

Bus Franchising Consultation Report 2025

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Appendix A: Bus Consultation Plan

1. Summary

This consultation will take place between Wednesday August 14th and Wednesday November 15th.

This is a statutory consultation to help the Mayor of Cambridgeshire & Peterborough to decide whether or not adopt the Proposed Bus Franchising Scheme. There is therefore an obligation to consult with the categories of statutory stakeholders identified in Part 2 of the Transport Act 2000.

We also want to gain the views of a broad section of our residents and other key stakeholders including local businesses, giving as many people as possible an opportunity to get involved, if they want to.

We are also particularly interested in the views of those who rely on the bus to get them from A to B and those who could benefit from the bus in the future. We will also ensure we comply with the Equality Act 2010 by engaging with residents and groups who represent people with protected characteristics.

See section 5 for more information on our audiences.

Our consultation will be carried out both online and face to face to ensure that we give as many people as possible the opportunity to respond as well as being able to reach those harder to reach communities.

2. Legal requirements

We will adhere to the four Gunning Principles below which have shaped this consultation plan.

Gunning Principles	Our approach
1 When proposals are still at an informative stage. Have you already made your mind up?	All public information is provided with an authentic choice for the future of buses in CPCA.
2 Is there sufficient information to give 'intelligent consideration'?	The consultees will be provided with easy to understand, full and detailed information. Each option will be explained so that consultees can consider them clearly.
3 Is there adequate time for consideration and response?	The consultation will run for 14 weeks. This includes an additional 2 weeks as we are starting in August. We will report back monthly on engagement figures and advise clients on timing if we need to extend.
4 Are responses being conscientiously taken into account?	All Impact Assessments will be included in a full evaluation report. Collation of all responses will be assessed by our team and reports provided to CPCA with presentations to ensure they have been taken into account.

Additionally, we want to ensure we have consulted the right people. Audience segmentation and stakeholder mapping has identified those most likely to be affected by any decisions. Care will be taken to be inclusive across the CPCA geography and demography and reach all audiences affected. We will monitor and evaluate to ensure we can redirect resources if we are not getting enough responses from a particular identified group.

And we will ensure we are mindful of the areas of law pertaining to consultation below:

Areas of Law pertaining to consultation	Our approach
Statutory Requirement	There is a statutory requirement to consult under the Part 2 of the Transport Act 2000. We have reviewed guidance relating to this legislation to ensure our approach is consistent with it
Equalities Law	We will have due regard to protected characteristics
Common Law	We will review the legitimate expectation of consultees identified in the audience segmentation and stakeholder mapping to ensure we are consulting appropriately.
Data Protection Act 2018	<p>The Data Protection Act is a law designed to safeguard individuals' personal information from misuse and ensure privacy. We will prioritise confidentiality, secure handling, and compliance with relevant privacy regulations.</p> <p>The CPCA may disclose names and information relating to those who are in a public facing role e.g. Councillors or names of Councils and the Clerks but any information that belongs to private residents, or those not in a public facing role, that these individuals have provided as part of their response will be redacted.</p>
Freedom of Information Act 2000	The Freedom of Information Act is a law that gives individuals the right to access information held by public authorities, promoting transparency and accountability in government by allowing citizens to request and receive information about government activities, decisions, and policies. We will ensure transparency, accessibility, and clarity in sharing relevant data and responding to freedom of information requests.

3. About the proposed franchising scheme

The UK Government published its National Bus Strategy for England¹ ('NBS') in March 2021 which sets out an ambitious vision and a comprehensive strategy to transform the quality of bus services in England outside London, making them more attractive, convenient, good value and popular for all to use.

The CPCA supports the Government's aspiration and agrees that 'A successful bus service is good for the economy, for the environment, for the cost of living and for the quality of life in cities, towns and villages across the country.'

As such CPCA has brought forward a five-point vision for better buses in the region.

1. Adding more buses to the network;
2. Providing bus users with better information
3. More reliability;
4. Nicer, better-quality buses;
5. Value for money.

Currently the network is run by a number of different commercial companies. In order to fulfil the 5-point vision and improve the network there are two options available to the CPCA and its constituent councils.

The choices are:

- An Enhanced Partnership
- A franchised model

There is no option for things to stay the same.

A draft Assessment document has been written which is, in effect, the Outline Business Case. This includes five Government recognised business cases to inform decision making: financial, economic, commercial, strategic and management. A draft Proposed Franchising Scheme has also been written, and it is this that the Mayor has to decide whether or not to adopt, with or without modifications. An independent assessment commissioned by the CPCA recommends that franchising is the best option based against the five business cases.

Several other Combined Authorities have already gone through this process and we have used some of their learning to inform the plan.

The consultation process we will follow

In order to meet our legal responsibilities we will provide the following documents:

- Consolidated Consultation document
- Assessment of the Proposed Franchising Scheme (OBC)
- Auditors Letter
- CPCA response to the Letter
- Short form Questionnaire
- Long Form Questionnaire
- Bus Reform FAQ
- Franchising Scheme draft legal scheme
- EQIA

We have decided to provide two questionnaires. One will be the statutory questionnaire document containing 31 questions, the other will be a 10 question shorter form to make it easier for us to engage with the wider public and ensure we get a broad cross section of responses.

Statutory questionnaire: this questionnaire will be sent out to our statutory stakeholders and identified protected groups with an expectation that this is the questionnaire that they fill out. It will invite comments about the Proposed Franchising Scheme, each of the five cases in the Assessment, and overall conclusions, in line with the requirements of Part 2 of the Transport Act 2000 and government guidance. The questionnaire will also be available on the website and if requested by an interested party. While we will ask the general public to fill in the shorter form they will always be informed that there is a longer survey if they want to fill that in and a link will be provided on all materials.

Shorter form questionnaire: This questionnaire will focus on the key questions about the five-case Assessment, overall conclusions and the impact of the Scheme on persons with protected characteristics. We will hand the questionnaire out at bus stations and have staff on hand to guide residents through the short survey. We will also leaflet bus stations directing people to the website

so they can read information about the consultation then fill in the questionnaire. We will add QR codes to posters to direct people to the short form questionnaire.

Reaching the hard to reach and people with protected characteristics

We will regularly monitor our responses to ensure we are reaching our identified groups with protected characteristics. And we will aim to plug any gaps by undertaking focus groups with under 16s, 16-20 year olds, 18-30 year olds, 35 plus, disabled people, other road users such as taxi drivers and cyclists, infrequent or lapsed bus users aged 25-45 and businesses. We will do this by procuring an agency to organise and carry out the focus groups.

We will also hold some of our events at venues such as Cambridge University, retirement villages, colleges etc where we can reach our target audiences.

Our approach to translation is to translate our consultation documents into our top four minority languages of the region. These are: Urdu, Portuguese, Polish and Lithuanian.

We are doing this in order to plug any gaps in the consultation responses and ensure we are reaching our protected characteristic groups.

We have procured an agency to carry out this work.

4. Objectives and targets

- We will comply with our statutory obligations as set out in the Transport Act 2000 and other legal obligations
- We will create demonstrable awareness and understanding among our target audiences; providing them with comprehensive, unbiased and 'audience-appropriate' documentation and response materials and providing digital and face-to-face opportunities to engage with the CPCA.
- We will ensure there is a lack of errors and justified complaints and provide timely feedback and a consultation that is delivered on time and within budget.
- We will provide the Mayor with all of the responses and a comprehensive summary of them, and provide respondents with feedback on the Mayor's consideration of these responses and on his decision.

Statutory obligations

We will go above and beyond to ensure our identified statutory consultees have the opportunity and the time to respond in full SMART target

- We will do everything we can to ensure all identified statutory consultees respond within the 14 week period
- If responses are late we will make reasonable adjustments if alerted that there might be a delay.

Equality objectives

We will make an effort to engage with representatives of all identified protected groups to understand more about the impact of the proposed franchising schemes on persons with protected characteristics (see audiences)

SMART

- All identified protected groups to provide responses within the 14 week period

Resident objectives

To raise awareness of the consultation so that anyone interested in taking part has an opportunity to respond.

SMART

- To receive 1,200 responses from residents and stakeholders.

Bus users /potential bus users

To ensure we reflect the views of those people who use the bus as identified in our Audience section by raising awareness of the consultation alongside holding specific events with those groups

Communications objectives

To achieve more than 1,200 people providing their views through the bus franchising questionnaires (300 long form and 1,000 short form). We want:

- All statutory consultees to have the opportunity to see the campaign and engage in the consultation
- 500,000 people to have an opportunity to see the campaign
- 50,000 people to visit our landing page
- 500 people to engage with events (dedicated. Events, pop up events and attendance at stakeholder events)
- 1,200 people and organisations to fill in the questionnaire on and offline

5. Audiences

See Appendix A for the Audiences and channels to be used

See Appendix B for key messages by audience group

See Appendix C for the events engagement programme

Statutory consultees

The following statutory consultees are identified in the Transport Act 2000 and there is an obligation to ensure they are consulted with in full and in detail and that they are given the full consultation period, if they require, to respond.

This means their email or recorded delivery letter will be delivered on the first day of the consultation. We must also ensure that we follow up regularly with the consultee to remind them to respond. A detailed plan will be drawn up identifying all statutory consultees by name and stating who will contact them. We will also engage with key consultees in the pre-consultation period as identified in the statutory stakeholder mapping. We will send receipts to stakeholders once we have received their responses.

We will reach our audiences by:

Email and recorded delivery letter in the first week of the consultation

Face to face meetings by the end of September led by senior CA officers

Regular reminders to return consultation documents

A stakeholder event in each of our constituent council areas for council stakeholders – six in total

Protected characteristic groups

The nine protected characteristic groups are: age; disability; gender reassignment; marriage and civil partnership (section 149 (1) (a) only); pregnancy and maternity; race; religion or belief; sex; and sexual orientation.

We will pay particular attention to age as we know under 24s and over 65s are more likely to use the bus and we will pay particular attention to race as again we know people from Black and Ethnic Minority backgrounds are more likely to use the bus. We will also look at disability and sex. We will publish an Equality Impact Assessment as part of the consultation.

We will reach our audiences by:

Focus groups with younger people, older people, those with a disability and with people from black and ethnic minority backgrounds, particularly those with young children.

Drop in events in areas which we have identified as places where there are large groupings of people from the groups above

Additionally, we will provide translation and/or interpretation services on request for residents from our top 4 minority languages spoken in the region.

Residents

We want all residents to have the opportunity to get involved in the consultation and have their say if they wish to. We will be particularly mindful of taxpayers who have concerns about the cost of the Proposed Franchising Scheme given that some of them do not and may never use the bus.

Bus users/potential bus users

We are keen to get feedback from those who use the bus and will make efforts to ensure that those who live in hard-to-reach communities have the opportunity to have their say.

We have identified three broad groups of bus users who we will want to target and have drawn up audience personas for each. The three groups are:

Under 24s

Young adults who use the bus for school, college and university as well as to get to work. They are often from ethnically diverse backgrounds and are more likely to live in overcrowded socially rented flats and terraced housing and English is often their second language.

Over 65s

Many residents in this group are of normal retirement age or above and live in communal establishments, with few dependent children. The dominant property type is a mix of retirement flats and detached houses. Those in work are likely to be educated to degree level and employed in managerial and professional occupations. Some live in rural households.

Young families low socio-economic areas

There is a high proportion of families with dependent children of all ages (0 to 14). Many are of Mixed or Multiple ethnic groups. For the most part, this group resides in socially rented or detached, semi-detached houses or terraced and flats and work in all types of professions.

We will reach our resident audiences to raise awareness by:

Social media campaign to raise awareness and direct residents to a website where they can fill in the survey including paid for advertising

E-newsletters

Website content

Press releases to local media

Online advertising

Through our constituent council networks including council magazines, e-newsletters

Posters in buses and at bus stations directing them via a QR code to the survey

Engagement with schools and colleges

Visit to a retirement communities

Engagement with hard to reach community groups asking trusted people in the community to advocate on our behalf.

University event at Cambridge University

Businesses

It will be important to get the views of businesses, especially those with workforces who use the bus to get to and from work.

We will do this through engaging with business networks across the network and our Business Board. We will also hold an event with businesses.

6. Messaging approach

It is important to ensure our messaging is consistent throughout the consultation and that we are providing residents with both the pros and the cons of each approach but also setting out our preferred approach. Throughout our messaging we will ensure that it is clear that the decision is not predetermined.

See Appendix B for key messaging

We will take the following into consideration

1. The messaging cannot lead the audience to a potentially pre-determined outcome
2. CPCA is in a unique position as status quo is not an option
3. We can be clear that we know we need to improve how buses are operated to achieve the bus improvement ambitions
4. We know that the business case and feasibility study has found that bus franchising is the preferred approach
5. We need to present both approaches equally in accordance with Part 2 of the Transport Act 2000 and government guidance
6. The public and stakeholder consultation is a requirement (as set out in the legislation and guidance) for any authority seeking to introduce Bus Franchising and must take place after the Assessment and Independent Audit have taken place and prior to any decision being taken by the Mayor.

7. Communications campaign

In order to reach our objectives for the consultation, we need a fully integrated communications campaign that raises awareness of the consultation and how to get involved alongside carrying out targeted interventions to ensure we get the views of statutory consultees, relevant protected characteristics and resident groups identified in the Audience section.

In the first month of the consultation, we will focus on engaging with statutory consultees and building awareness through our digital campaign. Face to face stakeholder events and

drop ins won't begin until September to ensure as many people as possible get the opportunity to attend.

We will ensure there is a:

Consistent tone of voice and messaging

We will provide simple, clear and concise information which is easy to understand and has a chatty, informal tone of voice. Key messages will run through all communications as a golden thread

Balanced approach

To ensure the consultation is legally sound, we will ensure messaging takes a balanced approach outlining the options available with clear pros and cons provided to help audiences make an informed decision about what they want

Tailored comms

We will also tailor our messaging for key audience groups as well as the channels we use to reach them. The Detailed Audience Segmentation will be used to support us in achieving this.

Go to where people are

We will tailor our approach to reach audiences where they are. The Detailed Audience Segmentation provides insight into the travel habits of our audiences and where they most likely originate from, this enables us to be specific in our approach

It will be so important to get out into the community to the places people frequent to get their views – existing events, town centres, bus stations, libraries, community events etc and this will form a big part of the 3-month consultation to drive engagement.

The role of elected members

As the Mayor will be making the final decision on this consultation, we are unable to use his position to enhance the campaign. Instead, we will equip elected members (MPs, county, town and parish councillors) to share the consultation with their constituents, encourage them to get involved and have an informed conversation with them about the different options.

Storytelling

Use of Case studies and advocacy told through great storytelling (mainly video) to demonstrate the importance of rural buses to the area. Types of users – for education/health/market/loneliness/community

Working with partners

We will work with council partners, bus groups, colleges, unis, influencers, businesses etc to ensure our message is amplified

Young people

Traditionally the hardest of audiences to engage on civic consultations, we will work with universities, colleges and youth services to engage young people where they are

Monitoring and adjusting

Campaign tactics will be phased over the three months period enabling us to specifically monitor and assess the effectiveness of each one to ensure it is having the desired effect.

Implementation of the communications campaign

Consultation platform

We will build a web page and use all our marketing to direct them to the page where they will have the opportunity to read documents and fill in the questionnaire.

Launch:

We will launch on August 12th with a digital campaign, direct mail to stakeholders and press launch

Digital campaign: always on

Running across the entire 14 weeks with consistent posting across each week tailored for different audiences as well as generic.

Digital posts will be branded with the creative concept/hashtag and strong call to action directing people to the landing page

Some of our advertising will be paid for and will be iterative through the consultation to ensure we are reaching all our protected characteristic groups.

Media

Engagement with local media to understand what they are looking for
Press story x2 per month starting with the decision to go to consultation
Launch press release on August 12th
Engagement with local democracy reporter

Milestone releases:

- Reaction to first fortnight of the consultation – X people have responded
- Image of consultation team on library bus – reminder for event locations and times
- Half way mark – X people have responded
- Bus stories we have been told – only a month to provide views
- Have you had your say – 2 weeks left
- Last chance to have your say

Internal engagement

CPCA colleague event
Information on CPCA intranet
Reminders on CPCA intranet
Information for line managers

Face to face engagement

Existing events
Bus stations
Libraries in lowest 4% areas of low layer super output and areas with high bus use

Audience specific face to face engagement

Older people
Senior social clubs/get togethers

College students
College/university

Families
Family centres, doctors' surgeries, schools, activity sheet for school children

Poster campaign

2x generic poster
3x specific audience posters – families/older people/college students
To go on buses/bus stops/bus stations

Audience specific posters

Older people
Doctors' surgeries/village halls/council offices

College students
Colleges and universities
Pubs

Families
Doctor's surgeries

Email

Monthly email e-newsletter to everyone who signed up for more information

Businesses

Tap into existing business networks
Dedicated business event
Use businesses as advocates
Regular email

Partners

Use partner orgs and institutions to amplify the message. Provide with a toolkit to ensure consistency and ease of message sharing. Toolkit = Consultation documents/collateral/posters/social media plan, social media assets inc hashtag, event plan
Request to talk at their events

Collateral required

Consultation documents including easy read – online and offline
Engagement scripts for staff
Digital campaign collateral including video
Landing page
Case study animations
Posters for buses, bus stations/stops, other sites etc
Leaflets?
Pop up banners

Evaluation of the communications campaign

Targets to be agreed

We want to achieve a minimum of 1,200 people providing their views through the bus franchising questionnaire. We want:

- All statutory consultees to have the opportunity to see the campaign and engage in the consultation
- 500,000 people to have an opportunity to see the campaign
- 50,000 people to visit our landing page
- 500 people to engage with events (dedicated. Events, pop up events and attendance at stakeholder events)

Monitoring

The following will be monitored throughout the duration of the campaign to inform the amplification or subduing of tactics to ensure the consultation is as representative of the target audience as possible:

- Number of responses
- Gender of responders
- Age of responders
- Location of responders
- Social media syndication

- Social media clicks / shares / reach
- Click throughs to the website using the URL and QR code
- Feedback through councillors / phone lines / social media / at events
- Stakeholder feedback
- Calls to the customer service line
- Requests for paper forms
- Attendees at events
- Engagements at pop-up-events
- Number of speaking opportunities invited to

8. Analysis and reporting on the consultation responses

Research qualitative and quantitative

Qualitative

To deliver engagement of audience of protected characteristics, we will undertake 8 focus groups as part of the research work. Focus groups work best when participants share both similar experiences and similar demographic criteria, additionally we will use our bus user segmentation work to to gain good coverage of ten different kinds of bus users identified in that research.

Below are details of the 8 focus groups we would organise:

In discussion with CPCA, we would propose the following focus groups:

- A focus group to concentrate on the experiences of under 16s (mix of public transport users and non-users)
- A focus group to research the experiences of the 16-20 age group (mix of public transport users and non-users) (to include a mix of passengers travelling on multi-operator and single operator tickets, those who have access to a car and those who do not and have to rely on the bus)
- A younger adult (18-30 age group) of frequent bus user groups composed of young people using buses primarily for work or study (to include a mix of passengers travelling on multi-operator and single operator tickets, those who have access to a car and those who do not and have to rely on the bus). This group will include parents of small children.
- An older group (35+ age group) of frequent bus user groups composed of people using buses primarily for leisure or work (to include a mix of passengers travelling on multi-operator and single operator tickets, those who have access to a car and those who do not and have to rely on the bus) This group will include parents of small children.
- A group of disabled people with a mix of different kinds of disability
- Other road users (aged 25-55) including drivers (private and taxis), cyclists and pedestrians (some of whom may also use buses infrequently)
- A group of adults aged 25 to 45 who are infrequent bus users or lapsed bus users in the last year
- A small and medium sized business owner group.

Methodology of qualitative research can be found in Appendix xxx.

Quantitative

We will run a web-based survey for 750 people working with Walnut Unlimited which is the new branding name for well-regarded independent British pollsters ICM. The survey will be a mix on closed and opened ended questions for the 5-case model 10 minutes in length.

Engagement Tracker & the Consultation Log

Westco will receive and log responses and report on quantitative findings from the consultation and the research. Walnut Unlimited will analyse and report on the research and consultation open-ended responses in the short and long form questionnaires.

They will analyse three key sources of data – the research element, the consultation element and the range of paper-based consultation responses. Responses will be logged by Westco on Power BI as the consultation progresses so we can view a live tracker which will help us to be iterative in our communications to ensure we reach all our target audiences. Westco and Walnut Unlimited will work with CPCA to ensure that stakeholder responses are fully and accurately summarised

Reporting

We will draft a consultation reporting document and a research reporting document which will both adopt a similar structure to that used by other authorities who have already consulted on franchising.

Making a decision

CPCA will write a report demonstrating consideration of the comments, arguments and alternative suggestions contained in the consultation summary report and research report, and respond to them. It will propose modifications to the Proposed Franchising Scheme where appropriate.

After reviewing the consultation and research reports we will draft a report to the Board. This will go to the Mayor for his consideration by the end of the Calendar year. Once a decision has been made the Mayor will publish a Mayoral Decision Notice

The full report will be made available to statutory consultees to outline the CPCA response and considerations as well as being published on the CPCA website.

Time frame

Date	Activity
Aug 14	Consultation starts
Nov 15	Consultation ends
Nov 8 to Dec	Consultation report to be produced
Early to mid Jan	Summary report to be produced and shared with Leaders Strategy Meeting, Overview and Scrutiny and Transport and Infrastructure Committee
Prior to end of Jan	Consultation report setting out the below to be shared with the Mayor for a decision at a CPCA board as per the next stage of the guidance (a)the authority's or authorities' response to the consultation;

	(b)the authority's or authorities' decision on whether to make a franchising scheme covering the whole or any part of their area or combined area.
Feb 2025 (subject to decision)	Making and publication of the scheme

9.Consultation Risks

Risk	Mitigation
Insufficient publicity of consultation process leads to a lack of awareness of the consultation	Significant communications plan approved
Unrepresentative public consultation	Audience mapping undertaken which takes into consideration all identified groups
Very low numbers taking part in the consultation	Significant communications plan approved
Something said that pre-determines the public consultation	Very careful vetting of all consultation materials
Delay to the start of the consultation	To ensure there is sufficient time added on to gather information and to ensure there is sufficient time to consider responses
Criticism of inaccurate or biased information	Ensure all information sent out to the statutory consultees and the public is accurate and unbiased
Slow response to requests for information	Robust system in place for picking up enquiries and responding
Loss of data	Daily back up
Website crash	Daily website checks and shadow copy of website to deployed if main one goes down
Delay to reporting of the consultation because of insufficient challenge and insufficient consideration given to the decision	Ensuring there is sufficient time to consider responses and make an informed decision and that we have made considerable effort to hear from all identified voices
Criticism of the cost of the consultation	Lines drafted to defend the costs around the importance of hearing from all audiences

Appendix A

Audience Channels detailed

Audience Segment	Online Habits	Offline Habits	Touch Points
Bus users: older people	<ul style="list-style-type: none"> - Social media (Facebook, but increasingly on platforms like Twitter for news and updates) - Online news websites - Email newsletters from community organisations or local authorities 	<ul style="list-style-type: none"> - Traditional print newspapers - Local community newsletters - Radio (especially local stations) - Community notice boards -Leaflets 	<ul style="list-style-type: none"> - Engage with seniors on the bus while they commute using in bus advertising and activations. - Local Newspapers: Advertise in print newspapers that are popular among older residents (with key focus on the publications distributed on the bus). - Senior Social Clubs: Engage with seniors through events or presentations at social clubs.
Bus users: under 24s	<ul style="list-style-type: none"> - Social media (Instagram, TikTok, Twitter, Snapchat) -YouTube - Podcasts – Online student forums and communities - Mobile apps for real-time information and updates 	<ul style="list-style-type: none"> - Campus bulletin boards - University newspapers or magazines - Event flyers and posters on campus - Local radio stations - Brochures and leaflets distributed on campus 	<ul style="list-style-type: none"> - Online advertising -Influencer marketing & Advocacy - Advertises on popular music streaming platforms and podcasts. -Campus Events: Sponsor or participate in college
	<ul style="list-style-type: none"> - Online student publications and blogs - Music streaming apps 		<ul style="list-style-type: none"> events and distribute information. - Student Union Platforms: Share updates and promotions on student union notice boards - Online Student Forums: Collaborate with student moderators to share information online.

