

# COMMUNITY TRANSPORT CONCESSIONARY FARES INITIATIVE

PET(4)-05-12 p11b

## BRIEFING PAPER

### Background

The introduction of the all-Wales Concessionary Fare scheme in 2002 provided free bus travel for the elderly and disabled. However, many eligible people were unable to use their concession due to severe disability which prevented their use of mainstream public transport.

In December 2002, the Welsh Assembly Government's EPC Committee published "A Policy Review of Public Transport" whose recommendations included extending free travel for elderly and disabled people to community transport (CT). A group was formed to advise on operational and financial implications, and a consultation paper was issued in July 2003. In 2004, the Welsh Assembly Government's Public Transport Unit invited a proposal by the Community Transport Association (CTA) to take forward a three year demonstration project based on a £1m annual fund, which was submitted in November that year.

The scheme was launched by WAG in March 2005, with funding for the projects awarded on a competitive basis in two tranches. 10 bids were approved in September 2005 and 5 in April 2006. In September 2007, at CTA Wales' Annual Conference, the Deputy First Minister and Minister for the Economy and Transport announced a year's extension to the pilots for the 2008-09 financial year.

The CTCFI has been project managed throughout by CTA Wales on behalf of the WG's Integrated Transport Unit. The WG commissioned an external evaluation of the pilot, and Capita Symonds commenced work in early 2008, with the final report submitted in December 2008. The study examined the performance of the schemes in achieving their objectives, and the results were published to help determine future policy and funding implications. The scheme has been extended several times in its pilot format, with WG officials confirming in autumn 2011 that that the programme would end in March 2012.

#### Some key statistics.....

- Over 1,000,000 passengers journeys have been undertaken over a six and a half year period
- Average of 2 journeys per week per service user
- 96% of journey requests are accommodated
- Over 34 people are employed directly on the projects
- Additional jobs and businesses supported

## Demonstration Projects



**"I cannot use buses as I am physically disabled and also registered partially sighted. I am 85 and very grateful as I can use the taxis for hospital, surgery and shopping visits. Plus I can see my friends."**

**CAVO taxi voucher user**

There are 3 main types of Community Transport (CT) schemes within the Community Transport Concessionary Fares Initiative (CTCFI) are:

**Dial-a-Ride**, where journeys are booked in advance, are responsive to the needs of the users, are for single or several passengers and may be by minibus or car.

**Minibus Services**, which tie in with regular journeys for social and other purposes, and where many users are carried to similar destinations.

**Community Car Schemes**, where volunteer drivers provide transport, often using their own vehicles, although some schemes purchase their own vehicles especially where wheelchair access is required.

**Taxi-card Schemes**, were included within the initial 4 year pilot where journeys were booked with pre-agreed taxi companies. Vouchers supplied by the scheme enabled the user to pay the fare for the journey and afforded a great deal of flexibility in terms of travel times. These were discontinued during the pilot's second phase, with the affected areas receiving funding to develop alternative services to meet the needs of service users.

## The 15 Pilot Schemes

**Aberfan and Merthyr Vale Youth and Community Project:** Dial-a-Ride minibus service and group hire minibus service operating across Merthyr Tydfil

**Accessible Caring Transport:** Dial-a-Ride minibus service operating in the Cynon Valley area.

**Ceredigion Association of Voluntary Organisations:** initially a Taxicard Scheme utilising over 40 private sector operators across the whole of Ceredigion. Replacement services are now in place.

**Conwy Community Transport:** Dial-a-ride service utilising MPV's to provide door to door service in the rural Llanwrst area.

**Dial-A-Ride Denbighshire Ltd:** door to door dial-a-ride minibus services.

**Llanwrtyd Wells Community Transport :** Dial-a -Ride and voluntary car scheme service operating across a deeply rural area.



**Dulais Valley Community Transport (DANSA):** Dial-a-Ride minibus service to set destinations for Dulais, Neath and Afan valley residents.

**Gwent Association of Voluntary Organisations/Monmouthshire County Council:** Dial-a-Ride and group hire minibus service.

