

Local Sustainable Transport Fund 15/16 Revenue Application Form



Department
for Transport

Applicant Information

Local transport authority name(s):

Somerset County Council

Bid Manager Name and position:

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SECTION A - Project description and funding profile

A1. Project name: SMART RURAL TRAVEL PROJECT (SRT)

A2. Headline description:

The Somerset LSTF 'Smart Rural Travel Project' is a project designed to tackle the twin challenges of rural accessibility and commercial viability. LSTF funding will support the development of a public service and transport hub in Wincanton. We will utilise smart technology to provide detailed, up to date market intelligence on travel patterns and potential travel demands. Having this level of detailed and current customer insight will be unique and provide opportunities to design and plan services in a way that has not been possible in the past.

There are a range of transport services across the project area however many are under utilised with some needing public subsidy. This project will better coordinate these services to increase commercial viability for the transport providers, create a more attractive offer to the travelling public, and address social needs more effectively. The project will make it easy to book and use public transport to access services. We will increase patronage on public transport and ultimately reduce costs to the public sector.

A3. Geographical area:

The project area is in the South Somerset District. The project will be focussed around the Market Town of Wincanton. The larger towns around Wincanton will form part of the wider project travel area as we seek to understand and meet the demand for travel between key trip attractors such as employment centres, health centres, educational establishments and leisure opportunities. The project area is shown on the map in Appendix A.

A4. Total package cost (£m): £1.4m

A5. Total DfT revenue funding contribution sought (£m): £0.87

A6. Local contribution (£m): 0.53

Capital Contribution				
Source	Activity	Package Element Description	2014/15	2015/16
SCC	Vehicle Enhancements	Investment in new vehicles for CT providers. Investment in vehicle upgrades to support project aims.		200
LEP	Interchange improvements	Improve waiting facilities e.g. shelters at key points. Improve information provision e.g. display boards. Improve access e.g. minor walk / cycle access improvements		300
SCC - SiS	Wincanton Hub	Investment in Wincanton Hub interchange facilities	20	
SST	General match funding	Match funding contribution from SST		10
Yeovil College	General match funding	Match funding contribution from Yeovil College		1
		Total		531

A7. Equality Analysis

Has any Equality Analysis been undertaken in line with the Equality Duty?

☒ Yes ☐ No

An equalities impact assessment was undertaken using the standard SCC approach.

Impacts on protected and vulnerable groups are broadly positive with the impacts spread across a wide geographical area and social groups.

A8. Partnership bodies:

There are a broad range of partners supporting this bid, many of them will be closely involved in the delivery of the successful project. South Somerset Together's (part of the Local Strategic Partnership) membership is also made up of local community groups, Chamber of Commerce, the local college and housing associations. South West Smart Applications Limit are also submitting a bid for this funding which links to this bid and the smart technology side of this bid will be delivered in partnership with SWSAL. The partners and their proposed role in the project are as set out below

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Heart of SW Local Enterprise Partnership – capital match funding and support for bid – funding support/influencing

South Somerset District Council – delivery, communication and influencing

South Somerset Together (see above) Housing Association – delivery & influencing

NHS - information, delivery and influencing

South West Coaches - delivery
First in Dorset and South Somerset - delivery
South Somerset Community Accessible Transport – delivery and influencing
Taylors Coaches - delivery
South West Smart Applications Limited – delivery, influencing and information

A9. Local Enterprise Partnership:

The Heart of the South West LEP is fully supportive of the project and has provided a letter in support of the project. The SRT project is aligned with and will support delivery of the Strategic Economic Plan (SEP). Fundamental to the ambitions of the LEP are 'creating conditions for growth' and maximising employment opportunities'. To achieve these ambitions we must address issues of rural transport and accessibility.

The Heart of the South West Strategic Economic Plan states that the primary objective of transport schemes should be to support the growth of the South West economy.

Access to education and employment is a key theme running through all the priorities set out within the SEP but is a particular focus under the Place theme. 'The Rural nature /dispersed population presents a barrier to accessing education / employment opportunities particularly for the young and those without access to a car' (p73). With regards sustainable transport the SEP recognises that 'bus networks in smaller towns and rural areas are dependent on public funding, with the risk of failure as pressure on sources of local authority funding increases' (p17). The SRT project is an opportunity to deliver improved public transport across rural areas.

The SEP recognises under the Place Theme (p46) that investment in sustainable travel is an essential part of the strategic transport solution that will enable economic aspirations to be realised. 50% of businesses in the LEP area are located in rural areas (P35), to ignore transport needs of rural businesses and residents will limit the economic potential of the LEP area.

The draft Strategic Economic Plan can be accessed here:

<http://www.heartofswlep.co.uk/strategic-economic-plan>

SECTION B – The Business Case

B1. The Scheme - Summary

Two fundamental challenges are driving the scheme. Public sector funding is predicted to continue to decrease for the foreseeable future. The current model of rural public transport provision is ineffective and unsustainable. This project is designed to pilot an innovative solution to these challenges.

The Objectives of the 'Smart Rural Travel' Project are:

1. Improved knowledge of the potential passenger transport market
2. Improved public transport offer and choice to customers
3. Stimulate additional demand for passenger transport
4. Achieve commercial viability for currently subsidised services
5. Improve access to and information on transport services
6. Improve coordination between transport providers

7. The LSTF project will provide proof of concept within the pilot area.

Achieving these objectives above will address what are nationwide challenges. We are proposing a pilot project which if successful could have benefits for all transport authorities that serve large rural populations.

A recent research study into rural transport in South Somerset has provided us with a detailed evidence base to shape the project proposal. The study was undertaken by South Somerset Together (SST)¹, the strategic partnership for South Somerset. The research supports the DfT's own findings² and provides detailed evidence of local transport issues. The research confirmed that access to services and poor transport links in rural areas is a barrier to realizing social and economic opportunities.

The research recommendations were:

- move services closer to people by creating a service hub (outside of this bids scope but the improved access will enable delivery of this)
- develop alternative modes of transport and enable better coordination of all public transport in the area to improve access to and attractiveness of public transport
- invest in significant improvements in the provision of transport information, ticketing and infrastructure to enable ease of planning and undertaking trips using different transport providers

This project will assist with the work already underway by South Somerset Together to develop a service hub in the town of Wincanton. The service hub will see various public services co-located to Wincanton.

