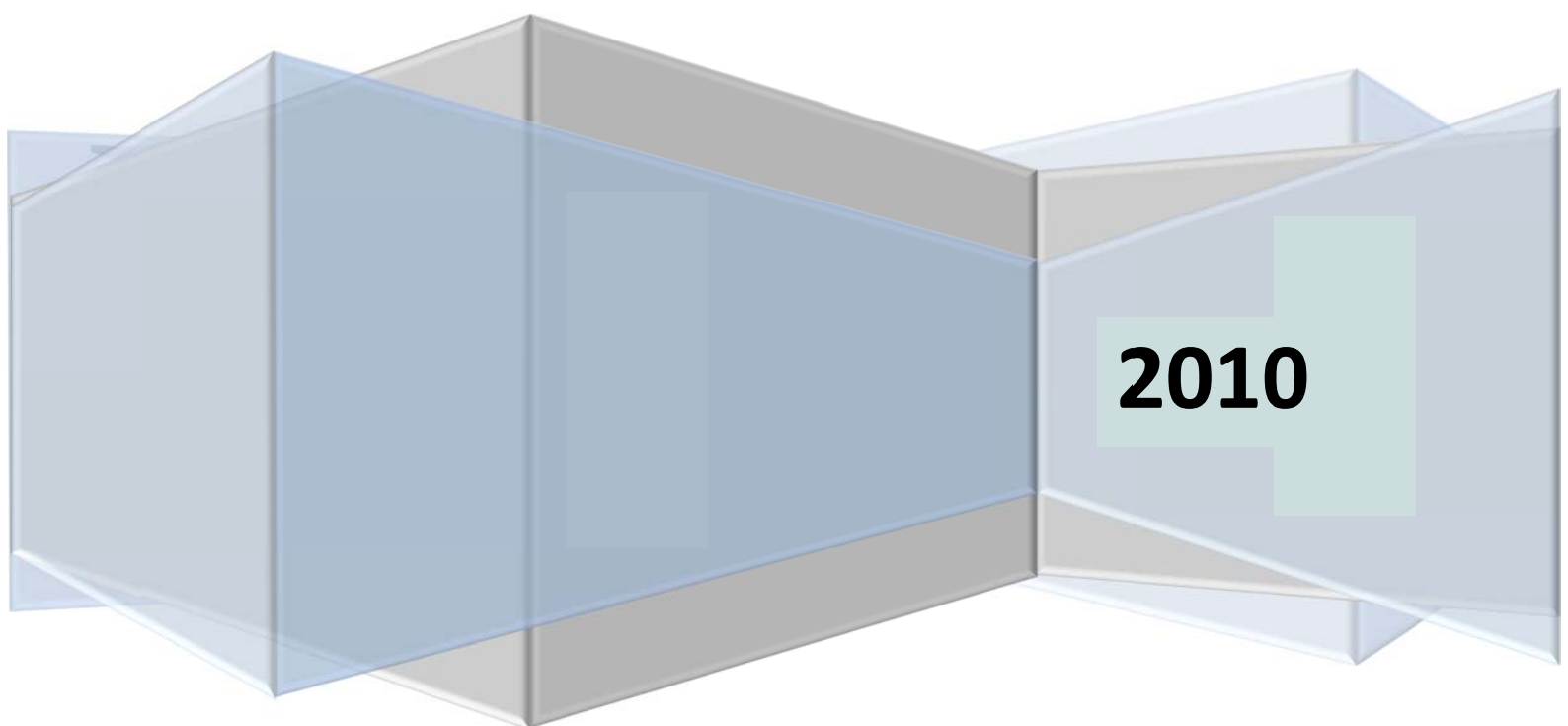




**Cymdeithas  
Cludiant  
Cymunedol  
Community  
Transport  
Association**

# The CTA Wales State of the Sector Report

**Community Transport**



# The CTA State of the Sector Report for Wales 2010

## ABOUT THE CTA

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The CTA is a UK-wide charity giving voice and providing leadership, learning and enterprise support to member organisations and individuals across the third sector who deliver innovative and flexible transport solutions to achieve social change.

The CTA's vision is of "*A fairer society, free from social exclusion and injustice, where everyone has personal choice, mobility and access to the services they require.*"

We work to achieve our vision by:

- Representing the views of voluntary and community transport across the UK to influence government at all levels, and build support and investment for the sector.
- Inspiring and empowering our members across the UK through leadership, learning and enterprise, and encouraging participation to bring about change.
- Working towards an integrated transport network which embraces accessible, community-based transport services to achieve a fairer society and sustainable communities.

