

SETTING UP A Community Transport Scheme IN KENT



A step by step toolkit from assessing local need to operation

A start-up guide for communities in Kent who identify the need to set up a community transport scheme in their local area.

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Section 1: Introduction to Community Transport

What is Community Transport?

Community Transport is a transport service provided by the local community in response to specific local transport needs. The schemes run on a not-for-profit basis, or as a social enterprise, often involving volunteers to manage and deliver the service. Community transport is regarded as an effective, flexible, small scale solution for meeting the mobility needs of specific individuals and local groups. The way they are set-up means they can often be licensed differently and more easily than commercial bus routes.

Community transport connects:

- Older people or those with a disability to essential medical services.
- Socially isolated people to essential services and facilities.
- Local people with schools, libraries, shops, friends, clubs and community events.
- Community groups with social, recreation and entertainment centres.

Community transport can undertake some or all of the following roles:

- Acting as the provider of a mix of transport services for passengers.
- Acting as a co-ordinator of vehicles owned by others.
- Acting as a “one stop shop” for passengers.
- Acting as a service to provide advice on needs, issues and development.
- Acting as a catalyst to improve transport provision.

Community transport can offer the following benefits for a local community:

- It can give individuals greater independence and improve their well-being and quality of life.
- It can be the ideal response to a local transport problem.
- The use of volunteers can reduce the overall cost of travel.
- It can provide employment to the local area.
- It can strengthen the rural community across a district.
- It can help to provide a voice for local people on transport issues.

Community Transport in Kent

The number of community transport schemes in Kent is quite limited, but there are many volunteer car schemes operating in the county. Although there are gaps in provision of community transport in Kent, the present schemes provide an invaluable service to thousands of local residents who have difficulty accessing public transport. These community transport schemes play an important role for helping people to access services in rural areas, as 11% of households in rural Kent do not have access to private transport. With KCC facing significant funding pressures, it can be difficult for the Council to meet all transport needs and it is likely that CT will need to play a bigger role in the future.



Types of Community Transport Services in Kent

Community transport schemes operate on many levels, from small to large, from all volunteer to several paid staff. The size and scale of operation aims to be appropriate to local needs. The following examples demonstrate how individual community transport schemes provide a different mix of services:

- Swale Community and Voluntary Services run a social car scheme with volunteers driving their own cars in return for mileage expenses. It is a demand responsive, flexible and accessible transport service for individuals who cannot use public transport, due to issues of mobility, illness or infirmity.
- East Surrey Rural Transport operates a Wheels to Work scheme in West Kent. This scheme hires scooters to help individuals aged 16-65 to access training or work.
- Age UK Thanet operates an “assisted travel” service to take passengers to day care centres as well as a shopper service for their members in rural areas.
- Meopham Community Bus is a Section 22 registered bus service. Meopham Parish Council’s welfare committee continues to operate the service from Meopham to Gravesend and back on a Tuesday and Friday, and every Thursday between Gravesend and Sole Street.

Community Transport in Kent provides much needed transport to the local area and puts a bit of heart back into the local community

To Note

Go to Section 3 for additional information on setting up a Community Transport scheme.

Please see www.Kent.gov.uk/communitytransport to get information on local community transport schemes.

KCC’s role in Community Transport

Because Community Transport is not a statutory service, Kent County Council does not receive any extra funding from central government, to promote and support Community Transport schemes.

However we believe Community Transport can play a valuable role in delivering some of Kent County Council’s strategic outcomes.

Community Transport schemes can contribute to the quality of life of Kent’s communities by ensuring that rural areas are not left isolated without transport. They also contribute to older and vulnerable people having more choices and being socially included.

Because of the very clear benefits to Kent’s residents and communities, Kent County Council Public Transport looks to support sustainable and realistic schemes outside of our main community transport scheme, the Kent Karrier, which provides every village in Kent with a bus service at least once a week into a main conurbation.

Support for Community Transport Services

KCC provides grants to organisations whose goals and purposes align with our strategic outcomes aims. Some of the organisations we have awarded revenue grants in the recent past are:

- **Age UK Home Meals Transportation**
- **British Red Cross Transport Support**
- **Compaid**
- **Connecting East Kent**
- **Dover District Volunteer Car Service**
- **North West Kent Volunteer Transport Scheme**
- **Swale Volunteer Car Scheme**
- **Thanet Community Transport Association**
- **Tunbridge Wells Volunteer Car Service**
- **Wealden Wheels**
- **West Kent Buses 4 U**
- **Wheels 2 Work**

Grants may be awarded for one-off costs such as updating booking software systems, purchasing new office equipment or furniture, converting buses or replacing tail-lifts.

Where there is a very strong case, we can also donate a bus or provide a grant for a parish or group of parishes to buy a bus in order to set up or maintain a scheme.

Our main support for Community Transport comes in the shape of Community Transport Forums for operators and community groups to get together and learn from each other, exchanging best practice, signposting to useful organisations and finding out how other parishes have overcome problems.

Although Kent County Council does not have a specific protected budget for community transport schemes, we endeavor to support parishes who present a sustainable business case to set up and/ or maintain a current scheme.

Schemes may include membership-based shopper buses, registered local bus routes and volunteer car and dial-a-ride schemes.



Section 2: Evidence Gathering and Identifying the Need

It is important to assess the transport problem and develop an appropriate solution, so this section provides some guidance on how to identify the need.

Quantify the Need

Before you can begin to think about delivering a community transport service, you will need to have evidence of the need. This means breaking down what might be a generally accepted need for transport into specifics, by finding out exactly what the local community wants. This is often done in the form of a survey or questionnaire.

You will need to consider questions such as:

Who wants to travel?

- Are they male, female, young, old, disabled? If so, what ratio? What equipment is used (*wheelchairs etc.*)?

How many?

- How many people want to travel? Is it mainly groups, or individuals? Or a combination of both?

Where do they want to go?

- To work? Shopping? Visiting friends or relatives? Medical appointments? Going out for the evening?

How far do they need to travel?

- Into the nearest town? To relatives on the other side of the county?

When?

- At what time of day? During rush hour? Late at night? Early in the morning to catch a train?

How often do they need to travel?

- To get to work every day?
- For a regular doctor's appointment?
- A weekly shopping trip?
- To be able to go out on the spur of the moment?