**Neath Port Talbot Community Transport:** Operates door to door Dial-a-ride and minibus group hire service for eligible Sandfields Estate residents.

**Neath Port Talbot Council for Voluntary Services:** Initially a Taxi Card scheme utilising a single taxi operator to deliver services across mainly urban wards. Now replacement Demand Responsive service operated by NPTCT.

**Pembrokeshire Association of Community Transport Organisations (PACTO):** providing Demand Responsive Town Rider and Country Car services, along with Pembrokeshire Pass Photo scheme.

**Powys Association of Voluntary Organisations (PAVO):** umbrella group providing central administration for 15 schemes, including taxi-card, Dial-a-Ride and minibus services and community car schemes.

**TraVol CT:** operates Dial-a-Ride minibus services for eligible Rhondda and Taff-Ely valley residents

**VEST CT:** Dial-a-Ride and minibus services operated across the City and County of Cardiff and some Vale of Glamorgan areas.

**Welsh Border CT /Estuary Cars Partnership:** supplying group hire and dial-a-ride minibuses and community car services.



**“The rural transport scheme operating in the Llanrwst area, has been a lifesaver for us elderly and disabled valley residents”**

**Conwy CT service user comment**

## The Impact on Service Users

The monitoring carried out by CTA Wales during the course of the pilot has included both quantitative and qualitative data, and has demonstrated high take up rates, with many groups running at capacity. Feedback from service users over the last few years demonstrates clearly the very positive effect on the lives of elderly and severely disabled people, many of whom had been unable to leave their homes previously, or had relied heavily on the input of family or friends.

The benefits identified included increased confidence and self esteem; greater social interaction; maintaining independence by lessening reliance on others; enabling service users to remain in their own homes for longer periods; and gaining access to services and activities previously out of reach.



## COMMUNITY TRANSPORT CONCESSIONARY FARES INITIATIVE

### Scheme Extensions

Following an outcry from service users and CT operators in February 2009 due to a late decision by WG to close the initiative that March, the Minister decided to extend CTCFI for a further year to March 2010. An extension was then granted to March 2012, seemingly to allow time for the operators to implement revised, common criteria prior to possible rollout of the free fares initiative. (At the inception of CTCFI in 2005, schemes had been permitted to establish their own criteria, to enable the testing of concessions on different types of CT.)

Despite consultation with all groups in early 2010 on moving to common criteria, a decision on the adoption of the new criteria was not made by the Minister until March 2011 which was too late for implementation in April. As part of this, the two taxi card schemes were discontinued, but the budget for this service was reallocated to the respective schemes to pump prime replacement services for service users.

**"I can't begin to tell you about the difference the community bus has made to my life"**

**Dulais Valley Community Transport service user**



### The Future?

The Community Transport Concessionary Fares Initiative was set up to ensure equality for elderly and severely disabled people, who are unable to use their bus pass on conventional public transport. However, this has only been available with a limited number of schemes to date.

Since Wales' population is increasingly ageing, particularly the "oldest old" over the age of 85, and since we have slightly higher rates of disability and disadvantage, the need and demand for this service will only grow.

CTA members wish to see the scheme rolled out to all CT operators on a separate fares basis, rather than the current core funding pilot model, to bring it in line with the all-Wales concessionary bus-pass and to ensure equality for their service users across Wales.

**"This service gives me a freedom I have not enjoyed for some time, except when kind friends are able to transport me"**

**TraVol service user comment**

## Comments from Town Rider Passengers - January/February 2012

A series of Sounding Board meetings were held with passengers on the Pembrokeshire Town Rider service during January and early February 2012. The meetings were attended by nearly 200 people, including over 100 passengers.

The meetings demonstrated the strength of support for the Town Rider service, and how important it is in the lives of its' elderly and vulnerable service users. It is part of the Community Transport Concessionary Fares Initiative (CTCFI).

