St Helena Bus Services

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Bus services on St Helena

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Contents

1. Summary

1. Fundamental policy issues, viability v encouraging mode shift

The aspiration of SHG is for the development of an efficient and effective public transport system. Currently the system offers fares that are relatively high and patronage is largely made up of individuals who have no other choice of mode to travel.

However, even the most attractive services, e.g. very frequent, comfortable and attractively priced, struggle to compete with the motor car where UK experience suggests modal diversion of around 10% is the maximum that can be achieved without intervention, for example the introduction of enforced parking charges. Increasing prosperity on the Island can only bring more pressure on the highway system, so it is important that a progressive policy is developed that aims to address these capacity issues.

2. Current situation

The current bus network can be characterised as providing a very basic service, mainly used to and from Jamestown by nursing staff, the elderly and for social reasons.

Fares are relatively high with concessions available for younger children.

Overall the network requires a subsidy to support the operation.

3. Potential improvements to services

Modest improvements have been made since the introduction of the services two years ago following public comment and operational experience.

Further improvements that should be considered include simplification of the timetable, additional journeys and a quantum change in promotional activity

4. Responsibilities

Currently fragmented and should be concentrated into a single position within SHG. Whilst superficially attractive, the creation of a transport directorate runs the risk of focusing too much on highway issues and relegating passenger transport to the margins.

One local recruit with appropriate supervision should be capable of taking the work forward. The role would include promotion, ticket inspection and gathering data on passenger usage

5. Retendering in 2015

A vital aspect of the public bus service concerns where “risk” lies, for example SHG taking the revenue risk and keeping vehicle ownership, or SHG passing all the risk to contractors in return for fixed contract payments.

A timeline is proposed that enables research and consultation to be smoothly completed in time for the retendering of services in 2015.

Once settled it is proposed that for a fixed period of perhaps a month, fares are dramatically reduced in order to assess the potential change in volume of passengers carried. Free travel days should be considered in order to stimulate interest.

6. Impact of the new Airport

The significance and potential of the airport when opened cannot be underestimated. Careful monitoring of progress will be necessary to ensure maximum value is obtained from the investment.

7. Schools services

The status of the four primary schools appears assured and so it would be appropriate to review the associated bus services, including the practise of using buses firstly (and therefore very early) to serve primary schools before ending at Prince Andrew School in the morning.

By monitoring actual use of buses, there may be potential to reduce costs by adopting a "Use it or lose it" strategy.

8. Home to Duty services (HTD)

Whilst appropriate for SHG staff, and even with an enthusiastic response from some other employers, there is reason to believe that the potential to integrate HTD services is limited.

9. Services for the disabled

A co-ordinated approach is proposed using appropriate vehicles and volunteer staff when available.

10. Action plan

A possible timeline for developing the network and retendering in 2015 is set out below:

June 2014	Create organisation to develop Integrated Transport function
Ongoing	Data gathering
August 2014	Agree policies and budget post March 2015
September 2014	Consultation on possible changes to network
October 2014	Agree timetable proposals
November 2014	Draft & agree tender format and contents
December 2014	Issue tender documents
February 2015	Select contractor(s)
March 2015	Promote and implement new services
April 2015	One month fares reduction

2. The Brief

The consultant will be required to conduct a review of St Helena's public transport system, home to work transport for private and public sector workers, school bus system and the SHG's internal transport system. The aim is to have one coherent, efficient and robust system that meets current and future needs.

The review will:

(a) recommend ways of improving the effectiveness, efficiency, reliability and accessibility of the Island's passenger transport network by considering the interaction between all public transport, 'home to work/school' and other related transport services on St Helena. Other objectives include improved coverage, connections and service levels, and ensuring that capacity is matched to demand and the recommendations provide a cost effective and affordable solution to both the users of the service and government, in line with the untargeted subsidies policy.

(b) make recommendations to enable informed decisions to be made on developing an improved and more robust public transport service.

(c) make an assessment of future transport network requirements in line with the airport operations and associated developments in anticipation of increased visitor numbers from early 2016.

(d) consider how a more flexible working hour arrangement can be facilitated through an improved passenger transport network alleviating the need for private vehicles to be brought into and parked in Jamestown for home to work purposes.

The key outcome from the review will be the identification of the most appropriate, affordable arrangements for meeting the island's public transport needs at this time and post airport construction, highlighting any associated implementation and financing issues.

3. Methodology and data gathering

Three strands of data were used as background information to inform this work. These were as follows:

1. Review of SHG data and operator returns
2. A total of 17 consultation meetings held with a variety of stakeholders
3. Wider relevant published literature review

A substantial volume of historic data was made available by the St Helena Government. This was reviewed in the context of issues and opportunities. The data included:

- St Helena Transport Strategy 2012
- DART Proposal 2012
- Social Policy Plan 2013
- Sustainable Development Plan 2012
- Untargeted Subsidies Plan 2011

17 new consultation meetings were held with various stakeholders, including:

- Elected politicians
- Various Government departments
- Bus operators
- Third party procurers of transport services
- Limited users of the services

A review of published literature included:

- Review of Public Transport (on St Helena), Paul Blessington, 2009
- TRL 593, The Demand for Public Transport – a practical guide, 2004
- Deeside Shuttle monitoring reports (Welsh Government)

Summarised outcomes

- Objectives of the Service

The objectives for providing the service appear to be to provide service for those otherwise unable to travel or having to use taxis or their own cars and therefore reducing pressure on parking and congestion in Jamestown.