The project will have four distinct elements which will address the objectives set out above:

1. Collation and analysis of mobile phone location data, supplemented with other data sets, to develop a detailed, up to date picture of travel flows and potential demands for bus services across the project area. This type of data and this approach has not previously been used for this purpose and will deliver much greater insight and market intelligence. We will commission the research from companies with proven experience of delivering projects based upon 'big data analytics'.

2. Based upon the customer insight and market intelligence developed from step one we will work with transport operators and community groups to develop transport services to better meet local needs. This data will enable transport providers to integrate services. Public transport will be able to focus on main transport corridors (reducing journey times) whilst community transport will bring customers to meet the public transport services

3. The project will develop the IT infrastructure necessary to provide a 'one stop' travel information, journey planning and travel booking tool – an integrated journey planner. The IT solution will remove a major barrier to the use of public transport in rural areas; the user will experience the planning and undertaking of the trip as one seamless process regardless of transport provider. The introduction of smart ticketing will further improve the passenger experience. This system will allow for retail incentives to be built into the process to stimulate demand and support local business.

¹ <http://www.southsomersettogether.org.uk/>

² DfT (2013), *Valuing the Social Impacts of Rural Transport*

4. An intelligent and focused marketing and behavior change campaign and retail incentive scheme will be delivered to raise awareness of the improved transport offer across the project area and incentivise use. The campaign will be based upon best practice approaches to behavior change and retail promotions. The campaign will address misconceptions about who community transport is for. A positive campaign selling the opportunities and the benefits of the integrated transport offer will be carefully targeted at potential customers to increase patronage. Transport operators will work together and this will be reinforced by a shared brand across the project area. Customers will derive confidence from the fact that all transport providers are part of 'one service' whose aim is to get them to their destination.

The process diagram in appendix B provides an overview of the proposal.

B2. The Strategic Case

Rural bus operations are heavily reliant on public subsidy in its various forms. Local Authorities need to continue to reduce levels of funding support given ongoing reductions in resources and rising financial pressures in adult social care and children's services. We need a new way of working whereby the first priority is to stimulate commercially viable bus services and community or voluntary provision; providing financial support as a last resort where the market fails. Smart technology offers huge untapped potential in a rural context to help achieve this.

We are determined to do things differently and achieve more with less to achieve the vision contained within our County Plan³:

- Somerset is a place where people from all backgrounds have an equal opportunity to learn, work and enjoy themselves and to achieve their ambitions and full potential.
- Somerset is a thriving local economy, which attracts jobs and investment.
- Somerset is a place where people and communities have good quality services they need.

Somerset's Growth Plan has been developed by the strategic political and business leaders across the County and is focussed on delivering growth⁴. The plan has set out the barriers to growth which must be addressed. These include the challenges of a dispersed rural population, lack of the right skills in the right area and lack of a coordinated approach to delivering growth. The plan is clear that growth in more urban areas can only be delivered if vibrant market towns and rural areas are connected to growth areas with high quality and resilient transport infrastructure and services.

The DfT 'Door to Door Strategy' sets Government's strategic vision 'for a more integrated transport system that facilitates and enhances door-to-door journeys by sustainable means'. The strategy identifies four key areas that must be addressed:

- accurate, accessible and reliable information about the different transport options for their journeys;
- convenient and affordable tickets, for an entire journey;

³ <http://www.somerset.gov.uk/policies-and-plans/plans/county-plan/>

⁴ http://www.southsomerset.gov.uk/media/631252/17_app_1.pdf

- regular and straightforward connections at all stages of the journey and between different modes of transport; and
- safe, comfortable transport facilities.

Somerset CC endorses that vision and is seeking LSTF funding to lead the way in testing innovative solutions to address these 4 issues across rural counties.

‘The wider social benefits of local public transport are widely acknowledged and successive studies (including studies undertaken by DfT) into the impacts of local public transport provision have revealed that a wide range of social groups benefit from access to local public transport. Key groups identified in the DfT and other studies as benefiting from improved local public transport provision include the following⁵:

- People on low incomes and unemployed people, including people working part time and those claiming state benefits
- People living in remote areas, such as rural areas or urban peripheries
- Disabled people, including people with mobility limitations, sensory disabilities and people with mental wellbeing disabilities
- Older people, including retired people (aged 60/65 and over) and, potentially, older working aged people (aged over 55)
- Younger people and children, including younger adults aged 16-24
- Gender groups, and women in particular
- People from Black, Asian and minority ethnic (BAME) communities
- Single parents

The SRT project has the potential to provide invaluable insight and develop solutions that can support HM government in achieving its aspirations for integrated transport and reducing inequality caused by, or compounded by, lack of rural public transport.

Lack of public transport provision in rural areas can contribute to disadvantage for rural residents. Rural transport disadvantage can lead to difficulty in accessing services, such as health providers, shops and employment. In Somerset we have already instigated work to understand and address these issues.

Research undertaken by South Somerset Together (SST) in 2013 identified the following transport issues in South Somerset:

- There are a variety of different transport options available in South Somerset, and the wider county
- There is minimal integration between service providers across South Somerset and the wider county.
- Information about transport options, and access to public services can be hard to come by.
- Public transport can prove expensive for some residents of South Somerset, and the wider county.
- There are multiple transport providers operating in Somerset
- There have already been reports by different organisations recognising the issue of transport poverty in rural areas.
- Community Transport providers operating in Somerset can be seen to bring a large financial benefit to their communities.