Identify Existing Services

In addition, you will also want to look at existing services and whether they are meeting people's needs:

- What service(s) already exist?
- Are there potential partners for this new community transport scheme?
- What needs do existing services meet?
- What needs do they not meet?
- Could they be adapted or improved?
- Could the existing transport services be altered in some way?
- Could they be incorporated as an element in a new community transport scheme?
- If services were combined and coordinated, would they provide a more comprehensive service than as individual services?

Go to Appendix 1 to get a simple individual transport needs questionnaire and Appendix 2 to get a simple table to fill in showing current transport options which you may be able to adapt or extend.

The questionnaire and table, can be used as part of a survey to help identify the scale and nature of local transport needs.

Section 3: Setting up a Community Transport Scheme

This section covers the process of getting a community transport scheme up and running after you have identified the transport need.

The following are steps on how to set up a community transport scheme:

Support of the Community

- A community transport scheme can not flourish in isolation; it must be part of the community it serves and be accepted by the community. Meopham Community Bus is a community transport scheme that has been operating for nearly four decades. This scheme has survived due to the continual support of its local community. The scheme has grown out of a need expressed by the local parish and is run by a parish committee.

Hold a Public Meeting

- The public meeting will demonstrate how much interest there is in setting up a community transport scheme and the meeting can be used to appoint a working group.

Establish a Working Group

- This will be a group of like-minded individuals who have agreed to set-up the new community transport scheme.

Decide on the name

When deciding on a name for your local community transport scheme it is important to consider the following:

- What's in a name? The name should reflect the service, for example Meopham Community Bus is a community transport service that operates a Section 22 bus service; Stockbury Community Bus operates a community bus in and around Stockbury.
- You should build up an awareness of the community transport scheme.
- To avoid confusion, it is important that your scheme does not use a name that is the same or very similar to that of another scheme.

Draft and Agree the Constitution

The constitution should include the following:

- The name of the community transport scheme.
- The area covered by the scheme.
- The objectives and purpose of the scheme.
- The responsibilities of the committee, the appointment of the officers and frequency of meetings.
- Who may become a member of the scheme and their voting rights.
- How funds are handled.
- What happens to the scheme's assets if it should be dissolved.

To Note

For additional information the Charity Commission can provide guidelines on when to use a constitution, the type of organisation a constitution creates, the organisations that use this structure and how the constitution is put into operation. Go to:

www.charitycommission.gov.uk/Publications/cc22.aspx?#12

Adopt the Constitution

Once the constitution has been agreed, the next step is to formally adopt the constitution by holding a meeting whereby the first members sign the constitution.

Register as a Charity

The Community Transport organisation needs to consider whether or not to become a charity. This can be done by completing the Charity Commission's charity registration form.

To Note

For additional information on the registration process go to:

www.gov.uk/guidance/how-to-register-your-charity-cc21b

All charities must follow the requirements of charity law, which includes the submission of an annual report to the Charity Commission.

Advisory Group

It is useful to appoint an Advisory Group to provide guidance, local knowledge and to help promote the scheme. People involved are likely to be key influencers in the area, they may include:

- Local voluntary representatives.
- Local councillors are influential to help with funding.
- Local community transport operators willing to lend their experience

Policies and Procedures

Before any services are provided to the community, at an early stage the committee will need agreement on a number of key policies and procedures, including:

Finance

It is important to have a good system of financial control in place to operate the finances of the scheme. The scheme will need to consider how it can be sustained without need for further funding from the council. Specifically, building funds to replace vehicles should be a long term priority for any scheme.

Insurance

Ensure that adequate insurance is in place, covering all aspects of the scheme such as vehicle, public liability and employer liability.

(For further advice on insurance contact CTA Advice Team, go to Appendix 3 for contact details.)



Recruiting volunteers

Be clear about what you want your volunteers to do, the training on offer and the working conditions. It is important to interview the volunteers and carry out the correct checks. Contact your local Volunteer Bureau or Council for Voluntary Service (*go to Appendix 3 for details*).

Employment and Training

You will need to have a clear idea of the employment responsibilities which rest with the committee members and be aware of the procedures which should be put in place for recruitment, staff development, health & safety, training and so forth. KCC and CTA will be able to help, go to Appendix 3 for contact details.

Remember

- It is important to remember that you are not alone. Contact the relevant KCC Project Officer who will signpost you to the correct contacts.
- Get in touch at the early stages of the set up of the community transport scheme.

Section 4: Operating a Community Transport Scheme

This section covers the process of getting a community transport scheme up and running after you have identified the transport need.

Community transport delivers a wide range of community led transport services that cater for both individuals and groups. These services include Dial-a-Ride, community bus, voluntary car scheme and minibus group travel, which are designed to help meet the specific transport needs of sections of the local community. The aim of each scheme is to operate in a way best suited to the local area and the community it serves. These schemes are tailored to the needs of passengers, offering pick-up and drop-off points that are more convenient than fixed public transport stops.

The main types of community transport schemes are:

Dial-a-Ride

Dial-a-Ride is a door-to-door service designed to meet the needs of passengers who find it difficult or impossible to access public transport.

Passengers book in advance by telephone and are provided with a reliable and personal transport service with specially trained drivers. Membership is open to those who meet the published criteria. The fares and trips are set out by the scheme and the service is delivered by minibuses and/or people-carriers by paid and/or volunteer drivers. The passenger's travel purpose must reflect the objectives of the scheme.

Legal basis and limitations of Dial-a-Ride

- Most Dial-a-Ride schemes operate under the Section 19 small bus permit.
- If a minibus driver is using a 16 seater minibus or more to deliver Dial-a-Ride the driver must have at least a restricted category D1 (101) on their licence. If a driver's license was awarded after the 31st December 1996 then they can only drive on

a voluntary basis in a minibus that doesn't exceed 3.5 tonnes, otherwise they must complete the full D1 driving test.

- Driver training is required, such as MiDAS - KCC provide a Minibus Driver Awareness course: Get in touch with KCC's road safety team for further information.
- Drivers must be trained to use the specialist equipment on the minibus.
- Daily checks, supervisor weekly checks, a 10 weekly safety inspection, scheduled servicing and annual MoT's should be planned to ensure the vehicle is roadworthy.
- All minibuses must be taxed appropriately. *(Go to Section 5 for additional legal information.)*

Voluntary Car Scheme

This is a form of organised lift-giving in a community. A local pool of drivers is available to take people on pre-arranged journeys, usually co-ordinated by a central organisation.

There are many car schemes running throughout the UK, each with its own personal emphasis. Some are run by the local branch of a national organisation, such as Age UK or by local Parish or Community Councils. In some cases, where a specific need for transport by a group has been identified, a voluntary organisation or community may set up its own scheme, to help that group of people to travel.

