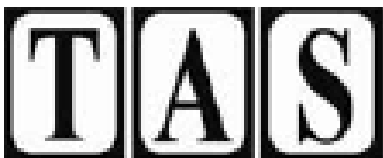


# **Developing sector-led guidance on rural accessibility and transport options**

**Guidance**

Version 0.3 - 15 April 2010



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## 1.0 Introduction

- 1.1 This document provides guidance to help rural local authorities make decisions on achieving cost-effective, long term transport solutions that meet with priorities of local areas and people.
- 1.2 Most rural councils have core policy aims to improve access, but in practice there has been growing road congestion and many bus services have been declining. As a result it has been getting slower and more expensive to reach many services and facilities. Increases in public funding have slowed the rate of decline, but the ability to make similar future increases is uncertain.
- 1.3 The guidance is designed to offer quick reference information on a range of topics with links to good practice and further reading. The suggestions made are not universally accepted approaches but show how some authorities have been successful. In each section a list of *Dos* and *Don'ts* is presented where there is apparent unanimity amongst local authorities about what works and what does not based on the action learning undertaken for this research.
- 1.4 The guidance covers the full breadth of rural transport planning:
  - Understanding what needs to be achieved and how it can be delivered (Chapter 2).
  - Achieving stability between evidence led practice (Chapter 2), political needs (Chapter 3), community wishes (Chapter 6), and business needs (Chapter 6) including ensuring sufficient funding and financial sustainability (Chapter 5).
  - Setting in place the contracts and partnerships for delivery of sustainable transport network coverage (Chapter 7) including the use of new technology, and working effectively with transport providers and operators (Chapter 8).
- 1.5 This guidance has been prepared by:
  - Contacting all rural local authorities to review practice across rural England.
  - Action learning meetings with authorities and their partners to review programme delivery, problems and opportunities.
  - Group debates to calibrate good practice involving clusters of local authorities working together on selected themes.
- 1.6 Some will disagree with the approaches recommended, and others will find how the successful methods described can be adapted to other places. The guidance is intended to stimulate the cross fertilisation of ideas rather than define a prescriptive recipe for success<sup>1</sup>. The opportunities for discussion at the website allow debate about the guidance and further improvements to these resources to improve the ideas in rural transport planning and delivery.

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<sup>1</sup> <http://www.idea.gov.uk/idk/core/page.do?pagelId=15947041>

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## 2.0 From Policy to Delivery

2.1 Local transport planning should include:

- A statement of **policy** - Policies state what authorities want to achieve.
- The development of **strategies** - For complex issues (particularly when partnership working is involved) it is sometimes also necessary to complement policies with a strategy to describe how the policies will be delivered.
- The **planning** of a practical and affordable programme of actions - For all policies and strategies a plan is needed to set out the detail of what will be delivered by whom and by when using defined resources.

2.2 Policy should avoid being used as a defensive mechanism. It is rarely helpful to describe policy aims unless the authority actually has firm plans to deliver something practical as a result. Policies without policy instruments (funding, regulation, etc.) become empty vessels and devalue the policy making process.

2.3 The process of local transport planning therefore requires that management mechanisms are set in place to secure delivery.

### ***Performance management***

2.4 Organisations and staff can appear complex but people within organisations behave fairly predictably once incentives and motives are understood. The process of performance management identifies what it is that an authority wants to achieve and translates this into incentives for staff, contractors and other stakeholders to engage progressively with the authority to deliver the defined goals.

2.5 Mapping core aims through to operational incentives including staff contacts, and structuring management and reporting around these aims, is one of the surest ways to link policy with delivery. ([How are we doing in Nottinghamshire?](#))

2.6 The design of performance measurement is best done from the bottom up, where the staff who manage service delivery design their own measures to fit into the core policies and performance management principles.

### ***Performance measurement – representing what is valued***

2.7 In deciding what is to be measured it is important to establish simple ongoing mechanisms to ensure that data will always be available to measure and monitor progress. Where improvements are not being achieved as planned, there should also be direct links back into management decision cycles to ensure that timely changes are made. It is important to ensure that the management chain and the policy chain match by directly relating community, corporate or service objectives to performance measures.

2.8 Key lessons about measurement are:

- Describe what need is being met – e.g. reducing the public transport fares to reach hospital by public transport by x%.
- Make it understandable – e.g. communities of over 5,000 have an hourly bus service to a regional centre.
- Ensure that the recipients of funding do as much of the assessment as they can themselves - Self assessment is a very progressive mechanism since it requires both the funder and the recipient of funding to think about the criteria for funding. It can also help to build trust (e.g. if a community transport group is able to determine how much funding they are due) whilst retaining accountability and budgetary control through managed audits of self assessments.

### **Procurement**

2.9 The best local authorities are developing procurement skills by harmonising leading professional and public accountability practice to:

- Use forms of contract when buying transport services that ensure that operators have incentives to grow revenue. In contracts, authorities should ideally support operators per passenger mile rather than by vehicle miles. In some places operators contracted to deliver a service have actually found it cheaper not to carry passengers as it saves on cleaning and maintenance costs, so services have not been advertised or marketed effectively. Contracts should ensure that the public investment in supported services is levered through patronage growth.
- Working with potential suppliers. Tendered costs can be relatively high in rural areas but building up the capacity of rural operators to offer services can help to reduce this. Leading authorities have all built up close relationships with large and small operators and fostered new entrants to the market. By discussing potential requirements before starting a tender process, the operators can also inform the authority about things they can do well to ensure that the procurement approach gets the best from potential suppliers. ([Added Value from Bus Contracts in Norfolk](#))
- Offer training and support to new entrants to the market. Costs are sometimes unnecessarily high due to limited competition. Improving competitiveness in the market can improve value for money.
- Ensure good communication. Avoid situations where particular operators feel they have not been treated fairly, by ensuring that there is a good working relationship where taxi, bus and CT operators all understand what they are best at, and how they can work constructively with the Council.
- Use contracts that meet everyone's needs – if the contract does not cover a particular category of passenger it is still necessary to specify how other local people will be handled – e.g. if they will be referred on to another service.
- Design contracts which integrate services across local authority departments and external agencies.

- Ensure a procurement process that takes into account the wider social inclusion and sustainability benefits in the process of evaluation of the 'most economically advantageous tender' – following OGC advice on smarter procurement. There are a number of systems for evaluation including LM3<sup>2</sup> and SROI<sup>3</sup>. ([Valuing Community Buses in East Riding of Yorkshire](#))

<b>Authorities have succeeded by:</b>
Ensuring that the management goals and incentives are aligned with policy.
Getting policy people to debate the practicalities of delivery with operational managers as part of policy formulation and involving service managers and staff in the presentation of council policy.
Measuring what they value to avoid ending up valuing what they measure. Work out what it is that you want to see happen and the best way of measuring whether or not this is being achieved. The effort spent in measurement will more than pay for itself in additional resources.
Harmonising professional goals with efficiency in procurement and supporting suppliers.
<b>Authorities have learned to avoid:</b>
Making unmanageable jumps between policy and delivery (e.g. to support climate change policy provide more bus services - in low demand areas buses can be a less carbon efficient mode of transport than the alternatives). If the policy and funding links are not clear then the delivery will end up being confused, under-funded and unsustainable.
Specifying policies or plans without linking them clearly to corporate authority values and central political priorities.
Contracts that pay for vehicle miles.

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<sup>2</sup> Local Multiplier 3, developed by the New Economics Foundation as a tool for calculating the economic contribution to the local community – see:  
<http://www.proveandimprove.org/new/tools/localmultiplier3.php>

<sup>3</sup> Social Return on Investment is a measurement tool derived from traditional cost benefit analysis and social accounting

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## **3.0 Skills and Changing Cultures**

### ***Supporting elected members with difficult choices***

- 3.1 Elected members face many difficult transport choices. There is a relatively large lobby industry in transport particularly for rail, cycling, and road building that sometimes means that planned priorities are difficult to promote. Elected members can easily find they are on the defensive and that transport becomes a political graveyard.
- 3.2 Successful local authorities help to stabilise the political debate by:
- Developing good relationships with the local media - If transport planners have successfully understood what is needed to improve transport, and can gain the support for this from local people, then local media will generally portray transport policies positively “residents celebrate battle for investment in town centre”.
  - Ensuring that most transport investment involves a shared commitment between the local community and the authority - If people are investing in delivering the solutions then they are much more likely to support the outcomes (e.g. a neighbourhood watch group inspecting and reporting on road and lighting defects).
  - Identifying priorities that are shared across political parties - Most transport decisions are non-political. Transport debate often gets hijacked by the differences. Clear prioritisation mechanisms for investment help to stabilise transport programme delivery and set marginal differences of perspective in context as relatively low priorities.

### ***Recruiting and fostering the right skills***

- 3.3 Transport is often more attractive as a career choice to people who like vehicles and infrastructure, than to people who might more naturally choose other professions where interaction with people is considered to be central to the job. As a result the needs of people have not received the attention they deserve. The best authorities have found that:
- Training in the softer skills is becoming more important. In recent years DfT has supported organisations like the Association of Commuter Transport (ACT <http://www.acttravelwise.org/home>) and the Business Travel Plan Network (<http://www.nbtpn.org.uk/>) who offer a range of training services.
  - Recruiting staff with established skills in marketing and consumer engagement reaps dividends. Many authorities have found that there has been a culture change in their office when new staff with different skills join.
  - Fundraising skills will be particularly important in the years ahead. By partnering with organisations like community transport groups, who have these skills and the capabilities to apply for more funding, local authorities can provide the support, authority and trust to complement the agility and fundraising expertise of the third sector.