⁵ DfT (2013) Valuing the Social Impacts of Transport

The SST research undertook focus groups and interviews with community transport users, young people, housing association staff and also ran a small research project looking at older people's use of Smartphones. The aims and objectives for this project have emerged directly from the findings of this primary research. Research revealed the transport issues of most concern are⁶:

Can't stay on after work – college, for leisure activities or further study	Cost of fuel
Accessing work opportunities Appointments don't match bus services' timetables	Shifts – don't fit in around transport Lack of services at weekends/bank holidays/evenings
Lack of services at weekends/bank holidays/evenings	Lack of services at weekends/bank holidays/evenings
Challenge of delivering services to rural communities	Rural isolation
Public transport links are not integrated with each other	Can't get there, can't get back same day
Can't get to the doctor's surgery	Inequality of service e.g. town v village but all pay for bus passes in taxation.
Lack of awareness of potential from providers to change how they deliver.	People needing services don't always know how to get bus pass.
Community cohesion	Providers of transport and work don't join up.
Diverse and dispersed locations for service delivery.	Lack of awareness of what's out there.
Inequality of access to leisure/beauty spots etc	

The primary strategic objective of the project is to find ways to improve access to public services, employment and education in rural areas. The project will increase commercially operated services enabling public sector resources to be focussed on gaps in service where there is a social need. The operational benefits of this pilot project will be to prove that there are genuinely commercial transport service opportunities in rural areas. This SRT project will provide the evidence to further engage the market in developing new transport services. The public sector benefits will arise from improved accessibility for residents and reduced transport costs to many public services e.g. local government and NHS.

SST is bringing stakeholders together to deliver services differently by creating a public service hub in the town of Wincanton; this hub will only be successful if transport services can get the service users to the hub conveniently and affordably. Continual improvements in technology now make it feasible and affordable to deliver the type of travel convenience that has until now tended to be the preserve of cities and larger towns.

The target population is potentially all residents of the project area but we will target those groups identified as being particularly vulnerable to inequality of opportunity due to lack of transport options.

Current public transport provision in Somerset best serves the main corridor routes going to/from town centres. Rural areas have limited and varying frequency and quality of public transport. Scheduled bus services are complemented by Demand Responsive and Community Transport services. Users' knowledge of community and demand responsive services is patchy, with a wide, de-centralised network of providers offering a number of different services across the county. This project will enable a strategic approach to transport provision which will drive service improvements and efficiencies.

⁶ SST (2013) Rural Access and Transport

It is essential to take this opportunity to work with transport providers to support them to transition their services to become more attractive and commercially viable. We will also work further with communities to introduce community based solutions. Without grant funding from DfT for research, planning and IT infrastructure it is unlikely that a market led solution to this problem will be found.

The primary aim of the project is to deliver a successful pilot project and provide proof of concept to build upon.

Many projects have been undertaken in the UK and internationally to address the problem of rural accessibility. Several case studies have been reviewed and the best ideas from those case studies incorporated into our proposal. The project will take account of the need to understand the mixture of social, psychological and economic factors which affect individual travel choice. LSTF funding will enable us to apply current behaviour change theories to affect travel behaviour. The approach if successful will have application across the UK. .

The project will be across a relatively large geographical area but it will be tightly focussed with regards the target audience. Through the detailed analysis of data we will be able to ensure marketing and communications, the behaviour change elements, are targeted at groups of people who have genuine potential to use a public transport service which better meets their travel needs. The scope of the project will be carefully focussed to ensure value for money and maximum impact.

It is clear from the information above that this bid supports the essential criteria of the fund in supporting the local economy, being ambitious, improving access, engaging local business, achieving the Coalition Government's 'Door to Door' Strategy (March 2013) and improving health & quality of life.

The primary measure of success will be an increase in patronage on the various public and community transport services across the project area ensuring services continue on a commercial basis. Increased patronage will be evidence of changing attitudes to use of public transport and improved accessibility in the project area. A detailed monitoring strategy is outlined in section C.

B3. The Economic Case – Value for Money

What is being proposed is a pilot project and proof of concept. This is an innovative approach to addressing rural passenger transport challenges. The success of the project will ensure that transport is an enabler of equality of access and opportunity. Whilst the project will deliver quantifiable economic benefits its most important outcomes will address the social needs of rural residents, particularly those most vulnerable to the impacts of poor access to public transport. The project will potentially transform how rural transport provision is planned and delivered; when this approach is rolled out across a large area we anticipate very positive BCRs to be realised.

Summary of Costs and Benefits

The following summary of economic costs and benefits have been estimated over a 10 year time horizon and assuming the low scenario forecasts:

- Present Value of All User benefits = £53,000

- Present Value of Revenue benefits = £1,336,000
- Present Value of Initial Costs = £1,130,000
- Present Value of Operating Costs = £204,000
- **Indicative Benefit to Cost Ratio = 1 to 1**

Profile of benefits

The project is anticipated to commence in April 2015 with a development time for the IT application of around 30 weeks. All of the initial costs would therefore be incurred in Year 1. On-going operating and maintenance costs are assumed to be 30% in the Year 1 and 100% in all subsequent years. The appraisal period has assumed to be over 10 years as the technology involved is unlikely to be relevant beyond this period and a new system would be required.

Costs and Revenues.

Project Office Costs

A project team will be set up and deliver the bulk of the project during 2015/16. The estimated cost for this is £144,000.

Mobile and Socio Demographic Data and Analysis

There will be a one off project cost to purchase the necessary datasets and undertake the necessary analysis and reporting. This cost has been estimated at £80,000. Allowing for a 30% contingency and 40% optimism bias this translated to a cost of approximately £150,000.

Integrated Journey Planner Costs

The one-off cost of implementing the IT elements of the scheme is estimated to be in the region of £200,000. Allowing for a 40% contingency and optimism bias of 40% this translates to a scheme cost estimate of £392,000 for the economic analysis.

Annual IT Operating and Maintenance Costs

The annual IT operating and maintenance costs for the IT element are estimated to be £24,000 pa. Applying a 10% contingency and 25% optimism bias, over a 10 year appraisal period this equates to a present value of costs equivalent to £275,000.

Promotional and Marketing Costs

There will be a requirement for a promotional and marketing budget for the SRT. A budget of £150,000 in year one is assumed to deliver an effective campaign. Ongoing costs are assumed to be picked up by the private sector.

Bus Operating Costs

The scheme is not anticipated to increase bus operating costs and may present the opportunity to reduce costs in the event of shorter journey times and hence less bus operating hours. This is not expected to be significant and as a result bus operating costs are estimated to be broadly neutral. A total of £530,000 of match funding is assumed and the majority of this will be used to enhance existing buses and purchase new vehicles for community transport providers.

Bus Subsidies

Whilst bus operating costs are unlikely to decrease, the scheme still presents a significant opportunity to reduce the scale of bus subsidies through encouraging greater bus

patronage levels. A conservative estimate of 10% reduction in subsidy requirement in the project area has been assumed. This equates to approximately £23,000 per annum.