Bus users: families	<ul style="list-style-type: none"> - Social media platforms (Facebook, Twitter, Instagram) for general awareness and updates - Transportation apps - Online news websites - Email newsletters 	<ul style="list-style-type: none"> - Local newspapers and community publications - Bus stop signage and route maps - Radio advertisements and announcements - Community events and workshops 	<ul style="list-style-type: none"> - Social Media Campaigns: Launch targeted social media campaigns on platforms like Facebook. - Bus Stop Signage: Improve and update information on bus stop signs. - Radio: Interviews, OAP Hypes and adverts
Prospective bus users: Rural communities	<ul style="list-style-type: none"> - Social media groups and forums dedicated to rural living / Religion or other social groups - Local community websites - Transportation apps for rural routes - Online platforms for rural issues and events (gardening, DIY , hiking, farming and other recreational activities) 	<ul style="list-style-type: none"> - Local community newsletters - Rural-focused print media - Notice boards in local shops and community centres - Radio stations with a rural audience 	<ul style="list-style-type: none"> - Local Rural Radio: Advertise on radio stations that cater to rural audiences. - Rural Community Websites: Share information on community websites focused on rural living. - Rural Fairs and Markets: Participate in or sponsor events in rural areas
All residents	<ul style="list-style-type: none"> - Social media (Facebook, Twitter, Instagram) for general information and updates - Local news websites - Email newsletters from local authorities - Transportation apps 	<ul style="list-style-type: none"> - Local newspapers and magazines - Local TV channels - Community events and workshops - Leaflets & Notice boards in town centres & Shops - Outdoor advertising (bus stops, billboards) - Radio broadcasts 	<ul style="list-style-type: none"> - Local Council's Websites: Share updates and information on official local government websites. - Public Transportation Hubs: Improve signage and distribute materials at key transportation hubs. - Local News Websites & blogs: Advertise and share information through popular local news websites. - Billboards
Businesses	<ul style="list-style-type: none"> - LinkedIn and professional social media platforms - Business news websites 	<ul style="list-style-type: none"> - Business-focused magazines and publications - Local business events and networking sessions 	<ul style="list-style-type: none"> - LinkedIn advertising, - Local Newspapers - Targeted display and native adverts on Google
	<ul style="list-style-type: none"> - Email newsletters from business associations or local authorities - Industry-specific forums, publications & Podcast 	<ul style="list-style-type: none"> - Industry conferences - Brochures and flyers at local business hubs 	<ul style="list-style-type: none"> - Chamber of Commerce Events: Attend and sponsor events organised by the local chamber. - Business Networking Groups: Engage with businesses through local networking groups - Industry Conferences: Participate in relevant conferences to connect with business leaders.

Use of partner councils as a channel to all residents	<ul style="list-style-type: none"> - Internal communication platforms (intranet, email newsletters) - Official council websites - Social media groups for local government employees - Industry publications and forums 	<ul style="list-style-type: none"> - Official documents and memos distributed internally - Council meetings and briefings - Workshops and conferences - Local government publications 	<ul style="list-style-type: none"> - Council Meetings: Attend and contribute to council meetings for direct communication - Internal Communication Platforms: Share updates and information on internal platforms. - Collaborative Workshops: Organise workshops to discuss plans and gather feedback.
Additional activity	<ul style="list-style-type: none"> - Industry-specific forums and publications - Social media groups and forums for related interests - News websites relevant to their field - Email newsletters from relevant organisations 	<ul style="list-style-type: none"> - Industry conferences and events - Specialised publications in their field - Workshops and seminars - Official documents and reports from relevant organisations 	<ul style="list-style-type: none"> - Industry Conferences: Attend and present at conferences related to their specific field - Online Forums: Engage with stakeholders on industry-specific online forums. - Collaborative Research: Share research findings and collaborate on relevant studies.

Appendix B

Key message 1: The Road to Better Buses Continues

- We are on a journey to improve bus services in Cambridgeshire and Peterborough
- You have told us that bus services aren't good enough and we believe the way the regions' buses are run needs to change

Proof points

- People who never use the bus: 48% of respondents to our last survey say they never use buses in our region due to the various challenges passengers face, including inadequate bus routes, perceived high prices, unreliable bus services, poor quality buses, and inadequate information
- Improving transport links in rural areas: 89% of respondents to our last survey want better transport links in rural areas
- Revamping the bus network: 81% of respondents to our last survey supported the idea of reforming our bus network.

Message 2: Why buses are important

- We value our buses and recognise how important they are to keep people connected

Proof points

Case studies of how people use buses – 4 x bus story case studies each demonstrating value of buses to peoples' lives.

Stats of how people use buses across the region focus on study/appointments/work/leisure.

Key Message 3: We have the mandate to make a difference

Now is the time for Cambridgeshire and Peterborough to review how its buses are operated, to improve services for all.

Staying the same is not an option – the government has challenged Mayoral-led Combined Authorities, including Cambridgeshire and Peterborough Combined Authority, to put in place a new operating model that seeks to meet peoples' needs, rather than being planned on a purely commercial basis.

Moving to a new operating model will also ensure the Authority is eligible for future bus funding from government.

Key message 4: Alternative approaches

We are consulting on a Proposed Franchising Scheme. Below are two models:

- **Enhanced Partnership (EP):** This is a legal model under which private bus operators and local authorities make a legally binding (statutory) plan and agree a shared vision, targets, and make specific commitments about how they will work together to improve local buses. Under an EP, local bus services remain privately owned and operated and bus operators continue to take revenue from fares and make independent decisions about how bus services are run.
- **A Franchised Bus Network:** This would mean Cambridgeshire and Peterborough Combined Authority would take control of how buses are run across the area. Local bus services would remain privately owned. We would have greater control over routes, timetables, ticket options, fares, frequency and service standards. Buses would all look the same and tickets could be used on multiple buses.

Key message 5: Call to action

Your views matter.

Do you support or oppose the proposed franchising scheme.

Your views will inform the final decision which will be made by the Mayor by ??

Key message 6: Get involved

Find out more about the alternative operating models and share your views:

Online: www.cambridgeshirepeterborough-ca.gov.uk/better-buses (QR CODE)

At a presentation event: (list of dates, venues and times)

At a pop-up event: (List of dates and venues)

Or by requesting a paper copy of the survey by emailing: XXXX or calling XXXXX

Appendix C

Bus franchising events and engagement plan

Our events and engagement programme is a major part of the consultation and will, alongside the research, be key to ensuring we reach all of our identified audiences.

The majority of events will commence September rather than August to ensure those who want to come along aren't on holiday but we will begin engagement with statutory consultees in August. We will also carry out a mixture of online and face to face.

All of the events will be publicised in advance.

Statutory Consultee events

Summary

There will be six constituent council events in each of the constituent council areas. These are closed events primarily for statutory consultees from the local council although constituent councils can also invite key local stakeholders. Statutory consultees will receive a list of the six events when they receive their consultation pack and will be able to RSVP and attend any one of the events if they so wish. We are in the process of booking these and pacing these out over Sept-mid Oct.

Purpose

The aim of these events is to provide background in a presentational style covering the business case and responding to any questions statutory consultees might have. It is not to specifically help anyone to fill out the long form consultation form.

Location	Attendees	Summary of agenda	Set up	Feedback capture	Officer support required	Date/Time of event
The Maltings, East Cambs	Up to 50 local statutory consultees covering ECambs Council	<p>DRAFT Running order Introduction Judith Barker, Executive Director of Place and Connectivity</p> <ul style="list-style-type: none"> • How important bus operation is to the future of the region • Working closely together for the benefit of the people of CPCA region • Wide consultation and want to hear views from every quarter but recognise business represent important insight to the future of economic prosperity of the region. <p>Technical Assessment [add name and title from consultancy]</p> <ul style="list-style-type: none"> • How the assessment was conducted • Five core areas of reviews and results from that assessment <p>Consultation details [Ed Coleman or Cllr responsible for Transportation in CPCA]</p> <ul style="list-style-type: none"> • Events schedule and pop up engagement • Website and online surveys • Market research: focus groups and survey • CPCA Councils <p>Your feedback and how it will be considered [Andrew ?]</p>	<p>Theatre-style with Av for a presentation</p> <p>Basic refreshments provided on arrival for all</p> <p>(all rooms booked between 5-8.30pm)</p>	<p>Note taker from Westco</p> <p>They will be asked to fill in the long form questionnaire at their leisure</p>	<p>Technical Judith Andrew Rob Comms Ed? Support ??</p>	<p>TBC but 6-8pm so people can come along after work</p>

University of Cambridge, Cambridge	Up to 50 local statutory consultees covering Camb City Council	As above	As above		Technical Judith Andrew Rob Comms Ed? Support ??	TBC
Queen Mary Centre, Wisbech	Up to 50 local statutory consultees covering Fenland DC	As above	As above		Technical Judith Andrew Rob Comms Ed? Support ??	TBC
Pathfinder House, Huntingdonshire	Up to 50 local statutory consultees covering Huntingdonshire BC	As above	As above		Technical Judith Andrew Rob Comms Ed? Support ??	TBC
ARU Peterborough, Peterborough	Up to 50 local statutory consultees covering Peterborough CC	As above	As above		Technical Judith Andrew Rob Comms Ed?	TBC

					Support ??	
Duxford or Belfry House, S Cambs	Up to 50 local statutory consultees covering S Cambs	As above	As above		Technical Judith Andrew Rob Comms Ed? Support ??	TBC

Materials required

Summary assessment; long assessment; long survey; pop up banners; presentations.

Business event

Purpose

To inform business leaders who are not part of the statutory consultees of the assessment results, provide details of the consultation, how the business community can give its views and how they will be taken into consideration. We will also capture feedback given at the event that will be logged and fed into the consultation.

Location	Attendees	Agenda	Set up	Feedback capture	Support	DATE
Racecourse	To be agreed whether this is a general call out or invite – am discussing with Mike	<p>Running order</p> <p>Introduction Judith Barker, Executive Director of Place and Connectivity</p> <ul style="list-style-type: none"> • How important bus operation is to the future of the region • Working closely together for the benefit of the people of CPCA region • Wide consultation and want to hear views from every quarter but recognise business represent important insight to the future of economic prosperity of the region. <p>Technical Assessment [add name and title from consultancy]</p> <ul style="list-style-type: none"> • How the assessment was conducted • Five core areas of reviews and results from that assessment <p>Consultation details [Ed Coleman or Cllr responsible for Transportation in CPCA]</p> <ul style="list-style-type: none"> • Events schedule and pop up engagement • Website and online surveys 	<p>Eight people to a table</p> <p>One facilitator / note taker on each table to capture feedback</p> <p>Presentations by CPCA officers and technical advisors</p>	<p>Note taker from Westco</p> <p>They will be asked to fill in the long form or short form at their leisure</p>	<p>Judith Barker, Andrew, Technical advisors on assessment, Westco note taker / facilitator Ed Coleman Comms</p>	October?

		<ul style="list-style-type: none"> • Market research: focus groups and survey • CPCA Councils <p>Your feedback and how it will be considered [Andrew ?]</p> <ul style="list-style-type: none"> • Survey short questions based on five core assessment criteria • How CPCA will analyse Statutory Consultees responses • Late response protocols • CTA to please get involved and give us your views <p>Questions from the floor – Panel including technical consultants, Judith, Ed, Andrew etc</p>				
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Materials required:

Summary assessment; long assessment; long survey; pop up banners; presentations.

Bus Operators event

Purpose: To inform bus operators of the assessment results, provide details of the consultation, how bus operators can give their views and how they will be taken into consideration. We will also capture feedback given at the event that will be logged and fed into the consultation.

Location	Attendees	Agenda	Set up	Feedback capture	Support	Date/Time
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To be agreed	All bus operators	<p>Introduction Judith Barker, Executive Director of Place and Connectivity</p> <ul style="list-style-type: none"> • How important bus operation is to the future of the region • Working closely together for the benefit of the people of CPCA region • Wide consultation and want to hear views from every quarter but recognise Bus operators are crucial to any plans for the future of bus travel in the region <p>Technical Assessment [add name and title from consultancy]</p> <ul style="list-style-type: none"> • How the assessment was conducted • Five core areas of reviews and results from that assessment <p>Consultation details [Ed Coleman or Cllr responsible for travel]</p> <ul style="list-style-type: none"> • Events schedule and pop up engagement • Website and online surveys • Market research: focus groups and survey • CPCA Councils <p>Your feedback and how it will be considered [Andrew]</p> <ul style="list-style-type: none"> • Survey 41 questions based on five core assessment criteria • How CPCA will analyse Statutory Consultees responses 	<p>Round table briefing</p> <p>One note taker/ facilitator to take minutes</p> <p>Presentation by CPCA officers and technical advisors</p>	<p>Note taker from Westco or more required?</p> <p>They will be asked to fill in the long form questionnaire</p>	<p>Judith Barker, Andrew, Technical advisors on assessment, facilitator, Ed Coleman]</p>	<p>September TBC</p>
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		<ul style="list-style-type: none"> Late response protocols CTA to please get involved and give us your views <p>Questions from round table</p> <ul style="list-style-type: none"> Chaired by Judith who allocated questions to correct experts round the table 				
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Materials required

Summary assessment; long assessment; long survey; pop up banners; presentations.

Additional statutory stakeholder events and engagement

1. Statutory Consultee Packs to be sent out by recorded delivery week one of the consultation followed up by regular tracking of who has and hasn't filled the consultation in and follow up emails.
2. Offer of meetings/follow ups with any of the statutory consultees who would like more than an invite to the events.

Events for protected characteristics and bus/prospective bus users

Purpose

The aim of these events is to ensure we reach as many people from the identified protected characteristic groups set out in the consultation plan. This means we will make an extra effort for those people with relevant protected characteristics (not all). Many of those groups also cross over with our bus user

audiences we have identified by interrogating available data including the census. This ensures we are complying with our statutory obligations as well as going further by gaining wide views from identified bus users.

We will hold eight events through September to November 11 to gain views from these groups, these will be geographically spread across the region. Additionally we are running 8 focus groups, 2 with younger people, 1 with older people, 1 with disabled people, 10 plus people from minority groups across seven of the groups and three or four parents of young children (another protected characteristic).

Event	Attendees	Agenda	Set up	Protected characteristic	Bus user segment	Support	Date / location
Retirement Village Rose lea, Ely	Residents	Short presentation and explanation followed by opportunity for questions then support to fill in the online short form	Informal roundtable presentation or formal theatre style presentation depending on group	Older people	Older people	Judith/Andrew or colleague	TBC but during the day
Sixth Form College Peterborough	Students	Drop in or presentation?	Depends	Younger people	Under 25s	As above	TBC
University Cambridge	Students	Drop in or presentation	Depends	Younger people	Under 25s	As above	TBC
Afro Caribbean group Cambridge	Black Afro Caribbean	Drop in or presentation		Ethnic Minorities	Families/ethnic minorities	As above	TBC

Mosque visit Peterborough	Asian	Drop in or presentation		Ethnic Minorities	Families/ethnic minorities	As above	TBC
Visually Impaired Cambridge Blind Ass	People who are visually impaired – local group?	Drop in or presentation		People with disabilities	N/A	As above	TBC
Sure Start Family Huntingdon	People with hidden disability and families	Drop in or presentation		People with disabilities	N/A	As above	TBC
Mobility issues group Graham at HealthWatch/ Speak Out Council	People with mobility issues – which group?	Drop in or presentation		People with disabilities	N/A	As above	TBC
Food bank in Fens Rosmini Centre	People on low incomes	Drop in		People on low incomes	N/A	As above	TBC

Further engagement with protected characteristics

We will send out packs through the Third Sector network to various groups with the offer of follow up sessions.

We will send packs to Ethnic Minority groups and offer translation services as set out in our consultation plan,

We will monitor the feedback we are receiving and step in to provide more events if there are any particular people we are not reaching.

Events for members of the public (including our bus user segmentation) to find out more

Purpose

To raise awareness of the consultation, ensuring we give as many people as possible the opportunity to take part in the consultation, which means ensuring that they understand what they are being asked to do.

The online events will be recorded and be available for anyone wanting to find out more.

Event	Details	Location	Agenda	Audience	Date	Support
Online events for everyone – these will be widely publicised more than 4 weeks in advance	2 webinars	Hosted on Zoom	A simplified presentation of the one for stakeholders followed by a Q&A with questions left in the chat	Any interested party	One in September and one in November	Judith Andrew Finance Event team Comms support
	1 facebook live/Q&A (we will need to assess cost and skills to do this as it can be expensive to bring support in)	Hosted on facebook		Any interested party but focused at facebook users – often older/families	October	Judith Andrew Finance Event team Comms support
Online event for the Third Sector	1 webinar for third sector workers – to include sending out a toolkit they can share with clients (see further engagement with protected characteristics)	Hosted on Zoom		All third sector/charity workers	September	Judith Andrew Finance Event team Comms support
Drop in events	10 days in different parts of the region to busy bus stops/market towns/busy local events in areas where there is heavy bus use – to flyer and to ask people to fill in the questionnaire on lpad	To be agreed but spread across the region and to definitely take place in Cambridge & Peterborough bus depots		Bus users/ general public	Sept-November	Events team Sometimes comms support

Appendix B: Full list of events and attendance

Event	Location and duration	Engagement	Date
Events for stakeholders			
Bus Operators meeting	Pathfinder House, Huntingdon 10am-12	14 attendees	12.09
East Cambridgeshire Stakeholder meeting	The Maltings, Ely 3-5pm	14 attendees	12.09
Cambridge City Stakeholder meeting	University of Cambridge 6-8pm	9 attendees	16.09
Huntingdonshire Stakeholder meeting	Pathfinder House Huntingdon 6-8pm	20 attendees	19.9
Peterborough Stakeholder meeting	ARU Peterborough 6-8pm	16 attendees	03.9
South Cambridgeshire Stakeholder meeting	Imperial War Museum Duxford 6-8pm	14 attendees	10.9
Fenland Stakeholder meeting	Queen Mary Centre 6-8pm	3 attendees	
Protected Characteristic events			
Healthwatch	The Maple Centre, Huntingdon 2-4pm	Nine attendees Meeting with disabled people about a variety of bus related subjects	17.09
Roslyn Court Retirement Village	Lisle Lane, Ely 10.30am – 12.30	Nine attendees Meeting with detailed one-to-one discussions with residents with questions mostly centred around the consultation rather than local issues	18.09
Cambridge Deaf Association	City College Peterborough 12.15-2.15pm	13 attendees Questions based around problems faced by the deaf community when using the bus	25.09
Child & Family Centre	The Cabin, Northstowe 1-2pm	No attendees but we did speak to two mums after the meeting. This was attributed to very bad weather and lack of interest from the group. The meeting was well publicised beforehand and promoted by the group's own organisers.	1.10

The Rosmini Centre Foodbank	Queens Road Cambridge 11am-1pm	10 attendees from the Care Group and 66 attendees at the food bank	2.10
Cambridge Ethnic Community Forum	Arbury Court Wisbech 11am-12	10 attendees A meeting with lots of discussion afterwards: the attendees knew a lot about the subject and asked some useful/interesting questions.	5.10
<i>Faizan E Medina Mosque</i>	<i>Gladstone St Peterborough 2-4pm</i>	<i>This event was cancelled five days before because of flooding at the venue</i>	
RNIB	Northminster House Peterborough 11am-12	4 attendees Discussions were based on improving accessibility and communications interfaces on buses.	24.10
Online events			
Stakeholders	Online	11 attendees	12.11
Stakeholders	Online	16 attendees	14.11