Legal basis and limitations of the Voluntary Car Scheme

- In order to carry fare-paying passengers in any vehicle it is necessary for that vehicle to comply either with Public Service Vehicle legislation or be specifically exempted from those regulations.
- Social car schemes are the subject of a specific exemption from all the licensing and operating regulations. Provided that drivers do not make a profit on any

expenses they are paid (over and above the reasonable running costs of the car they use), the scheme and more importantly its drivers, need only comply with the regulations applicable to private motorists.

- The general motoring requirements of the various Road Traffic Acts must be met, the vehicles used in the scheme must be roadworthy, taxed and the drivers must be insured.
- For information on voluntary car scheme set-up and training, contact CTA Advice Team. Go to Appendix 4 for contact details.

Minibus Group Travel

This is based on the principle of sharing community owned minibuses which are operated under a standard Section 19 bus permit. The minibuses are available for hire by a wide range of community groups ranging from youth clubs to senior citizen clubs. The minibus is supplied with a driver by the minibus owner or by the group hiring the minibus. A charge is made to the organisation for use of the vehicle. The scheme offers driver assessment and training, for example MiDAS.

Legal basis and limitations for a Minibus Group Travel

- If a minibus is operated for “hire and reward” then a section 19 permit is required.
- Group hire uses the Section 19 permit – which can be obtained from the Local Authority or certain designated bodies.
- A permit disc is displayed on windscreen of minibus at all times with the relevant vehicle papers.
- Drivers need to take a full D1 test if the licence is awarded after the 31st December 1996 in order to drive a 9-16 seat minibus.
- Driver training is recommended, for example MiDAS or KCC provide a Minibus Driver Awareness course for drivers who have been awarded the Category D1 licence before 1st January 1997 – Contact Kent County Council Road Safety Department for more information.

- Drivers must be trained to use the specialist equipment on the minibus.
- Charges must be on a not-for-profit basis to only cover the operating costs and administration of the scheme.
- A list of registered drivers should be maintained.
- The general public are not permitted to be carried.
- Your licence application must specify which group of people can be carried. Search PSV 372 in your internet browser.

Community Buses

A community bus is a scheduled bus service for the local community operating on a non-profit basis. It is a regular, timetabled bus service with paid and/or volunteer drivers.



Legal basis and limitations for the Community Bus

- Operates under Section 22 bus permit provided by the Traffic Commissioner or a PSV operator's license.
- Register the route and timetable of the community bus with the Traffic Commissioner.
- Ensure the vehicle is built, adapted, maintained and certified to PSV standards.
- The vehicle may have more than 16 seats.
- Drivers must conform to the same licence requirement as Dial-a-Ride and Minibus Group Travel.
- Volunteers can receive out of pocket expenses.
- The route must be registered to be eligible to carry concessionary pass holders and to claim Bus Service Operator's Grant (BSOG).
- Profit-making "private hire" is allowed if the proceeds are used directly to support scheduled services.
- This bus service is open to the general public.

To Note

Go to Appendix 3 to find a checklist for comparing the operational features of each of the different services.

For further information contact the CTA Advice Team, who can guide you through the community transport set-up and operation stages.

To Note

Go to www.gov.uk/government/publications/section-19-and-22-permits-not-for-profit-passenger-transport/section-19-and-22-permits-not-for-profit-passenger-transport to get more information about Section 19 and Section 22 bus permits

The Department for Transport has recently issued guidance which advises that Section 19 and Section 22 licences will not be acceptable to bid for local authority contracts.

This will not affect community buses run for local people on a non-contract basis.

Section 5: Legislation and Licensing

Community transport schemes provide safe, affordable and accessible transport solutions to their local communities. However just like other services for the neighbourhood, community transport needs to operate within a legal framework. It is therefore important to understand the legal requirements governing the set up and operation of the scheme. There are many areas of legislation, particularly around licensing and health & safety regulations that need to be considered by a community transport operator.

The principle legislative requirements of setting up and operating a community transport scheme are:

Operator Licensing

Please note that the term 'not for profit' is not interchangeable with 'non-commercial'.

An organisation providing 'not for profit' transport for 'hire and reward' in either a large bus (a vehicle capable of carrying more than 17 passengers in addition to the driver), a minibus (a vehicle capable of carrying 9-16 passengers in addition to the driver) or in a car (maximum of 8 passengers plus the driver) that it owns/operates, will be required to hold an appropriate operator licence for each vehicle.

For most community and voluntary organisations, this will be a Section 19 permit. For more information see 'Passenger Transport provided under Section 19 or Section 22 permits (search in your internet browser for PSV385) and Public Service Vehicle Operator Licensing (search in your browser for PSV437). Copies of both these documents can be downloaded and printed or obtained from the DVSA (formerly VOSA). Appendix 3 has further contact details.

Section 22 permits are also available for those organisations that wish to provide 'not for profit' transport services to the general public on a registered bus route. See the DVSA PSV guides 385 and 437.

Voluntary car schemes are exempt from both 'private hire/taxi licensing' as long as they operate within the requirements of what is termed 'car sharing' legislation, contained in Section 1 (4) Public Passenger Vehicles Act 1981. "Hire and Reward" is defined as a

payment that gives a passenger the right to be carried. This can be a direct payment; such as a fare or a contribution to the vehicle's operating costs e.g. petrol money or an indirect payment such as a club membership subscription, or paying for a service e.g. a luncheon club, which includes free transport. Do not assume that the transport service you are providing is not for hire and reward, please check with CTA to confirm because if you get it wrong you could invalidate the vehicle insurance and the driver could face prosecution.

Driver Licensing

For more information on driver licensing and minibuses, go to the DVLA website at 'Driver Licensing for Minibuses' (www.gov.uk/driving-a-minibus) which is available to download from the CTA website, go to Appendix 3 for further information.

Driver Training

Whilst not a legal requirement for drivers with the correct licence entitlement, it is strongly recommended that an assessment of a driver's ability is made and appropriate training provided. Failure to provide such training could be deemed to be a breach of 'duty of care' and as such an offence under the Road Traffic Act 1991. Kent County Council provide a Minibus Driver Awareness course for drivers who have been awarded the Category D1 licence before 1st January 1997, contact the Road Safety Team for further information. MiDAS, the national Minibus Driver Awareness Scheme, is recommended for community transport drivers, (go to Appendix 3 for contact details).

