

Bus Service Review 2024 Summary Report

2024



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CEC Bus Service Review 2024

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1. Introduction

1.1 Introduction

The bus network in Cheshire East plays a key role in providing access to jobs and services by connecting people to places.

The local bus network is made up of 37 bus services, of which 21 services are fully supported by the Council (57%), a further 8 are partially supported by the Council (22%), such as evening journeys, and 8 services (22%) operate on a fully commercial basis.

The Council currently spends £2.8m supporting bus services which are not commercially viable but are deemed important and socially necessary. The Council's existing supported bus contracts expire at the end of March 2025, so there is a need to review existing service provision to ensure tendered services offer value for money and provide the best possible coverage to meet the needs of users and residents.

The last bus service review was undertaken in 2017 and much has changed in that time. In 2020 the Covid-19 pandemic struck with significant impacts for passenger transport services.

This review looks for opportunities to encourage more bus use and get more supported services operating commercially, tweak services to improve performance and passenger uptake and get better value out of what the Council is spending.

As part of the bus service review, careful consideration has been given to the blend between fixed route and flexible transport services. There are many lessons learnt from the Go-Too Demand Responsive Transport (DRT) pilot project which can be applied across the borough and there are clear opportunities to modernise the FlexiLink service and respond to consultation results from September 2023. These services are included in the bus service review 2024.

A successful bus service is good for the economy, for the environment, for the cost of living and for the quality of life in the towns and villages across the borough. Outcomes of this bus service review will inform the specification of tenders for re-procurement of services after the review.

1.2 Objectives

The objectives for this review are listed below and have been formulated considering the needs of the bus network, bus industry and bus passengers within the borough.

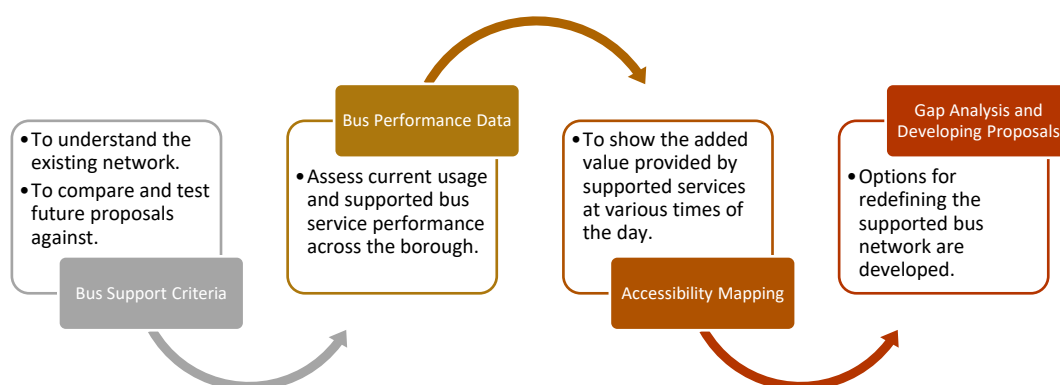
- a) Maximise opportunities to focus limited resources in the areas of greatest need.
- b) Ensure supported services complement, not compete, with commercial services.
- c) Maximise opportunities to extend the role of commercial services or transfer supported services to the commercial network.

- d) Ensure that the network is coherent in terms of passenger needs, bus operations and value for money.
- e) Work in partnership with operators to develop the best possible outcomes.
- f) Identify opportunities to modernise flexible, demand responsive transport to complement fixed route bus service provision.

2. Methodology

2.1 Methodology

A methodology was developed split over several tasks. These tasks include the identification of a reference case for future service proposals to be built upon, comprehensive data analysis to assess the 'need' for bus services across the borough, and development of proposals to ensure continued service coverage whilst maximising value for money.



The Council engaged with bus operators through the Enhanced Partnership at key stages to ensure that industry knowledge, experience and expertise informed and influenced the review. There was also an 8-week consultation with residents, businesses and stakeholders from 7th May to 3rd July 2024.

2.2 Task 1: Bus Support Criteria (Reference Case)

The bus support criteria (approved by Committee in November 2023) enable existing and any potential future contracts to be tested using a fair, transparent and accountable process to manage contracts within budget constraints, provide maximum value for money and support wider strategic priorities in the Council. The application of the bus support criteria provided the reference case and a baseline against which future proposals have been tested. Task 1 is then supplemented by more detailed data and evidence outlined below.

2.3 Task 2: Bus Performance Data (Ticketer)

Since the previous bus service review in 2017 the quantity and quality of data available regarding supported services has improved considerably. The availability of various data sources, including ticketer data to show usage/patronage, negated the need for a detailed passenger survey on this occasion. Available data sources including ticketer have been analysed in detail to understand current service performance across the borough.

2.4 Task 3: Accessibility Mapping

Accessibility mapping has been undertaken to understand the impact of supported bus services by place, time of day and day of week. Mirroring the methodology adopted in 2017, and enabling a comparison between now and then, travel times

have been assessed to the 9 key service centres and 2 principal towns within the borough:



Accessibility by public transport has been analysed for the following time periods:

- Morning peak period, weekdays
- Evening peak period, weekdays
- Off-peak period, weekdays
- Evenings
- Sundays

This mapping helps to show the added value provided by services across the borough at various times of the day.

2.5 Task 4: Gap analysis and developing proposals

Utilising the evidence base, options for redefining the local supported bus network have been developed. Proposals have been drawn up considering the overarching Bus Service Improvement Plan (BSIP) aims and objectives for the borough, the bus service review objectives, accessibility mapping, service patronage and an assessment of service need.

2.6 Task 5: Assessment of redefined network

At this stage the new network proposals have been tested to enable a comparison with the reference case / baseline from task 1. This task is important as it ensures the Council can respond to challenges about any impacts likely to result from service changes.

A gap analysis has also been conducted for the developed proposals to identify any locations where loss of accessibility could be experienced. It will then be necessary to consider the extent to which flexible transport could provide a solution (current provision is FlexiLink and Go-Too).

3. Bus Support Criteria

To guide spending decisions, the Council prioritises revenue expenditure using a set of bus support criteria.