We collected many comments from passengers about what the service means for them and how they will be affected if the service is withdrawn following the end of the Welsh Government funding in March 2012. A small but representative sample of their comments are reproduced below:

### What does the Town Rider Service mean for you?

- The Town Rider is my lifeline. I have a hip and also a knee that needs replacement. I find it very hard to walk. The joy of being able to get my own food shopping is so important to me. I'm nearly 84 years and I'm trying to cope completely alone in every way..... Do any of you realise just what it's like to spend days indoors not seeing or speaking to anyone. I love my outings to see the outside world and chat to people. I'm begging and pleading please don't take away the Town Rider. It's not a luxury – it's a necessity to the old – keeping our independence.
- I can visit church, bank, solicitors and the post office, feeling safe on my own. I need a helper for everything else. It is a real lifeline. The personal care on the Town Rider is so much better than a taxi, I have been most grateful for it.
- It's really very much what "keeps me going" – the Town Rider service is truly my last bit of independence.
- Being disabled and unable to use public transport, prior to using the Town Rider service I was totally reliant on the good will of family or friends to get my weekly shopping. This service has helped to maintain my independence and also freed me from the isolation of being housebound. I am able to meet up others and look forward to my shopping trips.
- As a wheelchair user it means being able to live an independent life, and to join in with community life.
- The service means a great deal to me as I am unable to climb hills & every which way I go there is an incline.
- It is a vital service to Kensington Court, Milford Haven. Without this service 20 of the residents would be isolated because it is ½ mile to walk to the normal bus stop.
- A great service for those who have mobility problems, enabling them to access visits to friends, social clubs (Darby & Joan), shopping.
- I am on sticks and cannot carry any shopping at all – hence Town Rider is essential for me.
- [The Town Rider] has been a real lifeline for the last few years. I can be taken to my surgery, dentist, hospital, as well as the library. It enables me to do my own shopping & live independently.
- The Town Rider gave me a new lease of life when I registered for it as I was able to socialise again and meet people and get away from my "four walls".

- Neither my husband nor myself have any form of transport, and we are on Government pensions only. He is 84 and unable to walk any distance. I myself have had two artificial hips and consequently walking is limited, particularly where shopping is concerned.
- Much of Goodwick is built on steep hillsides and 'as the years condemn' the hills seem to grow steeper. My wife (91) and I (87) manage very well in the home but we have found the Town Rider service an essential for the weekly shop which is heavy
- Shattered by the news that the future of the Town Rider is in doubt. I am 91 and have found the Town Rider invaluable: help given to get from the house to the bus, help given on arrival in the shopping area and on departure, help given me on arrival back home. This is help, support and kindness which TAXIS DO NOT GIVE. SOS Town Rider – please keep going.
- My husband is wheelchair bound after having a stroke. The service that you currently provide has made a vast difference to the quality of his life. He looks forward to his trips out in the Town Rider. It enables him to socialise and get out and about in the community. Not going out as much would definitely affect his confidence and general well-being.
- I use it [the Town Rider] once a week for shopping. It gives me my independence. I would be perfectly willing to go on the bus, but with this arthritis in the knees I can't walk to the bus stop which is a long way, and after I've done my shopping it's impossible to walk back home from the bus stop. It's made a complete difference to my life.
- I use the Town Rider quite frequently. I'm not a driver and I depend on the Town Rider, especially for the GP, chiropody, dentistry, visiting friends, or shopping, especially my weekly shopping. I use it when I want to go out. I think it's a service you can rely on; it's not like a taxi. You say you're going; you book for it; and you know it will be there at the time. You know that it will put you down where you want, and collect you as well, which gives the elderly a better quality I think.
- It would be a big loss to us if we lost [the Town Rider]. I always use it on a Friday because we have a club at the community centre. A few of them [the members] live quite a way away and they depend on it ...it would be missed very much if we didn't have it.
- I've lost the use of my right arm, and it's very difficult for me to carry the shopping. I think it's quite vital for me to have the help that the Town Rider gives, because the driver is wonderful - he will carry the things into the house for me. They come to pick me up at the house and take me back to the house, so I only have to walk round the shop. I like to do my own shopping. I think everyone likes to choose their own stuff.
- Since I've had a stroke I've got no balance. Any distance, I have to use a stick, and it's very awkward to carry shopping, your handbag and walk with a stick. It's impossible! If you've got 2 bags of shopping you can't even carry an umbrella.
- It's invaluable to me because without it I could be more or less isolated in my own home. I couldn't get to the bank or the Post office, or the doctors, or the shops. I'd be quite lost without it. I thought they were trying to encourage older people stay in their own homes, and this is going against that entirely, isn't it? One can't understand the logic of cutting services like this ..... and you do read in the papers about them paying for taxis for local government employees and civil servants.

