcorum. It averages six passengers per trip.
- 2.2.12 DCT is currently canvassing Askerswell residents to determine whether anyone wishes to join the Friday service there. The canvassing was in response to a request from a resident there who contacted DCT directly. Whilst DCT aspires to develop a county-wide PlusBus marketing strategy, presently targeted marketing is limited to "community led" enquiries such as this.
- 2.2.13 The Friday service has 34 members. Again, no further profiling data is available, though one of the registered members is a self-declared 96 year old.

Table 1: Summary of DCT PlusBus Services in Bridport

PlusBus Service	Active Users	Annual Single Passenger Trips
Wednesday (part A, covering former route 42)	55	1,040
Wednesday (part B, covering former route 76)	13	520
Friday (covering part of former route 73)	34	624
TOTAL	102	2,184

- 2.2.14 The PlusBus services are both partially supported by running off the back of contracted home-to-school services. The additional direct running costs are resourced partly through fares – passengers pay a flat £5.00 return fare regardless of distance – and the remainder through charitable funding resourced by ECT. During school holidays the services have continued to run, but the running costs are then entirely resourced by fares and ECT support.

- 2.2.15 The most consistently voiced service requirement is for Saturday buses on both routes. Because of the nature of PlusBus funding DCT's current business model is not suited to operating on non-school days on a regular basis.
- 2.2.16 The nature of the home-to-school bus contract largely dictates the size, type and accessibility of the vehicle which can be assigned to any given PlusBus service. The home-to-school contracts which enable these PlusBus services will cease at the end of this academic year and will be subject to re-tendering.
- 2.2.17 The other most consistently voiced requirement is for PlusBuses to accept concessionary passes – this is something that DCT are looking to consider in the future.
- 2.2.18 Other feedback includes passengers preferring not to book and just present themselves at the bus stop as and when they intend to travel. (As previously noted, services operated under Section 19 don't lend themselves to this arrangement, hence the pre-booking requirement).
- 2.2.19 DCT has no formal consultation with the users. They have to date relied on driver feedback, and comment and suggestion from a few passionate supporters of community transport.
- 2.2.20 Community Bus Service - in July 2015 DCT trialled a minibus serving Coopers Drive and the estate off Burton Road after new buses on route 44 were grounding at the bottom of Chestnut Road. Although the minibus was providing a door-to-door service, and was travelling into the town centre rather than just linking with the 44 bus stop on the main road, there were no takers at all, and the bus never carried passengers. This service was discontinued after a few weeks. The service had been "commissioned" by DCC as part of its response to the operator changing the route of service 44. The service was specifically intended for those unable to manage the walk to / from the main road. There is no specific information as to why the service failed to attract any passengers. It is likely, however, that operational differences to the 44 bus were the reason – different fare structure, need for pre-booking, users having too long a period in town before the return, along with it only being offered on limited days, and the existing provision of the Wednesday Dial-a-bus service.
- 2.2.21 Group Transport - through its Group Transport scheme, DCT has been able to provide minibuses with drivers on an ad hoc basis to community groups in Bridport and the local area.

Bridport & District Good Neighbours Scheme

- 2.2.22 This is a community support network which was initially established in Hampshire, and the Bridport branch operates a volunteer car scheme providing trips for medical journeys for residents of the following local areas: Bridport, West Bay, Bradpole, Bothenhampton, Loders, Waytown, Dottery, Salway Ash, Chideock, Morecombelake, Eype. For the year 2015 / 2016, the

scheme had 38 volunteer drivers (average age 70-55) and delivered 740 trips covering 24,000 miles.

The Bopper Bus

- 2.2.23 We note that this service was withdrawn in December 2016. This was a community initiative to provide transport for 8-16 year olds from Marshwood Vale and along the A35 to Bridport Leisure Centre on Friday evenings. A coach was contracted from a local operator, and volunteers acted as escorts. The service was subsidised by fund raising and donations. The organisers have cited lack of volunteers as the reasons for closure: "Despite trying for the past year, we have been unable to replace the Management Committee in full or find enough long term escorts to fulfil the requirements to maintain the service and keep the bus running successfully into the future."¹ There is likely to be some impact on how young people can now access Bridport Leisure Centre, but it is not clear how many individuals are affected by the Bopper Bus withdrawal. This is an area of work that a community minibuss scheme might be expected to undertake.

2.3 Taxis in Bridport

- 2.3.1 The provision of taxis (Hackney Carriages and Private Hire vehicles) is largely determined by market forces, with proprietors generally concentrated in urban areas. However, taxis can operate anywhere they choose, although Hackney Carriages can only use ranks in the local authority district in which they are licenced. The licensing criteria varies from authority to authority, so quality standards are not necessarily consistent. Licensing of taxis in the Bridport area is the responsibility of West Dorset District Council.
- 2.3.2 The main significance of the taxi sector to the overall passenger transport mix is:
- a) Taxis are available on demand and so may be the only alternative to the bus at times when the latter is not available. This is especially the case for residents in isolated rural locations who may have no bus service at all;
 - b) Taxis may be the only transport mode available to passengers with mobility constraints (disability, children / pushchairs, heavy luggage etc), offering a door-to-door service and in some cases wheelchair accessible vehicles.

Otherwise, taxis are a mode of choice for those who are prepared to pay a significantly more expensive fare than that for an equivalent bus journey.

¹ <http://www.chideockandseatown.co.uk/the-bopper-bus-wheels-are-to-stop-turning/>

Table 2: Taxi Provision in Dorset (including Bournemouth & Poole)

District	Pop. (2011)	Quantity Control	HCs	PHVs	Total Taxis	Taxis per 1000 pop.	No. of Private Hire Operators
Bournemouth	191,000	Yes	249	288	537	2.8	31
Christchurch	49,000	No	122	40	162	3.3	15
East Dorset	88,000	No	54	111	165	1.9	26
North Dorset	70,000	No	66	78	144	2.1	28
Poole	150,000	Yes	82	171	253	1.7	72
Purbeck	46,000	No	69	21	90	2.0	8
West Dorset	100,000	No	150	62	212	2.1	21
Weymouth & Portland	65,000	Yes	80	184	264	4.1	16
Total	759,000	-	872	955	1,827	2.4	-

2.3.3 Table 2 shows the number of licensed Hackney and PH Operators in each area of Dorset. In general, it is clear that the Dorset market is dominated by small operators. West Dorset has slightly less than average numbers of taxis per head of population, and almost half the number of vehicles for the size of population than Weymouth & Portland, which enjoys the highest concentration of vehicles.

2.3.4 As for taxi provision for Bridport and surrounding area (DT6 postcode), there are:

- 36 Hackney Carriages, of which 4 (11%) are accessible)
- 6 Private Hire vehicles, of which 1 (16%) is accessible
- Totalling 42 vehicles, of which 5 (12%) are accessible.

2.3.5 This indicates that Bridport (with 13,568 population 2011 Census) has 3 taxis per 1000 population, and therefore has a slightly higher than average level of taxi provision than West Dorset and Dorset overall.

Table 3: Accessible Taxis in Dorset

District	HC Accessibility Policy	Acc. HC (% of all)	Acc. PHV (% of all)	Total Acc. Taxis (% of all)	Accessible Taxis per 1000 Pop.
Bournemouth	Yes	40 (16%)	30 (10%)	70 (13%)	0.37
Christchurch	No	2 (2%)	0	2 (1%)	0.04
East Dorset	No	3 (6%)	10 (9%)	13 (8%)	0.15
North Dorset	No	6 (9%)	8 (10%)	14 (10%)	0.20
Poole	Yes	16 (20%)	7 (4%)	23 (9%)	0.15

District	HC Accessibility Policy	Acc. HC (% of all)	Acc. PHV (% of all)	Total Acc. Taxis (% of all)	Accessible Taxis per 1000 Pop.
Purbeck	No	12 (17%)	0	12 (13%)	0.26
West Dorset	No	25 (17%)	19 (31%)	44 (21%)	0.44
Weymouth & Portland	Yes	7 (9%)	12 (7%)	19 (7%)	0.29
Total / Average	-	111	86	197	0.26

2.3.6 Table 3 above indicates the accessibility levels (where known) of the Dorset Hackney and Private Hire fleets. In general these results indicate an extremely poor provision for disabled people using wheelchairs in Dorset. Only 10% of taxis (55 out of 541) are accessible, compared to 58% across England and 28% in the South West as a whole. The average amongst 34 shire counties and rural unitaries (e.g. Northumberland) in England is 23% - only 7 authorities have a worse performance than in Dorset. West Dorset has the highest proportion of accessible vehicles in the County. In Bridport's case it has a higher than average provision of accessible taxis per 1000 head of population with 3.7.

2.3.7 Bridport has at least 14 taxi operators, many with licences for multiple vehicles:

- Abacus Taxis
- Beeline Taxis*
- Bill's Taxis
- Craig's Taxis
- D&R Taxi Services
- Good To Go
- iTake8 Taxis
- Pat's Taxis*
- Pegasus Cars
- Pete's Taxis
- PG Taxis
- Sia Taxis
- Tim's Taxis
- West Dorset Taxis.

- 2.3.8 The availability of taxis to the travelling public is compromised by two of the bigger operators (Beeline and Pat's Taxis) each operating a substantial number of education contracts for Dorset County Council. This can have the effect of reducing vehicle availability between 0800-0900 and 1530-1630, and especially that of accessible vehicles.

Taxi Fares

- 2.3.9 Hackney fares are set by West Dorset District Council as follows:

Table 4: West Dorset Hackney tariff (February 2017)

	Tariff 1	Tariff 2	Tariff 3
Time Applies	7am-11pm	Bank Holidays, Sundays and from 11pm to 7am	(Plus 100% on Christmas Day, Boxing Day and New Year's Day)
Minimum Charge + first ½ mile	£3	£4.50	£6
First Mile	£4	£6	£8
Subsequent Mile (incremented at £0.20 per 10 th of a mile)	£2	£3	£4
Surcharges (all tariffs)	Waiting (£0.10 per 30 secs), soiling of vehicle, luggage that cannot be carried in passenger saloon including bicycles, prams, (£0.20 per item) and animals (£0.20). Where a licence and vehicle enables the carriage of between 5 and 8 passengers, the proprietor is able to charge one and a half times the normal rate.		

- 2.3.10 The Hackney rates for West Dorset are slightly less than the average for Dorset as a whole, but are higher than average for the UK overall. West Dorset currently ranks at 138 out of 365 local authority districts, and so falls within the top 40% of most expensive districts.² Private hire charges are not regulated and tend to be determined by the market – they will vary from operator to operator to an extent, though are not likely to dramatically undercut the Hackney rates.
- 2.3.11 Table 5 sets out the comparison of Hackney fare vs. bus fares on eight sample journeys starting / ending in Bridport.

Table 5: Comparison of Bus and Taxi Fares

Journey between Bridport (all assumed to be within the 7am – 11 pm time frame)	Distance	Bus Single Fare	Hackney Fare Single Occupant	Hackney Fare 2 Occupants	Hackney Fare 3 Occupants	Hackney Fare 4 Occupants
Dorchester	15m	£4.50	£34	£17	£11.33	£8.5

² <http://www.phtm.co.uk/taxi-fares-league-tables>

Journey between Bridport (all assumed to be within the 7am – 11 pm time frame)	Distance	Bus Single Fare	Hackney Fare Single Occupant	Hackney Fare 2 Occupants	Hackney Fare 3 Occupants	Hackney Fare 4 Occupants
Axminster	12m	£5.50	£28	£14	£9.33	£7
Bradpole	1.5m	£2.10	£7	£3.50	£2.33	£1.75
West Bay	2m	£1.40	£8	£4	£2.66	£2
Bridport Morrisons to Loders	3m	£1.70	£10	£5	£3.33	£2.50
Drumpton (PlusBus)*	9m	£2.50	£22	£11	£7.33	£5.50
Catherston Leweston (PlusBus)*	7m	£2.50	£18	£9	£6	£4.50
Maiden Newton (PlusBus)*	20m	£2.50	£44	£22	£14.66	£11

- 2.3.12 In general the Hackney fare is more than five times as expensive as the bus fare. It will be observed that the Hackney rate is more cost effective only on the shortest of the sample routes (West Bay) and if there are four occupants who do not qualify for any concessionary entitlements. Dorset CT's PlusBus charges a £2.50 single flat fare and so is most cost effective for travel from the furthest locations on its routes as cited, this value clearly diminishes for passengers nearest to Bridport.
- 2.3.13 The bespoke journey options offered by the taxi sector are not designed to compete with bus services, providing niche services for specific circumstances. However, the role of taxis can become more significant if viewed as a resource that can provide multi-occupancy journeys in locations outside of the bus network.

2.4 Conclusion

- 2.4.1 Passenger transport provision in Bridport is reasonably good – there is a mix of routed services that form the core network and a number of community transport operations which meet a more specific need. In the case of Dorset CT's PlusBus services, these are fully accessible demand-responsive services which meet the needs of all members of the community who are isolated from the bus network. The remaining CT services are more specialist in that they cater for those with a mobility problem. In reality this is predominantly older residents whose mobility has deteriorated and, in some cases, have given up driving. This is a particular concern for people who live some distance from the nearest bus stop.
- 2.4.2 Full accessibility is generally provided by all the conventional bus services, although many wheelchair users may need a door-to-door facility. DCT, Axe Valley & West Dorset Ring and Ride, and a small number of taxi firms are able to provide fully accessible door-to-door provision.

3.1 Introduction

- 3.1.1 As part of this study into the potential for community bus development, Bridport Town Council (BTC) requires an insight into on how community transport (CT) solutions are operated elsewhere in the UK. This chapter specifically focusses on successful community buses that have provided an essential 'lifeline' service in the absence of commercial operations or local authority subsidised routes.
- 3.1.2 There are a great number of CT services operating in rural areas and the schemes included in this note have been selected for one or more of the following reasons:
- the operational circumstances and locale is roughly comparable to Bridport - market towns with populations of 10,000 or less, and with many residents in outlying settlements. In most of the locations loss of bus services has prompted community-derived solutions;
 - information is available to TAS, beyond that given in annual reports / websites. We have been able, in some cases, to quote financial and patronage figures that give a useful insight into service viability.
- 3.1.3 We have generally avoided citing examples from Dorset – CT provision and other services in Bridport have already been noted in 2 above.
- 3.1.4 Whilst we are aware of BTC's primary interest in Community Buses, we have included other community-led initiatives (not all direct transport provision) to indicate the range of responses that have occurred elsewhere. Additionally, some effective responses in other parts of the UK have centred around taxi provision and car clubs, which we suggest should also be given consideration by BTC. So 'Community Transport' is here given a wide interpretation. We also observe that the nature and operational scope of the various transport responses are inexorably linked with both UK and EU transport legislation. (This is outlined in Appendix A which describes the various UK passenger transport licensing criteria.)
- 3.1.5 In all of the examples subsequently noted in this report, one or more of the following common causal factors can be identified (to a greater or lesser degree) in the specific communities in question:
- fully self-sustaining (commercial) bus services have been limited or non-existent;
 - bus services have been mostly subsidised, and subsequently either withdrawn or under threat due to local authority spending cuts;

- many residents in villages and hamlets may be some distance from the bus route;
- ageing populations in rural areas are faced with the prospect of no longer being able to drive a car;
- essential services have been centralised, requiring longer journeys to access supermarkets and especially health care locations.

3.1.6 The examples noted below are intended to provide BTC with an introduction to a range of specific services. The entries are not exhaustive and we would recommend direct contact with any operations that are of interest to glean further details. (TAS is happy to effect an introduction in cases where we have personal contacts.)

3.2 Community Transport in the UK

3.2.1 The CT sector is very diverse and tends to be localised in its form. The main common criteria comprises the legislation that CT services operate under, and to a lesser extent how the services sit within the voluntary sector, levels of external support they receive, and the degree to which they involve volunteers.

3.2.2 So whilst the understanding of what constitutes CT varies from area to area, there are a number of generic factors that are usually common to all UK CT projects. CT can be said to be a transport or mobility service that is:

- derived from local needs;
- often planned (and sometimes implemented in whole or in part) with direct community involvement / volunteers;
- operated not for profit (usually on a charitable basis), but usually charging passengers under a 'hire or reward' concession such as the minibus permit; and
- (mostly) offering services to people with a specific need that is not met by conventional services.

3.2.3 Under these criteria, a wide range of services fall under the 'CT' heading. The most common being:

- Dial-a-Rides. These are door to door services provided for people with restricted mobility – primarily through age or disability. They usually involve accessible minibuses or multi-purpose vehicles (MPVs) operated under s19 Permits. In effect, this is paratransit i.e. a parallel service to conventional public transport designed for those people who find it impossible or difficult to use local bus services, with a predominantly urban focus. Coverage in England is widespread but not universal, and there have been some recent service collapses following withdrawal of discretionary funding;
- Car Schemes. These can be known as Community car schemes, neighbourhood car schemes, and social car schemes, etc, and use volunteers who are willing to give up their own time and use their own car to give others a lift. The schemes vary from the local and informal where donations may be accepted but there is no set fee, through to large and well-organised networks with formal rules, set fares and a standard mileage reimbursement for the drivers. The scope of schemes varies enormously – some are available for any type of journey not easily made by conventional public transport; most smaller schemes focus on important journeys, especially those that are health-related, or else that meet the needs of older or disabled people, usually in rural areas;
- Group Transport – Community Minibus. Basically, this involves running a minibus as a community resource so that several Third sector organisations and groups can make use of it without having to buy their own or face the cost of hiring one from a commercial self-drive hire company, or hiring one with a driver from a PSV operator. Most such minibuses are operated under section 19 Permits. These allow the operator to make not-for-profit charges for the use of the minibus without (in most circumstances) requiring the vehicle, driver or operation to be licensed under Public Service Vehicle (PSV) regulations. The drivers may be paid. However, under a Permit, minibuses cannot be used for hire or reward privately or for the general public – you cannot run a local bus service under a s19 Permit – it can only be used for defined groups of people, although this can include communities isolated by geography;
- Community Buses. These are usually minibuses (but can be larger) operated under a section 22 (Transport Act 1985) Permit. The s22 Permit is designed to allow bodies concerned with the social and welfare needs of one or more communities (originally these were all rural, but as will be seen that is far from the case today) to operate a registered local bus service without needing to meet full PSV 'O' licence requirements relating to the vehicle, driver or operation. The service registration costs are significantly reduced. The services originally had to be driven by volunteers, but this restriction was removed by the Local Transport Act 2008. A community bus may operate other services, and, unlike under a s19 Permit, these can be open to anyone or for any purpose, and be designed to make a profit in order to financially support the registered public services; and

- Information and Signposting Services. Although not a commonplace CT function per se, we would also identify information and signposting services as worthy of interest. Although not always involved in transport delivery, more recently there has been the emergence of these community facilities to act as a hub around rural travel needs. These are generally information and co-ordination services, sometimes offering transport delivery but with a main purpose to signpost individuals to providers, co-ordinate journeys and undertake travel planning. This is a response to the recognition that some people with transport needs are not always sufficiently aware of existing services that they could use. Examples include the eight Hubs in the Yorkshire Dales and the Getabout Scheme in Northumberland.

3.2.4 There are also three recognised approaches to utilising the taxi sector to play a role in replacing or augmenting bus services:

- Taxibus - this is a regular public bus service, run by a licenced Hackney Carriage or Private Hire operator using a taxi or private hire vehicle (with no more than 8 seats) and using a Restricted PSV licence. Taxibuses run along fixed timetabled routes and passengers board and alight at designated stops. The fare is generally the equivalent of a regular bus fare and concessionary passes are accepted. As with a full PSV service or s22 community bus, the service must be registered with the Traffic Commissioner and is required to operate whether or not there is any demand. An operating subsidy, therefore, is almost always required from a funding authority;
- Taxishare - where a co-ordinating entity is able to process bookings from individuals and schedule a taxi to provide transport for a number of people travelling in the same direction at the same time, who otherwise would all be commissioning a separate vehicle. Taxishare is essentially a means of reducing individual journey costs. In some cases, a Taxishare is called a 'Taxibus' (see 3.9.5 West Lothian below) even though it is not operating a scheduled service; and
- Taxi Tokens, Vouchers & Concessions - a local authority may offer journey credits to qualifying individuals towards part or all of a taxi fare, which the passenger can use as required. Sometimes this is granted on the basis of mobility restriction (e.g. Aberdeenshire) and / or rural isolation (e.g. Surrey, Cumbria). Essentially this extends the function of concessionary travel scheme to taxis but usually with a more specific qualifying criterion than age alone.

3.2.5 In the context of this study for BTC, this chapter focuses on Community Buses, Car Schemes, and other unconventional modes as being the mostly likely operational models that would potentially benefit the residents of Bridport area. However, it should be noted that there is some crossover between Dial-a-Ride services operating under s19 permits, and provision of rural transport. Where in an urban context, a Dial-a-Ride would apply an

eligibility criteria based on an individual's personal mobility restriction, some services have used the s19 eligibility criteria that allows for provision to "isolated communities" i.e. rural areas where there is no bus service (as is the case with DCT's PlusBus services in Dorset). Such services are required, however, to undertake pre-booked journeys only.

- 3.2.6 There is a general caveat to be noted when considering CT operations from elsewhere: the locally-derived nature of CT, and lack of a general overall nationally-recognised approach (there is no central government CT strategy), means that the transferability of operational models cannot be taken for granted. Whilst there are a number of common factors that might be identified, what works well in one place might not work elsewhere.
- 3.2.7 There is, however, a well-established CT 'sector' in the UK which primarily sees its core role as the provision of transport for disabled and older people, and for voluntary sector organisations. In some cases CT services do not integrate or liaise with conventional bus services, and do not necessarily see their role as filling gaps in the local bus network. In recent years this position has been tested somewhat as local authorities have turned to the CT sector to provide solutions in the face of cuts to subsidised services.
- 3.2.8 One of the main differentials of approach when looking at community transport responses to rural travel need is to compare demand-responsive and scheduled services. Table 6 below compares the main characteristics of each approach.

Table 6: Comparison of Demand-Responsive with Scheduled Service Provision

Aspect of Service	Demand-Responsive	Scheduled or Semi-Scheduled
Typical Delivery Method	<ul style="list-style-type: none"> ■ Volunteer Car Scheme ■ Door-to-Door Minibus (usually s19 permit) ■ Taxishare ■ Passengers pre-book all trips – there is, therefore, the need to have a bookings system in place, usually via telephone and for larger or integrated services, a software package. 	<ul style="list-style-type: none"> ■ Full PSV Service - commercial or subsidised by local authority. ■ s22 Community Bus - non-commercial. ■ Taxibus ■ Passengers meet vehicle at pre-appointed places and times. However, services can be semi-scheduled and incorporate door-to-door pre-booked pick-ups as well.
Legislation	<ul style="list-style-type: none"> ■ None required for car schemes, although car sharing rules restrict ability to charge more than vehicle running costs. Can charge individual fares if multi-occupied but the combination of fares must still not exceed vehicle running 	<ul style="list-style-type: none"> ■ PSV Operator's Licence is needed for full PSV service (commercial, although available to CT operators). Registration requirements are more onerous and a CPC-qualified manager is needed.

Aspect of Service	Demand-Responsive	Scheduled or Semi-Scheduled
	<p>cost for the trip. S19 permit can be used to charge individual fares in a car, however.</p> <ul style="list-style-type: none"> ■ s19 or s22 permits required for vehicles with between 9 and 16 passenger seats, and where fares are being charged (but where no profit or surplus is intended). 	<ul style="list-style-type: none"> ■ s22 permit is required for Community Bus service (non-commercial) - these place far fewer registration requirements on operators. ■ Requires route registration with Traffic Commissioner.
Driver Licensing – these apply across all categories as follows irrespective of whether driver is a volunteer or not (with the exception of s19 & s22 where volunteers who passed their driving test after 01.01.97 are exempt from a second D1 test if vehicle is within 4.25t weight range.)	<ul style="list-style-type: none"> ■ Volunteer Car Scheme – standard car driving licence B category. ■ Door-to-Door Minibus (s19 or s22) - D1 entitlement required (Code 101 'not for hire or reward'). This is automatic to those who passed category B (car) test prior to 01.01.97. D1 subject to second test for those who passed post 01.01.97 if (a) they are being paid and / or (b) vehicle is over 3.5t (4.25t including lift). 	<ul style="list-style-type: none"> ■ Full PSV Service - PCV D category required for 16 or more seats; D1 for 9 to 16 seats. ■ s22 Community Bus – D1 entitlement required (Code 101 'not for hire or reward'). This is automatic to those who passed category B (car) test prior to 01.01.97. D1 subject to second test for those who passed post 01.01.97 if (a) they are being paid and / or (b) vehicle is over 3.5t (4.25t including lift). PCV D category required if vehicle has more than 16 seats.
Vehicles	<ul style="list-style-type: none"> ■ Any vehicle with passenger seats between 1 and 16 can be deployed under s19 permit. Cars are classed as having up to 8 passenger seats, minibuses are classed as having 9-16 passenger seats. There is a large bus permit available under s19 that enables vehicles with over 16 passenger seats to be used, though these require a full D driving licence, which are not commonly found in CT. 	<ul style="list-style-type: none"> ■ Both full PSV and s22 require vehicles to have 9 or more passenger seats. There is no upper limit but any s22 vehicle with more than 16 passenger seats must be driven by a PCV D licence holder. It has become clear in recent years that the requirement to operate a 9+ seat vehicle on an s22 Community Bus service can be too restrictive if the particular demand does not warrant a vehicle of this size. A vehicle with a smaller seating capacity can only be operated on a scheduled service as a taxi with a Special Restricted 'O' Licence.
Resources	<ul style="list-style-type: none"> ■ Needs booking facility and co-ordinator – this could be a single volunteer co-ordinator who receives bookings on their own phone, or a call centre – this can be a remote facility, or part of an existing resource. ■ Use of volunteers is often the greatest asset, although some CTs 	<ul style="list-style-type: none"> ■ May use existing bus infrastructure – bus stops, Dorset County Council publicity network. ■ A vehicle that is compliant with PSV regulations is required. ■ s22 community buses are still predominantly driven by

Aspect of Service	Demand-Responsive	Scheduled or Semi-Scheduled
	<p>use paid drivers. The majority of car schemes are wholly operated by volunteers driving their own cars.</p> <ul style="list-style-type: none"> ■ Training and support facilities are required, including Disclosure & Barring Service (DBS) checks. 	<p>volunteers, though use of volunteers to drive full PSV services is very rare (see notes on Isle of Wight below).</p>
Standing Costs & Overheads	<ul style="list-style-type: none"> ■ Direct costs would only be incurred if there was demand, so more cost effective. 	<ul style="list-style-type: none"> ■ Vehicles must run to the service schedule irrespective of passenger numbers – risk of higher expense if demand is low.
Accessibility	<ul style="list-style-type: none"> ■ The main accessibility feature of these services is the door-to-door facility. Very few car schemes are able to accommodate users who need to travel in a wheelchair. Accessible community minibuses, whilst not universal, are more readily able to accommodate wheelchair users. 	<ul style="list-style-type: none"> ■ Although the typical vehicle size used for PSV or s22 services could easily offer full accessibility, not all rural bus services using smaller vehicles offer this facility. ■ Lack of kerbs or accessible bus ranks in rural locations can also be an impediment.
Use of Concessionary Passes - English National Concessionary Travel Scheme is administered by Dorset Council Council, and reimburses to operators	<ul style="list-style-type: none"> ■ Unless specifically granted as a discretionary policy by local authority, concessionary passes are generally not accepted on voluntary car schemes or s19 minibus services. Subsequently these services are more expensive to the end user, less expensive to any funding authority. 	<ul style="list-style-type: none"> ■ Passes must be accepted by operators of scheduled services. Operators claim reimbursement of fares from local authority (e.g. Dorset County Council). Whilst this permits free or reduced fare trips for users, operators do not receive 100% reimbursement and for little used services, can struggle to cover costs.
Bus Service Operators Grant	<ul style="list-style-type: none"> ■ S19 services are eligible to claim BSOG for some journeys but generally trips involving children and young people are excluded. 	<ul style="list-style-type: none"> ■ s22 services are eligible for BSOG.
User Experience	<ul style="list-style-type: none"> ■ Pre-arranged booking times are very useful for those needing to get to appointments – trips are guaranteed. ■ Door-to-door facility benefits those with mobility impairments or in need of assistance. ■ Users of conventional bus services often dislike the need to book ahead – this can mean that any short-notice or spontaneous trips cannot be accommodated. 	<ul style="list-style-type: none"> ■ Accommodation on a vehicle is not guaranteed – first come, first served. ■ Many passengers prefer not having to book in advance.