- Aspirations

Identified issues include:

Equality for Islanders,
Reducing relative poverty,
Social cohesion

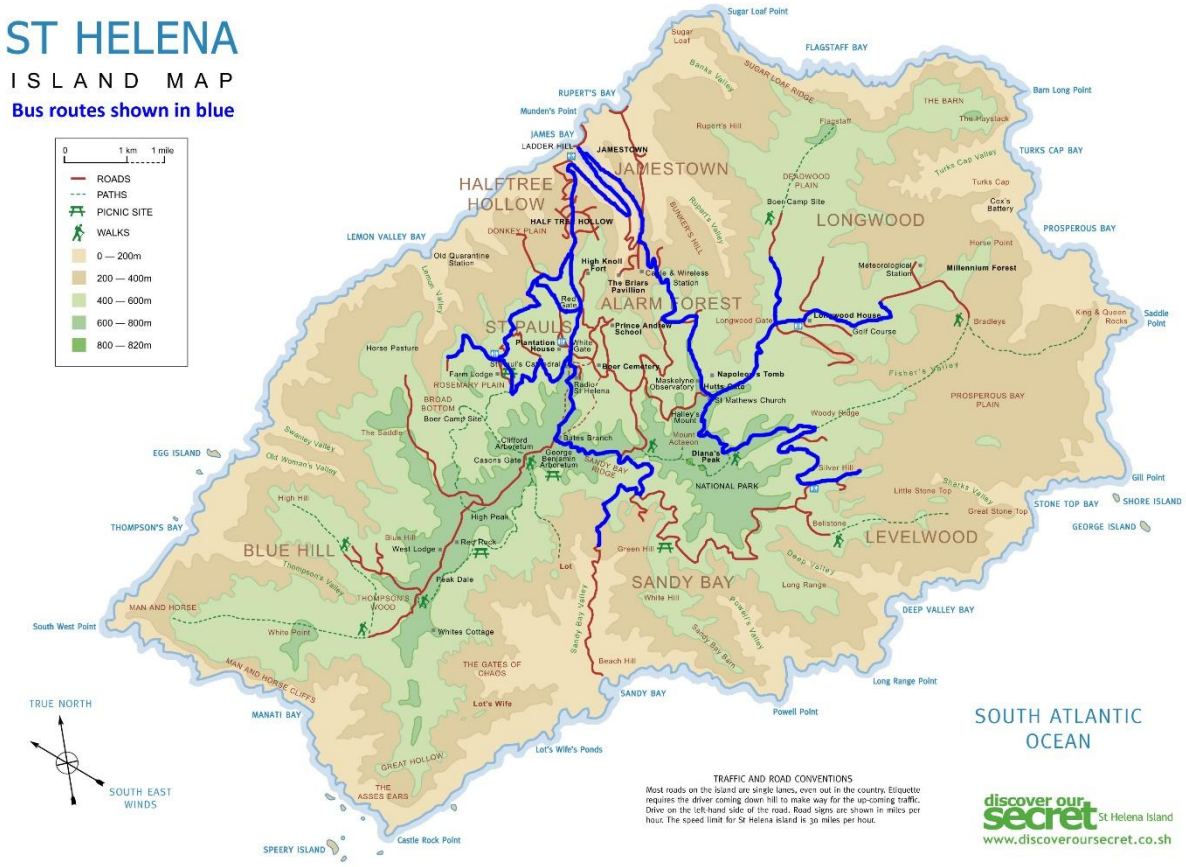
- Commentary

The economics of providing a passenger transport service go beyond simple revenue – direct cost comparisons. Effective bus services will help meet the aspirations described above and help reduce pressure on parking in Jamestown, and reduce road traffic across the Island.

How can these be measured using a simple framework that rates benefits in terms of wider benefits as well as economic performance?

4. Current bus network

Services



The current network is focused upon Jamestown which is the hub of Island activity.

Recent changes to services has resulted in a clear distinction between those serving the eastern corridor (via Gordon's Post) services and those to the south (via Ladder Hill).

Current services are as follows:

A: Bottom Woods – Gordon's Post – Canister (some journeys extend to/ from Sundale)
Between 3 and 5 journeys per day

B: White Gate – Half Tree Hollow – Jamestown (most journeys via Rosemary Plain)
Between 3 and 4 journeys per day

C: Jamestown – Rosemary Plain
One journey outward only, 5 days per week

E: Sandy Bay – Half Tree Hollow – Jamestown
1 return journey only, 2 days per week

G: Levelwood – Gordons Post – Jamestown
1 return journey only, 3 days per week

X: Levelwood – Hutts Gate
3 return journeys daily

Services are orientated towards known patterns of demand with recent changes reflecting the evolution of the network as experience is gained.