## **If the Town Rider service was taken away, how would that affect you?**

- Disaster! Please don't get rid of it!
- We'd be absolutely stuck - I really have to say that I wouldn't be able to get out. Unless someone took me out, I would be stuck in the house all the time, which would be horrible.
- It would be disastrous – I would have to find a carer to accompany me everywhere.
- My wife would be unable to shop, pay bills, visit the market and socialise with friends. A prisoner in her own home.
- It would affect my independence, my confidence, and my ability to lead a normal life.
- I would be isolated in my home which is at the top of a long hill.
- I have no bus stop close to my home. Without the Town Rider I would have to use taxis that I cannot afford. I would be stuck at home.
- [If the Town Rider stopped] I would have to find an alternative. I'm afraid I can be rather independent. I don't like asking neighbours, and other than that it would be taxi, which would restrict my use a little bit because its £6 a time and, well, one has to think twice.
- Without the Town Rider people like myself would not be able to shop or go out. We would definitely become housebound.
- I'd have to rely on neighbours, and that is not fair because neighbours feel obligated and they shouldn't. And I'd probably starve; I don't think they [the Welsh Government] want the elderly to starve because they can't get to the shops!

## **Other Comments**

- Why should the disabled pay for the service? Why are the elderly or disabled more at a disadvantage when the able person has a free bus service?
- People at 60 shouldn't be having bus passes; 60 is only middle age now. People say "I've had my bus pass – I'm 60, now I'm off to New Zealand." You shouldn't have it until you draw your pension. It would save a lot more money.



Some testimonials from other areas of Wales.

"When I moved here a few years ago I was mobile and had the post bus and I could walk to get some shopping. Now I am on my own, and can only walk a few steps and cannot afford to hire a taxi at £48 per trip to Builth on my state pension. This transport is a vital part of my life." Llanwrtyd Wells user

"I am now unable to drive and on a very restricted budget. Without the service I would be totally housebound and unable to get to the basic necessities. I would be unable to stay in my home and have to go into a home." Llanwrtyd Wells service user

"I couldn't do without the service, as I wouldn't be able to see my husband at the nursing home. It's a godsend, the bus is fine and helps me meet lots of new people." Merthyr service user

"I have been housebound since my accident, but thanks to this service I'm now independent. Thank you." Merthyr service user

"It's the first time I've been out of the house in 2 years I've been wheelchair bound. I would not be able to get out if you did not provide this service". Fflint service user