Aspect of Service	Demand-Responsive	Scheduled or Semi-Scheduled
	<ul style="list-style-type: none"> ■ Car schemes and door-to-door minibus services can have a stigma or connotation with older or disabled people that may deter general users. 	

3.3 Community Buses - General

- 3.3.1 Community Buses are operated on a non-profit basis, usually in rural areas, to provide a timetabled public bus service under a s22 Permit. Until recently, such services were not able to employ drivers and the vast majority in operation are still dependent on volunteer drivers. The service routes are registered with the Traffic Commissioner and vehicles larger than 16 seats have only recently been permitted (assuming the driver holds a relevant licence for the vehicle). Although usually associated with rural areas, the legislation does not specify this. The legislation does, however, require a vehicle with 9 or more passenger seats, and so cars or MPV-type vehicles cannot be used.
- 3.3.2 Some s22 operators do run regular commuter bus services; in practice these have usually been services that link rural villages to a railway station from where passengers commute into town, but there is nothing to stop a standard commuter bus service from being operated. Community Buses could well be organised on a co-operative or mutual basis.
- 3.3.3 The sustainability of s22 services has often been linked to the cost base being lowered by the use of volunteer drivers and, in some cases, assets (e.g. a vehicle) being donated by a local authority or larger bus operator. The recent provision to be able to pay drivers clearly does not contribute to sustainability and is more of value to CT operators (who already have paid drivers) who wish to operate advertised bus services, available to the general public, without having to obtain an 'O' Licence to do so.
- 3.3.4 A number of s22 services has proved sustainable in the UK but, although the number of permits issued has grown over the past few years, this growth has not been mirrored by the number of routes being registered with the Traffic Commissioners.
- 3.3.5 It is useful to define s22 Community Bus services in three distinct forms:

- a) Purely voluntary operations where a group of local people have decided to operate a bus service for their community, having identified a gap in the network or in response to perceived need. These services cover all revenue costs through fares income, and might fund raise to buy a vehicle. Also whilst the service might expand over time to offer additional routes, the scope of the operation remains very specific with no thought of diversification or growth. It is notable that whilst community bus services of this kind are often implemented to serve remote rural villages and hamlets, they are often based in market towns of a reasonable size where volunteers and resources (vehicle maintenance, fuelling, garaging etc) can be found. Community bus services of this kind may benefit from local authority support but the services are not operated under contract or specified by the local authority;
- b) Services that derive more directly from specific bus service cuts by the local authority. In these cases, the local authority continue to provide a subsidy (albeit lower than that required for a commercial operator) and looks to the community to take over the operation under contract; this might be an existing voluntary sector body, CT operator, or one formed for that purpose. In some cases the level of the subsidy may be sufficient to employ drivers. Alternatively, an established CT may seek to use the s22 model to offer a rural bus service to avoid the more difficult requirements of a full PSV operation; and
- c) Less common but notable – a partnership to provide some community buses using the vehicles and resources of a large bus operator who finds some routes uneconomic to run with paid drivers. These services are more integrated with the conventional bus network. The Dutch Buurtbus is a prime example of this, with the Southern Vectis Isle of Wight operation providing a domestic counterpart on a smaller scale (albeit a full PSV operation with volunteer drivers). This approach is unlikely to be viable for Bridport alone and would likely require a larger West Dorset or county wide approach.

3.4 Community Buses – Examples

- 3.4.1 The following are examples of s22 Community Buses that are operating around market towns roughly comparable to Bridport:

Ivel Sprinter (Bedfordshire and Cambridgeshire)

- 3.4.2 The Ivel Sprinter operates a scheduled bus service and minibus hire and is operated by the East Beds Community Bus Ltd, which is a charity, and serves the Biggleswade and Sandy rural areas. This single bus service is supported by Central Bedfordshire Council, and sponsored by a large number of national and

local agencies and organisations. There are 10 routes served on different days Monday-Saturday, starting around 0830 and finishing around 1500.

3.4.3 Ivel Sprinter is an entirely voluntary service and there are approximately 16 drivers, 4 backroom staff and 13 committee members. Concessionary bus passes are accepted for free travel and reimbursement is claimed in the usual manner, covering revenue costs. Vehicles are replaced via fundraising, and a recent replacement vehicle was funded as follows:

- Biggleswade Town Council - £10,000
- Potton Consolidated Charities - £10,000
- Tempsford Parish Council - £1,000
- Provincial Grand Lodge of Bedfordshire - £1,000

3.4.4 One notable operational detail is that the service offers a Hail-and-Ride policy: "We will stop anywhere on the route if you signal clearly, subject to room on the bus, and road safety considerations."
<http://www.ivalsprinter.org.uk/index.html> and
<https://www.facebook.com/IvelSprinter/>

Figure G: Ivel Sprinter Bus



Little White Bus (North Yorkshire)

3.4.5 The Little White Bus (LWB) is operated by The Upper Wensleydale Community Partnership (UWCP) Ltd and provides services in the Wensleydale and Swaledale areas, with three vehicles. There are five branded services:

- Garsdale Station Shuttle
- Wensleydale Voyager
- Swaledale Shuttle
- Richmondshire Rover (2 services)
- Excursions, demand-responsive and group transport provision are also catered for.

3.4.6 The services are timetabled to provide connectivity with mainstream bus and rail services. An interesting feature of LWB is a pre-booked demand-responsive service which is available between 0900-2100 Monday-Sunday – these trips are slotted between the scheduled runs ensuring maximum usage of the vehicles. The service is managed from within the Hawes Community

Office (locality Hub which host a number of functions) which serves as a bookings facility for the service.

- 3.4.7 North Yorkshire County Council (NYCC) has provided a vehicle and revenue funding (circa £25k pa). The rail link service is a critical function of LWB. There are also hospital links, as the nearest hospital is at Northallerton – a 35 miles journey from Hawes. Funding covers operational costs (fuel + administration) and 2 x part time drivers. Around 40 volunteers are also involved and LWB report no great problems in covering all driving requirements. Paid staff also cover work for other services and also contribute additional voluntary hours.
- 3.4.8 LWB has recently been cited as a positive response to bus subsidy reductions in a BBC news item about bus cuts in Dorset - <http://www.bbc.co.uk/news/magazine-35491464>: "In 2011, the market town of Hawes in North Yorkshire lost its bus service to Garsdale Station. After protests by residents, North Yorkshire County Council offered a reduced £25,000-a-year subsidy, and the free use of a minibus, to anyone who could re-start the service. Local people got together and set up their own organisation, The Little White Bus Company, to run things - relying on a mixture of part-time and volunteer drivers. The service grew and now carries around 50,000 passengers a year, with 42 volunteers on its books." <http://www.littlewhitebus.co.uk/> and <https://www.facebook.com/LittleWhiteBus/>.

Figure H: Little White Bus – Garsdale Station Shuttle Timetable

THE GARSDALE STATION SHUTTLE: Gayle - Hawes - Hardraw - Garsdale Station

DEMAND RESPONSIVE SERVICE

	Monday to Friday	Monday and Friday ONLY	Monday to Friday	Saturdays	Sundays	
Gayle, Little Ings Bus Shelter	09:30	15:45	16:55	18:50	09:50 15:45 16:55 18:45	10:05 17:40 18:40 R
Hawes, Market Place, The Board Hotel	09:32	15:47	16:57	18:52	09:52 15:47 16:57 18:47	10:07 17:42 18:42 R
Hawes, Dales Countryside Museum	09:36	15:51	17:01	↓	09:56 15:51 17:01 ↓	↓ ↓ R
Hardraw, The Green Dragon Inn	09:40	15:55	17:05	19:00	10:00 15:55 17:05 18:55	10:15 17:50 18:50 R
Appersett, Ure Bridge Hardraw Turn **	09:42	15:57	17:07	19:02	10:02 15:57 17:07 18:57	↓ ↓ R
Collier Holme Farm, Cottendale Turn	09:45	16:00	17:10	19:05	10:05 16:00 17:11 19:00	↓ ↓ R
Moortcock Inn, Kirkby Stephen Turn	09:50	16:05	17:15	19:10	10:10 16:05 17:15 19:05	↓ ↓ R
Garsdale Station	09:55	16:10	17:20	19:15	10:15 16:10 17:20 19:10	10:25 18:00 19:00 R
Train Connection: Carlisle - Leeds	10:02	..	17:27	19:22	10:35 .. 17:27 19:15	10:34 18:10 ..
Train Connection: Leeds - Carlisle	10:21	16:16	..	19:40	10:21 16:16 .. 19:29	10:43 .. 19:07
Garsdale Station	10:25	16:20	17:30	19:45	10:40 16:20 17:30 19:35	10:45 18:15 19:10
Moortcock Inn, Kirkby Stephen Turn	10:28	16:23	17:33	19:48	10:43 16:23 17:33 19:38	↓ R ↓
Collier Holme Farm, Cottendale Turn	10:33	16:28	17:38	19:53	10:48 16:28 17:38 19:43	↓ R ↓
Appersett, Ure Bridge Hardraw Turn **	10:36	16:31	17:41	19:56	10:51 16:31 17:41 19:46	↓ R ↓
Hardraw, The Green Dragon	10:38	16:33	17:43	19:59	10:53 16:33 17:43 19:48	10:55 18:25 R 19:20
Hawes, Dales Countryside Museum	10:42	16:37	↓	↓	10:57 16:37 ↓ ↓	↓ R ↓
Hawes, Market Place, Market House	10:45	16:40	17:50	20:05	11:00 16:40 17:50 19:55	11:03 18:33 R 19:28
Gayle, Little Ings Bus Shelter	10:47	16:42	17:52	20:07	11:02 16:42 17:52 19:57	11:05 18:35 R 19:30

** For Appersett Village Green please book in advance or ask the Garsdale Station Shuttle driver en route
 ↓ = Does not call here on this journey except on request
 R = the bus will only call at these stops on request to the driver, or by pre-booking - otherwise after the 18:10 train from Carlisle, the bus waits at Garsdale Station for the 19:07 train arrival from Leeds

There's no need to book to use these scheduled journeys - simply buy your ticket from the driver.
 The bus will wait a reasonable time for late trains, except for the 16:16 arrival from Leeds, as it needs to return to Garsdale Station by 17:20.
 For further information contact the Little White Bus office. Out of office hours the Garsdale Station Shuttle driver can be contacted on 07816 986448.

Train times may be affected by engineering work, particularly at weekends. For details call 08457 48 49 50 or visit www.nationalrail.co.uk

The Garsdale Station Shuttle does not meet every train at Garsdale Station as part of its regular schedule. However, if there is a train you would like to meet that does not appear on the timetable, please ring the booking office and we will arrange a "demand responsive" booking.

Our demand responsive service is also available for journeys throughout the Upper Dales - our service covers the following villages:

Upper Wensleydale: Hawes / Gayle / Burtersett / Bainbridge / Askrigg / Woodhall / Carperby / West Burton / Aysgarth / Worton / Thornton Rust / Sedbusk / Simonstone / Cotterdale / Lunds

Upper Swaledale: Keld / Ingram / Thwaite / Muker

This service is available:
Monday to Sunday: 09:00 - 21:00
 (Out of these hours by advance arrangement)

If we are unable to meet your request, we will happily provide you with the phone numbers of local taxi and private hire companies.

THE LITTLE WHITE BUS
 Bookings Office - Open for Personal Service
 Upper Wensleydale Community Office
 The Neukin, Market Place, Hawes
 Monday - Friday: 09:00 - 17:30
 Saturday: 09:00 - 12:30
 Tel: 01969 667 400
 E-Mail: uwco@btconnect.com



www.littlewhitebus.co.uk
 @LittleWhiteBus

Figure I: Little White Bus – Richmondshire Rover Timetable

Features of the new RICHMONDSHIRE ROVER	Features of the new RICHMONDSHIRE ROVER	THE LITTLE WHITE BUS RICHMONDSHIRE ROVER
<p>Residents of Catterick Village, Tunstall, Scotton and Richmond</p> <ul style="list-style-type: none"> Residents and visitors can visit (and return from) the shops and services on offer in five different market towns, without having to change the bus they are travelling on. These towns are Northallerton, Barnard Castle, Bedale, Ripon and Richmond, the exact towns depending on the day of the week. The Richmondshire Rover timetable allows an hour and a half at a minimum, and often more time, to spend in these towns before returning home. These new travel opportunities are in addition to a twice a day, 3 days a week, core Richmondshire Rover return service between Catterick Village, Scotton, Tunstall, Princes Gate and Richmond. By changing in Bedale on Tuesdays and Thursdays passengers can catch Dales and District service 73 to Northallerton and spend up to 1 hour 30 minutes there. This is in addition to the Market Day service direct to Northallerton on Wednesdays which allows 2 hours 25 minutes there before returning back on the Richmondshire Rover. This extended time would facilitate say a visit to an outpatients clinic or relative in hospital (subject to special visiting permission) at the Priory, or an appointment with the many specialist professional services in Northallerton, or a visit to County Hall. The core Richmondshire Rover service on Monday to Friday leaving Catterick Village at 09:30 goes via Tunstall and Scotton, and now allows extra time for a swift morning shopping visit to Princes Gate (1 hour) or Richmond (30 minutes), before returning on the same route to Catterick Village. Thursdays are slightly different - please check the timetable for exact details. Similarly the core Richmondshire Rover service on Monday - Friday leaving Catterick Village at 14:30 now allows extra time for a sharp afternoon shopping visit to Princes Gate (40 minutes) or Richmond (30 minutes), before returning to Catterick Village. Thursdays are slightly different - please check the timetable for exact details. 	<p>Residents of Scotton, Moulton and Middleton Tys...</p> <p>can visit (and return from) the shops and services in Barnard Castle on Mondays and Fridays, and Bedale and Ripon on Thursdays, without having to change the bus they are travelling on. There is plenty of time allowed in these towns before returning home on the Richmondshire Rover.</p> <p>Residents of villages in North Richmondshire including Eppleby, Forcett and Caldwell...</p> <p>can use the Richmondshire Rover direct service to visit (and return from) the shops and services in Barnard Castle on Mondays and Fridays, allowing 1 hour 35 minutes there.</p> <p>Residents in Bedale...</p> <p>can now enjoy a direct and fast return service to and from Ripon, allowing one hour 35 minutes or more to visit the shops and services there, on Tuesdays, Thursdays and Saturdays.</p> <p>Buses between Leyburn and Bedale</p> <p>The revised Richmondshire Rover service maintains the Monday to Friday late afternoon service between Leyburn and Bedale, with a departure from Leyburn at 16:45 and departures from Bedale at 16:05 and 17:20.</p> <p>The Saturday service is improved, with additional journeys in the middle of the day, to meet the many requests from passengers keen to return home earlier from a visit to Northallerton via Dales and District service 73 connection in Bedale. There are also longer layover times in Leyburn to allow passengers on the Richmondshire Rover service the opportunity to browse its shops and services before returning home or continuing their onward travel.</p> <p>Concessionary passes may be used on all buses shown in this leaflet.</p> <p>The under 19 young person's One Way One Pound fare may be used on all buses from 17:00 on weekdays, any time on Saturdays, and any time and any day of the week during school holidays.</p> <p>The Richmondshire Rover is commercially operated by Little White Bus, with support from a NYCC Stronger Communities grant.</p>	<p>IMPROVED SERVICE FROM 28th NOVEMBER 2016</p> <p>Connecting Richmond & Catterick with Barnard Castle, Bedale, Ripon and Northallerton</p>  <p>Also includes Leyburn to Bedale Buses</p>

Western Dales Bus (Cumbria)

3.4.9 Based in the market town of Sedbergh, the Western Dales Bus (WDB) provides four services per week plus group transport – original objectives to “provide a scheduled and private bus service for Sedbergh, Kirkby Lonsdale and neighbouring parishes, linking it with Kendal and other centres as it develops. It will not replace existing bus provision but will focus on maintaining services that will otherwise be withdrawn.” The vehicle was supplied under lease from Cumbria County Council. WDB is a good example of a small town community coalescing around transport needs and launching their own service, with assistance from a supportive local authority. The bus uses all recognised stops and will also stop anywhere else that is safe en-route.

3.4.10 WDB has over 20 volunteers on its books, with a core of 8-10 regular drivers. The service started with a Dent focus and many volunteers were drawn from further afield in the Lune Valley, Dentdale & Casterton. Volunteer recruitment was reported as being less success in Sedbergh itself. As a charity, WDB has recently been successful in securing a Big Lottery grant which has provided a new vehicle and revenue support. Operational costs of the service were around £12,000 in 2016 and these break down as follows:

- Bus Insurance £2,438
- Fuel £2,142
- Repairs & Maintenance £723
- Lease charges for bus £3,867
- Driver Training £681
- Other Operational Costs £1,042
- Room hire £65
- Marketing £722
- Subscriptions £25
- Insurance (General) £247
- Sundry administration £111
- TOTAL Expenditure £12,063

<http://westerndalesbus.co.uk/>.

Figure J: Western Dales Bus Webpage



Figure K: Western Dales Bus



3.5 Dutch Approach to Community Buses

- 3.5.1 A more aspirational example of how community bus operations can be developed is the Dutch Buurtbus, which operates 8-seat minibuses at hourly and two-hourly frequencies across rural Holland. There are currently over 170 routes in operation (including early morning and late night and weekend

services), all driven by volunteers. Vehicles are provided by Arriva and other major operators. In effect, Buurtbus is now a national operation.

- 3.5.2 Buurtbuses are an integral part of Netherlands' public transport network, which is organised into regional franchise concessions for 6 to 8 years - currently involving 5 operators, including two which are well-known in England - Arriva and Veolia. Where a service that a concession holder is committed to operating does not meet conventional viability standards, they can apply to withdraw it. However, if it is carrying above a certain number of passengers (typically 400/month) then it may be considered for conversion to a Buurtbus route. Consultation reveals the appropriateness and the local interest. If acceptable, a local association is established and they have access to start-up and annual finance.
- 3.5.3 The region / province funds the acquisition of the vehicle and continues to provide and maintain bus stop and related infrastructure (of generally higher quality than in rural UK). The concession holder company funds the running costs of the vehicle and may maintain it and offer other direct support. They also receive the fare income. The local committee funds the management costs, volunteer expenses and any additional services (beyond the agreed timetable) that the local community requests. A number of committees have been successful in obtaining local sponsorship from garages, shops and other local enterprises and often this is reflected in the vehicle liveries. However, many Buurtbuses operate in the concession-holder colours, demonstrating their integrated place in the network.
- 3.5.4 In spite of the many barriers, Buurtbuses have generally been expanding steadily since their inception in the late 1970s. More recently the Buurtbus model has been scrutinised more closely as the UK has sought lower-cost volunteer-derived services. Aside of the scale of operations, the Dutch Buurtbus volunteers have generally been able to provide a more extensive timetabled service with earlier starts and later finished than their UK counterparts.
- 3.5.5 The only comparable example to Buurtbus in the UK is the aforementioned Southern Vectis bus operation on the Isle of Wight, which deploys volunteers to drive what is otherwise a conventional full PSV operation. This example remains unique in the UK and despite much interest in the approach, it remains to be seen whether this will be replicated elsewhere.

3.6 Miscellaneous DRT, Scheduled & Semi-Scheduled Services Operated by Voluntary Sector and CT Organisations

3.6.1 The following services represent a range of different kinds of voluntary sector transport responses that are operating in rural areas:

- ADAPT (Northumberland) - Transport & Disability CT group in rural Northumberland running rural services that they have instigated, but through support from Northumberland County Council (NCC) – see: <http://www.adapt-ne.org.uk/transport/>. A number of services are provided, some timetabled (694, 695 & 696) and other rural dial-a-rides. All are s19 services apart from the The Berwick Hoppa and the 63 Corbridge / Hexham service, which are s22. The costs and performance of these services is as follows:
 - ◆ 694 Kielder / Redesdale / Hexham - £14,069 pa, approx. 885 single trips per year = £16 per trip subsidy
 - ◆ 695 Blanchland / Colpitts / Slayley / Dyehouse / Ordley / Hexham - £3,656 pa, approx. 260 single trips per year = £14 per trip subsidy
 - ◆ 696 Carrshield / Hexham - £3,656 pa (contract expired Jan 2016?), approx. 650 single trips per year = £6 per trip subsidy
 - ◆ Berwick Hoppa - This service is supported by Berwick Town Council. In January 2016, the predicted annual cost (net of fares income) for the 3 day a week Hail and Ride service was estimated at around £15,000 p.a. Passenger figures to the end of November 2015 (excluding 16 Wednesdays which the council has not received data for) showed just under 5,700 passengers using the service at an average of 51 per day. Of these, the majority were concession pass holders (4,272, average 38 per day), with the minority paying the £1.20 fare on the bus (1,415, average 13). The income from the service totalled £4,100, made up of £1,537 for fares and £2,563 from reclaimed concession support (50% of the actual fare). The average income per day is £36.94.
 - ◆ 63 - Corbridge / Hexham – This is not contracted or supported by the local authority and has been sustained through fare income with approx. 5,304 single trips per year.

Figure L: Berwick Hoppa Leaflet

Discover Berwick by BERWICK HOPPA

Berwick Holiday Park

- Originally the site of a WWII army camp.
- Medieval Bell Tower and Lord's Mount
- Cliff-top walks and views
- Family fun on Greenses Haven beach.

Castlegate

- Berwick Castle; Probably built by King David in the 1120s.
- Relax in Castle Vale Park and Coronation Park.
- Railway Station.
- Local shopping.

Marygate

- Magnificent 18th century Town Hall and Cell Block Museum. Tours available. Mon-Fri, Easter-Sept.
- Berwick Barracks. The first Barracks in Britain houses Berwick Museum and Art Gallery, KOSB Regimental Museum and Gymnasium Art Gallery
- Access to unique Elizabethan Town Walls.
- Tourist Information Centre
- Maltings Theatre and Cinema

Hide Hill

- Access to unique Elizabethan Town Walls.
- Pier and lighthouse (1811)

Bridge Street

- Access to unique Elizabethan Town Walls.
- Quayside; made Berwick the most important town in Scotland in the 13th century.

Tweedmouth War Memorial

- Watchtower Gallery
- Riverside walks.

Albion Inn, Spittal

- Discover the charm of this once-bustling fishing village.
- Sandstall Point. The chimney is all that remains of a thriving industrial heritage.
- Family fun on Spittal beach
- Spittal Splash Park

Tweedmouth West End

- Quayside
- Shopping / Cafés / Restaurants

Golden Square

- As Marygate

Railway Station

- As Castlegate



The Berwick Hoppa is the way to get to places other buses don't reach. Here's some reasons why you should hop on board.

Any journey: £1.50 for adults, 75p for children under 16 and free to English concession card holders.
4 day family ticket (2 adults, 2 children) only £12.50
4 day adult ticket only £7.00

- Wheelchair accessible.
- Goes directly to and from local shops.



Own a holiday home overlooking the sea

Prices from
£17,795*
or £233*
per month

For your free information pack give us a call on 01289 330 294 or visit berwick-holidaypark.co.uk

Terms and conditions: *Package price includes 2016 site fees, entry, connections and standard accessories. Representative figures example: Holiday home cash package price £17,795, less deposit of £5,000, gives a loan amount of £12,795. 60 monthly payments of £233.40. Total charge for credit is £20,116. Total amount payable £32,911.60, which includes the deposit amount. The interest rate is 5.91% fixed. 5.91% APR (representative). Park cannot be used as a permanent residence. Assure Leisure Limited is registered in England and Wales, no 04011600. Registered office 1 Park Lane, Harrogate, North Yorkshire, HG1 4PL. 04011600



Hail and Ride Service

Berwick Hoppa is a hail and ride service. This means that as well as being able to board the buses at any of the bus stops situated along the route, passengers can hail the bus on roads where there are no bus stops. The driver will stop to pick passengers up providing it is safe to do so.