These criteria are used to assess the contribution of each bus service to our three objectives:

- economy and environmental sustainability,
- access and social inclusion, and
- bus service performance.

The bus support criteria has been used to generate a prioritised list of supported services within Cheshire East. The ranked list is presented below, with 1 representing the best performing supported bus service.

Table 3-1: CEC Bus Support Criteria Scoring

Service	Description	Ranked Score	Level of Support
130	Macclesfield - Wilmslow - Handforth - Wythenshawe	1	Fully Supported
88	Macclesfield-Knutsford - Altrincham	2	Fully Supported
89	Northwich - Lostock Gralam - Pickmere - Knutsford-Altrincham	2	Fully Supported
39	Crewe - Walgherton - Nantwich	4	Fully Supported
12	Shavington - Crewe Bus Station - Leighton Hospital	5	Partially Supported
42	Crewe - Leighton Hospital - Congleton	6	Fully Supported
84	Crewe - Nantwich - Tarporley - Tarvin - Chester	7	Partially Supported
60, 60A	Macclesfield - Rainow - New Mills - Hayfield	8	Partially Supported
37	Crewe - Sandbach - Middlewich - Winsford - Northwich	9	Partially Supported
317	Leighton Hosp - Sandbach - Rode Heath - Alsager	10	Fully Supported
58	Macclesfield - Buxton / Chatsworth	11	Partially Supported
318	Alsager - Rode Heath - Kidsgrove - Congleton	12	Fully Supported
38	Crewe - Sandbach - Congleton - Macclesfield	13	Partially Supported (evening services)
92	Congleton - Buglawton Circular	14	Fully Supported
14A	Macclesfield - Sutton - Langley Circular	15	Partially Supported
90	Congleton - Bromley Estate (Circular)	16	Fully Supported
91	Congleton - Mossley Circular	17	Fully Supported
94, 94A	Congleton - Biddulph - Tunstall - Newcastle	18	Partially Supported
319	Sandbach - Holmes Chapel Circular	19	Fully Supported
19, 19A	Macclesfield - Whirleybarn - Prestbury	20	Partially Supported
391, 392	Macclesfield - Stockport	21	Fully supported
73	Nantwich - Wrenbury-Buerton - Audlem	22	Fully Supported
71, 72	Nantwich - Sound - Wrenbury - Audlem	23	Fully Supported
312	Handforth Dean - Wilmslow	24	S106 funded

316	Sandbach - Cookesmere Lane Circular	25	Fully Supported
70	Nantwich - Faddiley - Bunbury - Tiverton	26	Fully Supported

It is noticeable that some of the lowest scoring tendered services are the Nantwich rural services (consisting of the 70, 71, 72 and 73) and the 391/392 services that operate between Macclesfield and Stockport. The 391/392 serve Poynton where there is evidence of latent demand and an opportunity to grow patronage. Poynton currently only has a two-hourly service available, a settlement of this size should have more frequent bus services available.

The 312 and 316 services also score low, however the 312 is fully supported by (and dependent upon) Section 106 developer funding. This service began operation in February 2023 and has been pump primed to grow patronage and with success become part of the supported bus network. The 316 is a minor off peak service linked to the 319 that operates a small number of journeys and has a low contract cost with limited scope for change and is well used locally.

4. Accessibility Mapping

Accessibility mapping has been undertaken to understand bus coverage across Cheshire East at different times of day and days of the week.

The following time periods have been analysed:

- Morning peak period, weekdays
- Evening peak period, weekdays
- Off-peak period, weekdays
- Evenings
- Sundays

Parts of the borough that are within 400m of a bus stop served by a fixed route service and provide travel to a key service centre in less than 40 minutes are considered 'accessible by bus'.

4.1 Weekday Morning

During a typical weekday morning peak (07:30-09:30) good accessibility is demonstrated around town centre and key service centre locations. However, sparse service provision is evident within rural parts of the borough and pockets of limited accessibility can be seen in Nantwich, Poynton and Wilmslow. When assessing the borough as a whole, 85% of residents have access to a bus service during the morning peak, with a 40 minute travel time to a key service centre.