**Working with partners to clarify leadership, roles and responsibilities**

- 3.4 The balance between the costs of ‘taking services to people’ or ‘people to services’ is seldom analysed on a comparable basis due to different management and funding structures. It is important to think about what others value and may be willing to fund. By aligning transport priorities with other goals, the effectiveness of transport funding is maximised<sup>4</sup>.
- 3.5 To allow more integrated approaches to management and funding, co-production methods (users and professionals working together to design and deliver public services in equal partnership) are<sup>5</sup> being fostered in some places. These seek to devolve decision making on budget allocation to the lowest level so that service users and frontline professionals have the greatest possible role in decision making (see – [Common Wheels in Norfolk](#)).
- 3.6 This means:
  - Providers have budgets based on satisfying a defined need, rather than area based budgets or a per capita spend.
  - Service users receive personalised budgets based on their needs, rather than vouchers for specific services.
- 3.7 These approaches become relatively more important for ensuring equitable distribution of resources when budgets are declining.

<b>Authorities have succeeded by:</b>
Helping elected members by working with communities and the local media in stabilising the transport debate, and helping local communities to campaign for much needed investment.
Getting communities involved in delivery so as to build a shared commitment to delivery, thus reducing the costs of provision, improving the prospects for increased budgets, and building in resilience.
Recruiting the right skills for all aspects of transport delivery from marketing to road design.
Clarifying responsibilities and ensuring that all parties in partnerships have clearly specified stakes and deliverables.
<b>Authorities have learned to avoid:</b>
Reacting to political events rather than leading the transport agenda.

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<sup>4</sup>

<http://www.dft.gov.uk/pgr/regional/ltp/accessibility/developing/research/accessibilityplanningdevelop3614>

<sup>5</sup> [http://www.cabinetoffice.gov.uk/media/207033/public\\_services\\_co-production.pdf](http://www.cabinetoffice.gov.uk/media/207033/public_services_co-production.pdf)

## **4.0 Partnership and Communication**

4.1 A key role for transport authorities is to make the case for investment in transport. This often means describing transport problems in terms that funders and users of transport will understand. By recognising the needs of rural areas and the desires of the funders of transport, the sector is better placed to raise funding from a wide range of sources.

### ***Measuring and communicating accessibility change***

4.2 In many parts of the country, bus services have been declining. Combined with growing road congestion it has been getting slower and more expensive to access many destinations and services by car and public transport.

4.3 Increases in public funding for bus services, and new development in rural areas, have slowed the rate of decline, but the ability to make similar future increases is uncertain. Although rural areas have not faced the major increases in road congestion seen in cities, road congestion has still been growing in many rural market towns reducing their competitiveness as accessible destinations for shops, GPs, leisure services and other opportunities.

4.4 In measuring and influencing access, key points are that:

- Provided there is a clear transport network hierarchy with neighbourhood, village, town and city interchange points then access can be maintained through connections to the nearest interchange. Most leading rural authorities have adopted this approach to service planning and measure access times to the core transport network. ([Making Analysis Relevant to the Norfolk Transport Hierarchy](#))
- Often the cheapest way to improve access is to bring services to people rather than transport people to services. The need for partnership working to achieve these benefits was one of the reasons for introducing accessibility planning processes. Partnerships across the country are now reconnecting local people with mobile or locally delivered services. ([Health in Transit](#))

4.5 The more complex analysis tools in use such as transport models and accessibility models generally seem to be poorly linked with funding decisions in most authorities. This does not necessarily mean that the use of such techniques should be avoided, but suggests that greater priority might be given to integrating analysis teams within the management structures of authorities.

### ***Cross sector working***

4.6 Transport relies increasingly on cross sectoral funding. Where the case for transport investment has not been made jointly with other sectors then budgets have been declining and these pressures are growing. ([Improving Employability through Cross Sector Wheels to Work](#))

4.7 Cross sectoral working ensures that:

- Land use planning locates new development in places that can be served efficiently by transport - This could be locations already served by good transport or locations where the new development is undertaken with complementary transport investment to meet all people's needs. ([A New Connection – Linking Transport and Planning in Cumbria](#))
  - Roles and responsibilities of public agencies are clear - Transport is a derived demand, so health, education and other sectors may not be as concerned about the travel demand they generate as the transport authority. Reactive transport authorities can find it hard to help their partners in other sectors without additional funding, but proactive joint working can usually be supported by all.
  - Local area agreements (LAA) and multi-area agreements (MAA) can channel funding into transport. Some local authorities have found that they are starved of transport funding since the LAAs and MAAs have not embraced transport investment as a priority for their funding.
- 4.8 There are different cultures in different sectors, and cross sectoral working may not prove to be practical with all sectors all of the time. Nevertheless every strong local transport authority is succeeding in delivering at least some programmes in partnership with health, education, social services, regeneration, or some other sector.
- 4.9 Keys to success are;
- Demonstrating what can be achieved using a clear evidence base underpinned with an understanding of people's needs - The process of accessibility planning provides a structure within which to plan access for people.
  - Pragmatism and avoiding demoralising energy sinks - Some doors are open; others are not. Success with delivery more easily achieved will pave the way for success in breaking down other barriers. Avoid wasting energy on promoting coordination where it becomes clear that staff in the potential partner agency have no active interest.
  - Reinforcing the progressive service delivery ethos of helping others deliver their goals – Transport is a derived demand so helping those organizations that drive the demand to improve access in the most efficient and effective way breeds co-operation. It is particularly important to offer low effort solutions to partners who say they are not interested in transport and cannot prioritise time to deal with it.
  - Finding things in common with partners and opportunities to co-operate – Aims for joined up policy are rarely reflected in practice. Overlaps between different policies provide the bridges to joint action. Partnerships usually involve the suppression of some single sector goals in pursuit of mutual benefit. A critical issue is the ability of the transport unit to understand the priorities of non-transport partners in their terms and to express ideas in their language and timetable.

- Marketing and information to explain what transport can deliver – Transport has a poor track record in marketing. Marketing needs to move from telling and selling to more targeted relationships with customers and purchasers. (see - [Customer Service in Norfolk](#))

### **Marketing**

- 4.10 It is widely recognised that transport marketing has fallen well behind other sectors. Addressing gaps in social and environmental marketing can also help to change behaviour towards more sustainable and affordable patterns.
- 4.11 The transport sector needs to market its services to:
- Corporate purchasers (e.g. business, the NHS, etc.) – Most people outside the transport industry will do the easiest thing when making transport choices. That might involve jumping in a car or getting a private taxi more often than is efficient and good value. The marketing of opportunities to purchase efficient integrated shared transport services must be competitive with the marketing of private alternatives. (see - [Marketing Connections in Lincolnshire](#))
  - Travellers – Transport operators who communicate with their customers are much better placed to grow their markets and sustain their services. Many rural services survive on the strength of the social relationships between travellers, with drivers and with operators. These relationships are often strongest for community transport operators.
- 4.12 Marketing shapes attitudes and behaviour and key themes in rural transport need to be:
- Getting closer to people and their needs – In rural communities people are often good at helping each other and rural transport can become part of this community. Marketing can explain how use of the transport system affects the experiences of everyone who lives there. Walking to the shops keeps the village free of traffic and using the bus helps to sustain services and bring fares down for everyone.
  - Consistency shapes behaviour – Marketing helps people to discover how they can make best use of the transport system and mould it into their lifestyles. Helping people to build their lives round efficient transport demands consistency of provision and not over promising on service delivery. Changes to transport services need to come from the community upwards. Top down proposals to change transport will often be politically unstable, particularly for fragile rural economies, but honest top down marketing can help to build sustainable approaches.
  - Helping people care for their communities – Transport brands need to be closely associated with social, cultural and environmental aims of the community. People want to fit in and feel part of the community. If it is not socially normal to travel in a particular way then marketing can help to overcome these barriers by explaining why things are changing.

- Marketing must be accurate – If transport solutions are marketed which are not better than the choices that the traveller might otherwise have made, then the marketing will undermine everyone associated with providing the inaccurate information.
- People want to enjoy what they do – Public transport is sometimes viewed as worthy but unpleasant. There is a need to change these perceptions. Marketing can tell stories about new business contacts made on the train, or friends made on the bus or simply feeling healthier and happier.

<b>Authorities have succeeded by:</b>
Making the case for transport investment by linking transport goals with those of funders.
Drawing funding from across a wide range of sectors through delivery-focused partnerships.
Taking marketing seriously, which pays dividends. Transport customers in rural areas often receive no marketing at all from public authorities. Often the largest purchasers are public agencies so marketing targeted at their needs tends to grow income for transport operators. Good communication with local communities helps them find pragmatic solutions to local problems.
Improving the use of scarce transport resources by planning transport across sectors.
<b>Authorities have learned to avoid:</b>
Staff energy sinks trying to open doors to joint working that are closed.
Partnerships that do not have a clear delivery outcome.

## **5.0 Securing Sufficient Funding**

- 5.1 In all authorities, transport investment is constrained by budgets and prioritised by political needs. In the best authorities, economic and social needs drive the budget availability, and policy objectives frame the political needs.
- 5.2 When funding declines there can be a tendency to retrench and defend budgets rather than reach out for new funding. This can have the double disadvantage of reducing efficiency gains achieved through cross sector working as well as reducing the prospects for new funding.
- 5.3 Public funding will be under pressure so the role of authorities in assembling sufficient funding<sup>6</sup> to meet local needs will become more important (see - [Priority based budgeting in Nottinghamshire](#)).

### ***Priority based budgeting***

- 5.4 Sometimes the most important factor affecting a budget allocation is how much was spent the previous year. The best authorities have moved to a system of priority based budgeting where the authority defines its priorities and allocates the available budget in line with these policy priorities. This has many advantages:
- It ensures that delivery is modified to ensure the best possible fit with the aims of the authority each time budgets are re-allocated.
  - It requires policy makers to get involved in decisions about routine tasks ensuring that these get the attention and priority they deserve.
  - It requires service delivery managers to get involved in the policy development process. If they do not, then they end up with no money.