The service runs at a set price of £1.50 for adults, 75p for children under 16 and is free to English concession card holders. There are also 4 day family ticket (2 adults, 2 children) only £12.50 and 4 day adult ticket only £7.00

	S—Saturdays and School Holidays only										S	S	S	S
Berwick Holiday Park	0930	1000	1030	1100	1130	1200	1300	1330	1400	1430	1500	1530	1600
Castlegate War Memorial	0932	1002	1032	1102	1132	1202	1302	1332	1402	1432	1502	1532	1602
Marygate	0934	1004	1034	1104	1134	1204	1304	1334	1404	1434	1504	1534	1604
Hide Hill,	0938	1008	1038	1108	1138	1208	1308	1338	1408	1438	1508	1538	1608
Bridge Street	0940	1010	1040	1110	1140	1210	1310	1340	1410	1440	1510	1540	1610
Tweedmouth War Memorial	0942	1012	1042	1112	1142	1212	1312	1342	1412	1442	1512	1542	1612
The Albion, (for Spittal Beach)	1015	1115	1215	1315	1415	1515	1615
Tweedmouth West End	0945	1018	1045	1118	1145	1218	1318	1345	1418	1418	1445	1518	1545	1618
Golden Square	0952	1022	1052	1122	1152	1322	1352	1422	1452	1522	1552	1622
Rail Station, Railway Street	0956	1026	1056	1126	1156	1326	1356	1426	1456	1526	1556	1626
Berwick Holiday Park	0050	1020	1050	1120	1150	1320	1350	1420	1450	1520	1550	1620

Cover picture: Springtime, Danny J Spring

- Battle Area Community Transport (East Sussex) – Operate 17 bus routes with some support by East Sussex County Council http://www.bact-online.co.uk/01_Route_Maps.html
- Brentwood Community Transport (Essex) – Operates the 898 Queens Shopper Bus. Brentwood CT works in partnership with Rural Community Council of Essex, Blackmore, Wyatts Green, Doddinghurst and Pilgrims Hatch Parish Council, utilising the new powers for Community Transport introduced by the Local Transport Act. It launched this new bus service in 2012 providing an essential link for local residents from Blackmore, Wyatts Green Doddinghurst and Pilgrims Hatch to Brentwood and Romford. <http://www.brentwoodct.co.uk>
- Buses4U (Surrey / Kent) – the operational arm of East Surrey Rural Transport Partnership which offers routed Community Bus services in East Surrey and West Kent, specifically the Mole Valley (6 services) on behalf of Surrey CC and Seven oaks (1 service) on behalf of Kent CC. <http://www.buses4u.org.uk>
- Coalfield Community Transport (East Ayrshire) - Launched in 2007, the Cumnock Connector provides a connection service from outlying villages and towns to the services provided in the local areas such as G.P. appointments, train connections, local hospital appointments, shopping at local supermarkets, visiting friends or relatives, respite at local care homes. This service is free to users as the cost is met by Strathclyde Partnership for Transport. <http://www.ctonline.org.uk/providers/coalfield-community-transport/>
- Cuckmere Community Buses (East Sussex) – 14 local bus services are operated. "Funding for the network of services has been sourced from a number of providers but most notably the operation of tendered local bus services which are funded by East Sussex County Council as part of its "Rider" supported bus network. East Sussex County Council and the Cuckmere Community Bus have also worked in partnership to secure funding from the Department for Transport to provide new bus services aimed at reducing car dependency and encouraging sustainable tourism in the Cuckmere Valley area." <http://www.cuckmerebuses.org.uk/>
- Doncaster Community Transport (South Yorkshire) - Various services are operated under contract for South Yorkshire Passenger Transport Executive – includes Hail & Ride and shopper type services. See <http://www.travelsouthyorkshire.com/timetables/doncaster/1150> for typical timetable. Five s22 routes are in operation, as well as a timetabled shopper bus and Door2door services.

- Fleet Link (Hampshire) – this is a demand-responsive s19 minibus service operated by Rushmoor Voluntary Services and serving areas around the town of Fleet in the Hart district.
(http://www.rvs.org.uk/dial_a Ride.htm#fleetlink). The bus is funded by Church Crookham Parish Council, Fleet Town Council and Hampshire County Council. The minibus operates Monday to Saturday and passengers, regardless of age, are picked up from their homes anywhere within the parishes of Fleet, Church Crookham & Elvetham Heath and can travel to: Fleet town centre (Mon—Sat), Farnborough town centre (Tues), Camberley town centre / The Meadows (Weds).
- Hadleigh Community Transport Group (Sussex) – operates s22 services in Brett and Cosford as part of Sussex Links, which provide connections to bus and train links in rural areas. Contracted by Suffolk County Council.
http://www.hadleigh.org/index.php?option=com_content&view=article&id=8&Itemid=471
- Nidderdale Community Car (North Yorkshire). This service is operated by Nidderdale Plus Partnership (NPP), a community development and support agency based in Pateley Bridge. NPP also functions as a community Hub, providing transport information and advice. In 2014, Nidderdale Community Transport was launched as a pre-booked car service driven by volunteers, and also the service utilised the down-time of a local school bus. The car service was made available to anyone who was unable to use public transport, in some cases linking up with mainstream buses to Ripon and Harrogate. The bus offers a scheduled trip to Ripon each week from Pateley Bridge, and includes a number of stops along the way. A new car was provided by North Yorkshire County Council, who covered the leasing and maintenance costs. All other operational costs were to be covered by fare income. The service was budgeted to operate around 12,000 miles per year, undertaking 1000 trips and needed to generate an income around £5,000 (cost per mile of the vehicle is circa £0.40). This has led to a fare structure that includes any dead mileage in the fares being charged. The service has been well-used but NPP have had to liaise closely with a local taxi operator to ensure that the latter's business is not unduly damaged.
<https://nidderdaleplus.org.uk/local-residents/>

Figure M: Nidderdale Community Car



- North East Equality & Diversity Ltd (NEED) (Northumberland). Formerly CT operator T.I.N.N. based in Alnwick, this operation has now expanded into general disability service provision. <http://www.needltd.co.uk/>. Lack of direct provision for core CT services by Northumberland County Council led to a Special Educational Needs school contract award (under s19) with the “added value” of a shopping / dial-a-ride service (10am to 2pm) which dovetailed with school runs. NEED also operates the 691 Service between Alwinton to Morpeth via Rothbury on Mondays. This service operates s19 to a regular route and timetable, with users pre-booking trips. In order to use this service, users must live in the Upper Coquetdale, Rothbury, Longframlington or Longhorsley areas and have difficulty using other bus. A similar fare to a regular bus fare is charged and passengers are able to use their concessionary passes. The 691 service is subsidised by Northumberland County Council at £3,380 pa.
- Rye Community Bus (East Sussex) - operates the 326 service for East Sussex County Council (Monday to Friday), which connects with Stagecoach 340 service. Stagecoach operates the 326 on Saturdays. <http://ryecommunitybus.org/>

- Rural Development Trust (South Lanarkshire) - Glencaple and Lowther rural bus service which evolved from school contract work: "We decided to target this area 2 years ago and tendered for 2 standard school contracts which we won, this required us to supply 2 sixteen seat minicoaches and drivers but they weren't going to be utilised very much which is inefficient. Once we had been awarded the contracts we approached various public sector partners to see if they would fund us to supply transport during the school day and on holidays to serve the community by linking them to other local buses and also to leisure, healthcare and shopping opportunities. Strathclyde Partnership for Transport stepped in to help and the project started in April 2010, we secured more funding in March 2011 to allow the project to continue for another year."
<http://www.ruraldevtrust.co.uk/index.php/passenger-transport/glencaple-and-lowther> (Lack of updates since 2011 mean it is difficult to ascertain whether this service is still in operation – it has been included here as an example of how education transport and public bus services can be integrated.)
- The Villager Minibus (Sharnbrook) Ltd (Bedfordshire) – This is a long established rural bus provider supported by Bedford Borough Council and various Parish Councils. <http://www.villager-sharnbrook.org.uk/>
- Waverley Hoppa (Surrey) - The Coxbridge Flyer (scheduled stops Mon to Friday) in Farnham, and 504 / 505 Scheduled (Tuesdays and Thursdays only) in Hazelmere, supported by Surrey County Council.
<http://www.hoppa.org.uk/our-services>
- Whitbread Wanderbus (Central Bedfordshire) <http://wanderbus.org.uk/>
This is a service that operates in and around Shefford and the former SE Bedfordshire area. It has approximately 14 unpaid drivers providing circa 7,000 trips a year. Alongside their scheduled services, they also offer minibus hire. The Whitbread Wanderbus is operated under charitable status under the Industrial and Provident Society criteria. The Wanderbus is primarily used for shopping and leisure activities with the remainder taken up by health-related transport travel reasons. Example of a service that has expanded from its original location.

3.7 Community Bus Partnerships

- 3.7.1 A recent suggestion aimed at improving the sustainability of suburban and rural bus services is for 'Community Bus Partnerships' (CBPs), along the lines of the successful Community Rail Partnerships (CRPs) model. Paul Salveson (<http://www.paulsalveson.org.uk>) one of the instigators of CRPs, has set down a minimum set of features for a successful community bus partnership:

- A clear, fixed route which is specially branded (a number and a name)

- At least six, ideally seven, day operation
- Drivers solely dedicated to the route
- Drivers trained in high levels of customer care - encouraged to go the extra mile
- Some means of involving regular users – such as a ‘Friends of the xxx’
- Community adoption of bus stops and bus shelters
- Sale of tickets / information distribution in shops and pubs
- A manager who has a wider ‘external relations’ role
- Dedicated, specially-branded vehicles
- A presence (by the ‘Friends’ and/or operator itself) at community events
- Extension into other services e.g. parcels delivery, vehicle repairs, etc.

3.7.2 In essence, Paul has observed the continuing decline in patronage and consequent financial sustainability in bus services outside London and some other urban areas which he perceives as paralleling the decline in branch-line rail service use in the 1960s and 70s, and which led to the Community Rail Partnership model as a means of initially stemming and then reversing this decline. At one level, the CBP is a response to poor marketing of many rural bus services. There can be a number of contributors to this:

- smaller rural operators are generally not as active or professional as the major groups;
- where services are part commercial and part tendered, the responsibility for marketing may fall between two stools (the operator and the local authority);
- local authorities do not generally have the officer time to undertake the intensive marketing identified as necessary;
- tendering on a minimum subsidy basis may not provide an adequate stimulus to operators to be significantly more active, but may well mean that the authority feels it does not have a responsibility to do so.

3.7.3 Although the Community Bus Partnership approach has been put forward as an alternative to more traditional Community Bus or other Community Transport operations, a closer analysis suggests that at this point, they are targeting two very different market segments, and should therefore both be seen by authorities as part of their toolkit.

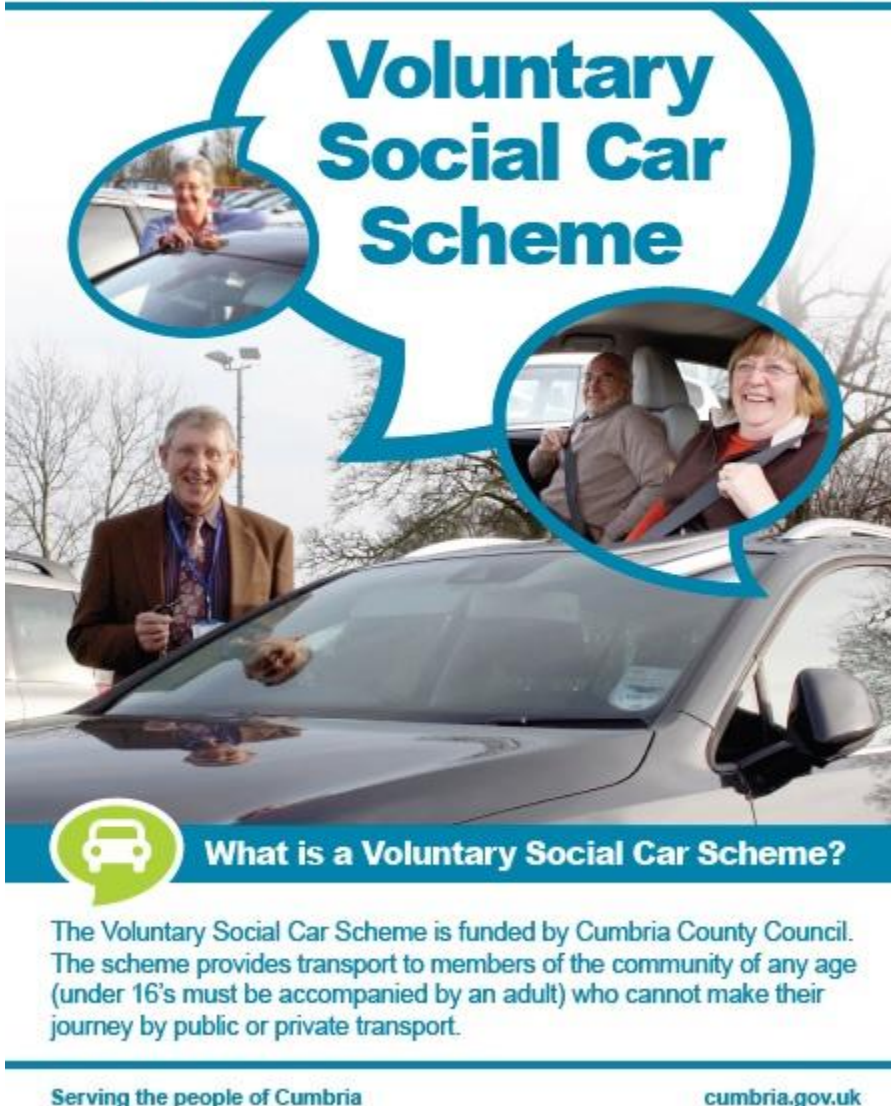
- 3.7.4 It might reasonably be argued that shorter, local routes – for example around a market town - would be more likely to be supportable under a CBP, but even here, there would be ‘natural community’ issues, unless there are some clear corridors. The point here is that in common with all the other elements in the toolkit, a CBP is definitely not a universal panacea for declining patronage and would need to be applied selectively.
- 3.7.5 A number of rural authorities have pursued the Parish Transport Representative model, supporting parish-based volunteers to:
- Distribute timetables and other information
 - Represent the authority’s transport team at parish and other local meetings
 - Provide feedback on service quality
 - Undertake specific local consultation where necessary.
- 3.7.6 Other authorities have used standing area bus consultation groups. However, what is missing from these approaches is the sort of positive marketing by community ‘activists’ that the CBP model calls for.
- 3.7.7 In summary, the particular benefit of the CBP model is how it enables community activists to apply a lot of energy to local marketing and promoting a sense of service ownership amongst local communities. What is not clear is the extent to which this can be engendered without the dedicated Partnership Officer that Paul Salveson advocates, and if not, what the appropriate scale of coverage is that would provide an economic justification for creating such a post. Finally, it is clear that to be successful a CBP will require a particular set of circumstances that would only appear to be present in a minority of geographies and service patterns.

3.8 Voluntary Car Schemes

- 3.8.1 Voluntary car schemes are the most numerous form of CT in the UK, and every county (if not every district) has at least one scheme in operation - many have several. Whilst all car schemes operate in a very similar way, there is often some small variation of approach. In common there is generally a number of volunteers using their own cars and a co-ordinator or organiser who takes bookings, allocates trips to volunteers, recruits and vets drivers, often also driving trips themselves. Some schemes are standardised / branded under a local authority or larger national charity (Age UK, RVS, Red Cross), and many are part of wider community support networks such as Good Neighbours or care schemes. Others may be affiliated with village halls, GPs surgeries, care centres, churches, community centres etc. As already indicated, Bridport has a car scheme operated by Good Neighbours.

- 3.8.2 One main differential is the purpose of the car scheme – many are exclusively focussed on providing journeys for medical needs only (indeed some schemes are operated from within the Ambulance service to provide non-emergency patient transport), whilst others additionally cater for more general needs. Some schemes charge for dead mileage as well as passenger mileage to minimise the need to find external financial subsidy. Some car schemes, however, are targeted at areas without other forms of public transport and provide connectivity with the bus or rail network – these are usually commissioned or supported by local authorities at County level.
- 3.8.3 The main advantage of the car scheme approach is:
- Use of volunteers and their own vehicles – this is a latent (though not infinite) resource that reduces the need for revenue and capital investment to the minimum;
 - Very little legislative or regulatory requirements – it is relatively easy to set up and sustain a car scheme;
 - Schemes lend themselves to rural locations where multi-occupancy is unlikely and minibuses would be less effective.
- 3.8.4 However, disadvantages are:
- trip provision is dependent upon volunteer availability;
 - concessionary passes are not usually accepted;
 - choice of destinations may be limited;
 - vehicles are usually not accessible;
 - fares that aim to cover mileage reimbursements to drivers (usually at £0.45 per mile) can make longer journeys prohibitively expensive.
- 3.8.5 Car schemes might be seen as the most basic and lowest cost form of passenger transport provision, designed to meet essential travel needs – the emphasis on transport to healthcare locations reflects the continuing priority this is given by passengers with mobility constraints (for example in surveys) in getting to medical appointments. From BTC's perspective, car schemes that function to provide a general public transport service where no alternatives exist are likely to be of greater significance to this feasibility study. Examples of such schemes are generally organised and funded at a County level as follows:

- Cornwall – Cornwall County Council funds 2 main countywide providers: Volunteer Cornwall (VC) (<https://www.volunteercornwall.org.uk/community-transport-scheme>) and Age UK's Transport Access People (TAP) – each funding package includes £15k for a co-ordinator. VC has 220 volunteers and delivers 75,000 trips pa, whilst TAP has 260 volunteers and delivers 100,000 trips pa. This is a considerable number of trips, averaging 365 per driver;
- North Yorkshire - County supports 3 intermediary agencies with a budget circa £150k: Good Neighbours Community Transport, Northallerton Voluntary Services Association and Harrogate CT. These in turn co-ordinate a number of local schemes to deliver 60,000 trips pa. (<http://www.northyorks.gov.uk/article/24718/Community-transport>);
- Devon has a wide network of car schemes - all co-ordinated by six Single Points of Contact (SPOC) (see also 3.10.3 below) supported by NHS Devon which provide information and contact details of individual schemes. The SPOCs can make bookings directly or signpost to the scheme co-ordinator. <https://new.devon.gov.uk/travel/accessibility/community-transport/community-car-schemes/>;
- Hampshire – probably the UK's most extensive network of car schemes is supported by Hampshire County Council. The County produces an extensive range of guidance, support and volunteer recruitment materials – including online development tools – see <https://www.hants.gov.uk/transport/transportoperators/voluntarycarschemes>. Many schemes are a partnership with Good Neighbours Support Service and there is a County-wide recruitment provides volunteers for many different schemes. 105 groups currently operate and are part of an overall network but not all of these are supported by HCC. There are 25 volunteers per scheme average, 1000 trips per year per scheme average and 100,000+ total trips per year; and
- Cumbria – has around 50 car schemes which are co-ordinated by local volunteers, but are County Council branded and promoted. Passengers pay 37p per mile for first 20 miles (and 25p thereafter), whilst the County covers dead miles. 18,000 trips per year are completed with around £100k annual support from CCC, which equates to an average of 360 trips and £2,000 per scheme. (<http://www.cumbria.gov.uk/elibrary/content/internet/544/6320/6324/4063994218.pdf>)



Voluntary Social Car Scheme

What is a Voluntary Social Car Scheme?

The Voluntary Social Car Scheme is funded by Cumbria County Council. The scheme provides transport to members of the community of any age (under 16's must be accompanied by an adult) who cannot make their journey by public or private transport.

Serving the people of Cumbria cumbria.gov.uk

3.9 Taxi Based Services

- 3.9.1 The role of the taxi in rural passenger transport is demonstrated in the Taxishare model, where vehicles are engaged for collective travel, thereby reducing the individual fare. Although the services themselves are generally very localised, the schemes are mostly commissioned at County level to take advantage of a centralised bookings and scheduling facility. Concessionary passes are accepted on some Taxibus services.

Hampshire County Council (Taxishare)

- 3.9.2 One of the best examples is that provided by Hampshire County Council (HCC):
<https://www.hants.gov.uk/transport/trafficandtravel/alternativetransport/cars>

[hares](#). These services have been developed by the community transport team at HCC as part of a range of rural transport solutions that include Cargo demand responsive buses and car schemes. The principle of the Taxishare is to co-ordinate journeys of a number of people travelling to a common destination via a bookings facility managed by HCC, and to use specific taxi operators under contract with fares fixed by HCC.

- 3.9.3 Users need to register with HCC and book trips in advance, although the taxis do not generally offer a door to door facility. Each service has a timetable and uses a number of pick up points (bus stops, rail stations, health & leisure centres etc). Hampshire currently has 27 such services in operation.

Figure N: Hampshire - Ashmansworth Car Share

The Ashmansworth Carshare (23)

A public transport service for passengers travelling from Crux Easton, Ashmansworth, Burghclere, Sydmonton and Ecchinswell into Newbury

What is the Ashmansworth Carshare?

It is a public transport service for anyone who needs to travel from Crux Easton, Ashmansworth, Burghclere, Sydmonton or Ecchinswell into Newbury.

The service is similar to a bus service, except that passengers will need to book in advance and the journey will be operated by a taxi instead of a bus.

Where will I be picked up from?

The taxi will pick you up from your nearest bus stop from the following list:

- Crux Easton farm
- Junction of Barn Close Lane/Cross Lane (Ashmansworth)
- Breachfield, Harts Lane (Burghclere)
- Opposite Sydmonton Court (Sydmonton)
- Royal Oak, Ecchinswell Road

Where can I travel to?

Pre-booked passengers will be dropped off/picked up at the taxi rank in Newbury town centre.

When can I travel?

The service operates on Mondays and Fridays at the following times:

Journeys into Newbury	
Crux Easton	10:00
Ashmansworth	10:05
Burghclere	10:20
Sydmonton	10:30
Ecchinswell	10:35
Newbury	10:50

Journeys back from Newbury	
Newbury	13:00
Ecchinswell	13:15
Sydmonton	13:20
Burghclere	13:30
Ashmansworth	13:45
Crux Easton	13:50

What do I do next?

Firstly you must register with Hampshire County Council (this is free) by calling the number below.

You will then be sent a membership pack with the booking number to ring when you would like to travel.

For more information please call Hampshire County Council on

01962 846786

(standard and local call rates apply to this number)

How do I use it?

To use the service you must book your seat by 4pm the day before you wish to travel.

You can book as far in advance as you like.

How much will it cost?

	Single	Return
All journeys	£4.60	£6.00

If you have a Hampshire County Council disabled person's bus pass you may travel free on this service. If you have an older person's bus pass you may travel for free on any journey departing from your stop after 09:30. If you have a pass issued by any other English Local Authority you may travel for free on any journey departing from your stop after 09:30.

Children between 5 and 16 years of age may travel for half price and those under 5 may travel free.

Accessibility

The vehicle used is not accessible but passengers can take folding wheelchairs/ pushchairs and put them in the boot.


Other transport information

Basingstoke Dial-a-Ride


Basingstoke Dial-a-Ride serves Basingstoke town and surrounding areas.

Telephone 01256 462101 for further information.

www.hants.gov.uk/taxishares



© Crown copyright and database rights 2015 Ordnance Survey 100019180.



North Craven Taxibus (North Yorkshire)

- 3.9.4 This Taxibus service operates in a defined area of Bentham, linking villages and rail stations, and follows a timetable, including a number of request stops. Passengers must book their journeys; the route and times will vary according to their needs. Fares are £4 single or £8 return (£2 / £4 for those with bus

passes). This service is funded by North Yorkshire County Council circa £22,000 per year and delivers 5,000 journeys.

West Lothian Taxibuses (Scotland)

- 3.9.5 West Lothian Council has commissioned 16 Taxibus services that operate on demand. (<https://www.westlothian.gov.uk/article/2133/On-demand-Taxibus-Services>). Unlike some of the other Taxibus / Taxishare schemes detailed here, the West Lothian schemes do not have a centralised co-ordination facility, and users book trips directly with the taxi operator. The Taxibus collects passengers from nominated bus stops only, but trips must be pre-booked.

Figure O: West Lothian Taxibus

Taxibus Service 1
Newton & Woodend areas — Winchburgh



Operated by All The Fours 01506 44 44 44.
This service must be pre-booked.

From May 2015




Taxibus Service 1
Newton & Woodend areas — Winchburgh

Taxibuses provide public transport to areas at times when no bus service is available. The map below shows the area where Taxibus 1 is available for journeys to and from a bus stop on Main Street, Winchburgh between COIRIES A and B.

This service will only run when passengers pre-book their journey.
To book a journey, call All The Fours on 01506 44 44 44.

Passengers must be at least one hour before their anticipated journey, stating their home address for pick-up and drop-off at a bus stop in Winchburgh they wish to use.



Journeys can be booked for arrival/departures on Main Street, Winchburgh Monday – Saturday at:

Time	07.30	09.30	11.00	12.30	15.30	17.30	and	19.00
Adult	£2.50	£2.50	£2.50	£2.50	£2.50	£2.50	£2.50	£2.50
Child	£1.25	£1.25	£1.25	£1.25	£1.25	£1.25	£1.25	£1.25

This service is available at a flat rate of £2.50 per adult single and £1.25 per child single. Holders of Free Scottish bus passes travel free of charge.

Note: This service will not operate on 25 & 26 December or 1 & 2 January.