Appendix C: Short Form Codeframe

Section	Section Code	Theme	Theme Code	Sub Theme	Sub Theme Code	Full Code
Service S1		OTHER	Oth	Other		1 S1-Oth-1
Service S1		OTHER	Oth	Nothing / don't know		2 S1-Oth-2
Service S1		GENERAL SERVICE COMMENTS	Serv	GENERAL SERVICE COMMENTS		
Service S1		GENERAL SERVICE COMMENTS	Serv	Good service		3 S1-Serv-3
Service S1		GENERAL SERVICE COMMENTS	Serv	Good service in towns/cities		4 S1-Serv-4
Service S1		GENERAL SERVICE COMMENTS	Serv	Good park and ride service		5 S1-Serv-5
Service S1		GENERAL SERVICE COMMENTS	Serv	Good service in (some) rural areas		6 S1-Serv-6
Service S1		GENERAL SERVICE COMMENTS	Serv	Good service for commuters		7 S1-Serv-7
Service S1		GENERAL SERVICE COMMENTS	Serv	Ok / adequate service		8 S1-Serv-8
Service S1		GENERAL SERVICE COMMENTS	Serv	Ok / adequate service in towns/cities		9 S1-Serv-9
Service S1		GENERAL SERVICE COMMENTS	Serv	Service is variable		10 S1-Serv-10
Service S1		GENERAL SERVICE COMMENTS	Serv	Poor / inadequate service		11 S1-Serv-11
Service S1		GENERAL SERVICE COMMENTS	Serv	Poor / inadequate service in towns/cities		12 S1-Serv-12
Service S1		GENERAL SERVICE COMMENTS	Serv	Poor / inadequate service in rural areas / outside towns/cities		13 S1-Serv-13
Service S1		GENERAL SERVICE COMMENTS	Serv	Poor service for commuters		14 S1-Serv-14
Service S1		GENERAL SERVICE COMMENTS	Serv	Poor service for elderly residents		15 S1-Serv-15
Service S1		GENERAL SERVICE COMMENTS	Serv	Poor service to colleges / schools		16 S1-Serv-16
Service S1		GENERAL SERVICE COMMENTS	Serv	Poor service to hospitals		17 S1-Serv-17
Service S1		GENERAL SERVICE COMMENTS	Serv	Poor service to train stations		18 S1-Serv-18
Service S1		GENERAL SERVICE COMMENTS	Serv	Poor service to supermarkets / shops		19 S1-Serv-19
Service S1		GENERAL SERVICE COMMENTS	Serv	Service not sufficient for expanding population (eg new housing estates)		20 S1-Serv-20
Service S1		GENERAL SERVICE COMMENTS	Serv	Should be a public service / publicly owned / not for profit		21 S1-Serv-21
Service S1		GENERAL SERVICE COMMENTS	Serv	Poor service for people with disabilities		22 S1-Serv-22
Service S1		GENERAL SERVICE COMMENTS	Serv	Poor services for attending social events		23 S1-Serv-23
Service S1		GENERAL SERVICE COMMENTS	Serv	Other general service comments		24 S1-Serv-24
Service S1		COVERAGE BY DAY / TIME OF DAY	Day	COVERAGE BY DAY / TIME OF DAY		
Service S1		COVERAGE BY DAY / TIME OF DAY	Day	Good service during working hours		25 S1-Day-25
Service S1		COVERAGE BY DAY / TIME OF DAY	Day	Services run until late evening		26 S1-Day-26
Service S1		COVERAGE BY DAY / TIME OF DAY	Day	No / limited early morning services		27 S1-Day-27
Service S1		COVERAGE BY DAY / TIME OF DAY	Day	No (late) evening services		28 S1-Day-28
Service S1		COVERAGE BY DAY / TIME OF DAY	Day	No (late) evening services in rural areas		29 S1-Day-29
Service S1		COVERAGE BY DAY / TIME OF DAY	Day	No late evening services to park and ride		30 S1-Day-30
Service S1		COVERAGE BY DAY / TIME OF DAY	Day	Services do not fit the working day		31 S1-Day-31
Service S1		COVERAGE BY DAY / TIME OF DAY	Day	Limited service (eg restricted hours) at weekends		32 S1-Day-32
Service S1		COVERAGE BY DAY / TIME OF DAY	Day	Services do not run every day / on Sunday		33 S1-Day-33
Service S1		COVERAGE BY DAY / TIME OF DAY	Day	Other coverage by day / time of day comments		34 S1-Day-34
Service S1		AREA COVERAGE	Area	AREA COVERAGE		
Service S1		AREA COVERAGE	Area	Limited coverage / services		35 S1-Area-35
Service S1		AREA COVERAGE	Area	Services in some (rural) areas have been cut / are under threat		36 S1-Area-36
Service S1		AREA COVERAGE	Area	No bus service in some (rural) areas		37 S1-Area-37
Service S1		AREA COVERAGE	Area	Other area coverage comments		38 S1-Area-38
Service S1		JOURNEY DURATION	Dur	JOURNEY DURATION		
Service S1		JOURNEY DURATION	Dur	Journeys are quick		39 S1-Dur-39
Service S1		JOURNEY DURATION	Dur	Journeys are too slow		40 S1-Dur-40
Service S1		JOURNEY DURATION	Dur	Other journey duration comments		41 S1-Dur-41
Service S1		COST	Cost	COST		
Service S1		COST	Cost	Like £2 cap on fares		42 S1-Cost-42
Service S1		COST	Cost	Like £1 children's pass		43 S1-Cost-43
Service S1		COST	Cost	Like Tiger pass		44 S1-Cost-44
Service S1		COST	Cost	Free buses in towns / cities		45 S1-Cost-45
Service S1		COST	Cost	Good price / value		46 S1-Cost-46
Service S1		COST	Cost	Expensive / poor value		47 S1-Cost-47
Service S1		COST	Cost	Do not want to subsidise bus services (through council tax)		48 S1-Cost-48
Service S1		COST	Cost	Other cost comments		49 S1-Cost-49
Service S1		RELIABILITY	Rel	RELIABILITY		
Service S1		RELIABILITY	Rel	Reliable		50 S1-Rel-50
Service S1		RELIABILITY	Rel	Unreliable		51 S1-Rel-51
Service S1		RELIABILITY	Rel	Services run on time		52 S1-Rel-52
Service S1		RELIABILITY	Rel	Services do not run on time		53 S1-Rel-53
Service S1		RELIABILITY	Rel	Too many cancellations (without notice)		54 S1-Rel-54
Service S1		RELIABILITY	Rel	Other reliability comments		55 S1-Rel-55
Service S1		FREQUENCY	Freq	FREQUENCY		
Service S1		FREQUENCY	Freq	Regular service		56 S1-Freq-56
Service S1		FREQUENCY	Freq	Not frequent enough		57 S1-Freq-57
Service S1		FREQUENCY	Freq	Not frequent enough in rural areas / outside towns/cities		58 S1-Freq-58
Service S1		FREQUENCY	Freq	Services do not run regularly on Sunday		59 S1-Freq-59
Service S1		FREQUENCY	Freq	Other frequency comments		60 S1-Freq-60
Service S1		USAGE	Use	USAGE		
Service S1		USAGE	Use	Do not / rarely use buses		61 S1-Use-61
Service S1		USAGE	Use	Cycle instead of using buses		62 S1-Use-62
Service S1		USAGE	Use	Use car instead of buses		63 S1-Use-63
Service S1		USAGE	Use	Use taxi instead of buses		64 S1-Use-64
Service S1		USAGE	Use	Use train instead of buses		65 S1-Use-65
Service S1		USAGE	Use	£2 cap on fares has encouraged bus usage		66 S1-Use-66
Service S1		USAGE	Use	Overcrowded / no seats (during rush hour)		67 S1-Use-67
Service S1		USAGE	Use	Services are not reliable enough for medical appointments		68 S1-Use-68
Service S1		USAGE	Use	Too many under-used / empty services		69 S1-Use-69
Service S1		USAGE	Use	Getting buses is stressful / frustrating		70 S1-Use-70
Service S1		USAGE	Use	Other usage comments		71 S1-Use-71
Service S1		TRAFFIC MANAGEMENT	Traf	TRAFFIC MANAGEMENT		
Service S1		TRAFFIC MANAGEMENT	Traf	Guided busway services are good		72 S1-Traf-72
Service S1		TRAFFIC MANAGEMENT	Traf	Guided busway services are poor		73 S1-Traf-73
Service S1		TRAFFIC MANAGEMENT	Traf	Not enough bus lanes		74 S1-Traf-74
Service S1		TRAFFIC MANAGEMENT	Traf	Buses do not use bus lanes		75 S1-Traf-75
Service S1		TRAFFIC MANAGEMENT	Traf	Bus lanes not wide enough		76 S1-Traf-76
Service S1		TRAFFIC MANAGEMENT	Traf	Roadworks have affected bus services		77 S1-Traf-77
Service S1		TRAFFIC MANAGEMENT	Traf	Traffic congestion (at rush hour) affects bus services		78 S1-Traf-78
Service S1		TRAFFIC MANAGEMENT	Traf	Poor bus service encourages more car usage (and traffic congestion)		79 S1-Traf-79
Service S1		TRAFFIC MANAGEMENT	Traf	Other traffic management comments		80 S1-Traf-80
Service S1		BUS OPERATORS	Ops	BUS OPERATORS		
Service S1		BUS OPERATORS	Ops	Good bus operator		81 S1-Ops-81
Service S1		BUS OPERATORS	Ops	Poor bus operator		82 S1-Ops-82
Service S1		BUS OPERATORS	Ops	Bus operators focus on profit-making (at the expense of service)		83 S1-Ops-83
Service S1		BUS OPERATORS	Ops	Services are not joined up (as different providers)		84 S1-Ops-84
Service S1		BUS OPERATORS	Ops	Bus services should be franchised (under combined authority control)		85 S1-Ops-85
Service S1		BUS OPERATORS	Ops	Commercial bus services / competition not appropriate for rural areas		86 S1-Ops-86
Service S1		BUS OPERATORS	Ops	Operators have a monopoly on services		87 S1-Ops-87
Service S1		BUS OPERATORS	Ops	Operators don't respond to queries / complaints		88 S1-Ops-88
Service S1		BUS OPERATORS	Ops	Other bus operator comments		89 S1-Ops-89
Service S1		STAFFING	Staff	STAFFING		
Service S1		STAFFING	Staff	Good drivers		90 S1-Staff-90
Service S1		STAFFING	Staff	Lack of drivers		91 S1-Staff-91
Service S1		STAFFING	Staff	Poor drivers		92 S1-Staff-92
Service S1		STAFFING	Staff	Other staffing comments		93 S1-Staff-93
Service S1		INFRASTRUCTURE	Infr	INFRASTRUCTURE		
Service S1		INFRASTRUCTURE	Infr	Buses too large		94 S1-Infr-94
Service S1		INFRASTRUCTURE	Infr	Buses too small to meet demand		95 S1-Infr-95
Service S1		INFRASTRUCTURE	Infr	Small buses are good		96 S1-Infr-96
Service S1		INFRASTRUCTURE	Infr	Bus station not fit for purpose		97 S1-Infr-97
Service S1		INFRASTRUCTURE	Infr	Unpleasant bus stops		98 S1-Infr-98
Service S1		INFRASTRUCTURE	Infr	Not clear what buses stop at a particular bus stop		99 S1-Infr-99
Service S1		INFRASTRUCTURE	Infr	Dirty / smelly buses		100 S1-Infr-100
Service S1		INFRASTRUCTURE	Infr	Uncomfortable buses		101 S1-Infr-101
Service S1		INFRASTRUCTURE	Infr	Live electronic timetable display / bus operator app is helpful		102 S1-Infr-102
Service S1		INFRASTRUCTURE	Infr	Live electronic timetable display / bus operator app inaccurate		103 S1-Infr-103
Service S1		INFRASTRUCTURE	Infr	Need electronic displays at bus stops		104 S1-Infr-104
Service S1		INFRASTRUCTURE	Infr	Good quality buses		105 S1-Infr-105
Service S1		INFRASTRUCTURE	Infr	Clean buses		106 S1-Infr-106
Service S1		INFRASTRUCTURE	Infr	Out of date buses		107 S1-Infr-107
Service S1		INFRASTRUCTURE	Infr	Needs to implement contactless payments		108 S1-Infr-108
Service S1		INFRASTRUCTURE	Infr	Buses should have two doors		109 S1-Infr-109
Service S1		INFRASTRUCTURE	Infr	Need electric / zero emission buses		110 S1-Infr-110
Service S1		INFRASTRUCTURE	Infr	Buses often break down		111 S1-Infr-111
Service S1		INFRASTRUCTURE	Infr	Other infrastructure comments		112 S1-Infr-112
Service S1		TIMETABLING	Time	TIMETABLING		
Service S1		TIMETABLING	Time	Poor timetabling (eg services do not connect)		113 S1-Time-113
Service S1		TIMETABLING	Time	Frequent / unnecessary timetable changes		114 S1-Time-114
Service S1		TIMETABLING	Time	Poorly advertised timetable changes		115 S1-Time-115
Service S1		TIMETABLING	Time	Timetabling / route / fare information not readily available		116 S1-Time-116
Service S1		TIMETABLING	Time	Too many buses arriving at the same / similar time		117 S1-Time-117
Service S1		TIMETABLING	Time	Too much time allowed at / between stops		118 S1-Time-118
Service S1		TIMETABLING	Time	Other timetabling comments		119 S1-Time-119
Service S1		ROUTES	Route	ROUTES		
Service S1		ROUTES	Route	No direct service / need to change buses		120 S1-Route-120
Service S1		ROUTES	Route	Bus stops not convenient		121 S1-Route-121
Service S1		ROUTES	Route	Too many stops on route		122 S1-Route-122
Service S1		ROUTES	Route	Not enough routes		123 S1-Route-123
Service S1		ROUTES	Route	Other route comments		124 S1-Route-124
Service S1		SAFETY	Safe	SAFETY		
Service S1		SAFETY	Safe	Feel unsafe using buses		125 S1-Safe-125
Service S1		SAFETY	Safe	Buses are a danger to cyclists		126 S1-Safe-126

Section	Section Code	Theme	Theme Code	Sub Theme	Sub Theme Code	Full Code
Strategic	S2	OTHER	Oth	Other		1 S2-Oth-1
Strategic	S2	OTHER	Oth	Don't know		2 S2-Oth-2
Strategic	S2	OTHER	Oth	Nothing		3 S2-Oth-3
Strategic	S2	OTHER	Oth	Do not understand proposals / need further information/clarification		4 S2-Oth-4
Strategic	S2	OTHER	Oth	No need for change (to some services)		5 S2-Oth-5
Strategic	S2	OTHER	Oth	Consultation (survey) too detailed / complex		6 S2-Oth-6
Strategic	S2	OTHER	Oth	Scepticism that consultation will influence combined authority's decision		7 S2-Oth-7
Strategic	S2	OTHER	Oth	Need comprehensive plan for region's transport (not just buses)		8 S2-Oth-8
Strategic	S2	OTHER	Oth	Conditional agreement with the question		9 S2-Oth-9
Strategic	S2	OTHER	Oth	Neither agree nor disagree with the question/neutral		10 S2-Oth-10
Strategic	S2	GENERAL	Gen	GENERAL		
Strategic	S2	GENERAL	Gen	I agree with reform / a good idea / worth trying		11 S2-Gen-11
Strategic	S2	GENERAL	Gen	Reform could lead to improved bus services		12 S2-Gen-12
Strategic	S2	GENERAL	Gen	Do not agree with proposed reform / not a good idea		13 S2-Gen-13
Strategic	S2	GENERAL	Gen	Reform would not make any difference to bus services		14 S2-Gen-14
Strategic	S2	GENERAL	Gen	Reforms could be costly		15 S2-Gen-15
Strategic	S2	GENERAL	Gen	More innovation needed		16 S2-Gen-16
Strategic	S2	FRANCHISING	Fran	FRANCHISING		
Strategic	S2	FRANCHISING	Fran	Would like it to be franchised		17 S2-Fran-17
Strategic	S2	FRANCHISING	Fran	Franchising could mean a better service		18 S2-Fran-18
Strategic	S2	FRANCHISING	Fran	Franchising could mean more / better routes		19 S2-Fran-19
Strategic	S2	FRANCHISING	Fran	Franchising could mean more accountability / control		20 S2-Fran-20
Strategic	S2	FRANCHISING	Fran	Franchising could mean better (through / contactless) ticketing		21 S2-Fran-21
Strategic	S2	FRANCHISING	Fran	Franchising could mean reasonable / reduced fares		22 S2-Fran-22
Strategic	S2	FRANCHISING	Fran	Franchising could prevent cuts / reduction in services		23 S2-Fran-23
Strategic	S2	FRANCHISING	Fran	Do not agree with franchising		24 S2-Fran-24
Strategic	S2	FRANCHISING	Fran	Franchising could mean cuts / reduction in services (on non-profitable routes)		25 S2-Fran-25
Strategic	S2	FRANCHISING	Fran	Franchising could mean fare increases		26 S2-Fran-26
Strategic	S2	FRANCHISING	Fran	Different reform options in different localities (i.e mix of EP and franchising, or different models of franchising)		27 S2-Fran-27
Strategic	S2	FRANCHISING	Fran	Importance for service continuity during the transition		28 S2-Fran-28
Strategic	S2	FRANCHISING	Fran	Community transport included/excluded in the reform proposals		29 S2-Fran-29
Strategic	S2	FRANCHISING	Fran	Concerns in relation to the Combined Authority's proposed approach to the proposed lotting		30 S2-Fran-30
Strategic	S2	ENHANCED PARTNERSHIP	EP	ENHANCED PARTNERSHIP		
Strategic	S2	ENHANCED PARTNERSHIP	EP	Would like an enhanced partnership		31 S2-EP-31
Strategic	S2	ENHANCED PARTNERSHIP	EP	Do not agree with an enhanced partnership		32 S2-EP-32
Strategic	S2	ENHANCED PARTNERSHIP	EP	Reforms could be delivered quicker and cheaper through stronger enhanced partnership		33 S2-EP-33
Strategic	S2	ACCOUNTABILITY / CONTROL	Con	ACCOUNTABILITY / CONTROL		
Strategic	S2	ACCOUNTABILITY / CONTROL	Con	Bus companies need to be (more) accountable		34 S2-Con-34
Strategic	S2	ACCOUNTABILITY / CONTROL	Con	Better to have more (combined authority) control		35 S2-Con-35
Strategic	S2	ACCOUNTABILITY / CONTROL	Con	Do not support combined authority involvement / Questioning CPCA's competency to manage network		36 S2-Con-36
Strategic	S2	ACCOUNTABILITY / CONTROL	Con	Deregulation of bus services has failed		37 S2-Con-37
Strategic	S2	BUS OPERATORS	Ops	BUS OPERATORS		
Strategic	S2	BUS OPERATORS	Ops	Buses services should be in public ownership / a public service / municipal company		38 S2-Ops-38
Strategic	S2	BUS OPERATORS	Ops	Bus operators should not have a monopoly / there should be more competition		39 S2-Ops-39
Strategic	S2	BUS OPERATORS	Ops	Bus services should be in private ownership / control		40 S2-Ops-40
Strategic	S2	FINANCE / FUNDING	Fin	FINANCE / FUNDING		
Strategic	S2	FINANCE / FUNDING	Fin	Should be not for profit / not focus only on profit-making routes		41 S2-Fin-41
Strategic	S2	FINANCE / FUNDING	Fin	Local taxes should not be used to fund it		42 S2-Fin-42
Strategic	S2	FINANCE / FUNDING	Fin	Services should be (cross) subsidised		43 S2-Fin-43
Strategic	S2	FINANCE / FUNDING	Fin	Bus operators should focus on profit-making routes		44 S2-Fin-44
Strategic	S2	FINANCE / FUNDING	Fin	Reforms should be properly funded		45 S2-Fin-45
Strategic	S2	FINANCE / FUNDING	Fin	Need to (further) consider the risks / costs of net zero transition		46 S2-Fin-46
Strategic	S2	ALTERNATIVE MODELS	Alt	ALTERNATIVE MODELS		
Strategic	S2	ALTERNATIVE MODELS	Alt	Learn lessons from bus provision in other cities / countries		47 S2-Alt-47
Strategic	S2	ALTERNATIVE MODELS	Alt	Should replace buses with trams / trains		48 S2-Alt-48
Strategic	S2	GENERAL SERVICE COMMENTS	Ser	GENERAL SERVICE COMMENTS		
Strategic	S2	GENERAL SERVICE COMMENTS	Ser	Bus services are already good (in some areas)		49 S2-Ser-49
Strategic	S2	GENERAL SERVICE COMMENTS	Ser	Bus services need to be improved		50 S2-Ser-50
Strategic	S2	GENERAL SERVICE COMMENTS	Ser	Put the needs of the general public first		51 S2-Ser-51
Strategic	S2	GENERAL SERVICE COMMENTS	Ser	Bus services for the most vulnerable (eg elderly) should be maintained		52 S2-Ser-52
Strategic	S2	GENERAL SERVICE COMMENTS	Ser	Need a more strategic approach		53 S2-Ser-53
Strategic	S2	GENERAL SERVICE COMMENTS	Ser	Improvements to the bus service would have economic / social benefits		54 S2-Ser-54
Strategic	S2	GENERAL SERVICE COMMENTS	Ser	Additional challenges to bus services/bus industry identified		55 S2-Ser-55
Strategic	S2	GENERAL SERVICE COMMENTS	Ser	Bus services were already in decline before current proposals		56 S2-Ser-56
Strategic	S2	SERVICE IMPROVEMENTS NEEDED	Imp	SERVICE IMPROVEMENTS NEEDED		
Strategic	S2	SERVICE IMPROVEMENTS NEEDED	Imp	Bus journeys should be quicker		57 S2-Imp-57
Strategic	S2	SERVICE IMPROVEMENTS NEEDED	Imp	Need better services for commuters		58 S2-Imp-58
Strategic	S2	SERVICE IMPROVEMENTS NEEDED	Imp	Need better services to schools / colleges		59 S2-Imp-59
Strategic	S2	SERVICE IMPROVEMENTS NEEDED	Imp	Need better services to hospitals		60 S2-Imp-60
Strategic	S2	SERVICE IMPROVEMENTS NEEDED	Imp	Need better services to railway stations		61 S2-Imp-61
Strategic	S2	SERVICE IMPROVEMENTS NEEDED	Imp	Need fewer cancellations (at short notice)		62 S2-Imp-62
Strategic	S2	SERVICE IMPROVEMENTS NEEDED	Imp	Need fewer timetable changes		63 S2-Imp-63
Strategic	S2	SERVICE IMPROVEMENTS NEEDED	Imp	Need to prevent cuts to services (at short notice)		64 S2-Imp-64
Strategic	S2	SERVICE IMPROVEMENTS NEEDED	Imp	Need more bus drivers		65 S2-Imp-65
Strategic	S2	SERVICE IMPROVEMENTS NEEDED	Imp	Need more services at unsocial times (eg early morning / evening)		66 S2-Imp-66
Strategic	S2	SERVICE IMPROVEMENTS NEEDED	Imp	Need more services at weekends		67 S2-Imp-67
Strategic	S2	SERVICE IMPROVEMENTS NEEDED	Imp	Need more routes		68 S2-Imp-68
Strategic	S2	SERVICE IMPROVEMENTS NEEDED	Imp	Need more direct routes / fewer stops on routes		69 S2-Imp-69
Strategic	S2	SERVICE IMPROVEMENTS NEEDED	Imp	Need to be more punctual / reliable		70 S2-Imp-70
Strategic	S2	SERVICE IMPROVEMENTS NEEDED	Imp	Need to improve accessibility		71 S2-Imp-71
Strategic	S2	SERVICE IMPROVEMENTS NEEDED	Imp	Need to improve frequency (in peak hours)		72 S2-Imp-72
Strategic	S2	SERVICE IMPROVEMENTS NEEDED	Imp	Rural / village services need maintaining/improving		73 S2-Imp-73
Strategic	S2	SERVICE IMPROVEMENTS NEEDED	Imp	Services should meet the needs of a growing population		74 S2-Imp-74
Strategic	S2	SERVICE IMPROVEMENTS NEEDED	Imp	Services should be more joined up / integrated		75 S2-Imp-75
Strategic	S2	SERVICE IMPROVEMENTS NEEDED	Imp	Should vary bus sizes according to need		76 S2-Imp-76
Strategic	S2	SERVICE IMPROVEMENTS NEEDED	Imp	There should be fewer empty buses		77 S2-Imp-77
Strategic	S2	SERVICE IMPROVEMENTS NEEDED	Imp	Need up to date information / live tracking of bus services		78 S2-Imp-78
Strategic	S2	SERVICE IMPROVEMENTS NEEDED	Imp	Introduce energy efficient / electric buses		79 S2-Imp-79
Strategic	S2	SERVICE IMPROVEMENTS NEEDED	Imp	Introduce on demand services		80 S2-Imp-80
Strategic	S2	SERVICE IMPROVEMENTS NEEDED	Imp	More comfortable buses		81 S2-Imp-81
Strategic	S2	FARES / TICKETING	Fare	FARES / TICKETING		
Strategic	S2	FARES / TICKETING	Fare	Fares should be reasonable / reduced		82 S2-Fare-82
Strategic	S2	FARES / TICKETING	Fare	Fares should be consistent across services		83 S2-Fare-83
Strategic	S2	FARES / TICKETING	Fare	Tickets should be usable across multiple operators		84 S2-Fare-84
Strategic	S2	TRAFFIC MANAGEMENT	Traf	TRAFFIC MANAGEMENT		
Strategic	S2	TRAFFIC MANAGEMENT	Traf	Would encourage more bus usage / fewer cars / modal shift (so better for the environment)		85 S2-Traf-85
Strategic	S2	TRAFFIC MANAGEMENT	Traf	Need to address congestion / traffic issues (eg caused by roadworks)		86 S2-Traf-86
Strategic	S2	TRAFFIC MANAGEMENT	Traf	Do not penalise motorists		87 S2-Traf-87
Strategic	S2	TRAFFIC MANAGEMENT	Traf	More bus lanes / use of bus lanes needed		88 S2-Traf-88
Strategic	S2	TRAFFIC MANAGEMENT	Traf	Querrying if the franchising scheme will address congestion issues		89 S2-Traf-89
Strategic	S2	SAFETY / SECURITY	Safe	SAFETY / SECURITY		
Strategic	S2	SAFETY / SECURITY	Safe	Focus on safety		90 S2-Safe-90