Community Transport Services

A key benefit of the scheme is the potential to make the organisation and delivery of community transport services more efficient. As part of the scheme to consolidate public services and facilities into hubs, there is the potential to reduce the required frequency of community transport trips. In terms of the specific impact of the SRT scheme, the key area of influence relates to how the travel app and website facilities can be utilised to reduce the administrative burden of booking community transport. There are expected to be efficient savings to be made as part of this process.

Bus Revenue

A range of forecasts have been used to estimate the scale in potential additional bus demand. These forecasts can be used to estimate additional bus fare revenue through the application of average fares. The average fare from the 2013 patronage data was £4.65. The low forecast for an additional 39,000 trips generating an increase of £180,000 pa revenue, the high forecast results in 80,000 additional trips generating additional £373,000 pa revenue. For the BCR calculation the low forecast has been used.

Other Revenue

The travel app and website provide an ideal platform for third-party advertising. This could provide the opportunity to develop additional revenue streams to off-set annual operating and maintenance costs, outlined above. No estimate of this revenue is currently available.

Potential Benefits

The background analysis of socio-economic data and existing travel patterns has demonstrated the following key aspects that relate to the appraisal of benefits of the proposed SRT scheme:

- There is up to 40% of the population in rural areas of SSDC
- There is high car ownership in rural areas, reflecting restricted access to public transport. At the same time around 13% still have no access to a car across the South Somerset District Council area.
- Journey to work data indicates high car mode share in rural areas and very low bus usage (1.4% for SSDC). This is well below the south west region average.
- Low bus patronage, particularly for commuter purposes representing opportunity for further expansion of the scheme.
- There is relatively high population within the catchment of a bus routes, 63% within 400m of bus stop, 78% within 400m of bus route.
- Bus journey times are slow in comparison to car. Bus journey times can be up to four times longer than those by car.

Based on existing socio-demographics and travel patterns, the SRT scheme has the opportunity to generate a series of potential economic benefits, not already listed within the assessment of costs and revenues:

Bus Demand

In the absence of any modelling tools, nor the travel pattern mobile phone data that will be provided as part of the scheme, there is limited opportunity to directly forecast increases in bus patronage. The current bus mode share within the SSDC census data indicates very low levels of bus patronage (1.4%), particularly in comparison to the South west region as

a whole (4.7%). This low base indicates significant potential to increase patronage through better service provision.

To assess the potential impacts we have defined two potential scenarios: i) an increase in bus mode share in SSDC to 2.4% (i.e. a 1% mode shift); and ii) an increased in bus mode share to 3.4% (i.e. a 2% mode shift). Whilst these may appear relatively modest changes, they still represent a significant increase in bus patronage levels. A 2.4% increase translates to the equivalent of a 70% increase in bus patronage. The estimated weekday patronage on bus service leading into Wincanton is currently 180 trips. A 70% increase would translate to around an additional 125 week day trips or 39,000 per annum.

An increase in bus mode share to 3.4% translates to the equivalent of a 180% increase in bus patronage. This would translate to around an additional 255 week day trips or 80,000 pa.

Existing Bus User Benefits

To assess the potential benefits we have defined two potential scenarios: i) a reduction in average generalised journey time of 40 seconds per trip (made up of 30 seconds of journey time savings and 10 seconds reduction in average wait time penalties); and ii) a reduction in average generalised journey time of 1 minute 30 seconds per trip (made up of 1 minute of journey time savings and 30 seconds reduction in average wait time penalties). These reflect the expected minor amendments to bus service provision, rather than significant route changes. Using standard DfT Transport Appraisal Guidance parameters it is possible to translate the changes in journey times outlined in the scenario into monetised benefits.

- For scenario (i) the estimated existing benefits are £4,500 pa
- For scenario (ii) the estimated existing user benefits are £10,650 pa

New Bus User Benefits

New users of the bus services will also benefit from reductions in generalised cost of travel. Economic theory dictates that these benefits are assessed using the 'rule of half'. This effectively means that each trip by a new bus user will attain half the benefit of an existing user. It is possible to forecast the monetised benefits for new bus users:

- For scenario (i) the estimated existing benefits are £2,500 pa
- For scenario (ii) the estimated existing user benefits are £5,600 pa

Road User Benefits

The census journey to work data indicates that there are around 2,300 trips into and out from Wincanton. If all of the forecast increase in bus trips transferred from car trips then this would be the equivalent of a reduction in 125 and 255 trips. In practice some of these trips may be generated trips and so it is more reasonable to assume a range of between 100 and 200 trips. These volumes would translate to a potential 4% to 8% reduction in car trips to Wincanton.

Social and Distributional Impacts

The project will have many SDI benefits for vulnerable groups which cannot be easily monetised. The main SDI benefits for each of the groups is shown in the table below⁷. The significant non-quantifiable benefits of this project support the case for investment. Public transport proposals for rural areas will always struggle to compete with urban public transport schemes in purely economic terms. The significant benefit of this proposal is its

⁷ DfT (2013) Valuing the Social Impacts of Transport

potential to deliver many social and accessibility benefits. A successful small scale pilot is required to prove to the market that there are genuine commercial opportunities in rural areas. The BCR set out above shows that the project would essentially be cost neutral for the pilot. If the scheme is scaled up to a county wide scheme then there is greater potential to realise a more positive BCR.

Research undertaken by the NHS⁸ identifies social isolation and loneliness as a particular problem in rural areas. The research found 'loneliness and social isolation have direct effects on older people's health and life span. The effect is comparable to cigarette smoking. Lonely and isolated older people use more healthcare resources. Lonely and isolated older people are more likely to need long-term care. Loneliness and isolation is detrimental to quality of life and sustaining „healthy“ communities' (ibid). Given that Somerset has an ageing population profile all of the above equates to an increased cost to the public sector; good quality transport provision can help address these issues.