The CTA promotes excellence through providing training, e-based resources, publications, advice, consultancy, events and project support on voluntary, community and accessible transport.

Voluntary and community transport exists to meet the travel and social needs of people to whom these would otherwise be denied, providing accessible and affordable transport to achieve social inclusion.

In Wales, the CTA works from offices in Clydach and Rhyl, and is supported by the Welsh Assembly Government through their Integrated Transport Unit.

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## OVERVIEW

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This is CTA Wales' first State of the Sector report. We embarked upon this project in summer 2010 to enhance our understanding of the community transport sector across the country, and to share this with funders, policy makers and stakeholders.

Our aim is that the baseline information gathered will enable us to develop a robust and comprehensive evidence base for our sector through regular State of the Sector reports in future years. These reports will enable us to monitor the impact of any legal, financial or other changes upon the sector and find out what effect this may be having, so that we can work with partners to address any issues.

Defining the sector and its extent, and gathering the data presented us with a real challenge. For clarity, we have included CTA's definition in the report, and although the data is not complete since some operators either did not respond or only partly responded, we hope to build on this first research in future years. This snapshot is therefore not complete, but we are certain that figures would go up rather than down, particularly in relation to numbers of passenger journeys, total mileage, vehicles and volunteer contribution.

This survey is undoubtedly timely, since the Local Transport Act 2008 which was implemented in April 2009, represents the biggest opportunity in a generation for community transport organisations to develop innovative services to meet the needs of their communities. Community transport organisations, local authorities, other key partners and the CTA must now work together to ensure this opportunity does not pass them by.

In view of the Comprehensive Spending Review (CSR) to be announced by the UK Government on 20 October 2010, we have some concerns about the future funding of the community transport sector. All local authorities in Wales are currently required to spend a minimum 10% of their Local Transport Services Grant on community transport, which is the main source of revenue support for the sector. Several authorities top the 10% up with other revenue support, and this may be threatened as local government's own budgets are squeezed. We wait to see whether this will be affected under the Welsh Assembly Government's own budget response following the CSR.

In terms of capital funding, three of the four Regional Transport Consortia have included funding for the sector this year, but again, it remains to be seen whether this will continue in times of stretched budgets. The sector needs to be able to address unmet need arising through lack of additional vehicle capacity and to replace vehicles to comply with new environmental legislation; enable better access for people with disabilities, or simply to replace an ageing fleet, and this capital funding is a key source for community transport operators. However, other sources of revenue funding which are vital for the running of these valuable, socially inclusive services are proving increasingly scarce already.

The issue of future sustainability is an important one for the sector, and we believe that a balanced, multi layered approach to grant support and social enterprise and encouraging a greater mix of funding to aid this is the right way forward. There will always be a need for public sector subsidy for community transport, simply due to the nature of the services it provides and the complete inability of many disadvantaged client groups to pay fares based on full cost recovery. However, more operators could look at the scope for the delivery of contracted

services with their local authority as well as local health board to marginalise overheads, and we would encourage public sector bodies to engage in dialogue with the sector and ourselves to see how this could be developed further. The Griffiths review of Non-emergency Patient Transport Services will hopefully lead to better integration of all health transport forms, including community transport, leading to improved services for citizens and fairer funding for operators.

Concessionary fares will continue to be an issue for the CTA at UK level. We believe that everyone who is entitled to a concessionary bus pass should be able to use it on ALL community transport services. We have been fortunate here in Wales that the Welsh Assembly Government has funded the Community Transport Concessionary Fares Initiative since 2005-06, albeit with the same 15 pilot projects. However, to ensure equality for all, we would like to see the scheme rolled out to all operators on a fares reimbursement basis, so that the Welsh Assembly Government's commitment to free concessionary travel on local bus services for all elderly and disabled people can be fully realised.

We hope that this, our first State of the Sector report for Wales, will help raise the profile of the community transport sector and go some way towards demonstrating the scope of its services, the size and economic contribution of the sector and the valuable role that volunteers play.

#### Acknowledgements

CTA Wales is very grateful to all community transport operators who contributed to this report. The survey was carried out by Lindsay Adams-Jones, Christina Christie, Kerry Lane and Alice Tolley and the report was compiled and edited by Betsan Caldwell, Kerry Lane and Jason Edwards.

