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1. **Introduction**

   **Executive Summary of Service**

   1.1 This review details the current service provided by the Community Transport / Dial a Ride service in terms of the service’s core focus, daily activity, staffing, vehicles, costs, charges and partnership funding secured.

   1.2 Other Surrey wide Community Transport arrangements have been highlighted.

   1.3 Consideration was given when this review was undertaken last year of immediate issues and issues for the future. This included the introduction of a Community Cab scheme with a sustainable pricing structure using Personalisation, Partnership and Preventative funding which has previously been considered and approved by Council.

   1.4 In terms of service sustainability we have sought, through partnership activity, to optimise any income. Any further additional income could only be achieved from any fees and charges increases that might take place in the future.

   1.5 As a Community Transport service we have been widely recognised in Surrey as being a leader in best practice, benchmarking, provision of the highest complexity of services and to have optimised partnership opportunities. Our reputation resulted in us securing the Spelride contract which has meant that we can deliver on best value in terms of back office functions. Fundamentally our Community Transport service provides the backbone to other Community Support service areas.

   1.6 The opportunity has been taken to review some potential areas for review / development as appropriate.

2. **Key components of a Community Transport service**

2.1 *“The core aim of the Community Transport service is to provide a localised, responsive, customer focused, flexible service that can respond to community needs including supporting all aspects of the Community Support Services division to ensure that the division can provide high quality services.”*  

2.2 However, all Community Transport / Dial a Ride services come at a cost, requiring a **high level of subsidy**. It is generally accepted that potentially only one third (33%) of provision can be met through the fees and charges made. In Elmbridge due to current fees and charges we do not secure more than 15% of our service costs.
2.3 It is widely recognised that Community Transport is absolutely fundamental to supporting independence for older people / people with a mobility handicap and vulnerable groups. In any community based partnership meeting it is unusual for transport not to be mentioned as absolutely key for vulnerable people to access their local communities and maintain their independence.

2.4 Community Transport Service is at the heart of Community Support Services’ provision and key to the delivery of Community Support Service’s Service Delivery Plan.

2.5 The core provision of Community Transport is as follows:

- **Community Transport** – supports Centres for the Community, clubs and specialist groups
- The Council’s **seven Centres for the Community** and **Relief Carers Scheme** are totally reliant on a flexible, robust Community Transport service, very much focusing on a driver / carer role given the increased vulnerability of the residents we are supporting.
- **Dial a Ride** for vulnerable residents to book individual journeys to reach local facilities and maintain their independence as well as Shopping Services to best optimise the transport service.
- **Hire a Bus** – one vehicle is available for groups to book on a daily or half daily basis for activities.
- **Taxi Vouchers** for eligible residents to use for full or part payment of taxi journeys. This scheme has been available for over six years with 100 taxi voucher books being committed by the Council annually. This scheme resulted from a review undertaken by the Elmbridge Older Person’s Advisory Body, identifying the key need here as a cost effective way of reaching vulnerable residents with transport needs when there is always the challenge of every Community Transport service having their peak times and being clearly unable to meet demand. The Head of Community Support Services has taken several opportunities over the years to secure additional sponsorship funding for this scheme.

2.6 Having an integrated transport service has been key to a range of partnership successes in recent years, mindful that the division secures approaching £1 million annually to partnership activity. Initially successful funding received for the Relief Carers Scheme to develop specialist groups, outings programmes, support groups, etc., was fundamental to have a Community Transport provision. More recent successes have included the provision of the Spelride scheduling service, the Cobham Link project, Community Cab scheme and we have been able to ensure that transport is a key component of our Personalisation, Partnership and Prevention plan. Opportunities have also been taken to apply for SCC funding to support the Dial a Ride services and maintaining all our BSOG grant returns, not all Dial a Ride services in Surrey have optimised these opportunities. Currently £105,000 is secured from the SCC Dial a Ride
grant, the Cobham Community Link, Spelride scheduling and the BSOG grant. These are annual funded areas, in addition grants and funding opportunities are progressed on an annual basis.

2.7 Emergency / staffing cover for our Meals on Wheel service - both on a daily basis if there is a problem with the volunteer or in response to severe weather conditions where it is not appropriate to rely on a volunteer Meals on Wheels delivery workforce. The Community Transport driver on the Cobham Link Project and a member of staff from the office have been fully trained to provide cover for the Surrey Meals on Wheels driver for holiday and sickness. Community Transport drivers are required to support this service.

2.8 Provides immediate responses to any emergency events, providing transport to support rest centres or respond to emergency situations, for example transport was used for the Gibson Court fire, Oxshott Station accident, flooding.

3. Core Transport Provision

3.1 There are 25 areas of service activity or operational activity which take place on a weekly basis. The complexity and range of service components has grown over the years to best optimise our Community Transport service responding to opportunities to utilise any down time during the operational day as well as ensuring that best practice, value for money and customer care principles have been an integral part of the service. These activity components include:

- **Seven Centres for the Community** – requires six centres being supported five days per week and one Centre two days per week. (Each week 37 trips take place. Some Centres have double runs daily. Walton Centre has two vehicles on a Tuesday).
- **Ten clubs for older people** receiving transport.
- **Ten Specialist Groups** for people with dementia run by the Elmbridge Relief Carers Scheme (two groups at Walton, two groups at Weybridge, two groups at Molesey, one group at Hersham, two groups at Claygate and one group at Cobham.) For specialist group transport a Relief Care member of staff comes as an escort and there is an escorting charge made to the carer for this service. Although there are eight people attending each specialist group some of the carers choose to take the person they are caring for into the centre to have contact with the Relief Care specialist group organisers so they can be transporting between three and eight people to any group at any point in time.
- **Two stroke and one Parkinson’s group**
- **Eight Shopping Trips** – trips take place to Esher, Kingston, Brooklands, Cobham and Walton.
- **An assisted shopping trip** has been recently launched, linked to the existing shopping trip to Brooklands but where volunteers are being recruited to support
vulnerable shoppers who would not be able to shop without the assistance of a helper. The first two volunteers have just been recruited.