Section	Section Code	Theme	Theme Code	Sub Theme	Sub Theme Code	Full Code
Economic	S3	OTHER	Oth	Other		1 S3-Oth-1
Economic	S3	OTHER	Oth	Don't know		2 S3-Oth-2
Economic	S3	OTHER	Oth	Nothing		3 S3-Oth-3
Economic	S3	OTHER	Oth	Need further information / clarification		4 S3-Oth-4
Economic	S3	OTHER	Oth	Neither agree nor disagree – in some aspects but not all		5 S3-Oth-5
Economic	S3	OTHER	Oth	Different models are suitable for different areas		6 S3-Oth-6
Economic	S3			POSITIVE COMMENTS ON FRANCHISING		
Economic	S3	POSITIVE COMMENTS ON FRANCHISING	Pos	I agree / the best option / better value		7 S3-Pos-7
Economic	S3	POSITIVE COMMENTS ON FRANCHISING	Pos	A good idea / would be beneficial		8 S3-Pos-8
Economic	S3	POSITIVE COMMENTS ON FRANCHISING	Pos	Enhanced partnership would not improve services		9 S3-Pos-9
Economic	S3	POSITIVE COMMENTS ON FRANCHISING	Pos	Enhanced partnership would be difficult to negotiate / manage		10 S3-Pos-10
Economic	S3	POSITIVE COMMENTS ON FRANCHISING	Pos	Good that it saves money / increases revenue		11 S3-Pos-11
Economic	S3	POSITIVE COMMENTS ON FRANCHISING	Pos	Will incentivise public transport use		12 S3-Pos-12
Economic	S3	POSITIVE COMMENTS ON FRANCHISING	Pos	Offers (wider) economic / social benefits		13 S3-Pos-13
Economic	S3	POSITIVE COMMENTS ON FRANCHISING	Pos	Gives the combined authority more control (eg over routes / operations / infrastructure)		14 S3-Pos-14
Economic	S3	POSITIVE COMMENTS ON FRANCHISING	Pos	Bus operators would be more accountable		15 S3-Pos-15
Economic	S3	POSITIVE COMMENTS ON FRANCHISING	Pos	Franchise models are working well elsewhere (eg London / Manchester)		16 S3-Pos-16
Economic	S3	POSITIVE COMMENTS ON FRANCHISING	Pos	Services would improve		17 S3-Pos-17
Economic	S3	POSITIVE COMMENTS ON FRANCHISING	Pos	Services would be maintained / cuts avoided (in rural areas)		18 S3-Pos-18
Economic	S3	POSITIVE COMMENTS ON FRANCHISING	Pos	Services would be more efficient		19 S3-Pos-19
Economic	S3	POSITIVE COMMENTS ON FRANCHISING	Pos	Services would be more reliable		20 S3-Pos-20
Economic	S3	POSITIVE COMMENTS ON FRANCHISING	Pos	Services would be co-ordinated / standardised		21 S3-Pos-21
Economic	S3	POSITIVE COMMENTS ON FRANCHISING	Pos	Services would be more accessible		22 S3-Pos-22
Economic	S3	POSITIVE COMMENTS ON FRANCHISING	Pos	Fares would be cheaper		23 S3-Pos-23
Economic	S3	POSITIVE COMMENTS ON FRANCHISING	Pos	Franchising provides more flexibility (to meet users' needs)		24 S3-Pos-24
Economic	S3	POSITIVE COMMENTS ON FRANCHISING	Pos	Franchising would have environmental benefits		25 S3-Pos-25
Economic	S3	POSITIVE COMMENTS ON FRANCHISING	Pos	Would bring competition / multiple operators into the region		26 S3-Pos-26
Economic	S3	POSITIVE COMMENTS ON FRANCHISING	Pos	Better long term benefits		27 S3-Pos-27
Economic	S3	POSITIVE COMMENTS ON FRANCHISING	Pos	Strong partnerships with a range of operators can lead to more innovation		28 S3-Pos-28
Economic	S3	POSITIVE COMMENTS ON FRANCHISING	Pos	Benefit of unified responsibility for bus operations and infrastructure		29 S3-Pos-29
Economic	S3	POSITIVE COMMENTS ON FRANCHISING	Pos	Other positive comments on franchising		30 S3-Pos-30
Economic	S3			NEGATIVE COMMENTS ON FRANCHISING		
Economic	S3	NEGATIVE COMMENTS ON FRANCHISING	Neg	Do not agree		31 S3-Neg-31
Economic	S3	NEGATIVE COMMENTS ON FRANCHISING	Neg	An enhanced partnership would be more beneficial		32 S3-Neg-32
Economic	S3	NEGATIVE COMMENTS ON FRANCHISING	Neg	Franchising does not offer value for money		33 S3-Neg-33
Economic	S3	NEGATIVE COMMENTS ON FRANCHISING	Neg	Gives the combined authority less control / operators have minimal accountability		34 S3-Neg-34
Economic	S3	NEGATIVE COMMENTS ON FRANCHISING	Neg	The combined authority bears too much risk		35 S3-Neg-35
Economic	S3	NEGATIVE COMMENTS ON FRANCHISING	Neg	Not effective / could lead to poor service		36 S3-Neg-36
Economic	S3	NEGATIVE COMMENTS ON FRANCHISING	Neg	Could result in increased fares		37 S3-Neg-37
Economic	S3	NEGATIVE COMMENTS ON FRANCHISING	Neg	Could result in non-profitable (rural) routes being cut		38 S3-Neg-38
Economic	S3	NEGATIVE COMMENTS ON FRANCHISING	Neg	Franchising is not working (elsewhere) / has not worked previously		39 S3-Neg-39
Economic	S3	NEGATIVE COMMENTS ON FRANCHISING	Neg	Franchising is expensive / a waste of money		40 S3-Neg-40
Economic	S3	NEGATIVE COMMENTS ON FRANCHISING	Neg	Enhanced partnership may offer more flexibility for operators to innovate		41 S3-Neg-41
Economic	S3	NEGATIVE COMMENTS ON FRANCHISING	Neg	Other negative comments on franchising		42 S3-Neg-42
Economic	S3			CAVEATS TO FRANCHISING		
Economic	S3	CAVEATS TO FRANCHISING	Cav	As long as it does not increase council tax		43 S3-Cav-43
Economic	S3	CAVEATS TO FRANCHISING	Cav	As long as the fares are affordable / cheaper		44 S3-Cav-44
Economic	S3	CAVEATS TO FRANCHISING	Cav	As long as services run regularly / frequency is maintained		45 S3-Cav-45
Economic	S3	CAVEATS TO FRANCHISING	Cav	As long as existing services are not cut		46 S3-Cav-46
Economic	S3	CAVEATS TO FRANCHISING	Cav	As long as it results in better / more reliable services		47 S3-Cav-47
Economic	S3	CAVEATS TO FRANCHISING	Cav	As long as journey times are reasonable		48 S3-Cav-48
Economic	S3	CAVEATS TO FRANCHISING	Cav	As long as rural services are maintained / improved		49 S3-Cav-49
Economic	S3	CAVEATS TO FRANCHISING	Cav	As long as services for the vulnerable (eg elderly) are maintained		50 S3-Cav-50
Economic	S3	CAVEATS TO FRANCHISING	Cav	As long as services are joined up (eg through ticketing)		51 S3-Cav-51
Economic	S3	CAVEATS TO FRANCHISING	Cav	As long as bus companies are accountable (eg through penalties for non-compliance)		52 S3-Cav-52
Economic	S3	CAVEATS TO FRANCHISING	Cav	As long as it is well managed (by the combined authority)		53 S3-Cav-53
Economic	S3	CAVEATS TO FRANCHISING	Cav	Will not know until put into practice		54 S3-Cav-54
Economic	S3	CAVEATS TO FRANCHISING	Cav	CPCA needs to undertake further work to fully understand the residual risks and uncertainties		55 S3-Cav-55
Economic	S3	CAVEATS TO FRANCHISING	Cav	Decline in patronage does not suggest long term success		56 S3-Cav-56
Economic	S3	CAVEATS TO FRANCHISING	Cav	Other caveats to franchising		57 S3-Cav-57
Economic	S3			ORGANISATION OF BUS SERVICES		
Economic	S3	ORGANISATION OF BUS SERVICES	Org	Stagecoach are doing a good job		58 S3-Org-58
Economic	S3	ORGANISATION OF BUS SERVICES	Org	Stagecoach are not doing a good job		59 S3-Org-59
Economic	S3	ORGANISATION OF BUS SERVICES	Org	Competition is (more) effective		60 S3-Org-60
Economic	S3	ORGANISATION OF BUS SERVICES	Org	Do not want one company to monopolise		61 S3-Org-61
Economic	S3	ORGANISATION OF BUS SERVICES	Org	Better if one company has control		62 S3-Org-62
Economic	S3	ORGANISATION OF BUS SERVICES	Org	Should be a public service / be publicly owned		63 S3-Org-63
Economic	S3	ORGANISATION OF BUS SERVICES	Org	Needs of the general public should be put first		64 S3-Org-64
Economic	S3	ORGANISATION OF BUS SERVICES	Org	Should not be run (just) to make profit		65 S3-Org-65
Economic	S3	ORGANISATION OF BUS SERVICES	Org	The combined authority are not competent to organise bus services		66 S3-Org-66
Economic	S3	ORGANISATION OF BUS SERVICES	Org	Service needs to be improved		67 S3-Org-67
Economic	S3	ORGANISATION OF BUS SERVICES	Org	Services should be cheaper/affordable (such as £1 tiger pass)		68 S3-Org-68
Economic	S3	ORGANISATION OF BUS SERVICES	Org	(Cross) subsidisation should be used		69 S3-Org-69
Economic	S3	ORGANISATION OF BUS SERVICES	Org	Need to encourage more bus usage (better for traffic / environment)		70 S3-Org-70
Economic	S3	ORGANISATION OF BUS SERVICES	Org	Query on responsibility for journey planning apps		71 S3-Org-71
Economic	S3	ORGANISATION OF BUS SERVICES	Org	Better benefits / conditions for staff / drivers		72 S3-Org-72
Economic	S3	ORGANISATION OF BUS SERVICES	Org	Other comments on organisation of bus services		73 S3-Org-73
Economic	S3			COSTS		
Economic	S3	COSTS	Cost	Would need to see more financial details		74 S3-Cost-74
Economic	S3	COSTS	Cost	Sceptical about financial projections / appraisal of value for money		75 S3-Cost-75
Economic	S3			RISKS		
Economic	S3	RISKS	Risk	Should include risk of driver shortages		76 S3-Risk-76
Economic	S3	RISKS	Risk	Should include risk of CPCA exposure to liabilities		77 S3-Risk-77
Economic	S3	RISKS	Risk	Should include risk of CPCA exposure to industry pay disputes		78 S3-Risk-78
Economic	S3	RISKS	Risk	Should include risk of disruptors such as CAV uptake		79 S3-Risk-79

Section	Section Code	Theme	Theme Code	Sub Theme	Sub Theme Code	Full Code
Commercial	S4	OTHER	Oth	Other		1 S4-Oth-1
Commercial	S4	OTHER	Oth	Don't know		2 S4-Oth-2
Commercial	S4	OTHER	Oth	Nothing		3 S4-Oth-3
Commercial	S4	OTHER	Oth	Need more clarification / information / do not understand		4 S4-Oth-4
Commercial	S4	OTHER	Oth	Do not support either option		5 S4-Oth-5
Commercial	S4	OTHER	Oth	No preference / delivery mechanism not important (to customers)		6 S4-Oth-6
Commercial	S4	OTHER	Oth	Partial / conditional agreement		7 S4-Oth-7
Commercial	S4	OTHER	Oth	Concerns about franchising track record in rail		8 S4-Oth-8
Commercial	S4			POSITIVE COMMENTS ON FRANCHISING		
Commercial	S4	POSITIVE COMMENTS ON FRANCHISING	Pos	I agree		9 S4-Pos-9
Commercial	S4	POSITIVE COMMENTS ON FRANCHISING	Pos	A good idea / franchising would be beneficial		10 S4-Pos-10
Commercial	S4	POSITIVE COMMENTS ON FRANCHISING	Pos	Competition/bidding is good / should lead to a better service		11 S4-Pos-11
Commercial	S4	POSITIVE COMMENTS ON FRANCHISING	Pos	Franchising will lead to better services		12 S4-Pos-12
Commercial	S4	POSITIVE COMMENTS ON FRANCHISING	Pos	Franchising is better in the long term		13 S4-Pos-13
Commercial	S4	POSITIVE COMMENTS ON FRANCHISING	Pos	Franchising is worth the risk		14 S4-Pos-14
Commercial	S4	POSITIVE COMMENTS ON FRANCHISING	Pos	Franchising will allow more control (eg over routes) / accountability		15 S4-Pos-15
Commercial	S4	POSITIVE COMMENTS ON FRANCHISING	Pos	Franchises have worked well elsewhere (eg London)		16 S4-Pos-16
Commercial	S4	POSITIVE COMMENTS ON FRANCHISING	Pos	Enhanced partnership would not bring any change / improvements		17 S4-Pos-17
Commercial	S4	POSITIVE COMMENTS ON FRANCHISING	Pos	Franchising gives more flexibility		18 S4-Pos-18
Commercial	S4	POSITIVE COMMENTS ON FRANCHISING	Pos	Other arguments for franchising		19 S4-Pos-19
Commercial	S4			NEGATIVE COMMENTS ON FRANCHISING		
Commercial	S4	NEGATIVE COMMENTS ON FRANCHISING	Neg	Do not agree with franchising		20 S4-Neg-20
Commercial	S4	NEGATIVE COMMENTS ON FRANCHISING	Neg	Nothing would change under franchising		21 S4-Neg-21
Commercial	S4	NEGATIVE COMMENTS ON FRANCHISING	Neg	Franchising could be costly		22 S4-Neg-22
Commercial	S4	NEGATIVE COMMENTS ON FRANCHISING	Neg	Franchising could result in higher fares		23 S4-Neg-23
Commercial	S4	NEGATIVE COMMENTS ON FRANCHISING	Neg	Franchising could result in (unprofitable) routes being cut		24 S4-Neg-24
Commercial	S4	NEGATIVE COMMENTS ON FRANCHISING	Neg	Franchising is (too) risky		25 S4-Neg-25
Commercial	S4	NEGATIVE COMMENTS ON FRANCHISING	Neg	Franchising will make things worse		26 S4-Neg-26
Commercial	S4	NEGATIVE COMMENTS ON FRANCHISING	Neg	(Lowest priced) franchise may result in poor service		27 S4-Neg-27
Commercial	S4	NEGATIVE COMMENTS ON FRANCHISING	Neg	Not clear who would pay for franchising		28 S4-Neg-28
Commercial	S4	NEGATIVE COMMENTS ON FRANCHISING	Neg	Franchisees would focus (only) on profit		29 S4-Neg-29
Commercial	S4	NEGATIVE COMMENTS ON FRANCHISING	Neg	Enhanced partnership would be better		30 S4-Neg-30
Commercial	S4	NEGATIVE COMMENTS ON FRANCHISING	Neg	The procurement process under the franchise model would incentivise operators to over promise		31 S4-Neg-31
Commercial	S4	NEGATIVE COMMENTS ON FRANCHISING	Neg	The feasibility of increased competition from smaller providers is questionable		32 S4-Neg-32
Commercial	S4	NEGATIVE COMMENTS ON FRANCHISING	Neg	How are you going to stop unauthorised new entrants registering services against franchises?		33 S4-Neg-33
Commercial	S4	NEGATIVE COMMENTS ON FRANCHISING	Neg	Other arguments against franchising		34 S4-Neg-34
Commercial	S4			ORGANISATION / FUNDING OF BUS SERVICES		
Commercial	S4	ORGANISATION / FUNDING OF BUS SERVICES	Org	Current model does not work / needs reform		35 S4-Org-35
Commercial	S4	ORGANISATION / FUNDING OF BUS SERVICES	Org	No need for change		36 S4-Org-36
Commercial	S4	ORGANISATION / FUNDING OF BUS SERVICES	Org	Combined authority not competent to organise bus services		37 S4-Org-37
Commercial	S4	ORGANISATION / FUNDING OF BUS SERVICES	Org	Make it a public service / focus on public needs		38 S4-Org-38
Commercial	S4	ORGANISATION / FUNDING OF BUS SERVICES	Org	Should not be (just) for profit		39 S4-Org-39
Commercial	S4	ORGANISATION / FUNDING OF BUS SERVICES	Org	Taxpayers should not subsidise bus services		40 S4-Org-40
Commercial	S4	ORGANISATION / FUNDING OF BUS SERVICES	Org	Bus services should be (cross) subsidised		41 S4-Org-41
Commercial	S4	ORGANISATION / FUNDING OF BUS SERVICES	Org	Need effective control / management / accountability of bus services		42 S4-Org-42
Commercial	S4	ORGANISATION / FUNDING OF BUS SERVICES	Org	Risks need to be mitigated / controlled		43 S4-Org-43
Commercial	S4	ORGANISATION / FUNDING OF BUS SERVICES	Org	Include responsibility for advertising / marketing		44 S4-Org-44
Commercial	S4			BUS SERVICE IMPROVEMENTS		
Commercial	S4	BUS SERVICE IMPROVEMENTS	Imp	Need better / more reliable services		45 S4-Imp-45
Commercial	S4	BUS SERVICE IMPROVEMENTS	Imp	Need affordable / cheaper fares		46 S4-Imp-46
Commercial	S4	BUS SERVICE IMPROVEMENTS	Imp	Need joined up services (eg ticketing)		47 S4-Imp-47
Commercial	S4	BUS SERVICE IMPROVEMENTS	Imp	Need modern / energy efficient vehicles		48 S4-Imp-48
Commercial	S4	BUS SERVICE IMPROVEMENTS	Imp	Need more frequent services		49 S4-Imp-49
Commercial	S4	BUS SERVICE IMPROVEMENTS	Imp	Need more (rural) routes		50 S4-Imp-50
Commercial	S4	BUS SERVICE IMPROVEMENTS	Imp	Need to focus on environmental benefits		51 S4-Imp-51
Commercial	S4	BUS SERVICE IMPROVEMENTS	Imp	Other comments on bus service improvements		52 S4-Imp-52
Commercial	S4			MODEL		
Commercial	S4	MODEL	Mod	Query about why London model has not been considered		53 S4-Mod-53
Commercial	S4	MODEL	Mod	Query about why Manchester model has not been considered		54 S4-Mod-54
Commercial	S4			TENDER		
Commercial	S4	TENDER	Tend	Tenders need to come in blind and be thoroughly inspected		55 S4-Tend-5
Commercial	S4			PERFORMANCE		
Commercial	S4	PERFORMANCE	Perf	Positive about proposed approach to performance review		56 S4-Perf-56
Commercial	S4	PERFORMANCE	Perf	How will consistently underperforming or insolvent franchises be handled?		57 S4-Perf-57
Commercial	S4	PERFORMANCE	Perf	Query about network review process for routes and timetables		58 S4-Perf-58
Commercial	S4			SMEs		
Commercial	S4	SMEs	SME	Grants/subsidies/loans for new entrants or SMEs		59 S4-SME-5
Commercial	S4			RISK DISTRIBUTION		
Commercial	S4	RISK DISTRIBUTION	Risk	Operators should have input to service design		60 S4-Risk-6C
Commercial	S4			DEPOTS		
Commercial	S4	DEPOTS	Dep	Comment on defining maintenance accountability		61 S4-Dep-61

Section	Section Code	Theme	Theme Code	Sub Theme	Sub Theme Code	Full Code
Financial	S5	OTHER	Oth	Other		1 S5-Oth-1
Financial	S5	OTHER	Oth	Don't know		2 S5-Oth-2
Financial	S5	OTHER	Oth	No comments		3 S5-Oth-3
Financial	S5	OTHER	Oth	Need more information / clarification (eg on risks)		4 S5-Oth-4
Financial	S5	OTHER	Oth	Some risk is inevitable		5 S5-Oth-5
Financial	S5	OTHER	Oth	(Both) options have (similar) costs / risks		6 S5-Oth-6
Financial	S5	OTHER	Oth	Would accept an increase in fares / taxes for improved services		7 S5-Oth-7
Financial	S5	OTHER	Oth	There are wider economic benefits from bus services		8 S5-Oth-8
Financial	S5	OTHER	Oth	No confidence in combined authority (as has wasted money previously)		9 S5-Oth-9
Financial	S5	OTHER	Oth	Should be a public service / not about making profits		10 S5-Oth-10
Financial	S5	OTHER	Oth	Service improvements rather than delivery mechanism are of public interest		11 S5-Oth-11
Financial	S5	OTHER	Oth	Conditional agreement with the question		12 S5-Oth-12
Financial	S5	OTHER	Oth	General public should be consulted / involved in decision making		13 S5-Oth-13
Financial	S5	OTHER	Oth	A decision should not be made until after mayoral elections in 2025		14 S5-Oth-14
Financial	S5			POSITIVE COMMENTS ON FRANCHISING		
Financial	S5	POSITIVE COMMENTS ON FRANCHISING	Pos	It's a good idea / franchising is the best option		15 S5-Pos-15
Financial	S5	POSITIVE COMMENTS ON FRANCHISING	Pos	They should do it / take the risk		16 S5-Pos-16
Financial	S5	POSITIVE COMMENTS ON FRANCHISING	Pos	The benefits outweigh the costs/risks / worth the risk		17 S5-Pos-17
Financial	S5	POSITIVE COMMENTS ON FRANCHISING	Pos	Will be beneficial in the long term		18 S5-Pos-18
Financial	S5	POSITIVE COMMENTS ON FRANCHISING	Pos	Risks will be mitigated (eg through due diligence)		19 S5-Pos-19
Financial	S5	POSITIVE COMMENTS ON FRANCHISING	Pos	Will be better for the general public		20 S5-Pos-20
Financial	S5	POSITIVE COMMENTS ON FRANCHISING	Pos	Will give the combined authority more control		21 S5-Pos-21
Financial	S5	POSITIVE COMMENTS ON FRANCHISING	Pos	Will achieve improvements in service		22 S5-Pos-22
Financial	S5	POSITIVE COMMENTS ON FRANCHISING	Pos	Will lead to more bus usage / fewer cars		23 S5-Pos-23
Financial	S5	POSITIVE COMMENTS ON FRANCHISING	Pos	Will lead to more environmental benefits		24 S5-Pos-24
Financial	S5	POSITIVE COMMENTS ON FRANCHISING	Pos	Will lead to more jobs		25 S5-Pos-25
Financial	S5	POSITIVE COMMENTS ON FRANCHISING	Pos	Will generate more revenue		26 S5-Pos-26
Financial	S5	POSITIVE COMMENTS ON FRANCHISING	Pos	Will be better services in rural areas		27 S5-Pos-27
Financial	S5	POSITIVE COMMENTS ON FRANCHISING	Pos	Franchising works well elsewhere (eg London)		28 S5-Pos-28
Financial	S5	POSITIVE COMMENTS ON FRANCHISING	Pos	Enhanced partnership would not deliver improvements		29 S5-Pos-29
Financial	S5	POSITIVE COMMENTS ON FRANCHISING	Pos	Will provide better value for money		30 S5-Pos-30
Financial	S5	POSITIVE COMMENTS ON FRANCHISING	Pos	Will result in lower fares for users		31 S5-Pos-31
Financial	S5	POSITIVE COMMENTS ON FRANCHISING	Pos	Will deliver the benefits of increased competition for franchise contracts		32 S5-Pos-32
Financial	S5	POSITIVE COMMENTS ON FRANCHISING	Pos	Other positive comments on franchising		33 S5-Pos-33
Financial	S5			NEGATIVE COMMENTS ON FRANCHISING		
Financial	S5	NEGATIVE COMMENTS ON FRANCHISING	Neg	Disagree with franchising		34 S5-Neg-34
Financial	S5	NEGATIVE COMMENTS ON FRANCHISING	Neg	Too risky / they should not take risks / risks outweigh benefits		35 S5-Neg-35
Financial	S5	NEGATIVE COMMENTS ON FRANCHISING	Neg	(Too) expensive		36 S5-Neg-36
Financial	S5	NEGATIVE COMMENTS ON FRANCHISING	Neg	Could lead to higher fares		37 S5-Neg-37
Financial	S5	NEGATIVE COMMENTS ON FRANCHISING	Neg	Could lead to service cuts		38 S5-Neg-38
Financial	S5	NEGATIVE COMMENTS ON FRANCHISING	Neg	Franchises run the risk of financial trouble		39 S5-Neg-39
Financial	S5	NEGATIVE COMMENTS ON FRANCHISING	Neg	Will result in less / insufficient control		40 S5-Neg-40
Financial	S5	NEGATIVE COMMENTS ON FRANCHISING	Neg	Combined authority not competent to manage franchises		41 S5-Neg-41
Financial	S5	NEGATIVE COMMENTS ON FRANCHISING	Neg	Would not meet the needs of the general public		42 S5-Neg-42
Financial	S5	NEGATIVE COMMENTS ON FRANCHISING	Neg	Negative impact on other services / money needed elsewhere		43 S5-Neg-43
Financial	S5	NEGATIVE COMMENTS ON FRANCHISING	Neg	Enhanced partnership is the best option		44 S5-Neg-44
Financial	S5	NEGATIVE COMMENTS ON FRANCHISING	Neg	Enhanced partnership will be more flexible to change		45 S5-Neg-45
Financial	S5	NEGATIVE COMMENTS ON FRANCHISING	Neg	Other negative comments on franchising		46 S5-Neg-46
Financial	S5			CONDITIONS FOR SUCCESSFUL FRANCHISE		
Financial	S5	CONDITIONS FOR SUCCESSFUL FRANCHISE	Cond	Do not pass on costs to taxpayers		47 S5-Cond-4
Financial	S5	CONDITIONS FOR SUCCESSFUL FRANCHISE	Cond	Need accountability if it does not work		48 S5-Cond-4
Financial	S5	CONDITIONS FOR SUCCESSFUL FRANCHISE	Cond	Fares should be affordable		49 S5-Cond-4
Financial	S5	CONDITIONS FOR SUCCESSFUL FRANCHISE	Cond	Needs to be well managed / regulated		50 S5-Cond-5
Financial	S5	CONDITIONS FOR SUCCESSFUL FRANCHISE	Cond	Risks need to be mitigated / controlled		51 S5-Cond-5
Financial	S5	CONDITIONS FOR SUCCESSFUL FRANCHISE	Cond	Services need to be improved (now)		52 S5-Cond-5
Financial	S5	CONDITIONS FOR SUCCESSFUL FRANCHISE	Cond	Rural areas need an improved service		53 S5-Cond-5
Financial	S5	CONDITIONS FOR SUCCESSFUL FRANCHISE	Cond	Requires suitable investment		54 S5-Cond-5
Financial	S5	CONDITIONS FOR SUCCESSFUL FRANCHISE	Cond	Need more encouragement for modal shift / bus usage		55 S5-Cond-5
Financial	S5	CONDITIONS FOR SUCCESSFUL FRANCHISE	Cond	Needs investment in bus depots		56 S5-Cond-5
Financial	S5	CONDITIONS FOR SUCCESSFUL FRANCHISE	Cond	Need accurate data upon which to base decisions		57 S5-Cond-5
Financial	S5	CONDITIONS FOR SUCCESSFUL FRANCHISE	Cond	Needs to recruit people with expertise		58 S5-Cond-5
Financial	S5	CONDITIONS FOR SUCCESSFUL FRANCHISE	Cond	Other conditions for successful franchise		59 S5-Cond-5
Financial	S5			MODEL		
Financial	S5	MODEL	Mod	Worst-case scenario needed		60 S5-Mod-6C
Financial	S5			FUNDING		
Financial	S5	FUNDING	Fund	Query about how the additional precept will grow over time		61 S5-Fund-6
Financial	S5	FUNDING	Fund	Encourage large organisations to subsidise routes which benefit them		62 S5-Fund-6
Financial	S5			RISKS		
Financial	S5	RISKS	Risk	Risk of poor driver availability		63 S5-Risk-6C
Financial	S5	RISKS	Risk	Risk of limited interest in tendering		64 S5-Risk-64
Financial	S5	RISKS	Risk	How will funding shortfall be addressed if needed		65 S5-Risk-6E