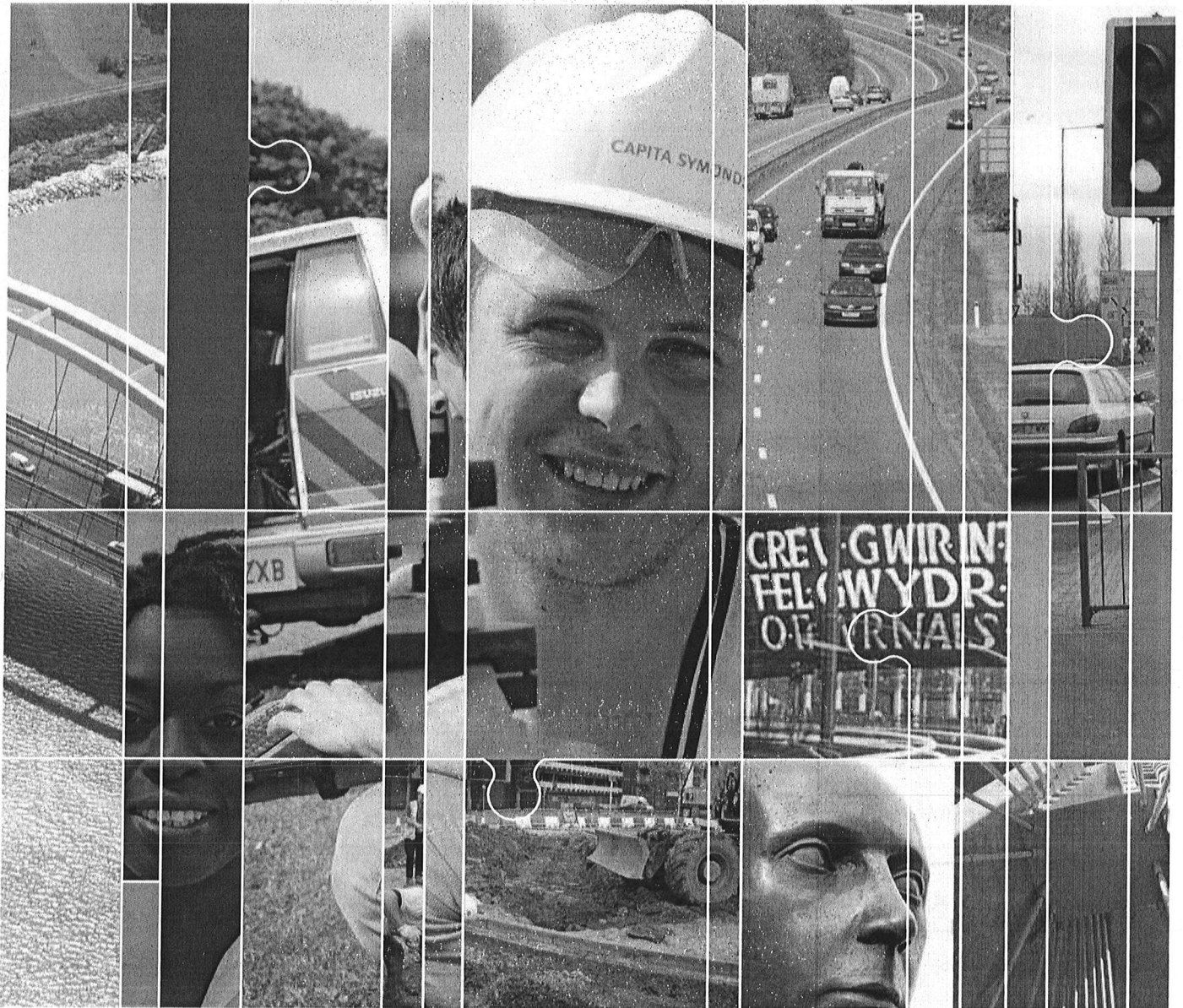
"Thank you for all your help in providing transport for my wife and I whilst I was unable to drive due to a stroke. It has been a lifeline". Welsh Border service user

"The bus service is very valuable – I am crippled with arthritis and unable to walk much. Our driver is very helpful and does a lot for us. " Neath Port Talbot service user

" My friend and her husband are both 87 years of age and rely very much on this service for their shopping. Both are poorly - Len suffers with severe chest problems and his wife has osteoporosis (sic) and will be really sad if this services comes to an end." Neath Port Talbot service user

" A lot of people in our club are not totally disabled but partly, which means if they are living any distance from the bus route, they wouldn't be able to go anywhere without this transport." Aberavon Club organiser