For more public transport information, call 01506 44 44 44 or visit www.westlothian.gov.uk



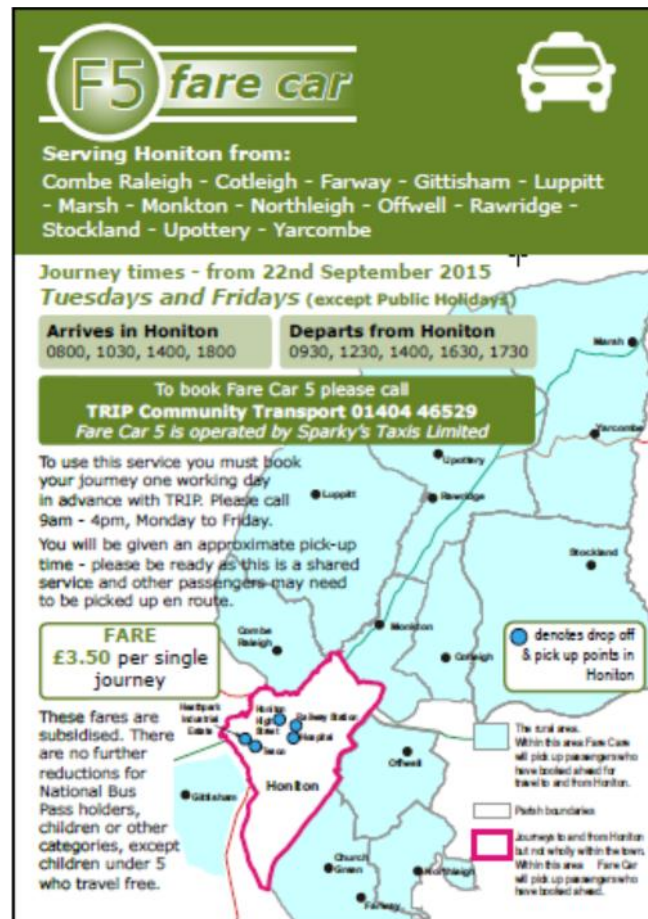
West Lothian Council
Public Transport Team, Whitehill House, 7 Whitehill Place, Bellsyde, EH48 2HA
Tel: 01506 202 321 Email: publictransport@westlothian.gov.uk

Devon County Council - Devon Fare Car

- 3.9.6 This is a Taxishare service described by Dorset as follows: "Fare Car is a shared public transport service operated by Private Hire cars. This enables passengers to book and pay separately but share the advertised timetabled journeys. The fare charged is slightly above the normal bus fare for the distance travelled. Fare Car is not a subsidised individual taxi service for people to use whenever and wherever they wish [and] is operated by local taxi operators by formal agreement with Devon County Council. Fare Car is available to passengers of all ages, regardless of whether or not they live in

the area it operates. To use Fare Car you need to book in advance with the taxi company operating the service, normally with 24 hours notice. There are several Fare Car schemes operating in selected areas of Devon. Each scheme covers a designated rural area and serves specific points in the nearest main town e.g. supermarket, hospital, leisure centre." There are currently seven Farecars. (<https://new.devon.gov.uk/travel/accessibility/fare-cars>).

Figure P: Devon Fare Car



Cumbria County Council – Village Wheels

- 3.9.7 Village Wheels offers shared / co-ordinated journeys, and is delivered by timetabled taxi. The purpose is to link communities to their nearest town and uses the Rural Wheels membership scheme, planning service for booking and smartcard for payment. There are currently 7 village wheels services. (<http://www.cumbria.gov.uk/roads-transport/public-transport-road-safety/transport/commtrans/ruralwheels.asp>)

Surrey County Council (Taxi Vouchers)

- 3.9.8 "Taxi Vouchers are available in some areas of Surrey. The vouchers are aimed at people who find it difficult to access existing transport services e.g. Dial-a-

Ride, local buses, trains etc due to factors such as rural isolation and mobility problems. The first scheme (in Tandridge) was set up in 1996 and was the first of its kind in the country. The taxi voucher schemes are available to users on a 24/7 basis. Members of the scheme receive £154 vouchers per year. The vouchers can be used to pay or part pay for a taxi journey using a list of operators who have agreed to take part in the scheme."

(<https://www.surreycc.gov.uk/roads-and-transport/community-and-hospital-transport/community-transport-in-surrey/taxi-voucher-schemes>)

3.10 Carshare, Liftshare & Car Clubs

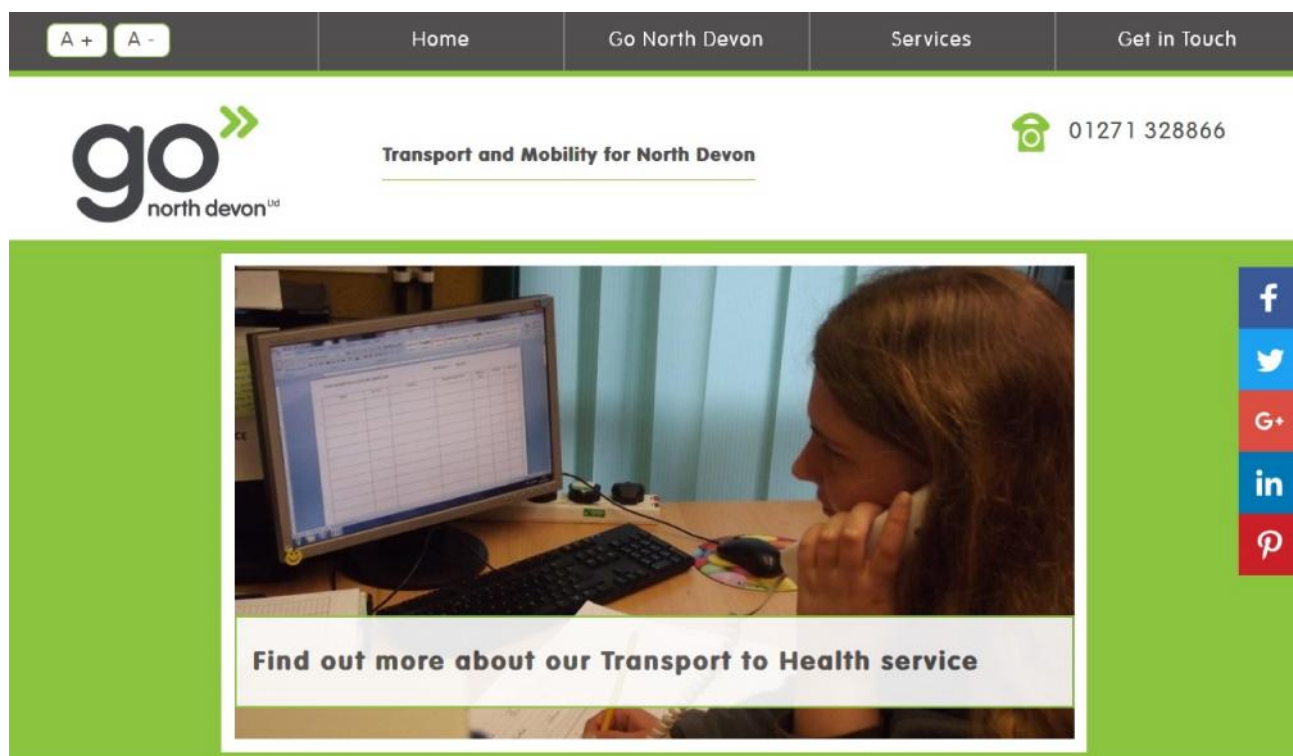
- 3.10.1 Car sharing is a growing phenomenon as a formal means of co-ordinating commuting trips, usually via a national website such as Freewheelers (<http://www.freewheelers.co.uk/index.php>) or Gocarshare (<http://gocarshare.com/>); in a less formal manner it has always been a common practice in rural areas amongst neighbours and friends. Many village communities put this on a more organised footing using social media and local networks. This approach is very close to that of a volunteer car scheme. At a county level, the concept can be scaled up to good advantage and there is a Dorset-specific scheme <https://liftshare.com/uk/community/dorset>.
- 3.10.2 There is clearly potential for this approach to be promoted and developed in communities around Bridport, though this cannot be seen as a major form of passenger transport provision.
- 3.10.3 A similar growth across the UK has been seen in car clubs, which are a shared resource of self-drive vehicles such as offered by Car Plus (<http://www.carplus.org.uk>) and Go Wheels (<http://www.co-wheels.org.uk/>) with an emphasis on eco fuels. A Dorset car club Flexicars has merged with Co Cars in 2014, with vehicles based in Weymouth, Dorchester, Cranbrook and Blandford Forum. (See <http://www.co-cars.co.uk/co-cars-in-dorset/>). As the schemes are based some distance from Bridport, it is not clear how this facility might contribute to collective rural passenger transport in the near future.

3.11 Information & Signposting Services

- 3.11.1 These services have been offered in response to the understanding that lack of information about existing services in rural areas is a significant restrictive factor. The services are provided by existing organisations with good community links, often CT operators or other community resources. The key facility is a telephone helpline, but also website and in some cases a drop-in centre. A particular focus tends to be transport to health, and the Devon services noted below are funded by the NHS. As well as providing advice and information on local travel options, some may offer membership / eligibility advice, individual travel planning and direct access to services via a booking facility. Three examples are cited here:

- Devon - Single Point of Contact (SPOC) are agencies in the voluntary sector which provide local knowledge and expertise on transport needs and travel options, including help with booking transport for medical appointments – see also car schemes 3.8 above). “SPOCs provide an essential communication link between patients needing transport advice, voluntary sector transport providers and commissioners of health services. For example, they were instrumental in highlighting parking difficulties for volunteer drivers and now issue standardised parking warrants for all drivers.” The SPOC for North Devon is detailed here: <http://gonorthdevon.co.uk/transporttohealth.php>

Figure Q: North Devon Single Point of Contact



Transport to Health (also known as Single Point of Contact SPOC)

- Yorkshire Hubs – these were originally part of the Dales Integrated Transport Alliance (DITA) and funded by the West Yorkshire transport authority. Located in 8 village locations in the Yorkshire Dales these are community information facilities in Grassington, Hawes, Sedbergh, Leyburn, Masham, Pateley Bridge, Settle and Reeth. All are based at pre-existing offices, libraries, community development and tourist information locations, with staff, travel information and drop-in facilities – although the priority is to serve local residents, the tourist influx into the Dales is also considerable. Some of the Hubs (see 3.6.1 Nidderdale CT above) also act as transport operators. (See Grassington Hub details: <http://dita.digital-one.co.uk/dita-hubs-projects/hubs/grassington/>)

- Getabout Northumberland <http://www.adapt-ne.org.uk/transport/>. Originally specified as a County-wide car scheme for Northumberland, this service is operated under contract to Northumberland County Council by ADAPT (North East) and Community Action Northumberland. Since the contract award however, Getabout has extended its remit to signposting callers to existing transport and allocating journeys via its car scheme only in cases where there are no other options.

4.2 Introduction

4.2.1 This Note looks at three surveys which have been undertaken to study bus demand in the Bridport area and the greater Devon area. The surveys in question are:

- Dorset County Council (DCC) bus service consultation
- Bridport Travel Survey
- TAS survey

4.3 Dorset County Council Bus Service Consultation

4.3.1 As part of the review of tendered services by DCC in 2015 a consultation exercise took place. There were 2,605 responses in total, 70 respondents (2.7%) identified their electoral division in Appendix B of DCC's survey findings as Bridport or one of the surrounding areas. Although a lot of the responses were around the theme of how important a particular service or services is for an individual there were a couple of relevant comments. These are summarised below:

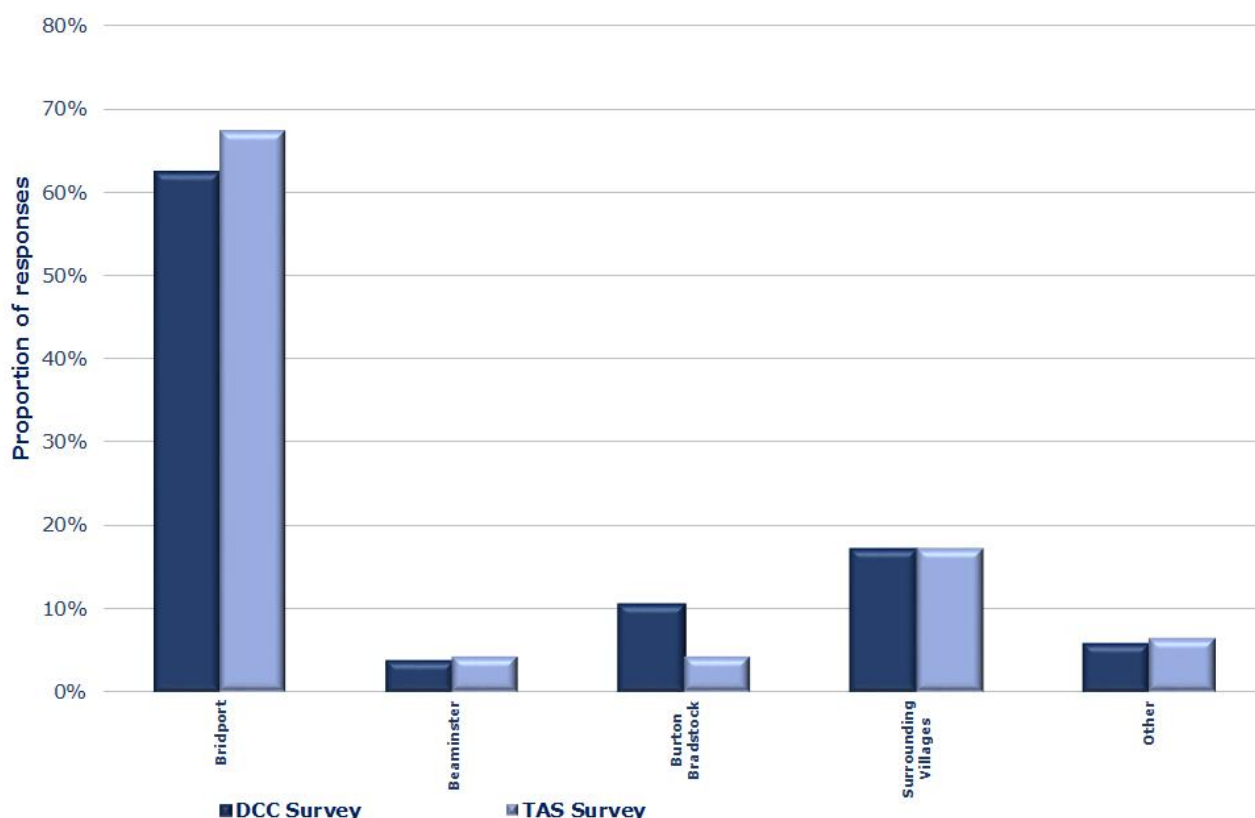
- More could be done to promote the [Axe Valley] Ring and Ride service between Bridport and the Bride Valley
- Only one journey in the afternoon on service 40 carries on beyond Beaminster which makes it hard for shopping and working in Bridport from north of Beaminster
- Lack of buses from Salwayash to Bridport with the CT service running on Wednesday only and the school bus not running in the holidays
- The practicality of converting some routes to mini-bus operation to allow them to run on more days

4.3.2 Many of the locations for which there were concerns about lack of services relate to services which still run and therefore the concerns are unfounded.

4.4 Bridport Travel Survey

4.4.1 This survey was undertaken by DCC on behalf of Bridport Town Council. Overall there were 107 respondents, Figure R shows these broken down by geographical area compared to the survey undertaken by ourselves. As can be seen the two surveys are more or less similar apart from the number of responders in Burton Bradstock.

Figure R: Responses by Location



- 4.4.2 Figure S shows the preferred mode of transport for respondents by location, the results are quite mixed with walking as popular as the bus in Bridport but with the car as the dominant form of travel in the majority of places. Figure T shows the distance from nearest bus stop of respondents by location, given the size of many of the surrounding villages it is of little surprise that residents live so close to the bus stop. However when compared against Figure U, which shows frequency of service by location, it is telling how many of the outlying villages have an infrequent service.

Figure S: Preferred Mode of Transport by Location

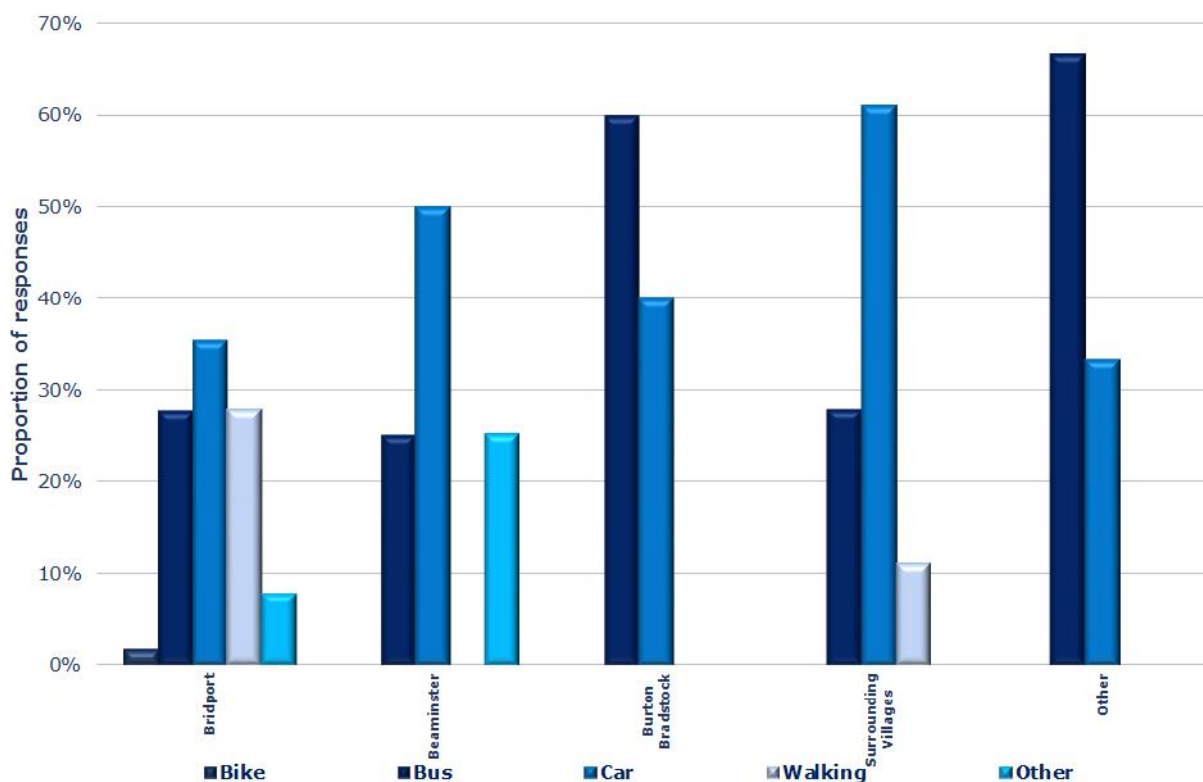


Figure T: Distance from Nearest Bus Stop by Location

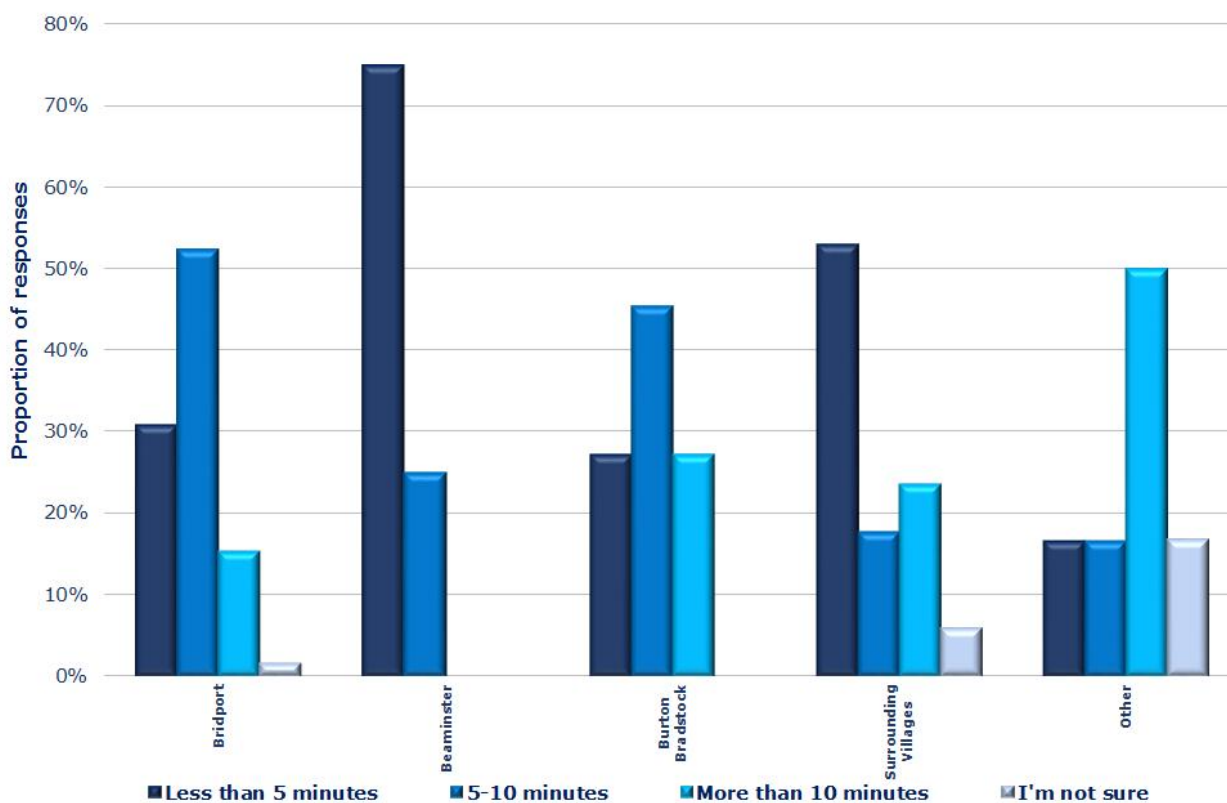
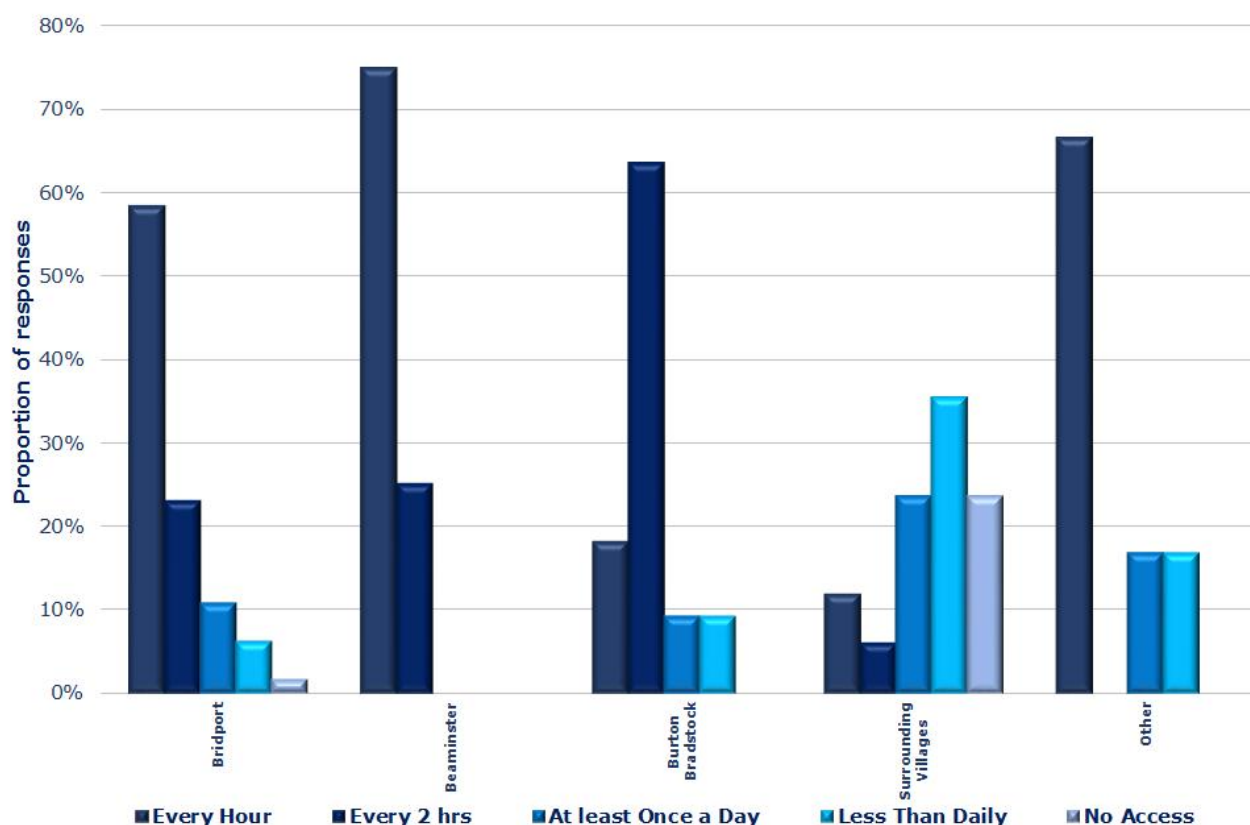


Figure U: Frequency of Local Service by Location



4.4.3 Figure V sets out the proportion of responders by location who would consider using a community transport service. All four locations have an overwhelmingly positive response, and interestingly the two strongest areas have fairly frequent bus services at present. Figure W shows the results for the same question but this time broken down by age group, and as expected the older the person the more likely they are to use a CT service.

4.4.4 Figure X shows how much people would be willing to pay to use a CT service by location. Unsurprisingly the majority of respondents would not pay over £2.50 per journey.