Section	Section Code	Theme	Theme Code	Sub Theme	Sub Theme Code	Full Code
Management	S6	OTHER	Oth	Other		1 S6-Oth-1
Management	S6	OTHER	Oth	Don't know		2 S6-Oth-2
Management	S6	OTHER	Oth	Nothing		3 S6-Oth-3
Management	S6	OTHER	Oth	Good / agree with plans		4 S6-Oth-4
Management	S6	OTHER	Oth	Disagree with (both) plans		5 S6-Oth-5
Management	S6	OTHER	Oth	No preference (as plans have similar costs)		6 S6-Oth-6
Management	S6	OTHER	Oth	(Both) plans will take a long time		7 S6-Oth-7
Management	S6	OTHER	Oth	(Both) plans would create jobs		8 S6-Oth-8
Management	S6	OTHER	Oth	(Both) plans have risks		9 S6-Oth-9
Management	S6	OTHER	Oth	(Both) plans are expensive / will increase costs for taxpayer		10 S6-Oth-10
Management	S6	OTHER	Oth	Need further information / clarification		11 S6-Oth-11
Management	S6	OTHER	Oth	Negative comments on survey design / usefulness of consultation		12 S6-Oth-12
Management	S6	OTHER	Oth	More information needed on how risks will be managed		13 S6-Oth-13
Management	S6	OTHER	Oth	Query about How will bus network review be undertaken		14 S6-Oth-14
Management	S6	OTHER	Oth	Further assessment of outcomes after a Revocation required		15 S6-Oth-15
Management	S6	GENERAL COMMENTS ON MANAGEMENT OF THE BUS NETWORK	Gen	GENERAL COMMENTS ON MANAGEMENT OF THE BUS NETWORK		
Management	S6	GENERAL COMMENTS ON MANAGEMENT OF THE BUS NETWORK	Gen	Bus services should be publicly run		16 S6-Gen-16
Management	S6	GENERAL COMMENTS ON MANAGEMENT OF THE BUS NETWORK	Gen	Learn lessons from other cities / countries (London, Manchester etc)		17 S6-Gen-17
Management	S6	GENERAL COMMENTS ON MANAGEMENT OF THE BUS NETWORK	Gen	Do not pass expenses onto general public (through fares/taxes)		18 S6-Gen-18
Management	S6	GENERAL COMMENTS ON MANAGEMENT OF THE BUS NETWORK	Gen	Need affordable fares		19 S6-Gen-19
Management	S6	GENERAL COMMENTS ON MANAGEMENT OF THE BUS NETWORK	Gen	Needs better management / expertise		20 S6-Gen-20
Management	S6	GENERAL COMMENTS ON MANAGEMENT OF THE BUS NETWORK	Gen	Do not have (complete) confidence in the Combined Authority		21 S6-Gen-21
Management	S6	GENERAL COMMENTS ON MANAGEMENT OF THE BUS NETWORK	Gen	Will be difficult to recruit / train staff with the required skills		22 S6-Gen-22
Management	S6	GENERAL COMMENTS ON MANAGEMENT OF THE BUS NETWORK	Gen	Need more accessible services		23 S6-Gen-23
Management	S6	GENERAL COMMENTS ON MANAGEMENT OF THE BUS NETWORK	Gen	Need more control / accountability from the Combined Authority		24 S6-Gen-24
Management	S6	GENERAL COMMENTS ON MANAGEMENT OF THE BUS NETWORK	Gen	Need more better / reliable / regular services		25 S6-Gen-25
Management	S6	GENERAL COMMENTS ON MANAGEMENT OF THE BUS NETWORK	Gen	Need more joined-up services		26 S6-Gen-26
Management	S6	GENERAL COMMENTS ON MANAGEMENT OF THE BUS NETWORK	Gen	Needs of general public should be prioritised (eg through consultation)		27 S6-Gen-27
Management	S6	GENERAL COMMENTS ON MANAGEMENT OF THE BUS NETWORK	Gen	Rural services should be maintained / improved		28 S6-Gen-28
Management	S6	GENERAL COMMENTS ON MANAGEMENT OF THE BUS NETWORK	Gen	Should focus on long-term improvements		29 S6-Gen-29
Management	S6	GENERAL COMMENTS ON MANAGEMENT OF THE BUS NETWORK	Gen	Should not be run to make profits		30 S6-Gen-30
Management	S6	GENERAL COMMENTS ON MANAGEMENT OF THE BUS NETWORK	Gen	Improvements are worth the extra investment		31 S6-Gen-31
Management	S6	GENERAL COMMENTS ON MANAGEMENT OF THE BUS NETWORK	Gen	Need to consider Political risks to franchising implementation		32 S6-Gen-32
Management	S6	GENERAL COMMENTS ON MANAGEMENT OF THE BUS NETWORK	Gen	Cross boundary service enhancements will also need planning and management		33 S6-Gen-33
Management	S6	GENERAL COMMENTS ON MANAGEMENT OF THE BUS NETWORK	Gen	Need accurate data to inform decision making		34 S6-Gen-34
Management	S6	GENERAL COMMENTS ON MANAGEMENT OF THE BUS NETWORK	Gen	Implement use of new technologies		35 S6-Gen-35
Management	S6	GENERAL COMMENTS ON MANAGEMENT OF THE BUS NETWORK	Gen	Prioritise environmental factors		36 S6-Gen-36
Management	S6	GENERAL COMMENTS ON MANAGEMENT OF THE BUS NETWORK	Gen	Other general service comments		37 S6-Gen-37
Management	S6	POSITIVE COMMENTS ON FRANCHISING	Pos	POSITIVE COMMENTS ON FRANCHISING		
Management	S6	POSITIVE COMMENTS ON FRANCHISING	Pos	Franchising is the better option		38 S6-Pos-38
Management	S6	POSITIVE COMMENTS ON FRANCHISING	Pos	Franchising gives more control / accountability		39 S6-Pos-39
Management	S6	POSITIVE COMMENTS ON FRANCHISING	Pos	Franchising is worth the additional costs / benefits outweigh costs		40 S6-Pos-40
Management	S6	POSITIVE COMMENTS ON FRANCHISING	Pos	Franchising would create more jobs		41 S6-Pos-41
Management	S6	POSITIVE COMMENTS ON FRANCHISING	Pos	Franchising would lead to better / more reliable services		42 S6-Pos-42
Management	S6	POSITIVE COMMENTS ON FRANCHISING	Pos	Franchising would produce more joined-up / co-ordinated services		43 S6-Pos-43
Management	S6	POSITIVE COMMENTS ON FRANCHISING	Pos	Franchising would result in quicker changes		44 S6-Pos-44
Management	S6	POSITIVE COMMENTS ON FRANCHISING	Pos	Enhanced partnership would not lead to improvements		45 S6-Pos-45
Management	S6	POSITIVE COMMENTS ON FRANCHISING	Pos	Enhanced Partnership requires long contract negotiations		46 S6-Pos-46
Management	S6	POSITIVE COMMENTS ON FRANCHISING	Pos	Other positive comments on franchising		47 S6-Pos-47
Management	S6	NEGATIVE COMMENTS ON FRANCHISING	Neg	NEGATIVE COMMENTS ON FRANCHISING		
Management	S6	NEGATIVE COMMENTS ON FRANCHISING	Neg	Franchising is too bureaucratic		48 S6-Neg-48
Management	S6	NEGATIVE COMMENTS ON FRANCHISING	Neg	Franchising would be costly (so fares / taxes could rise)		49 S6-Neg-49
Management	S6	NEGATIVE COMMENTS ON FRANCHISING	Neg	Franchising would be (too) risky		50 S6-Neg-50
Management	S6	NEGATIVE COMMENTS ON FRANCHISING	Neg	Enhanced partnership would be better		51 S6-Neg-51
Management	S6	NEGATIVE COMMENTS ON FRANCHISING	Neg	Enhanced Partnership better utilises the skills of operators		52 S6-Neg-52
Management	S6	NEGATIVE COMMENTS ON FRANCHISING	Neg	There will be fewer operators leading to less competitive pressures		53 S6-Neg-53
Management	S6	NEGATIVE COMMENTS ON FRANCHISING	Neg	Other negative comments on franchising		54 S6-Neg-54
Management	S6	COLLABORATION AND CONSULTATION	Col	COLLABORATION AND CONSULTATION		
Management	S6	COLLABORATION AND CONSULTATION	Col	Seek co-operation with cross-border staff group		55 S6-Col-55
Management	S6	COLLABORATION AND CONSULTATION	Col	Ensure local authority areas are represented on Bus Board		56 S6-Col-56
Management	S6	COLLABORATION AND CONSULTATION	Col	Include bus employees in consultation		57 S6-Col-57
Management	S6	COLLABORATION AND CONSULTATION	Col	Regular input from Parish/Town Councils should be sought		58 S6-Col-58
Management	S6	COLLABORATION AND CONSULTATION	Col	Include non bus-users in consultation		59 S6-Col-59
Management	S6	COLLABORATION AND CONSULTATION	Col	Include stakeholders in consultation		60 S6-Col-60
Management	S6	COLLABORATION AND CONSULTATION	Col	Needs collaboration between authority and operators		61 S6-Col-61

Section	Section Code	Theme	Theme Code	Sub Theme	Sub Theme Code	Full Code
Equality	S7	OTHER	Oth	Other		1 S7-Oth-1
Equality	S7	OTHER	Oth	No comments		2 S7-Oth-2
Equality	S7	OTHER	Oth	Do not understand / need more information		3 S7-Oth-3
Equality	S7	OTHER	Oth	Good / I agree (that equality is an important consideration)		4 S7-Oth-4
Equality	S7	OTHER	Oth	Equality / EQIA exercise is not an important/relevant factor for bus services		5 S7-Oth-5
Equality	S7	OTHER	Oth	Bus services are already inclusive / equal		6 S7-Oth-6
Equality	S7	OTHER	Oth	Bus services are for everyone (not just specific groups) / improvements would benefit all		7 S7-Oth-7
Equality	S7	OTHER	Oth	There should already be appropriate provision (as required by Equalities legislation)		8 S7-Oth-8
Equality	S7	OTHER	Oth	Franchising a better option for equality		9 S7-Oth-9
Equality	S7	OTHER	Oth	Franchising no improvement for equality		10 S7-Oth-10
Equality	S7	OTHER	Oth	There is limited demand for bus services		11 S7-Oth-11
Equality	S7	OTHER	Oth	Need to consult / obtain feedback from those with protected characteristics		12 S7-Oth-12
Equality	S7	GENERAL PROVISION	Gen	GENERAL PROVISION Needs to be (more) inclusive/equal / avoid discrimination		13 S7-Gen-13
Equality	S7	GENERAL PROVISION	Gen	Need more accessible services		14 S7-Gen-14
Equality	S7	GENERAL PROVISION	Gen	Need better planned / co-ordinated / more consistent services (eg ticketing)		15 S7-Gen-15
Equality	S7	GENERAL PROVISION	Gen	Need more (combined authority) control over services		16 S7-Gen-16
Equality	S7	GENERAL PROVISION	Gen	Should be a public service / not for profit		17 S7-Gen-17
Equality	S7	GENERAL PROVISION	Gen	Need affordable / cheaper ticket prices		18 S7-Gen-18
Equality	S7	GENERAL PROVISION	Gen	Need more general safety measures (eg at bus stops)		19 S7-Gen-19
Equality	S7	GENERAL PROVISION	Gen	Need more safety measures at bus depots		20 S7-Gen-20
Equality	S7	GENERAL PROVISION	Gen	Need to protect non-profitable routes		21 S7-Gen-21
Equality	S7	GENERAL PROVISION	Gen	Need up to date information (eg at bus stops / on an App)		22 S7-Gen-22
Equality	S7	GENERAL PROVISION	Gen	Services need to be more frequent		23 S7-Gen-23
Equality	S7	GENERAL PROVISION	Gen	Services need to be (more) reliable		24 S7-Gen-24
Equality	S7	GENERAL PROVISION	Gen	Should be mandatory training for drivers / staff to ensure equal access for protected groups		25 S7-Gen-25
Equality	S7	GENERAL PROVISION	Gen	Bus stops need seating / shelter		26 S7-Gen-26
Equality	S7	PROVISION FOR SPECIFIC GROUPS	Group	PROVISION FOR SPECIFIC GROUPS Women need more safety measures		27 S7-Group-
Equality	S7	PROVISION FOR SPECIFIC GROUPS	Group	Need more female bus drivers		28 S7-Group-
Equality	S7	PROVISION FOR SPECIFIC GROUPS	Group	Need more provision / better access for the disabled		29 S7-Group-
Equality	S7	PROVISION FOR SPECIFIC GROUPS	Group	Need more provision for parents with young children / pushchairs		30 S7-Group-
Equality	S7	PROVISION FOR SPECIFIC GROUPS	Group	Need more provision / better access for the elderly		31 S7-Group-
Equality	S7	PROVISION FOR SPECIFIC GROUPS	Group	Elderly need a more reliable service		32 S7-Group-
Equality	S7	PROVISION FOR SPECIFIC GROUPS	Group	Need more provision / better access for young people		33 S7-Group-
Equality	S7	PROVISION FOR SPECIFIC GROUPS	Group	Need to support the most vulnerable		34 S7-Group-
Equality	S7	PROVISION FOR SPECIFIC GROUPS	Group	Reliable services are important for vulnerable people		35 S7-Group-
Equality	S7	PROVISION FOR SPECIFIC GROUPS	Group	Need to support those on low incomes		36 S7-Group-
Equality	S7	PROVISION FOR SPECIFIC GROUPS	Group	Need to support those with mental health issues / dementia		37 S7-Group-
Equality	S7	PROVISION FOR SPECIFIC GROUPS	Group	Need more provision for rural communities		38 S7-Group-
Equality	S7	IMPACTS	Imp	IMPACTS Consider impacts during implementation period		39 S7-Imp-39
Equality	S7	IMPACTS	Imp	Requiring vehicles to provide more (than one) wheelchair space		40 S7-Imp-40
Equality	S7	IMPACTS	Imp	Need more information about DRT plans		41 S7-Imp-41

Section	Section Code	Theme	Theme Code	Sub Theme	Sub Theme Code	Full Code
Improvements	S9	OTHER	Oth	Other		1 S9-Oth-1
Improvements	S9	OTHER	Oth	No		2 S9-Oth-2
Improvements	S9	OTHER	Oth	Need more information / clarification		3 S9-Oth-3
Improvements	S9	OTHER	Oth	Not in favour of it / don't do it		4 S9-Oth-4
Improvements	S9	OTHER	Oth	Learn lessons from other regions / countries / schemes		5 S9-Oth-5
Improvements	S9	OTHER	Oth	Combined authority should not be involved (in running bus services)		6 S9-Oth-6
Improvements	S9	FRANCHISING SCHEME	Fran	FRANCHISING SCHEME		7 S9-Fran-7
Improvements	S9	FRANCHISING SCHEME	Fran	Franchising is good		8 S9-Fran-8
Improvements	S9	FRANCHISING SCHEME	Fran	Clear communication / transparency		9 S9-Fran-9
Improvements	S9	FRANCHISING SCHEME	Fran	Competition for routes / no monopoly		10 S9-Fran-10
Improvements	S9	FRANCHISING SCHEME	Fran	Consult public / other stakeholders (eg on routes)		11 S9-Fran-11
Improvements	S9	FRANCHISING SCHEME	Fran	Detailed (financial) planning		12 S9-Fran-12
Improvements	S9	FRANCHISING SCHEME	Fran	Do not make taxpayers pay more		13 S9-Fran-13
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Improvements	S9	INFRASTRUCTURE	Infr	Use modern technologies		91 S9-Infr-91
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Improvements	S9	COMMERCIAL	Com	Large packages should be tendered first		109 S9-Com-109
Improvements	S9	COMMERCIAL	Com	Tender process should not be overly complicated or onerous		110 S9-Com-110
Improvements	S9	COMMERCIAL	Com	Grants/subsidies/loans for new entrants or SMEs		111 S9-Com-111
Improvements	S9	COMMERCIAL	Com	Allow Sub-Contracting		112 S9-Com-112
Improvements	S9	COMMERCIAL	Com	Operators should have input to service design		113 S9-Mgmt-113
Improvements	S9	COMMERCIAL	Com	Cap operator incentives/penalties for passenger growth		114 S9-Mgmt-114
Improvements	S9	COMMERCIAL	Com	Include responsibility for advertising (CPCA)		115 S9-Mgmt-115
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Improvements	S9	MANAGEMENT	Mgmt	MANAGEMENT		117 S9-Mgmt-117
Improvements	S9	MANAGEMENT	Mgmt	Suggest cross-border staff group to share knowledge		118 S9-Mgmt-118
Improvements	S9	MANAGEMENT	Mgmt	Local authorities should manage their own franchised network		119 S9-Mgmt-119
Improvements	S9	MANAGEMENT	Mgmt	Include bus employees in consultation		120 S9-Equal-120
Improvements	S9	MANAGEMENT	Mgmt	Regular input from Parish/Town Councils should be sought		121 S9-Equal-121
Improvements	S9	MANAGEMENT	Mgmt	Reporting of KPIs needs to be clear		122 S9-Equal-122
Improvements	S9	MANAGEMENT	Mgmt	Include non bus-users in consultation		123 S9-Equal-123
Improvements	S9	MANAGEMENT	Mgmt	CPCA to utilise the resource of the CPT's Practical Guide to Franchising		
Improvements	S9	EQUALITY	Equal	EQUALITY		
Improvements	S9	EQUALITY	Equal	Better disability access		
Improvements	S9	EQUALITY	Equal	Better service for the elderly		
Improvements	S9	EQUALITY	Equal	Better service for young people		
Improvements	S9	EQUALITY	Equal	Provide targeted fare discounts		

Section	Section Code	Theme	Theme Code	Sub Theme	Sub Theme Code	Full Code
Further Comments	S10	OTHER	Oth	Other		1 S10-Oth-1
Further Comments	S10	OTHER	Oth	Nothing		2 S10-Oth-2
Further Comments	S10	OTHER	Oth	Good luck		3 S10-Oth-3
Further Comments	S10	OTHER	Oth	Comments on this survey / consultation (eg design/information provided)		4 S10-Oth-4
Further Comments	S10	OTHER	Oth	More detail / clarification needed on proposals		5 S10-Oth-5
Further Comments	S10	OTHER	Oth	Need better transport planning (at local / national level)		6 S10-Oth-6
Further Comments	S10	REFORMS	Ref	REFORMS		
Further Comments	S10	REFORMS	Ref	Agree with the plans		7 S10-Ref-7
Further Comments	S10	REFORMS	Ref	Disagree with the plans		8 S10-Ref-8
Further Comments	S10	REFORMS	Ref	Plans may improve services		9 S10-Ref-9
Further Comments	S10	REFORMS	Ref	Plans will not improve services		10 S10-Ref-10
Further Comments	S10	REFORMS	Ref	Franchising is a good idea		11 S10-Ref-11
Further Comments	S10	REFORMS	Ref	Franchisees should demonstrate long-term / sustainable improvements		12 S10-Ref-12
Further Comments	S10	REFORMS	Ref	Franchising is a bad idea / is risky		13 S10-Ref-13
Further Comments	S10	REFORMS	Ref	Combined authority should be accountable for bus services		14 S10-Ref-14
Further Comments	S10	REFORMS	Ref	I have confidence in the combined authority		15 S10-Ref-15
Further Comments	S10	REFORMS	Ref	Combined authority should not be involved with bus services		16 S10-Ref-16
Further Comments	S10	REFORMS	Ref	Concerns over combined authority's competence		17 S10-Ref-17
Further Comments	S10	REFORMS	Ref	Public should be consulted on reforms		18 S10-Ref-18
Further Comments	S10	REFORMS	Ref	Bus employees should be consulted on reforms		19 S10-Ref-19
Further Comments	S10	REFORMS	Ref	Reforms are a waste of taxpayers' money		20 S10-Ref-20
Further Comments	S10	REFORMS	Ref	Reforms are too bureaucratic		21 S10-Ref-21
Further Comments	S10	REFORMS	Ref	Reforms could be affected by political factors		22 S10-Ref-22
Further Comments	S10	REFORMS	Ref	Reforms need to be well managed / reviewed		23 S10-Ref-23
Further Comments	S10	REFORMS	Ref	Reforms should be implemented without delay		24 S10-Ref-24
Further Comments	S10	REFORMS	Ref	Should learn from experience of other cities / countries		25 S10-Ref-25
Further Comments	S10	REFORMS	Ref	Not important (to the public) how improvements are delivered		26 S10-Ref-26
Further Comments	S10	REFORMS	Ref	Put needs of the public first		27 S10-Ref-27
Further Comments	S10	REFORMS	Ref	Contingency plans / mitigation in case difficulties arise		28 S10-Ref-28
Further Comments	S10	REFORMS	Ref	Collaboration is important		29 S10-Ref-29
Further Comments	S10	REFORMS	Ref	Other comments on reforms		30 S10-Ref-30
Further Comments	S10	GENERAL SERVICE COMMENTS	Ser	GENERAL SERVICE COMMENTS		
Further Comments	S10	GENERAL SERVICE COMMENTS	Ser	Bus services are important (eg for vulnerable people) / should be protected		31 S10-Ser-31
Further Comments	S10	GENERAL SERVICE COMMENTS	Ser	Service is good / adequate		32 S10-Ser-32
Further Comments	S10	GENERAL SERVICE COMMENTS	Ser	Services are poor / improvements are needed		33 S10-Ser-33
Further Comments	S10	GENERAL SERVICE COMMENTS	Ser	Service improvements would be welcome (for local people / economy)		34 S10-Ser-34
Further Comments	S10	GENERAL SERVICE COMMENTS	Ser	Poor service / need better service for commuters		35 S10-Ser-35
Further Comments	S10	GENERAL SERVICE COMMENTS	Ser	Poor service / need better service to hospitals		36 S10-Ser-36
Further Comments	S10	GENERAL SERVICE COMMENTS	Ser	Poor service / need better service to schools/colleges		37 S10-Ser-37
Further Comments	S10	GENERAL SERVICE COMMENTS	Ser	Poor service / need better (connecting) services to train stations		38 S10-Ser-38
Further Comments	S10	GENERAL SERVICE COMMENTS	Ser	Poor service / need better services to shops		39 S10-Ser-39
Further Comments	S10	GENERAL SERVICE COMMENTS	Ser	Need better services to social events		40 S10-Ser-40
Further Comments	S10	GENERAL SERVICE COMMENTS	Ser	Too many changes in service		41 S10-Ser-41
Further Comments	S10	GENERAL SERVICE COMMENTS	Ser	Guided busway services need improving		42 S10-Ser-42
Further Comments	S10	GENERAL SERVICE COMMENTS	Ser	More joined up services		43 S10-Ser-43
Further Comments	S10	GENERAL SERVICE COMMENTS	Ser	Should implement a tram service		44 S10-Ser-44
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Further Comments	S10	GENERAL SERVICE COMMENTS	Ser	Other general service comments		46 S10-Ser-46
Further Comments	S10	COVERAGE BY DAY / TIME OF DAY	Day	COVERAGE BY DAY / TIME OF DAY		
Further Comments	S10	COVERAGE BY DAY / TIME OF DAY	Day	Busess should run across the day (early morning until late evening)		47 S10-Day-7
Further Comments	S10	COVERAGE BY DAY / TIME OF DAY	Day	Busess currently run into the late evening		48 S10-Day-8
Further Comments	S10	AREA COVERAGE	Area	AREA COVERAGE		
Further Comments	S10	AREA COVERAGE	Area	Bus service is poor / lacking in some areas		49 S10-Area-9
Further Comments	S10	AREA COVERAGE	Area	Rural services need to be improved / not cut		50 S10-Area-50
Further Comments	S10	AREA COVERAGE	Area	Rural services are good in some areas		51 S10-Area-51
Further Comments	S10	JOURNEY DURATION	Dur	JOURNEY DURATION		
Further Comments	S10	JOURNEY DURATION	Dur	Bus journeys should be quicker		52 S10-Dur-52
Further Comments	S10	JOURNEY DURATION	Dur	Bus journeys could take longer if more 20mph zones		53 S10-Dur-53
Further Comments	S10	COST	Cost	COST		
Further Comments	S10	COST	Cost	Depends on the cost to bus users / taxpayers		54 S10-Cost-54
Further Comments	S10	COST	Cost	Prices are affordable (with the £2 cap / £1 young person's fare)		55 S10-Cost-55
Further Comments	S10	COST	Cost	Prices are too high / should be reduced		56 S10-Cost-56
Further Comments	S10	COST	Cost	Prices should be kept affordable / the £2 cap should remain		57 S10-Cost-57
Further Comments	S10	COST	Cost	Prices should be consistent between area / operator		58 S10-Cost-58
Further Comments	S10	COST	Cost	People would be willing to pay (more) for better bus services		59 S10-Cost-59
Further Comments	S10	COST	Cost	Funding should not come from cuts to other services		60 S10-Cost-60
Further Comments	S10	COST	Cost	Taxpayers should not pay for franchising / reforms		61 S10-Cost-61
Further Comments	S10	COST	Cost	Taxpayers should not subsidise bus fares / operators		62 S10-Cost-62
Further Comments	S10	COST	Cost	There should be free bus passes for the over 60s		63 S10-Cost-63
Further Comments	S10	COST	Cost	Travel for under 19s / students should be free		64 S10-Cost-64
Further Comments	S10	COST	Cost	Local businesses / universities should contribute financially		65 S10-Cost-65
Further Comments	S10	COST	Cost	Other comments on cost		66 S10-Cost-66
Further Comments	S10	RELIABILITY	Rel	RELIABILITY		
Further Comments	S10	RELIABILITY	Rel	Bus services are reliable		67 S10-Rel-67
Further Comments	S10	RELIABILITY	Rel	Bus services should be (more) reliable		68 S10-Rel-68
Further Comments	S10	RELIABILITY	Rel	Busess should run on time		69 S10-Rel-69
Further Comments	S10	RELIABILITY	Rel	There should be fewer cancellations		70 S10-Rel-70
Further Comments	S10	FREQUENCY	Freq	FREQUENCY		
Further Comments	S10	FREQUENCY	Freq	There should be more (frequent) services		71 S10-Freq-71
Further Comments	S10	FREQUENCY	Freq	There should be more (frequent) services on Sundays / at weekends		72 S10-Freq-72
Further Comments	S10	FREQUENCY	Freq	There should be more (frequent) services in rural areas		73 S10-Freq-73
Further Comments	S10	FREQUENCY	Freq	There should be more (frequent) services at peak times		74 S10-Freq-74
Further Comments	S10	USAGE	Use	USAGE		
Further Comments	S10	USAGE	Use	Bus services are well used		75 S10-Use-75
Further Comments	S10	USAGE	Use	I do not / rarely use buses		76 S10-Use-76
Further Comments	S10	USAGE	Use	Busess would be used (more) if services improved		77 S10-Use-77
Further Comments	S10	USAGE	Use	Busess are too overcrowded		78 S10-Use-78
Further Comments	S10	USAGE	Use	Other comments on usage		79 S10-Use-79
Further Comments	S10	TRAFFIC MANAGEMENT	Traf	TRAFFIC MANAGEMENT		
Further Comments	S10	TRAFFIC MANAGEMENT	Traf	Better bus services would mean fewer cars / less pollution / environmental benefits		80 S10-Traf-80
Further Comments	S10	TRAFFIC MANAGEMENT	Traf	Traffic / roadworks should be managed better in Cambridge / surrounding areas		81 S10-Traf-81
Further Comments	S10	TRAFFIC MANAGEMENT	Traf	Introduce a congestion charge		82 S10-Traf-82
Further Comments	S10	TRAFFIC MANAGEMENT	Traf	Other comments on traffic management		83 S10-Traf-83
Further Comments	S10	BUS OPERATORS	Ops	BUS OPERATORS		
Further Comments	S10	BUS OPERATORS	Ops	Bus operators are resisting reforms		84 S10-Ops-84
Further Comments	S10	BUS OPERATORS	Ops	Bus operators should be accountable (eg through a service level agreement)		85 S10-Ops-85
Further Comments	S10	BUS OPERATORS	Ops	Busess should be a public service / not for profit		86 S10-Ops-86
Further Comments	S10	BUS OPERATORS	Ops	Agree with competition between bus operators		87 S10-Ops-87
Further Comments	S10	BUS OPERATORS	Ops	Stagecoach are poor / remove Stagecoach		88 S10-Ops-88
Further Comments	S10	BUS OPERATORS	Ops	Stagecoach run a good service		89 S10-Ops-89
Further Comments	S10	BUS OPERATORS	Ops	Operators should not have a monopoly on services		90 S10-Ops-90
Further Comments	S10	BUS OPERATORS	Ops	Whippet are poor / remove Whippet		91 S10-Ops-91
Further Comments	S10	BUS OPERATORS	Ops	Other comments on bus operators		92 S10-Ops-92
Further Comments	S10	STAFFING	Staff	STAFFING		
Further Comments	S10	STAFFING	Staff	Better (trained) drivers are needed		93 S10-Staff-93
Further Comments	S10	STAFFING	Staff	More drivers are needed		94 S10-Staff-94
Further Comments	S10	STAFFING	Staff	Have inspectors / conductors on buses		95 S10-Staff-95
Further Comments	S10	STAFFING	Staff	Better pay / benefits to bus workers		96 S10-Staff-96
Further Comments	S10	INFRASTRUCTURE	Infr	INFRASTRUCTURE		
Further Comments	S10	INFRASTRUCTURE	Infr	Busess should be cleaner		97 S10-Infr-97
Further Comments	S10	INFRASTRUCTURE	Infr	Busess should run on non-fossil fuels		98 S10-Infr-98
Further Comments	S10	INFRASTRUCTURE	Infr	Need a better app / online tracking		99 S10-Infr-99
Further Comments	S10	INFRASTRUCTURE	Infr	Need more (use of) bus lanes		100 S10-Infr-100
Further Comments	S10	INFRASTRUCTURE	Infr	Need more information at bus stops		101 S10-Infr-101
Further Comments	S10	INFRASTRUCTURE	Infr	Bus stops need to be improved		102 S10-Infr-102
Further Comments	S10	INFRASTRUCTURE	Infr	Cycle provision on buses / at bus stops		103 S10-Infr-103
Further Comments	S10	INFRASTRUCTURE	Infr	Bus depot needs to be improved (eg repairs / more security)		104 S10-Infr-104
Further Comments	S10	INFRASTRUCTURE	Infr	Should have some smaller buses		105 S10-Infr-105
Further Comments	S10	INFRASTRUCTURE	Infr	More comfortable buses		106 S10-Infr-106
Further Comments	S10	INFRASTRUCTURE	Infr	Busess are old / poor quality		107 S10-Infr-107
Further Comments	S10	INFRASTRUCTURE	Infr	Bus station / central hub needs to be moved		108 S10-Infr-108
Further Comments	S10	INFRASTRUCTURE	Infr	Implement use of new technologies		109 S10-Infr-109
Further Comments	S10	INFRASTRUCTURE	Infr	Implement contactless payment system		110 S10-Infr-110
Further Comments	S10	INFRASTRUCTURE	Infr	Other comments on infrastructure		111 S10-Infr-111
Further Comments	S10	TIMETABLING	Time	TIMETABLING		
Further Comments	S10	TIMETABLING	Time	Better timetabling is needed (eg for connections)		112 S10-Time-112
Further Comments	S10	TIMETABLING	Time	Inform users of timetable changes / cuts in a timely manner		113 S10-Time-113
Further Comments	S10	TIMETABLING	Time	More readily available information about routes / times		114 S10-Time-114
Further Comments	S10	ROUTE	Route	ROUTE		
Further Comments	S10	ROUTE	Route	Routes should be better planned		115 S10-Route-115
Further Comments	S10	ROUTE	Route	Need more direct routes / fewer stops		116 S10-Route-116
Further Comments	S10	ROUTE	Route	Comments on specific route improvements needed		117 S10-Route-117
Further Comments	S10	ROUTE	Route	Cross boundary routes should be maintained		118 S10-Route-118
Further Comments	S10	ROUTE	Route	Other comments on routes		119 S10-Route-119
Further Comments	S10	INCLUSIVITY	Inc	INCLUSIVITY		
Further Comments	S10	INCLUSIVITY	Inc	More inclusive / a service for everyone		120 S10-Inc-120
Further Comments	S10	INCLUSIVITY	Inc	Better service for the disabled		121 S10-Inc-121
Further Comments	S10	INCLUSIVITY	Inc	Better service for the elderly		122 S10-Inc-122
Further Comments	S10	SAFETY	Safe	SAFETY		
Further Comments	S10	SAFETY	Safe	Improve safety of passengers		123 S10-Safe-123
Further Comments	S10	MARKETING	Mar	MARKETING		
Further Comments	S10	MARKETING	Mar	Invest in marketing		124 S10-Mar-124