- **One Dial a Ride vehicle** providing individual trips. (The vehicle is also used to support the shopping service plus some specialist group activity.) The opportunity is taken to fully utilise Community Transport vehicles if there are any gaps in the day to support Dial a Ride but it is acknowledged that as there is now only one vehicle which undertakes shopping trips and specialist groups there is a very limited capacity to undertake individual Dial a Ride journeys.

- **One Hire a Bus vehicle** - Full day and half day trips offered and over 40 organisations or groups have been supported in the last year.

- **Cobham Link Project** – One driver and vehicle is assigned to the Cobham Centre, this is fully funded through the Cobham Link Project (driver looking to support if required for staff cover / emergency / the Meals on Wheels service into Mole Valley from Cobham).

- **Community Cab scheme** – We have just launched a wheelchair accessible vehicle to provide a self-sustaining Community Transport service for people with a mobility handicap and their carers.

- **Dial for Fitness** – We provide a transport service for people in the Oxshott area to access the gym facilities at Cobham – consideration to be given to a similar service with the Walton Wellbeing Centre developing gym equipment. Consideration is being given to a similar service at the Walton Wellbeing Centre as there is gym equipment, however currently those using the gym equipment have not required transport.

- **Daily scheduling for Spelride** – when Colin Harris took over this contract he was able to secure an average of 63 further journeys per week with a more robust scheduling service to offer Spelthorne.

- **Events, regular sessional activities** – a range of activity takes place including a monthly carers evening café (with carers grant funding), specialist centre lunches and an annual Christmas shopping evening.

- **Emergency Support** – The Community Transport service provides emergency cover for rest centres / where Community Transport is urgently required to collect and access vulnerable residents from a site within the Borough.

- **Evening and weekend activity** – meeting requests both on a regular or individual one off basis. We support the Alz Café monthly, other requests from centres, clubs and community groups. We are asking drivers if they would volunteer for evening and weekend activity and seek to meet as many requests as we are able. Of our current drivers there are three to four who are happy to volunteer outside of core hours and on the majority of occasions we can meet all requests. However, we need to pass on the full cost of the service which has meant that activity requests have reduced in later years.

- **Move On grant** – We successfully secured a Move On grant of £10,000 from Surrey County Council to increase existing Dial a Ride activity and launch a Dial for Fitness service. We have more recently recruited to full strength, however this has been against a background of serious sickness levels which have meant that
we have not yet progressed in the way that we would have liked but if we are back to a full complement of staff we plan to do so in the year ahead.

- **Weekly registration and assessment** – Service users are required to register for our Dial a Ride service and assessments are needed with respect to our Community Transport passengers. It is important, given the frailty of our customer base to have core information to be able to respond appropriately in any emergency situation. Over the years we have had people who have been taken very seriously ill on our vehicles and required emergency responses. This has resulted in situations over the years where passengers have not recovered after the emergency 999 calls. Registration and assessment reflect the vulnerable needs of our client group.

- **In house maintenance of fleet** – the Fleet Officer is able to ensure that we maintain vehicles but also optimise utilisation at the same time which includes weekly servicing and safety checks as well as small scale maintenance and bodywork support. We have just reviewed our maintenance arrangements and are piloting working with Woking Bustler as our servicing provider. We are at the early stages but the initial work undertaken has been to a very high standard and we have been very satisfied with the service.

- **Maintaining our tracking equipment** – in the last year we have introduced Quartix tracking systems into our eleven Community Transport vehicles. This system has live tracking, a daily log of vehicles location, miles driven daily, weekly and monthly, daily route replay showing where the vehicle has travelled, time, direction and speed, idling time, weekly timesheets. There is also a driver’s style report, crash detection reports, time on site reports, out of hours live text alerts, start and finish times, the potential for weekly driver league tables, Google style driver maps including traffic and street view.

- **Vehicle procurement** – In later years there has been an annual procurement exercise for one new Community Transport vehicle and in the last year this included also supporting on the procurement of a Meals on Wheels vehicle for the Surrey Mole Valley service.

- **Training** – we need to ensure that there is effective training taking place on a weekly basis. This has involved our Community Transport Coordinator and office team being qualified as a Midas trainer. We are needing to ensure that our Community transport Team have appropriate and regularly updated Midas training, first aid training, moving and handling training as well as other areas of specialist training as appropriate, for example dementia awareness training, awareness of the needs of people with learning difficulties, etc.

- **Performance monitoring** – On a weekly basis office based staff ensure that we have robust recording mechanisms in place in terms of activity, mileage, tracking evaluation, BSOG returns, Spelride, returns and invoice schedule production.

- **Membership maintenance** – to maintain annual membership for both Community Transport, Dial a Ride and the Community Cab scheme which includes both promotion for new members and renewal of existing members and involvement in appropriate promotional events.
• **Meeting engagement** – active involvement in the Transport Forum. Attendance of Strategic Centre Manager’s meetings, monitoring meetings with SCC, Older Person’s Advisor Body updates as appropriate, support of appropriate community based meetings as required, a recent example is the Peter Bus review.

• **Exploring service opportunities** – The Community Transport Coordinator liaises weekly with the Centre Managers / Service Managers with respect to exploring how transport could appropriately support other service developments. The Community Transport Coordinator also liaises with community groups in terms of reviewing and considering individual requests. For example we are currently working with Oasis Children’s Centre around the potential of providing transport for them. We are assessing children’s car seats to determine viability before we are able to go forward.

4. **Community Transport Provision in Surrey**

4.1 There are eleven Community Transport operations across Surrey. There are fundamentally two different types of provision. There are seven Borough and District Council Community Transport / Dial a Ride services operating in Runnymede, Mole Valley, Epsom and Ewell, Surrey Heath, Guildford, Spelthorne and Elmbridge. In addition there are three not for profit / registered companies / independent providence operations operating, these being East Surrey Rural Transport Partnership, Woking Bustler and Waverley Hopper. Finally there is a voluntary Dial a Ride service operating in Horley.