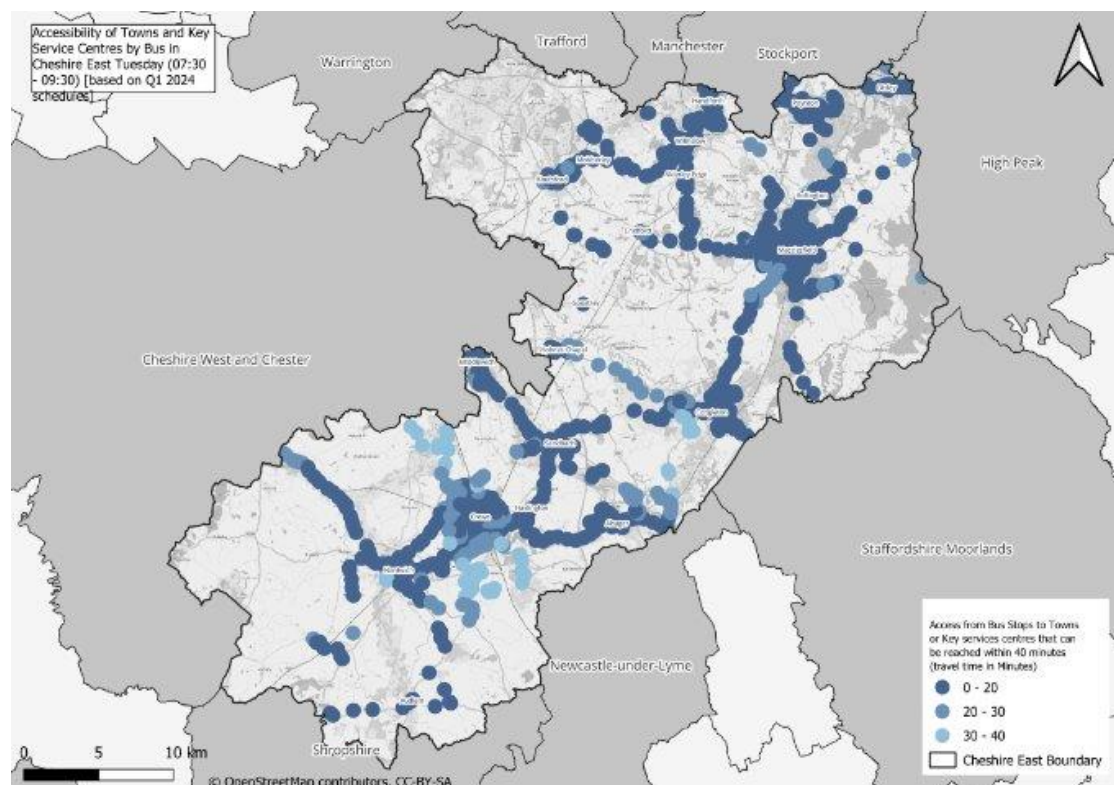


Figure 4-1: CEC Bus Accessibility during the morning peak

4.2 Weekday Evening and Off-Peak

Similar trends are evident when comparing the morning, evening and off-peak periods of a typical weekday. Generally, good coverage is evident for the key towns and service centres, with some pockets of lower accessibility and more sparse coverage in rural areas. Similar to the morning peak, a high percentage of the population have access to bus services during evening peak and off-peak periods:

- Evening peak – 84% of residents with access to bus services
- Off-peak – 88% of residents with access to bus services

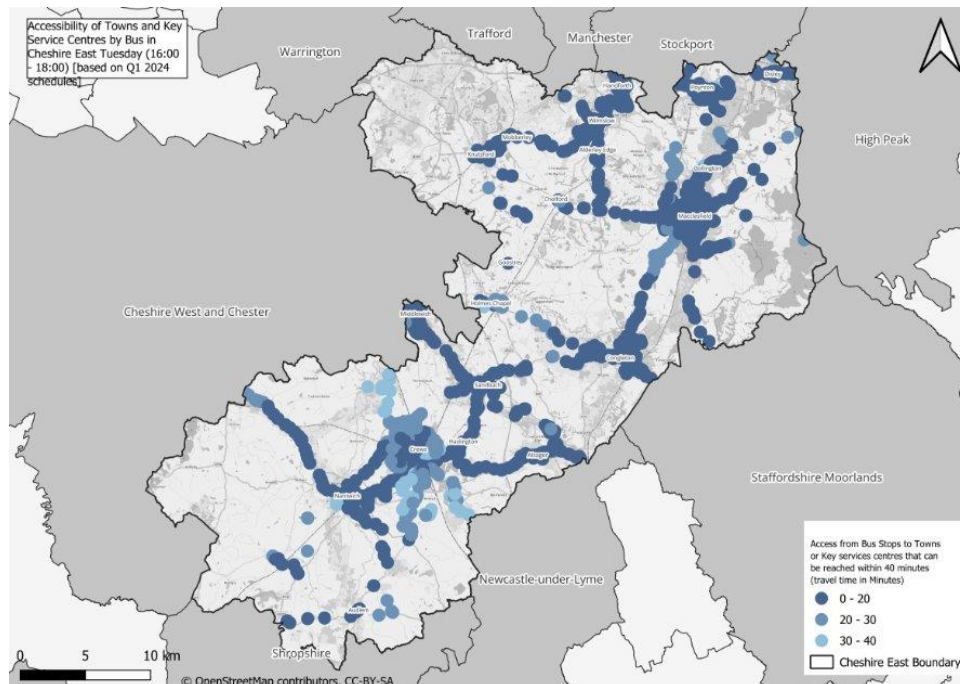


Figure 4-2: CEC Bus accessibility during the evening peak

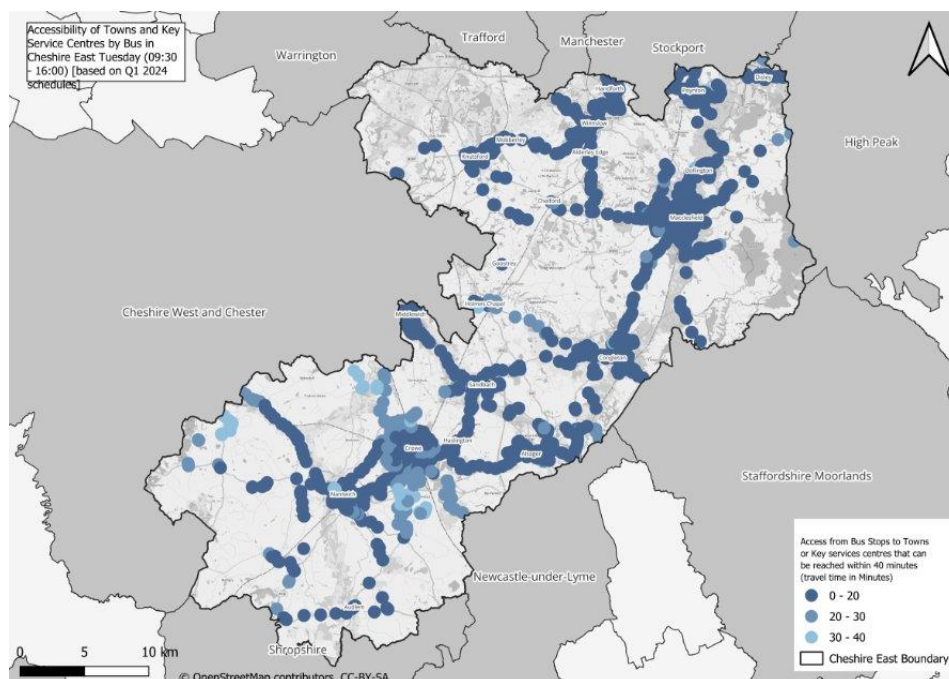


Figure 4-3: CEC Bus accessibility during the off-peak period

4.3 Evenings

When looking at evening services (18:00-23:59) there are notably fewer services available resulting in parts of the borough being less accessible by bus during this period compared to other times of the day. Based on current service provision during this evening period, 72% of all residents have an access to a bus service, which is notably lower than the peak periods.