Appendix D: Long Form Codeframe

Section Code	Theme	Theme Code	Sub Theme	Sub Theme Code	Full Code
L1	OTHER	Oth	Other	1	L1-Oth-1
L1	OTHER	Oth	Nothing / don't know	2	L1-Oth-2
L1			GENERAL SERVICE COMMENTS		
L1	GENERAL SERVICE COMMENTS	Ser	Good service	3	L1-Ser-3
L1	GENERAL SERVICE COMMENTS	Ser	Good service in towns/cities	4	L1-Ser-4
L1	GENERAL SERVICE COMMENTS	Ser	Good park and ride service	5	L1-Ser-5
L1	GENERAL SERVICE COMMENTS	Ser	Good service in (some) rural areas	6	L1-Ser-6
L1	GENERAL SERVICE COMMENTS	Ser	Good service for commuters	7	L1-Ser-7
L1	GENERAL SERVICE COMMENTS	Ser	Ok / adequate service	8	L1-Ser-8
L1	GENERAL SERVICE COMMENTS	Ser	Ok / adequate service in towns/cities	9	L1-Ser-9
L1	GENERAL SERVICE COMMENTS	Ser	Service is variable	10	L1-Ser-10
L1	GENERAL SERVICE COMMENTS	Ser	Poor / inadequate service	11	L1-Ser-11
L1	GENERAL SERVICE COMMENTS	Ser	Poor / inadequate service in towns/cities	12	L1-Ser-12
L1	GENERAL SERVICE COMMENTS	Ser	Poor / inadequate service in rural areas / outside towns/cities	13	L1-Ser-13
L1	GENERAL SERVICE COMMENTS	Ser	Poor service for commuters	14	L1-Ser-14
L1	GENERAL SERVICE COMMENTS	Ser	Poor service for elderly residents	15	L1-Ser-15
L1	GENERAL SERVICE COMMENTS	Ser	Poor service to colleges / schools	16	L1-Ser-16
L1	GENERAL SERVICE COMMENTS	Ser	Poor service to hospitals	17	L1-Ser-17
L1	GENERAL SERVICE COMMENTS	Ser	Poor service to train stations	18	L1-Ser-18
L1	GENERAL SERVICE COMMENTS	Ser	Poor service to supermarkets / shops	19	L1-Ser-19
L1	GENERAL SERVICE COMMENTS	Ser	Service not sufficient for expanding population (eg new housing estates)	20	L1-Ser-20
L1	GENERAL SERVICE COMMENTS	Ser	Should be a public service / publicly owned / not for profit	21	L1-Ser-21
L1	GENERAL SERVICE COMMENTS	Ser	Poor service for people with disabilities	22	L1-Ser-22
L1	GENERAL SERVICE COMMENTS	Ser	Poor services for attending social events	23	L1-Ser-23
L1	GENERAL SERVICE COMMENTS	Ser	Other general service comments	24	L1-Ser-24
L1			COVERAGE BY DAY / TIME OF DAY		
L1	COVERAGE BY DAY / TIME OF DAY	Day	Good service during working hours	25	L1-Day-25
L1	COVERAGE BY DAY / TIME OF DAY	Day	Services run until late evening	26	L1-Day-26
L1	COVERAGE BY DAY / TIME OF DAY	Day	No / limited early morning services	27	L1-Day-27
L1	COVERAGE BY DAY / TIME OF DAY	Day	No (late) evening services	28	L1-Day-28
L1	COVERAGE BY DAY / TIME OF DAY	Day	No (late) evening services in rural areas	29	L1-Day-29
L1	COVERAGE BY DAY / TIME OF DAY	Day	No late evening services to park and ride	30	L1-Day-30
L1	COVERAGE BY DAY / TIME OF DAY	Day	Services do not fit the working day	31	L1-Day-31
L1	COVERAGE BY DAY / TIME OF DAY	Day	Limited service (eg restricted hours) at weekends	32	L1-Day-32
L1	COVERAGE BY DAY / TIME OF DAY	Day	Services do not run every day / on Sunday	33	L1-Day-33
L1	COVERAGE BY DAY / TIME OF DAY	Day	Other coverage by day / time of day comments	34	L1-Day-34
L1			AREA COVERAGE		
L1	AREA COVERAGE	Area	Limited coverage / services	35	L1-Area-35
L1	AREA COVERAGE	Area	Services in some (rural) areas have been cut / are under threat	36	L1-Area-36
L1	AREA COVERAGE	Area	No bus service in some (rural) areas	37	L1-Area-37
L1	AREA COVERAGE	Area	Other area coverage comments	38	L1-Area-38
L1			JOURNEY DURATION		
L1	JOURNEY DURATION	Dur	Journeys are quick	39	L1-Dur-39
L1	JOURNEY DURATION	Dur	Journeys are too slow	40	L1-Dur-40
L1	JOURNEY DURATION	Dur	Other journey duration comments	41	L1-Dur-41
L1			COST		
L1	COST	Cost	Like £2 cap on fares	42	L1-Cost-42
L1	COST	Cost	Like £1 children's pass	43	L1-Cost-43
L1	COST	Cost	Like Tiger pass	44	L1-Cost-44
L1	COST	Cost	Free buses in towns / cities	45	L1-Cost-45
L1	COST	Cost	Good price / value	46	L1-Cost-46
L1	COST	Cost	Expensive / poor value	47	L1-Cost-47
L1	COST	Cost	Do not want to subsidise bus services (through council tax)	48	L1-Cost-48
L1	COST	Cost	Other cost comments	49	L1-Cost-49
L1			RELIABILITY		
L1	RELIABILITY	Rel	Reliable	50	L1-Rel-50

L1	RELIABILITY	Rel	Unreliable	51	L1-Rel-51
L1	RELIABILITY	Rel	Services run on time	52	L1-Rel-52
L1	RELIABILITY	Rel	Services do not run on time	53	L1-Rel-53
L1	RELIABILITY	Rel	Too many cancellations (without notice)	54	L1-Rel-54
L1	RELIABILITY	Rel	Other reliability comments	55	L1-Rel-55
L1			FREQUENCY		
L1	FREQUENCY	Freq	Regular service	56	L1-Freq-56
L1	FREQUENCY	Freq	Not frequent enough	57	L1-Freq-57
L1	FREQUENCY	Freq	Not frequent enough in rural areas / outside towns/cities	58	L1-Freq-58
L1	FREQUENCY	Freq	Services do not run regularly on Sunday	59	L1-Freq-59
L1	FREQUENCY	Freq	Other frequency comments	60	L1-Freq-60
L1			USAGE		
L1	USAGE	Use	Do not / rarely use buses	61	L1-Use-61
L1	USAGE	Use	Cycle instead of using buses	62	L1-Use-62
L1	USAGE	Use	Use car instead of buses	63	L1-Use-63
L1	USAGE	Use	Use taxi instead of buses	64	L1-Use-64
L1	USAGE	Use	Use train instead of buses	65	L1-Use-65
L1	USAGE	Use	£2 cap on fares has encouraged bus usage	66	L1-Use-66
L1	USAGE	Use	Overcrowded / no seats (during rush hour)	67	L1-Use-67
L1	USAGE	Use	Services are not reliable enough for medical appointments	68	L1-Use-68
L1	USAGE	Use	Too many under-used / empty services	69	L1-Use-69
L1	USAGE	Use	Getting buses is stressful / frustrating	70	L1-Use-70
L1	USAGE	Use	Other usage comments	71	L1-Use-71
L1			TRAFFIC MANAGEMENT		
L1	TRAFFIC MANAGEMENT	Traf	Guided busway services are good	72	L1-Traf-72
L1	TRAFFIC MANAGEMENT	Traf	Guided busway services are poor	73	L1-Traf-73
L1	TRAFFIC MANAGEMENT	Traf	Not enough bus lanes	74	L1-Traf-74
L1	TRAFFIC MANAGEMENT	Traf	Buses do not use bus lanes	75	L1-Traf-75
L1	TRAFFIC MANAGEMENT	Traf	Bus lanes not wide enough	76	L1-Traf-76
L1	TRAFFIC MANAGEMENT	Traf	Roadworks have affected bus services	77	L1-Traf-77
L1	TRAFFIC MANAGEMENT	Traf	Traffic congestion (at rush hour) affects bus services	78	L1-Traf-78
L1	TRAFFIC MANAGEMENT	Traf	Poor bus service encourages more car usage (and traffic congestion)	79	L1-Traf-79
L1	TRAFFIC MANAGEMENT	Traf	Other traffic management comments	80	L1-Traf-80
L1			BUS OPERATORS		
L1	BUS OPERATORS	Ops	Good bus operator	81	L1-Ops-81
L1	BUS OPERATORS	Ops	Poor bus operator	82	L1-Ops-82
L1	BUS OPERATORS	Ops	Bus operators focus on profit-making (at the expense of service)	83	L1-Ops-83
L1	BUS OPERATORS	Ops	Services are not joined up (as different providers)	84	L1-Ops-84
L1	BUS OPERATORS	Ops	Bus services should be franchised (under combined authority control)	85	L1-Ops-85
L1	BUS OPERATORS	Ops	Commercial bus services / competition not appropriate for rural areas	86	L1-Ops-86
L1	BUS OPERATORS	Ops	Operators have a monopoly on services	87	L1-Ops-87
L1	BUS OPERATORS	Ops	Operators don't respond to queries / complaints	88	L1-Ops-88
L1	BUS OPERATORS	Ops	Other bus operator comments	89	L1-Ops-89
L1			STAFFING		
L1	STAFFING	Staff	Good drivers	90	L1-Staff-90
L1	STAFFING	Staff	Lack of drivers	91	L1-Staff-91
L1	STAFFING	Staff	Poor drivers	92	L1-Staff-92
L1	STAFFING	Staff	Other staffing comments	93	L1-Staff-93
L1			INFRASTRUCTURE		
L1	INFRASTRUCTURE	Infr	Buses too large	94	L1-Infr-94
L1	INFRASTRUCTURE	Infr	Buses too small to meet demand	95	L1-Infr-95
L1	INFRASTRUCTURE	Infr	Small buses are good	96	L1-Infr-96
L1	INFRASTRUCTURE	Infr	Bus station not fit for purpose	97	L1-Infr-97
L1	INFRASTRUCTURE	Infr	Unpleasant bus stops	98	L1-Infr-98
L1	INFRASTRUCTURE	Infr	Not clear what buses stop at a particular bus stop	99	L1-Infr-99
L1	INFRASTRUCTURE	Infr	Dirty / smelly buses	100	L1-Infr-100
L1	INFRASTRUCTURE	Infr	Uncomfortable buses	101	L1-Infr-101

L1	INFRASTRUCTURE	Infr	Live electronic timetable display / bus operator app is helpful	102	L1-Infr-102
L1	INFRASTRUCTURE	Infr	Live electronic timetable display / bus operator app inaccurate	103	L1-Infr-103
L1	INFRASTRUCTURE	Infr	Need electronic displays at bus stops	104	L1-Infr-104
L1	INFRASTRUCTURE	Infr	Good quality buses	105	L1-Infr-105
L1	INFRASTRUCTURE	Infr	Clean buses	106	L1-Infr-106
L1	INFRASTRUCTURE	Infr	Out of date buses	107	L1-Infr-107
L1	INFRASTRUCTURE	Infr	Needs to implement contactless payments	108	L1-Infr-108
L1	INFRASTRUCTURE	Infr	Buses should have two doors	109	L1-Infr-109
L1	INFRASTRUCTURE	Infr	Need electric / zero emission buses	110	L1-Infr-110
L1	INFRASTRUCTURE	Infr	Buses often break down	111	L1-Infr-111
L1	INFRASTRUCTURE	Infr	Other infrastructure comments	112	L1-Infr-112
L1			TIMETABLING		
L1	TIMETABLING	Time	Poor timetabling (eg services do not connect)	113	L1-Time-113
L1	TIMETABLING	Time	Frequent / unnecessary timetable changes	114	L1-Time-114
L1	TIMETABLING	Time	Poorly advertised timetable changes	115	L1-Time-115
L1	TIMETABLING	Time	Timetabling / route / fare information not readily available	116	L1-Time-116
L1	TIMETABLING	Time	Too many buses arriving at the same / similar time	117	L1-Time-117
L1	TIMETABLING	Time	Too much time allowed at / between stops	118	L1-Time-118
L1	TIMETABLING	Time	Other timetabling comments	119	L1-Time-119
L1			ROUTES		
L1	ROUTES	Route	No direct service / need to change buses	120	L1-Route-120
L1	ROUTES	Route	Bus stops not convenient	121	L1-Route-121
L1	ROUTES	Route	Too many stops on route	122	L1-Route-122
L1	ROUTES	Route	Not enough routes	123	L1-Route-123
L1	ROUTES	Route	Other route comments	124	L1-Route-124
L1			SAFETY		
L1	SAFETY	Safe	Feel unsafe using buses	125	L1-Safe-125
L1	SAFETY	Safe	Buses are a danger to cyclists	126	L1-Safe-126
L2	OTHER	Oth	Other	1	L2-Oth-1
L2	OTHER	Oth	Don't know	2	L2-Oth-2
L2	OTHER	Oth	Nothing	3	L2-Oth-3
L2	OTHER	Oth	Do not understand proposals / need further information/clarification	4	L2-Oth-4
L2	OTHER	Oth	No need for change (to some services)	5	L2-Oth-5
L2	OTHER	Oth	Consultation (survey) too detailed / complex	6	L2-Oth-6
L2	OTHER	Oth	Scepticism that consultation will influence combined authority's decision	7	L2-Oth-7
L2	OTHER	Oth	Need comprehensive plan for region's transport (not just buses)	8	L2-Oth-8
L2	OTHER	Oth	Conditional agreement with the question	9	L2-Oth-9
L2	OTHER	Oth	Neither agree nor disagree with the question/neutral	10	L2-Oth-10
L2			GENERAL		
L2	GENERAL	Gen	I agree with reform / a good idea / worth trying	11	L2-Gen-11
L2	GENERAL	Gen	Reform could lead to improved bus services	12	L2-Gen-12
L2	GENERAL	Gen	Do not agree with proposed reform / not a good idea	13	L2-Gen-13
L2	GENERAL	Gen	Reform would not make any difference to bus services	14	L2-Gen-14
L2	GENERAL	Gen	Reforms could be costly	15	L2-Gen-15
L2	GENERAL	Gen	More innovation needed	16	L2-Gen-16
L2			FRANCHISING		
L2	FRANCHISING	Fran	Would like it to be franchised	17	L2-Fran-17
L2	FRANCHISING	Fran	Franchising could mean a better service	18	L2-Fran-18
L2	FRANCHISING	Fran	Franchising could mean more / better routes	19	L2-Fran-19
L2	FRANCHISING	Fran	Franchising could mean more accountability / control	20	L2-Fran-20
L2	FRANCHISING	Fran	Franchising could mean better (through / contactless) ticketing	21	L2-Fran-21
L2	FRANCHISING	Fran	Franchising could mean reasonable / reduced fares	22	L2-Fran-22
L2	FRANCHISING	Fran	Franchising could prevent cuts / reduction in services	23	L2-Fran-23
L2	FRANCHISING	Fran	Do not agree with franchising	24	L2-Fran-24
L2	FRANCHISING	Fran	Franchising could mean cuts / reduction in services (on non-profitable routes)	25	L2-Fran-25
L2	FRANCHISING	Fran	Franchising could mean fare increases	26	L2-Fran-26
L2	FRANCHISING	Fran	Different reform options in different localities (i.e mix of EP and franchising, or differ	27	L2-Fran-27