4.2 For Boroughs and Districts the core focus of their service is around supporting centres and general Dial a Ride Community Transport activity, supporting vulnerable and older residents or residents with a mobility handicap to reach local facilities, maintaining their independence within community settings. Highlighted below are how the core principles of the other six services operated by Boroughs and Districts.

- **Runnymede Borough Council** contracted out their Community Transport service to Woking Bustler approximately 10 years ago. However, following a review of their transport operation they brought the service back in house for value for money, flexibility, operational and customer feedback requirements.

- **Guildford Borough Council** drivers actually support Community transport / Dial a Ride and centre activity but also deliver Meals on Wheels at lunchtime.

- **Spelthorne Borough Council Spelride** – we undertake the scheduling for Spelride in Spelthorne. The Council continues to directly employ the Community Transport drivers and servicing maintenance of vehicles linked to their works depot.

- **Surrey Heath Borough Council** have recently reviewed their scheduling arrangements and Runnymede Borough Council are undertaking their scheduling.

- **Epsom and Ewell Borough Council** has a Route Call service linked to their depot.

- **Mole Valley District Council** undertake the scheduling for East Surrey Rural Transport Partnership.
It is the Dial a Ride services provided by Boroughs and Districts that have been the providers of scheduling for other Dial a Ride services and for East Surrey Rural Transport Partnership. It is these services that have the knowledge and expertise to support Surrey wide scheduling activity.

4.3 The three not for profit / independent providers are as follows:

- **East Surrey Rural Transport Partnership** - the core focus of the partnership is on the contracted work they undertake for Surrey County Council in terms of the Adult Social Care Learning Disabilities contract and special needs school provision. Of their fleet of twenty nine vehicles three or four are supporting Borough based Dial a Ride activity with a grant received from Tandridge and Reigate and Banstead Borough Councils. SCC do not require any monitoring of passenger numbers for their contracted activity.
- For **Woking Bustler** 40% of activity is SCC contracts, 40% is Woking Borough Council and 20% is for various other initiatives. Woking Borough Council contributes £317,919 to Community Transport.
- **Waverley Hoppa** – this service is similar to the East Surrey Rural Transport Partnership was set up with countryside agency monies initially plus SCC and Waverley Borough Council and has a similar operating model to East Surrey Rural Transport Partnership.

4.4 **Surrey wide fees and charges**

Annexe A details fees and charges in 2014 with respect principally to Borough and District Council Services The Head of Community Support Services undertakes an annual review of all fees and charges across Surrey. Elmbridge has the lowest fees and charges listed. We are, however, aware of Horley Dial a Ride which is a voluntary scheme which we believe is lower and not listed on the review.

5. **Community Transport Staff Team**

The Transport Service has the following staff base:

5.1 **Colin Harris, Community Transport Coordinator** (three days a week) is responsible for the daily operation of the Community Transport Service. Colin also has responsibility for the Spelride Scheduling System, securing £16,500 annually. It is totally to Colin’s credit that this contract has been so successful. He also has management responsibility for the three office based staff and eleven Community Transport drivers as well as the day to day management of all aspects of the Community Transport service.

5.2 **Colin Gibbs – Fleet Officer/Driver** (three days a week) has responsibility for the Community Transport Fleet in terms of servicing, maintenance and procurement. Colin works on a Saturday in order to undertake maintenance activity on the Community Transport fleet as well as linking with external tyre and lift maintenance contractors. Colin also provides driving cover.
5.3 **Vacant position - Scheduler / Driver** (five days a week) is responsible for daily scheduling of the vehicles, taking telephone enquiries and bookings. The post holder is also able to drive as and when required. This post is currently being advertised.

5.4 **Rob Henderson, Transport Assistant/Driver**, working one day a week in the office and four days driving.

5.5 **Daniel Wakeford, Transport Assistant/Driver**, works in the office to provide cover for other staff and also drives.

On average two to three days every week one of the team will need to cover drive leave, sickness, vehicle breakdown, additional activity such as special lunches, etc. As a result the staff listed above regularly drive and are familiar with all routes.

5.6 **Summary of office support team’s core focus**

We have sought to develop a very robust back office function to our Community Transport service. **Colin Harris**, having management responsibilities for **fourteen members of staff** (three office based staff and eleven drivers) and undertaking the Spelride contract in addition. From April of this year Colin Harris has been working three days a week with Colin Gibbs being the lead officer on a Friday and the scheduler / driver being the lead officer on a Wednesday.

The Community Transport service will receive **250 calls a week** on average, from Community Transport passengers to requests or cancelled transport for that day, Dial a Ride bookings, Hire a Bus bookings, Community Cab bookings and general enquiries, etc.

6 **Community Transport activity**

6.1 In the review we have more specifically reviewed Community Transport passenger journeys and activity. In summary, in 2013/14 there were 47,172 passenger journeys undertaken.

6.2 This year’s net expenditure on Community Transport is £468,620 with a forecasted income of £129,430.

6.3 We are currently supporting the following residents with our Community Transport service:

- Number of registered client: 1,038
- Number of organisations using Hire a Bus in the last year: 40 x 16 passengers = 704
- Clubs: 10 x 16 passengers = 160
- Others: 10 x 16 passengers = 160
• Shopping trips: 150
• Cobham Link: 23
• Library: 10
• Ad hoc: 250
• Total: 2,495

However, membership only applies to centre users and our small Dial a Ride operation and we would expect 250 people to be registered at £10 annual membership over the next year. There is obviously not a registration membership required for Hire a Bus, clubs and contracted services.

6.4 Unit cost: In considering the cost per passenger per trip against total cost of the service this equates to £10.72 per journey. If you exclude central support costs the figure is £7.56 per journey.