The general pattern of services is to provide daily services to Jamestown arriving around 08:00, 14:00 and 20:00, with extra services on various days tailored for shoppers and social travel. Return journeys operate at around 08:30, 15:00 and 21:00.

A simple analysis of the network in relation to the location of residents indicates that around 90% of residents have access to at least one of the bus services (within 500m of a bus route).

A typical example of a Ford Transit as used by Joshua's Taxis

Fares

Public service fares

The public services currently operate with the following single fares:

Zone	Distance (Miles)	Cost	Marginal cost
Short	0-3	£0.75	£0.75
Medium	3-6	£1.25	£0.50
Long	6+	£2.00	£0.75

The farescale appears to be unbalanced, particularly skewed against longer tripmakers.

A typical farescale will include a "boarding charge" plus a distance related add-on which may vary with distance.

In the case of St Helena where most public trips are focused on Jamestown, then there is an argument that all the seats (whether used on not) are travelling the same distance irrespective of the distance travelled by actual passengers. This logic explains why very simple scales, or "flat" fares are used where the network is substantially focussed on a single centre. In fact to simplify fare collection many operators apply flat scales universally.

One further point concerns the costs of providing off-peak services. A number of costs that must be borne by any bus service can be regarded as "fixed", for example costs of ownership and certain overheads. Local information suggests that off-peak operating costs are around 75% of those in the peak (assuming the vehicle is used at peak times).

At busy times passenger movements tend to be in one direction only (to Jamestown in the morning peak and from Jamestown in the evening peak), making the provision of these services relatively expensive. In contrast, off peak services that efficiently offer seats in both "to" and "from" directions can be expected to be viable with lesser average load factors. Some UK operators offer lower fares at off peak times to attract marginal business.

A good principle may be to price bus fares below the (perceived) cost of car journeys including parking if that makes a sufficient contribution to meeting costs.

Discounts

No discounts are offered for regular users, however children aged under 10 qualify for a half fare concession.

Contract service fares

In contrast to the published fares, "Home to Duty" (HTD) fares are finely calculated based on distance travelled, ignoring the argument that the seat is provided irrespective of distance it is occupied.

In addition, HTD fares tend to be heavily discounted for regular users relative to the public fares, typically 25 – 40%

Commentary

Whilst recognising the risk taken in developing the public bus network, the fares charged appear high when taking account of the costs of providing off-peak services and the fares charged on (private) peak services, taking account of the casual nature of passengers using the public services.

Visibility of services

Currently the vehicles used for public transport services are difficult to distinguish from the many contract buses that often operate at similar times, this because all the buses on the Island are essentially coloured white.

Public Transport Services are identified by a notice in the windscreen showing only the service letter (e.g. "A"). No indication is given of where the bus is going to or the route followed.

Promotion and information

The quality of information available for potential users of the network is poor, this because:

1. No clear indication of actual stopping points, even where shelters are provided.
2. Timetables lack information on fares, map or any commentary.
3. No telephone numbers or website addresses are offered where information and advice can be obtained.
4. Inconsistent timing points in timetables
5. Timetables too fragmented and therefore difficult to appreciate the complete offer.

5. The Airport

The Opportunity

The opening of the new airport, due in 2016, represents a new opportunity but also significant challenges for the transport system on the Island.

The airport should be able to control bus, taxi and hire car activity on site providing a unique, once only, opportunity to raise standards as well as creating new income streams.

- Bus services can be devised that are appropriate for workers and visitors. These will need to be developed with care and sensitivity, for example considering the role of Jamestown as a network hub. Minimum standards for vehicles will need to be developed. Such services should be integrated with other services where possible.
- Taxi services should be licensed to ensure minimum standards of quality as well as standard tariffs.
- Hire cars should be of a minimum standard and age. This is particularly important since many of these vehicles may pass into further use on the Island, refreshing the local stock reducing the need for some imports.

In all three cases, the opportunity exists to charge premium rates with some profits helping support the public transport system that serves the airport and the rest of the Island.

Planning for change

It is important that advance planning takes place to ensure the maximum benefits (financial and otherwise) to the transport system are yielded from this significant investment.

6. UK experience

Why relevant

Vast amounts of data has been collected about the impact of changes to local UK bus networks. And it should be remembered that deeply rural communities across the UK have similar issues with very infrequent and expensive bus services, often heavily subsidised.

The report TRL593 is a useful guide for estimating the impact of changes to fares and service levels (whether defined as frequency or mileage operated). The figures quoted represent the experience of real changes to services in relatively mature markets.

Why St Helena is different

The community is still learning about public transport and can be expected to make greater use of the system as it settles down and becomes more accepted.