Minibus Construction

Minibus(es) must comply with schedule 6 and 7 of the Road Vehicles (Construction and Use) Regulations 1986 or have EC Type Approval. For further details of these requirements contact CTA or visit their website.

IMPORTANT

The DfT's consultation on the use of Section 19 and 22 permits by community and 'not for profit' organisations, along with the outcome of Brexit negotiations, may affect Community Transport schemes in the UK. We advise that Community Transport operators should consult the CTA if they have any concerns about any aspect of their licences.

Passenger Safety

The Health and Safety of passengers, as well as employees and volunteers, requires that risk assessments are undertaken and recorded. For more information contact Health & Safety Executive and CTA. There is a code of practice that exists for the safety of passengers seated in wheelchairs. VSE 87/1 is available from the DfT and the CTA. Seat belt and child restraint rules differ between cars and minibuses. More information can be obtained from CTA and the DVLA.

Vehicle Maintenance, Licensing and Insurance

- Vehicles operated under permits are required to be maintained and inspected to ensure that they are roadworthy. The VOSA 'Guide to Maintaining Roadworthiness' outlines what is required. (www.gov.uk/government/uploads/system/uploads/attachment_data/file/321988/guide-to-maintaining-roadworthiness.pdf)
- MOT tests – the rules for minibuses are different to those for cars. More information is available from the DVLA and CTA. The vehicle registration and excise duty rules for minibuses are available from the DVLA and the CTA.

Vehicle Insurance (under the Road Traffic Act 1988) is essential as part of any community transport scheme, as it is an offence not to be covered by third party insurance. It is essential that you obtain the correct cover for your scheme. For further information or advice contact the CTA Advice team. Go to Appendix 4 for contact details.

Other legal requirements with which you should be familiar when using a minibus are:

- 'Duty of Care' regulations – all operators are bound by this and should undertake thorough risk assessments.
- Speed limits for minibuses and the fitment of speed limiters.
- Domestic Drivers' hours rules apply to paid drivers. See 'Rules on Drivers' Hours and Tachographs': www.gov.uk/guidance/drivers-hours-passenger-vehicles
- Procedures should be in place for vehicle breakdowns and emergencies, including emergency evacuation in the event of a fire.
- Other factors to consider are the use of outside lane of motorways, the use of bus lanes, when towing trailers and when taking a Minibus to Europe

REMEMBER

Operating a community transport scheme is perhaps more complicated than you first think, but there are useful organisations who can help. The CTA and DVSA can help with these and any other legal enquiries that you might have.

KCC has a minibus code of practice which may be of assistance. Go to www.kent.gov.uk and type in the search field "Minibus". Click on the first result that comes up (Minibus Driver Training) and this will take you to the page where you can download the Minibus Code of Practice.

Or you can type into your browser: www.kent.gov.uk/roads-and-travel/road-safety/road-safety-training/minibus-driver-training and download the guide from that page.

Section 6: Funding

Every community transport scheme needs adequate financial resources to meet its overheads and running costs such as insurance, fuel and maintenance. Local authorities do not have a legal duty to provide specific community transport services across their area.

What grants are available

Grants are available for community transport schemes in Kent and Medway such as:

- Awards for All offer grants ranging from £300 to £10,000 for projects that help local people and improve their community.
- Kent Downs and Marshes Leader is a European Union/UK Treasury funded grant Programme for rural areas providing support for rural businesses, the land based sector and rural communities. The funding is available until March 2019 for businesses and communities in rural areas of Medway, Swale, Maidstone, Ashford districts and the Romney Marshes.
- East Kent Leader is a European/UK Treasury funded grant Programme for rural areas providing support for rural businesses, the land based sector and rural communities. The funding is available until March 2019 for business and communities in rural areas in Canterbury, Dover, Thanet and Shepway districts.
- West Kent Leader is a European Union/UK Treasury funded Programme for rural areas providing support for rural businesses, the land based sector and rural communities. The funding is available until March 2019 for businesses and communities in rural areas of Sevenoaks, Tonbridge & Malling and Tunbridge Wells districts.
- www.leaderprogrammekent.org has further details of each of the leader funding strands.
- Kent Community Foundation is a charitable foundation set up to encourage the well-being of the people of Kent. Grants team: 01303 814 500
- Action with Communities in Rural Kent (www.ruralkent.org.uk/grants-funding) can provide information and signposting to funding sources.

The organisations that help community based groups are:

- National Council for Voluntary Organisations (NCVO) publishes an annual guide for funding which provides information to community groups about a wide range of funding opportunities. The guide acts as a signpost to other resources which can contribute towards sustaining community transport services. Go to: www.ncvo-vol.org.uk for further information.
- Funding Buddies has been replaced by Funding for All (www.fundingforall.org.uk/) an organization which can help signpost to funding sources for your scheme, assist with funding bids and provide a mentoring service to help you get up and running

In any funding application process, it is important to include the following information:

- What is the proposed community service?
- What evidence do you have that this service is needed and why?
- Why are you the best organisation to deliver the service?
- How will you achieve your stated objectives?
- How much will it cost to deliver the service?
- How will you monitor the effectiveness of the service once you receive the funding?
- How will you ensure long term sustainability of the scheme?

Completing a funding application is never easy. It can be time consuming and intensive. NCVO have extensive guidance.

For further information go to:
www.ncvo.org.uk/policy-and-research/funding

Many grant providers do not offer recurrent funding, which results in the need for an ongoing focus on fundraising.

Do not develop a state of dependency on grants, it is not a sustainable method of finance for your community transport scheme.

Fundraising

If you know who and what you are fundraising for you should consider taking a strategic approach to your fundraising efforts. A planned approach is likely to produce better results. You may wish to consider fundraising from the three main sources of funding which are:

- Grant-makers (*such as Trusts and Foundations*)
- The community (*through local fundraising activities*)
- Trading (*by providing transport services*)

Community transport operators must structure their own fundraising activities throughout the year, and build them into an annual programme with targets. There is a wide range of options to use for generating additional finance, from approaching a specific foundation to organising local events. There will be other innovative, creative and wacky as-yet unthought-of fundraising events.

Fundraising is not always money donations, it can be the assistance of volunteers, donation of vehicles or produce (free catering at a community transport event) and gifts in kind (premises, PR/brochures, free professional advice).

You can run fundraising events such as fetes, sponsored walks and trivia quizzes, which encourages community involvement.