#### Methodology

In June 2010 an electronic survey was sent to a total of 116 community transport operators across Wales. Over three months, we received 84 responses, giving a 72% response rate, through a combination of e-responses and follow-up phone calls. The data is not complete, since not all operators responded, and of those who did respond, not all answered all of the questions.

## INTRODUCTION TO OUR FINDINGS

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The community transport sector finds itself at a critical point in its history. The environment in which the sector operates is changing: funding is becoming tighter and the funding mix is becoming more complex, while the legislative changes of the Local Transport Act 2008 provide new opportunities. External policy drivers in Wales are also creating opportunities - the prominence of social enterprises, the increasing emphasis on citizen centred service delivery and the desire for more third sector organisations to deliver public services.

The work of the community transport sector itself is set against a backdrop of a society where over the coming years, there will be a significant increase in the number of older people who will live longer, and more people will suffer from poor health. Existing data from the "Living in Wales" survey 2008 below suggests that access is difficult for many people for several reasons, and this can only escalate with future demographic changes.

Criteria	Wales Cohort	Percentage
Life limiting illness	Total population	23%
Long-term illness, disability or infirmity	Total population	20%
Long term illness, disability or infirmity	Pensionable age population	46%
Mobility problems	Total population	55%
Mobility problems	Pensionable age population	64%
Breathing difficulties	Total population	21%
Breathing difficulties	Pensionable age population	22%
Do not own car	Total households	26%
Within 15 minutes or less by public transport of GP surgery	Total households	78%
Within 15 or less by public transport of hospital	Total households	19%
Do not use bus due to health reasons, access or bus stop too far	Pensionable age population	33%

Many of the challenges that have faced community transport organisations over the years still exist today, especially the issue of funding. Our report gives an initial snapshot of the community transport sector in Wales and attempts to provide a narrative against which future developments may be measured and supported.

This report is published during an economic crisis that has taken the UK economy into a recession. It is too early to predict the impact of the recession on the income and the overall environment within which the community transport sector in Wales operates, although the WCVA's September 2010 survey of the third sector shows that 41% of organisations feel their situation will worsen over the next year. Despite positive economic growth being recorded since January this year at a UK level, the situation is not so simple in Wales. The dependency of the Welsh economy on public finances makes expected funding cuts to the Welsh Assembly budgets a concern, and there is uncertainty about how far the Westminster government's "Big Society" policies will reach into Wales.

Set against a changing funding and regulatory environment and a wider economy that is going through a period of turmoil, the community transport sector is in transition. However, this report shows that there may well need to be a change in how community transport organisations, both

individually and collectively, deal with the challenges and opportunities that they will face during a general reduction in public spending over the coming years.

We hope that this report is useful to a wide audience – to policy makers, researchers, public and third sector bodies, as well as the community transport sector itself. In short, to anyone with an interest in social inclusion and access for all.

## KEY GOVERNMENT POLICIES AND STRATEGIES AFFECTING THE SECTOR

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The policies of four different Welsh Assembly Government departments affect the sector in Wales, and provide opportunities for new developments. These include:

### **1 The Department for the Economy and Transport**

#### **1.1 The National Transport Plan**

In March this year, the Department published its National Transport Plan which includes several references to community transport. It sees a significant role for community transport in “connecting more isolated communities with local key sites and settlements, often filling gaps in mainstream public transport provision.” It contains interventions to both improve local bus services and access to key sites and services, where the WAG promises to:

- *work with the Community Transport sector to enable better integration with conventional public transport provision, by 2014;*
- *to reflect on the 2002 stock-take in the Community Transport in the Welsh Transport Network report;*
- *support innovative transport services; and*
- *develop the regulatory framework for bus services and community transport, including full implementation of the Local Transport Act 2008, by 2010.*

#### **1.2 Regional Transport Plans**

The Department approved the plans of the four Regional Transport Consortia earlier this year, which came into effect in April. Each plan sits alongside the National Transport Plan in delivering the Wales Transport Strategy, and they take forward the process of delivering integration across public and community transport, walking and cycling.

The aim is to ensure consistency of service provision for citizens across the transport network, strengthening local service delivery and helping to improve access to essential services such as health and education. Three of the four plans have included capital funding for community transport this year, providing a total of £341k for the sector.