The initial network is a modest step forward and will require ongoing monitoring to ensure that it meets the demands and aspirations of residents as well as tourists, particularly after the airport opens.

Demand Responsive solutions

Much work has been undertaken on the potential for a Demand Responsive solution to the provision of a transport system on the Island.

UK experience suggests:

1. The cost per passenger carried can be very high due to high overheads (call centre and communications) and inefficient bus schedules.
2. After a period of operation, patterns emerge which tend to become stable and therefore predictable and ultimately fixed.
3. The stable solution may not be the most cost effective solution in the context of fares charged and potential subsidy requirements.
4. Even with the most favourable service levels, UK experience indicates that a change in mode split of 10% represents the most optimistic outturn, with many of these trips newly generated and not diverted. To achieve this, and more, is the challenge for St Helena!

7. Policy Issues

Public transport in context

What is the role of the public bus services?

Importantly the bus network provides affordable transport to members of the community who otherwise would be unable to travel.

It offers an environmentally positive choice when fuel is expensive and parking is increasingly coming under pressure, particularly in Jamestown.

What are the drivers beyond social arguments?

The most recent population estimates show that the island is sustaining close to 4,500 people, with 17.7% aged 65 or over. It is predicted that over the next five years, the total population of working age will grow significantly followed by an associated increase in the young and elderly age groups, the latter boosted by increased life expectancy.

Such increases will place increasing pressure on all transport resources; bus services, highways and parking capacity, particularly following opening of the airport bringing increasing numbers of tourists with additional risks of motor accidents. Encouraging group travel, using buses (coaches) should be a clear policy of the SHG.

Any increases in traffic must be weighed against limited spare parking capacity in Jamestown with few options for expansion, whilst a Park & Ride system for Jamestown would probably be prohibitively expensive to construct and operate.

Bus services are only one element of the transport system.

The options for increasing highway and parking capacity are potentially expensive to implement in terms of both capital and ongoing revenue expenditure.

Therefore a “rounded” view must be taken of the role and potential of maintaining and developing the bus network as compared to the costs of the alternatives.

A clear understanding of the context and potential of the bus network is vital

8. Taking the public bus network forward.

An evolving network

The current bus network is evolving with a number of opportunities likely to be identified where additional useful public services can be provided.

Fares and costs

It is vitally important that a better understanding is developed of cost structures and how these impact on fares.

Typically, the cost of running a bus can be divided into “fixed” and “variable” costs.

- Fixed costs might include overheads such as office costs and certain maintenance costs.
- Variable costs might be drivers’ costs, fuel, consumable items.

Fixed costs are typically allocated to peak services; that is when most buses are in service at the same time. At other times, vehicles are available for use when in theory their overheads have been already accounted for.

Using information supplied by SHG, it would appear that off peak costs are around 70% of those for peak services.

Allocation of work within tenders

One further area where potential economies might be achieved is the creation of all-day cross-user tenders.

For example a bus might potentially be used for school children in the morning, then carry medical staff at lunchtime, and finally employees in the afternoon. By constructing tenders that build in the efficient use of resources, this removes the risk to an operator of winning one element of the above schedule but not the others.

Such a planned approach should yield economies in overall terms

An example of how a single contract might work is illustrated below (daily variations not shown):

1. 07:10 ex White Gate to Jamestown arr 08:05
2. 08:30 ex Jamestown to White Gate arr 09:15 (retimed via PAS if capacity available)
3. 09:25 ex White Gate to Jamestown arr 10:20
4. 12:30 ex Jamestown to White Gate arr 13:25
5. 13:35 ex White Gate to Jamestown arr 14:20
6. 14:30 ex Jamestown to White Gate arr 15:25
7. 16:00 ex PAS to (ends at) Jamestown
8. 17:00 ex Jamestown to White Gate arr 17:55
9. 19:35 ex White Gate to Jamestown arr 20:40
10. 21:00 ex Jamestown to White Gate arr 22:10

Size of vehicles

In the above case there is already evidence to suggest that some journeys are overloaded, leaving passengers behind. Additional capacity is provided by the bus returning to gather up these passengers. One solution to this problem would be to use a larger vehicle (Nissan 25 seats)

Another option would be to pre-plan or invite operators to link contracts together where they can see economies of scale or other advantages, for example to give the flexibility of using Ford Transits or Nissans when passenger volumes so demand.

An example of a higher capacity Nissan Cabstar 40L minibus

SHG organisational issues

Currently bus services procured on behalf of different departments of SHG are subject to little if any co-ordination; that is shared journeys used by more than one agency and shared resources used at different time of day.

Whilst the potential of greater co-ordination cannot be quantified at this time, it is apparent that significant potential savings might be realised through centralising the planning and procurement function within SHG.

Such a position should be within the capabilities of a local recruit provided adequate reporting systems are introduced. Training such an individual should be possible locally as the procurement process rolls forward. Guidance from the UK will always be available.