6.5 Core function of Community Transport: is to convey passengers to and from Centres within core hours, 8.30 – 11 am and 2.30 to 4.30 pm. As a result, between 10.30 am and 2.30 pm we utilise buses to carry out Dial a Ride journeys, shopping trips, Community Cab journeys and washing and cleaning of vehicles. During any down time we are currently reviewing whether Community Transport drivers could link more strongly with Centre Managers, carrying out risk assessments on passengers, etc.

6.6 The service prides itself on providing a personal service to all clients and their families.

6.7 We also have a very clear procedure in place when a passenger does not answer their door or is reported to be unwell by the driver, or by arranging Meals on Wheels or speaking to the next of kin when a passenger says they are not going to the Centre. These procedures complement our recognised Community Transport procedures and hand book, daily check requirement and risk assessment audit.

6.8 We have developed a robust set of policies and procedures for this service this which includes a comprehensive hand book first developed and introduced in 2008. This has been updated regularly thereafter with the last update being in September 2013.

6.9 In some cases we monitor passengers on a daily basis and liaise with families in these circumstances. We pride ourselves on not only providing transport to vulnerable people but also giving dedicated care and in a lot of cases we are the only connection the person has with the outside world.

6.10 Customer feedback has always been very important, both from centre Managers and service users. Recent customer feedback includes the following: An email from the Centre Manager at the Hersham centre stated “I just wanted to pass on how good Terry had been with our clients today here at Hersham. There was an incident with one of the Relief care group clients whilst I was on leave and he was a star
in supporting a very tricky situation…He is always so polite and helpful and really cannot do enough for everyone.”

7 Vehicle fleet

7.1 Fleet size – 12 Community Transport vehicles. These are utilised as follows:
- 7 support Centres for the Community
- 1 Dial a Ride
- 1 Hire a Bus
- 1 vehicle is used to support with maintenance and cover requirements
- 1 vehicle is used on a Thursday to meet peak demand and for additional urgent one off activity to support other activities
- Finally, in the last year we have secured a new vehicle and we actually retained the older vehicle to ensure that, with the current age of our fleet, we could maintain our daily operation and to be able to potentially seek more partnership opportunities which we have demonstrated more recently has now been the case.

7.2 Each Centre vehicle undertakes club activity in addition to Centres and the 9 Specialist Groups are transported on Community Transport vehicles but also sometimes on Dial a Ride vehicles.

7.3 The one Dial a Ride vehicle is fully operational on a daily basis. However any gaps in the Community Transport driver’s schedules are filled with Dial a Ride journeys where this is possible. Our current fees and charges mean that each Dial a Ride journey has a cost for the authority.

7.4 Shopping trips are being developed using the Dial a Ride vehicle as the best way of optimising our resources.

8 Vehicle Procurement

8.1 The Council capital purchases vehicles, as opposed to leases.

8.2 Surrey County Council undertook a review to look at the benefits of capital as opposed to lease purchase. This review concluded that capital purchase had a lower cost than leasing. In addition we believe the way that we “nurture” our Community Transport vehicles with in house maintenance has proved to keep them as fully functional as possible, for as long as possible and we have also been able to do small body work repairs, maintaining the appearance of our vehicle fleet for as long as possible.

8.3 Last year we purchased two new vehicles; one where we were ordering a bespoke vehicle to meet specific requirements, the other we were able to order a standard vehicle which reduced our costs accordingly. We will focus, where possible in the future, on ordering a standard vehicle body, however this will not always be possible given the
vulnerability of our client database and we would need to appropriately review on an annual basis.

8.4 Annexe B is a summary of the current fleet, miles undertaken and age of vehicles with a commentary on any key issue in relation to that particular vehicle in terms of maintenance / performance of the vehicle itself.

8.5 We have sought to maintain the core principle that no vehicle is more than seven / eight years old and have also been mindful of the mileage that each vehicle undertakes / reliability of the vehicle and would seek to request capital replacements to maintain this basic philosophy and are only requesting vehicles when evidence shows that there is a sound business case for renewal. There was a two to three year period where no vehicles were procured. As a result we do now have three vehicles that are eight years old, one that is nine and two that are ten years old. However, you will see from the Community Transport fleet overview that these older vehicles are still reliable at the current time. However, on the basis of our current fleet age, we consequently kept the last vehicle to ensure we had an appropriate range of vehicles to support our daily operation.

8.6 A recent analysis undertaken by SCC on vehicle maintenance demonstrated that we did fare extremely well in terms of the average age of the vehicles on the Community Transport Service’s fleet and the annual cost of maintenance. We were showing an average age of six years and were coming in at £1,500 a year. We very much recognise that this is due to Colin Gibbs’ support of all our vehicles and particularly working on a Saturday to maintain and optimise fleet activity Monday to Friday. As previously highlighted we are currently piloting maintenance arrangements with Woking Bustler and we believe that this will be a more cost effective model going forward.

8.7 There have been discussions with other Community Transport providers about whether there was any opportunity for joint procurement. However, most Dial a Ride providers do procure one vehicle annually but it has been recognised that their needs could be quite different and as a result to date there has not been the appropriate opportunities to secure any savings by joint arrangements but we continue to work closely with other Dial a Ride providers across Surrey and would be mindful of any future opportunities.

8.8 **Review of vehicle maintenance**

We are taking the opportunity at the current time of reviewing servicing arrangements. Woking Bustler have purchased a garage in the last year to ensure their fleet can be appropriately maintained. As previously stated we are currently piloting a service with Woking Bustler.

8.9 **Fuel Cards**

A review was undertaken by Surrey in the last year around whether there were any opportunities for Community Transport services across Surrey to review fuel card
arrangements. The outcome of this review was that there was not an alternative card, just the card that we are using, that would be more suitable and the outcome that current existing arrangements seemed to be most appropriate, recognising that there was a need for flexibility and the ability to fill up locally as any marginal fuel savings would be outweighed by travelling time for drivers and fuel usage if there was not a local facility.

9 Increased frailty of Community Transport passengers

9.1 There has been an increase in the frailty of people using the service which has resulted in an increase in the number of people in wheelchairs requiring walking frames or sticks and this needs to be accommodated appropriately on the vehicle.