### ***A more efficient economy - who pays for rural transport?***

- 5.5 By far the largest funder of rural transport is travellers themselves. Car purchase and fuel are the largest elements, but even amongst non car owning households spending on taxi fares exceeds spending on bus and rail fares.
- 5.6 In securing sufficient funding for rural transport, essential elements are:
- Car park charges are an important income source and need to be managed as part of the transport budget. Income from parking not only helps to fund transport in transport authorities but ensures that parking charges are set at a level which ensures sufficient funding for good parking supply, efficient bus services, attractive streetscapes and other transport investment necessary for economic success and social inclusion.
  - To ensure that all businesses and public agencies use their business travel plans to ensure they are making efficient and competitive

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<sup>6</sup> Funding Sources for Rural Transport - <http://www.idea.gov.uk/idk/core/page.do?pageId=16000358>

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travel choices. Even a few hundred annual bus season tickets purchased as part of employee business travel plans in an area can make a difference to the viability of rural bus services. Larger employers can also negotiate attractive terms with transport operators with discounts from bus and taxi companies. Businesses without staff and customer travel plans can become uncompetitive and unsustainable.

- Changes in spending by travellers are likely to be more important for the viability of rural transport than even quite large changes in public budgets. When public budgets are tight, investment in activities that promote changes in spending by travellers becomes relatively more important. ( [Raising Funding through Social Enterprise in Devon](#))

### **Making the case**

- 5.7 The consequences of transport failure are much more costly than transport costs. Authorities who fail to make the case for transport investment within Local Area Agreements (LAA) and Multi-Area Agreements (MAA) could find that transport in their areas ends up being under-funded.
- 5.8 Rural transport adds value to a local economy and society and there are a range of guides available on how to make the case for funding and assemble funds such as:
- [Community Transport Funders Guide](#)<sup>7</sup>
  - [Transport appraisal](#)<sup>8</sup>
  - [Cross sector benefits of accessibility planning](#)<sup>9</sup>
- 5.9 The case for investment can be built on:

### Access to services

- Employment and training offering opportunities for people to access employment, for companies to increase their competitiveness with improved labour market catchments, helping to foster a better trained workforce.
- Social services providing opportunities for people who might otherwise become social services clients, or towards whom that department has general responsibilities – Value is defined from the benefits of participation in activities (such as formal or informal day care, luncheon clubs and outings), from the benefits of individuals maintaining or enhancing their ability to live independently, allowing people to engage in commercial activities such as shopping and reducing the call on other social services interventions.

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<sup>7</sup> <http://www.ratransport.co.uk/images/CTA%20Funders.pdf>

<sup>8</sup> WebTAG - <http://www.dft.gov.uk/webtag>

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<http://www.dft.gov.uk/pgr/regional/ltp/accessibility/guidance/gap/accessibilityplanningguidanc3633?page=14>

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- Education services supporting discretionary educational activities (e.g. off-site visits, exchanges, attendance at events, after-school activities, homework clubs), and supporting youthwork whether in the public or third sector.
- Health services with high quality transport supporting greater wellbeing and access for patients, for hospital visiting, and improved health with better support for active travel.

***Building a clean, strong inclusive society***

- Safety and crime prevention with community based safe routes schemes (safe routes to stations, bus stops, schools, etc.), safe transport schemes, and transport for prison visiting.
- Community, environment, leisure and recreation benefits allowing people to participate more fully in their communities fostering strong sustainable communities.
- Improved community cohesion – with people better able to provide support for each other within the community as they travel around locally and meet each other.
- Efficient management of transport saving social work, education and other departments from unnecessary expenditure, and, often more importantly, wasted time of specialist employees.
- The transport sector as an employer – Although rural residents travel more and pay more for transport, employment in the transport industry is a greater proportion of the workforce in urban areas. The community transport sector also acts as a significant player in the market with voluntary roles as drivers, passenger assistants and administrative staff.

***The balance between user funding and public funding***

5.10 In setting fares, key points for consideration are:

- If the fares do not increase then there might be no service. What are customer expectations of fares and do these expectations need to change? Social attitudes to many things move on but some attitudes to transport remain in the past. How can these be made more realistic?
- If 'affordable' fares cannot be offered, then it is probable that a better transport solution could be adopted. Some transport services operate in very remote areas with support of less than £2 per passenger trip, reflecting the greater passenger contribution.
- It is often important to invest heavily in transport to save money in other sectors. Subsidies per passenger trip in excess of £20 can be necessary during a transition phase from worklessness to financial independence. (see - [A Partnership Funding Approach for Access to Hospital](#))
- High care services cost more to provide but there are many patient transport and social services transport operations where higher quality services could be offered at lower cost.



### **Concessionary fares and travel vouchers**

- 5.11 The allocation of national concessionary fares funding to rural public transport authorities does not increase line with network coverage. Rural authorities can therefore face funding pressures to cut registered bus services to an affordable level since there is no option to raise fares.
- 5.12 If authorities cut rural bus services to a level that can be afforded under the national concessionary fares scheme then everyone might lose out, as no transport would then be available for either fare paying or concessionary travellers.
- 5.13 Some authorities have tackled this problem by reducing the number of scheduled services and replacing them with unregistered demand responsive transport services where fares can be charged to concessionary pass holders. This means that elderly people can still benefit from the availability of transport. This is usually better than the alternative of having no transport at all. A further advantage of this approach (DRT that is only supported by the authority when it is actually requested) is that fare / subsidy levels can be used to manage the budget. By contrast, an authority which only supports conventional bus services is forced, when facing a budget shortfall, to cut some services altogether (see - [Affordable Transport for All with Rural Wheels in Cumbria](#))
- 5.14 Other authorities have made a policy decision to supplement the national scheme to offer free fares for certain categories of traveller on demand responsive services, sometimes also including community transport.
- 5.15 Travel vouchers are a useful approach to allow users to choose the transport option that best meet their needs. In some cases this might mean that a traveller who is eligible for concessionary travel uses the bus when they are able free of charge, but, in recognition that bus services can be limited in rural areas, voucher provision also allows an affordable level of support for them to use on demand responsive transport, taxi and community transport trips.

### **Education as one of the largest funders of transport**

- 5.16 Education transport is often the largest publicly funded rural transport budget. The way that this budget is spent will affect the make up of the vehicle fleet, the skills of the transport staff such as drivers and assistants, the perceptions of transport and the make up of transport operators in the area.
- 5.17 Education authorities will not usually think about transport beyond their statutory deliverables – they are not the experts in this field. Transport authorities therefore need to ensure that they become more active in education planning and transport debates particularly where major changes are planned such as through the Building Schools for the Future programme. This also covers the 14-19 agenda and the need to ensure fair and equitable access to extended school provision – breakfast and after school clubs. (see - [A Real Education on Vehicle Resource Use in Northumberland](#))

<b>Authorities have succeeded by:</b>
Ensuring that economic and social needs drive budget availability, and policy objectives frame political needs.
Tapping consumer expenditure such as car park revenue being used to fund bus services.
Encouraging business to invest in transport through their travel plans.
Managing budgets of partner agencies to make the best overall use of resources.
Making the case for transport funding via LAAs.
Setting transport fares at sustainable levels.
Ensuring that large budgets such as for education are integrated into transport delivery goals and efficiencies.
<b>Authorities have learned to avoid:</b>
Making exclusively budget-driven decisions, where ultimately the only way is down.

## **6.0 Planning for People and Communities**

### ***Recognising the special character of rural areas***

6.1 Transport is a key factor in rural deprivation. Travel costs can also be a very high proportion of household expenditure. Although the costs of tackling transport problems can seem high for transport authorities, they are relatively low compared with the consequences of poor access.

6.2 Rural areas are diverse in nature and solutions need to be tailored to the needs of local areas and of target groups of people. The rurality indices used in the standard urban/rural classification in England classify all census output areas as:

- Sparsely populated.
- Less sparsely populated.

6.3 This is then combined with four categories of morphology:

- Urban areas
- Town and fringe areas
- Villages
- Hamlets and isolated buildings

These categories are then combined to create eight types of rural area.

6.4 Using this widely accepted rural classification links transport planning into more general rural policy and funding streams and facilitates engagement with partners outside transport.

### ***Community planning, LSPs and RDAs***

6.5 Community planning mechanisms are generally helping public agencies to work together. It is good to create a dialogue between transport authorities and other partners. At a local level Local Strategic Partnerships (LSPs) are co-ordinating action including with district councils and parish councils.

6.6 Not all Local Strategic Partnerships (LSPs) are clear about their role in funding and supporting transport, particularly in rural areas. Local authorities need to engage with these organisations to ensure a consistency of approach and links to funding to support community and economic development through transport investment.

6.7 Leading authorities show that this engagement can change delivery by:

- Concentrating on managing project delivery in bite-sized chunks.
- Bringing in volunteer and community resources to add value to delivery.
- Creating a framework within which public authorities in different sectors can work with partner agencies on shared agendas, united by public needs like access to health or education.

6.8 Regional Development Agencies (RDAs) should also be able to prioritise transport investment if this represents the best value approach to support the development of a region. It is important that transport authorities use the local transport and accessibility plan to co-ordinate investment by these partnerships and agencies in priority transport schemes.

**Working with communities**

6.9 Traditional models of public engagement have not worked well. Even the best authorities have experience of being drawn into negative engagement with communities. Co-operation is fostered by identifying shared values and reinforcing practical delivery-focused positive engagement.

6.10 The best authorities are:

- Building delivery partnerships for sites, areas and themes. These involve all sections of the community including businesses, voluntary groups and residents groups.
- Rewarding community based delivery with funding, relying increasingly on short-term capital budgets to build community capacity.
- Putting innovation, flexibility and learning at the heart of shared delivery to achieve objectives creatively and effectively.

6.11 Service planning focused entirely on people's perceived needs, rather than capabilities, has tended to dis-empower users and created unsustainable demands on public resources. In order to get more funding:

- People have been incentivised to emphasise their inability to cope.
- Councils seeking funding from government have sometimes tended to emphasise their powerlessness rather than their opportunities.