Including passenger transport within a unified transport structure

It has been suggested that a new Directorate be established within SHG that deals with all transport matters. From a passenger transport perspective, this has positives and negatives.

- Positives include recognition of the importance of transport and the potential to improve value as described above.
- Negatives include the risk of passenger transport revenue budgets being marginalised in favour of capital projects, for example road improvements.

On balance it is considered that because the objectives served by passenger transport are diverse serving social and environmental as well as economic ends it does not fit well within a Directorate that is primarily concerned with infrastructure.

It is recommended that passenger transport design and procurement rests within a single cell, agreed by consensus across SHG, in accordance with political guidance.

9. Proposals

1. Develop clear policies on transport provision including passenger transport

Suggested policies include:

- (v)% of the population reside within 500m of a public service bus route
- (v)% of the population to have access to bus services to Jamestown at least twice a week
- (w)% of the population have access to bus services to Jamestown at least three times daily
- (x) number of car parking places located at bus stops remote from Jamestown and used at least once a week
- (y)% subsidy for services in relation to income (possibly zero)
- (z) specific service for those incapable of using a public bus service

To expand on these points:

- (v)% of the population reside within 500m of a public service bus route
- (v)% of the population to have access to bus services to Jamestown at least twice a week

These are basic accessibility criteria with around 90% of the population currently satisfying this criteria

- (w)% of the population have access to bus services to Jamestown at least three times daily

This higher level test has not been quantified but may be say 75%

- (x) number of car parking places located at bus stops remote from Jamestown and used at least once a week

A useful target (say 100) to encourage remote Park & Ride. Will only be achieved if the motorists can see a perceived price advantage.

- (y)% subsidy for services in relation to income (possibly zero)

One for the politicians. Factors include fares and capacity offered. If no subsidy is paid, is there any requirement to “regulate” the services?

- (z) specific service for those incapable of using a public bus service

An important objective with details needing to be developed. Something like DRT would be appropriate for this service, with the further opportunity to offer a premium (fares and scheduling) service to all users.

2. Develop an integrated approach to all services provision where practical.

Currently SHG has a fragmented approach to planning and procuring transport services. Such an approach can raise overall costs without any particular benefits to the passengers almost un-noticed as a result of different users acquiring resources that are not used to their full potential.

The gains through integrating services may be significant but will require a single resource to undertake the research and planning necessary to realise these savings. In reality these costs are already being borne by SHG, albeit fragmented across several departments.

A far better outcome can be achieved by creating a single point of contact for the planning of services provided by SHG and development of associated contract documentation.

This role would include budget and political accountability and reflect the balance of income sources; (social benefits), fares revenue and subsidy.

It is suggested that the post would carry the title “Passenger Transport Manager”.

This proposed position would also be responsible for ongoing monitoring of all elements of the network, including performance and revenue checking if appropriate. In addition the post-holder would be responsible for the development and reporting of new proposals, including those in relation to the airport.

An illustration of how service B might be developed is set out in Appendix A.

3. Consider different funding sources

Public transport is often viewed negatively because any subsidy paid is ongoing and transient by definition. It is therefore unpopular with Government funders who regard subsidy as an ongoing burden. Typical mechanisms to circumvent this problem is to fund capital investment in, for example, vehicles or time-limited fares promotions.

All this in contrast to highway costs which in many respects are regarded as one-off investments and so can be more easily incorporated into budgets that are not necessarily related to actual income derived from motor traffic.

A driver for increasing the use of bus services is the limited availability of parking places in Jamestown. Already approaching the limit, significant extra capacity can only be created with significant capital expenditure and potentially ongoing costs if, for example, local Park & Ride solutions are adopted.

One way to discourage the use of cars in Jamestown is the introduction of significant parking charges, particularly at the end of the week. Unfortunately parking charges incur costs both when implemented (vending machines) and ongoing (enforcement), with the likely financial outcome relatively small. However any surplus has the potential to be used as a source of funding for identified needs, possibly including bus services.

4. Implement developing transport system

Develop new approach to procurement based on whole day use of vehicles as described previously.

In the first instance this integrated approach should embrace all the functions of SHG, excluding emergency services, and so might include;

- Schools transport including daytime transport
- SHG home to duty transport (HTD)
- Hospital transport, including outpatient services

Once established the system can be developed to absorb other privately procured transport, such as for employees, when the services can be made to fit in scheduled and financial terms.

An easily implemented low cost element of a Park & Ride strategy for Jamestown is the construction of safe parking areas at convenient bus stops en route to Jamestown. It is suggested that a target of 100 places across the network should be established as soon as possible.

5. Review of schools services

A review of schools services offers the opportunity to consider whether the current arrangements and priorities for each school are as parents and teachers would wish.

Whilst focussed on school start and finish times, this work should be extended to include coping with extra-curricular activities and transport requirements during normal school hours.

6. Review HTD services

The potential to offer greater flexibility of working hours for people working in Jamestown and along the served corridors.