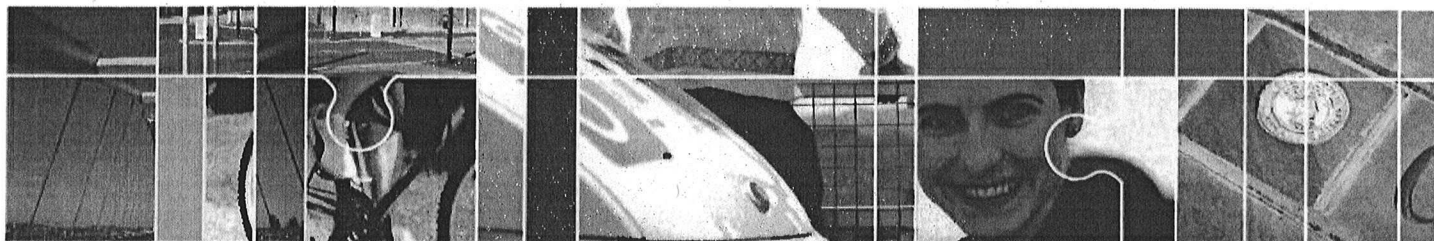


Community Transport Concessionary Fares Initiative for the  
Severely Disabled and Socially Disadvantaged in Wales

Executive Summary | January 2009

**CAPITA SYMONDS**

successful people, projects and performance



Project No: CG/3064

Doc Ref: CG/3064/Executive Summary

Rev:

Client: Welsh Assembly Government

Issue Date: January 2009

Community Transport Concessionary Fares Initiative for the  
Severely Disabled and Socially Disadvantaged in Wales

Executive Summary

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**Issue Record**

Rev	Date	Description/Comments	Author/Prepared by:	Approved for issue by:

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*Capita Symonds would like to thank the Community Transport Association Wales and the Community Transport operators for their co-operation, which has been critical to the preparation of this report.*

## EXECUTIVE SUMMARY

### 1 Background

- 1.1 The introduction of the All Wales Concessionary Fare Scheme in April 2002 provided free local bus travel for the elderly and disabled. Whilst the scheme has resulted in significant social benefits, many eligible people are unable to enjoy these opportunities due to severe disability. Accordingly, the Welsh Assembly Government has sought to improve transport opportunities for such persons, with the implementation of a pilot initiative for severely disabled people, enabling them to travel free on suitable Community Transport services.
- 1.2 Fifteen projects were awarded funding (the first ten in September 2005, with a further five in April 2006). The initiative is currently administered by the Community Transport Association (CTA) Wales on behalf of the Welsh Assembly Government.
- 1.3 The funding of pilot projects is due to end on 31<sup>st</sup> March 2009. This study was commissioned by the Welsh Assembly Government to evaluate the performance of the existing pilot schemes in achieving their objectives and inform policy and funding implications should the Initiative be extended.

### 2 Study Outcomes

- 2.1 In order to assess the impact of the scheme an observational visit was made to each of the pilot groups and two control groups (those who had not received funding). In addition a follow up exercise comprising five regional workshops was undertaken. Key findings were:
  - There was a wide variety of schemes, including minibus based, taxi-card schemes and volunteer car schemes;
  - Local factors were the main determinant of service type and cost, including:
    - geographical coverage;
    - local topography;
    - population density;
    - specific user requirements (type of disability, journey requirements); and
    - availability of volunteer staff.
  - Schemes provided a high level of service, with vehicles displaying a high visual standard of cleanliness and maintenance;
  - Staff had undergone the necessary checks and training prior to commencement of their duties;
  - Groups understood their legal requirements and had systems in place to meet these, although it was noted the increasing range of legislation has a considerable impact on administration resources;
  - Recruitment of volunteers was a key concern.

### **3 Vehicle Issues**

- 3.1 Vehicles had a shorter than average working life due to the additional weight of the modifications necessary to meet user needs (e.g. lifts/hoists, auxiliary heating equipment and fire suppression systems), whilst the nature of journeys result in a high number of stops – further increasing wear on brakes and clutches.
- 3.2 Only a small number of operators have a vehicle replacement fund, with most relying on capital grants or sponsorship to replace vehicles. One of the main reasons for this is the uncertainty as to whether the CTCFI scheme will continue beyond the pilot period. This makes it difficult to plan for the longer term. Some groups incorporate an element in their fares to cover vehicle depreciation.
- 3.3 The Community Transport sector as a whole potentially has a high level of purchasing power, which if combined, could enable significant discounts to be obtained from manufacturers. There was a mixed response to this suggestion, with some groups very interested, whilst other received benefits in kind from local suppliers which they would lose from a centralised scheme. We recommend:
- Reimbursement rates include an element for depreciation; and
  - Consideration is given to establishing a centralised purchase scheme, which Community Transport members could opt in.