### **2 Department of Health and Social Services**

#### **2.1 The Griffiths Review**

In 2008, the Minister announced a review of non-urgent patient transport in Wales, and earlier this year, launched the Griffiths Review which has led to the development of four integrated transport pilots which will involve community transport. The CTA sits on the National Programme Board which has been set up to oversee this work. The Department for the Economy and Transport also pledges to “help to deliver the recommendations of the review of non-emergency patient transport services” in the National Transport Plan.

#### **2.2 The Rural Health Plan**

Accessing services and support is a critical issue facing people living in rural communities. Some rural areas are remote from centres of excellence and individuals are often distant from basic services. The Department’s consultation on rural health planning in 2009 looked at how

core services can be delivered closer to the people that use them, as well as the importance of an integrated transport system to enable people to get timely access to appointments, emergency treatment and other services and support.

### **3 The Department for Rural Affairs**

#### **3.1 Deep Rural Areas**

The December 2009 report by the Wales Rural Observatory 'Deep Rural Localities' acknowledges that if the full range of services cannot be provided in every community then there is a need to enable residents to travel or gain access to these services. In these areas there is a clear role for community transport initiatives, including demand responsive services, in the development of proposals for joint projects to improve access, and CTA Wales is working closely with the Department on this.

#### **3.2 Rural Development Plan**

Community transport has already featured in several Rural Development Plan (RDP) funding bids from several Local Authority area partnerships in South Wales, and bids are already being planned in additional areas for the next round of EU funding. This is a crucial source of support to enhance transport in peripheral areas.

### **4 The Department for Environment, Sustainability and Housing**

The development of the Department's Strategic Regeneration Areas (SRA's) in several areas of Wales has highlighted the importance of concentrating resources in identified areas, such as the Heads of the Valleys. Several of the SRA's have identified the importance of socially inclusive transport to help improve access to services, training, and work places. The Deputy Minister for Housing and Regeneration, Jocelyn Davies AM, is keen to ensure that new initiatives mesh closely with existing government programmes, whether these relate to health, education, skills, housing, transport or community development, supporting CTA's approach to cross-departmental working within the Welsh Assembly Government.

## **THE COMMUNITY TRANSPORT SECTOR**

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### **What is community transport?**

Community transport is a term covering a wide range of solutions usually developed to cover a specifically identified transport need, typically run by the community for the local community on a not-for-profit basis.

### **Why community transport?**

Community transport is about providing flexible and responsive solutions to unmet local transport needs and often represents the only way in which particular user groups can access a range of essential services. Because community transport is regulated under different rules from 'conventional' bus services, it is particularly well placed to offer innovative solutions where commercial services are not available. As a result it can provide the connectivity needed to get to a range of destinations for otherwise isolated or excluded groups of people, helping to develop sustainable communities and contributing to social inclusion.

### **Who runs community transport?**

Community transport services are operated by non-profit making bodies (usually, but not always, charities) which are community based. They are able to raise funds from a variety of sources, including self-generated income. Community transport operators range from small local organisations serving a specific community to larger social enterprises delivering commercial contracts such as bus routes, education, health and social services transport, which help to sustain vital community transport services.

### **How can community transport help?**

Users of community transport include people of all ages, disabled people, unemployed people, people in communities that don't have access to public transport, children and young people as well as older people. Because community transport is embedded in the very communities in which it operates, it is well placed to focus on very local needs and on one-to-one help, providing both choice and quality services.

### **Key features of community transport**

Community transport organisations possess a number of attributes which distinguish them from other passenger transport providers. These include:

- being third sector organisations embedded in their local community.
- providing safe, accessible and affordable transport solutions to meet local needs.
- being community-owned, user-friendly and voluntarily managed by local people.
- being inclusive and non-statutory, with a strong social ethos.
- being non-statutory, non-commercial and non-profit making.

### **Services delivered by community transport**

CT organisations are not homogenous. There are many levels of operation, from small to large, and from those that rely solely on volunteers to those that have hundreds of staff. The size and scale of the operation aims to be appropriate to local needs.