9.2 A wheelchair has implications in terms of the number of people that can be transported as one wheelchair takes up two seats. It would be very unusual for us not to have at least one wheelchair on most runs.

9.3 Currently we regularly have 124 trips which involve wheelchair users each week, on Community transport, Dial a Ride, Shoppers, this figure does not include Hire a Bus passengers but as an estimate we would carry eight passengers per week who are in a wheelchair.

9.4 The customer care element of our service has always been absolutely key. Attached in Annexe C are three Community Transport case studies which illustrates the important role of the Community Transport service in caring for passengers and finding mechanisms so that they can appropriately access transport services.

10 Community Transport Costs and funding

Community Transport Budget

<table>
<thead>
<tr>
<th>Item</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Employee Costs (This includes Community Transport team plus percentage of Head of Community Support Services / 3 admin at the Civic Centre / 7 admin at Centres)</td>
<td>£383,420</td>
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<tr>
<td>Running costs, Transport supply services</td>
<td>£82,940</td>
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<tr>
<td>Directorate admin</td>
<td>£4,780</td>
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<tr>
<td>Directorate support</td>
<td>£2,050</td>
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<tr>
<td>Capital charges</td>
<td>£42,410</td>
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<td>Direct office expenses</td>
<td>£7,090</td>
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<tr>
<td>Central support</td>
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<tr>
<td><strong>Total expenditure</strong></td>
<td><strong>£598,050</strong></td>
</tr>
<tr>
<td>Income</td>
<td>£129,430</td>
</tr>
<tr>
<td><strong>Net expenditure</strong></td>
<td><strong>£468,620</strong></td>
</tr>
</tbody>
</table>
In terms of appropriately reviewing direct costs of the service the opportunity has been taken to identify allocated / central support costs, other non-direct Community Transport costs including percentage of allocated staff time of other Community Support centre staff so non-direct costs are identified as follows:

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Directorate admin</td>
<td>£4,780</td>
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<tr>
<td>Directorate support</td>
<td>£2,050</td>
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<tr>
<td>Direct office expenses</td>
<td>£7,090</td>
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<tr>
<td>Central support</td>
<td>£75,630</td>
</tr>
<tr>
<td>Taxi voucher scheme</td>
<td>£18,000</td>
</tr>
<tr>
<td>Estimated allocation of % of Community Support time given to Transport</td>
<td>£15,000</td>
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<tr>
<td>Total non-direct CT costs</td>
<td>£122,550</td>
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<tr>
<td>Direct cost total</td>
<td>£346,070</td>
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Revenue income for this financial year

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<thead>
<tr>
<th>Income in 2014/15</th>
<th>Estimated income for 2014/15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government grant</td>
<td>£9,000</td>
</tr>
<tr>
<td>Surrey Contribution</td>
<td>£43,980</td>
</tr>
<tr>
<td>Spelthorne contract</td>
<td>£16,450</td>
</tr>
<tr>
<td>Membership fees</td>
<td>£1,450</td>
</tr>
<tr>
<td>Outings / clubs</td>
<td>£7,120</td>
</tr>
<tr>
<td>Hire a Bus</td>
<td>£15,710</td>
</tr>
<tr>
<td>Dial a Ride</td>
<td>£8,600</td>
</tr>
<tr>
<td>Relief Care</td>
<td>£2,120</td>
</tr>
<tr>
<td>Transport charges (Centres)</td>
<td>£25,000</td>
</tr>
<tr>
<td>Total</td>
<td>£129,430</td>
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</table>

It needs to be noted that in addition to the identified income in this year’s Community Transport budget we also receive £37,059 from the Cobham Link project which is specifically for driving costs, extra driving hours, fuel, tax and servicing which does not directly appear in Community Transport’s income figure which means that the actual income figure for Transport is £166,489. So in reality the net cost for Community Transport is £431,561. In addition if you deduct the allocated costs it brings the figure down to £309,011 annually.

11 Transport activity over the last two years / performance indicators

11.1 It is recognised that over the last year the finance panel has considered performance indicators and we recognise that there has been a 2% reduction in the activity of the Community Transport service. This is principally due to a 4% reduction in Centre transport activity. However, there has been a 45% increase in ad hoc Dial a Ride activity, 9% increase in shopping activity and 20% activity in Hire a Vehicle activity.
11.2 The suggestion had been made as to whether there was the possibility to reduce the Community Transport service further, mindful that a £102,680 reduction took place in 2010. If we were to further reduce the service and take out one vehicle and one driver this would have the impact that each day of the week a Centre would have no Community Transport and the range of additional activities that are undertaken by that minibus on a daily basis would also cease affecting specialist groups for dementia, shopping services, Parkinson’s and stroke groups, etc.

11.3 We have also challenged whether services could be delivered differently, eg taxi vouchers, but have concluded that this would provide a very different service. For example, each taxi voucher book holds 154 vouchers, an average return journey fare to a Centre would be £20. This would actually purchase 7/8 visits a year, demonstrating that taxi vouchers can in no way replace a Community Transport service that is transporting any customer on a weekly, fortnightly or monthly basis. It is fair to say, given the frailty of our customers that they do look to use the service, in the majority of occasions, on a weekly or fortnightly basis. Passengers travelling to Centres will be using the service weekly and on some occasions up to 4 or 5 times a week.

12 Review of the current Community Transport service

12.1 At the beginning of this report we outlined the current service, where we can and have taken partnership opportunities and the critical role that Community transport plays in us delivering our Service Delivery Plan.

12.2 We have also summarised the current funding for the Community Transport service, looking at both direct and indirect costs.

12.3 We list below areas for consideration, both now and in the future:

- **Fees and charges**
  - Fees and charges have not increased for a five year period. It is recognised that we will potentially get to a point where we do need to consider fees and charges for the future to ensure sustainability.

- **Introduction of a Community Cab service**
  - Following a previous Cabinet item in February we have now launched the new service. The focus during the year ahead will be on promoting and embedding what has initially been a very successful launch.