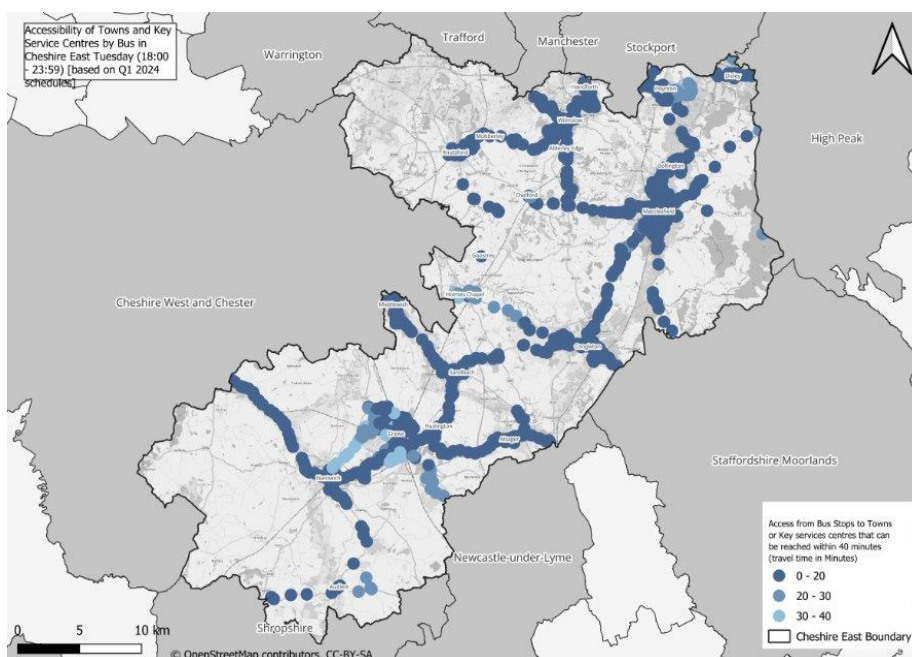


Figure 4-4: CEC Bus accessibility during the evening

4.4 Saturday

Bus service accessibility on Saturdays (09:30-16:00) is good, covering 84% of the population which is similar to the level of accessibility in weekday AM & PM peaks.

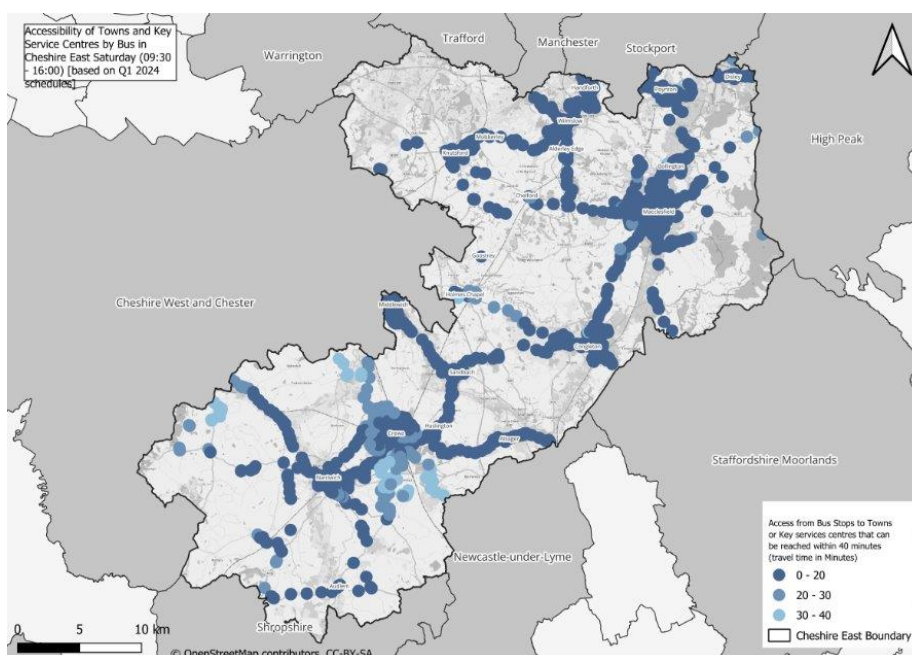


Figure 4-5: CEC Bus accessibility during Saturdays

4.5 Sunday

On Sundays, there are significantly fewer bus services available from 09:30-16:00 across the borough. The opportunity to make connections by bus between key service centres are therefore limited on Sundays. It is noticeable at the 84 is the main corridor in operation on Sundays alongside shorter, localised services. On Sundays, only 25% of the boroughs population have access to a bus service.

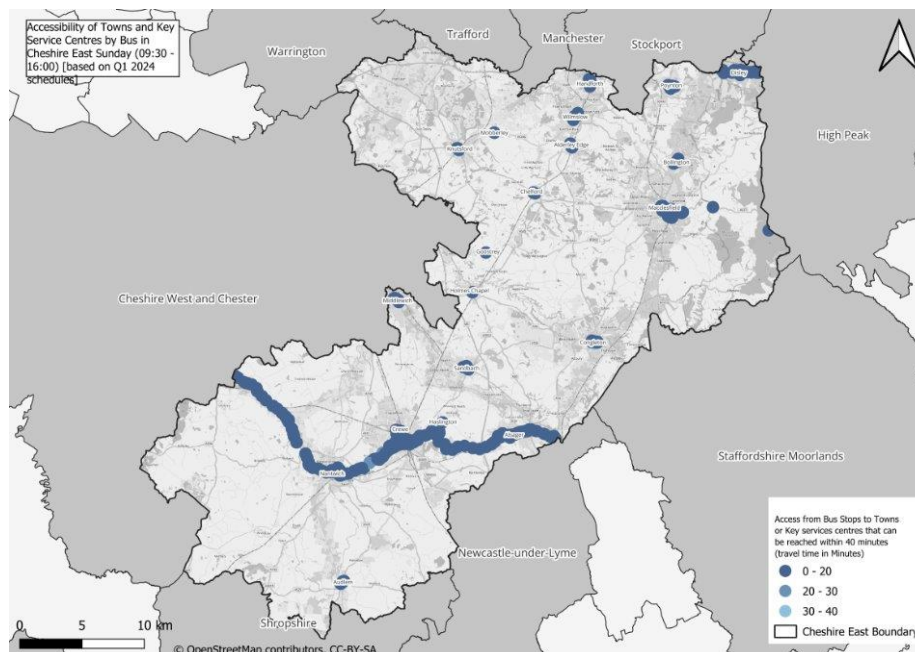


Figure 4-6: CEC Bus Accessibility during Sundays

During June 2024 bus service coverage on Sundays has been enhanced, funded by BSIP grants. This includes the introduction of the following services:

- 38 – a 90-minute Sunday service, serving Crewe, Sandbach, Congleton and Macclesfield.
- 12 – Hourly Sunday service, serving Crewe and Leighton Hospital
- 130 – 90-minute Sunday service, serving Macclesfield and Handforth Dean.

4.6 Summary

The accessibility mapping demonstrates better coverage across the borough on weekdays, ensuring a high proportion of Cheshire East residents have access to key service centres by bus. The households without access to a fixed route bus service (12% - 28% excluding Sundays) are located in rural areas of the borough where demand is dispersed across a large geographical area.

There is a need for improvements especially during weekday evenings and Sundays to provide greater service coverage.

Table 4-1: CEC Bus Accessibility

Day and time period	Percentage of population with access to towns and key service centres (within 40 minutes)

Weekday AM Peak period (07:30-09:30)	85%
Weekday Inter Peak period (09:30-16:00)	88%
Weekday PM Peak period (16:00-18:00)	84%
Weekday Evening period (18:00-23:59)	72%
Saturday (09:30-16:00)	84%
Sunday (09:30-16:00)	25%

5. Potential Demand for Buses

Census data has been used to assess potential bus demand across Cheshire East. The mapping shows areas with high potential demand but limited bus services. This mapping has been used to identify any parts of the borough where there is likely to be a demand for more bus services.

- Most areas of highest potential demand are covered by a service of some description, including are Alsager, Congleton, Crewe, Macclesfield.
- Mapping shows limited bus service provision within Poynton and a level of unmet demand.
- Additionally smaller clusters of potential demand are around Middlewich, Nantwich and Wilmslow.

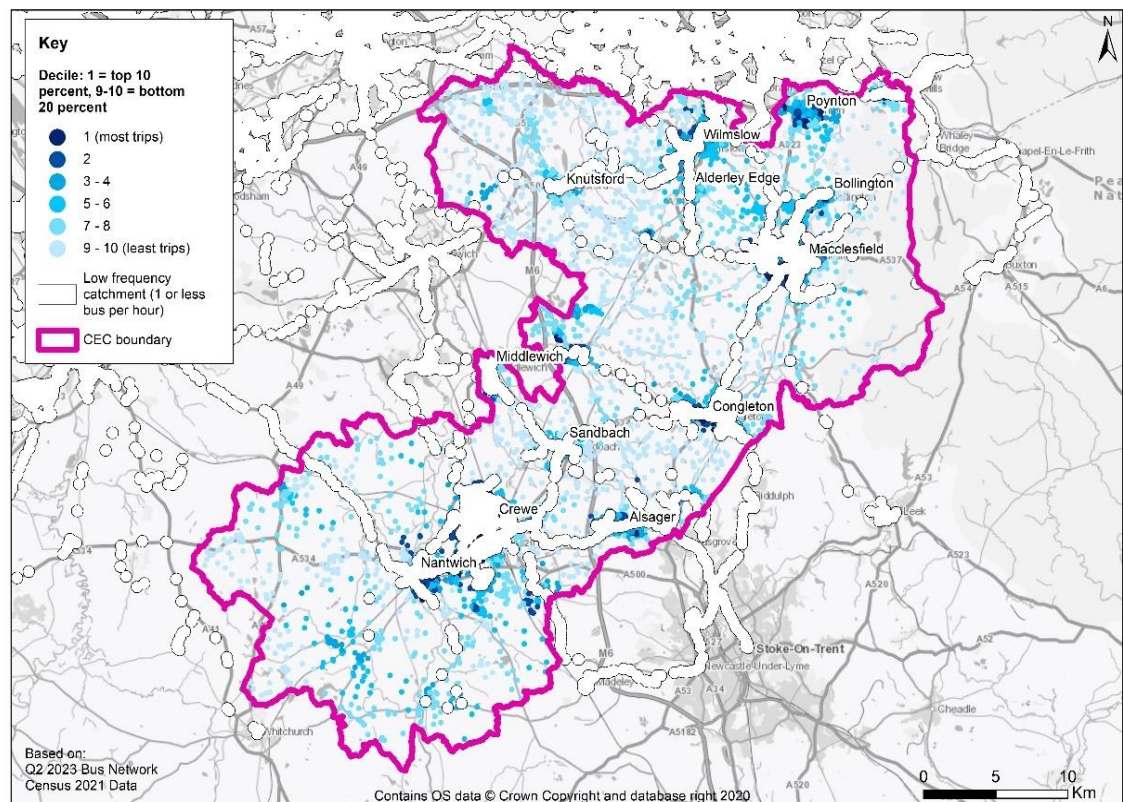


Figure 5-1: CEC Potential Demand for Buses

6. Data Analysis Summary and Conclusions

The following conclusions have been drawn from this data analysis:

- Nantwich rural services (70, 71, 72, 73) and the Macclesfield-Poynton-Stockport (391/392) service are amongst the lower ranking supported services.
- Parts of Poynton and Nantwich are identified as having limited accessibility to key service centres.
- Low levels of bus service during evenings and Sundays across the borough.
- Poynton is identified as an area with the potential for more people to use bus services if a better level of service was provided.
- Potential bus demand is also evident in locations at the edge of towns/villages e.g. around Nantwich, Alsager, Middlewich, Congleton and Wilmslow.