Looking forward, it is important that greater flexibility of working hours is offered to employees, and that this is facilitated by improving bus services.

7. Services for people with disabilities unable to use public buses

People with disabilities have particular needs that don't neatly fit into a single definition and therefore solution.

However these challenges should not be a reason for inactivity.

Currently bespoke services are provided by a mixture of volunteer and grant aided transport.

It would be entirely fitting that, within practical limits, disabled people are eligible to enjoy safe and appropriate transport services at a price similar to that an ordinary passenger would pay.

It is anticipated that through a combination of charitable and SHG funds, including the occasional use of volunteer drivers, a high quality flexible service can be offered at a reasonable cost.

It is anticipated that this service would be co-ordinated through the proposed post of Passenger Transport Manager.

As suggested previously, this service has the potential to be developed into a premium, on demand, service using DRT technology.

8. Concessionary travel

An easy but potentially expensive "give away" would be to introduce further fares concessions for the elderly and youths.

In the UK youth travel (with various age limits) is generally offered by operators at a discount (up to 50%). This concession is generally long standing and therefore institutionalised. The commercial argument for retaining this concession is to encourage familiarity and use of buses that individuals will hopefully sustain into adulthood.

Conversely in the UK, free travel concessions for the elderly and disabled are funded ultimately by Central Government using the principal that the operator should be "no better and no worse off" from (compulsory) participation in the scheme. Over the years the formula for reimbursement to operators has become a matter of debate and acrimony as operators have forced adult fares up to increase the value of concessionary travel, whilst Government has cut payments, arguing high values of trip generation have arisen because travel costs nothing.

Retrospectively UK experience points towards avoiding the temptation to offer concessions, particularly for the elderly – rather ensure that pensions paid include an element that can be used for meeting reasonable travel costs.

9. Pricing of public services

As discussed above, responsibility for pricing and target fares receipts is a matter for SHG and the chosen bus service contractor.

However, as discussed earlier it is noted that the current fares charged appear inconsistent.

Choosing the "right" fares is an art, not a science, however certain principles must be taken into account:

- The cost of providing the service including the use of appropriately sized vehicles
- The likely volume of passengers, including those making intermediate journeys
- The need for reasonable spare capacity to be available at all times
- The logic that seats, whether filled or empty, travel the full length of the bus service
- Patronage levels are sensitive to the fare charged

The following fares suggestions might be worth evaluating within the evolving network:

Zone	Distance (Miles)	Cost	Marginal cost

Boarding charge	0	£0.40	
Short	0-3	£0.80	£0.40
Medium	3-6	£1.20	£0.40
Long	6+	£1.60	£0.40

Or more aggressively ….

Zone	Distance (Miles)	Cost	Marginal cost
Boarding charge	0	£0.30	
Short	0-3	£0.60	£0.30
Medium	3-6	£0.90	£0.30
Long	6+	£1.20	£0.30

Whilst there is UK experience of the impact of fares changes, there are many reasons why St Helena is exceptional, for example a population still learning the availability of bus services and how to use them.

10. Information

Much work needs to be done in respect of information, which should be within the remit of the proposed Passenger Transport Co-ordinator:

- Timetable leaflets should be widely available, and be comprehensive, attractive and easily understandable
- Local easily understood timetable summary leaflets to be made available
- Use of newspapers to circulate information
- Information should be available at key stopping points
- Information should be available on the internet
- Buses should be highly visible with, in so far as practical, clear information about the route code, destination and key via point(s)

11. Effective branding

Effective visibility and branding of the bus services is one part of a perceived wider problem of promotion of a clear identity for the Island.

So far as public buses are concerned they should display distinctive colours as well as the St Helena corporate identity.

12. A promotional exercise

Once the bus network is considered to be settled, it is suggested that a large scale promotional campaign is adopted, including the following elements:

- Widespread publicity campaign associated with new brand
- Timetable distribution as described above

- Time limited fares promotion as described in paragraph 10 above, perhaps lasting a month with close monitoring of the impact of the changes.
- Free travel on two days (Monday and Tuesday) to further encourage awareness.

10. Next steps

1. Policy development

- Organisational

Agree the creation of a post to co-ordinate all bus services that reflects the diverse income streams and with clear reporting.