BENEFIT	Low Income Families	People in rural areas	Disabled People	Younger People and Children	Women	Single Parents	Older People
Access to employment	✓	✓	✓	✓	✓	✓	
Access to education	✓			✓			
Access to health services	✓		✓				✓
Improvements in health	✓						✓
Reduced risk of social and economic exclusion	✓	✓	✓		✓		✓
Increased opportunities for socio economic mobility for children from low income families	✓						
Access to other public services and amenities		✓					✓
Access to shops, services and amenities			✓				
Improved mental health and psychological benefits							✓
Access to social and recreational activities							
Increased educational attainment				✓			
Improved health and reduced childhood obesity				✓			

B4. The Financial Case – Project Costs

Table A: Funding profile (Nominal terms)

£000s	2015-16	2016-17	2017-18	2018 - 19	2019 - 20	2020 - 21	Total
DfT funding sought	870						
Local Authority contribution	220	12	12				
Third Party contribution including LGF	310	12	12	24	24	24	24

⁸ NHS (2012) [Loneliness and Social Isolation Among Older People in North Yorkshire](#)

TOTAL	1,400						
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B5. Management Case - Delivery

Table C: Construction milestones

Please refer to Gantt chart provided as Appendix C

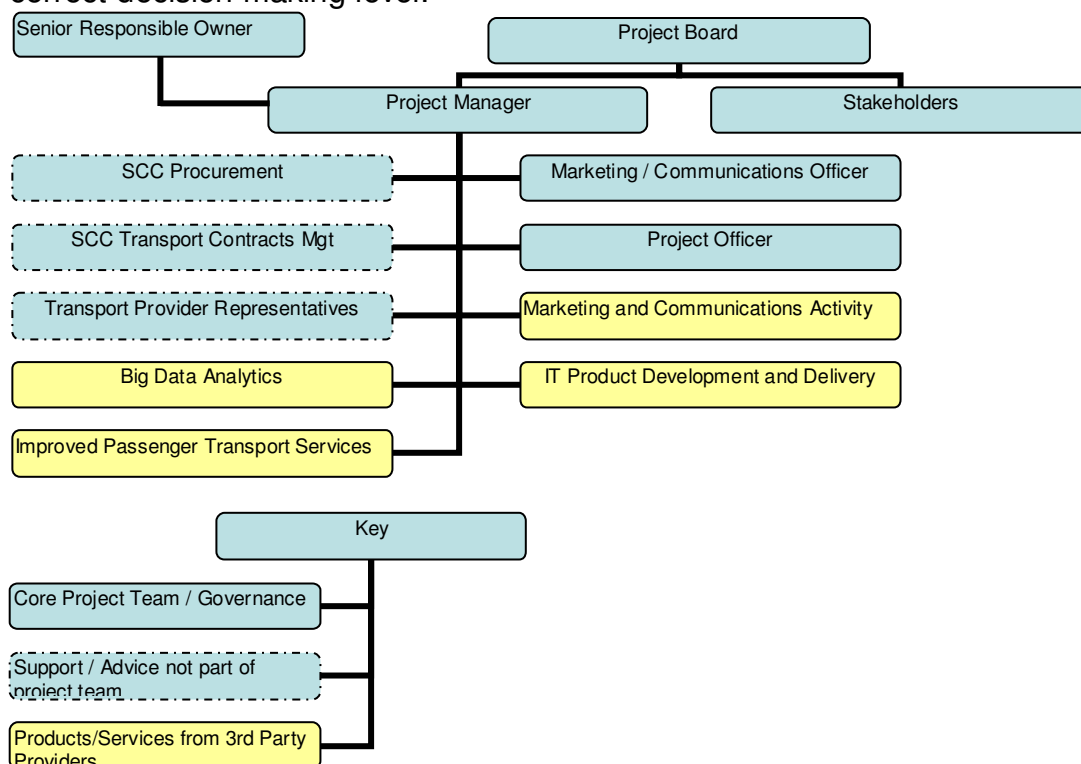
B6. Management Case – Statutory Powers and Consents

N/A

B7. Management Case – Governance

The project will be managed using existing SCC project management and decision making processes. SCC governance dictates that all decisions involving financial commitments over £25k are delegated to the appropriate level and documented. Where necessary these decisions are also subject to public scrutiny. Prince2 methodology will be used to set up and run the project. The governance structure is set out below. The project is a Cabinet Member key priority and the project will have senior management representation with a clear reporting line to the Corporate Director should any issues require escalating to be resolved.

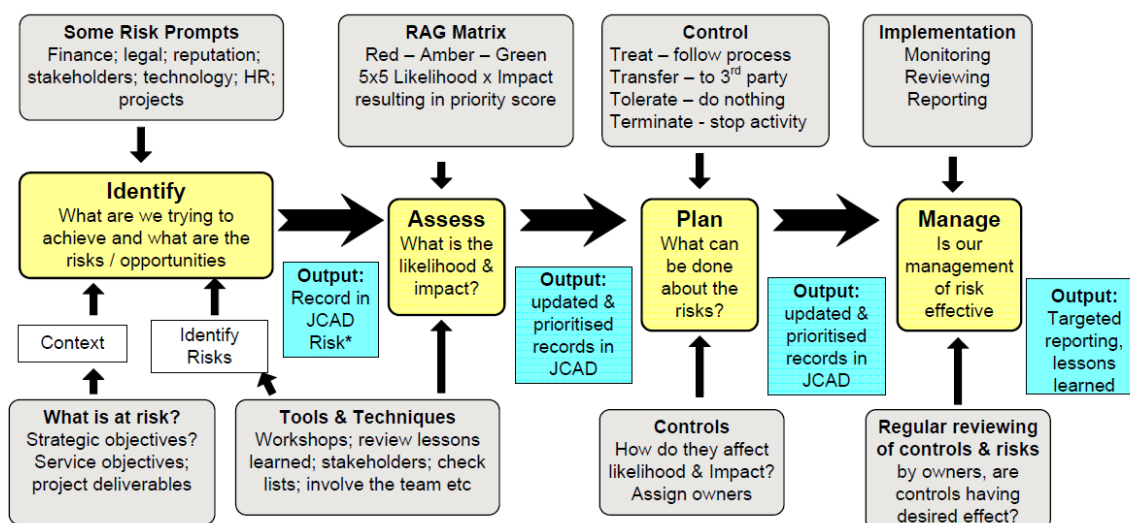
All activity will also be compliant with SCC Standing Orders as per the County Council Constitution. SCC has strong decision making governance arrangements which ensure public accountability and value for money. All proposals for expenditure will have been put through the SCC decision making process to ensure authority has been delegated to the correct decision making level.