Figure V: Willingness to use Community Transport by Location

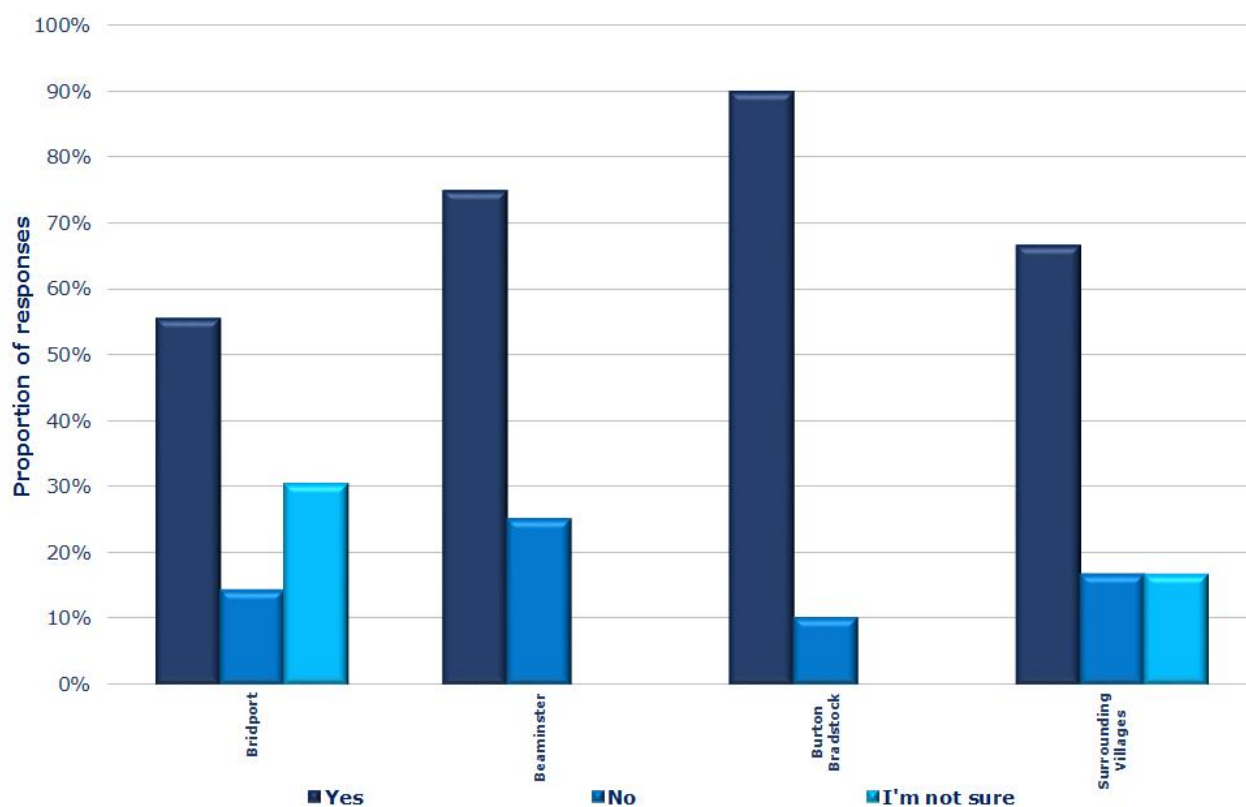


Figure W: Willingness to use Community Transport by Age Group

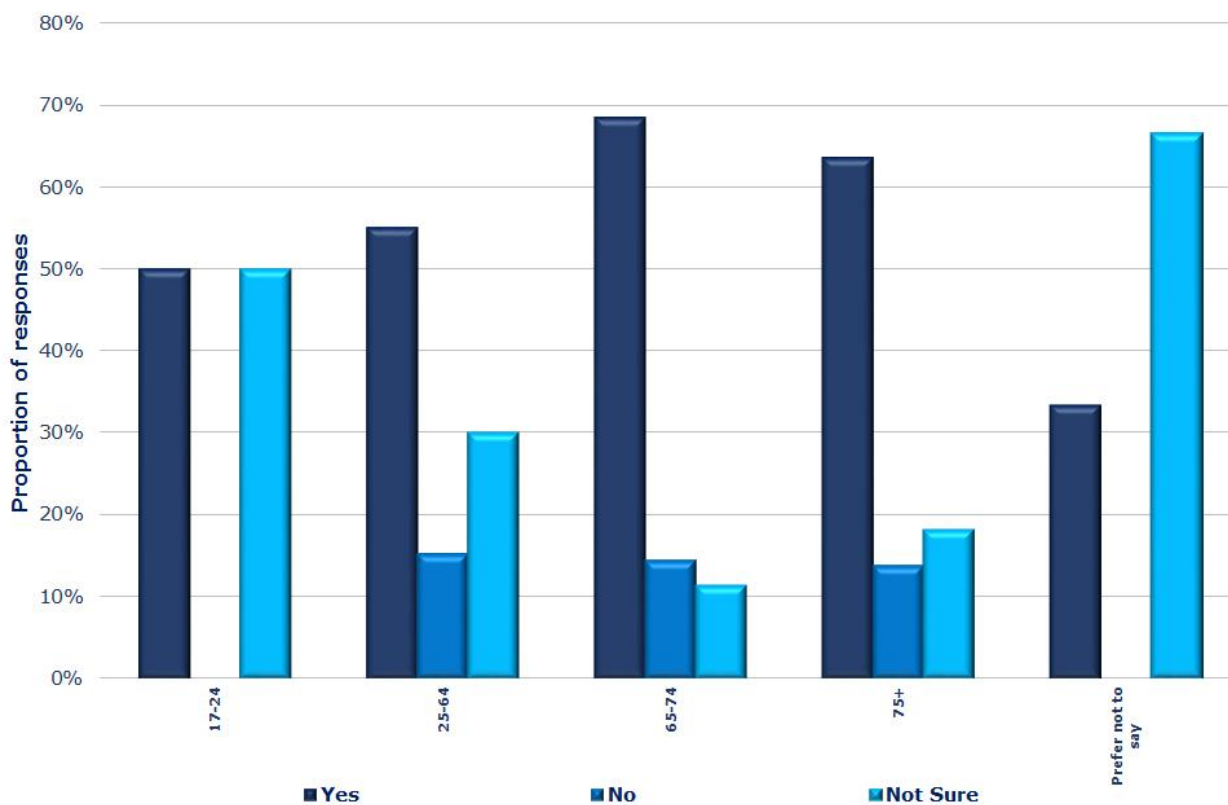
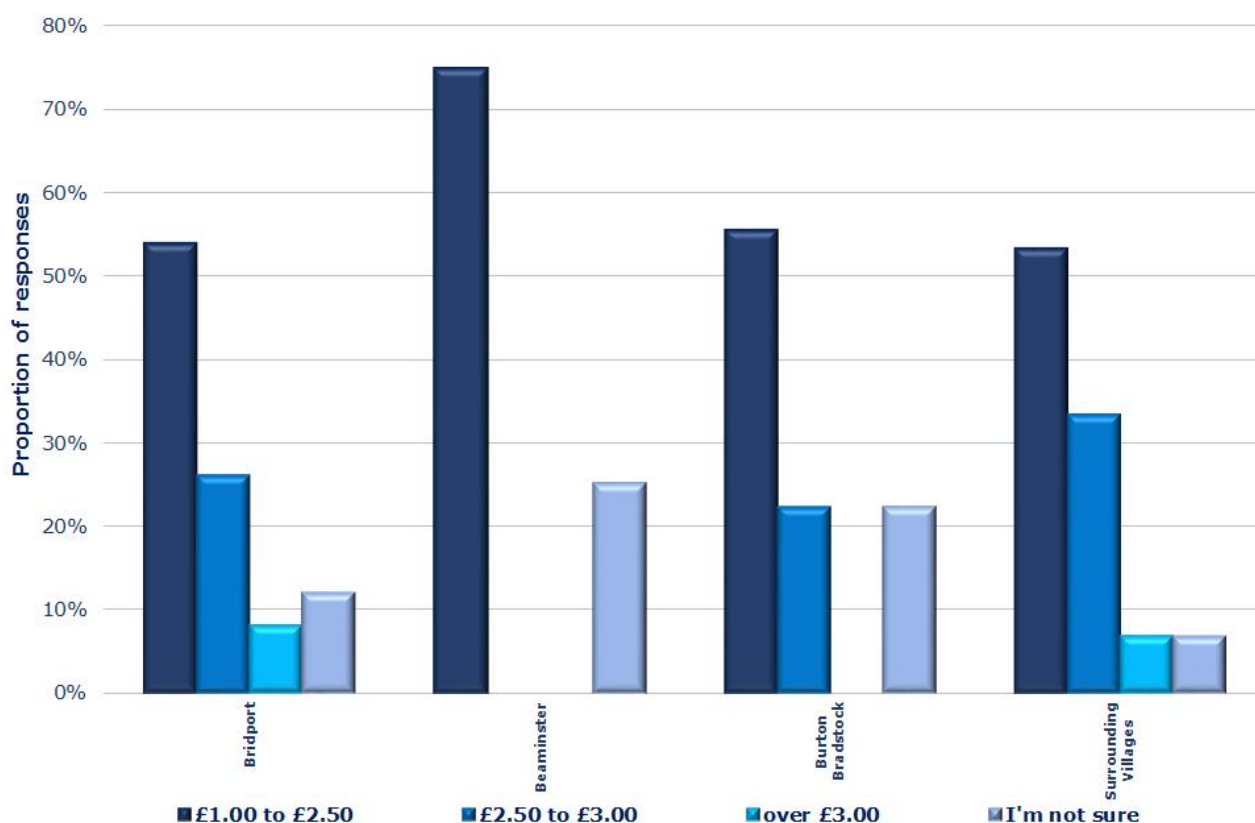


Figure X: How Much People are willing to pay by Location



4.5 TAS Survey

- 4.5.1 The TAS survey was undertaken online via Survey Monkey and received 46 responses. As already shown in Figure R the location of the respondents was fairly similar in profile to the Bridport Travel Survey, however this was aimed at non-bus users. Figure Y outlines the main mode of transport used by those responders who live in Bridport. Outside of Bridport 93% had car as driver as their main mode of transport with the remaining 7% stating car as passenger. Figure Z shows the main mode of transport split by age of responder, and as expected the proportion of those driving reduces as the age increases.

Figure Y: Main Mode of Transport – Bridport

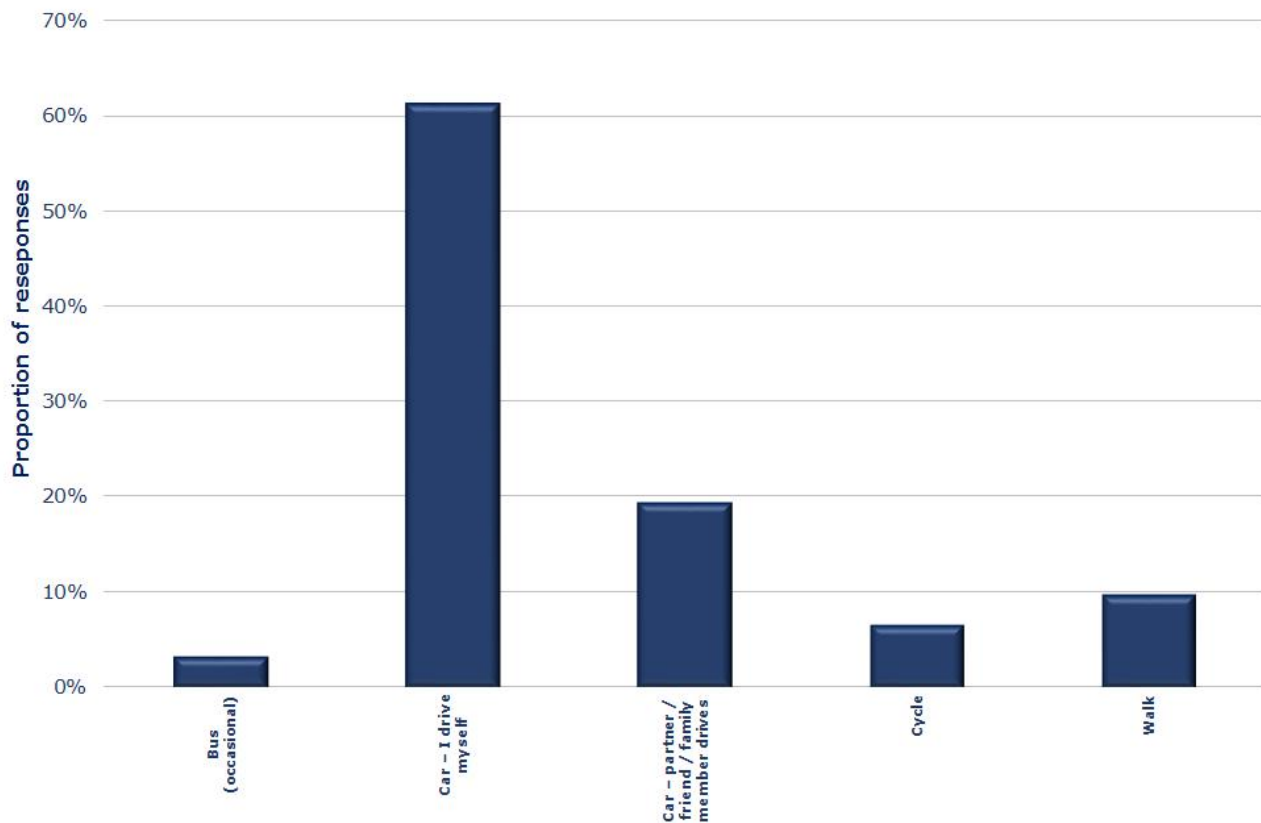
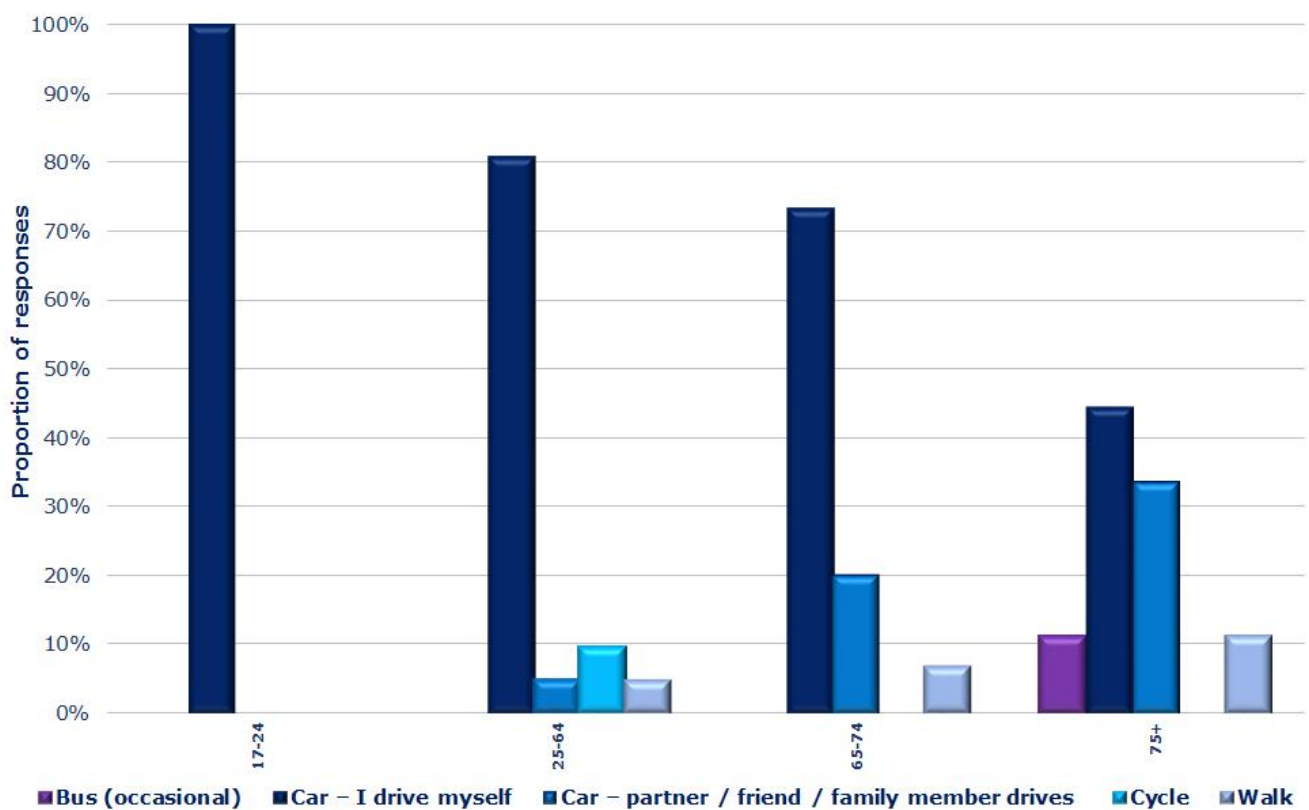


Figure Z: Main Mode of Transport by Age Group



4.5.2 One of the key purposes of the TAS survey was to find out whether non-bus users would be interested in using different forms of community and voluntary sector transport schemes. Figure AA splits the response down by location (due to low numbers it is split as Bridport and Outside Bridport) with Figure BB split by age group. There is no clear theme although people in Bridport seem to be more interested in technology based options than those outside Bridport.

Figure AA: Interest by Location

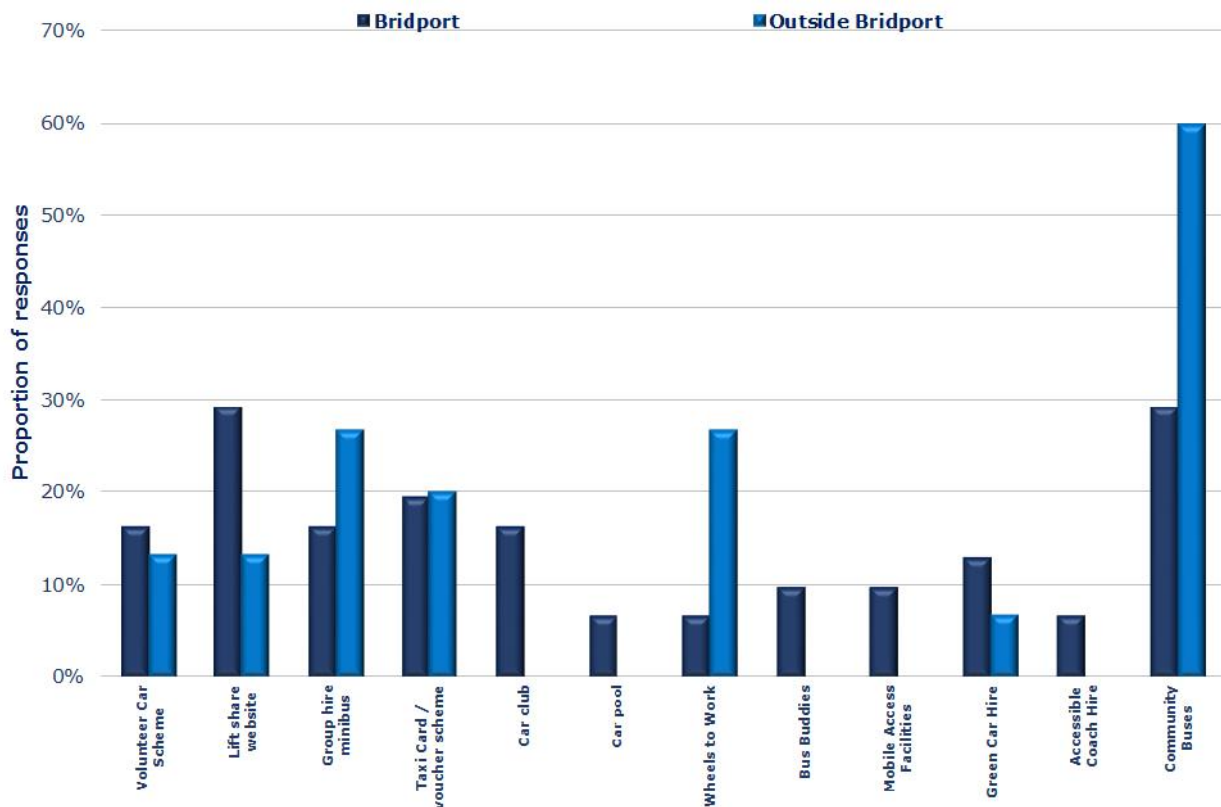
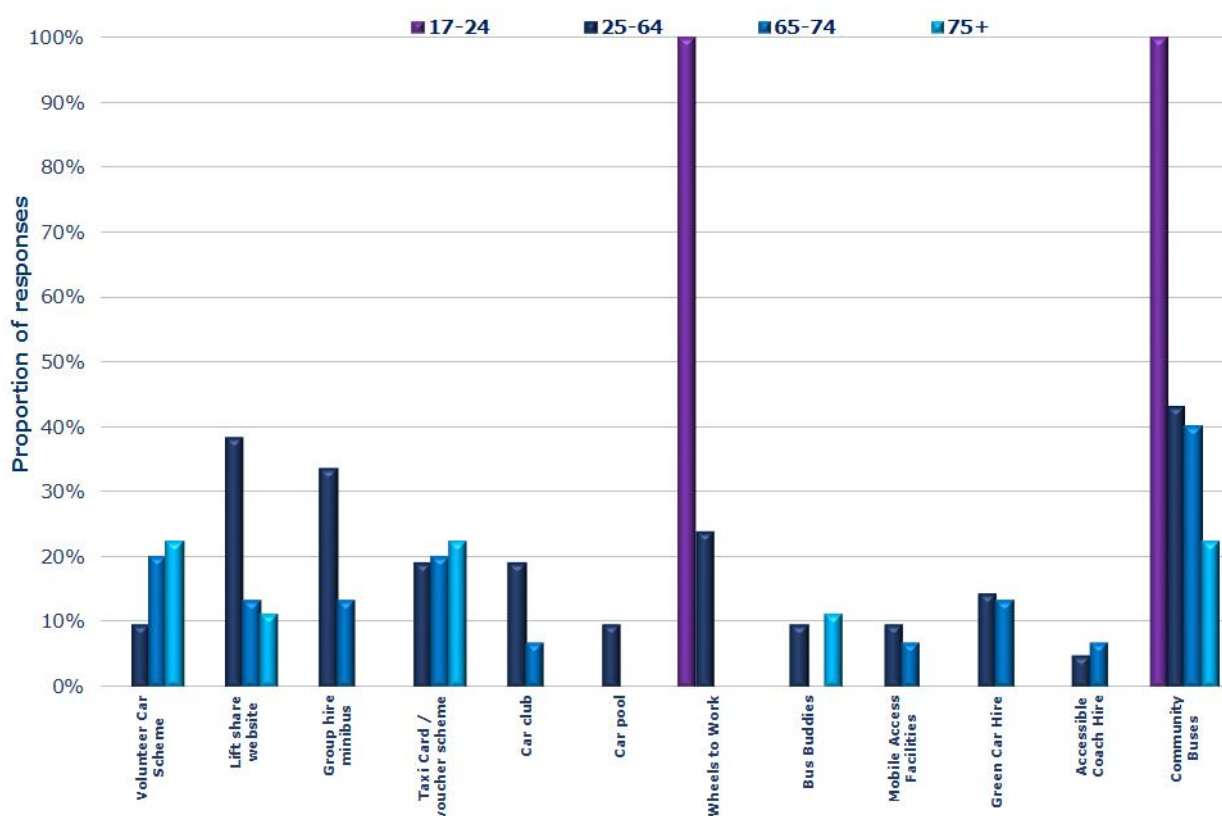
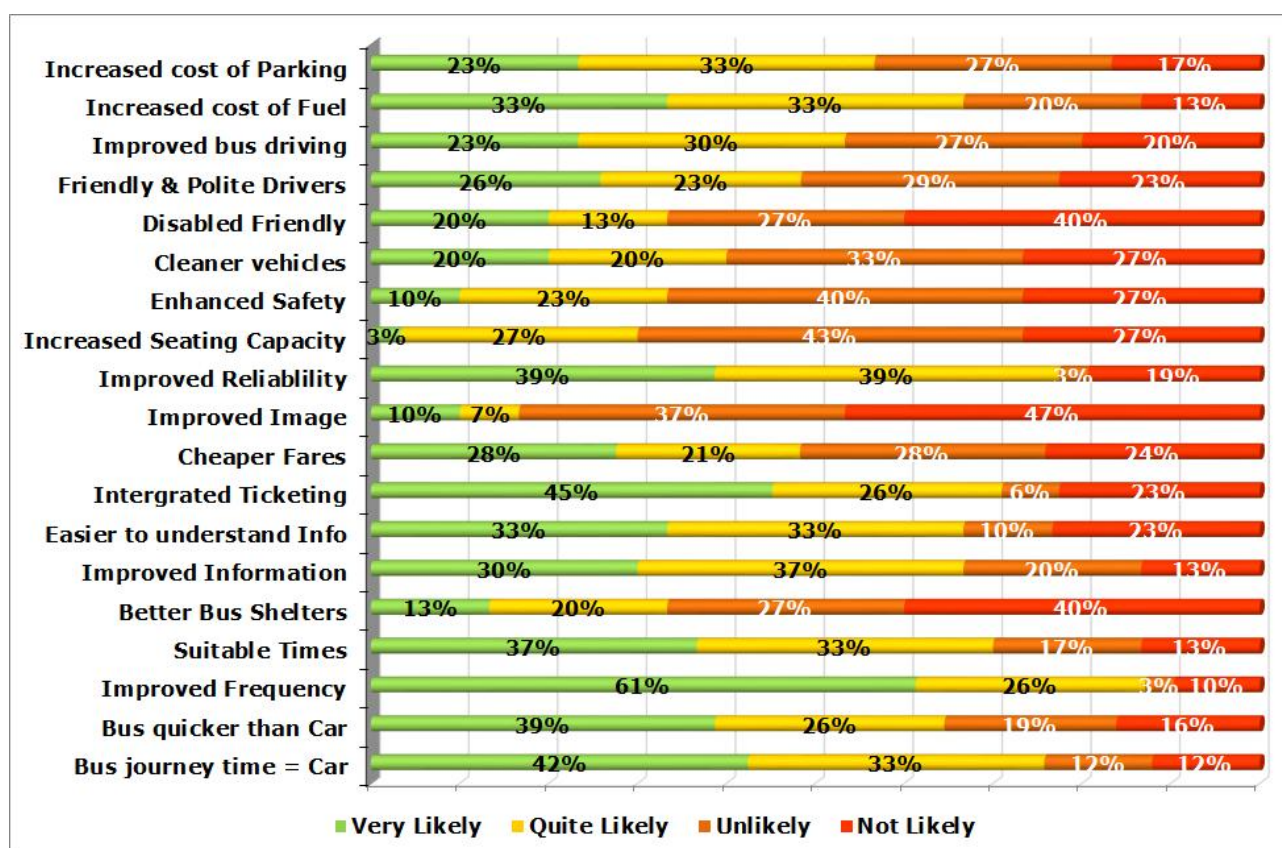


Figure BB: Interest by Age Group



- 4.5.3 The other main question was to find out how likely people were to use the bus more given a certain set of factors. The results of this for those who identified themselves as car drivers is shown in Figure CC. Oddly people are more likely to travel by bus if the journey time is equal to that of the car rather than if it is quicker. Another interesting result was the cost of fuel having a greater impact on the likelihood to switch modes than the cost of parking. The clear winner is an improvement in frequency with 87% of respondents quite or very likely to use the bus more. In second place is improved reliability of the bus at 78% closely followed by journey time of bus equalling car at 75%. Integrated ticketing between bus operators and bus and rail scored 71% just ahead of the bus running to more suitable times at 70%.
- 4.5.4 At the opposite end just 17% of car drivers would be more likely to use the bus if its image were improved. Ahead of this at 30% is an improvement to the seating capacity of services, whilst with a joint 33% are making buses disabled friendly (which is now a legal requirement) and enhancing the on-board safety of passengers.