- Agree policies on public bus services

Accessibility issues to bus network
Appropriate service levels
Disabled transport
Attitude towards risk
Continue to integrate SHG services and encourage wider participation
Development of remote P&R

- Policies on other services procured by SHG

Schools network policies and planning
Integrate SHG and encourage other HTD procurers to join in

- Ultimately set a budget

Set a realistic budget (includes any changes to concessions and possible recharge for existing concessions)

2. Network evolution and further consultation

- Data gathering
- Network design
- Public and political consultation

3. Implementation

- Agree timeline

June 2014	Create organisation to develop Integrated Transport function
Ongoing	Data gathering
August 2014	Agree policies and budget post March 2015
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October 2014	Agree timetable proposals
November 2014	Draft & agree tender format and contents
December 2014	Issue tender documents
February 2015	Select contractor(s)
March 2015	Promote and implement new services
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11. Appendices

A. Suggested route B timetable
B. Consultation meetings
C. Example of passenger survey questionnaire
D. Cartakeback
E. Alternative technologies

Appendix A: Suggested service B timetable showing all services via Ladder Hill

	Vehicle #	1	4	3	2	1		1	4	1	4
	From	Garage	08:00	garage	PAS	PAS		13:25	14:30	garage	20:30
Route		B	A	E	B	B		B	A	B	A
Days of operation		Daily	Daily	Fr & Sa	Fr, Sa only	Daily		Daily	Daily	Daily	Daily
Depart	Sandy Bay			09:00							
Arr/Dep	White Gate	07:10		09:15	09:25	09:25		13:35		19:35	
Arr/Dep	Scotland	07:15				09:30		13:40		19:40	
Arr/Dep	Thompson's Hill	07:25				09:40		-		-	
Arr/Dep	Rosemary Plain	07:30				09:45		13:45		19:45	
Arr/Dep	Cleughs Plain	07:35				09:50		13:50		19:55	
Arr/Dep	New Ground/ Sapper Way	07:40				09:55		13:55		20:05	
Arr/Dep	RedHill	07:42		?	09:30	09:57		13:57		20:10	
Arr/Dep	Whitewall (Half Tree Hollow)	07:45		?	09:33	10:00		14:00		20:15	
Arr/Dep	Sundale		08:05						14:35		20:35
Arr/Dep	Community Care Cr	07:48	08:10	?	09:36	10:03		14:03	14:40	20:25	20:40
Arr/Dep	HTHollow Clinic	?	?	?	?	?		?	?	?	?
Arr/Dep	HTHollow Com Cr	?	?	09:20	?	?		?	?	?	?
Arr/Dep	Three Tanks	?	?	?	?	?		?	?	?	?
Arr/Dep	Ladder Hill	?	?	09:27	?	?		?	?	?	?
Arr/Dep	Hospital	08:00	08:25		09:48	10:15		14:15	14:55	20:30	20:55
Arr/Dep	The Canister	?	08:30	?	?	?		?	15:00	?	21:00
Arr	Jamestown- Grand Parade	08:05		09:35	09:53	10:20		14:20		20:40	
	To	to 08:30	Bottom Woods		garage	to 12:30		to 14:30	Bottom Woods	to 21:00	Bottom Woods
	Vehicle #	4	1	1	3	4	1	1	4	1	1
	From	Bottom Woods	08:05	break		Bottom Woods	14:20	PAS	Bottom Woods	20:40	Garage
Route		A	B	C	E	A	B	B	A	B	B
Days of operation	Daily	Daily	N Su	Fr & Sa	Daily	Daily	N Sa Su	Daily	Daily	Su	
Dep	Jamestown-Grand Parade		08:30	12:30	13:30		14:30	17:00		21:00	
Dep	The Canister	07:45				14:15			20:15		00:00
Arr/Dep	Hospital	07:50	08:35			14:20			20:20	21:05	00:05
Arr/Dep	Ladder Hill	?	?	12:35	13:38U	?	14:35	17:05	?	?	?
Arr/Dep	Nr Three Tanks	?	?	12:38	?	?	14:38	17:08	?	?	?
Arr/Dep	HTH Community Cr	?	?	12:40	13:45U	?	14:40	17:10	?	?	?
Arr/Dep	HTH Clinic	?	?	12:42	?	?	14:42	17:12	?	?	?
Arr/Dep	Community Care Cr	07:55	08:40		?	14:25			20:25	21:10	00:10
Arr/Dep	Sundale	08:00				14:30			20:30		
Arr/Dep	Whitewall (Half Tree Hollow)		08:45	12:45			14:45	17:15		21:20	00:20
Arr/Dep	RedHill		08:50		?					21:25	00:25
Arr/Dep	New Ground/Sapper way		08:55	12:50			14:50	17:20		21:30	00:30
Arr/Dep	Cleughs Plain		09:00	12:55			14:55	17:25		21:40	00:40
Arr/Dep	Rosemary Plain		09:05	13:05			15:05	17:35		21:50	00:50
Arr/Dep	Thompson's Hill			13:10			15:10	17:40		21:55	00:55
Arr/Dep	Scotland		09:10	13:20			15:20	17:50		22:05	01:05
Arr/Dep	White Gate		09:15	13:25	13:50		15:25	17:55		22:10	01:10
Arr	Sandy Bay				14:05						
					U pick up only		Calls by request to driver				
Dep	To		09:25	13:35			PAS	garage		garage	garage

Additional Journeys: Mondays only ex Sandy Bay (Baptist Chapel) 09:30 to HTH Clinic
Mondays only ex HTH Clinic 12:30 to Sandy Bay (Baptist Chapel)