- **Review of Community Transport staffing**
  - We do recognise, given the demands on the Transport service, that we have been surviving on the goodwill of the Community Transport Coordinator and the team. We are looking to establish a full complement of drivers and we have more recently introduced casual drivers. We have also had some serious illness but recognise that
there may be a need to review structures in the longer term as we recognise that we do not have a sustainable working structure at present

- **Expanding our Dial a Ride / Community Transport membership base**
  - We have already targeted this in our Service Delivery Plan to increase our Dial a Ride membership by 15%. With the £10 a year membership if we sought to target eight new members a month resulting in 96 new members a year which would be a total of £960 during 2014/15. We are currently looking to introduce a Dial a Ride newsletter to raise awareness of the Dial a Ride, Community Transport, Hire a Vehicle and soon to be launched Dial a vehicle services.
  - We plan, over the next year, to actively promote Community Transport activity through sheltered housing schemes and private residential buildings such as McCarthy and Stone.

- **Review of our current servicing provider / fuel card arrangements**
  - As previously indicated we are piloting work with Woking Bustler. We have, however, undertaken a fuel card review working with Surrey County Council and the review concluded that there was no advantage in changing our current arrangements at the present time although we will continue to review if any new providers come into the marketplace.

- **Partnership opportunities**
  - We will continue to be mindful of all partnership opportunities / grant opportunities as they arise.
  - We have focused on partnership grants where we can best deliver services within the core Community Transport provision, Cobham Link and more recently Oasis Childcare and Holy Trinity Church. We are continuing to explore partnership opportunities with two new services launching in the last month alone.

- **Development of a bespoke Community Transport website**
  - One area that warrants development is a new standalone website. Woking Community Transport used their Move On grant money to develop a website that enables easy access for residents, carers and local organisations to understand more clearly the service offered.
  - “Surrey I” has linked in information on Dial a Ride and voluntary car schemes detailing the area of benefit, eligibility, operating times, fees, contacts, etc., with maps displaying areas covered. Information can be accessed by submitting a post code. We would like to link this website into a proposed new website. We would also be able to upload our newsletter and it would be a very good vehicle for highlighting new shopping trips, advertising the Dial a Vehicle launch in due course, Hire a Vehicle service, Dial a Ride, Taxi Voucher Scheme, etc. We developed the Surrey Telecare website which is a standalone website which has been very successful and we would want to use the same modelling arrangements when considering this proposed website.
• **Additional support provided to the Meals on Wheels service**
  - With our reliance on a complete volunteer workforce, relying on 240 volunteers a week, there are a number of occasions now if we have a situation where a volunteer has to cancel at short notice or does not attend for other reasons that we immediately need to call on Community Transport drivers to support the service. We are also undertaking a review to link drivers more closely with a particular centre during the day, to develop a more effective support process both for Meals and Wheels and to assist in the centre if required. In addition to general support for Centres there is a regular need to support the Mole Valley service where we use Meals on Wheels drivers. We are currently needing to cover for the previous post holder who is now on maternity leave which has required daily cover. There is also a requirement to cover for leave / sickness. We need to have the resource in place to do this. We have been looking to recruit casual drivers to further support this area of activity.

• **Taxi Voucher Scheme**
  - We recognise that there may be a need during this year to review taxi voucher arrangements for 2015. Each taxi voucher book currently costs £2 but consideration is being given to introducing a £5 book across Surrey taxi voucher schemes in 2015. If this is the case we will be undertaking a review accordingly.

• **Introduction of Risk Assessments / Audits**
  - Based on the increasing frailty of our customer base we are looking to introduce a detailed vehicle audit, in addition to the daily vehicle check undertaken by the driver, to ensure that no accidents are experienced by the driver or Community Transport passengers. We believe that we will be the first in Surrey to introduce such a model so that others are asking to use our best practice within their individual situations, once we have fully established and piloted.

13 **Conclusion**

In conclusion we are seeking to ensure that Members are fully aware of the wide range of Community Transport provision that is provided, understand the challenges, recognise that we have optimised potential opportunities, that we increasingly see a frailer customer base that, in turn, can impact on overall income, that Centre transport passenger numbers have reduced but we are seeing a range of other developments but would not expect to see an increase overall, that it is important that we continue to procure at least one vehicle per year, that we will potentially be in a position going forward where we will need to consider fees and charges in the future.

**Contact Details**

Melanie Bussicott, Head of Community Support Services, 01372 474545 mbussicott@elmbridge.gov.uk

Colin Harris, Community Transport Manager, 01372 474550 charris@elmbridge.gov.uk
Annexe A - Community Transport charges across Surrey

Community Transport Charges across Surrey as of April 2014

* = this indicates that the figures have been updated by Boroughs and Districts for April 2014. Those without an asterix have not immediately responded. This could mean their fees and charges have not increased or that their figures reflect last year’s charges.