Figure CC: Likelihood of Car Drivers using the Bus by Factor



4.6 Conclusion

- 4.6.1 Although both the TAS Survey and the Bridport Travel Survey have identified strong willingness amongst respondents to use CT services, there have been no real gaps in the market identified. Overall the best way to get people out of their cars appears to be to provide more frequent and reliable bus services.

5.1 Role of Bridport Town Council & Passenger Transport Network

- 5.1.1 The nature of rural bus sustainability is directly linked to the economic viability of specific routes – the greater the patronage, the better the chances of:
- a) commercial viability – a service where no subsidy is required, or
 - b) a sustainable subsidy – where the subsidy required is low enough to meet policy thresholds and available funds.
- 5.1.2 Therefore promoting conventional bus usage should be seen as BTC's primary strategy to preserve, enhance or protect its bus network. The study brief has including consideration of "targeted subsidy from the Town council to retain / restore / amend existing public transport provision". This can be interpreted in a number of ways, but the first priority would be for BTC to do all it can to encourage bus usage by Bridport residents and visitors. We here outline a number of ways that BTC might act to maintain and support bus services.

5.2 Maintaining and Supporting Bridport Bus Services

- 5.2.1 The following interventions might be considered by BTC:
- a) Partnerships - Parishes could work together in cluster partnerships along the route(s) of particular services
 - b) Information
 - ◆ Produce better quality, more focused, more locally appropriate information about bus services (and bus-rail links)
 - ◆ Put information on parish web pages / Facebook
 - ◆ Use new technology - potential for an (Local?) App e.g. to show on a route map where the bus is in real-time and therefore overcome concerns about whether it will link to the rail station for commuting
 - ◆ Use QR bar codes on publicity so that people find it easier to access on their phones e.g. at bus stops to trigger real-time information
 - ◆ House to house timetable distribution

- ◆ Create 'easier to use' cut down timetables showing just the key departure and arrival times for those people who just want to know when the bus leaves and when it gets to town, not the bits in between. Having one of these stuck on the inside house wall just by the front door may make it easier for car drivers to make occasional use of the bus.
- ◆ Offer large print timetables to those who need it or in locations where they may be useful (lots of people benefit from large print timetables). Preparation of such timetables may fall to DCC or bus operators.

c) Infrastructure

- ◆ Take action to make the physical infrastructure (bus stops, bus shelters, taxi ranks, drop-off and pick-up points at stations, etc.) more effective and attractive to potential travellers. A regular audit could be undertaken, including:
 - ◆ Who provides it?
 - ◆ Who maintains it?
 - ◆ Is it in the right places?
 - ◆ Is it adequate e.g. is there a need for a shelter?
 - ◆ Is it accessible i.e. designed for people with mobility difficulties e.g. raised kerb and tactile paving at the bus stops – to match the accessible low floor (hopefully) buses?
 - ◆ Is it easy to access (e.g. clear walking routes to it)?
 - ◆ Does it get looked after (cleaned, repaired)?
 - ◆ Who do you discuss it with?

d) Marketing

- ◆ Consider taking on aspects of local marketing. Conventional bus service marketing is rarely creative and often treats bus services as if they are a distress purchase i.e. you just have to provide a timetable somewhere that those people who have no alternative but to use a bus will make efforts to get hold of. But generally the cohort of people who have no alternative is reducing – to be sustainable, bus services need to attract people who might otherwise drive, walk or cycle. This requires thinking about what will influence behaviour locally – convenience (e.g. no parking), cost, environment, or even 'use it or lose it'. Could there be a local bonus for loyal bus users?

- ◆ Initiatives that target life-change moments. Talk to estate agents that serve the parish so that anyone looking at a house in the parish gets a set of bus timetables. Could the bus company offer a free period ticket (week? month? 10 journeys?) to anyone newly moving into the area – could this be linked to house purchase?
- ◆ What potential is there to attract people from outside the parish to use the services to improve sustainability e.g. links to tourism and leisure destinations. Some locations offer discounted entry for people arriving by bus. Remember that creating and maintaining car parking space is expensive, so facilities may see the benefit of attracting people using other modes, especially if they make their profits from their shop / café rather than entry charges.
- ◆ create specific marketing tie-ups between the service and the facilities that the bus serves e.g. shops / entertainment / recreation?
- ◆ Late night service promotion – link to pubs / restaurants? Is the operator / council aware of the scale of late night service use?

e) Funding

- ◆ Attract alternative / additional finance
- ◆ Is there an opportunity for s106 Planning Gain payments / Community Infrastructure Levy contributions
- ◆ Use precept – note constraints on general wellbeing powers – it is easier to support services primarily for older / disabled people

f) Research

- ◆ Who is travelling?
- ◆ Why are travelling (link to end use)
- ◆ When are they travelling (link to end use)
- ◆ What are they prepared to pay?
- ◆ What do they feel about the services?
- ◆ Ensure you include non-bus users – why are they not travelling?
- ◆ Partner with bus operator / council to share information

5.2.2 All the above leads to a mindset change where the bus service is not being 'done to you' by the operator or the County Council, it is your communities' bus service, with local identity and marketing, and in which local residents can

feel that they have some investment (note – even car drivers will spend time distributing bus timetables!).

5.3 Scope for Community-Based Services

5.3.1 At the point where bus routes can be identified as being at risk of reduction or withdrawal, BTC should consider the scope for a community-based intervention. In looking to community resources to augment the conventional bus network, and especially in providing 'lifeline' services in areas where bus services have been cut, it is important to understand the limitations of CT operations. There is no straight-forward or probable means of a 'like for like' service being commissioned with a much-reduced budget. Any likely CT service would entail some degree of compromise around frequency, coverage and cost to the passenger. BTC might be faced with three options:

- a) To configure a new CT service itself – the set up costs of a voluntary sector operation would be an additional requirement with this approach, and more significantly, it may be very difficult to engage the necessary skilled or experienced personnel that would be required at management board and managerial level;
- b) To engage with a local commercial bus operator that is interested in supporting a community bus – however, we are not aware that any commercial bus operators in Dorset would be willing to enter into this kind of partnership, and the Southern Vectis operation on the Isle of Wight remains very much a unique case at present;
- c) To work in partnership with one or more of the extant CT operators in the area – each operator has its current workload and capacity limits and it cannot be assumed that each is willing or capable of providing the kind of service that Bridport might require.

5.3.2 Whilst option a) is technically feasible, it would require time and financial resource that BTC is unlikely to be able to provide as well as the challenge of addressing all the governance, operational and quality standards that are detailed in Appendix A. We do not identify b) as a realistic option in the foreseeable future. We identify option c) as offering the greatest potential for BTC. However, there remains the issue of which CT operator presents the most viable development opportunity, and what mode of service might be developed.

5.4 Appropriate Management Model

5.4.1 In the brief BTC has requested that consideration is given to the "most appropriate management model to deliver the service (including private franchise, local authority, social enterprise, Community Interest Company, charity, etc.)." To a certain extent, the management model is determined by

the operator legislation outlined in Appendix A given that s19 and s22 permits are not available to commercial operators. We would advise, however, that the management model itself is not so critical a component in the success or sustainability of a service. Critical factors such as sound management, enterprise, cost-effectiveness, good financial judgement, good customer service and high quality standards can prevail under any management model given the right staff, resources and circumstances.

- 5.4.2 It is worth noting that the commercial passenger transport sector tends to concentrate on service delivery (running profitable routes to enhance the company and bidding for contracts where profitability is unlikely without subsidy), and that planning and service development (as a strategy for a specific community) is undertaken by local authorities. Community transport operators, however, will often undertake a service development role themselves, and be happy to liaise with local authorities and communities over service needs.

Table 7: Management Models Appraisal

Operator Status	Available Operator Licensing	Typical Governance Structure	Details	Potential Role of BTC
Commercial (company, partnership, sole owner)	<ul style="list-style-type: none"> ■ PSV O Licence ■ Private Hire ■ Hackney 	Board of directors, shareholders, partners.	S19 or s22 permits are not available to commercial operators.	Relations with local authorities are generally bound by contracts and distanced by rules on conflict etc. Councils can hold shares in companies, however.
Local Authority	<ul style="list-style-type: none"> ■ PSV O Licence ■ Private Hire ■ Hackney ■ s19 permit ■ s22 permit 	Local democratic structure prevails – members make decisions in cabinet and these are enacted by officers / officials, who offer advice and guidance. A transport operation would fall under a specific departmental responsibility.	Few local authorities operate routed bus services these days, although many still provide more specialist transport roles such as day care, SEN or Dial-a-Ride. General experience is that better cost-effectiveness is usually achieved through out-sourcing – assuming there	Local authorities can operate services directly but the advantage of doing so are less compelling unless the commercial and voluntary sector market offers no suitable external options. There is, however, the precedent of authorities forming arms-length or independent transport

Operator Status	Available Operator Licensing	Typical Governance Structure	Details	Potential Role of BTC
			is an adequate external market.	operations to meet a specific need.
Community Interest Company	<ul style="list-style-type: none"> ■ PSV O Licence ■ Private Hire ■ Hackney 	Board of Directors	This is the constitutional model associated with 'social enterprise' – a mixture of profit-distribution with activities for the social good. Some CT operators have this status, but it is questionable whether s19 permits should strictly be used.	A local authority can hold a stake in a CIC but as passenger transport operations in Bridport are highly unlikely to become profit-making the CIC model offers no specific advantages.
Non-Profit (charity, friendly society,	<ul style="list-style-type: none"> ■ PSV O Licence ■ Private Hire ■ Hackney ■ s19 permit ■ s22 permit 	Management committee, board of trustees – many CT boards have council members as full trustees. Many also have officer presence in a non-voting advisory capacity.	A non-profit making body such as a charity is able to use all licences as necessary – however, s19 and s22 are specifically designed for non-profit services to operate buses for hire or reward without the heavy expense and regulations associated with a full PSV operator licence.	BTC could fund or support a charitable operation, nominate members to the board and delegate officers to management meetings if required.

5.5 Current Potential for Bridport Service Development with Current Stakeholders

Axe Valley Dial-a-Ride (AVDAR) (consultee: Jane Hopson-Hill, Co-ordinator)

- 5.5.1 Axe Valley's services are centred on a two vehicle accessible minibus provision, the Bridport operations of which are noted in 2.2 above. AVDAR acknowledge the grant they receive from BTC which helps to keep the service running. They feel that further advertising of the service could help increase its use, which suggests there is some capacity to be exploited in Bridport.
- 5.5.2 AVDAR recognise that a section 22 community bus could replace withdrawn public bus routes, but are conscious of the costs involved and would expect that some detailed needs analysis would take place first. The scale of the AVDAR and its current outlook suggest it is not likely to be a potential provider of any new service for Bridport, although some effort could be made to market its current service offer to Bridport residents. (NB. This is also commented upon by a survey respondent noted in 4.3.1 above).

Bridport & District Good Neighbours Scheme (consultee: Jackie Webb, Co-ordinator)

- 5.5.3 This locally-based car scheme primarily offers transport to healthcare locations for appointments etc for those who cannot use other transport means – generally older people who require assistance to and from the vehicle, and also in some cases within the hospital itself. Enquiries are filtered through the Good Books Christian bookshop in Bridport, which acts as a hub for various community projects.
- 5.5.4 The co-ordinator has big concerns around the future extension of GP surgeries and NHS clinics to weekend opening. This will be a problem for Good Neighbours who will struggle to meet the demand. Volunteers are reportedly already limited and many (although retired) are not available at weekends.
- 5.5.5 This is the only Bridport-based community transport operator but has not primarily seen itself in relation to the conventional transport network. It is not clear that the service could easily expand or offer different kinds of service. There is an established ability to recruit and manage volunteers, however, and the co-ordinator would be happy to discuss future options that may emerge.

Dorset Community Transport (consultee: Tim Christian, General Manager)

- 5.5.6 Dorset CT has adopted an effective approach to rural transport provision in various parts of the county based on the provision of inter-peak DRT on the back of a contracted home-to-school service, the latter determining availability during a 0930-1430 time window, although DCT does continue its service during holidays. Dorset CT is able to offer its services to the general public using the s19 permit system. This enables service provision for the rurally isolated (i.e. with no nearby bus services or a very infrequent one). This approach requires users to pre-register and book the service in advance.
- 5.5.7 One advantage of DCT is that it brings a stability and quality assurance of a major UK CT operation, along with the necessary level of enterprise. Also, DCT

is already providing some services in Bridport and these could be augmented and developed in a joined-up way.

- 5.5.8 DCT has a proven operational model for rural services of this kind in Dorset. Based on a full cost recovery pricing model for the contracted services, this enables inter-peak services to be provided at marginal cost. DCT currently uses an average cost of £80 a day to provide a PlusBus. With full capacity at £5 per head, this can also achieve full cost recovery. In future, this full capacity might also be achievable from reimbursement from the concessionary fare scheme. In general, a subsidy would allow for it to run weekly, below full capacity, in an attempt to establish consistency and reliability.
- 5.5.9 Integrated services seem the more likely option as a standalone provision is likely to prove unaffordable (either in fare or subsidy). However, should this be viable, DCT has the experience and capability of providing a bespoke demand responsive service at an outline cost of £200 per day for a five day operational week, though this might fluctuate in relation to projected fares income.
- 5.5.10 Another option of an integrated service that DCT might consider is providing a commissioned local bus service using s22. This would enable a scheduled or semi-scheduled route to be offered, without the need for pre-booking. If the subsidy could be secured to run this (be that fares retained or otherwise) DCT would be able to consider any viable timetabled route. The challenge for BTC as commissioner would be to identify such routes where patronage would justify the investment.
- 5.5.11 It should be noted that DCT does not deploy volunteers for its PlusBus operations. Whilst this means that a volunteer-driven s22 Community Bus along the lines of Western Dales Bus or Ivel Sprinter is not possible, DCT believes that it can offer more consistent levels of service quality and reliability by using paid staff. This factor suggests that DCT might require a higher level of subsidy than another CT that might offer the service using volunteers.
- 5.5.12 DCT is approachable to discuss service development options with BTC, under the parameters outlined above. However, it should be noted that it is currently in the final year of the existing school contract period which means that its inter-peak capability is somewhat unknown beyond the summer of 2017.

Dorset County Council (consultee: Amanda Evans, Community Engagement Officer)

- 5.5.13 The current approach by DCC to developing CT services in Dorset comprises the following:
- Direct service provision via in-house fleet
 - Grant support by Dorset Travel to external providers

- General support and guidance resources (Setting Up CT Toolkit, Directory – see <https://www.dorsetforyou.gov.uk/community-transport-toolkit>)
- Partnership working and broader DCC development schemes (Partnership for Older People Programme (POPP), Dorset Community

5.5.14 The current practice at DCC is to support CT services to become self-sustaining – there is no financial support available for new or developing services apart from small scale grants programmes such as POPP (see below). However, DCC is currently interested to see town and parish councils play a bigger role in the planning and commissioning of local services – hence its making funds available to BTC for this study and / or small pilot programmes. It is noted that DCC does not have any facility or resource to provide vehicles or capital funds for vehicle purchase for CT operators – this rules out any scope for a Community Bus along the lines of Western Dales Bus, which benefits from County vehicle provision.

North Dorset Community Accessible Transport (NORDCAT) (consultee: Helen Reed, General Manager)

5.5.15 NORDCAT is a long standing significant CT provider based in North Dorset (Sturminster Newton), with services in surrounding districts. Offering a mixture of door-to-door minibus services, bus routes, group transport and contract provision with a fleet of 20 vehicles. NORDCAT is also full PSV operator. In addition to the core Dial-a-Ride services, NORDCAT offers the following branded services:

- Wareham Hopper
- SCAT Bus
- Yeo Valley Medical Transport (DT9)
- Purbeck Shopping Service

5.5.16 NORDCAT currently provides a service (currently 12 vehicles) under contract to Kingston Maurward College in Dorchester (contracts end mid-2018). The wide downtime from these contracts (roughly 1000 until 1700) enables a significant level of core CT work to be provided at marginal cost. The contract work is operated by NORDCAT Services Ltd, a training arm. More recently, NORDCAT has been proactive in introducing services following the withdrawal of bus services, launching two new services from South Perrott to Yeovil and Dorchester. The operator has been proactive in encouraging individuals affected by bus cuts to contact them.

5.5.17 NORDCAT has operated services in Bridport in the past (named 'WESTCAT') and is keen to consider any future service developments with BTC. They offer a flexibility of approach but, in common with Dorset CT, do not use volunteers, feeling that reliability and service standards are better achieved with paid

drivers. However, it should be noted that they have no standing capacity at present and any Bridport service would need a level of resource.

Partnership for Older People Programme (POPP) (consultee: Erica Pretty, Community Development Worker)

- 5.5.18 POPP, which is managed by Dorset County Council, is the main ongoing option around funding support for new CT services in Dorset. The criteria is focused on services for older people, and so this is not primarily concerned with general passenger transport provision. The main development area under POPP has been around voluntary car schemes, specifically the network of NeighbourCars. POPP employs a Community Development Worker for Volunteer Driver and Car Schemes, and there are currently 24 individual schemes that were seed-funded by POPP, although each scheme operates autonomously and sets its own operating criteria.
- 5.5.19 Each scheme has a voluntary co-ordinator, who in turn recruits drivers and manages bookings. DBS checks are undertaken by the Volunteer Centre. There is a toolkit to provide guidance (Good Practice Guide) and up to £2k seed funding is available, though schemes have to be revenue self-financing, though some get local surgery support. Each scheme collected donations which have managed to exceed the volunteer expense reimbursements and admin costs. None of the POPP seed-funded schemes have closed to date, so the sustainability record is good.
- 5.5.20 It should be noted that the POPP funding is not restricted to car schemes, and community bus services would fall within funding scope. Applications would have to be from a voluntary sector operator rather than BTC itself and meet the POPP criteria. This is a modest level of investment that is designed to attract match funding to sustain a low-cost service.

5.6 The Need for CT Services in Bridport

- 5.6.1 We would identify BTC's main function with regard to CT services as being using available resources to the best advantage, with longer term sustainability in mind. Identifying need is the obvious starting point, although as noted from the detail analysed in 2 and Error! Reference source not found. above there is no clear and compelling evidence of need that readily suggests a service specification. Should evidence of need be identified in the future – and specifically if a bus service is withdrawn - BTC might then need to consider these three key issues that will need to be resolved:
- a) What kind of service should be offered?
 - b) What resources can be identified?
 - c) Who will take responsibility for

- ◆ developing / commissioning the service and / or
- ◆ operating / managing the service

5.6.2 The extent to which these issues can be answered are greatly influenced by available funds and engagement with appropriate stakeholder bodies / operators.

5.7 Options for CT Development

5.7.1 Throughout the consultation process a limited number of different options have emerged as being potentially viable and these are detailed below in Table 8. Where appropriate, these have been augmented by initiatives that have been successful elsewhere and could be adopted in Bridport. These are by no means the only options that might be available to BTC, and nor is each option mutually exclusive of the remainder. The options that we consider viable for Bridport are:

- a) Pre-booked demand-responsive minibus (s19)
- b) Scheduled or Semi-Scheduled Community Bus (s22)
- c) Voluntary Car Scheme.

5.7.2 It is relatively straightforward to cite a range of possible interventions such as the above, and for stakeholders to respond positively to the idea. Clearly each option needs to be considered from a pragmatic point of view. Table 8 below considers each of these options in terms of:

- Benefits – advantages of the particular approach, specifically from the end user point of view, but also benefits to the commissioner;
- Drawbacks - disadvantages of the particular approach, specifically from the end user point of view, but also benefits to the commissioner;
- Estimated Cost – a broad estimate based on costs elsewhere, the general cost base in Bridport may be higher or lower but this provides a reasonable indicative cost (see Table 9 below for more detail);
- Estimated timescale – this refers to the period between a service being initially planned and commissioned to its launch. It is always possible to vary this dependent on resource availability, opportunity and local will;
- Viability – this refers to how realistic or likely the service might be in the context of local circumstance;
- Potential Partners – the need for partnership agencies is clearly important, and this suggests potential players; and

- Sustainability – as this is a five year strategy, and BTC is looking to achieve stability in its CT support, this considers which services are likely to prove more sustainable (largely this relates to reliance on local authority revenue support).

Table 8: Options Appraisal for CT Service Development

Description	Benefits	Drawbacks	Estimated Cost (per operational day)	Estimated Timescale	Viability	Potential Partners	Sustainability
<p>A1) Pre-booked Demand-Responsive Minibus (s19 Permit) - Dedicated service (full day) driven by volunteer.</p> <p>A2) Pre-booked Demand-Responsive Minibus (s19 Permit) Dedicated service (full day) with paid driver.</p> <p>A3) Pre-booked Demand-Responsive Minibus (s19 Permit) 0930-1430 only inter-peak with paid driver.</p>	<ul style="list-style-type: none"> ■ Highly visible and potential to deliver bespoke journey options to those most in need. ■ Ability to offer full access for wheelchair users (with accessible vehicle). ■ Vehicles can be used by voluntary sector groups during evenings and weekends. ■ Volunteer drivers could be used. ■ Can exploit capacity from contract work to achieve marginal cost base. ■ Three CT operators in Bridport with necessary experience in 	<ul style="list-style-type: none"> ■ Requires direct financial support / subsidy. ■ Less ability to utilise volunteers than car scheme. ■ No automatic ability to enable passengers to use concessionary passes, so full fares more likely to be charged to users. ■ Subsidy required on a 'per trip' basis likely to be high – could be circa £10 per trip. ■ Minibuses often more suited to urban operations than rural – can be problems of access to some locations and seating capacity often exceeds need. 	<p>A1 £60-£80 per day A2 £120 per day A3 £80 per day</p> <p>Additional costs may also be needed for:</p> <ul style="list-style-type: none"> ■ Marketing & Publicity £2k PA. ■ Volunteer recruitment and training (A1) £2k PA. ■ Capital for vehicle – if new service is launched or existing operators have no vehicle capacity circa £35k ■ Bookings and scheduling facility (if new 	<ul style="list-style-type: none"> ■ Set up of a service with a newly formed operator would need minimum 6 month lead in. ■ Existing operator could offer a service with minimum of 1 month's notice depending on other commitments. 	<p>A1 would need an operator willing to use volunteers – none of current CT operator's would favour this approach.</p> <p>A2 - although more expensive, there are established CTs who could readily operate such a service.</p> <p>A3 - due to lower cost and operational approach of Dorset CT, this is the most viable option.</p> <p>Set up of a new service would be difficult due to time and expense.</p>	<ul style="list-style-type: none"> ■ Axe Valley Dial-a-Ride could offer A2, though this operator is less able to expand at present. ■ Dorset CT could offer A2 or A3. ■ NORDCAT could offer A2. <p>All three operators already have bookings and scheduling facilities in place.</p>	<p>A1 LOW-MEDIUM Would be dependent on continuing subsidy which would be burdensome.</p> <p>A2 MEDIUM Would be dependent on continuing subsidy, albeit at lower level than A1.</p> <p>A3 MEDIUM-HIGH due to lower cost base, although entirely dependent on continuation of contract to support it.</p>

Description	Benefits	Drawbacks	Estimated Cost (per operational day)	Estimated Timescale	Viability	Potential Partners	Sustainability
	<p>minibus operations.</p> <ul style="list-style-type: none"> ■ Bus Service Operators Grant (BSOG) (fuel duty rebate) can be claimed for some qualifying journeys. ■ A range of vehicle sizes can be operated, up to 16 passenger seats. 	<ul style="list-style-type: none"> ■ Pre 1997 'D1' entitlement is needed on licence or D1 test passed if driver is to be paid and / or if vehicle is heavier than 4.25t. ■ Need for user registration and pre-booking of trips can be a deterrent to those more accustomed to using conventional services at bus stops. ■ Typical 'CT' vehicle livery / image could be deemed stigmatic and associated only with older and disabled people. ■ Requires booking system / call centre. 	<p>service) – this could be hosted by a existing voluntary sector body or even managed by volunteers £5-15k PA.</p>				
B1) Scheduled or Semi-	<ul style="list-style-type: none"> ■ Cost effective means of preserving (or 	<ul style="list-style-type: none"> ■ Requirement for service to run to fixed timetable 	B1 Using volunteer	<ul style="list-style-type: none"> ■ Set up of a service with a newly formed 	<ul style="list-style-type: none"> ■ The route as registered (times, pick- 	<ul style="list-style-type: none"> ■ Dorset CT could offer B2. 	<ul style="list-style-type: none"> ■ B1 MEDIUM This is largely dependent on

Description	Benefits	Drawbacks	Estimated Cost (per operational day)	Estimated Timescale	Viability	Potential Partners	Sustainability
<p>Scheduled Community Bus (s22) using volunteer drivers.</p> <p>B2) Scheduled or Semi-Scheduled Community Bus (s22) using paid drivers.</p>	<p>creating) a bus route that is not otherwise commercially viable.</p> <ul style="list-style-type: none"> ■ Use of s22 permit enables non-PSV qualified drivers. ■ Passengers can use concessionary passes and enjoy cut-price or free travel. ■ Passengers need not pre-book. ■ Vehicle can be pre-booked or deviate from route to enable door-to-door pick up if necessary. ■ No need for booking or scheduling facility if door-to-door option is not offered. ■ Bus Service Operators Grant (BSOG) (fuel duty rebate) can be 	<p>creates commitments that can be difficult for volunteers – a dedicated team may be required.</p> <ul style="list-style-type: none"> ■ Need for route to be registered and approved by traffic commissioner can cause delays and frustrations. ■ Challenge for volunteer recruitment. ■ Does not necessarily meet demand responsive / door to door needs. ■ Can only be run with vehicle of 9+ passenger seats – this can be larger than is needed. ■ Pre 1997 'D1' entitlement is needed on licence or D1 test passed if driver is to be paid and / or if 	<p>driver £50-£65 per day</p> <p>B2 Using paid driver £65-£80 per day</p> <p>Additional costs may also be needed for:</p> <ul style="list-style-type: none"> ■ Marketing & Publicity £2k PA. ■ Volunteer recruitment and training (B1) £2k PA. ■ Capital for vehicle – if new service is launched or existing operators have no vehicle capacity circa £35k. 	<p>operator would need minimum 6 month lead in.</p> <ul style="list-style-type: none"> ■ Existing operator could offer a service with minimum of 2 months' notice depending on other commitments and traffic commissioner route registration. 	<p>up points, locations) needs to be aligned with known demand – ongoing adjustments to route.</p> <ul style="list-style-type: none"> ■ Set up of new operator would need local commitment of time and energy. ■ Existing CTs would be readily capable of operating a s22 service. 	<ul style="list-style-type: none"> ■ NORDCAT could offer B2. ■ Axe Valley Dial-a-Ride could possibly offer B1 or B2 but may not have capacity. 	<p>service being able to deliver sufficient trips for revenue income to generate enough to keep subsidy requirements low. The use of volunteers creates an ongoing need to recruit and train drivers – supply of drivers cannot be taken for granted. However, this would significantly assist reducing any subsidy.</p> <ul style="list-style-type: none"> ■ B2 MEDIUM-LOW Use of paid drivers creates any additional cost burden that can ultimately threaten the service through higher costs.