B8. Management Case - Risk Management

Somerset County Council has a clearly defined Corporate Risk Strategy. This process ensures that an integrated and consistent approach to risk management is taken across

the Council. The strategic process is outlined below. A detailed risk register is attached as appendix D.



B9. Management Case - Stakeholder Management

All the key stakeholders who will have a role in ensuring successful delivery of the project are members of South Somerset Together. Stakeholder input and engagement will be managed through the SST forum. We have considered the impact and influence of key stakeholders to ensure they are engaged effectively and in accordance with their role and influence on the project.

Smart Rural Travel Project									
		Impact of Programme on stakeholder (collates to their interest in the programme)				Influence of stakeholder on the Programme			
		H = High				H = High			
		L = Low				L = Low			
Areas in the project that the stakeholders are interested in									
		Overall Impact & Influence on		Project Progress		Outcomes		Outcomes	
Type of Stakeholder	Stakeholder	Overall (score 1-10)		Against Time		Public Opinion/Reputation		Match to Project Objectives	
		Impact	Influence	Impact	Influence	Impact	Influence	Impact	Influence
Partner Organisations	Heart of SW LEP	8	8						
Partner Organisations	South Somerset District Council	7	7						
Partner Organisations	South Somerset Together (part of SS Strategic partnership)	7	5						
Partner Organisations	Somerset CCG	5	3						
Partner Organisations	Local Bus Operators	7	9						
Partner Organisations	South West Smart Application Ltd	4	6						
Partner Organisations	Yeovil College	3	3						
	County Councillors	8	7						
	District Councillors	8	7						
	Town Councillors	8	7						
Public	Customers	8	5						

A communications strategy will be prepared to ensure that local councillors, Parish Councils and local residents are engaged with and kept up to date with project developments.

a) Can the scheme be considered as controversial in any way?

☐ Yes ☒ No

b) Have there been any external campaigns either supporting or opposing the scheme?

☐ Yes ☒ No

B10. The Commercial Case

All the main transport operators in the area have been consulted and are supportive of the project (letters of support are attached). Transport providers will be integral to the project and will work closely with the project team to reorganise transport services based upon the project approach set out above.

Somerset County Council has a dedicated procurement group for Highways and Transport as part of the larger Strategic Procurement Team.

The team has a number of experienced and professionally accredited (CIPS) procurement managers and officers to ensure a consistent, fair and accountable approach across the Council and to ensure compliance with both European and national directives as contract values require.

The LSTF project will be supported by the Place procurement team, consisting of a strategic manager, service managers and several senior procurement officers. The team will use the following contracts which either already exist or are currently out to tender, allowing a rapid and compliant mobilisation of third-party resources to ensure efficient and commercially-focussed delivery:

- Contract for the Provision of Conceptual Design and Development of Non-Engineered Solutions in Travel and Transportation
- Contract for the Provision of Highways and Transportation Engineering Consultancy Services.

The Service Manager for Place (Highways) will have early involvement in project design so that the supply-base can be maximised to deliver value and innovation to the project, whilst providing maximum cost-effectiveness. As soon as notification is received of a successful bid, a full EU procurement process will commence to deliver contracts able to deliver the project requirements when funds are eventually received. This will mitigate any risk of delay to delivery associated with procurement activity.

SECTION C – Monitoring, Evaluation and Benefits Realisation

C1. Monitoring and Evaluation

Progress against the objectives outlined above will be monitored by the following:

Access to Wincanton Service Hub will be monitored through visitor surveys, complemented with traffic counts. Visitors to key services (e.g. doctors' surgery, Job centre) will be asked how they travelled and their perceptions of their transport options at six monthly intervals pre-, mid- and post-project.


Transport service improvements will be monitored on an ongoing basis, primarily through transport operator data. This will provide key information on patronage levels (including the split between revenue generating and concessionary fares), journey times and integration between modes (waiting time). Where services have been re-timed, altered, increased or improved, on-bus monitoring will take place to measure timings and passenger satisfaction with services before, immediately after and 6 months after the changes. Monitoring will also take place on selected end-to-end journeys on multi-modal routes (combining public

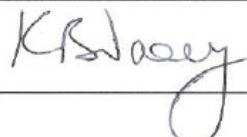
bus with DRT/CT services). Data from improved routes will be compared with control routes that have not been altered.

Awareness and attitudes to public transport will be monitored through on-street surveys in the project area before the project commences and one year later.

Ease of journey planning, ticket purchase and satisfaction with service provision will be monitored through passenger surveys, conducted at six monthly intervals. Disabled, older and younger passengers will be consulted in particular to ensure no adverse equalities impacts. To monitor the contribution of the improvements in online and mobile information and booking services to passenger satisfaction downloads of the journey planning app, uptake of smart ticketing and the proportion of journeys planned and/or booked through these systems will be constantly tracked. An online customer feedback system will enable us to make continuous improvements to the system in the early stages.