7. Proposals

The data and evidence have led to three specific service proposals which seek to respond to the needs of local communities and provide better value for money. The three proposals include:

1. Nantwich Rural Services
2. 391/392 Macclesfield/Poynton/Stockport Service
3. Flexible Transport

7.1 Proposal 1: Nantwich Rural Services

The proposal affects services 70, 72 and 73 which operate in the rural areas to the south and west of Nantwich:

- Bus service 70, Nantwich-Tiverton would be withdrawn.
- The 72 and 73 bus services would be retained and improved on the busiest sections between Nantwich and Wrenbury, and Nantwich and Audlem with many journeys extended via Middlewich Road to Leighton Hospital. Lightwood Green and Burleydam would no longer be served by a fixed route service.

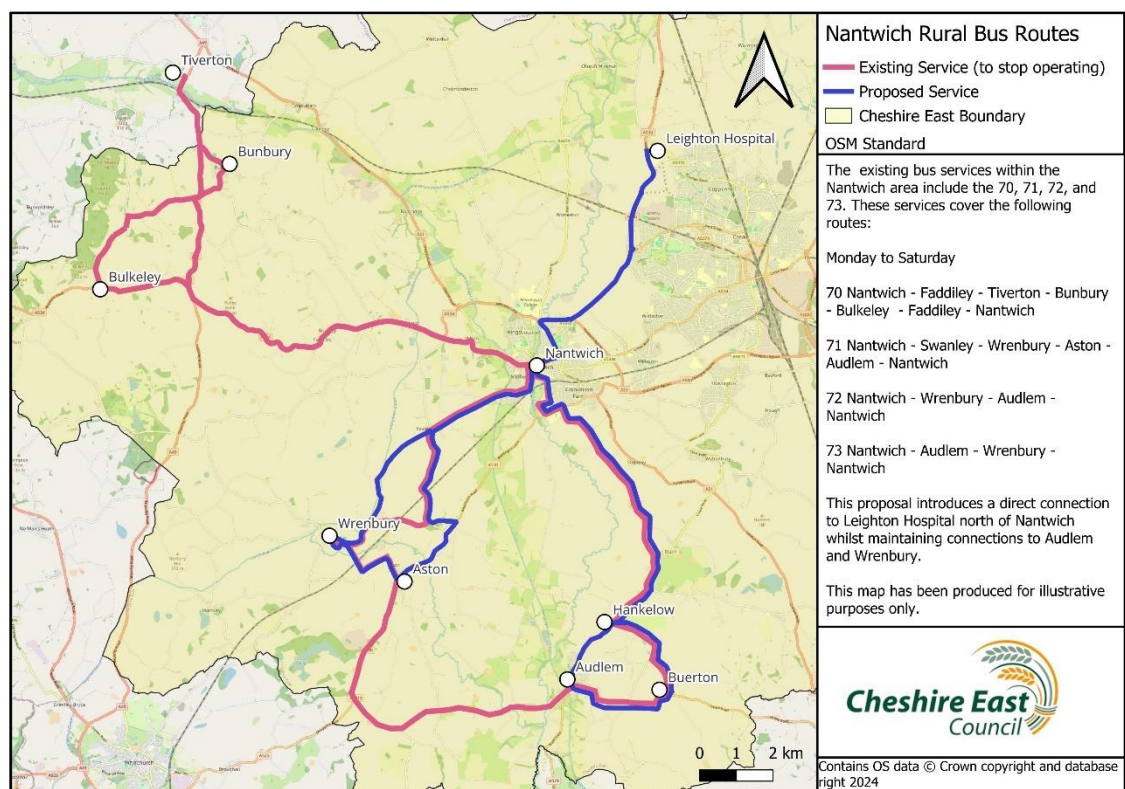


Figure 7-1: Proposal 1 – Nantwich Rural Services

Reducing the length of route would enable the provision of a direct service between Nantwich and Leighton Hospital. The proposal responds to feedback from local communities in Nantwich who told us that access to Leighton Hospital is indirect –

currently passengers have to travel to Crewe and change services at Crewe bus station in order to get to the Leighton Hospital resulting in a lengthy journey time.

For communities where the fixed route service would be withdrawn (i.e. Bulkeley, Bunbury, Lightwood Green and Burleydam), the proposal is to enhance the flexible transport offer (see proposal 3) and thereby provide transport in a different way.

There are no route changes proposed for bus service 71, Nantwich - Wrenbury. The journeys operating at school times would remain unaltered to support access to education.

Table 7-1: Proposal 1 service changes

Service No.	Description	Current Timetable	Proposed Timetable	Justification	Mitigation
70	Nantwich-Tiverton	2 journeys in each direction per day.	Fixed route service to be withdrawn and replaced with flexible transport.	Low levels of use and associated poor value for money.	Propose flexible transport as an alternative (see proposal 3) for affected communities in Bulkeley and Bunbury.
71	Nantwich-Wrenbury	1 journey in each direction per day.	1 journey in each direction per day.	No change.	None.
72	Nantwich-Wrenbury-Audlem-Nantwich	6 journeys Nantwich-Wrenbury-Audlem-Nantwich per day.	7 journeys Nantwich-Wrenbury per day. Lightwood Green and Burleydam no longer served.	Retained on busiest section with 4 journeys extended via Middlewich Rd to Leighton Hospital.	Propose flexible transport as an alternative (see proposal 3) for affected communities in Lightwood Green and Burleydam.
73	Nantwich-Audlem-Wrenbury-Nantwich	4 journeys Nantwich-Audlem-Wrenbury-Nantwich per day.	6 journeys Nantwich-Audlem per day. Lightwood Green and Burleydam no longer served.	Retained on busiest section with 4 journeys extended via Middlewich Rd to Leighton Hospital.	Propose flexible transport as an alternative (see proposal 3) for affected communities in Lightwood Green and Burleydam

7.2 Proposal 2: 391/392 Macclesfield-Poynton-Stockport Service

This proposal enhances the frequency of the service to hourly between Middlewood-Poynton-Stockport (via Stepping Hill Hospital), whilst maintaining a two-hourly service between Poynton and Macclesfield to the south. The proposal will require additional funding from the Council to bring a third bus into operation in order to enhance the frequency on the northern section.