Get other fundraising ideas from:

- 'Idea Fundraising' offers great ideas to help you with fundraising, go to www.ideasfundraising.co.uk
- Fundraising sites on social networking sites such as GoFundMe, Justgiving, etc. go to

<https://knowhownonprofit.org/how-to/how-to-fundraise-using-social-media>

Contact your Kent County Council Project Officer who can advise on all types of funding available in Kent. For further information go to Appendix 4.



Section 7: Business Plan

Once you have established the need and how you plan to meet it, it is helpful to collate all of the information into a planning document, referred to as a business plan. This document will be set out in a clear and logical manner.

A business plan is the road map to tell others how you expect to get to your destination, from the set up to the operation of the scheme.

A business plan informs you and other interested parties (such as funders) of how you intend to run the community transport scheme in a sustainable manner. The business plan can act as the benchmark for the scheme’s performance and should be reviewed regularly in terms of both the scheme’s social and business purpose.

Ask yourself the following questions at the beginning of writing a business plan:

- Why is the project needed?
- How will it work?
- Why should your organization do it?
- How will it be managed?
- What will the beneficiaries gain?
- How will the scheme’s achievements be measured?
- What will it cost and how will it be funded?

1 How to write a Business Plan

The first step is planning – do you know what you want to do?

As a first stage it is necessary to agree what you want the service to provide. The service is likely to be described in the following terms:

- To provide affordable, safe and accessible transport for people in your area or village whose needs aren’t currently met.

Planning helps to make things happen, because you set out a clear process of small steps that take you from the need (*people need transport*) to the solution (*a community transport scheme*). You can break down the above statement, which describes the broad purpose of the scheme (i.e. its mission statement), into a series of aims. These set out specific activities you will do to meet the need you have found. They may be things like:

- To provide door to door transport for people who find public transport difficult or impossible to use.
- To set up a community bus scheme to go to town on Mondays and Fridays, similar to Meopham Community Bus.

This will then lead to describing specific tasks such as:

- You could contact your local authority to enquire about setting up and running a new Dial-a-Bus service with the next round of appropriate funding.

2 The second step is recognising the principles and values underpinning the scheme

The scheme should be guided by principles to ensure that the community transport service addresses the greatest social needs of the local community.

The values are what the scheme believes in, such as accessibility, value for money, safety, dignity and respect.

3 The third step is identifying the requirements of the scheme

This will involve consideration of the relevant regulations, policies and procedures, area of coverage, staffing, vehicles, licensing and assets, methods to monitor performance, communication affecting the set-up, management and operation of such a scheme.

4 The fourth step is the gathering of market information

This will include identifying the community transport need. A marketing plan should be developed to support your scheme. Go to Section 8 and 9 for additional information.

5 The fifth step is outlining the structure of the organization

This will include describing the legal status and historical development of the scheme. It will also include an explanation of the legal structure and governance arrangements appropriate for the scheme.

It is important to describe the people involved and their skills to assist in the running of the scheme. You should describe the office premises/depot, the required licenses and the health and safety requirements. A list the names of the management committee and the management team with their roles and experience (include key staff members) should also be included.

6 The sixth step is providing the financial information

How much is it all going to cost and where will the finance come from?

A financial plan for the next (*specify how many years e.g. three-years*) to support the delivery of the new scheme. The plan will outline the following capital, revenue and operating costs.

- The set up costs.
- Running costs (*forecasting*).
- Cash flow forecast.
- Income and expenditure.
- Balance sheet.
- Funding sources and fundraising activities (*if applicable*).
- A contingency plan if funds are running low

REMEMBER

It may be necessary to seek professional business advice. For additional information go to:

www.businesslink.gov.uk

Advice and guidance is also available from the Community Transport Association (the CTA) see appendix 4 for contact details

Section 8: Marketing

Marketing is an umbrella term for all the tools which are available to get your community transport scheme promoted and publicised. It is a communication method by which individuals and groups obtain information about who you are, what transport service you provide, when the service starts, where the service is operating (the area it services), why there is a need for community transport in your local area and how you are going to deliver the service.

To help clarify the features of the community transport service and for marketing purposes, the following are examples of the questions to ask:

Q Who or what are you?

A A community transport scheme based in (name of your village/town).

Q Who can use the service?

A Passengers who meet the scheme’s membership criteria.

Q What do you do and what service are you are providing?

A Affordable and accessible transport solutions, in response to local demand.

Transport for individuals living in rural areas of Kent and Medway who are unable or find it difficult to use public transport.

Transport for a variety of purposes including shopping, to visit the health centre, to attend doctor’s appointments and to go to the post office.

Provide community transport schemes such as Dial-a-Ride, Voluntary Car Scheme and Minibus Hire.

Convenient, flexible transport which is operated by and for the local community.

Q When is the service available?

A The service is available seven days a week from 8am to 6pm with exceptional operating hours during public holidays.

Q Where do you provide the service?

A We operate in X village(s) in rural Kent

Q Why set up a community transport scheme?

A The local community identified the need and the scheme is the response to that call for improved transport provision.

Q How is the service provided?

A The service is provided by your local community transport scheme, using a wide range of resources including minibus(es) and volunteer car driver(s) to deliver the service within your neighbourhood.

Simple 7 Step Marketing Plan

Use the steps below to kick start your community transport marketing plan:

STEP 1 – Understand your community transport market

A successful community transport market consists of people who have transport needs that are not being met. It is necessary to ask the following questions:

- Are the other community transport operators in Kent competitors or partners?
- Is there too much competition?

STEP 2 – Pick a niche

What is your unique selling point? e.g. you are the only locally-based transport scheme that specialises in individual door-to-door transport for elderly and disabled persons in your village.

STEP 3 – Understand your customer

Who are your potential passengers? How do you reach the target audience?

A steering group, an individual transport needs survey or publicity to reach different groups of people within the local community.

How do my potential passengers normally travel? What services do the passengers need?

Passengers will use the scheme if it is what they need.

What encourages the local community to use the community transport scheme?

Where does the local community get their travel information (TV, newspaper, newsletter)?

STEP 4 – Develop your marketing message

The marketing message tells potential users what you do and encourages them to use your transport scheme. For example:

Having transport difficulties? Live within 5 miles of x village and have no access to a bus/car?

If so [name of your scheme] may be able to help you with your transport problems and assist you with alternative travel arrangements.

Do you know any one that lives in X Village or Y Village and has difficulty in getting to the local shop? [Name of your scheme] can help.

[Name of your scheme] is easy to use, affordable, flexible transport in your local neighbourhood.

STEP 5 – Decide on your marketing media

This is the form of medium that is used to inform potential users of your service. When marketing to the potential users of the scheme remember all printed, non printed and media material must target the correct audience (go to Section 9 for additional information).