L2	FRANCHISING	Fran	Importance for service continuity during the transition	28	L2-Fran-28
L2	FRANCHISING	Fran	Community transport included/excluded in the reform proposals	29	L2-Fran-29
L2	FRANCHISING	Fran	Concerns in relation to the Combined Authority's proposed approach to the proposed	30	L2-Fran-30
L2			ENHANCED PARTNERSHIP		
L2	ENHANCED PARTNERSHIP	EP	Would like an enhanced partnership	31	L2-EP-31
L2	ENHANCED PARTNERSHIP	EP	Do not agree with an enhanced partnership	32	L2-EP-32
L2	ENHANCED PARTNERSHIP	EP	Reforms could be delivered quicker and cheaper through stronger enhanced partner	33	L2-EP-33
L2			ACCOUNTABILITY / CONTROL		
L2	ACCOUNTABILITY / CONTROL	Cont	Bus companies need to be (more) accountable	34	L2-Cont-34
L2	ACCOUNTABILITY / CONTROL	Cont	Better to have more (combined authority) control	35	L2-Cont-35
L2	ACCOUNTABILITY / CONTROL	Cont	Do not support combined authority involvement / Questioning CPCA's competency t	36	L2-Cont-36
L2	ACCOUNTABILITY / CONTROL	Cont	Deregulation of bus services has failed	37	L2-Cont-37
L2			BUS OPERATORS		
L2	BUS OPERATORS	Ops	Buses services should be in public ownership / a public service / municipal company	38	L2-Ops-38
L2	BUS OPERATORS	Ops	Bus operators should not have a monopoly / there should be more competition	39	L2-Ops-39
L2	BUS OPERATORS	Ops	Bus services should be in private ownership / control	40	L2-Ops-40
L2			FINANCE / FUNDING		
L2	FINANCE / FUNDING	Fin	Should be not for profit / not focus only on profit-making routes	41	L2-Fin-41
L2	FINANCE / FUNDING	Fin	Local taxes should not be used to fund it	42	L2-Fin-42
L2	FINANCE / FUNDING	Fin	Services should be (cross) subsidised	43	L2-Fin-43
L2	FINANCE / FUNDING	Fin	Bus operators should focus on profit-making routes	44	L2-Fin-44
L2	FINANCE / FUNDING	Fin	Reforms should be properly funded	45	L2-Fin-45
L2	FINANCE / FUNDING	Fin	Need to (further) consider the risks / costs of net zero transition	46	L2-Fin-46
L2			ALTERNATIVE MODELS		
L2	ALTERNATIVE MODELS	Alt	Learn lessons from bus provision in other cities / countries	47	L2-Alt-47
L2	ALTERNATIVE MODELS	Alt	Should replace buses with trams / trains	48	L2-Alt-48
L2			GENERAL SERVICE COMMENTS		
L2	GENERAL SERVICE COMMENTS	Ser	Bus services are already good (in some areas)	49	L2-Ser-49
L2	GENERAL SERVICE COMMENTS	Ser	Bus services need to be improved	50	L2-Ser-50
L2	GENERAL SERVICE COMMENTS	Ser	Put the needs of the general public first	51	L2-Ser-51
L2	GENERAL SERVICE COMMENTS	Ser	Bus services for the most vulnerable (eg elderly) should be maintained	52	L2-Ser-52
L2	GENERAL SERVICE COMMENTS	Ser	Need a more strategic approach	53	L2-Ser-53
L2	GENERAL SERVICE COMMENTS	Ser	Improvements to the bus service would have economic / social benefits	54	L2-Ser-54
L2	GENERAL SERVICE COMMENTS	Ser	Additional challenges to bus services/bus industry identified	55	L2-Ser-55
L2	GENERAL SERVICE COMMENTS	Ser	Bus services were already in decline before current proposals	56	L2-Ser-56
L2			SERVICE IMPROVEMENTS NEEDED		
L2	SERVICE IMPROVEMENTS NEEDED	Imp	Bus journeys should be quicker	57	L2-Imp-57
L2	SERVICE IMPROVEMENTS NEEDED	Imp	Need better services for commuters	58	L2-Imp-58
L2	SERVICE IMPROVEMENTS NEEDED	Imp	Need better services to schools / colleges	59	L2-Imp-59
L2	SERVICE IMPROVEMENTS NEEDED	Imp	Need better services to hospitals	60	L2-Imp-60
L2	SERVICE IMPROVEMENTS NEEDED	Imp	Need better services to railway stations	61	L2-Imp-61
L2	SERVICE IMPROVEMENTS NEEDED	Imp	Need fewer cancellations (at short notice)	62	L2-Imp-62
L2	SERVICE IMPROVEMENTS NEEDED	Imp	Need fewer timetable changes	63	L2-Imp-63
L2	SERVICE IMPROVEMENTS NEEDED	Imp	Need to prevent cuts to services (at short notice)	64	L2-Imp-64
L2	SERVICE IMPROVEMENTS NEEDED	Imp	Need more bus drivers	65	L2-Imp-65
L2	SERVICE IMPROVEMENTS NEEDED	Imp	Need more services at unsocial times (eg early morning / evening)	66	L2-Imp-66
L2	SERVICE IMPROVEMENTS NEEDED	Imp	Need more services at weekends	67	L2-Imp-67
L2	SERVICE IMPROVEMENTS NEEDED	Imp	Need more routes	68	L2-Imp-68
L2	SERVICE IMPROVEMENTS NEEDED	Imp	Need more direct routes / fewer stops on routes	69	L2-Imp-69
L2	SERVICE IMPROVEMENTS NEEDED	Imp	Need to be more punctual / reliable	70	L2-Imp-70
L2	SERVICE IMPROVEMENTS NEEDED	Imp	Need to improve accessibility	71	L2-Imp-71
L2	SERVICE IMPROVEMENTS NEEDED	Imp	Need to improve frequency (in peak hours)	72	L2-Imp-72
L2	SERVICE IMPROVEMENTS NEEDED	Imp	Rural / village services need maintaining/improving	73	L2-Imp-73
L2	SERVICE IMPROVEMENTS NEEDED	Imp	Services should meet the needs of a growing population	74	L2-Imp-74
L2	SERVICE IMPROVEMENTS NEEDED	Imp	Services should be more joined up / integrated	75	L2-Imp-75
L2	SERVICE IMPROVEMENTS NEEDED	Imp	Should vary bus sizes according to need	76	L2-Imp-76
L2	SERVICE IMPROVEMENTS NEEDED	Imp	There should be fewer empty buses	77	L2-Imp-77

L2	SERVICE IMPROVEMENTS NEEDED	Imp	Need up to date information / live tracking of bus services	78	L2-Imp-78
L2	SERVICE IMPROVEMENTS NEEDED	Imp	Introduce energy efficient / electric buses	79	L2-Imp-79
L2	SERVICE IMPROVEMENTS NEEDED	Imp	Introduce on demand services	80	L2-Imp-80
L2	SERVICE IMPROVEMENTS NEEDED	Imp	More comfortable buses	81	L2-Imp-81
L2			FARES / TICKETING		
L2	FARES / TICKETING	Fare	Fares should be reasonable / reduced	82	L2-Fare-82
L2	FARES / TICKETING	Fare	Fares should be consistent across services	83	L2-Fare-83
L2	FARES / TICKETING	Fare	Tickets should be usable across multiple operators	84	L2-Fare-84
L2			TRAFFIC MANAGEMENT		
L2	TRAFFIC MANAGEMENT	Traf	Would encourage more bus usage / fewer cars / modal shift (so better for the envirc	85	L2-Traf-85
L2	TRAFFIC MANAGEMENT	Traf	Need to address congestion / traffic issues (eg caused by roadworks)	86	L2-Traf-86
L2	TRAFFIC MANAGEMENT	Traf	Do not penalise motorists	87	L2-Traf-87
L2	TRAFFIC MANAGEMENT	Traf	More bus lanes / use of bus lanes needed	88	L2-Traf-88
L2	TRAFFIC MANAGEMENT	Traf	Querying if the franchising scheme will address congestion issues	89	L2-Traf-89
L2			SAFETY / SECURITY		
L2	SAFETY / SECURITY	Safe	Focus on safety	90	L2-Safe-90
L3	OTHER	Oth	Other	1	L3-Oth-1
L3	OTHER	Oth	Nothing	2	L3-Oth-2
L3	OTHER	Oth	Those are the correct / only options	3	L3-Oth-3
L3	OTHER	Oth	Unaware of any other options	4	L3-Oth-4
L3			CAVEATS TO MODEL CHOSEN		
L3	CAVEATS TO MODEL CHOSEN	Cav	Don't mind as long as service improves	5	L3-Cav-5
L3	CAVEATS TO MODEL CHOSEN	Cav	Don't mind as long as prices aren't increased	6	L3-Cav-6
L3	CAVEATS TO MODEL CHOSEN	Cav	Don't mind as long as it serves rural areas	7	L3-Cav-7
L3	CAVEATS TO MODEL CHOSEN	Cav	Don't mind as long as public feedback is acknowledged	8	L3-Cav-8
L3	CAVEATS TO MODEL CHOSEN	Cav	Knowledge / expertise of individual operators should be taken into account	9	L3-Cav-9
L3	CAVEATS TO MODEL CHOSEN	Cav	There needs to be accountability / performance reviews	10	L3-Cav-10
L3	CAVEATS TO MODEL CHOSEN	Cav	Needs of the general public should be put first	11	L3-Cav-11
L3	CAVEATS TO MODEL CHOSEN	Cav	The authority need to incentive bus usage and penalise alternatives	12	L3-Cav-12
L3	CAVEATS TO MODEL CHOSEN	Cav	Stagecoach's role should be minimised	13	L3-Cav-13
L3	CAVEATS TO MODEL CHOSEN	Cav	Consider CAV vehicles	14	L3-Cav-14
L3	CAVEATS TO MODEL CHOSEN	Cav	Input from parish / town councils	15	L3-Cav-15
L3	CAVEATS TO MODEL CHOSEN	Cav	Young people should be able to travel for free	16	L3-Cav-16
L3	CAVEATS TO MODEL CHOSEN	Cav	Collaborative approach	17	L3-Cav-17
L3	CAVEATS TO MODEL CHOSEN	Cav	Public sector being risk averse could mean innovation will diminish	18	L3-Cav-18
L3			FRANCHISING		
L3	FRANCHISING	Fran	Franchising is the better option	19	L3-Fran-19
L3	FRANCHISING	Fran	Consider a more bespoke franchising model	20	L3-Fran-20
L3			ENHANCED PARTNERSHIP		
L3	ENHANCED PARTNERSHIP	EP	An enhanced partnership would be more beneficial	21	L3-EP-21
L3			ALTERNATIVE MODELS		
L3	ALTERNATIVE MODELS	Alt	Should be a public service / publicly owned / municipal	22	L3-Alt-22
L3	ALTERNATIVE MODELS	Alt	More cycling / walking / green transport options	23	L3-Alt-23
L3	ALTERNATIVE MODELS	Alt	Public transport other than buses e.g trams, trains	24	L3-Alt-24
L3	ALTERNATIVE MODELS	Alt	Consider doing nothing / leaving as it is	25	L3-Alt-25
L3	ALTERNATIVE MODELS	Alt	A more holistic / integrated approach	26	L3-Alt-26
L3	ALTERNATIVE MODELS	Alt	Multiple / mixed models may be more appropriate across the area	27	L3-Alt-27
L3	ALTERNATIVE MODELS	Alt	A full Public Transport/Corporation Transport model should should be considered	28	L3-Alt-28
L3	ALTERNATIVE MODELS	Alt	The Nottingham model should be considered	29	L3-Alt-29
L3	ALTERNATIVE MODELS	Alt	The Singapore model should be considered	30	L3-Alt-30
L4	OTHER	Oth	Other	1	L4-Oth-1
L4	OTHER	Oth	No	2	L4-Oth-2
L4			POSITIVE COMMENTS		
L4	POSITIVE COMMENTS	Pos	Good / sensible / support the objectives	3	L4-Pos-3
L4	POSITIVE COMMENTS	Pos	Will increase bus usage and reduce car usage	4	L4-Pos-4
L4	POSITIVE COMMENTS	Pos	Will be a public service / not for profit	5	L4-Pos-5
L4	POSITIVE COMMENTS	Pos	Authority will have more control	6	L4-Pos-6

L4	POSITIVE COMMENTS	Pos	Franchising allows changes to be made quicker	7	L4-Pos-7
L4	NEGATIVE COMMENTS	Neg	NEGATIVE COMMENTS		
L4	NEGATIVE COMMENTS	Neg	The objectives are bad	8	L4-Neg-8
L4	NEGATIVE COMMENTS	Neg	It's self serving	9	L4-Neg-9
L4	NEGATIVE COMMENTS	Neg	Objectives are too optimistic	10	L4-Neg-10
L4	NEGATIVE COMMENTS	Neg	Should focus on other modes of public transport	11	L4-Neg-11
L4	NEGATIVE COMMENTS	Neg	Objectives don't extend beyond Cambridge and Peterborough	12	L4-Neg-12
L4	NEGATIVE COMMENTS	Neg	Franchising will not improve journey times / reliability	13	L4-Neg-13
L4	NEGATIVE COMMENTS	Neg	The objectives don't include accessibility / inclusivity	14	L4-Neg-14
L4	NEGATIVE COMMENTS	Neg	Objectives aren't backed up by data	15	L4-Neg-15
L4	NEGATIVE COMMENTS	Neg	An Enhanced Partnership would deliver benefits sooner	16	L4-Neg-16
L4	SUGGESTIONS / IMPROVEMENTS	Imp	SUGGESTIONS / IMPROVEMENTS		
L4	SUGGESTIONS / IMPROVEMENTS	Imp	Objectives need to be flexible	17	L4-Imp-17
L4	SUGGESTIONS / IMPROVEMENTS	Imp	Focus on improving the service	18	L4-Imp-18
L4	SUGGESTIONS / IMPROVEMENTS	Imp	Consider implementing tracking technologies	19	L4-Imp-19
L4	SUGGESTIONS / IMPROVEMENTS	Imp	Rural areas should receive the same level of service as urban areas	20	L4-Imp-20
L4	SUGGESTIONS / IMPROVEMENTS	Imp	Don't involve Whippet	21	L4-Imp-21
L4	SUGGESTIONS / IMPROVEMENTS	Imp	Transport needs need to be tailored for each specific area	22	L4-Imp-22
L4	SUGGESTIONS / IMPROVEMENTS	Imp	Involve the public in consultation	23	L4-Imp-23
L4	SUGGESTIONS / IMPROVEMENTS	Imp	Involve bus staff / drivers in consultation	24	L4-Imp-24
L4	SUGGESTIONS / IMPROVEMENTS	Imp	Remain independent / impartial	25	L4-Imp-25
L4	SUGGESTIONS / IMPROVEMENTS	Imp	Learn from other cities / counties	26	L4-Imp-26
L4	SUGGESTIONS / IMPROVEMENTS	Imp	Need better evening service	27	L4-Imp-27
L4	SUGGESTIONS / IMPROVEMENTS	Imp	Need better links to train stations	28	L4-Imp-28
L4	SUGGESTIONS / IMPROVEMENTS	Imp	More integrated / co-ordinated service	29	L4-Imp-29
L4	SUGGESTIONS / IMPROVEMENTS	Imp	Consider the Nottingham model	30	L4-Imp-30
L4	SUGGESTIONS / IMPROVEMENTS	Imp	Should be publicly owned	31	L4-Imp-31
L4	SUGGESTIONS / IMPROVEMENTS	Imp	Operators should be used to provide expertise	32	L4-Imp-32
L4	SUGGESTIONS / IMPROVEMENTS	Imp	Focus on passenger safety	33	L4-Imp-33
L4	SUGGESTIONS / IMPROVEMENTS	Imp	Need to encourage bus usage / modal shift / viable alternative to car travel	34	L4-Imp-34
L4	SUGGESTIONS / IMPROVEMENTS	Imp	Fares need to be affordable	35	L4-Imp-35
L4	SUGGESTIONS / IMPROVEMENTS	Imp	Focus on environmental issues (net zero targets)	36	L4-Imp-36
L4	SUGGESTIONS / IMPROVEMENTS	Imp	Make people more aware of wider benefits of bus usage	37	L4-Imp-37
L4	SUGGESTIONS / IMPROVEMENTS	Imp	Integrate bus services in new developments early	38	L4-Imp-38
L5	OTHER	Oth	Other	1	L5-Oth-1
L5	OTHER	Oth	No	2	L5-Oth-2
L5	OTHER	Oth	Don't mind as long as service improves	3	L5-Oth-3
L5	OTHER	Oth	Both will have a similar impact	4	L5-Oth-4
L5	OTHER	Oth	Will have little impact	5	L5-Oth-5
L5	OTHER	Oth	Fair / workable	6	L5-Oth-6
L5	OTHER	Oth	Need more information / clarification	7	L5-Oth-7
L5	POSITIVE COMMENTS	Pos	POSITIVE COMMENTS		
L5	POSITIVE COMMENTS	Pos	Will have a positive impact on neighbouring authorities	8	L5-Pos-8
L5	POSITIVE COMMENTS	Pos	Improvements will mean more people move to / stay in the area	9	L5-Pos-9
L5	POSITIVE COMMENTS	Pos	Will be more co-operation between CPCA and neighbouring authorities	10	L5-Pos-10
L5	POSITIVE COMMENTS	Pos	Offers scope for further enhancements	11	L5-Pos-11
L5	POSITIVE COMMENTS	Pos	Service Permits will avoid adverse impacts on neighbouring authorities	12	L5-Pos-12
L5	NEGATIVE COMMENTS	Neg	NEGATIVE COMMENTS		
L5	NEGATIVE COMMENTS	Neg	Has potential to cause negative impact	13	L5-Neg-13
L5	NEGATIVE COMMENTS	Neg	They are about making profit / not public service	14	L5-Neg-14
L5	NEGATIVE COMMENTS	Neg	Not confident in council being in control	15	L5-Neg-15
L5	NEGATIVE COMMENTS	Neg	Operators may not maintain routes in unprofitable areas	16	L5-Neg-16
L5	FRANCHISE	Fran	FRANCHISE		
L5	FRANCHISE	Fran	Franchising would be more beneficial for neighbouring authorities	17	L5-Fran-17
L5	FRANCHISE	Fran	Franchising is worse option for SMEs	18	L5-Fran-18
L5	FRANCHISE	Fran	Franchising will be worse for achieving connected / integrated services	19	L5-Fran-19
L5	FRANCHISE	Fran	CPCA needs to have full control via franchise	20	L5-Fran-20

L5			ENHANCED PARTNERSHIP	21	L5-EP-21
L5	ENHANCED PARTNERSHIP	EP	Enhanced Partnerships will be better (for rural areas)	22	L5-EP-22
L5	ENHANCED PARTNERSHIP	EP	Enhanced Partnership would ensure consistency with current service	23	L5-EP-23
L5			ENHANCED PARTNERSHIP		
L5	SUGGESTIONS / IMPROVEMENTS	Imp	SUGGESTIONS / IMPROVEMENTS		
L5	SUGGESTIONS / IMPROVEMENTS	Imp	Needs better timetabling to allow for connections	24	L5-Imp-24
L5	SUGGESTIONS / IMPROVEMENTS	Imp	Taxpayers shouldn't fund services outside of their region	25	L5-Imp-25
L5	SUGGESTIONS / IMPROVEMENTS	Imp	Needs to be co-ordinated / integrated with other neighbouring authorities	26	L5-Imp-26
L5	SUGGESTIONS / IMPROVEMENTS	Imp	Engage with neighbouring authorities at an early stage	27	L5-Imp-27
L5	SUGGESTIONS / IMPROVEMENTS	Imp	Need to have good services to schools / colleges	28	L5-Imp-28
L5	SUGGESTIONS / IMPROVEMENTS	Imp	Need to have good services for commuters	29	L5-Imp-29
L5	SUGGESTIONS / IMPROVEMENTS	Imp	Ensure fares are affordable	30	L5-Imp-30
L5	SUGGESTIONS / IMPROVEMENTS	Imp	Plans shouldn't be affected by political change	31	L5-Imp-31
L5	SUGGESTIONS / IMPROVEMENTS	Imp	Franchisees or Enhanced partners should be allowed to negotiate cross-boundary r	32	L5-Imp-32
L5	SUGGESTIONS / IMPROVEMENTS	Imp	Service Permit requirements need to be reasonable	33	L5-Imp-33
L5	SUGGESTIONS / IMPROVEMENTS	Imp	Public needs should come first / not profits	34	L5-Imp-34
L5	SUGGESTIONS / IMPROVEMENTS	Imp	Level of service should be consistent across all areas	35	L5-Imp-35
L5	SUGGESTIONS / IMPROVEMENTS	Imp	A mixed approach would be better suited / not all areas suited to franchising	36	L5-Imp-36
L5	SUGGESTIONS / IMPROVEMENTS	Imp	Need increased fleet size / driver recruitment	37	L5-Imp-37
L6	OTHER	Oth	Other	1	L6-Oth-1
L6	OTHER	Oth	No	2	L6-Oth-2
L6	OTHER	Oth	Both offer similar benefits	3	L6-Oth-3
L6	OTHER	Oth	Neither will work	4	L6-Oth-4
L6	OTHER	Oth	Need more information / clarification	5	L6-Oth-5
L6	OTHER	Oth	Sceptical of the estimated finances	6	L6-Oth-6
L6	OTHER	Oth	The proposals don't address the financial impact on bus users and other residents o	7	L6-Oth-7
L6			IMPROVEMENTS / SUGGESTIONS		
L6	IMPROVEMENTS / SUGGESTIONS	Imp	A mixed approach should be considered	8	L6-Imp-8
L6	IMPROVEMENTS / SUGGESTIONS	Imp	Keep operators involved	9	L6-Imp-9
L6	IMPROVEMENTS / SUGGESTIONS	Imp	Operators should have minimal involvement	10	L6-Imp-10
L6	IMPROVEMENTS / SUGGESTIONS	Imp	Should not be run for profit	11	L6-Imp-11
L6	IMPROVEMENTS / SUGGESTIONS	Imp	Authority should not be involved	12	L6-Imp-12
L6	IMPROVEMENTS / SUGGESTIONS	Imp	Need to meet the demands of a growing population	13	L6-Imp-13
L6	IMPROVEMENTS / SUGGESTIONS	Imp	Need better access to Cambridge Biomedical Campus	14	L6-Imp-14
L6	IMPROVEMENTS / SUGGESTIONS	Imp	Don't mind as long as services are improved in rural areas	15	L6-Imp-15
L6	IMPROVEMENTS / SUGGESTIONS	Imp	Involve the public in consultation	16	L6-Imp-16
L6	IMPROVEMENTS / SUGGESTIONS	Imp	Needs to be well managed / monitored	17	L6-Imp-17
L6	IMPROVEMENTS / SUGGESTIONS	Imp	The authority won't have control of the roads	18	L6-Imp-18
L6	IMPROVEMENTS / SUGGESTIONS	Imp	Not enough focus on cross-boundary journeys	19	L6-Imp-19
L6	IMPROVEMENTS / SUGGESTIONS	Imp	Need consideration for how both options will impact community transport	20	L6-Imp-20
L6	IMPROVEMENTS / SUGGESTIONS	Imp	Fares may increase	21	L6-Imp-21
L6			GENERAL POSITIVE COMMENTS		
L6	GENERAL POSITIVE COMMENTS	Pos	Will encourage modal shift	22	L6-Pos-22
L6	GENERAL POSITIVE COMMENTS	Pos	Will help to achieve environmental aims	23	L6-Pos-23
L6	GENERAL POSITIVE COMMENTS	Pos	Will give the authority more control	24	L6-Pos-24
L6	GENERAL POSITIVE COMMENTS	Pos	will acheive more co-ordinated / integrated service	25	L6-Pos-25
L6			POSITIVE FRANCHISING COMMENTS		
L6	POSITIVE FRANCHISING COMMENTS	PosFran	Franchising is better	26	L6-PosFran-26
L6	POSITIVE FRANCHISING COMMENTS	PosFran	Franchising offers better value	27	L6-PosFran-27
L6	POSITIVE FRANCHISING COMMENTS	PosFran	Enhanced Partnership would not be beneficial	28	L6-PosFran-28
L6	POSITIVE FRANCHISING COMMENTS	PosFran	Franchising allows for greater control	29	L6-PosFran-29
L6	POSITIVE FRANCHISING COMMENTS	PosFran	Franchising would improve service	30	L6-PosFran-30
L6	POSITIVE FRANCHISING COMMENTS	PosFran	Franchising will allow a more co-ordinated / integrated service	31	L6-PosFran-31
L6	POSITIVE FRANCHISING COMMENTS	PosFran	Franchising is better for rural areas	32	L6-PosFran-32
L6	POSITIVE FRANCHISING COMMENTS	PosFran	Franchising allows faster implementation of changes / has no time consuming negot	33	L6-PosFran-33
L6	POSITIVE FRANCHISING COMMENTS	PosFran	Franchising allows opportunity to electrify bus fleet improving environmental efforts	34	L6-PosFran-34
L6	POSITIVE FRANCHISING COMMENTS	PosFran	Franchising will help meet social and economic needs by better connecting people tr	35	L6-PosFran-35