Description	Benefits	Drawbacks	Estimated Cost (per operational day)	Estimated Timescale	Viability	Potential Partners	Sustainability
	<p>claimed for all journeys.</p> <ul style="list-style-type: none"> ■ Vehicles can be used by voluntary sector groups during evenings and weekends. 	<p>vehicle is heavier than 4.25t. This may be a constraining factor on driver availability.</p> <ul style="list-style-type: none"> ■ Use of concessionary passes can cause financial constraints on operator due to reimbursement being less than 100%. This can imply a higher level of subsidy is required. 					<ul style="list-style-type: none"> ■ Track record of s22 services elsewhere is varied but many services have been sustained for years, largely due to the commitment and dedication of local volunteers. ■ The fact that a s22 service accepts concessionary passes means that the operator receives a reduced reimbursement. This can threaten sustainability and entail a greater subsidy (see 5.8.5 below).
C) Voluntary Car Scheme.	<ul style="list-style-type: none"> ■ Offers good Value for Money. 	<ul style="list-style-type: none"> ■ Dependent on levels of volunteer input. 	<ul style="list-style-type: none"> ■ All passenger mileage 	<ul style="list-style-type: none"> ■ New scheme could start rolling out 	<ul style="list-style-type: none"> ■ Voluntary Car Schemes 	<ul style="list-style-type: none"> ■ Bridport Good Neighbours 	<ul style="list-style-type: none"> ■ HIGH-MEDIUM As long as

Description	Benefits	Drawbacks	Estimated Cost (per operational day)	Estimated Timescale	Viability	Potential Partners	Sustainability
	<ul style="list-style-type: none"> ■ Builds social capital and community resilience. ■ Creates volunteering opportunities. ■ Ability to expand capacity (volunteers) to match demand. ■ With right charging structure, can cover all vehicle costs via fares. ■ Can be entirely delivered by volunteers (drivers / co-ordinators). ■ Although s19 permits can be used, there are no operational legislation that applies. 	<ul style="list-style-type: none"> ■ Vehicles not generally wheelchair accessible. ■ Cost per mile to passenger is 45p per mile – this may make longer journeys expensive. ■ Options for multi-occupancy trips are limited. ■ Volunteer availability cannot be assured. ■ Need for user registration and pre-booking of trips can be a deterrent to those more accustomed to using conventional services at bus stops. ■ Requires booking system / call centre. ■ Conceptually, a car scheme may 	<p>recouped @ 45p per mile.</p> <ul style="list-style-type: none"> ■ Dead mileage could be charged to user or reimbursed from central fund at same rate. <p>Additional costs may also be needed for:</p> <ul style="list-style-type: none"> ■ Marketing & Publicity £2k PA. ■ Volunteer recruitment and training £2k PA. ■ Bookings and scheduling facility (if new service) – this could be hosted by a existing voluntary sector body or even managed by 	within 3 months.	<p>generally offer good VFM.</p> <ul style="list-style-type: none"> ■ Potential volunteer resource in Bridport. ■ Need ongoing investment in methods of volunteer recruitment. ■ Provision of accessible vehicle would increase inclusivity. ■ Extant Bridport Good Neighbours car scheme may already have recruited the bulk of potential drivers. 	<p>operates a car scheme in Bridport- it would be logical to approach this body if BTC wishes to enhance this approach – however, the service is small and may not be scalable.</p> <ul style="list-style-type: none"> ■ Neither Dorset CT or NORDCAT are likely to wish to develop a volunteer car scheme. ■ Axe Valley could be approached but are not a car scheme operator at present. 	<p>relatively modest co-ordination costs and volunteers can be found good sustainability outlook.</p> <ul style="list-style-type: none"> ■ Possible to recoup all vehicle cost from user. ■ Possible to shift co-ordination function to volunteers. ■ Fewer standing costs and liabilities, schemes are not threatened entirely by funding shortages.

Description	Benefits	Drawbacks	Estimated Cost (per operational day)	Estimated Timescale	Viability	Potential Partners	Sustainability
		be too far removed from a conventional bus service to appeal to many potential passengers – especially younger people.	volunteers £5-15k PA.			<ul style="list-style-type: none"> ■ A new service could be supported using the £2k seed fund from Partnership for Older People Programme. 	

5.8 Cost Estimates

- 5.8.1 It is difficult to provide very accurate indicative costs of various kinds of CT services – due to factors such as variables of staff costs vs. volunteers (and indeed, mixtures of the two within the same operation), use of existing or newly procured vehicles, and fluctuations in operational mileage and fuel costs etc. The table below indicates how the estimates in Table 8 have been derived. This is generally a combination of knowledge of actual operational costs from elsewhere (given in Chapter 3), data from Dorset CT and a general appreciation of CT set up and ongoing running costs. Note that all costs quoted in Table 9 are net of any fare income and represent the external subsidies that would be required.

Table 9: Revenue Cost Estimates of Various Modes of CT Service

Operator	S19 Minibus (Volunteer Driver)	S19 Minibus (Paid Driver)	S22 Community Bus (Volunteer Driver)	S22 Community Bus (Paid Driver)	Volunteer Car Scheme
Little White Bus	-	-	-	£25,000 per year £70 per day (7 day per week operation)	-
Western Dales Bus	-	-	£12,000 per year £65 per day (3.5 days per week operation) – this would possibly reduce to £50 if 5 days per week operation were viable)	-	-
Dorset CT	-	£20,000 per year (interpeak) / £50,000 per year (dedicated) 5 days. £80 per day interpeak service or £200 'full time 5 day service - although these could reduce	-	-	-

Operator	S19 Minibus (Volunteer Driver)	S19 Minibus (Paid Driver)	S22 Community Bus (Volunteer Driver)	S22 Community Bus (Paid Driver)	Volunteer Car Scheme
		with high fares income.			
Example Dorset Car Scheme 1: Beaminster Country Cars	-	-	-	-	£0.81 per trip / £1,805 per year for 2,228 single journeys.
Example Dorset Car Scheme 2: Maiden Newton Country Cars	-	-	-	-	£0.40 per trip / £336 per year for 840 single trips.

5.8.2 For all services we would estimate annual overhead costs as follows:

- Marketing & Publicity - £2,000 (this is likely to be required for all services modes);
- Volunteer Recruitment & Driver Training - £2,000 (this may be required);
- Bookings & Scheduling Facility - £5,000-£15,000 (these costs are already included in Dorset CT day rate).

5.8.3 Capital costs are estimated as follows:

- Accessible minibus £30,000-£45,000 – this varies according to size and facilities – the option of a used vehicle may be viable, potentially reducing capital outlay by 50-60%. It should also be noted that many vehicles are leased, usually across a five year period.
- ICT - £5000-£7,000. Depending upon scale and specification of the service, bookings & scheduling software / hardware might be required.

5.8.4 For a new CT operation, additional miscellaneous set-up costs of £2,000 might be required.

5.8.5 Fares revenue is a variable – CT services tend to charge a fare slightly higher than a convention bus but lower than a taxi. A s22 Community Bus would enable qualifying individuals to use a concessionary pass. If these form a substantial portion of passengers (which is likely), then the operator is likely to be worse off due to the fact that reimbursement rates only cover part of the fare charged. DCC (which administers the concessionary fares scheme) allocates a reimbursement rate that is specific to particular operators. This can range between 40% and 70%, and the latter is a special category accorded very few services. Even if this status is accorded a Bridport Community Bus,

the operator would still be losing (at best) 30% of the fare. This creates a dilemma for BTC – should it support a service that provides travel that is free to its residents and require a greater level of subsidy (s22), or a service that does not accept concessionary passes and charges all its passengers a full fare, which potentially reduces subsidy requirements?

- 5.8.6 We note that BTC has requested in the brief that that “the options will need to be assessed for their set up and running costs for a period of five years, likely take up of the service (income potential) and overall viability.” It has not been possible to provide a more detailed cost breakdown than that given above due to lack of any indication or specified levels of demand. We would also advise that BTC’s wish that a service should ideally be “self-funding from the third year of running” is simply not possible for a CT operation in a rural area apart from possibly a car scheme that recharges all mileage to passengers. There is no scope for a bus-based service to increase revenues significantly over three years or attract cross subsidy that can be assured.

5.9 Role of Bridport Town Council in CT Operations

- 5.9.1 It is a matter of internal policy to determine the role BTC might play in the support of any CT service. The authority could adopt one or more of the following positions:

- Grant support for services – financial payments to CT operators who are active in Bridport;
- In-kind support for CT services – this may be assistance with marketing, volunteer recruitment, governance, ICT etc;
- Representatives of BTC (at officer or member level) on CT trustee boards;
- Needs analysis and planning of CT services;
- Providing the impetus and motivation for the formation of a new CT service (development activities, steering groups, pilots);
- Acting as lobby and liaison to DCC to ensure Bridport’s transport needs are met as part of County-wide transport strategy;
- Commissioning of specified CT services via contract award;
- BTC could itself become a CT operator.

6.1 Conclusions

- 6.1.1 The current passenger transport network in Bridport is reasonably good, and the town and its environs are better served than many comparable market towns in Dorset or elsewhere. We have identified some minor gaps in the network but these do not represent a major deficit or opportunity in which a Community Bus would find a ready market.
- 6.1.2 Surveys of bus users and non-bus users have limitations and do not provide a definitive evidence base of need, due to the sample respondents from Bridport being modest.
- 6.1.3 There are significant examples of CT organisations elsewhere providing essential services to serve rural communities of similar locale to Bridport. Many of these services have sustained themselves over a few years. There are also examples of different approaches and modes of service – many of these could be explored further by BTC.
- 6.1.4 Bridport has four community-based organisations providing some services in the town. Two of these – Dorset CT and NORDCAT – have expressed an interest in talking further with BTC if they wish to explore service development options. Both are experienced and substantial operators, but neither utilise volunteers. It would be possible to explore the potential for s19 or s22 services with either operator. Each operator will have a 'bottom line' service cost that will need to be achieved through a combination of fares generation and subsidy – this can only be understood more precisely in the context of a service specification which defines:
- Locations to be served
 - Size of vehicle required
 - Mileage
 - Operational times
 - Estimated patronage and fares income.
- 6.1.5 BTC is interested in stimulating CT services that can form part of the overall passenger transport network – for this purpose, an s22 Community Bus is the nearest equivalent in terms of operational mode (not pre-booked and following a timetable). However, this kind of service needs to be configured against a reasonable understanding of need. Without undertaking a very extensive and detailed level of surveying of Bridport's residents, and / or investing in a potentially expensive pilot, it is not currently apparent that there is a need for such a service. However, should a bus service be subsequently reduced or

withdrawn, this option could be explored with NORDCAT or Dorset CT. We would suggest that operational costs are carefully considered. The margin between the subsidy required for a service by a commercial operator and the support for a community-based service that uses paid drivers is narrow.

- 6.1.6 If such options with paid drivers with DCT or NORDCAT prove too expensive, then a volunteer-driven service might be explored as part of a newly-formed operation. This might best be pursued in collaboration with an organisation that is skilled and experienced in volunteer recruitment and support.

6.2 Recommendations

- 6.2.1 We have not identified the necessary combination of circumstance and unmet need that suggests a new CT is required in Bridport at this time. However, we understand BTC's concerns about the fragility of local transport links and its potential powers to co-ordinate, support or commission services. We would recommend that BTC specifically monitors bus service activity in Bridport by obtaining regular data from DCC about the performance of the subsidised services. This would enable advance warning of any threat and hopefully allow BTC time to consider remedial options.
- 6.2.2 In addition, BTC should exercise any powers or abilities it might have to promote and market the existing bus network to safeguard services by maximising patronage.
- 6.2.3 If a service is withdrawn or a substantial level of need is identified, we suggest BTC considers the following:
- if a scheduled or semi-scheduled service is warranted then this should be pursued
 - ◆ firstly, with DCT and / or NORDCAT as potential operators of a s22 service.,
 - ◆ secondly, (if the above is not viable due to cost), consider the possibility of forming a new volunteer-driven service; OR
 - if a scheduled or semi-scheduled service is not warranted, pursue demand-responsive options with all the local CT providers.
- 6.2.4 The option to raise revenue for bus service support via the Parish Precept should be considered if BTC can define an operational budget that can be justified to subsidise a key bus service – this approach can also be used to fund a CT service.
- 6.2.5 There are three CT operators active in Bridport (with a fourth, NORDCAT, who could be a potential local provider and partner in the future). This gives BTC a good deal of scope to engage with the CT sector. These operators, taken en

bloc, offer a range of operational modes and approaches that would enable a number of different responses to be developed as required. It will be useful for BTC to ascertain from the operators what operational budgets might be required, and / or what kind of service can offered for a given sum of money.

6.2.6 We would recommend that BTC holds preliminary discussions with each CT with the intent of exploring the following areas:

- Options for enhancing the existing CT offer in Bridport;
- Assisting with publicity and marketing of existing services;
- Identifying co-ordination / integration opportunities;
- Scoping out the potential for new services in collaboration with interested operators;
- Monitoring changes to conventional services and identifying opportunities that might arise.

Appendix A: Community Transport Operations - General Guidance

2. Introduction

2.1 As will be apparent from the previous chapters on current Bridport transport and CT services elsewhere in the UK, community transport needs to be approached with an understanding of its specific characteristics and how these differ from conventional public transport services. The differences are largely those of:

- Operator and vehicle legislation
- Voluntary sector ethos and use of volunteers
- Business model / cost base of CT-type services.

2.2 BTC needs to be aware of these factors if it means to specify, commission, support, monitor and develop any CT based services in Bridport.

3. UK Passenger Transport Legislation – General Information

3.1 Table 10 below summarises the legislative structure that covers all UK passenger transport operations. The significance of the legislation is critical to understanding the operational models that CT deploys.

Table 10: Public Service Vehicle & Taxi Legislative Structure (covers all vehicles / services for which a charge is made to the user)

Type	Vehicle Criteria	Driver Criteria	Operational Criteria	Regulatory Criteria
PSV 'O' Licence & Restricted 'O' Licence.	<ul style="list-style-type: none"> ■ 'Buses' (defined as 9 passenger capacity or greater no upper limit and can include standees): ■ Need Certificate of Initial Fitness (CoIF). ■ Class VI MOT minimum. ■ Vehicles with fewer than 9 capacity can be operated – no CoIF needed, standard MoT. ■ All vehicles subject to Vehicle Inspectorate spot checks & prohibitions. 	<ul style="list-style-type: none"> ■ PCV D category required for 16 or more; D1 for 9 to 16 (but this excludes automatic D1s i.e. you must take a second test). Involves both theory and practical. ■ Subject to Driver Certificate of Professional Competence on on-going basis. ■ Driver's Hours regulated. ■ Drivers subject to medical examination. 	<ul style="list-style-type: none"> ■ Enables operator to charge with intent to make profit or surplus. ■ Standard National or International Licence granted to operator with transport manager who holds Certificate of Professional Competence (CPC). ■ Ability to carry members of general public. ■ Restricted licence limited to two minibuses for bodies whose main work is not the operation of PSVs – allows private hire operators to add 2 minibuses to their fleet (CPC holder not required). 	<ul style="list-style-type: none"> ■ Premises, financial resources, vehicles, routes, maintenance arrangements management regimes etc all subject to registration and inspection by Traffic Commissioner. ■ Driver regulation by DVLA. ■ Scheduled services must be registered with the Traffic Commissioners and operated according to the schedule – otherwise financial penalties apply.

Section 19
Small Bus
Permit

<ul style="list-style-type: none"> ■ up to 16 passenger seats maximum. ■ Class IV MOT applies to 9-12 seaters. ■ Class V MOT applies to 13-16 seaters. ■ Subject to Vehicle Inspectorate spot checks & prohibitions. 	<ul style="list-style-type: none"> ■ D1 entitlement required (Code 101 'not for hire or reward'). This is automatic to those who passed cat B (car) test prior to 01.01.97. D1 subject to second test for those who passed post 01.01.97 if (a) they are being paid and / or (b) vehicle is over 3.5t (4.25t including lift). ■ Must be 21 or over. ■ Must have held cat B licence for two years. ■ Driver's Hours apply if paid, and for all international journeys. ■ Vehicles with less than 9 passenger seats only: drivers must have held a full category B (car) licence for at least 2 years and must be 21 or over. Drivers can be paid. 	<ul style="list-style-type: none"> ■ Cannot be used for services operated with view to making profit or surplus. ■ Passengers restricted to: Class A – members of the body holding the permit; Class B – persons whom the body exists to benefit; Class C – disabled persons or persons who are seriously ill and persons assisting them; Class D – pupils or students of any school, college, university or other educational establishment and staff or other helpers accompanying them; Class E – persons living within a geographically defined local community, or group of communities, whose public transport needs are not met other than by virtue of services provided by the body holding the permit; Class F – any other classes of persons specified in the permit. DfT guidance extends this to people without access to a car. ■ Trips pre-booked. ■ Permits not recognised outside the UK, so 	<ul style="list-style-type: none"> ■ Permit granted by issuing body - local authorities, CTA, Traffic Commissioners. ■ Available only to non-profit bodies concerned with education, religion, social welfare, recreation & other activities of benefit to the community. ■ 5 year expiry period introduced under the terms of the Local Transport Act 2008. ■ Driver regulation by DVLA.
--	---	---	---

Type	Vehicle Criteria	Driver Criteria	Operational Criteria	Regulatory Criteria
			<p>international journeys are restricted.</p> <ul style="list-style-type: none"> ■ Vehicles with less than 9 passenger seats only: separate fares must be charged, also VAT must be added if operator is VAT registered. 	
Section 19 Large Bus Permit	<ul style="list-style-type: none"> ■ 17 passenger seats or greater, no upper limit and can include standees. ■ CoIF. ■ Class VI MOT. ■ Subject to Vehicle Inspectorate spot checks & prohibitions. 	<ul style="list-style-type: none"> ■ PCV D category required. 	<ul style="list-style-type: none"> ■ As for s19 above, excluding trips for recreational purposes. 	<ul style="list-style-type: none"> ■ Available to bodies as for s19 above but excluding recreation purposes. ■ Permit granted by Traffic Commissioner. ■ Driver regulation by DVLA.
Section 22 Community Bus Permit	<ul style="list-style-type: none"> ■ Class V MOT applies. ■ 9+ passenger seats (no upper limit). ■ Subject to Vehicle Inspectorate spot checks & prohibitions. 	<ul style="list-style-type: none"> ■ Criteria as s19 above, but PCV D category required if vehicle has more than 16 seats. 	<ul style="list-style-type: none"> ■ A local bus service for the carriage of passengers at separate fares on which passengers may travel for less than 15 miles in the interests of the social and welfare needs of one or more communities. ■ Ability to carry members of general public. ■ Can operate with view to making a profit by way of additional non-routed services at discretion of Traffic Commissioner. 	<ul style="list-style-type: none"> ■ Routes must be registered with Traffic Commissioner, and give evidence of adequate maintenance facilities. ■ Permit granted by Traffic Commissioner. ■ Driver regulation by DVLA.

Type	Vehicle Criteria	Driver Criteria	Operational Criteria	Regulatory Criteria
Voluntary Car Scheme	<ul style="list-style-type: none"> ■ Up to 8 passenger seats. ■ If being used under a 'social, domestic & pleasure' policy, insurers need to be informed of car scheme use. 	<ul style="list-style-type: none"> ■ Category B entitlement (standard car). 	<ul style="list-style-type: none"> ■ Must be booked in advance. ■ Charge to user cannot exceed vehicle trip cost based on mileage calculation. ■ Can charge individual fares if multi-occupied but the combination of fares must still not exceed vehicle running cost for the trip. ■ s19 criteria as above will apply if permit is used. 	<ul style="list-style-type: none"> ■ None, but charging policy must comply with vehicle sharing regulations, which precludes any profit or surplus. ■ Driver regulation by DVLA. ■ Tax liability applies to driver if mileage claims exceed thresholds set by HM Revenue & Customs.

Type	Vehicle Criteria	Driver Criteria	Operational Criteria	Regulatory Criteria
Hackney Carriage (Taxis)	<ul style="list-style-type: none"> ■ Up to 8 passenger seats. ■ Additional criteria (e.g. accessibility, age, livery) may be added at the discretion of the licensing authority. ■ Vehicles subject to regular checks by licensing authority. 	<ul style="list-style-type: none"> ■ Category B entitlement (standard car). ■ Additional criteria that may be added at the discretion of the licensing authority (e.g. DBS checks, safeguarding, medicals, training standards, local knowledge). 	<ul style="list-style-type: none"> ■ Hackney carriages are licensed to ply for hire within a local authority boundary. They can be flagged down (hailed) by the public on the street or stop at various ranks. ■ Fares are metered against a common set charge which is regulated by the licensing authority. ■ Can also function as Private Hire vehicles. ■ Taxis can obtain a special restricted 'O' licence from Traffic Commissioner enabling them to run bus services (these must be registered with TC as well). ■ Taxi sharing allowed if passengers asked in advance or in designated taxi-sharing zone. 	<ul style="list-style-type: none"> ■ Subject to licence being granted, and compliance with a regulatory regime, by District, Borough or City authority. ■ Standard driver regulation by DVLA.

Type	Vehicle Criteria	Driver Criteria	Operational Criteria	Regulatory Criteria
Private Hire ('Minicabs')	<ul style="list-style-type: none"> ■ Up to 8 passenger seats. ■ Additional criteria (e.g. accessibility, age) may be added at the discretion of the licensing authority. ■ Vehicles subject to regular checks by licensing authority. 	<ul style="list-style-type: none"> ■ Category B entitlement (standard car). ■ Additional criteria that may be added at the discretion of the licensing authority (e.g. CRB checks, medicals, training standards). 	<ul style="list-style-type: none"> ■ These can only work as private hire vehicles and all journeys in them have to be booked through a licensed private hire operator. They are not allowed to ply for hire nor wait at ranks. ■ Fares individually set by operator. ■ Sharing allowed if agreed in advance. ■ LTA 2008 enabled private hire operators to obtain a special restricted PSV 'O' licence (as for taxis) to enable vehicles to be used for bus services. 	<ul style="list-style-type: none"> ■ Subject to licence being granted, and compliance with a regulatory regime, by District, Borough or City authority. ■ Standard driver regulation by DVLA.

4. Community Transport – General Issues

- 4.1 This section covers a number of generic issues general issues that will be pertinent to any development of CT in Bridport.