6.12 The fact that social needs continue to rise is not due to a failure to consult, or to find enough resources, but has been due to a failure to create incentives for people to develop solutions, using the skills and resources already available to them<sup>10</sup>. In recognition of this, in 2005 the process of accessibility planning was established by DfT to encourage delivery-focused partnerships to use available skills and resources to tackle problems<sup>11</sup>.

6.13 Local authorities can develop these partnerships through community engagement mechanisms such as business travel plans, residential travel plans, and area-based access plans perhaps as sub groups of local strategic partnerships.

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<sup>10</sup> 2003 Making the Connections – concluded that although there was evidence of increasing transport spending within authorities the priorities being tackled were top down political needs rather than bottom up community needs.

<sup>11</sup> <http://www.dft.gov.uk/pgr/regional/ltp/accessibility/developing/research/accessibilityplanningdevelop3614>

- 6.14 These partnerships are helping leading authorities move forward to positive mechanisms for community engagement. (see - [Remoteness Drives Niche Opportunity in Devon](#))

**Travel plans**

- 6.15 Without access for staff and customers, no business can survive. Travel plans have proved to be one of the most successful mechanisms to allow businesses to engage effectively with authorities. Partnerships to reduce the time and cost of travel and to improve the quality and reliability of services help businesses become more competitive and allow public investment to be targeted at delivery which improves equity and efficiency ([Car Sharing through Rural Travel Plan](#)).
- 6.16 However there are relatively fewer travel plans in rural areas than urban areas, despite accessibility difficulties often being greater for rural businesses. Where rural authorities have promoted travel plans they have been highly effective in supporting bus services, parking policy and other transport investment ([Car Sharing through Rural Travel Plan](#))
- 6.17 [Cambridgeshire](#) County Council have produced a travel for work plan for Hereward Hall located in a rural area just north of March. There are about 130 employees based at Hereward Hall, all working in the public sector. The travel for work plan takes into account that, given the nature of rural Fenland, public transport provision in and around March is limited. Nevertheless, the plan aims to promote passenger transport, reduce business mileage, increase use of flexible working options and promote the use of car sharing in order to reduce reliance on car travel, and especially single-occupancy car travel.

[www.cambridgeshire.gov.uk/environment/travelwise/Our\\_TFW\\_Plans.htm](http://www.cambridgeshire.gov.uk/environment/travelwise/Our_TFW_Plans.htm)

- 6.18 Demand Management to Secure Viable Rural Services).
- 6.19 Public agencies have also developed travel plans, and have tended to link these with transport policy agendas, such as for reduced transport emissions or congestion. Again rural authorities are less likely to have travel plans despite the need for improved access potentially being greater. The goal of improving access for staff has tended to be the main incentive for staff to participate.
- 6.20 Key sites for public service delivery such as schools, hospitals and colleges should all have travel plans to ensure that all staff, students and patients can access these key services<sup>12</sup>. Travel plans for these services are also an excellent way to engage the local community on transport issues. Transport problems can be quite diverse and the travel plan process helps transport authorities work through local solutions to ensure mutually acceptable outcomes.

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<sup>12</sup> <http://www.nbtn.org.uk/>  
<http://www.acttravelwise.org/home>

- 6.21 Staff travel plans encouraging bus use, help to ensure sufficient demand, sustaining fragile rural bus services. When public funding is tight, getting staff to travel by bus can save everyone money protecting key services and jobs.
- 6.22 In some places travel plans for residential areas are also being developed allowing residents of new housing developments, or villages to work together to plan efficient travel. These residential plans allow communities to develop streetscape improvements, resolve local parking problems, co-ordinate travel times to underpin public transport services and build stronger communities. Planning conditions can require travel plans<sup>13</sup> but authorities can also create incentives through investment improvements such as local challenge competitions for the best village travel plan.

***Bringing services to people***

- 6.23 The close link between transport and other services is often evident, particularly for market driven provision (e.g. fuel sales at supermarkets, shops at filling stations, shopping centres above bus stations, etc.) Public service accountability can make integration more difficult and there remains considerable potential for further integration. Some councils are:
- Working with health authorities to deliver mobile services to rural villages.
  - Supporting rural businesses by procuring goods and services in a way that allows local suppliers to compete.
  - Supporting community operators to offer meals on wheels and other services to people at their homes.

***Building in resilience***

- 6.24 Communities will not get involved if they perceive that the major driver for the project is a temporary news story or a flagship project that will not be sustainable.
- 6.25 They will get involved if the plans being developed are resilient to change over time and can help to secure transport for their place, area or business into the future.
- 6.26 Involving communities shifts the balance of power and resources from professionals to individuals and by doing so makes transport more resilient to changes such as public funding cuts. Since the residents of an area need to live with the changes that are made they are physically and emotionally invested in the transport around them. This means that making inputs to the system (such as gritting footpaths, running community transport, and supporting walking buses) should result in increased public support and a better experience for everyone involved including the social benefits of participation itself.

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<sup>13</sup> e.g. Pinkett 2008. Creating social epidemics and curing car addiction - a new model for achieving travel behaviour change. European Transport Conference

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**Informed travellers**

6.27 Some authorities have found that even when they provide timetables for every household and place adverts in the papers about everything they are doing, local people still say that the Council never tells them anything. The authorities that are succeeding best in communicating with people in their areas:

- Emphasise dialogue rather than information – If the opportunity is taken every time someone contacts the council about something they are interested in to start a dialogue about transport services then people are more likely to remember what they hear.
- Work through trusted sources – Most community organisations will be represented in some way on council activities so disseminating information through these organisations will be much more effective than providing information directly. It can also be a cheaper way to provide information since word of mouth about transport services remains the most effective marketing opportunity (see - [Personalising travel information through NHS contacts](#)).
- Engage businesses and other organisations – Site based travel planning for schools, offices, hospitals, colleges and other trip attractors is one of the most effective ways to communicate with staff, visitors and customers.

<b>Authorities have succeeded by:</b>
Sharing delivery responsibilities by building delivery partnerships with the local community.
Creating incentives for local businesses and communities to do more for themselves.
Managing the dialogue with local people through sources they trust.
Promoting travel plans, even for small rural employers and destinations, creating a framework for managing action to improve accessibility.
Designing approaches that are not dependent on time limited resources or any one funding source.
Bringing services to people where transport costs mean that this is better overall value.
Ensuring that transport issues are recognised and funded by LSPs and RDAs.
Delivering change incrementally so that people trust the stability of transport systems.
Developing a dialogue with travellers and communities.
<b>Authorities have learned to avoid:</b>
Dis-empowering communities and removing incentives for people to get involved.
Transient solutions that are not trusted.

## **7.0 Planning Networks and Systems**

### ***Scheduled networks and settlements***

- 7.1 If people cannot get access to essential services and facilities they can potentially become excluded from society. To deliver adequate transport network coverage there is a need for scheduled and flexible services to work together so that people can travel at all times of day and night. It will always be the case that lower cost and more frequent travel will be possible at busier times, but local authorities can still play an important enabling role to ensure that safe and affordable transport is available to cover all people's needs.
- 7.2 The authorities achieving the best network coverage rely heavily on flexible transport linking into a core network of scheduled services. The key to maintaining an affordable and effective scheduled network are effective planning of the network consistent with the current settlement hierarchy in the area.
- 7.3 Different areas have different settlement hierarchies, but as a very broad guide based on the experience of local authorities that have developed successful networks, towns with a population of more than 10,000 should be able to support a frequent daytime service. Towns with a population of more than 3,000 should be able to support a scheduled service to regional centres.
- 7.4 Some rural towns are declining and others are expanding so this core network needs to evolve in line with the changing land use patterns.
- 7.5 These core services will often be commercial for at least part of the day but in rural areas it is nearly always necessary to secure at least some times of day or routes with public investment. Bus partnerships to agree standards of service, fares, information and schedules have been developed in some areas and can be mutually beneficial for operators and authorities.

### ***Factors affecting public transport coverage***

- 7.6 The main factors affecting the network coverage that authorities account for in planning public transport are:
- Travel time including access times to bus stops and routes, wait times, and in-vehicle components of journeys.
  - Physical access issues including: low floor buses, kerb heights, topography of access routes and other barriers faced by particular people.
  - An efficient choice of vehicle for transport needs can allow much wider network coverage. Scheduled taxis have extensive potential across the country ([Fare Car Reduces Costs in Deep Rural Devon](#)).
  - Service reliability and service frequency including resilience when there are adverse weather conditions, special events, and seasonal factors.



- Scheduling factors including linking of transport times and opening times of facilities, and the availability of evening, nighttime and weekend travel opportunities.
- System capacity and system cost. Maintaining viable services that are affordable and attractive for passengers depends on competitive ticket costs and room for passengers to travel at their chosen service time, including passengers with particular needs such as with pushchairs and wheelchairs. Where multiple operators are needed for trips then there should be multi-operator tickets available. Discounts for traveller groups should be offered to ensure that collective travel costs are competitive with other modes.
- Comfort and a pleasant journey require quality vehicles and interchange/waiting areas. Partnerships with local village businesses can be used to benefit all parties – e.g. where a coffee shop is a waiting area.
- Safety and security when travelling including suitable lighting, a suitable mix of travellers on vehicles, and safe access to vehicles.
- Information including sufficient support prior to the journey consistent with the skill levels of travellers and good information whilst travelling.

7.7 Not every operator or authority will be able to deliver on all these issues but leading authorities have forged partnerships to ensure that as wide a range of skills and resources are available.

***Flexible and Demand Responsive Transport***

7.8 All rural authorities need to rely on demand responsive transport more heavily than their urban neighbours. Systems in authorities are still evolving and no authority yet seems wholly comfortable that their DRT provision is achieving everything it could. Even authorities with long established provision still appear to be making significant changes to provision, and perhaps this is the nature of flexible systems; they are easier to change.