<table>
<thead>
<tr>
<th>Borough Based Areas</th>
<th>Services provided directly by the Borough Council has an asterisk next to the name of the Borough</th>
<th>Transport Charges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elmbridge*</td>
<td>Dial a Ride &amp; Community Transport Service</td>
<td>Dial a Ride charges: up to 3 miles £2.40, up to 5 miles £3.00, up to 10 miles from £4.95 shopping trips from £2.65. Centre Transport: £1.80 return, £1.00 single. £10.00 membership fee</td>
</tr>
<tr>
<td>Epsom &amp; Ewell*</td>
<td>Routecall Borough Service</td>
<td>Current Route call membership £13.50 pa Day Centre - £3.00 return. £1.50 single Dial a Bus (shopping) £4.60 return £2.30 single Dial a Ride (Hosp appts etc) £8.40 return) £4.20 single Hospitals outside borough £15.80 return. £7.90 single</td>
</tr>
<tr>
<td>Guildford*</td>
<td>Dial a Ride &amp; Community Transport</td>
<td>All the below are single journeys, there are no return discounts. Miles</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td></td>
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<td>2</td>
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<td>3</td>
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<td></td>
<td>7</td>
</tr>
<tr>
<td></td>
<td></td>
<td>15</td>
</tr>
<tr>
<td>Mole Valley*</td>
<td>(2010/11)</td>
<td>£2.80 per zone</td>
</tr>
<tr>
<td></td>
<td>Dial a Ride &amp; Community Transport</td>
<td>£19.50 annual membership</td>
</tr>
<tr>
<td>Reigate and Banstead*</td>
<td>Some services provided by East Surrey Rural Transport</td>
<td>Dial a Ride Annual membership, £15 Local Borough zone return £4</td>
</tr>
<tr>
<td>Place</td>
<td>Service Details</td>
<td></td>
</tr>
<tr>
<td>--------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------</td>
<td></td>
</tr>
</tbody>
</table>
| Partnership. There was also a | Return from outside local Borough zone £6  
| Horley voluntary Dial a Ride   | Excursions scheduled throughout the year, prices on application.  
| Scheme. No service provided     | Current £3.00 local area return and £3.50 outside local area return – Regent Hall  
| directly by the Borough Council.| Banstead £2.50 local area return only  
|                                 | Woodhatch no regular transport service – only Thursday and trips these range at various costs.                                               |
| Runnymede *                    | 13/14  
| Community Transport & Dial a    | Dial a Ride: £2.70 for first zone & then £2 per subsequent zone  
| Ride                           | Membership £7  
|                                | 14/15  
|                                | Dial a Ride: £2.80 for first zone & then £2.10 per subsequent zone  
|                                | Membership £7  
| Spelthorne *                   | Current £6.70 return, £3.80 single  
| Spelride                       | Membership £18  
|                                | Scheduled by Elmbridge’s Community Transport Service. Drivers directly managed by Spelthorne Council  
| Surrey Heath                   | 2013/14 charges: Zone – A - £2 single/£4 return  
| Community Transport & Dial a    | Zone – B £3 single/£6 return  
| Ride Service                   | Zone – C £3.50 single / £7 return  
|                                | Zone – D £4.00 single/£8 return  
|                                | Zone – E £4.50 single/£9 return.  
|                                | 2014/15 charges: Zone –A - £2.10 single / £4.20 return  
|                                | Zone B - £3.15 single /£6.30 return  
|                                | Zone C - £3.65 single / £7.30 return  
|                                | Zone D - £4.20 single / £8.40 return  
|                                | Zone E - £4.70 single / £9.40 return  
| Tandridge *                    | N/A  
<p>| Some services provided by East  |<br />
| Surrey Rural Community Transport Partnership. Tandridge provides grant funding to the East Surrey Rural Community Transport |</p>
<table>
<thead>
<tr>
<th>Partnership</th>
</tr>
</thead>
</table>
| **Waverley**  
Borough Council does not provide any Centres directly. It does provide grant funding to the Hopper | Run independently – information not available |
| **Woking**  
Woking Bustler, service not provided directly by the Borough Council. Woking provide grant funding to Busler. | Return trip charge - £4.40 |
<table>
<thead>
<tr>
<th>Registration</th>
<th>Type</th>
<th>Seating Capacity</th>
<th>Age</th>
<th>Current Mileage</th>
<th>Average Weekly Mileage</th>
<th>General Overview</th>
</tr>
</thead>
<tbody>
<tr>
<td>HX03 FTT</td>
<td>Transit Coachbuilt</td>
<td>16 Seated or 12 &amp; 2 Wheelchair users</td>
<td>11 Years</td>
<td>123,000 miles</td>
<td>118 miles</td>
<td>Very reliable vehicle. Servicing is carried out locally at Sandown Autopoint.</td>
</tr>
<tr>
<td>HX04 KKE</td>
<td>Transit Coachbuilt</td>
<td>16 Seated or 12 &amp; 2 Wheelchair users</td>
<td>10 Years</td>
<td>113,600 miles</td>
<td>100 miles</td>
<td>Very reliable vehicle. Servicing is carried out locally at Sandown Autopoint.</td>
</tr>
<tr>
<td>HX05 EHS</td>
<td>Iveco Van Conversion</td>
<td>12 Seated &amp; 2 Wheelchair users</td>
<td>9 Years</td>
<td>56,000 miles</td>
<td>50 miles</td>
<td>Reliable but uncomfortable for passengers due to hard suspension. Servicing is carried out locally at Sandown Autopoint.</td>
</tr>
<tr>
<td>HX05 KSO</td>
<td>Transit Coachbuilt</td>
<td>14 Seated or 12 &amp; 2 Wheelchair users</td>
<td>9 Years</td>
<td>82,000 miles</td>
<td>75 miles</td>
<td>Very reliable vehicle. Servicing is carried out locally at Sandown Autopoint.</td>
</tr>
<tr>
<td>EU53 NYO</td>
<td>Transit Coachbuilt</td>
<td>14 Seated or 12 &amp; 2 Wheelchair users</td>
<td>11 Years</td>
<td>102,000 miles</td>
<td>50 miles</td>
<td>Very reliable vehicle. Servicing is carried out locally at Sandown Autopoint.</td>
</tr>
<tr>
<td>EU55 CEA</td>
<td>Transit Coachbuilt</td>
<td>13 Seated or 12 &amp; 2 Wheelchair users</td>
<td>9 Years</td>
<td>80,500 miles</td>
<td>100 miles</td>
<td>Very reliable vehicle. Servicing is carried out locally at Sandown Autopoint.</td>
</tr>
<tr>
<td>HY58 XWB</td>
<td>Transit Coachbuilt</td>
<td>16 Seated or 12 &amp; 2 Wheelchair users</td>
<td>6 Years</td>
<td>62,000 miles</td>
<td>100 miles</td>
<td>Generally reliable used mainly for the Hire a Bus service. Servicing is carried out locally at Sandown Autopoint.</td>
</tr>
<tr>
<td>HN09 CNX</td>
<td>Transit Coachbuilt</td>
<td>14 Seated or 12 &amp; 2 Wheelchair users</td>
<td>5 Years</td>
<td>47,000 miles</td>
<td>75 miles</td>
<td>Unreliable with repeated engine management &amp; mechanical issues. Rarely runs between routine services without requiring interim attention. Servicing is carried out locally at Sandown Autopoint. Costs to date have been unacceptable for a vehicle of this age and mileage.</td>
</tr>
<tr>
<td>HN09 CNY</td>
<td>Transit Coachbuilt</td>
<td>12 Seated &amp; 2 Wheelchair users</td>
<td>5 Years</td>
<td>47,500 miles</td>
<td>75 miles</td>
<td>Generally reliable but periodically suffers with emission and engine management issues. Servicing is carried out locally at Sandown Autopoint.</td>
</tr>
<tr>
<td>HK59 GYO</td>
<td>Transit Coachbuilt</td>
<td>13 Seated or 12 &amp; 2 Wheelchair users</td>
<td>5 Years</td>
<td>38,000 miles</td>
<td>75 miles</td>
<td>Generally reliable but periodically suffers with emission and engine management issues. Servicing is carried out locally at Sandown Autopoint. Costs to date have been unacceptable for a vehicle of this age and mileage.</td>
</tr>
<tr>
<td>RX62 HSY</td>
<td>VW Van Conversion</td>
<td>12 Seated &amp; 2 Wheelchair users</td>
<td>2 Years</td>
<td>22,000 miles</td>
<td>125 miles</td>
<td>No faults as yet. Very popular with drivers &amp; Passengers. Servicing will be undertaken by a VW Dealership during the 3 year warranty period. Following this, servicing options will be reviewed.</td>
</tr>
<tr>
<td>WA13 FSN</td>
<td>Citroen Van Conversion</td>
<td>10 Seated &amp; 2 Wheelchair users</td>
<td>1 Year</td>
<td>11,000 miles</td>
<td>100 miles</td>
<td>No faults as yet. Very popular with drivers &amp; Passengers. Servicing will be undertaken by a Citroen Dealership during the 3 year warranty period. Following this, servicing options will be reviewed. This bus is smaller than the others and ideal for smaller passenger groups &amp; difficult access locations.</td>
</tr>
</tbody>
</table>
Annexe C - Community Transport case studies