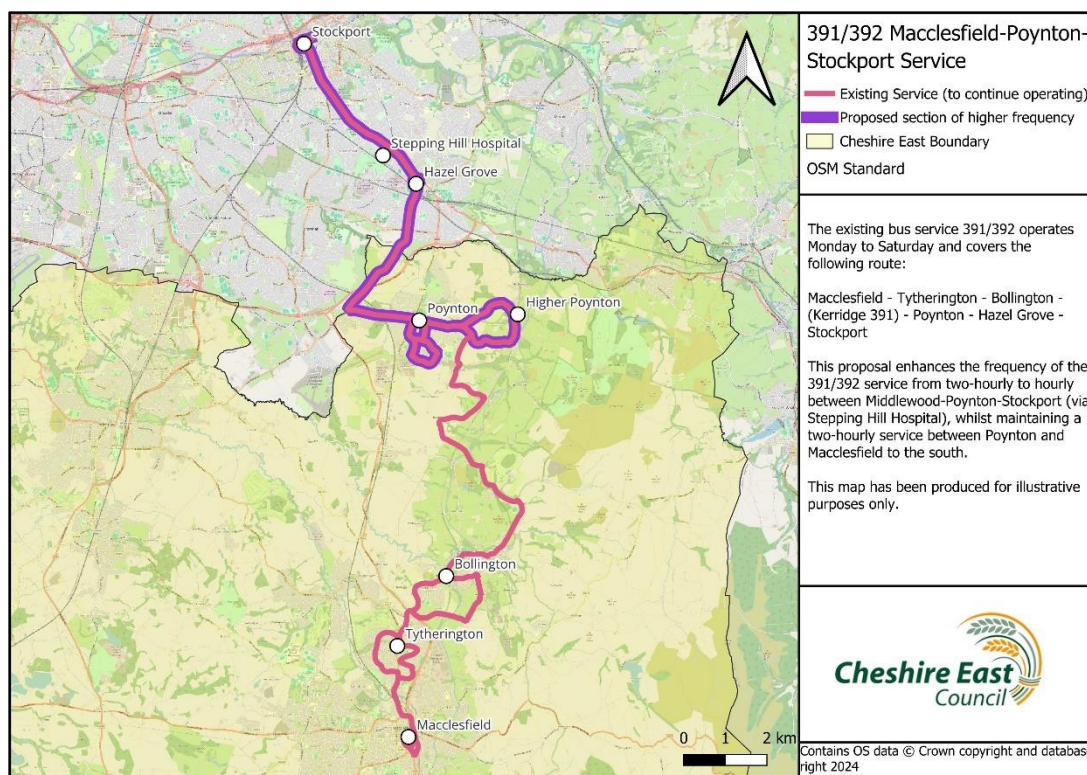


Figure 7-2: Proposal 2 – 391/392 Macclesfield-Poynton-Stockport Service

The data and evidence review found that there is potential unmet demand for bus service provision in the Poynton area and a need for improved frequency on the corridor between Poynton and Stockport, whilst also improving access to Stepping Hill Hospital for both healthcare and employment. The proposal responds to feedback from local communities to improve the frequency of the service.

Table 7-2: Proposal 2 service changes

Service No.	Description	Current Timetable	Proposed Timetable	Justification	Mitigation
391/392	Macclesfield - Poynton - Stockport	Every 2 hours on the whole route.	Increased to hourly between Middlewood-Poynton-Stockport using an additional vehicle.	Appears to be the busiest section of route and indications that Poynton has greater need of links into the Hazel Grove, Stepping Hill and Stockport area.	No communities are adversely affected by the proposal compared to the existing service provision.

7.3 Proposal 3: Flexible Transport

Flexible transport is a pre-bookable bus service (can be booked by telephone or app) available where no scheduled bus services are operating.

Two flexible transport services are currently in operation within Cheshire East:

FlexiLink provides travel for residents within Cheshire East who are either over 80 years of age, have a disability or are located beyond the reach of traditional bus services. Users of FlexiLink must register their journey 48 hours in advance of travel. The service is currently free to concessionary pass holders.

Go-Too operates in the rural area south and west of Nantwich. This service is funded by the Department for Transport's Rural Mobility Fund and operates from 7am to 9pm, Monday to Saturday. Go-Too is available to all residents in the operating area until the end of March 2025.

During August / September 2023, Cheshire East Council conducted a consultation to seek views on a set of potential proposals to expand and improve the FlexiLink service. In total 946 responses were received from current passengers and the wider community (those who are not current passengers). A recommended proposal for flexible transport within Cheshire East has been generated, following the analysis of feedback received.

The proposal is to combine the FlexiLink and Go-Too services into a single, pre-bookable service. Go-Too in its current form would cease to operate. The service will collect passengers from pick up points or offer a door-to-door service based on need (e.g., to those with limited mobility) and will be:

- Available to all age groups (where no alternative and/or suitable public transport is available)
- Available Monday - Friday during the day (9:30am - 2:30pm) and in the evenings (4:30pm - 9:00pm)
- Available Saturdays (9:00am - 6:00pm)
- Bookable using an online app, whilst retaining telephone booking
- Chargeable (£4 full fare and £2 concessions)

8. Consultation

A period of public consultation took place for 8 weeks between Tuesday 7th May and Wednesday 3rd July 2024.

Bus companies, service users, passenger groups, Town and Parish Councils, community groups, businesses, and residents were invited and encouraged to take part in the consultation.

8.1 Consultation Headlines

8.1.1 Proposal 1 – Nantwich Rural Services

46% of respondents agreed with proposal 1 compared to 14% who disagreed (40% neither agreeing or disagreeing). The majority of respondents who currently use the 71, 72 and 73 agreed with the proposal (65% and 63% respectively). However, current passengers of the 70 were less likely to agree (11% agreed and 57% disagreed).