STEP 6 – Agree your marketing goals

A goal can be described as something to wish for, e.g. to deliver a bespoke Dial a Ride scheme for medical appointments in your local area; in the next 2 years to double membership of your community transport scheme.

STEP 7 – Agree your marketing budget

How much do you plan to set aside to promote and publicise your scheme?

REMEMBER

Marketing never stops. Don't think that just because you have put effort and resources into marketing at the beginning, you can sit back, relax and wait for the passengers to roll in.

Section 9: Publicity

Marketing and promotion are vitally important to the success of your community transport scheme. From the first public meeting which gauges interest in the idea of a community transport service in the local community, it is important to maintain publicity throughout the scheme's development to ensure that there will be ongoing commitment from the community. When the scheme is up and running, it will be necessary to continue publicising and promoting the service and providing general information to the local community.

Press advertising locally should not be prohibitive especially at the launch of the CT.

Print Promotion

Community Transport Logo

- Use the logo to pictorially describe the nature of the organisation's business.
- Reflect your community transport scheme in the logo e.g. community bus, wheels, location, people.



Leaflet

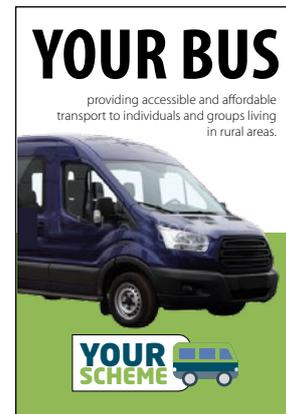
A guide to the layout of a community transport leaflet is:

- **Front cover** – name of the community transport scheme, picture that reflects your local scheme and a statement e.g. 'We have a set of wheels to suit you'.
- **Next page** – what you do as a local community transport scheme and who benefits.
- **Max of 2 pages** – what you offer, e.g. Dial-a-Ride, Voluntary Car Scheme, Minibus hire.
- **Next page** – membership form.
- **Back page** – your CT logo, contact details and funders logo (if applicable).
- **Tip** – A4 size is advisable as it is the cheapest form to print and is the most versatile, being easily foldable into A5 leaflet size.

Poster

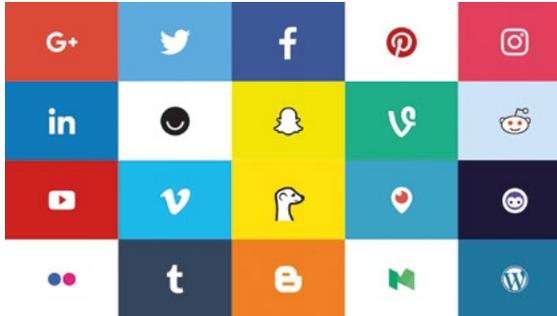
Having established the target audience for your publicity drive your poster should contain:

- The community transport name and logo.
- The key elements of the scheme – does it clearly say what it is about?
- Creativity – is it eye catching?
- A punch line e.g. "providing accessible and affordable transport to individuals and groups living in rural areas."



Press Release (PR)

- A press release is an announcement of an event or other newsworthy item that is issued to the media.
- It is useful form of publicity to promote the launch of a community transport scheme and its services or a special community transport event.
- It provides free exposure, a new audience, new passengers and extra publicity for the scheme.
- Think of a press release as your ticket to publicity.



E-marketing

- On-line marketing is relatively inexpensive compared to traditional marketing techniques but it does require customers to use modern technologies to receive the information.
- The use of search engines such as (google, yahoo) can be an effective way of publicising your scheme

REMEMBER

Different groups require different marketing approaches, adapt accordingly for each member of the local community.

A growing number of community transport schemes are using social networking sites, such as Facebook, Instagram or Twitter. Social networking is not only a free form of publicity, but has shown to be effective in reaching the younger generation, who may not respond to traditional forms of publicity

Websites

- A community transport scheme can develop a website to launch and promote its services.
- A web-site can raise the profile of the scheme, reach the younger generation and open up new opportunities.
- The content must be customer focused to encourage people to use the transport services that are being promoted.
- Promote the website widely and keep it updated as necessary.

Email

- Emailing is a fast, flexible and effective way of getting your message to potential passengers who have access to the internet. Design the email to suit the local community needs. Provide an opt- out option for people who do not want to receive any more messages regarding your service.

SMS -Text messages

A text message can be sent to a large group of potential passengers in the local community to promote the community transport services

REMEMBER

Research shows that on average, a dissatisfied customer tells many more people about their experience, than a satisfied customer.

Decide who your target audience is and which media you should use to reach them e.g. the Kent Messenger, Medway Messenger, Kent online, Kentish Gazette, KMFM, BBC Radio Kent, Heart FM, CSR 97.4 FM (university Station), BRFM, SFM, BBC's South East News, Kent TV and Your Kent TV.

Legal Matters

For useful tips for complying with E-commerce Regulations and Privacy and data protection in direct marketing visit:

www.businesslink.org.uk
www.gov.uk/data-protection

Section 10: Launch of the Community Transport Scheme

Launching and running a community transport scheme is a challenging but rewarding process. In launching the new scheme, it is important to ensure that the community are aware of the new services offered. The launch should generate a 'buzz' in the community, to encourage attendance and the success of the business.

Event Management

Consider the following steps to manage the launch of your community transport scheme:

- Several weeks before the launch, advertise the event in the local paper, local radio, local hospital radio, and community newsletters.
- Generate hype prior to and during the launch

Publicity at the launch is very important, such as a local radio station, local newspaper, and local television broadcasting station.

- Use a press release to promote the service and its launch date, (go to Section 9 to get an example of a PR).
- Use incentives such as free food or prize draw to encourage the local community to attend the event.
- Consider the best time to launch the scheme e.g. during a community festival.
- The funder (*if applicable*) may determine where and when the launch takes place.
- Invite key individuals to the event such as government officials, local councillors, support agencies (*ACRK representatives*) or local celebrities from Kent (*e.g. David Frost, Kelly Holmes*).
- Remember to invite all individuals involved in the original planning and set up of the scheme.
- Employ a local photographer, local newspapers or entrust someone on your behalf to take digital photographs.

REMEMBER

Community first – invite the local community as they are the people who will be making use of the new scheme.

The step by step process to launch a community transport scheme:

- Plan, plan, plan
- Communication
- Marketing

- Exposure
- Membership, sale of the community transport services and celebration.