### **4 Impact on Other Transport Sectors**

- 4.1 The objective of the CTCFI scheme is the provision of transport for those persons who are unable to access conventional public transport due to disability; therefore the scheme has a negligible impact on other transport services, indeed, in some rural areas the CTCFI scheme is the only form of non-private transport available.
- 4.2 The introduction of taxi-card schemes in some areas has assisted the economic viability of some local taxi-firms. This has resulted in the maintenance and expansion of firms, who may not have been able to offer the same level of service without the indirect support from CTCFI funded trips. This has resulted in a wider benefit to the local community at large.

### **5 Journey Coverage (Including Health Related Trips)**

- 5.1 In general the pilot schemes provide travel for a range of journey types, including shopping, attendance at social/lunch clubs and health related trips. It was noted that some groups limit the type of journey purpose; in particular some schemes restrict travel to group trips and others do not provide transport for hospital appointments. Whilst this may disadvantage some users, it does enable more effective utilisation of vehicles and drivers with a greater overall benefit to scheme members.
- 5.2 Where hospital trips were accommodated and data was available, the proportion of trips ranged from 17% to 42%. These trips are extremely

resource intensive with an adverse impact on cost and utilisation – particularly when clients require a course of treatment or rehabilitation.

5.3 Although some groups had engaged with Local Health Boards to address utilisation and funding issues, there had been limited success. We therefore recommend:

- Greater communication between Hospital Trusts and Community Transport groups to try and co-operate over appointment times to reduce vehicle downtime; and
- Hospital related appointments are excluded from the CTCFI scheme unless a financial contribution is received from the local trust.

## **6 Evaluation of CTCFI**

6.1 Each of the demonstration pilots was required to identify measurable targets as part of the application procedure. The type and number of targets varied, with most groups identifying generic targets which encompassed the operational requirements of the scheme (e.g. purchase of adapted vehicle, recruitment of staff or volunteers, etc). Although some groups did set quantifiable targets, the majority were only suitable for high level appraisal. An appraisal matrix was constructed which indicates in general group targets have been met.

6.2 In addition to the self-defined targets, an appraisal was undertaken against the strategic outcomes of the Wales Transport Strategy (WTS). Whilst there were some minor differences between schemes, the CTCFI has significantly contributed to key WTS objectives by:

- Improving access to healthcare, education, training and life long learning opportunities, shopping and leisure facilities and key visitor attractions;
- Facilitating healthier lifestyles, keeping users mentally stimulated and mobile; and
- Improving actual and perceived levels of safety within travel.

## **7 Impact on Scheme Users**

7.1 Without exception the implementation of the demonstration projects has had an extremely positive effect on the lives of severely disabled and socially disadvantaged people, providing access to a range of socially necessary facilities and services.

7.2 The positive impact of the scheme is demonstrated by the high take up rates, with some groups running at capacity. Whilst this limits the number of people currently receiving the benefit it should be remembered this is a pilot project and by definition not able to cover every eligible person in Wales.

## **8 Scheme Administration**

8.1 The scheme is currently administered by the Community Transport Association (CTA) Wales. During the study it was noted the CTA Wales has

provided a very effective role in the administration of the pilot scheme, with the establishment of an effective and robust monitoring regime. In addition, the experience of CTA Wales staff in running schemes has provided assistance to groups at inception and during the course of the pilot – particularly when schemes have encountered potential problems.

8.2 CTA Wales also provide a centralised resource for information and contacts, facilitating contact between different CT groups. We therefore recommend:

- CTA Wales remains the administering host for any future form of the community transport concessionary fare scheme;
- Resources and funding are made available to CTA Wales to enable them to conduct this role effectively; and
- Should the scheme be expanded, a proportionate increase in resources be made available to CTA Wales.