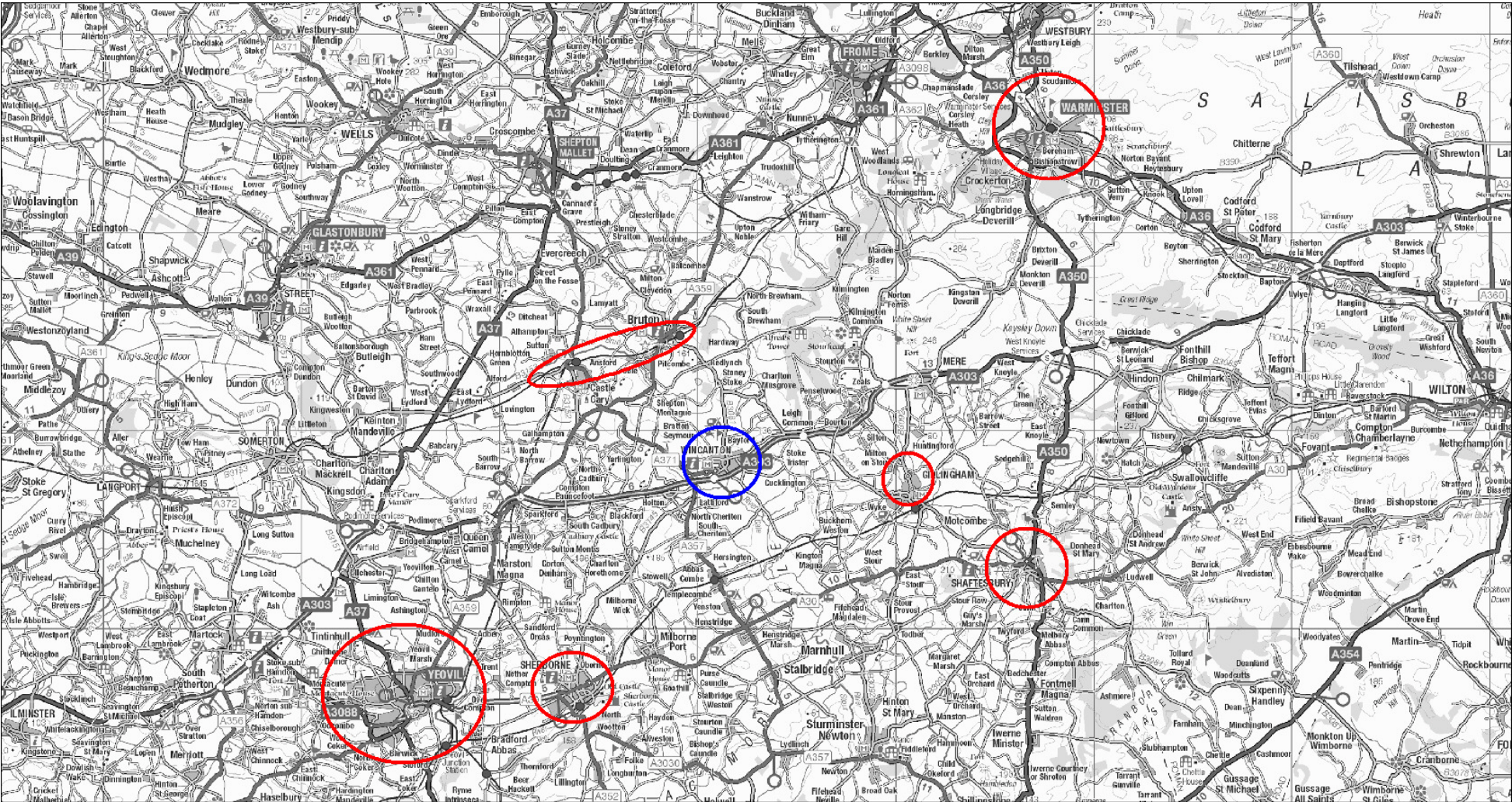
SECTION D - Declarations

D1. Senior Responsible Owner Declaration	
As Senior Responsible Owner for Somerset Smart Rural Travel Project I hereby submit this request for approval to DfT on behalf of Somerset County Council and confirm that I have the necessary authority to do so.	
I confirm that Somerset County Council will have all the necessary statutory powers in place to ensure the planned timescales in the application can be realised.	
Name: Paula Hewitt	Signed:
Position: Lead Commissioner Economic and Community Infrastructure	

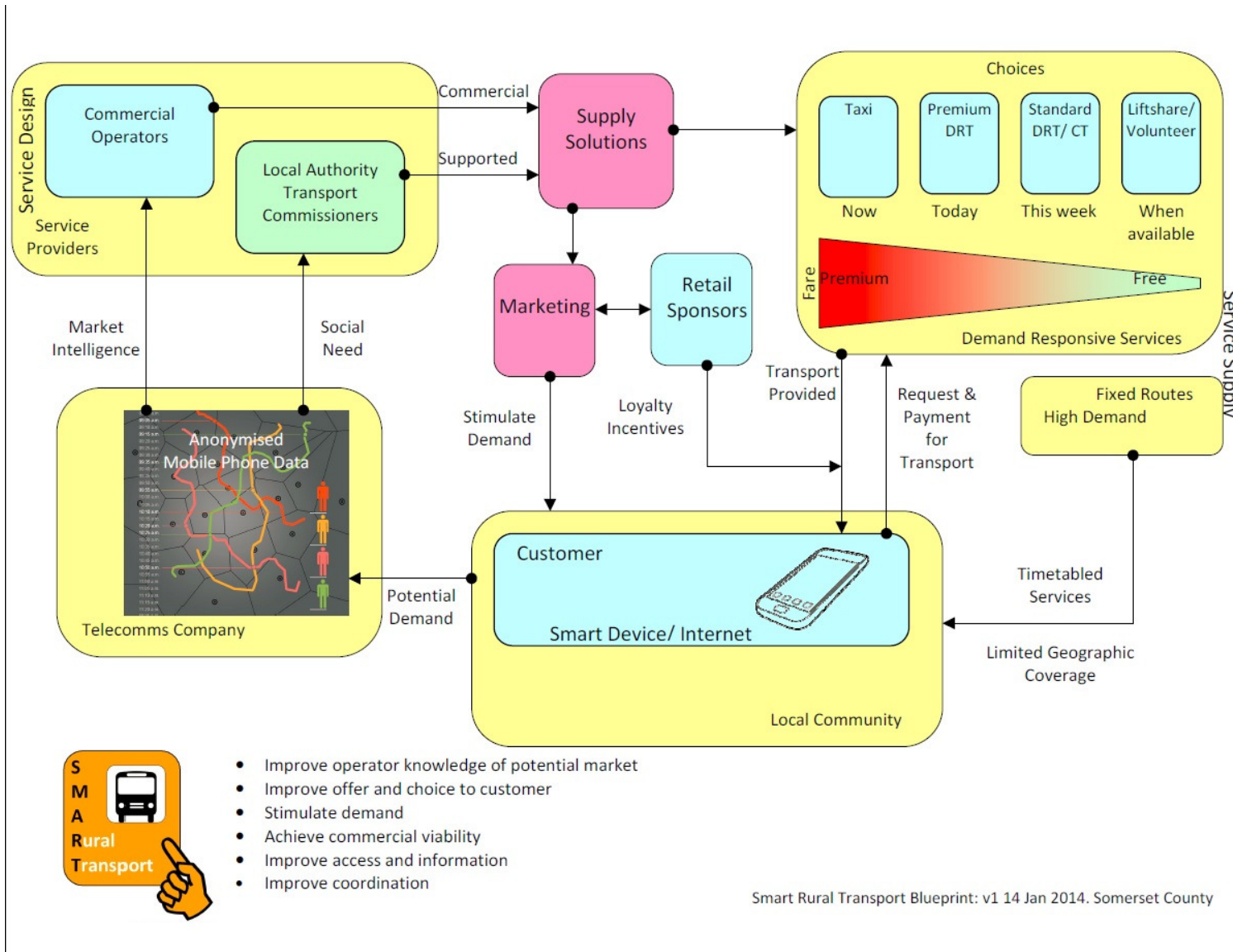
D2. Section 151 Officer Declaration	
As Section 151 Officer for Somerset County Council I declare that the scheme cost estimates quoted in this bid are accurate to the best of my knowledge and that Somerset County Council.	
<ul style="list-style-type: none">- has allocated sufficient budget to deliver this scheme on the basis of its proposed funding contribution;- accepts responsibility for meeting any costs over and above the DfT contribution requested, including potential cost overruns and the underwriting of any funding contributions expected from third parties;- accepts responsibility for meeting any ongoing revenue and capital requirements in relation to the scheme;- accepts that no further increase in DfT funding will be considered beyond the maximum contribution requested and that no DfT funding will be provided after 2015/16;- confirms that the authority has the necessary governance / assurance arrangements in place and the authority can provide, if required, evidence of a stakeholder analysis and communications plan in place.	
Name: Kevin Nacey, Director Finance and Performance	Signed: 