Community Transport launch ideas:

- Take a picture of first passenger(s) to use the scheme.
- Unveil the bus and invite local press.
- Crack open a bottle of champagne against the bus (*photo opportunities for future advertising*).
- The launch of the scheme at the first '**Community Transport Day**' held at the local town or village hall.
- First passenger to use the service is awarded a prize e.g. free trips for a month.
- A local Kent celebrity (Jack Dee, Steve Backley or David Fulton) sitting in the bus or behind the wheel of the bus.
- Cut a ribbon to launch the community transport scheme- invite the local transport minister, Cabinet member for Highways and Transportation or a local celebrity to cut the ribbon to declare the project officially opened.
- For example a minibus convoy drawing attention to the launch of your new community transport scheme.
- Hold a local '**Mobility Awareness Day**', or '**Social Enterprise Day**' or a local 'Volunteer Week'.
- Find an organisation to sponsor a '**Community Transport Week**'.
- Take your community transport vehicle(s) on the Eurotunnel from Dover to Calais (*France*) and back.

REMEMBER

When it comes to doing your community transport launch it is important to know your area, your passengers and be realistic about your ability to pull off the event.

Section 11: Case Study 1- Sheppey Wheels

Sheppey Wheels started in August 2006 by Sheppey Matters (an Island wide regeneration charity) with joint funding from the now defunct SEEDA Kent Rural Towns Program and Mid Kent Leader +. The initial funding period allowed for the purchase of one accessible minibus, a full time coordinator, part time driver and other expenses on a full cost recovery basis.



The scheme has grown and developed since it launched with one bus and has received support from Kent County Council, the Community Minibus Fund, the Rotary Club, the Round Table and a local councillor. It continues to actively pursue funding sources to ensure sustainability.

The scheme has now grown so much that Sheppey Wheels runs 3 vehicles. The smallest one has 8 seats, the next 11 and the largest minibus has 16 seats. All of the vehicles are fully accessible and the drivers are all employees.

Services

The 11-seater bus is used in a partnership arrangement with Blackburn Lodge, a care home on Sheppey. It is also used by community groups such as Mencap, Swale Your Way and Rotary to enable residents to access support services within Swale such as the allotments programme and places of interest.

The 8 seater vehicle is used to enable parents and carers with children who have special

needs to attend hospital and specialist appointments.

It is also used every day during term time, to transport children to the Halfway Houses Primary School. The bus does two runs in the morning and two in the afternoon, running various children to the school where they can attend breakfast club and arrive at school on time.

The children are prioritised according to need and their names are provided by the school, but the parents join them on a membership basis.

The scheme has had a huge impact on attendance and punctuality and on positive engagement and attendance in lessons.

The biggest bus, the 16 seater, was obtained after a successful bid to the DfT's community transport minibus fund and it replaced an older bus which had been funded by the Round Table.

The bus is used to take members on day trips to places like castles, the theatre, the seaside etc. It is also used for shopping trips to places like Bluewater, Dobby's Garden Centre or Hempstead Valley and once a month it transports members on the East End of the island for a shopping trip to Maidstone Town Centre.

The services are considered essential by their users and there is no doubt that without the service, their users would be less mobile and have less access to services. The general sentiment is summed up by one of their users: "We're a lucky community to have Sheppey Wheels".

Future Plans

Sheppey Wheels intends to continue transporting passengers on the island to essential medical, shopping and social trips which are currently underserved by conventional local bus services. They do not anticipate that the recent DfT guidance on licensing will affect them unduly.

Section 12: Case Study 2 – Meopham Community Bus

Background

Meopham Community Bus was formed back in 1979 by the Meopham Welfare Committee and was one of the first community transport schemes to operate in Kent. The local residents and the Parish Council identified the need to provide transport for people living in rural areas that had little or no access to transport services.



In the first few years the service was only able to run in the outlying areas but from about 1984 Meopham Community Bus started to deliver services to Gravesend, as a result of the government policy to de-regulate the bus industry.

The scheme has 1 accessible minibus which runs 2 public bus routes operating every Tuesday, Thursday and Friday. The scheme transports around 1,500 passengers a year using a Section 22 community bus licence.

Board and Staff structure

The day to day management is looked after by 5 committee members made up of the chairman, the secretary, treasurer and 2 ordinary members.

The chairman acts as the scheme coordinator and maintains the minibus. Meopham has 6 volunteer drivers for the 2 bus routes that it operates.

Funding

The scheme currently gets funding from Kent County Council for the scheme to run the 2 public bus routes and to help towards upkeep. They also receive a small amount of funding from the local Parish Councils. The rest of their income comes from group hire, organised excursions and general fund-raising activities.

Challenges

The main financial challenge the scheme faces is to raise enough capital to replace the bus. The current subsidised service does not enable full depreciation costs to be recovered through fare or other income. The high cost of fuel and the cost of maintaining an older vehicle has had a significant impact on the viability of the service for current users. The need to recruit and train younger volunteers will be a priority in recent years as the current team of volunteers get older.

Passenger numbers have steadily declined over the years and efforts to reverse this trend are ongoing.

Key success and future plans

Awareness of potential changes in the Section 22 regulations*, has provided an opportunity for the scheme to review the community bus services in terms of the vehicle capacity, reliability of the service and use of paid drivers. In 2009 Meopham Community Bus celebrated its 30th Birthday, which was a great achievement. They are planning to replace their vehicle over the next 12 months and would like to encourage some younger people to get involved in the committee.

*See Section 5 of this toolkit

Appendix 1 - Questionnaire

INDIVIDUAL PASSENGER TRANSPORT NEEDS SURVEY

This transport questionnaire has been developed to find out which places you struggle to get to. If you do not have any transport needs but you know someone who does, then please give them a copy of this form or fill in for them with their permission.

1 Name of the village or town where you live?

2 What is your sex?

Male Female

3 What age are you?

<5 5-17 18-24 25-64 65-74 75+

4 Do you have any long-standing illness, disability or infirmity which affects your ability to travel?

Yes No

5 How often do you have access to the following types of vehicle *(please tick for each type)?*

	<i>Car as driver</i>	<i>Car as passenger</i>	<i>Other vehicle</i>
Day time only	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Evening only	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Weekend only	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All the time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Never	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It varies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6 How often do you have access to public transport?