7.9 DRT approaches are growing rapidly and are particularly suitable for: low demand routes; passengers who need higher levels of care; and premium services. The development of these markets to date has been characterised by ad hoc investment to fill gaps in networks. With the lessons that have been learned from these services, a more systematic and planned approach can now be taken to DRT development in the coming years<sup>14</sup>.

7.10 Provision must be practical and affordable and the key elements of successful DRT are:

- Service design should seek to widen network coverage by location, target people groups, time of the day and by lowering costs. Taxis are a much underused mode by procurers of DRT, and there are few places where the availability of shared taxi opportunities would not

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<sup>14</sup> <http://www.scotland.gov.uk/Resource/Doc/123211/0029678.pdf>

add value to public transport networks by offering a lower cost alternative to private taxis ([Self Help Public Transport in Buckinghamshire](#)).

- Base the provision in an assessment of need, by identifying current and potential markets and understanding how to close gaps in scheduled provision.
- Vehicles, branding and information must make the services known to people since without bookings there is no transport ([Medibus provides transport to hospitals and local surgeries](#)).
- Be pragmatic about travel despatch and management – Although there are potential gains from more centralised booking centres and many authorities are working towards these (e.g. Lincolnshire), there are risks in bringing together many dispersed booking centres with a loss of local marketing and knowledge. Most authorities manage successfully with decentralised booking centres and authorities that try to start with centralised systems tend to not be successful.
- Procurement needs to select the operators best able to meet the needs based on staffing (including volunteers within CT) and vehicle availability ([Voluntary Sector Shared Booking of Transport in Devon](#))
- It is not possible to have a single clear legislative approach for DRT since collectively PSV, taxi and community transport legislation can all be the best route under some circumstances.
- However funding of DRT is a problem. Getting the best out of the VAT zero-rating, BSOG, concessionary travel and other public funding mechanisms is critical to success.

### **Registration and Management of DRT**

7.11 In some cases it is known that DRT will always be available if booked at particular times on specific routes. These can be registered with the Traffic Commissioner. In considering whether or not to register these services it is important to consider:

- That the services must be offered free of charge to concessionary travellers. If this would generate demand which might make the provision unaffordable then it will be important to be able to continue to charge fares on non registered services.
- That there will be additional income available from the recovery of Bus services operators grant (BSOG).

7.12 Note, however, the earlier extension to the remit of s19 Permit services so that they can include people living in geographically isolated communities without this thereby becoming a 'general public' service, combined with the extension in 2009 of s19 Permits to cover vehicles with 8 or fewer passengers. Note also that s19 services carrying disabled people (and those in certain other categories) are eligible to receive BSOG. Finally, note that the authority itself may operate s19 services for education or adult social care purposes and these could be extended to offering a more general DRT service for people in isolated rural areas.

### **Fares on DRT**

- 7.13 DRT operating costs for a vehicle and a driver and the administration costs of a booking centre mean that commercial operation is rarely achievable at public transport fares. Therefore if public funding is restricted then DRT fares need to be higher than bus fares to ensure that a viable public transport offering can be made.
- 7.14 Key points to ask when planning schemes are:
- Should users of DRT be paying a quasi-taxi fare, rather than a quasi-bus fare? If fares are insufficient to sustain the service then there will be no travel option at all. Expectations of reasonable fares need to be managed.
  - Is conventional public transport the right solution or would supporting community transport be better? – If higher fares mean that people will not use the service, then perhaps a more efficient option is to support (financially and through booking of shared trips) the options that people perceive to be alternatives to PT such as lifts from other people in the community.
  - Are external funding sources available from other sectors who could benefit from being able to buy DRT trips more cheaply than from solo taxi fares. The front desks in many hospitals, businesses and other large trip attractors are often booking or spending large sums on taxis. Marketing a shared taxi service could grow the market for lower cost travel.

### **Managing change**

- 7.15 Incremental changes such as a steady trickle of bus service deregistration in an area can lead to unsustainable networks. Authorities have shown that by setting out clearly how they will respond to changes, operators can work effectively within that framework.
- 7.16 Managing expectations of the network are very important. If the public reaction to changes is resistance, then scarce resources can end up being devoted to propping up failure rather than investing in potentially successful networks.
- 7.17 In some areas network coverage is determined using budget led thinking. With this approach the only way is down. Objective and policy led approaches are needed to drive expectations upwards.

### **Information networks**

- 7.18 Bus information strategies and partnerships clarify local responsibilities and ensure that all partners know what they should be doing. These are working well in many authorities. Although not all authorities yet have established partnerships, it is difficult to envisage a situation where a bus information strategy is not needed to manage relationships between the various stakeholders (see - [Branding of Minibuses in South Yorkshire](#)).
- 7.19 Single points of contact for information and booking of transport services are preferred by users. With joint funding from transport authorities, operators, health, social care and other funders, voluntary

and private providers have been successful at sustaining these units over time ([One stop shops for integrated information](#)).

- 7.20 Different groups in society have particular needs. “Access wallets” where authorities customise information requirements for customers are helpful for people with hearing or visual impairments or cognitive difficulties. This sort of low cost approach has been adopted in some authorities, and has wide potential across the country ([Wallets to Navigate Accessibility Barriers for Travellers](#))

**Ticketing and technology**

- 7.21 Ensuring that the right tickets are available helps to keep costs for users as low as possible and to provide attractive products for as many travellers as possible. Ticketing strategies should also use appropriate technology to keep administration and management costs low. Targeted fares consistent with user needs become much easier using electronic approaches such as mobile phone tickets (now widely used for events and coach services) and smartcards (where use may grow rapidly in the coming years)<sup>15</sup>.
- 7.22 Leading authorities is have shown the importance of serving niche markets in their ticketing approaches with:
- Targeted education fares – such as student bus passes.
  - Supporting social inclusion aims with supported payment mechanisms such as vouchers supporting travel costs ([Taxi Vouchers for Tackling Deprivation](#)).
- 7.23 Reducing the need for on-bus payment speeds up boarding and reduces the need for ticket issue on vehicles. If as many users as possible have pre-paid passes including mobile phone ticketing<sup>16</sup> and season tickets this ensures that journey times are kept to a minimum.

<b>Authorities have succeeded by:</b>
Developing core networks consistent with the settlement hierarchy.
Ensuring that flexible and demand responsive transport link into scheduled networks at key nodes and interchanges.
Building from the existing DRT capacity, particularly in taxi companies and community transport.
Making DRT more understandable with branding and marketing.
Ensuring that the travellers using better value services contribute more.
Building up trust in the networks with incremental changes over time.
Designing information and ticketing systems that provide an attractive customer interface.

<sup>15</sup> <http://www.dft.gov.uk/pgr/regional/smart-integrated-ticketing/pdf/smart-ticketing.pdf>

<sup>16</sup> <http://www.arrivabus.co.uk/m-ticket/>

<b>Authorities have learned to avoid:</b>
Allowing commercial parts of the network to operate very differently from locations with supported services. Partnerships can take the good commercial ideas and reflect these across the network.
Competing with existing providers like taxi companies.
Setting up booking and despatch systems that add costly overheads
Devoting excessive resources to failing services in order to manage negative public reactions.

## 8.0 Working with Operators

### **Bus operators**

- 8.1 Authorities have a key role to play in supporting the bus industry.
- 8.2 All of the leading transport authorities are in day to day contact with the public transport operators in their area concerning:
- Roadworks that might affect public transport schedules
  - Public concerns about operational problems on any day
  - Dissemination of information about day to day operations
  - Events and temporary disruption (e.g. due to weather)
- 8.3 Regular liaison with operators is also needed on:
- Possible changes to routing and timing of services
  - Information partnerships to ensure effective marketing of services
  - Planning of bus infrastructure
- 8.4 The major bus groups can bring scale and resources into rural areas. However local operators can also be more competitive and can be important for rural economic development.

### **Taxis and private hire**

- 8.5 Taxi operators often operate more independently of local authorities than bus operators. However some authorities have shown that close liaison with taxi operators helps to grow the industry, delivering shared values for:
- Customer service standards and passenger care<sup>17</sup>
  - Vehicle standards
  - More shared transport making taxi travel more competitive in price (see - [Fare Car Reduces Costs in Deep Rural Devon](#))
  - Helping people who currently travel independently to hospitals and health centres to choose a safer cheaper shared taxi trip.
  - Make better use of funding sources such as the NHS Healthcare Travel Costs scheme.
  - Selling taxi trips at quiet times of day at attractive tariffs.
  - Helping social service providers such as care homes to purchase quality and affordable taxi journeys.
  - Supporting the Ambulance Services more effectively with well trained staff and attractive tariffs.
- 8.6 Sometimes taxi companies view local authority investment as more of a threat than an opportunity. This reflects some past decisions which have seen funding go to bus companies when better value, lower emission

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<sup>17</sup> MIDAS and PATS standards - <http://www.ctauk.org/training/> for NVQ standards, see GoSkills

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and higher quality delivery could have been achieved with taxis. This is changing and, through regular liaison and partnerships with taxi companies, more rural authorities are helping to raise standards and investment in the taxi industry, capitalising on the very good value available.