Although individual CT organisations provide a different mix of services, the CT sector's 'menu', taken as a whole, is wide-ranging. It includes the following:

- Voluntary car schemes, with volunteers driving their own cars in return for mileage expenses. It is a demand responsive, flexible and accessible transport service for individuals and groups who cannot access public transport, due to mobility, illness, infirmity or restricted access.
- Group travel services and door-to-door dial-a-ride services for individuals, using minibuses operated under section 19 minibus permits.
- Wheels to Work, hiring mopeds and bicycles and providing other transport services to enable people to get to work or apprenticeships, or to training that will lead to employment and long-term careers.
- Contracted "assisted travel" services, such as home-to-school, non-emergency patient or social care transport, operated on a not-for-profit basis, with the same minibuses then used for community benefit outside the contracted hours.
- Demand-responsive or fixed route transport services, filling the gaps between traditional stage carriage bus routes.

### **How is community transport funded?**

Community transport is funded from a variety of sources. Users of CT services are usually asked to contribute towards the costs of their journey, and in some areas, free concessionary transport is available to very elderly or severely disabled people as part of the Welsh Assembly Government's Community Transport Concessionary Fares Initiative (CTCFI). This pilot initiative is testing the principle of extending the all Wales Concessionary Fares Scheme to CT services, for people who are unable to access conventional bus services. CTA Wales is managing this scheme on behalf of the Assembly Government and, since 2005, 15 pilot schemes have provided over 800,000 passenger journeys to some of the most vulnerable members of the community.

Additional funding and support is provided by Local Authorities through the WAG's Local Transport Services Grant, by some Health Boards or Charitable Trusts in recognition of the wider benefits provided by CT. Some CT operators also run local mainstream bus services or provide school or social services transport under contract to the Local Authority to increase income and increase the sustainability of their accessible transport service. Again considerable funding has been sourced from European RDP monies in some areas.

Bus Service Operators Grant (BSOG) is the single source of funding across England and Wales which many community transport organisations are able to claim. We know that the value of the total claims for BSOG from just under 40 community transport organisations in Wales in 2009/10 was £321,410. There is scope to ensure that more operators claim this grant in future. The Welsh Assembly Government is currently reviewing BSOG, and CTA Wales is inputting into this elements of this debate.

### **How does community transport operate?**

Most community transport operators are exempt from the need to have a PSV operator's licence. Instead, most run under section 19 or section 22 permits, which were introduced in the Transport Act 1985. From 6 April 2009, section 19 permits have been issued on a time-limited basis, normally for five years.

## SUMMARY OF FINDINGS

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We looked at six overarching themes to assess the state of the community transport sector across Wales: organisation and services, membership, journeys and vehicles, staff and volunteers, income and funding and future challenges.

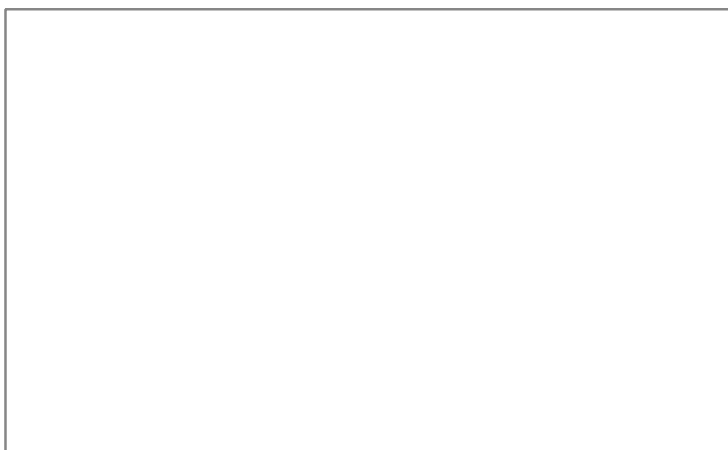
### Organisation and services

The majority of respondents either operated as a registered charity or a Company Limited by Guarantee. Worryingly, 5% operate as an unincorporated association which places the organisation and its board at higher risk. Only a quarter run their accounts according to the April–March financial year, whilst over half run with the calendar year and the remaining quarter operate with “other”. It is unlikely that this causes issues in terms of mainstream funders and funding streams, since many commence recording from the date when funding is allocated.



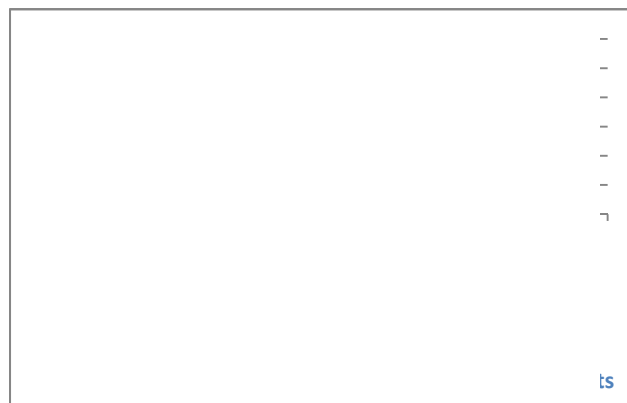
Geographically, the majority of operators deliver services within one Local Authority area, but a small number deliver community transport services or contracts across multiple council boundaries – between 2 and 6 Local Authorities.