Rural Services and Sustainability

- 4.2 There are no easy solutions or 'quick fixes' that can be relied upon in sustaining rural services, and high profile rural DRT services such as Call Connect in Lincolnshire and Bwcabus in South Wales have been extremely expensive to maintain. The challenges that face transport authorities remain acute even after many years of substantial central government fund programmes such as Rural Transport Partnerships, Rural Bus Fund, and Total Transport that were all tasked (and largely failed) to establish sustainable solutions. Any approach to developing new rural services in the current financial climate should be guided by these principles:

- run services on demand or when needed, and be prepared to revise the service as needs change – pilot services are often the best way to test the market;

- operate vehicles of appropriate size for the demand, the smaller the better in terms of operating costs;
- attempt to recover as much of the cost as possible through fares, the stark reality is that rural bus users must expect to pay more than their urban counterparts;
- investigate how the funding support can be gleaned from a variety of stakeholders by tailoring services to their requirements (e.g. NHS);
- use volunteer drivers where possible to eliminate the largest operational revenue burden; and
- where possible utilise existing transport operations rather than create new ones.

4.3 One means of enhancing sustainability that has genuine potential is the integration of the transport delivery to cover the needs of more than one commissioning authority. This has been a key objective of the recent Total Transport programme. The premise of integration is very simple:

- a contracted school service might be also open to the general public, or be able to include a supplementary route outside of the peak demand period for the school;
- a Non-Emergency Patient Transport service may be combined with a Dial-a-Ride.

4.4 However, the ability for commissioning authorities to agree an effective way of sharing resources in this way has been less apparent, despite attempts to create a central booking and schedule unit (such as at Durham County Council).

4.5 Integrated delivery might entail some degree of compromise, especially if peaks of demand clash, with the inevitable outcome that services become more restricted in destination options and availability window.

Funding Voluntary Sector CT Services

4.6 Voluntary sector CT services are funded in a number of different ways, dependent on local conditions and national programmes. Many voluntary sector CT operators receive financial support from a number of funders, sometimes on a service-specific basis or for localised delivery of a wider service. Funding opportunities can be highly variable and are influenced by a range of determinants such as economic regeneration, rurality, local and central government priorities. More recent times have underlined the fact that a more stringent national economy is likely to hit hard at any provision for CT which ultimately is often dependent on local authority support that is

diminishing. The follow approaches are the most common forms of support for CT:

- Department for Transport (DfT) – Community Transport Minibus Fund. This is a current programme to provide capital for an outright minibus purchase by a community transport operator. The first round of funding in 2014 specifically targeted rural operations and provided 350 vehicles, whilst the 2016 programme focused on services for young people. It is not yet known whether this programme will continue;
- Local transport authority – CT support often derives from passenger transport directorates, though CT often needs special arrangements. It cannot be readily specified, packaged and tendered like other subsidised services. Authorities that have tendered CT delivery competitively have not always successfully achieved improved cost-effectiveness. Transport authorities have generally not recognised group travel services as falling under their remit, so direct funding for these kinds of service is less common. In some authorities, however, the support for CT derives from social services provision, Chief Executive's or other departments;
- Other local authorities – borough, district and parish councils. Discretionary support has been provided by some authorities in line with inclusion policies, localised needs (regeneration programmes), planning gain, and general voluntary sector support. There have been recent moves from some cash-strapped local authorities (e.g. Lancashire County Council) to abdicate the commissioning of socially-necessary local bus services to the parish councils, along with some financial and advisory support - in Lancashire's case the parishes themselves have been generally less than enthusiastic to take on this role. More recently, parish councils have increased the Parish Precept to specifically subsidise local bus services (example in Lancashire);
- Local development funds – these might be targeting areas that are geographically defined or subject to specific measures or initiatives where external funding is available (from EU, for example), and where transport need / connectivity has been highlighted as a key factor;
- Health sector – the NHS contributes financial support to a number of CT operations, sometimes for specific service provision (e.g. PTS trip delivery, GP surgery services) or more generally (supporting a holistic approach to well-being). There is, however, no formal requirement to do so and no accepted approach to such arrangements being brokered. In general, however, many CT services contribute directly or indirectly towards NHS objectives without any financial contribution;
- Big Lottery – many CT services have gained Lottery money, either capital grants, three or four year revenue support programmes or combinations of revenue and capital. Grants can be significant in size but awards are made

on a competitive basis, and success rates are variable. Lottery grants are made against changing priorities and themes, not all of which are compatible with CT. Big Lottery (along with many Trust Funds) prefer to support services that are new or target previously unmet needs rather than replace other funding that has ceased;

- Trust funds – generally offer smaller grant support to the Lottery, a few will support CT services, often with capital (e.g. for vehicles);
- Partnership approaches – pooling resources to commission services with cross-agency benefits has proved to be a useful way of sustaining CT services. A typical partnership might be brokered between the health sector and one or more tiers of local authority;
- Local Business Sector – there is potential for the local business sector (via Chamber of Trade contacts) to make a donation to CT operations, or to assist with a fund raising promotion. As CT services often function to improve access to retail, there are good grounds to expect a sympathetic hearing. Donations are often best focussed around a tangible item (e.g. vehicle) rather than for general revenue;
- Leverage from other council contracts – CT services have been resourced by commissioners seeking added value (or marginally costed provision off peak) on the back of day care or education transport contracts.

4.7 Cost to the User - this is a perennial challenge for CT operations and there is no accepted formula for reaching the right balance. Fares / charges are generally determined around a number of variables:

- restrictions on surplus generation imposed by permit operations and car sharing mileage reimbursement;
- applicability (or lack of) of concessionary passes on CT services;
- commitment to inclusivity and making services accessible to those of low economic means;
- expectations of and conditions required by funders and commissioners;
- business model of non-profit operators facing sustainability challenges;
- elasticity of the market – the point at which a CT service is simply beyond the means of its target beneficiaries, or more expensive than a taxi.

4.8 Feedback in Error! Reference source not found. above has suggested that some people are not willing to pay a premium fare for an appropriate service. At the same time, reductions in local authority support has seen many CT services increase their fares (or, indeed, introduce fares for the first time) and / or withdraw the use of concessionary entitlements. In the interests of

sustainability we would recommend that any new service that might be launched looks carefully at the beneficiaries' ability to pay and charges as much as is deemed reasonable without deterring those in the most need. This can be a delicate balance.

5. Quality Standards

- 5.1 Although CT services in general can be assumed to embody a number of generic (or even unique) factors that characterise their 'caring' or locally-responsive service provision, there is often some variation of emphasis between different projects, and a potential lack of consensus around what constitutes a high quality service standard. It is important to recognise the difference between legal obligations (which are generic and enforceable) and good practice (which ultimately is optional). Any CT service development or support by BTC would need to ensure that both these aspects are addressed and attained to the authority's satisfaction.
- 5.2 However, there is no acknowledged system of achieving or attaining a high organisational and operational standard within the CT sector apart from a number of very common training standards (e.g. MiDAS driver training) and the Community Transport Associations Quality Mark, which is much less common. Quality standards vary within CT, and understandably the larger operations (with more resources) can be expected to attain higher standards.
- 5.3 Yet greater expectations are being placed on all CT providers to meet higher professional standards. Some of these are statutory requirements and others remain discretionary 'best practice' (but might be insisted upon by commissioners). Training and personnel management is central to this issue. A conscientious CT provider would engage and train its operational personnel (staff or volunteers) to at least the following standards:
- Disclosure & Barring Service (DBS) – checks enable safer recruitment decisions with both staff and volunteers;
 - MIDAS / PATS (accessible, Car / MPV) – the CT training standard for drivers and assistants, though this is not universally applied. The vast majority of minibus drivers will be MiDAS trained but car scheme drivers often are not;
 - Wheelchair Tie-Down & Restraint Systems (WTORS) – some operators of fully accessible services have looked at more specialist training, beyond that provided by MiDAS, due to the wide diversity of wheelchair types in use;
 - Safeguarding (children and vulnerable adults) – this has gained greater importance recently, and is mandatory for many local authority contractors who come into contact with this client group;

- Health & Safety – this would be both specific to the organisation’s vehicles and practices, but also generic around duty of care, risk assessment, corporate responsibility;
- Disability Awareness – whilst this is a key component of the accessible MiDAS module, in some projects more specialist training has been added e.g. dementia awareness, autism etc;
- First Aid – the short ‘save a life’ type course is readily available and can prove invaluable;
- Customer Care – including dignity and respect of passenger, equality duty, complaints management, confidentiality, data protection, managing challenging behaviour – there are some off-the-peg courses available, such as WorldHost.

5.4 Many CT managers have no transport-specific qualifications or training at all, mainly due to lack of an obvious standard – although the Certificate of Professional Competence – National Passenger goes a long way to covering a number of basic areas of transport management that are very relevant to CT.

5.5 Although the CT sector has led the way in raising training standards with MiDAS, it needs to make ongoing efforts to maintain its assurance of quality. In practice MiDAS standards can be variable. The additional challenge of the dwindling number of drivers with pre-1997 automatic D1 entitlements remains. The option of additional training to PCV D category can be expensive. Some other training components, however, such as Safeguarding, are easy to access. The CTA Quality Mark provides a useful overall standard for the sector but needs some concerted internal effort to achieve and is more attainable for medium to larger operators.

5.6 From an operational and organisational point of view, the following areas should be covered by an appropriate policy / protocol / procedure:

- Constitutional & governance (charitable objectives, governing documents, meetings)
- Trustees (standing orders, voting rights, terms of tenure)
- Financial (accounts, payroll, expenses, fares, budget setting)
- Health & Safety (risk assessments)
- Legislation relating to specific functions / items (e.g. lifts)
- Staff handbook
- Volunteers
- Data Protection

- Confidentiality
- Vehicle Procurement & replacement
- Vehicle management
- Operator licensing.

5.7 The quality standards noted above (the list is not exhaustive) indicate those that a new operator should attain or which a service commissioner should require from any contractor.

6. Marketing & Branding

6.1 Whilst marketing public bus services is a long established practice in the UK (especially in recent years when modal shift has become a prime objective), CT operators have been less impelled to adopt any active or coherent approach. Many CT services may have a marketing drive during a launch phase but soon fall back on the self-perpetuation that word-of-mouth publicity brings, along with returning users. This approach is also convenient for the voluntary sector because it rarely has any significant budget for publicity, and conventional approaches to advertising are expensive.

6.2 There are several different reasons why a CT service might be marketed, including the need to:

- create / continue patronage – a customer base needs to be established and maintained to make the service viable; maintenance reflects, amongst other issues, the fact that the customer base has a high mortality rate;
- establish the target users – CT needs to make clear that its services are only available to a subset (of the wider community) who have mobility restrictions – this is less pertinent in rural situations where the mobility restriction is one of a generic locale lacking alternate transport means;
- emphasise the quality standards – the care and personal support element that CT offers above and beyond conventional services;
- emphasise the accessibility of the service – this is in both physical terms (wheelchair access to vehicle, door-to-door provision) and economic (affordable fares, subsidised travel);
- assist penetration – the CT resource needs to be made available to the widest number of eligible persons;
- achieve equity – services need to be delivered as equally as possible amongst different elements within the community (ethnic diversity, geographic spread) and this becomes more critical in situations where demand outstrips supply;

- generate public perception / visibility – a CT service benefits from being recognised, understood and appreciated by the community at large;
- assist with networking / partnership building – this is a two way process as the branding is an acknowledgement of stakeholder involvement, and also signals to other agencies (e.g. health, social care, regeneration), as well as potential funders, the value of CT.

6.3 Regarding an actual brand, this should be vibrant and dynamic, not drawing any attention to the specific needs of the potential passengers, and comparable to the better forms of public transport marketing. Positive use of a local identity can be valuable. In general, rural minibuses (such as many of the s22 Community Buses noted previously) are easily branded but local car schemes are more difficult.

7. Volunteering

7.1 Volunteering is central to the sustainability of many CT services for the simple reason that it removes what is usually the largest cost component – driver salaries. Volunteering also has a number of other benefits (for the volunteer, and for the community in general), and is a widely-embraced characteristic of the Third sector. Volunteering is likely to be of significant relevance to how any service in Bridport is configured, and volunteer involvement runs through the vast majority of the options outlined.

7.2 Volunteers, however, are not an infinite resource: recruitment, induction, training and ongoing support requires a concerted effort and supporting budget. It is also a fact that when looked at UK-wide, the CT sector does not always fare as well as other charities in its ability to attract volunteers. For a Bridport CT project to generate interest from would-be volunteers, a dynamic and active approach to recruitment, retention and support would need to be adopted, involving:

- Professional, well-branded, slick recruitment methods – multimedia approach, wide networking capabilities, close working with Volunteering Centres, accurate and updated contact database management;
- Well-developed volunteer roles, support systems and policies, with a dedicated volunteer co-ordinator – ongoing support, development and training;
- Clear and transparent policy to reimburse expenses;
- Beyond driving, developing a wider variety of volunteering roles to suit the differing skills / abilities / ages of potential volunteers – short and long term roles to suit different levels of commitment, ability to create bespoke roles around individual skill-sets / personal strengths;

- Volunteering roles that are 'time-dependent', eliminate the need for any open-ended commitment (especially at trustee level), and have an active system for celebrating and valuing departing volunteers (many volunteers feel they have no escape route);
- A culture of understanding the added value of volunteering: that it is not eliminating paid work, might involve fully integrating volunteers with paid staff in a relatively seamless way (e.g. paid staff should not feel the longevity of their tenure be threatened by volunteers' presence and conversely volunteers should understand that any volunteering activity cannot be viewed as a prelude to eventual paid employment or other material gain);
- A fast track induction / involvement process that does not (a) keep volunteers waiting weeks, (b) overload them with bureaucracy or (c) discard volunteers who cannot immediately be used;
- Well-established and efficient training arrangements. The need for DBS checks can prevent instant volunteer involvement, and together with MiDAS can be problematic. A project should have a way of involving volunteers rapidly (in a more supported way) whilst these issues are sorted;
- Celebration / appreciation events – pub socials, benefits, achievement awards, opportunities for volunteers to interact together (many work on their own) and also with paid staff;
- Audit trail to measure value of volunteering to be reflected in reporting, Annual Report, etc. This should capture volunteering hours = £ saved. Also, an appreciation of the skills that volunteers bring to projects;
- A collective approach, sharing volunteers between projects, passing on volunteers who might not be suitable in one place, but good elsewhere, never turning volunteers away but always finding some niche. Volunteer Centres are able to play a critical role here.

8. Monitoring & Evaluation

- 8.1 A CT should communicate its performance in a transparent way that fulfils its obligations for internal purposes (the trustee board requires accurate and timely management information), for external monitoring (funders and stakeholders may stipulate the kind of data they require to be reported), and the wider community. This is partly achieved by the circulation of an annual report (which would contain, at minimum, a set of accounts), and by a range of supplementary material that outlines the performance outputs and outcomes.
- 8.2 Any service that BTC might commission or support should produce adequate operational data to ascertain that standards are being met, along with a range of detail that allows for evaluation, such as:

- Number of trips requested
- Number of trips delivered
- Number of trips refused / unfulfilled
- Number of service users (active / passive)
- Feedback / Comments / Complaints
- Vehicle performance data (mileage, running costs etc)
- Journeys by purpose (e.g. shopping, health care, social)
- Fares income
- Accidents / Incidents

8.3 The above list is not exhaustive, and the collecting and reporting of this data should be accorded a high priority. In some cases, much of this data collection will be done via bookings / scheduling software.

8.4 Performance data is essential for the enactment of any contract terms in which payments are intrinsically linked to targets being met. They are therefore important as audit trail. We would recommend that any commissioned service from BTC should be made under contract terms which stipulate performance targets (outputs) agreed by both parties in advance, and which are conditional to payments being made.

9. Digital Media & New Technologies

9.1 The use of the internet and the revolution in how services are marketed and procured via web-based systems (and the growth in related social media) have developed rapidly in recent times. Yet some CTs do not even have a website (nor think it particularly important to develop one). Many CTs are not particularly proactive in how they market their services in general, feeling a) it costs money that is better spent on delivery and b) it would only generate demand that they cannot fulfil. Some CTs that have embraced a web profile have poorly designed and unsympathetic websites (invariably out of date), often put together by an enthusiastic board member or volunteer. If CT were functioning exclusively within a competitive commercial market, its whole marketing ethos would have to be dramatically sharper.

9.2 It cannot be denied that some high quality marketing materials often involve considerable cost, and that CTs will never enjoy a large advertising budget. Regarding lack of websites, many CTs might reason that: "our users don't have the internet or can't use mobile phones or computers". As well as making stereotypical assumptions that are increasingly redundant, this stance does not allow for the fact that whilst an older dial-a-ride user might not search for

appropriate transport using the internet, a social worker, support worker, carer or relative (acting on their behalf) almost certainly would do. The online profile is also an extremely important one for external funders and stakeholders. Adequate marketing is important to achieve equity of provision – offering the service to the widest possible membership and ensuring new users' needs are not ignored.

10. State Aid & Procurement of CT

- 10.1 The means by which any authority procures its services has an inevitable effect upon;
- the kind of service that is consequently provided and
 - the kind of organisation that acts as provider.
- 10.2 In many local authorities over the past 20 years, procurement of CT has progressed from deficit funding arrangements (retrospective grants to cover an operator's loss), through annual grants (latterly backed by Service Level Agreements) to full competitive tender.
- 10.3 The reasons for this progression have much to do with the developing process around how local authority procurement has responded to directives from both the UK central government and the EU.
- 10.4 The current broad approaches for procurement of CT and DRT services are:
- Grant – a traditional way of funding non-commercial activities from external agencies, but one with limitations for local authorities. This is now less-favoured than was previously the case due to its lack of specificity, the fact that significant discretion in how the funds are applied is passed to the recipient organisation, the potential for misunderstandings in the relationship between the authority and the grantee and, more recently, and particularly as CT groups have moved towards establishing themselves on a more business-like footing, its vulnerability to criticisms of it distorting the market for transport services;
 - Service Level Agreement (SLA) – this was developed in an attempt to overcome the lack of specificity and potential for misunderstandings by creating a framework that sets out the expectations of both parties to the agreement. In particular, this usually describes the expected outputs, any conditionality about the funding and what happens if the outputs are not delivered or other conditions are not complied with, including revocation of the funding;
 - Contract – the legal agreement of offer, acceptance and consideration around a specification for delivery.

and various mixtures of the above that have been adopted according to circumstance.

- 10.5 It is important to note that from a formal legal perspective, funding arrangements are either grants or contracts; there is no legal form that is a halfway house between them. Consequently, whether a SLA is actually intended to simply be a clarification of a grant arrangement, or whether it is intended to create actionable obligations between the parties i.e. a contract, will depend upon the individual circumstances in each case. It may be noted that some local authorities are not apparently aware of this distinction.
- 10.6 There is no general legal requirement for contracts to be won by competitive tender (other than under European competition rules discussed below). Whether this is the case will depend upon whether this is the most appropriate means of the council procuring the desired service which will be set out in standing orders and guidance from the council's procurement team. In the case of financial support by local authorities for local bus services, there was a general requirement under the Transport Act 1985 that these were secured by competitive tender. This was tempered by a 'de minimis' rule that allowed authorities to award contracts directly (i.e. without competitive tender) – initially this was limited to contracts of up to £12,000 with a maximum threshold of £70,000 p.a. per operator. In England they are now: £30,000 per contract with no limit per operator, in the case of authorities with expenditure on local bus services of less than £600,000 p.a., and up to 25% of the authority's bus service support budget, with no limits on individual contracts or operator thresholds, in the case of authorities with forecast expenditure above £600,000. As BTC is not likely to be awarding transport contracts at anything like this level, we assume that this can be disregarded.
- 10.7 Recently, a few authorities (including Hampshire County Council) have concluded that support for CT qualifies as state aid under European rules, and therefore competition regulations apply. It is worth noting that the majority of authorities are currently either ignoring this issue or disputing the reasoning behind it. In principle, any 'state aid' (publicly financed interventions that favour one operator or class of operator and which distort or potentially distort market competition) above €100,000 over 3 years (ca. £87,000 – that is, £29,000 p.a. maximum grant) is not allowed under EU legislation. Financial support for services above this level therefore has to go through a competition process that meets EU standards, assuming that the service concerned can be considered to be provided within a competitive market. Clearly, this legislation will be void following the UK withdrawal from the EU, although similar UK legislation might be introduced to replace it. Again, it is unlikely that BTC will be making contract awards above this threshold.
- 10.8 In general, local authorities are moving towards commissioning CT as they would any other service from the competitive market. This is usually done for one or more of the following reasons:

- to reduce costs – same service, less money
- to improve productivity – more service, same money
- to achieve legal compliance – meeting EU procurement requirements
- to eliminate poorly performing CTs
- to create a 'level playing field' – to be seen to be giving other (non-CT) transport providers a chance to bid
- to pin down what is expected – providers must deliver against a precise specification
- to create firmer contract arrangements – give more control than with grants and SLAs
- to streamline arrangements – merging several SLAs under one contract.

10.9 Many CTs find bidding in this way time-consuming, distasteful and too fraught with uncertainty. It is alien to their traditional outlook. It requires commercial and business-like skills that they struggle to provide. CTs often feel that they cannot compete on price, and must emphasise quality – but may feel that LAs are not so interested in quality that they will pay over the odds. More fundamentally, some CTs will feel that their traditional 'ownership' and ability to define and develop services has been usurped by the LA, who commodify CT as an LTP output rather than as a result of local community empowerment.

11. Social Value Act

11.1 The purpose of the Public Services (Social Value) Act 2012 is to compel commissioning authorities to seek to gain additional economic, social and environmental value from their procurement activities. The relevant clauses of this Act came into effect (England & Wales) on 31 January 2013. Some authorities had already made attempts at 'smart procurement' – bundling together CT and Adult Social Care trips, for instance, or seeking some added value over and above the standard contract terms. The Act means that authorities will be expected to make contract awards where value is greatest, and not merely against lowest cost.

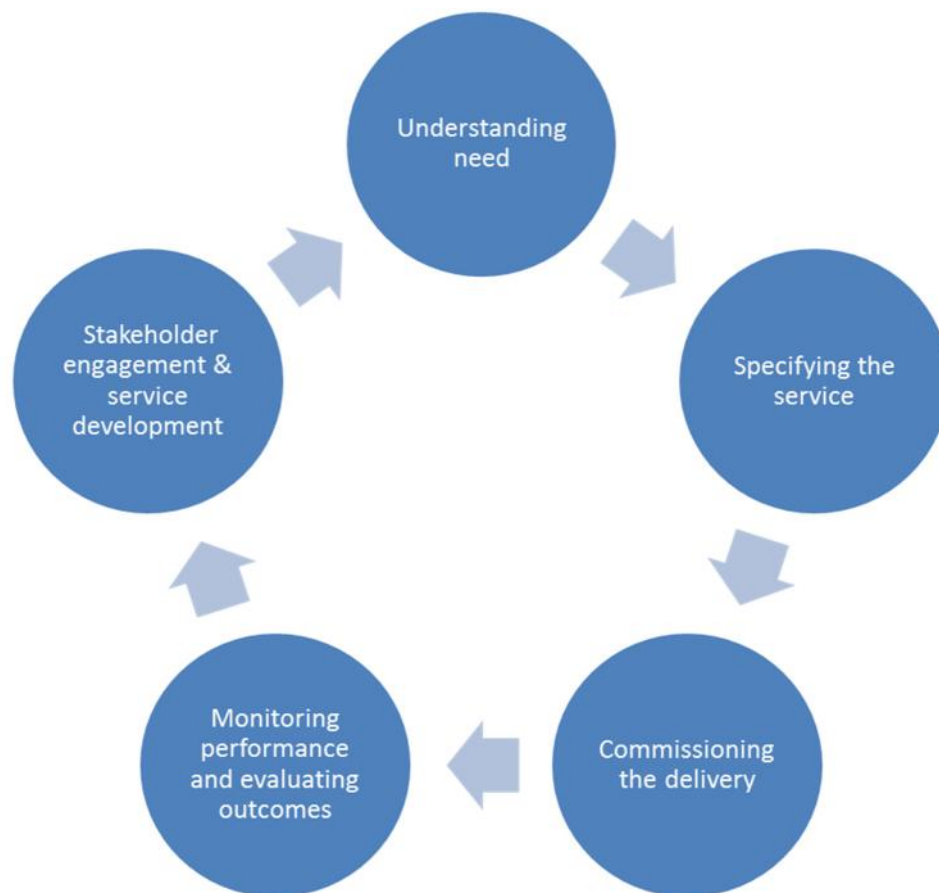
11.2 The Act provides a response to the CT sector, which has felt disadvantaged when bidding head to head against commercial providers due to the feeling that it could always be undercut. In theory, the Act means CT operators should be able to gain an advantage over commercial bidders because providing economic, social and environmental value is fundamental to their activities, and not difficult to factor into any bid (e.g. dial-a-ride provider can offer group transport in downtime). However, CTs would need a systematic way of evidencing such value, and the Local Authorities (likewise), would need to have a means of assessment that can hold up to the rigours of the

procurement process. In practice, however, after over four years in force, we are not aware of any local authorities having successfully used the Act commission or enhance transport services for mobility impaired residents.

12. Service Design

- 12.1 Without any planning tools (such as DfT's Accession) and with relatively crude demand forecasting methods, CT service design has often been of the "try it and see" variety, and pilot projects and early operational experience have determined how much is provided, and what form it takes. Design would take account of mode (minibus, car scheme, taxi), accessibility levels, coverage (times, locations served), fares policy, eligibility, bookings and membership criteria (eligibility criteria in CT services, although constrained by s19 regulations, can vary in detail). Design would also need to take account of other services that exist as outlined in 2 above. Demand analysis and service design can also be understood as a cyclic process as depicted in Figure DD below. This recognises the fact that needs change and service specifications should be amended to reflect this. The use of pilot services is often preferred before any commitment to longer term provision is made.

Figure DD: Service Design & Development Cycle



13. General Comment

13.1 We observe that the more successful CT projects (in addition to meeting aforementioned legal requirements and achieving high standards of best practice) also tend to embody the following characteristics:

- an involved and engaged trustee board with a diversity of relevant skills;
- an energetic, multi-tasking manager or co-ordinator;
- a good networking profile with the wider community;
- involvement of end beneficiaries in service planning and delivery;
- an ability to be flexible, to adapt the operational model to changing circumstances.

13.2 It will be noted that these factors are somewhat elusive and cannot be easily accounted for in a service specification or contract.