**The third sector**

- 8.7 Over the past 30 years, the community transport sector has developed steadily. The diverse nature of the sector has held back public understanding and growth. Authorities that have supported the sector have:
- Identified what CT is operating in their area and sought to engage progressively with operators.
  - Developed, with the sector, partnerships that build on shared aims and invest in viable approaches. At present many stakeholders in CT are unclear how barriers to accessibility are being tackled in their area and who is taking the lead in delivering improvements for which group of people.
  - Supported the sector in working towards greater cost recovery through its operations. Many high care and rural trips are costly and unlikely to be viable without significant subsidy but the CT sector can be a best value provider for many DRT services.
  - Developed clear policies on what trips public agencies will fund (NHS, social services and public transport authorities), so that users and CT providers can plan on this basis.
- 8.8 Nationally, more than a quarter of identified CT is Dial-a-Ride for people with mobility disadvantages but there are at least as many community car schemes and other group transport schemes.
- 8.9 Success in working with the sector needs to recognise the motivations for volunteering. These have changed significantly over the last twenty years with a growing interest in volunteering for environmental and recreational issues, rather than the traditional social welfare support. This requires a different approach to incentives, rewards and support.
- 8.10 Preparing data on trip patterns for submission to authorities seldom gets the attention it deserves so if public authorities need this data to obtain funding internally then financial incentives or staffing support for CT will often be needed.

<b>Authorities have succeeded by:</b>
Working very closely with all local operators towards shared values.
Maintaining standards across the industry.
Recognising different motives in each sector and aligning these within partnership agreements.
<b>Authorities have learned to avoid:</b>
Negative engagement and blame cultures - In many rural areas the local press is

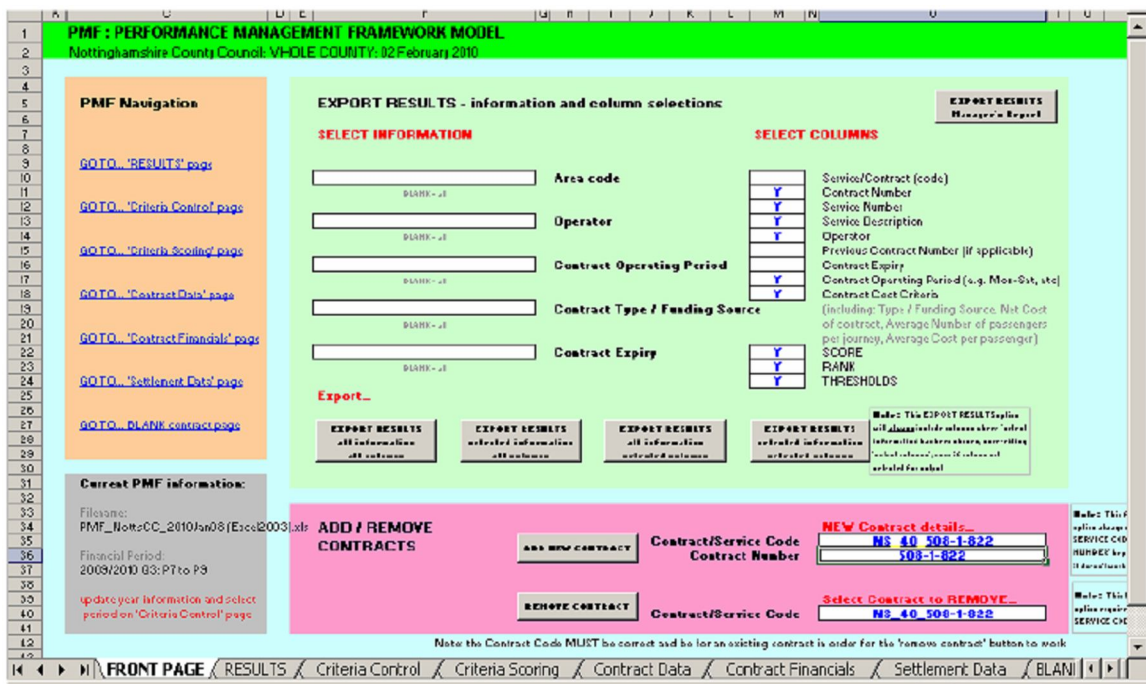
used as the main communication vehicle between bus companies and the Council concerning bus service decline, withdrawal of non viable bus services, availability of public funding and consequential problems for the community. Without positive, solution focused, engagement nobody wins.



## Appendix A - Case Studies

### How are we doing in Nottinghamshire?

- 8.11 The performance management system in Nottinghamshire requires that everything the Council does is underpinned by clear criteria. These specify the policy goals in terms of process, output and outcome.
- 8.12 Nottinghamshire produces an Annual Performance Plan. This pulls together performance management for the whole authority, and ensures that the performance management of each part of the authority is linked to the authority's overall vision, and is seen in the context of the rest of the work of the authority.
- 8.13 For example, the 2008/2009 plan contains a section on travel and access which makes explicit links to the council's strategic aims.



- 8.14 The travel and access section contains five themes covering all the council's activities from community transport investment to road maintenance.
- Work to tackle congestion and its associated pollution
  - Widen transport choice in public transport, cycling and walking and improve the major bus stations that serve our communities
  - Improve the condition of roads and footways
  - Address the needs of children and young people in a holistic way and integrate and improve the services we provide to support this
  - Help more older people to take up financial assistance or services they are entitled to.
- 8.15 Information about performance against strategic plan measures and best value performance indicators is presented in a way that is easy to

understand, and allows comparisons to be made through time and against the performance of other councils.

<http://www.idea.gov.uk/idk/core/page.do?pagelid=7880697>

[http://www.nottinghamshire.gov.uk/home/your\\_council/howweprovideyourservices/howarewedoing.htm](http://www.nottinghamshire.gov.uk/home/your_council/howweprovideyourservices/howarewedoing.htm)

### *Making Analysis Relevant to the Norfolk Transport Hierarchy*

- 8.16 In Norfolk the accessibility analysis approach matches the transport network hierarchy. Local demand responsive transport (DRT) services are mapped as a layer within the Council's GIS systems to create a performance index of local DRT network coverage. These measures are then combined with travel times from the core scheduled network connecting the major towns.
- 8.17 This ensures that the transport analysis represents public transport as it is perceived by users. Demand responsive transport (DRT) in Norfolk is an efficient alternative to scheduled transport in some places. The analysis of this mode represents the potential contribution that DRT can make to satisfy the demand that scheduled transport can not meet.

[http://www.norfolk.gov.uk/consumption/idcplg?IdcService=SS\\_GET\\_PAGE&nodelid=3536](http://www.norfolk.gov.uk/consumption/idcplg?IdcService=SS_GET_PAGE&nodelid=3536)

### *Health in Transit*

- 8.18 Preventative medicine saves NHS costs and the time and cost of travel can be a barrier to taking up preventative healthcare. The rural and farmers health service in North Lancashire and Cumbria is taking services to people rather than people to the services. This was developed as an outreach service to provide primary healthcare services for farmers who were not accessing healthcare. Instead of needing to travel for healthcare, a mobile service takes health expertise and resources out to the places farmers, and their families visit.
- 8.19 Based in Carnforth as part of Morecambe Bay Primary Care Trust, the Rural and Farmers Health Service is a nurse-practitioner led initiative. Using a specially adapted 'transit' van equipped as a mobile surgery, the service is fully mobile and is used to visit farms, supermarkets, church halls, agricultural shows and auction marts.

[www.farm-ruralhealth.org.uk/rafhs.htm](http://www.farm-ruralhealth.org.uk/rafhs.htm)

### *Common Wheels in Norfolk*

- 8.20 Common wheels are a Community Interest Group (CIG) offering local car clubs. The ability to book a car for half an hour to several days gives flexibility and consequently makes travelling by bus and train much more cost effective. Local community groups have been able to work with the Council to develop new markets for Car Clubs. By ensuring that purchasing decisions of the choice of car club vehicles reflect local wishes the cost and risks for public funding are reduced and the chance of the scheme succeeding increases.
- 8.21 NCC's adopted policy of consultation led to dialogue being opened between common wheels and education which identified the need for a minibus in the Norwich area. Through consultation it was decided that

an electric vehicle will be purchased and showed that the targeting of lifestyle markets such as the green groups, ensures that there is a market there to satisfy demand.

**www.commonwheels.org.uk**

***Added Value from Bus Contracts in Norfolk***

- 8.22 Norfolk County Council is offering flexibility in tendering arrangements. In order to increase service provider inclusion, Norfolk County Council (NCC) works with the local bus industry and service providers to match the requirements of potential bidders and contracts. NCC avoided situations where particular operators felt they had not been treated fairly, by ensuring that there was a good working relationship and that taxi, bus and CT operators all understand what they are best at, and how they can work constructively with the Council.
- 8.23 This consultation process is delivered hand in hand with a training programme with the aim to increase operator capacity. For example a community transport operator, with guidance from NCC, was able to undertake a school contract and then able to operate a Flexibus service, making it more profitable and therefore sustainable. A Joint Improvement Plan has been used to manage the relationship between NCC and First bus, but for the other major operators close joint working through day to day contacts has proved to be sufficient.

**[http://www.norfolk.gov.uk/consumption/idcplg?IdcService=SS\\_GET\\_PAGE&nodeId=353](http://www.norfolk.gov.uk/consumption/idcplg?IdcService=SS_GET_PAGE&nodeId=353)**

**6**

***Valuing Community Buses in East Riding of Yorkshire***

- 8.24 East Riding of Yorkshire Council takes into account wider aspects of value when issuing tenders.
- 8.25 For example the value of work packages includes:
- Wider community benefits from community bus services
  - The use of capital deployed outside the immediate contract.

***Improving Employability through Cross Sector Wheels to Work***

- 8.26 In many parts of England 'wheels to work' (W2W) schemes have been funded from pilot or demonstration funding pots. W2W projects have constantly needed to refresh the financial support to be able to offer low cost travel solutions and pathways from unemployment to employment.
- 8.27 South Yorkshire PTE has put funding for personalised travel advice, backed up by W2W and public transport developments, high on its list of transport priorities to promote employability in the area. It has been supported in this "Access to Opportunities" programme by funding from the European Regional Development Fund, the Coalfields Regeneration Trust and the Regional Development Agency. The PTE takes a broad view of the public benefit accruing to W2W through raising employment levels.

- 8.28 The costs to the transport budget are far exceeded by the increased priority the transport budget achieves when bidding for cross-sectoral funding.