The most common community transport services provided by respondents are Group Transport Minibus Dial a Ride and Social Car Services. A quarter of respondents provide Local Authority Social Care transport contracts and/or Special Educational Needs transport. Interestingly, 19% run connecting or feeder services using cars or minibuses to transport hubs, 14% run transport to employment, whilst 11% run mainstream school transport.



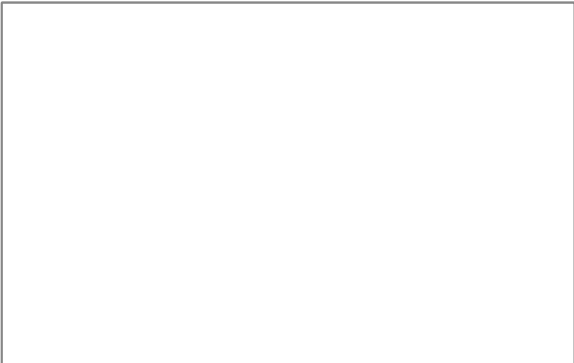
There are also 14 Shop mobility schemes in Wales, stretching from Colwyn Bay to Newport to Aberystwyth.

The majority of respondents run services on a Section 19 permit, with two thirds of these running minibuses with 9-16 passenger seats and a third running small vehicles of 9 passenger seats or less. Currently, only 9% run services under Section 22 permits, of which some also have PSV Operators licences. This is an area in which CTA and Local Authority partners should work together to encourage more operators to take advantage of the opportunities offered under the Local Transport Act 2008. However, 22% said they run none of



these as they are car schemes. A small minority run other services as well such as events recycling, local park and ride in the summer, wheelchair letting, shopmobility and volunteer bureaux or community hubs.

83% of respondents said their service users included elderly people, 79% said their users included disabled people and 63% included services for people living in rural areas. Interestingly, in view of the general perception that community transport is for older people, 60% of respondents indicated that they provide transport for children and young people, and 57% for community groups. Only a minority of operators indicated that they carried the general



public i.e. only section 22 and PSV operators should be operating for the general public. This clearly demonstrates that some community operators in Wales carry a wider range of service user types than previously thought, although a higher percentage of passengers are undoubtedly elderly and disabled people.

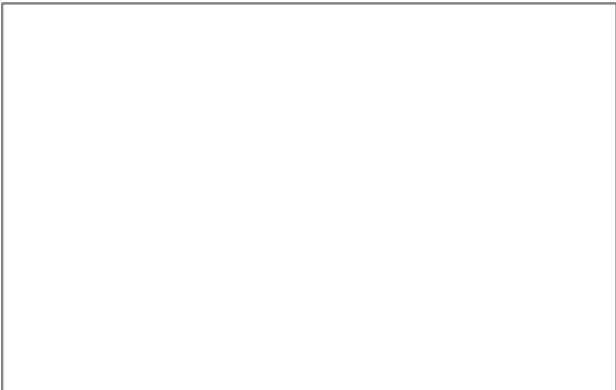
In terms of governance, the vast majority of operators have Health and Safety, CRB/Vulnerable People and Equal Opportunities policies in place. Many also have Volunteer and Data Protection policies, but fewer have Welsh Language policies and only half have an Environmental Policy.

### **Membership**

Nearly three quarters of the organisations surveyed operate on a membership basis, with a total of 114,363 members or registered users. Just over half charge their members a fee, whilst the remainder do not charge. Additionally, Shop mobility schemes presently have around 58,000 users of their services.

### **Journeys and Vehicles**

In terms of vehicles, the three most popular types used for community transport are 9-16 seater accessible minibuses, accessible cars and MPV's, and volunteers own cars. The total fleet across all vehicles amounted to 1,095.