It is recognised that the Bunbury area will be particularly affected by the loss of the 70 service and changes relative to the existing Go-Too service (reduced hours of operation). It may be feasible to have a dedicated vehicle operating a semi-fixed route into Nantwich on a Thursday (market day) and on Saturday (which has the highest demand on both the 70 and Go-Too services). The potential requirement for registration of such a service and implications for concessionary pass holders are still being considered. Many Bunbury residents need access to Tarporley, which is outside of the borough. The simplest solution may be to interchange with the scheduled 84 service at the Bunbury Road stops in Alpraham and the best ways to facilitate this are also still being considered.

In terms of impact, 11% would use the service for the first time and 18% would use it more often whereas 5% would use it less. 21% would use the service for the same amount whilst 24% would still not use.

47% of those who currently use the 71 & 72 bus services and 46% of those who currently use the 73 bus service stated that they would use them more if the proposal was approved. 33% would use the services for the same amount.

Those who disagreed with the proposal were concerned about those communities in which the services would be removed / no longer cover. They feared the change would lead to rural isolation and impact negatively on those who need the service the most. Flexible transport was not seen as a suitable alternative to some as it is more expensive, has more limited coverage and does not offer free concessionary travel, others provided suggestions for alternate routes / frequencies.

8.1.2 Proposal 2 – 391/392 Macclesfield-Poynton-Stockport service

56% agreed with proposal 2 and 7% disagreed. 75% of those who currently use the 391/392 bus service agreed with the proposal whilst 14% disagreed.

In terms of impact, 10% would use the service for the first time and 22% would use it more whereas 2% would use it less. 21% would use it for the same amount whilst 44% would still not use.

Encouragingly 46% of those who currently use the 391/392 service stated that they would use the service more if the proposal was approved, whereas 10% would use less. 33% would use it for the same amount.

A selection of respondents who disagreed with the proposal did so as they felt that the one-hour frequency should be applicable along the whole route whilst others gave alternative route suggestions. There was also a small selection of respondents who felt the increase in service was not required at all as it was an already well-connected route which could be covered by other services for example the 192.

8.1.3 Proposal 3 – Flexible Transport

When asked why flexible transport should operate, the top three reasons chosen were:

1. 'To serve rural areas where no other public transport exists' (86%)
2. 'To provide transport for those physically unable to use timetabled bus services' (76%)
3. 'To serve urban areas where no other public transport exists' (50%).

In terms of the proposal, 69% agreed with the proposal and 11% disagreed. Those who are current passengers of the FlexiLink service were more likely to agree with the proposal (73% agreed whilst 8% disagreed) compared to those who are current passengers of the Go-Too service (51% agreed whilst 29% disagreed).

Users of Go-Too may be more likely to disagree with the proposal due to a loss of service during the morning peak with the proposal, as vehicles would need to undertake SEND home to school journeys during this time period.

In terms of impact, 21% would use for the first time and 22% would use it more whereas 4% would use it less. 22% would use the service for the same amount whilst 31% would still not use.

47% of those who currently use the FlexiLink service stated that they would use Flexible Transport more if the proposal was approved. 33% would use the service for the same amount whilst 5% would use less.

Those who currently use the Go-Too service were however less likely to use the flexible service more often: 26% stated that they would use it more whilst 19% would use it less.

Those who disagreed with the proposal highlighted several concerns, most notably the cost of the service and the hours of service being too restrictive. This provides a justification to disaggregate the fleet provision to enable SEND home to school journeys to take place separately from morning peak services (used for access to education, training and employment). There was also some apprehension around needing to pre-book the service, pick-up points, areas the service would cover and the eligibility criteria. Some respondents were disappointed by the loss of the Go-Too service whilst others simply preferred timetabled bus services.

9. Conclusions & Next Steps

9.1 Conclusions

Results from the public consultation demonstrate that most respondents agree with the proposals, including the majority of those who currently use the services. However, those respondents who would be most affected by the proposals (where the service would no longer serve their area) were more likely to disagree.

More broadly the consultation findings demonstrate that bus services (both timetabled or flexible) are seen as important for those with no alternative travel options in particular. Reliability and frequency are characteristics respondents value most alongside weekday services.

The table below outlines key consultation responses relative to the proposals and our recommended changes to align with these responses – demonstrating how the consultation results have informed and influenced the final proposals.

Proposal	Agree (%)	Disagree (%)	Comments	Final Recommendation
70, 71, 72, 73	46%	14%	Withdrawal of the 70 service would leave residents isolated (e.g. Bunbury and Bulkeley).	<p>Potential to use a flexible transport vehicle to operate a semi-fixed route into Nantwich on a Thursday (market day) and on a Saturday (which has the highest demand on both the 70 and Go-Too service).</p> <p>Provide a feeder service that interchanges with the scheduled 84 service at the Bunbury Road stops in Alraham providing onward connections to Tarporley and Chester.</p>
391/392	56%	7%	Would like to see one-hour frequency for the entire route.	<p>Evidence suggests that the majority of journeys are northbound towards Stockport.</p> <p>There are also limited resources and funding to operate this corridor hourly for the full extent.</p>
Flexible Transport	69%	11%	<p>Fares are too expensive on flexible transport compared to fixed route.</p> <p>Fares are proposed for concessionary</p>	Concessionary passes will be accepted on the flexible transport service allowing free travel at statutory times.

			pass holders which is unfair.	
			Operating hours do not cover the morning peak when services are needed.	The future delivery model for flexible transport is being considered (see Appendix 2).

9.2 Next Steps

The bus service review has informed bus service specifications for re-procurement of services to start from 1st April 2025. The timeline is as follows:

Table 9-1: Bus service review timeline for delivery

Task Name	Deadline
Finalise service specifications	04/10/24
Procurement Engagement Form	19/09/24
Highways & Transport Committee	19/09/24
Call in period	27/09/24
Spend Review Board (PEF) Submission	
Contract opportunities published	04/10/24
Clarification Question deadline	01/11/24
Contract opportunities close	11/11/24
Tender evaluation	20/11/24
Tender moderation	29/11/24
Authority to Let /ODR Sign off	06/12/24
De-brief letters and award letters issued	06/12/24
10-day stand-still (not mandatory)	16/12/24
Contract signing	06/01/25
Contract award date	06/01/25
Registration Period (with Traffic Commissioner)	10/01/25
Contracts commence	01/04/25