<http://www.sypte.co.uk/media.aspx?id=688&terms=wheels+to+work>

***A New Connection – Linking Transport and Planning in Cumbria***

- 8.29 Cumbria County Council has worked since 2003 on developing an agreed settlement hierarchy with set standards of connectivity/accessibility. This is now well understood and supported and is resulting in departments approaching the transport unit for advice on where to locate services e.g. children’s centres and college courses.
- 8.30 Cumbria County Council and its partners have developed a Key Service Centre (KSC) and locality approach with a focus on services access, local decision making and management locally. The model is being developed locally with district councils and other key service providers with greatest progress in South Lakeland, Allerdale and Copeland areas, but with local pilots elsewhere.
- 8.31 The KSC model has also had a significant impact on key care services including
- Commissioning of children’s centres activity (including health and welfare support for young families) at each of these KSCs.
  - Closer to home programme by NHS Cumbria to ensure access to community health services in KSCs with more healthcare in the community, commissioned in localities through clinical leadership; a 3 tier model of emergency care with a single point of access, a major trauma centre in Carlisle and an Emergency Treatment Centre in acute hospitals; Step up/step down care beds on all hospital sites (both acute and community) and remodelled Community hospitals in KSCs including modern services to meet patient needs
- 8.32 These approaches are being supported by Cumbria County Council focusing its limited public transport support on services between key service centres with its rural wheels initiative operating in the interstices.
- 8.33 Collaborative community led planning is increasingly following this model with KSCs at the centre of parish clusters e.g. Upper Eden, Heart of Eden and Five Rivers (mid Copeland)

**[www.cumbria.gov.uk](http://www.cumbria.gov.uk)**

***Customer Service in Norfolk***

- 8.34 A core Council value is to treat every contact with the council as an opportunity to promote its customer service whether from a bus company, a health authority or a resident. People who contact the council should have a rewarding experience. The Council has been relatively successful in working with other sectors.
- 8.35 This has been based upon the theory of engaging with people and agencies on their own terms, building delivery-focused relationships,

and avoiding standardised approaches unless partner agreement can be reached across a wider area. Each part of the county has different needs, different business and community capacity, and the Council reflects this in a patchwork of different solutions.

- 8.36 There is a developing relationship between policy/strategy and delivery. The local strategies define what partners want to achieve, and there have not been major conflicts with transport operator aims for services. The high level of churn in membership of partnership groups and service providers seen elsewhere in the Country has not been experienced in Norfolk.

**[www.norfolk.gov.uk](http://www.norfolk.gov.uk)**

***Marketing Connections in Lincolnshire***

- 8.37 There is County wide branding of scheduled "Interconnect" services and local demand responsive "Call Connect" services. This high profile branding tells people what sort of standards they can expect even though there are many operators using many different types of vehicles scattered across the County
- 8.38 This is important since, in order to provide a good network of services, Lincolnshire has adopted a two-tier interconnected approach. Firstly, there are ten scheduled bus services connecting the major population centres branded InterConnect. The branding applies regardless of the operator. Linking and feeding into these routes are the CallConnect demand responsive transport that operate only in response to pre-booked requests (on a 'dial a bus' basis).
- 8.39 CallConnect is booked by contacting the call centre by phone, text or online. There are no restrictions about who can use the service.

**[www.lincsinterconnect.com](http://www.lincsinterconnect.com)**

***A Real Education on Vehicle Resource Use in Northumberland***

- 8.40 In Northumberland, the Council undertook a strategic review of school transport commissioning. The Council achieved a saving of over £1m p.a. on school transport, developed better relationships with local bus operators, and enabled some accessible demand responsive transport during the interpeak period.
- 8.41 The strategic review involved a 'back to basics' approach whereby all pupils were plotted on a map of the area's schools and bus stops. Taking into account geographical features such as narrow country lanes, height restrictions and maximum journey times specified by the council, pupils were grouped into routes for each school. Adjacent schools with similar start and finish times shared transport where possible. Effective use of vehicles was also achieved through carrying out feeder runs to a main secondary school bus before collecting primary school pupils.

**www.northumberland.gov.uk**

**Remoteness Drives Niche Opportunity in Devon**

- 8.42 Car clubs where several households share the costs of car ownership are often seen as a city solution to reduce the requirement for space to park cars and offer car travel opportunities without the need for car ownership. Received wisdom was that rural car clubs were less likely to be successful. However Moorcar is a rural car club in Devon and continues to survive over many years.
- 8.43 Moorcar car club was set up in 2002 as the first rural-based car club in the UK. Since then it has continued to expand and flourish. The club provides six cars of a variety of types in several locations. Cars are parked in designated locations, for use by local people. To use a car, it is necessary to first join the car club (£60 per year) and then pay per use (from £2.50 per hour). Co-cars is an example of another Devon-based car club.
- 8.44 Car clubs are useful commercial approaches often supported with volunteer inputs motivated by personal social and environmental agendas. The case for public support tends to be greatest from those involved in community capacity building.
- 8.45 In rural areas, because of poorer public transport provision, there are more two-car households and on average car ownership takes up a larger proportion of household income. A rural car club, by, for example, reducing a household's need for a second car, has the potential to deliver economic benefits particularly to lower income households.

**www.moorcar.co.uk**  
**www.co-cars.co.uk**

**<http://www.ruralcommunities.gov.uk/files/CA172-RuralCarClubs.pdf>**

**Car Sharing through Rural Travel Plan**

- 8.46 Cambridgeshire County Council have produced a travel for work plan for Hereward Hall located in a rural area just north of March. There are about 130 employees based at Hereward Hall, all working in the public sector. The travel for work plan takes into account that, given the nature of rural Fenland, public transport provision in and around March is limited. Nevertheless, the plan aims to promote passenger transport, reduce business mileage, increase use of flexible working options and promote the use of car sharing in order to reduce reliance on car travel, and especially single-occupancy car travel.

**[www.cambridgeshire.gov.uk/environment/travelwise/Our\\_TFW\\_Plans.htm](http://www.cambridgeshire.gov.uk/environment/travelwise/Our_TFW_Plans.htm)**

**Demand Management to Secure Viable Rural Services**

- 8.47 Manchester Airport Travel Plan funds early morning trips for people in the Wythenshawe area so that airport workers and passengers can use public transport at times when services would not have otherwise been available.

- 8.48 There are approximately 270 companies at Manchester Airport, employing approximately 16,500 full-time staff. Daily, over 60,000 vehicle trips are made to and from the Airport, one third of which are made by Airport employees.
- 8.49 As the Airport is such a large and complex site, two Travel Co-ordinators were initially appointed to develop the Green Commuter Plan, designed to take forward the initiatives and gain the support and involvement of the other companies onsite. This document is now simply known as 'Manchester Airport's Employee Travel Plan'.
- 8.50 The Travel Plan contains targets that:
- 25% of all passengers and employees journeys to be made by alternative forms of transport by 2005 and that;
  - 30% of all employee journeys to and from Manchester Airport are to be made by alternative forms of transport to the single occupancy car by 2005.

[http://www.travelplans.org.uk/frame.asp?page=http://www.travelplans.org.uk/case\\_studies/01manchester\\_airport.html](http://www.travelplans.org.uk/frame.asp?page=http://www.travelplans.org.uk/case_studies/01manchester_airport.html)

*Personalising travel information through NHS contacts*

- 8.51 How to get to guides are now provided for many major trip attractors. In the best examples, travellers are provided with personalised information relevant to their needs. The Glasgow hospitals serve a very wide area including the rural areas in West Central Scotland and provide a personalised journey plan for each patient which shows public transport journeys relevant to hospital appointment time, together with car parking and other transport information.
- 8.52 By providing personalised travel plans for all patients, NHS Greater Glasgow aims to offer a better service to patients, helping them to efficiently reach hospital while also delivering a number of other benefits. The anticipated additional benefits included fewer missed appointments which are expensive for healthcare providers, encouraging gentle exercise because public transport journeys normally involve more walking than car journeys, and a reduction in carbon emissions associated with health care provision.

[http://www.spt.co.uk/News/090827\\_nhs\\_journey\\_plans.aspx](http://www.spt.co.uk/News/090827_nhs_journey_plans.aspx)

[http://dhc1.co.uk/projects/glasgow\\_hospitals.pdf](http://dhc1.co.uk/projects/glasgow_hospitals.pdf)

*Priority based budgeting in Nottinghamshire*

- 8.53 In Nottinghamshire policy priorities determine the programme and budget and progress is managed through the performance framework.
- 8.54 This means that traditional distinctions between capital and revenue funding become less important. Service delivery that might traditionally have been limited by the availability of revenue funding, is now viewed as a performance managed priority project which can be funded as a capital project.

<http://oneplace.direct.gov.uk/aboutthissite/pages/default.aspx>

*Raising Funding through Social Enterprise in Devon*

- 8.55 Devon wheels 2 work community interest company has expanded the functions it undertakes to include MOTs and services to help raise funds and secure sustainability.
- 8.56 In order to diversify their funding base so as to support the core business, some not-for-profit companies have started to trade in order to generate a surplus. By adopting a social enterprise model, and establishing a community interest company, Devon wheels 2 work has expanded its operation, and developed an ethical business model with a triple bottom line (financial, social and environmental).
- 8.57 The business they have developed in MOT testing and vehicle testing is related to their core business, so they have expanded by leveraging the capacity they had already to move into an adjacent business area.
- 8.58 The CIC model ensures that any assets accumulated by the company are retained for community benefit.