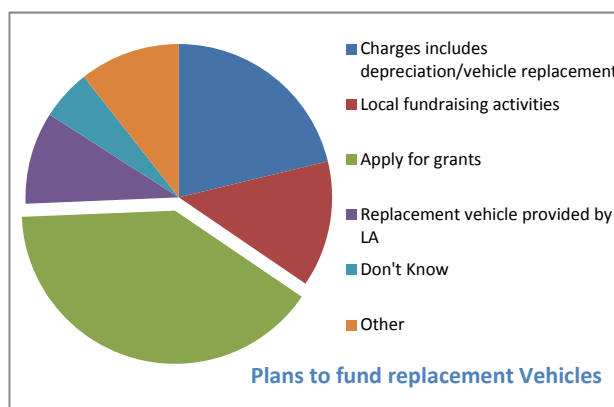
Whilst over half of vehicles were under 7 years old, just under a third of respondents said their



vehicles were older than this, and 18% were actually over 10 years old. Only 22% have purchased new vehicles in the last 12 months, and when asked about funding, only 40% of total respondents said they currently had a vehicle replacement fund. Of concern, less than half of these organisations said their fund was ring fenced for this purpose.

In total, 80% of respondents felt they would definitely or possibly have difficulty in finding funding to replace their vehicles. Asked how they would fund this, 44% said that their fares included an element towards depreciation or vehicle replacement with 83% saying they would also apply for grants, using their reserves as match funding. Just over 20% would rely on Local Authorities for a replacement vehicle, and 11% simply did not know. It was obvious that most community transport schemes would investigate a range of funding sources and possibly approach multiple funders.

The total number of passenger journeys provided was over 1.2 million, with a total journey mileage of 4.3 million, although given the overall response rate, we believe that the sector provides much more than this. Over half of these miles were undertaken in accessible minibuses. Dead miles travelled amounted to nearly 300,000 although this statistic was not well documented, with just over half of the schemes surveyed stating that they recorded their dead mileage. Many of the operators work in very rural communities and have little option but to absorb these costs. There is a significant cost implication for them in doing this which undermines their attempts to become financially sustainable, and funders need to be aware of this. However, the issue of recording data is one that needs addressing, to enable all operators to demonstrate the scope of their services, effectiveness and social or economic contribution.



### Staff and Volunteers

When asked about staff, both paid and those working in a volunteering capacity, the results show that there are at least 726 paid positions in the sector, with over 2,000 volunteers of which the majority are drivers. However, we believe that the true picture is much higher.

Staff Role	Number of Paid	Number of Volunteer
Driver	354	1484
Passenger Assistant	77	102
Office Staff	178	60
Management	98	332
Other	19	66
<b>Total</b>	<b>726</b>	<b>2044</b>

In terms of “other” paid positions, these included garage staff, vehicle checkers and cleaners, whilst “other” volunteer positions covered charity shop workers, befrienders, gardeners, fundraisers and events co-ordinators.

The majority of organisations employing paid drivers are concentrated in South Wales, particularly in valley areas where there is a greater density of population and higher levels of deprivation. Unsurprisingly, overall throughout Wales, the number of volunteer drivers far exceeds that of paid drivers, whilst passenger assistants are more equal. Office staff are more likely to be paid positions, whilst management committees are all volunteer led.

We asked respondents how many hours their volunteers gave to their respective organisations during the past year. Only 41% of the respondents said they recorded their volunteers' hours, which again, raises the issue of recording data on operational aspects. However, based on varying standard occupational rate equivalents, we can calculate the total benefit to the sector of the given data as £898,561, as shown in the table below.

Volunteer role	Hours and hourly rate	Total
Drivers	64459 hours x £7.75	£499,557
Passenger Assistants	7212 hours x £7.75	£55,893
Office Staff	14114 hours x £10.85	£153,137
Management Committee	7300 hours x £13.85	£101,105
Other	11467 hours x £7.75	£88,869
<b>Total</b>	<b>104552 hours</b>	<b>£898,561</b>
If total scaled up from 41% to 100% of respondents		£2,600,000

## Income and Funding

Respondents were asked to indicate all sources of earned income, as well as grants and donations in multiple response questions. The two most common sources of earned income are passenger fares which was reported by over two-thirds of organisations with over half indicating Group Hire/Group Transport Fees. A third indicated Concessionary Fares and Dial a Ride Services and a quarter highlighted Local Authority contracts.