- Every hour in each direction Mon-Fri between 8am-6pm
- Every two hours in each direction Mon-Fri between 9am -3pm
- Once a day or more in each direction Mon-Fri
- Less than once a day
- No access to public transport services

7 Please state if there is anywhere you would like to get to but you cannot currently get there:

The place I cant get to is... *e.g. Chemists* The place is located in: *e.g. Abc town centre* The frequency, day and time I need to get there is... *e.g. every Tuesday at 10am*

8 Please state why you are unable to access each of these services?

(Name a maximum of 4 reasons)

	<i>Place 1</i>	<i>Place 2</i>	<i>Place 3</i>	<i>Place 4</i>
There is no bus or train service available to get me there				
The bus stop is too far for me to walk				
I am unable to board buses or trains easily				
The departure or return times are not suitable				
Other reason <i>(please state)</i>				

9 Have you any further comments to add about your transport needs?

Thank you for participating in this survey

Appendix 2 - Checklist for Operating a Community Transport Scheme

	Dial-a-Ride	Voluntary Car Scheme	Minibus Group Travel	Community Bus
POLICIES: the guidelines to ensure the correct operation of the scheme				
Define the limits of the scheme				
How to pay drivers and charge passengers				
Other policies				
MONEY MATTERS: the procedures to manage the finance and performance of the scheme				
Paid Driver(s)				
Volunteer expenses				
Hire without driver				
User fares/charges				
Other costs- expenses incurred in arranging and completing the journeys				
PEOPLE POWER: the roles of people involved in the operation of the scheme				
Management				
Coordination				
Scheduling				
Finance				
Driving				
ADMINISTRATION: the specific admin needs required to run a scheme efficiently				
Administration				
Booking				
Scheduling				
Recording/reporting				
MINIBUS/CAR: operation and ownership				
Vehicle design and acquisition				
Minibus maintenance				
Hiring out				

Appendix 3 - Useful Addresses

Kent Highways Service
Kent County Council
Tel: 03000 414141
www.kent.gov.uk

Kent Road Safety Team
Tel: 03000 41 82 82

DISTRICT COUNCILS OF KENT

ASHFORD BOROUGH COUNCIL
Tel: 01233 331111
www.ashford.gov.uk

CANTERBURY CITY COUNCIL
Tel: 01227 862 000
www.canterbury.gov.uk

DARTFORD BOROUGH COUNCIL
Tel: 01322 343434
www.dartford.gov.uk

DOVER DISTRICT COUNCIL
Tel: 01304 821199
www.dover.gov.uk

GRAVESHAM BOROUGH COUNCIL
Tel: 01474 337000
www.gravesham.gov.uk

MAIDSTONE BOROUGH COUNCIL
Tel: 01622 602000
www.digitalmaidstone.co.uk

MEDWAY COUNCIL
Tel: 01634 333333
www.medway.gov.uk

SEVENOAKS DISTRICT COUNCIL
Tel: 01732 227000
www.sevenoaks.gov.uk

SHEPWAY DISTRICT COUNCIL
Tel: 01303 853000
www.shepway.gov.uk

SWALE BOROUGH COUNCIL
Tel: 01795 417850
www.swale.gov.uk

THANET DISTRICT COUNCIL
Tel: 01843 577000
www.thanet.gov.uk

**TONBRIDGE & MALLING
BOROUGH COUNCIL**
Tel: 01732 844522
www.tmbc.gov.uk

TUNBRIDGE WELLS BOROUGH COUNCIL
Tel: 01892 521 384
www.tunbridgewells.gov.uk

OTHER ORGANISATIONS
**COMMUNITY TRANSPORT
ASSOCIATION (CTA)**
Tel: 0161 351 1475
www.ctauk.org

**ACTION FOR COMMUNITIES IN
RURAL KENT (ACRK)**
Tel: 01303 813790
www.ruralkent.org.uk

**ACTION FOR COMMUNITIES IN RURAL
ENGLAND**
Tel: 01285 653477
www.acre.org.uk

**DRIVER AND VEHICLE & STANDARDS
AGENCY (DVSA, FORMERLY VOSA)**
Tel: 0300 123 9000
www.gov.uk/dvsa

TRAFFIC COMMISSIONER
South East and Metropolitan
Tel: 0300 123 9000

BUSINESS LINK BUSINESS LINK HELPLINE
Tel 0845 600 9 006
www.businesslink.gov.uk

**NATIONAL COUNCIL FOR VOLUNTARY
ORGANISATIONS**
Tel: 020 7713 6161
www.ncvo-vol.org.uk

ADDITIONAL FUNDING INFORMATION
Grant Finder
www.grantfinder.co.uk

Appendix 4 - Abbreviations

ACRK	Action for Communities in Rural Kent
BSOG	Bus Service Operator's Grant
CT	Community Transport
CTA	Community Transport Association
DVLA	Driver and Vehicle Licensing Agency
DVSA (formerly VOSA)	Driver and Vehicle Standards Agency
KCC	Kent County Council
MiDAS	Minibus Driver Awareness Scheme
NCVO	National Council for Voluntary Organisations
PR	Press Release
PSV	Public Service Vehicle
VOSA (replaced by DVSA)	Vehicle and Operator Services Agency

Appendix 5 - Information on CTA and ACRK

The Community Transport Association UK

The CTA is a national charity giving voice and providing leadership, learning and enterprise support to member organisations and individuals across the third sector who are delivering innovative and flexible transport solutions to achieve social change in their communities. The CTA promotes excellence through providing training, publications, advice, events and project support on voluntary, community and accessible transport. Voluntary and community transport exists to meet the travel and social needs of people to whom these would otherwise be denied, providing accessible and affordable transport to achieve social inclusion. Welcome

CTA contacts

Advice and information service

Tel: 0845 130 6195

Fax: 0161 351 7221

Email: advice@ctauk.org

Central office

Highbank, Halton Street, Hyde, Cheshire
SK14 2NY

Tel: 0161 351 1475

Fax: 0161 351 7221

Email: info@ctauk.org

www.ctauk.org

Consultancy service

Tel: 028 9094 1664

Fax: 028 9094 1662

Email: consultancy@ctauk.org

Action with Communities in Rural Kent

Action with Communities in Rural Kent (*previously known as Kent Rural Community Council*) is an independent voluntary organisation with membership open to any organisation, community group or individual who supports their purpose.

What they do

- Provide direct advice and support to community organisations.
- Stimulate community action, particularly voluntary action, and encourage good practice.
- Develop and manage demonstration projects.
- Provide professional support and advice to key service providers.
- Raise awareness of rural issues and influence decision makers.

SETTING UP A Community Transport Scheme IN KENT

Kent Highways Service
Kent County Council
03000 414141
kent.gov.uk