## 9 Scheme Costs

9.1 The pilot schemes have delivered enhanced service provision. The key consideration therefore is whether this has been achieved at a reasonable cost.

9.2 For many users, there is no alternative form of public transport available; however it has been possible to consider some examples of the cost per journey compared to other modes. This provides an indication of the relative value. Where such comparisons have been made, CTCFI schemes have provided their service at a lower cost per passenger than comparable taxi fares.

9.3 In addition, the efficiency of the pilot has improved, with a higher number of passengers for carried for similar cost. This demonstrates groups are developing economic efficiencies as the schemes mature.

9.4 Most of the groups are fully reliant on the funding provided by the Assembly under the pilot, with two thirds receiving 95% or more of their income from the CTCFI pilot. In the event funding is reduced or discontinued it is likely that groups would not be able to offer the current level of service without the introduction of charges in the form of user fares or increased membership fees.

9.5 Whilst the possibility of using other forms of grant funding has been considered, these are diminishing in availability (due to current economic climate and diversion of National Lottery funding to support the 2012 Olympics); therefore these are not considered a reliable alternative.

9.6 The hiring of vehicles to raise revenue has also been considered, however there are potentially considerable disadvantages to groups, with a reluctance to hire except to selected groups.

## 10 Rollout Cost

10.1 The study estimates the 5-year cost for a national roll-out, and proposes a phased roll out. In summary the proposed scheme would consist of the following elements:

- **Eligibility** – Recipients of Disability Living Allowance (higher level mobility element) or Blue Badge holders, without an alternative form of transport.
- **Scope** - Covers socially necessary journey purposes except Hospital appointments. Other purposes available for user paid fares. Trips within local authority boundary included, trips outside local authority boundary charged at standard rate.
- **Usage** – First journey each week is free, any in excess charged at standard rate (using mobility element of DLA if appropriate).
- **Scheme Expansion** – Additional funding element to enable start-up of ten new groups per annum over the five year period. Phased roll-out with 20% increase in funding per annum. Application procedure required.

10.2 Based on a 71% take up of eligible persons the following cost estimate (mid range) was derived:

	Year 1	Year 2	Year 3	Year 4	Year 5	Total cost
<b>Capital Costs</b>						
New Scheme Start up	800,000	800,000	800,000	800,000	800,000	<b>4,000,000</b>
Scheme Administration	70,098	140,196	210,294	280,392	350,490	<b>1,051,469</b>
Card issue	238,056	11,903	11,903	11,903	11,903	<b>285,667</b>
<b>Revenue Cost Elements</b>						
Medium	7,009,791	14,019,582	21,029,373	28,039,164	35,048,955	<b>105,146,866</b>
Contingency	700,979	1,401,958	2,102,937	2,803,916	3,504,896	<b>10,514,687</b>
<b>Total cost</b>	<b>8,818,924</b>	<b>16,373,639</b>	<b>24,154,507</b>	<b>31,935,375</b>	<b>39,716,243</b>	<b>120,998,688</b>

## 11 Other Recommendations

11.1 During the study a number of other pertinent issues were identified, which generated additional recommendations, including:

- Groups consider charging a cancellation fee to reduce the risk of late cancellation;
- Should Regional Transport Plans form the funding mechanism for CTCFI, this should be ring-fenced to prevent Community Transport funds being transferred to capital projects;
- Users should be issued with an appropriate pass using the same systems and procedures of the standard concessionary pass to maximise economies of scale;
- Future schemes should have quantifiable targets to better assess their effectiveness in delivering the objectives of the CTCFI pilot;
- Establish a centrally held contingency fund to assist groups maintain service in extenuating circumstances;
- Best practise in vehicle operation and procurement is collated and circulated; and

- A voluntary code of practice is established to link training to volunteer hours.

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[www.capitasymonds.co.uk](http://www.capitasymonds.co.uk)

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