Not shown: Levelwood to Jamestown (route G) Th, Fr, Sa, last Tuesday of month

Appendix B: Formal and Informal Consultation Meetings

1. Introductory Meeting with SHG
2. SHG Human Resources
3. SHG Environment & Natural resources
4. Key stakeholders
5. Education and Employment Manager
6. DfiD Conference call
7. Bus Operators
8. Informal conversation with bus driver
9. HTD providers
10. New Horizons
11. Elected Councillors
12. SHG Finance
13. Farm Lodge
14. Teaching Assistant
15. Occupational Therapist
16. SHG report back
17. Solomons

Appendix C: Example of passenger survey questionnaire

Please complete or tick as appropriate with details for THIS particular journey

1. Male ☐ Female ☐

2. Under 16 ☐ 16 - 59 ☐ Over 60 ☐

3. **At which railway station did you START your train journey?**

4. **At which railway station will you COMPLETE your journey?**

5. **Where are you coming from?**
   - street
   - district
   - postcode

6. **What were you doing there?**
   - Home ☐ Shopping ☐ Social/ Recreation ☐
   - Work ☐ Medical ☐ Education ☐

7. **Where are you going to?**
   - street
   - district
   - postcode

8. **What will you do there?**
   - Home ☐ Shopping ☐ Social/ Recreation ☐
   - Work ☐ Medical ☐ Education ☐

9. **How did you get to the station?**
   - Walk ☐ Car (driver) ☐ Car (passenger) ☐
   - Train ☐ Bus ☐ Bicycle ☐
   - Other ☐

10. **How long did this take you?** ☐ Minutes

11. **How long did you wait for THIS train?** ☐ Minutes

12. **How will you complete your journey when you leave this train?**
    - Walk ☐ Car (driver) ☐ Car (passenger) ☐
    - Train ☐ Bus ☐ Bicycle ☐
    - Other ☐

13. **Where is your normal place of residence?**
    - district

14. **How often do you make this particular trip?**
    - 5 times per week or more
    - 2, 3 or 4 times per week
    - Once per week
    - 2 or 3 times per month
    - Monthly or less

15. **Was a car available for this journey?**
    - yes ☐ no ☐

16. **What type of ticket do you hold?**
    - Single ☐ Return ☐ Season ☐
    - Senior Citizens Railcard ☐ Family Railcard ☐
    - Young Persons Railcard ☐ Privilege ☐

17. **Where did you get information about this service?**
    - Train timetable leaflet ☐ Internet ☐
    - National Rail Enquiries ☐ At station ☐
    - Other (specify)

Appendix D: Cartakeback

One issue that faces the Island is the efficient disposal of scrap vehicles.

In Europe, new cars carry a levy in the purchase price that provides for safe disposal of the vehicle at the end of its life. Such a scheme could easily be implemented on the Island with the levy designed to meet the cost of removal and scrapping. Informal conversations with staff from Richard James International suggests that there is plenty of spare capacity (space) on containers returning to South Africa on the RMS St Helena.

The major UK operator of the scrap element of the scheme is CarTakeBack, which is active in the UK, Australia and New Zealand.

They have experience of dealing with scrap vehicles on small islands, for example the Scottish islands.

In response to a request about the feasibility of taking scrap off St Helena, the following response was obtained:

"All the specialised equipment required to make scrap cars more economical to transport, to the steelworks ultimately, are portable and can be brought onto the island. First off there would be a de-pollution process to drain the fluids and then the cars will be baled/cubed so that they can fit into containers effectively (closed containers are not suitable but there are open containers around) or stacked dockside ready for bulk transportation.

"Other equipment required would be a crane fitted with a mechanical grab, recovery/collection vehicles and a flatbed/tipper lorry, and if to be transported as cargo rather than containerised then a stevedore operation dockside would be required, all of which I imagine might already be on the island. There would need to be a central yard to operate the de-pollution and baling process.

"Once cubed the cars will be dispatched to a shredder where the metal is processed from the rest of the waste ready for steelwork consumption and I'm sure there will be one in Cape Town, but will look that up. I would guess, but can find out, the price delivered to the shredder should be in the region of £150 per tonne and effectively in this state cars weight on average 1 tonne.

"Clearly to make such an operation viable there would need to be external funding to add to the commercial value of the metal recovery. In that respect £400 seems a lot, but it is a question of the scale in that if there are say 500 vehicles upwards then economies of scale come into it. If a reasonably accurate survey of the shells around could be made then we could take it to the next stage. If the Shetlands are anything to go by there will be other scrap metal such as domestic white goods or agricultural scrap metal which would help make the operation more viable".

Appendix E: Alternative Technologies

In Europe much interest is taken in the development of electric cars, both on the grounds of sustainability and the environment.

Many configurations of all electric and hybrid propulsion are being trialled, including fuel cells, frequent charging and infrequent charging.

The geography of St Helena is extreme and it would be wrong to rush into procuring electric vehicles, however it is an evolving technology that one day may be appropriate for application on the Island.

One to watch!