Community Transport Case Studies

Mrs A

Mrs A had been using the Transport service to take her to the Claygate Centre for the Community and on the weekly shopping trip. Mrs A lives in a flat with very steep stairs. Since Mrs A had started using Transport her mobility had reduced and her risk of falling had increased, resulting in several hospital admissions. Following a hospital stay and due to the fact that there was now a Health and Safety Risk in driving Mrs A due to the risk of falling, Transport took the decision to suspend the service. On the request of Mrs A’s Power of Attorney (as Mrs A was very socially isolated) a visit from the Social Inclusion Officer, the Transport Coordinator and the Care and Repair Handy Man took place. Mrs A proved that she could walk up and down stairs unaided however with additional hand rails internally and externally it was felt that this would aid and further reduce the risk of falls. The following week the Handyman installed the hand rails and the Power of Attorney agreed to purchase a wheelchair for Mrs A. Once this is purchased the Transport service will resume which will enable Mrs A to access the Centre and visit the supermarket for her food shopping.

Mr and Mrs N

Mr and Mrs N had been using the Transport Service to take them both to the Centre for the Community. Mr N has Dementia and Mrs N (his main carer) has suffered a stroke which has greatly affected her mobility and left her requiring a frame to walk with. The access to her house is on a hill and the steps where too deep for Mrs N to safely. Mr N although physically fit is unable to help his wife get up the steps due to his Dementia. Transport had suspended the service as there was a high risk of falling. The Social Inclusion Officer was approached by the Transport driver who normally drives them both to the centre to discuss if anything could be done. A joint visit was agreed with the Social Inclusion Officer, the Transport Coordinator and the Care and Repair Handy Man. At the visit the Handy Man was able to assess the current steps and deemed it was possible to build wooden steps (incorporating the single deep step) which would not be so deep and would make it safer and easier for Mrs N to traverse. Mrs N’s daughter was happy to pay for the costs of the steps and the work was carried out the following week on the Monday. The Transport service commenced on the Tuesday with the driver reporting that the new stairs were a great improvement.
Mrs R

Mrs R is 89 and lives alone in the Thames Ditton area. Mrs R has used Elmbridge Borough Council Community Transport regularly for many years to do her weekly shopping. In December 2012 she was struck down with an illness that affected her mobility and balance. Once she came out of hospital after Christmas she phoned Community Transport to cancel her trips until further notice. We were concerned for her welfare but she assured us that a kind neighbour was doing her shopping and keeping an eye on her.

In early March we contacted Mrs R to see how she was getting along, we found her to be upset as she could not get out, and even though a neighbour was doing her shopping it was not same as doing her own and getting out and meeting other people. Mrs R had not been out of the house since Christmas other than for hospital appointments. She had lost her confidence and was concerned about having a fall. Over the following weeks we kept in contact with her to see if she was well enough to travel and tried to encourage her to go shopping. On Thursday 23rd May Mrs R once again phoned to cancel, however this time the booking officer suggested that the driver comes around as normal and give her a chance to test her confidence out by getting onto the bus and if she was happy with that she would continue her trip to the shop, where the driver would ensure that he would keep an eye on her. This was successfully carried out and the feedback was positive from her and the driver. On Wednesday 29th May we again had a phone call from Mrs R, but this time she was a different person, far more confident and eager to go on her next trip. She thanked us all for the support she had been given over the past few months as she believed that she would never have got out without our kindness. Mrs R also wanted to pass on her appreciation to the driver who was courteous and showed a great deal of patience to assist her onto the bus and also checking on her progress while shopping. We are now looking forward in assisting her to maintain her independence and continuing to give Mrs R a valuable service.