**This is only required from the lead authority in joint bids*

Appendix A



Appendix B



Appendix C

Strategic Project Plan		2014/15												2015/16												2016/17											
		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar			
1	LSTF Decision Notification																																				
2	Project Initiation																																				
3	Project Planning / Development																																				
4	Procurement Preparation ITT / OJEU																																				
5	Stakeholder Engagement																																				
6	Procurement - Advertise ITT / OJEU																																				
7	Recruitment - Project Team																																				
8	Procurement - Commission Mobile Analytics																																				
9	Procurement - Commission Integrated Journey Planner																																				
10	Mobile Analytics Project Initiation																																				
11	Mobile Analytics Data Capture																																				
12	Mobile Analytics Data Analysis and Reporting																																				
13	Integrated Journey Planner Project Initiation																																				
14	Integrated Journey Planner Product Development																																				
15	Integrated Journey Planner Product Prototype																																				
16	Integrated Journey Planner Product Refinement																																				
17	Integrated Journey Planner Product Launch																																				
18	Transport Review Initiation																																				
19	Transport Review Analysis																																				
20	Transport Review - Service Proposals and Refinement																																				
21	Transport Review - Vehicle Purchase / Enhancement																																				
22	Transport Review - Advertising of proposals																																				
23	Transport Review - Implementation of proposals																																				
24	Smart Ticketing - Stakeholder Engagement																																				
25	Smart Ticketing - Contract drafting and agreement																																				
26	Smart Ticketing - Implementation																																				
27	Wincanton Service Hub - Stakeholder Engagement																																				
28	Marketing and Comms - Strategy Development																																				
29	Marketing and Comms - Commission Agencies																																				
30	Marketing and Comms - Brand Development																																				
31	Marketing and Comms - Activity Planning																																				
32	Marketing and Comms - Implementation																																				
33	Monitoring - Strategy Development																																				
34	Monitoring - Undertake Monitoring																																				
35	Monitoring - Reporting and Review																																				
	Milestone																																				
	Activity																																				
	LSTF Funding Ceases																																				

Activity continues supported by public and private sectors. Project proceeds towards being self sustaining in year 3.

Appendix D

Risk	Mitigation	Likelihood	Impact	Risk Score
Possible cost liability to SCC in subsequent years if project does not achieve financial sustainability by the end of 2015/16	Project objective is to achieve commercial viability at end of year 1	3	4	12
	Project review at relevant stages to assess whether to progress the pilot to full project			
	Contracts agreed will be of appropriate duration or contain break clauses should project not proceed beyond year 1			
Match funding from MTFP Vehicle Replacement Pot for 2015/16 is technically	Project inception would be subject to gateway review to ensure no DfT grant funding was drawn down without match funding being in place	2	3	6
LEP capital match funding is not currently allocated so may not be forthcoming	Regular liaison with LEP contacts to ensure support for project. Project inception would be subject to gateway review to ensure no DfT grant funding was drawn down without match funding being in place	2	4	8
Technological solution proposed cannot be developed to agreed scope in necessary	Through intelligent procurement engage the market to assess what is feasible and establish the most effective way to deliver in time available.	2	5	10
Failure to obtain suitable data to assess individual travel patterns/movements across the area	Early engagement with key suppliers to discuss requirements and outputs	1	5	5
	Establish appropriate process/ agreement for technical involvement of commercial organisations at bid stage.			
Inability to complete the developments and improvements within the timescale of the project	Ensure adequate staff/consultant resource is in place to deliver the targets set out within the bid Develop realistic/ deliverable scope for pilot project 2015/16	3	4	12
Insufficient buy in from customers could result in partial failure of the project	A targeted marketing and behaviour change campaign is proposed to ensure success. Marketing will be based upon detailed market analysis undertaken as part of the bid.	3	3	9
Failure to attract providers in the market	Engage providers when preparing the bid. Telecomms providers and bus operators.	2	5	10
Failure to procure required systems quickly enough for effective implementation during 2015/16	SCC Procurement Team is preparing a strategic procurement plan to identify and key activities and minimise procurement time. Preparations for procurement will be undertaken in advance of	3	3	9
Cultural change within transport providers	Early engagement with all providers, customers and potential customers	2	4	8
Equalities risk: Existing transport service users in the Wincanton area (including some in protected groups) experience a degradation of service.	Effective consultation with affected users to help them understand any changes and identify potential problems and solutions.	4	2	8
	Ensure all vehicles and information materials are accessible. Ensure drivers are trained to provide appropriate assistance			
Privacy invasion and reputational risk surrounding the use of mobile phone location data without consent	Further investigation of the system and telecoms company providing the data is required to be assured there is no undue invasion of individual privacy, that data is genuinely anonymous and that data is handled appropriately by all parties.	2	3	6
Business risk: advice on likely travel demand is inaccurate or revision of service provision ineffective, resulting in		2	4	8