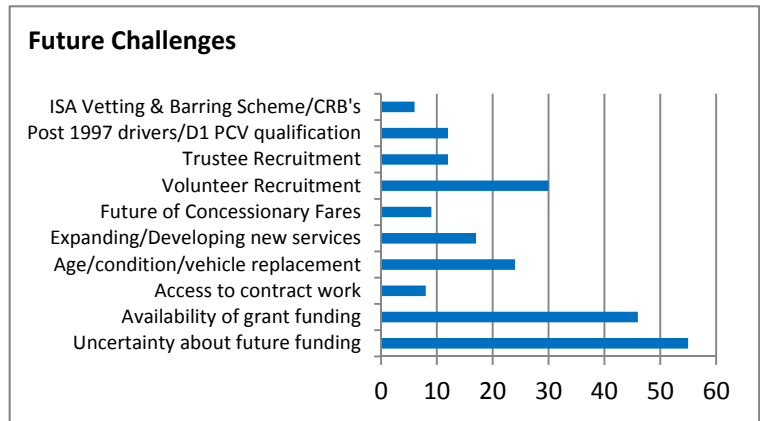
Over half of respondents who answered this question claimed Bus Services Operator Grant (BSOG). Clearly the extension of BSOG to community transport organisations in 2002 has been extremely beneficial to the sector, and it is now an important source of funding on which many community transport organisations in Wales rely. Yet from our research, it is clear that more of our members could be registering for BSOG and claiming accordingly, and those who already claim could be claiming more frequently. Less than 40 operators claimed in 2009-10 for a total of £321,410, according to Welsh Assembly Government statistics.

The main sources of unearned income for respondents are fundraising or donations, and grants from Local Authorities, with 45% stating they received income from the Welsh Assembly Government through either the Community Transport Concessionary Fares Initiative (CTCFI) or other grant such as RDP. Only 9% reported receiving Community Council grant, despite there being a precept for supporting CT, whilst 12% had applied for a grant from the Lottery, or other charitable fund.

The total income received by all respondents was over £5.5m of which 54% was earned income, whilst total expenditure was calculated as over £5.7m. No indication was given as to how the deficit of £0.2m would be financed.

## Future Challenges

When asked to identify the top 3 issues which would provide the greatest challenge for their organisation, the majority stated “uncertainty over future funding” closely followed by “availability of grant funding” and “volunteer and/or trustee recruitment”. The first two issues are substantiated by the recent WCVA third sector survey published in September 2010 which highlights “the disappearance of grant schemes and changes in funding arrangements and criteria” as a major concern for voluntary and community organisations, particularly when demand for services for vulnerable citizens is expected to rise as public service provision is cut.



Other community transport schemes had concerns about the age of their vehicles and how to replace them, whilst almost a third felt that developing new services or expanding their current services were a challenge. Some were concerned about the need for post-1997 paid drivers to hold a D1 PCV qualification, whilst only a small percentage felt that access to contract work was an issue for them.

## RECOMMENDATIONS

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Based on the information we have gathered in producing this report, CTA Wales makes the following recommendations to create a strong environment in which community transport organisations can prosper, develop and provide much-needed help to people throughout society. We have categorised these as follows:

The Welsh Assembly Government should:

- Ensure that community transport is considered in the development of relevant policies and legislation across departments, to ensure social inclusion and equality of opportunity for all.
- Consider extending reimbursement of eligible concessionary passenger fares to CT services in Wales.
- Develop a central cross-departmental funding stream for community transport across health and social services, integrated transport, rural affairs, regeneration and social justice.

Local Authorities should:

- Develop strategic plans for the development of community transport in their areas, to ensure full integration with other forms of passenger transport and to fill gaps in service provision.
- Encourage their local community transport operators to take advantage of the new flexibility in permit legislation under the Local Transport Act 2008, to provide new services and an alternative solution to service delivery for their communities.
- Engage with operators in a timely and transparent manner about the use of the Local Transport Services Grant and the outputs they require.
- Reimburse operators of CT services for carrying eligible concessionary passengers.

Community Transport operators should:

- Consider opportunities arising from the Local Transport Act 2008, and discuss with their trustees, directors or management committees whether they wish to become more enterprise orientated, to lessen their grant dependency
- Ensure they are claiming Bus Services Operator Grant (BSOG) where applicable
- Ensure that they are collecting relevant data to demonstrate the economic and social contribution of their organisation and of their staff and volunteers.
- Develop greater collaborative working between operators, to ensure that best use is made of existing resources, and to improve and extend service delivery.