**[www.devonwheels2work.co.uk](http://www.devonwheels2work.co.uk)**

*A Partnership Funding Approach for Access to Hospital*

- 8.59 In recognition that the most needy people often face the highest transport costs, Nottinghamshire Council has assembled partnership funding to offer a travel voucher scheme for access to hospital. This approach has not just used NHS and Council funding but supplemented this with donations and Lottery funding.
- 8.60 Rolled out in June 2007 to all of Nottinghamshire (excluding the City of Nottingham) the Transport Voucher Scheme currently has 2024 people aged 50 plus registered to use the scheme within the County.
- 8.61 The transport voucher scheme is available to residents of the County who are aged 50 plus who cannot access or undertake certain services / activities without additional help, such as:
- Struggling to use public transport
  - No access to a car, or are unable to operate one
  - A voluntary car driver is not available to help
  - Are not regular Dial-a-Ride users
- 8.62 Two vouchers are issued per person per month. Vouchers can be used for any return journey regardless of the number of passengers. Journeys must start within Nottinghamshire but can go out of the county. Only one voucher per return journey maybe used. Vouchers are requested in advance of the journey through Link Age Plus via a dedicated helpline. All vouchers are sent out first class and no change is given. Vouchers need to be ordered by a set date every month by the person registered with the scheme.



<http://www.beacons.idea.gov.uk/idk/core/page.do?pageld=8824518>  
[http://www.lancashire.gov.uk/environment/documents/accessibility\\_guide.pdf](http://www.lancashire.gov.uk/environment/documents/accessibility_guide.pdf)

*Affordable Transport for All with Rural Wheels in Cumbria*

- 8.63 Rural Wheels is the system that provides basic county-wide levels of access to all residents in the most rural parts of Cumbria. It is provided by local taxi / private hire operators - generally those already providing a service to the Council. It is available Monday to Friday, 09.00 to 17.00 for up to 2 return journeys per week.
- 8.64 Passengers pay 30p per mile with the Council subsidising the difference, using prepaid smart cards. It is only available for journeys not feasible by scheduled transport, and provides links to interchange with scheduled transport where possible. It is only paid for when used.
- 8.65 Rural Wheels was originally established as a pilot project and has now been expanded to cover all rural areas of the County. There are several features of Rural Wheels that make it noteworthy. The scheme's universality, both in terms of Cumbria-wide coverage and eligibility (anyone who lives in the area the scheme covers can join) makes it cheaper to administer, because there are no eligibility criteria other than home address. The universality of the scheme also reduces the potential of stigma that can attach to a means or needs tested scheme.
- 8.66 The scheme can be used for
- Attending Doctor/Dentist/Opticians appointments
  - Shopping
  - Visiting people in hospital
  - Visiting friends etc
- 8.67 Successful implementation of a Smart-Card has benefits too, reduced transactional costs for operators, and the potential to collect high quality monitoring information for very little effort.

<http://www.cumbria.gov.uk/roads-transport/public-transport-road-safety/transport/commtrans/ruralwheels.asp>

*One stop shops for integrated information*

- 8.68 In Torridge in Devon an integrated guide to rural services has proved to be effective for communicating transport service information. A website has been produced by the Torridge Accessibility Project with funding from Devon County Council. This site acts as a virtual one-stop-shop for Torridge.
- 8.69 Its advantages are that it is highly locally focussed and is therefore likely to be seen as more locally relevant than a site with information about a wider area. It has an easily remembered local website address, and contains information about a variety of services in Torridge. This allows local people to research the service they are interested in (for example

young people's services) and then easily find out about transport to those services all on one site.

**[www.torridgeservices.co.uk](http://www.torridgeservices.co.uk)**

### ***Branding of Minibuses in South Yorkshire***

- 8.70 The use of the same branded minibuses for serving 16-19 educational trips as for other services helps these vehicles to be perceived as part of the mainstream public transport fleet.
- 8.71 South Yorkshire PTE has adopted a common house style of livery and 'Travel South Yorkshire' branding for vehicles used on services it supports, which extends across to publicity for commercial, as well as supported, services.
- 8.72 The same blue, white and lilac livery is applied to Community Transport minibuses as to full-size buses on the secured network, albeit in a different layout. These vehicles are deployed on 'Door 2 Door' dial-a-ride and some rural transport services, as well as providing some 16-19 educational transport. The commonality of appearance with mainstream buses helps the vehicles providing these services to be perceived as an integral part of the public transport fleet, reducing possible stigmatisation of users, and raises the profile of the operators.

**<http://www.ctinsy.eu/>**

### ***Wallets to Navigate Accessibility Barriers for Travellers***

- 8.73 People with disabilities often find public transport difficult to use and can find the experience stressful and isolating. This can reduce their confidence to travel independently.
- 8.74 The Devon Access Wallet scheme has been developed to help make journeys by bus or train easier for anyone with communication difficulties, people with disabilities, deaf people and those whose first language is not English.
- 8.75 They also give transport staff a better understanding of the requirements of all disabled passengers. Devon County Council has worked in partnership with First Devon & Cornwall, First Great Western and Stagecoach Devon to devise the scheme. The wallet has been carefully designed with a fluorescent orange cover to let transport staff know that people carrying it may need help with their journey. Inside there are plastic inserts containing information in a written or pictorial format in order to communicate with staff.
- 8.76 The scheme has been developed with the help of Warrington Borough Council which operates a similar scheme and members of the Service Users Regional Forum (SURF).

**<http://www.devon.gov.uk/devonaccesswallet>**

*Taxi Vouchers for Tackling Deprivation*

- 8.77 To keep travel costs low for people in Ilfracombe taxi vouchers have been found to be the best value approach to provide practical transport at low cost.
- 8.78 The scheme targets those most in need of better transport; young people, disabled residents and the elderly, particularly those who have difficulty accessing services.

<http://www.dacvs.org.uk/ndvs.html>

*Voluntary Sector Shared Booking of Transport in Devon*

- 8.79 Single points of contact (SPOCS) for booking health and social care transport ensures that nobody gets missed.
- 8.80 In Devon the booking centre is based in the voluntary sector but funded by the Primary Care Trust and council.

<http://www.gonorthdevon.co.uk/singlepointofcontact.html>

*Medibus provides transport to hospitals and local surgeries*

- 8.81 Based in the East Riding of Yorkshire, Medibus minibuses are used to provide a pre-booked door-to-door service from people's homes to major hospitals and doctors' surgeries in the area.
- 8.82 Bookings can be made up to 2.00PM the working day before transport is required. Medibus provides for people living in defined areas and who meet certain criteria. Membership is open to those who live in an isolated rural location served by Medibus and who don't own a car or have convenient access to one, or who suffer from a mobility handicap, which makes it very difficult or impossible to use ordinary bus services.
- 8.83 Spare capacity, if available, is used to allow shopping trips. Originally set up with Rural Bus Challenge funding, Medibus is currently part of the operations of Holderness Area Rural Transport, a Community Transport organisation based in East Yorkshire.

[www.medibus.org.uk](http://www.medibus.org.uk)



### Self Help Public Transport in Buckinghamshire

- 8.84 Buckinghamshire Community Action (now part of Community Impact Bucks) is planning a CT Association along social enterprise lines, to co-ordinate and support the various community transport groups active within Buckinghamshire and Milton Keynes.
- 8.85 The organisation hosts the Rural Transport Partnership, whose current Pathfinder project co-ordinates and brokers minibus transport, and manages a number of social car schemes. It aims not only to encourage the use of existing public and community transport, but also “to develop sustainable innovative local solutions to limited or non-existent public transport” through support to locally-based initiatives.
- 8.86 The concept of self-help public transport is not always well understood, so careful marketing of the approach is needed, as well as co-ordination with the public transport policies of the local authorities.

<http://www.bucks-comm-action.org.uk/bca/transport/>

### Fare Car Reduces Costs in Deep Rural Devon

- 8.87 Fare Car was established by Devon County Council in September 2002 using Rural Bus Challenge funding. At the end of Rural Bus Challenge, Devon County Council decided to continue to fund and expand the scheme.
- 8.88 Fare Car is demand responsive transport provided by local taxi firms. It is semi-flexible, with arrival times and departures from towns being at fixed times, and journeys only taking place when passengers request. Pick-up locations and times within the defined rural areas are flexible, however drop off points within towns are defined. Where possible drop off points will link to other public transport services, for example train stations. However, services that were introduced as feeders to buses were virtually unused so were stopped.

- 8.89 Fare Car is only used in deep rural areas; the final report of the Rural Bus Challenge project concluded that Fare Cars will only be more cost effective than running subsidised buses where demand is extremely low.
- 8.90 Fare Car was originally a membership scheme, with its use being restricted to people living or working in the area, but these restrictions no longer apply.

**[www.devon.gov.uk/fare-car](http://www.devon.gov.uk/fare-car)**

## **9.0 Possible Links to IDEA existing case studies:**

Chapter 2.0 – From Policy to Delivery:

Local authority strategy for rural schools, Bedfordshire

<http://www.idea.gov.uk/idk/core/page.do?pagelId=16463647#contents-4>

Chapter 3.0 – Staff Skills and Changing Cultures:

Mobile Gateway, Kent

Rural accessibility best practice (PDF, 37 pages, 1.71 MB large file) – on the website of the Commission for Rural Communities (CRC)

<http://www.idea.gov.uk/idk/core/page.do?pagelId=16463573#contents-2>

Chapter 4.0 – Partnership and Communication:

Wight Wheels – Isle of Wight

Wight Wheels – on the CRC website

<http://www.idea.gov.uk/idk/core/page.do?pagelId=16463927#contents-25>

Chapter 6.0 – Planning for People and Communities

CarShareDevon.Com - Devon

CarShareDevon.com case study – on the Eltis website

<http://www.idea.gov.uk/idk/core/page.do?pagelId=16463927#contents-22>

Chapter 7.0 – Planning Networks and Systems

Holme Valley Project – West Yorkshire

Holme Valley project – on CRC the website

<http://www.idea.gov.uk/idk/core/page.do?pagelId=16463950#contents-4>

Wymondham Flexibus -

Wymondham Flexibus – on the CRC website

<http://www.idea.gov.uk/idk/core/page.do?pagelId=16463927#contents-8>