L6	POSITIVE FRANCHISING COMMENTS	PosFran	Franchising would provide the ability to spread profits made on commercial routes to	36	L6-PosFran-36
L6			CAVEATS TO SUCCESSFUL FRANCHISE		
L6	CAVEATS TO SUCCESSFUL FRANCHISE	Cav	Will be difficult to recruit required calibre of staff	37	L6-Cav-37
L6	CAVEATS TO SUCCESSFUL FRANCHISE	Cav	Franchising is risky / costly	38	L6-Cav-38
L6	CAVEATS TO SUCCESSFUL FRANCHISE	Cav	Franchising needs to maintain high ridership levels to be successful	39	L6-Cav-39
L6	CAVEATS TO SUCCESSFUL FRANCHISE	Cav	Franchising we require a lot of hard work	40	L6-Cav-40
L6	CAVEATS TO SUCCESSFUL FRANCHISE	Cav	Needs to balance risk and reward necessary for interested parties to achieve intern	41	L6-Cav-41
L6	CAVEATS TO SUCCESSFUL FRANCHISE	Cav	Franchising will require significant investment to encourage modal shift	42	L6-Cav-42
L6	CAVEATS TO SUCCESSFUL FRANCHISE	Cav	Procurement should not be biased towards incumbent operators	43	L6-Cav-43
L6			POSITIVE ENHANCED PARTNERSHIP COMMENTS		
L6	POSITIVE ENHANCED PARTNERSHIP COMMENT	PosEP	Enhanced Partnership is better	44	L6-PosEP-44
L6	POSITIVE ENHANCED PARTNERSHIP COMMENT	PosEP	Enhanced Partnership is better for stability of SMEs than franchising	45	L6-PosEP-45
L6	POSITIVE ENHANCED PARTNERSHIP COMMENT	PosEP	Enhanced partnership will be quicker to implement positive changes	46	L6-PosEP-46
L6	POSITIVE ENHANCED PARTNERSHIP COMMENT	PosEP	Operators can provide more expertise via Enhanced Partnership	47	L6-PosEP-47
L7	OTHER	Oth	Other	1	L7-Oth-1
L7	OTHER	Oth	Don't know	2	L7-Oth-2
L7	OTHER	Oth	Nothing	3	L7-Oth-3
L7	OTHER	Oth	Need further information / clarification	4	L7-Oth-4
L7	OTHER	Oth	Neither agree nor disagree – in some aspects but not all	5	L7-Oth-5
L7	OTHER	Oth	Different models are suitable for different areas	6	L7-Oth-6
L7			POSITIVE COMMENTS ON FRANCHISING		
L7	POSITIVE COMMENTS ON FRANCHISING	PosFran	I agree / the best option / better value	7	L7-PosFran-7
L7	POSITIVE COMMENTS ON FRANCHISING	PosFran	A good idea / would be beneficial	8	L7-PosFran-8
L7	POSITIVE COMMENTS ON FRANCHISING	PosFran	Enhanced partnership would not improve services	9	L7-PosFran-9
L7	POSITIVE COMMENTS ON FRANCHISING	PosFran	Enhanced partnership would be difficult to negotiate / manage	10	L7-PosFran-10
L7	POSITIVE COMMENTS ON FRANCHISING	PosFran	Good that it saves money / increases revenue	11	L7-PosFran-11
L7	POSITIVE COMMENTS ON FRANCHISING	PosFran	Will incentivise public transport use	12	L7-PosFran-12
L7	POSITIVE COMMENTS ON FRANCHISING	PosFran	Offers (wider) economic / social benefits	13	L7-PosFran-13
L7	POSITIVE COMMENTS ON FRANCHISING	PosFran	Gives the combined authority more control (eg over routes / operations / infrastru	14	L7-PosFran-14
L7	POSITIVE COMMENTS ON FRANCHISING	PosFran	Bus operators would be more accountable	15	L7-PosFran-15
L7	POSITIVE COMMENTS ON FRANCHISING	PosFran	Franchise models are working well elsewhere (eg London / Manchester)	16	L7-PosFran-16
L7	POSITIVE COMMENTS ON FRANCHISING	PosFran	Services would improve	17	L7-PosFran-17
L7	POSITIVE COMMENTS ON FRANCHISING	PosFran	Services would be maintained / cuts avoided (in rural areas)	18	L7-PosFran-18
L7	POSITIVE COMMENTS ON FRANCHISING	PosFran	Services would be more efficient	19	L7-PosFran-19
L7	POSITIVE COMMENTS ON FRANCHISING	PosFran	Services would be more reliable	20	L7-PosFran-20
L7	POSITIVE COMMENTS ON FRANCHISING	PosFran	Services would be co-ordinated / standardised	21	L7-PosFran-21
L7	POSITIVE COMMENTS ON FRANCHISING	PosFran	Services would be more accessible	22	L7-PosFran-22
L7	POSITIVE COMMENTS ON FRANCHISING	PosFran	Fares would be cheaper	23	L7-PosFran-23
L7	POSITIVE COMMENTS ON FRANCHISING	PosFran	Franchising provides more flexibility (to meet users' needs)	24	L7-PosFran-24
L7	POSITIVE COMMENTS ON FRANCHISING	PosFran	Franchising would have environmental benefits	25	L7-PosFran-25
L7	POSITIVE COMMENTS ON FRANCHISING	PosFran	Would bring competition / multiple operators into the region	26	L7-PosFran-26
L7	POSITIVE COMMENTS ON FRANCHISING	PosFran	Better long term benefits	27	L7-PosFran-27
L7	POSITIVE COMMENTS ON FRANCHISING	PosFran	Strong partnerships with a range of operators can lead to more innovation	28	L7-PosFran-28
L7	POSITIVE COMMENTS ON FRANCHISING	PosFran	Benefit of unified responsibility for bus operations and infrastructure	29	L7-PosFran-29
L7	POSITIVE COMMENTS ON FRANCHISING	PosFran	Other positive comments on franchising	30	L7-PosFran-30
L7			NEGATIVE COMMENTS ON FRANCHISING		
L7	NEGATIVE COMMENTS ON FRANCHISING	NegFran	Do not agree	31	L7-NegFran-31
L7	NEGATIVE COMMENTS ON FRANCHISING	NegFran	An enhanced partnership would be more beneficial	32	L7-NegFran-32
L7	NEGATIVE COMMENTS ON FRANCHISING	NegFran	Franchising does not offer value for money	33	L7-NegFran-33
L7	NEGATIVE COMMENTS ON FRANCHISING	NegFran	Gives the combined authority less control / operators have minimal accountability	34	L7-NegFran-34
L7	NEGATIVE COMMENTS ON FRANCHISING	NegFran	The combined authority bears too much risk	35	L7-NegFran-35
L7	NEGATIVE COMMENTS ON FRANCHISING	NegFran	Not effective / could lead to poor service	36	L7-NegFran-36
L7	NEGATIVE COMMENTS ON FRANCHISING	NegFran	Could result in increased fares	37	L7-NegFran-37
L7	NEGATIVE COMMENTS ON FRANCHISING	NegFran	Could result in non-profitable (rural) routes being cut	38	L7-NegFran-38
L7	NEGATIVE COMMENTS ON FRANCHISING	NegFran	Franchising is not working (elsewhere) / has not worked previously	39	L7-NegFran-39
L7	NEGATIVE COMMENTS ON FRANCHISING	NegFran	Franchising is expensive / a waste of money	40	L7-NegFran-40
L7	NEGATIVE COMMENTS ON FRANCHISING	NegFran	Enhanced partnership may offer more flexibility for operators to innovate	41	L7-NegFran-41

L7	NEGATIVE COMMENTS ON FRANCHISING	NegFran	Other negative comments on franchising	42	L7-NegFran-42
L7			CAVEATS TO FRANCHISING		
L7	CAVEATS TO FRANCHISING	Cav	As long as it does not increase council tax	43	L7-Cav-43
L7	CAVEATS TO FRANCHISING	Cav	As long as the fares are affordable / cheaper	44	L7-Cav-44
L7	CAVEATS TO FRANCHISING	Cav	As long as services run regularly / frequency is maintained	45	L7-Cav-45
L7	CAVEATS TO FRANCHISING	Cav	As long as existing services are not cut	46	L7-Cav-46
L7	CAVEATS TO FRANCHISING	Cav	As long as it results in better / more reliable services	47	L7-Cav-47
L7	CAVEATS TO FRANCHISING	Cav	As long as journey times are reasonable	48	L7-Cav-48
L7	CAVEATS TO FRANCHISING	Cav	As long as rural services are maintained / improved	49	L7-Cav-49
L7	CAVEATS TO FRANCHISING	Cav	As long as services for the vulnerable (eg elderly) are maintained	50	L7-Cav-50
L7	CAVEATS TO FRANCHISING	Cav	As long as services are joined up (eg through ticketing)	51	L7-Cav-51
L7	CAVEATS TO FRANCHISING	Cav	As long as bus companies are accountable (eg through penalties for non-compliance)	52	L7-Cav-52
L7	CAVEATS TO FRANCHISING	Cav	As long as it is well managed (by the combined authority)	53	L7-Cav-53
L7	CAVEATS TO FRANCHISING	Cav	Will not know until put into practice	54	L7-Cav-54
L7	CAVEATS TO FRANCHISING	Cav	CPCA needs to undertake further work to fully understand the residual risks and uncertainties	55	L7-Cav-55
L7	CAVEATS TO FRANCHISING	Cav	Decline in patronage does not suggest long term success	56	L7-Cav-56
L7	CAVEATS TO FRANCHISING	Cav	Other caveats to franchising	57	L7-Cav-57
L7			ORGANISATION OF BUS SERVICES		
L7	ORGANISATION OF BUS SERVICES	Org	Stagecoach are doing a good job	58	L7-Org-58
L7	ORGANISATION OF BUS SERVICES	Org	Stagecoach are not doing a good job	59	L7-Org-59
L7	ORGANISATION OF BUS SERVICES	Org	Competition is (more) effective	60	L7-Org-60
L7	ORGANISATION OF BUS SERVICES	Org	Do not want one company to monopolise	61	L7-Org-61
L7	ORGANISATION OF BUS SERVICES	Org	Better if one company has control	62	L7-Org-62
L7	ORGANISATION OF BUS SERVICES	Org	Should be a public service / be publicly owned	63	L7-Org-63
L7	ORGANISATION OF BUS SERVICES	Org	Needs of the general public should be put first	64	L7-Org-64
L7	ORGANISATION OF BUS SERVICES	Org	Should not be run (just) to make profit	65	L7-Org-65
L7	ORGANISATION OF BUS SERVICES	Org	The combined authority are not competent to organise bus services	66	L7-Org-66
L7	ORGANISATION OF BUS SERVICES	Org	Service needs to be improved	67	L7-Org-67
L7	ORGANISATION OF BUS SERVICES	Org	Services should be cheaper/affordable (such as £1 tiger pass)	68	L7-Org-68
L7	ORGANISATION OF BUS SERVICES	Org	(Cross) subsidisation should be used	69	L7-Org-69
L7	ORGANISATION OF BUS SERVICES	Org	Need to encourage more bus usage (better for traffic / environment)	70	L7-Org-70
L7	ORGANISATION OF BUS SERVICES	Org	Query on responsibility for journey planning apps	71	L7-Org-71
L7	ORGANISATION OF BUS SERVICES	Org	Better benefits / conditions for staff / drivers	72	L7-Org-72
L7	ORGANISATION OF BUS SERVICES	Org	Other comments on organisation of bus services	73	L7-Org-73
L7			COSTS		
L7	COSTS	Cost	Would need to see more financial details	74	L7-Cost-74
L7	COSTS	Cost	Sceptical about financial projections / appraisal of value for money	75	L7-Cost-75
L7			RISKS		
L7	RISKS	Risk	Should include risk of driver shortages	76	L7-Risk-76
L7	RISKS	Risk	Should include risk of CPCA exposure to liabilities	77	L7-Risk-77
L7	RISKS	Risk	Should include risk of CPCA exposure to industry pay disputes	78	L7-Risk-78
L7	RISKS	Risk	Should include risk of disruptors such as CAV uptake	79	L7-Risk-79
L8	OTHER	Oth	Other	1	L8-Oth-1
L8	OTHER	Oth	No	2	L8-Oth-2
L8	OTHER	Oth	I agree / the objectives are reasonable	3	L8-Oth-3
L8	OTHER	Oth	Partial agreement	4	L8-Oth-4
L8	OTHER	Oth	Query about having required amount of bus operators	5	L8-Oth-5
L8	OTHER	Oth	Politics drives the decision	6	L8-Oth-6
L8			POSITIVE COMMENTS		
L8	POSITIVE COMMENTS	Pos	Like that it potentially opens up the bus network to operators from outside the area	7	L8-Pos-7
L8	POSITIVE COMMENTS	Pos	Objectives ensure residents get value for money	8	L8-Pos-8
L8	POSITIVE COMMENTS	Pos	The objectives offer a commercial aspect to ensure routes are still viable to the community	9	L8-Pos-9
L8	POSITIVE COMMENTS	Pos	Fully support the objective to ensure the delivery option is commercially viable for operators	10	L8-Pos-10
L8	POSITIVE COMMENTS	Pos	A benefit of franchising is the greater control it gives the CA over the highway network	11	L8-Pos-11
L8			NEGATIVE COMMENTS		
L8	NEGATIVE COMMENTS	Neg	Doubt the capability of the Combined Authority to deliver this	12	L8-Neg-12
L8	NEGATIVE COMMENTS	Neg	Not a suitable solution for rural areas	13	L8-Neg-13

L8	NEGATIVE COMMENTS	Neg	Negative comments about Stagecoach	14	L8-Neg-14
L8	NEGATIVE COMMENTS	Neg	Reforms are a waste of money	15	L8-Neg-15
L8	NEGATIVE COMMENTS	Neg	The order in which franchises would be introduced is questionable	16	L8-Neg-16
L8	NEGATIVE COMMENTS	Neg	This model heavily favours existing operators, that already have the assets and infr	17	L8-Neg-17
L8	NEGATIVE COMMENTS	Neg	No explanation of how small / medium sized operators will be able cope with bureau	18	L8-Neg-18
L8	NEGATIVE COMMENTS	Neg	Large companies may be able to take small lots at the expense of SMEs	19	L8-Neg-19
L8	NEGATIVE COMMENTS	Neg	The authority's plan to own some depots but not others will complicate the bidding c	20	L8-Neg-20
L8	NEGATIVE COMMENTS	Neg	Cost of shifting to electric vehicles (and depots) is a financial disadvantage for SME: 21	21	L8-Neg-21
L8	NEGATIVE COMMENTS	Neg	Limited size of contract lots may preclude bids from outside combined authority	22	L8-Neg-22
L8	NEGATIVE COMMENTS	Neg	The one-size-fits-all approach to franchising does not optimise the CA's investment	23	L8-Neg-23
L8	NEGATIVE COMMENTS	Neg	Extra costs will be included in second procurement leading to risk of price spikes	24	L8-Neg-24
L8			SUGGESTIONS / IMPROVEMENTS		
L8	SUGGESTIONS / IMPROVEMENTS	Imp	Service must be improved / maintained	25	L8-Imp-25
L8	SUGGESTIONS / IMPROVEMENTS	Imp	Stop focusing on buses and build a proper public transport infrastructure	26	L8-Imp-26
L8	SUGGESTIONS / IMPROVEMENTS	Imp	Reduce congestion with bus priority measures	27	L8-Imp-27
L8	SUGGESTIONS / IMPROVEMENTS	Imp	Make it work for the long term, not short term fixes	28	L8-Imp-28
L8	SUGGESTIONS / IMPROVEMENTS	Imp	Any contractual arrangement needs to be flexible	29	L8-Imp-29
L8	SUGGESTIONS / IMPROVEMENTS	Imp	Needs an objective to review passenger growth and customer satisfaction with the i	30	L8-Imp-30
L8	SUGGESTIONS / IMPROVEMENTS	Imp	Would like public sector ownership in the larger conurbations	31	L8-Imp-31
L8	SUGGESTIONS / IMPROVEMENTS	Imp	Important that all residents in the CPCA area receive the same level of service	32	L8-Imp-32
L8	SUGGESTIONS / IMPROVEMENTS	Imp	Need an objective relating on uptake of modal shift	33	L8-Imp-33
L8	SUGGESTIONS / IMPROVEMENTS	Imp	Need an objective relating to value for money	34	L8-Imp-34
L8	SUGGESTIONS / IMPROVEMENTS	Imp	Objectives need to ensure value for money for passengers	35	L8-Imp-35
L8	SUGGESTIONS / IMPROVEMENTS	Imp	Implementation of routes should be carried out in a way to reduce risk but also offer	36	L8-Imp-36
L8	SUGGESTIONS / IMPROVEMENTS	Imp	It is essential that we protect and support the smaller operators	37	L8-Imp-37
L8	SUGGESTIONS / IMPROVEMENTS	Imp	Value for money needs to mean good quality not cheapest cost	38	L8-Imp-38
L8	SUGGESTIONS / IMPROVEMENTS	Imp	Competition should seek to achieve efficiencies of scale and eliminate duplication of	39	L8-Imp-39
L8	SUGGESTIONS / IMPROVEMENTS	Imp	Needs central databases of users and route sharing	40	L8-Imp-40
L8	SUGGESTIONS / IMPROVEMENTS	Imp	Emphasis on importance of data for commercial strategy	41	L8-Imp-41
L8	SUGGESTIONS / IMPROVEMENTS	Imp	It would be more appropriate to have different 'playing fields' to ensure competitions	42	L8-Imp-42
L8	SUGGESTIONS / IMPROVEMENTS	Imp	Combined authority should own / lease back vehicles/equipment	43	L8-Imp-43
L8	SUGGESTIONS / IMPROVEMENTS	Imp	The CA should separate out its desire to manage the network over the medium to lc	44	L8-Imp-44
L8	SUGGESTIONS / IMPROVEMENTS	Imp	Needs an emphasis on marketing to increase passenger numbers	45	L8-Imp-45
L8	SUGGESTIONS / IMPROVEMENTS	Imp	Needs of the passengers need to be considered when allocating risk	46	L8-Imp-46
L8	SUGGESTIONS / IMPROVEMENTS	Imp	Need to consider whether it would be better to introduce a mix of franchising and EF	47	L8-Imp-47
L8	SUGGESTIONS / IMPROVEMENTS	Imp	It would be better to introduce franchises in areas with high levels of existing tender	48	L8-Imp-48
L8	SUGGESTIONS / IMPROVEMENTS	Imp	The CA must be able to manage the network effectively including in times of disrupti	49	L8-Imp-49
L8	SUGGESTIONS / IMPROVEMENTS	Imp	Recommended that CPCA considers how to minimise energy costs early on	50	L8-Imp-50
L8	SUGGESTIONS / IMPROVEMENTS	Imp	Consideration should be given to the potential to earn revenues through grid service	51	L8-Imp-51
L8	SUGGESTIONS / IMPROVEMENTS	Imp	Suggestions on how to increase value for money / efficiency of batteries	52	L8-Imp-52
L8	SUGGESTIONS / IMPROVEMENTS	Imp	Ensure no unnecessary impact on bus workers with regard to their terms and condit	53	L8-Imp-53
L8	SUGGESTIONS / IMPROVEMENTS	Imp	An appropriate risk allocation between operators and the CPCA, is essential to encc	54	L8-Imp-54
L8	SUGGESTIONS / IMPROVEMENTS	Imp	Investment in bus priority measures and full integration of such measures within the	55	L8-Imp-55
L8	SUGGESTIONS / IMPROVEMENTS	Imp	Needs a fair allocation of risks between the authority and operators at the tender sta	56	L8-Imp-56
L8	SUGGESTIONS / IMPROVEMENTS	Imp	It is better for operators to bid on a fixed timetable to enable offer comparison	57	L8-Imp-57
L8	SUGGESTIONS / IMPROVEMENTS	Imp	Provide an incentive per passenger to allow each operator to choose the level of risl	58	L8-Imp-58
L8	SUGGESTIONS / IMPROVEMENTS	Imp	Risk taken by the operators should be reflective of their scope of accountability to av	59	L8-Imp-59
L8	SUGGESTIONS / IMPROVEMENTS	Imp	The contract's duration should be adequate to reflect investment in assets	60	L8-Imp-60
L8	SUGGESTIONS / IMPROVEMENTS	Imp	Protect the residual value of the assets purchased	61	L8-Imp-61
L8	SUGGESTIONS / IMPROVEMENTS	Imp	Provide a clear inflation mechanism to mitigate risk over the contract length	62	L8-Imp-62
L9	OTHER	Oth	Other	1	L9-Oth-1
L9	OTHER	Oth	No	2	L9-Oth-2
L9	OTHER	Oth	Implement as soon as possible	3	L9-Oth-3
L9	OTHER	Oth	Not confident of competence of CPCA to run services	4	L9-Oth-4
L9	OTHER	Oth	There is no reference to DRT services in this section	5	L9-Oth-5
L9	OTHER	Oth	Querying the finances required	6	L9-Oth-6
L9			POSITIVE COMMENTS		

L9	POSITIVE COMMENTS	Pos	It's good / in favour of proposals	7	L9-Pos-7
L9	POSITIVE COMMENTS	Pos	This would be beneficial / fair for all	8	L9-Pos-8
L9	POSITIVE COMMENTS	Pos	Allows more regulation / accountability / control	9	L9-Pos-9
L9	POSITIVE COMMENTS	Pos	Allows cross-subsidisation	10	L9-Pos-10
L9	POSITIVE COMMENTS	Pos	Allows co-ordinated / integrated services	11	L9-Pos-11
L9	POSITIVE COMMENTS	Pos	Adopting a different regime in different parts of CPCA would increase costs and inf	12	L9-Pos-12
L9	POSITIVE COMMENTS	Pos	Allows a collaborative approach	13	L9-Pos-13
L9	POSITIVE COMMENTS	Pos	Sharing responsibilities and risk with operators is good	14	L9-Pos-14
L9	POSITIVE COMMENTS	Pos	Will increase ridership / encourage modal shift	15	L9-Pos-15
L9			SUGGESTIONS / IMPROVEMENTS		
L9	SUGGESTIONS / IMPROVEMENTS	Imp	Consider the London model	16	L9-Imp-16
L9	SUGGESTIONS / IMPROVEMENTS	Imp	Consider the Manchester model	17	L9-Imp-17
L9	SUGGESTIONS / IMPROVEMENTS	Imp	Service must be improved	18	L9-Imp-18
L9	SUGGESTIONS / IMPROVEMENTS	Imp	More routes for rural / underserved areas	19	L9-Imp-19
L9	SUGGESTIONS / IMPROVEMENTS	Imp	School / college / university buses should be included in plans	20	L9-Imp-20
L9	SUGGESTIONS / IMPROVEMENTS	Imp	More cross-boundary services should be included	21	L9-Imp-21
L9	SUGGESTIONS / IMPROVEMENTS	Imp	Include operators in the plans	22	L9-Imp-22
L9	SUGGESTIONS / IMPROVEMENTS	Imp	Large organisations in the area can subsidise part of the cost	23	L9-Imp-23
L9	SUGGESTIONS / IMPROVEMENTS	Imp	The implications upon cross boundary services should be reviewed	24	L9-Imp-24
L9	SUGGESTIONS / IMPROVEMENTS	Imp	Prefer a shorter contract length	25	L9-Imp-25
L9	SUGGESTIONS / IMPROVEMENTS	Imp	Potential to have a mixed scheme to suit all areas	26	L9-Imp-26
L9	SUGGESTIONS / IMPROVEMENTS	Imp	SMEs should not be disadvantaged	27	L9-Imp-27
L9	SUGGESTIONS / IMPROVEMENTS	Imp	Taxpayers shouldn't fund services in other areas	28	L9-Imp-28
L9	SUGGESTIONS / IMPROVEMENTS	Imp	Peterborough and Cambridge should be treated separately	29	L9-Imp-29
L9	SUGGESTIONS / IMPROVEMENTS	Imp	Some sector or organisation specific services are best managed outside of the CPC	30	L9-Imp-30
L9	SUGGESTIONS / IMPROVEMENTS	Imp	Rural franchises should be tendered separately as they operate differently to urban	31	L9-Imp-31
L9	SUGGESTIONS / IMPROVEMENTS	Imp	Operators would also need sufficient safeguards to ensure core operating costs are	32	L9-Imp-32
L9	SUGGESTIONS / IMPROVEMENTS	Imp	Better marketing to attract more leisure travellers to rural routes	33	L9-Imp-33
L10	OTHER	Oth	Other	1	L10-Oth-1
L10	OTHER	Oth	No	2	L10-Oth-2
L10	OTHER	Oth	Do it as soon as possible	3	L10-Oth-3
L10	OTHER	Oth	Local area needs improvements (soon)	4	L10-Oth-4
L10			POSITIVE COMMENTS		
L10	POSITIVE COMMENTS	Pos	It's good / fair / realistic (non-specific)	5	L10-Pos-5
L10	POSITIVE COMMENTS	Pos	Allows time for new services to be introduced properly	6	L10-Pos-6
L10	POSITIVE COMMENTS	Pos	Allows time to recruit new staff	7	L10-Pos-7
L10	POSITIVE COMMENTS	Pos	Contracts are appropriate length	8	L10-Pos-8
L10	POSITIVE COMMENTS	Pos	Realistic considering the experience with Manchester	9	L10-Pos-9
L10	POSITIVE COMMENTS	Pos	Should result in good quality bus services	10	L10-Pos-10
L10	POSITIVE COMMENTS	Pos	(Tendering in stages) allows time for competitive bids	11	L10-Pos-11
L10	POSITIVE COMMENTS	Pos	Timetable allows for implementation of bus prioritisation measures in Cambridge	12	L10-Pos-12
L10			NEGATIVE COMMENTS		
L10	NEGATIVE COMMENTS	Neg	Too long / slow	13	L10-Neg-13
L10	NEGATIVE COMMENTS	Neg	Cambridge shouldn't be prioritised	14	L10-Neg-14
L10	NEGATIVE COMMENTS	Neg	Insufficient time allowed for mobilisation of services (should be 9-18 months)	15	L10-Neg-15
L10	NEGATIVE COMMENTS	Neg	Not clear whether sufficient drivers / training for drivers available	16	L10-Neg-16
L10	NEGATIVE COMMENTS	Neg	Not clear whether sufficient vehicles available	17	L10-Neg-17
L10	NEGATIVE COMMENTS	Neg	Not enough benefits	18	L10-Neg-18
L10	NEGATIVE COMMENTS	Neg	Phased mobilisation of services could cause confusion (as in Manchester)	19	L10-Neg-19
L10	NEGATIVE COMMENTS	Neg	Political change might jeopardise plans	20	L10-Neg-20
L10	NEGATIVE COMMENTS	Neg	Service provided by current operators will suffer if there are delays	21	L10-Neg-21
L10	NEGATIVE COMMENTS	Neg	Slow compared to Manchester	22	L10-Neg-22
L10	NEGATIVE COMMENTS	Neg	SMEs may be disadvantaged through unrealistic timescales (eg in vehicle procurem	23	L10-Neg-23
L10	NEGATIVE COMMENTS	Neg	Tendering in stages may mean that large operators do not bid (as reduced economi	24	L10-Neg-24
L10			SUGGESTIONS / IMPROVEMENTS		
L10	SUGGESTIONS / IMPROVEMENTS	Imp	A comprehensive assessment of costs / service requirements is needed	25	L10-Imp-25
L10	SUGGESTIONS / IMPROVEMENTS	Imp	Any major changes to networks / ticket prices should be introduced in advance	26	L10-Imp-26

L10	SUGGESTIONS / IMPROVEMENTS	Imp	Combined authority should provide necessary infrastructure (depots / vehicles)	27	L10-Imp-27
L10	SUGGESTIONS / IMPROVEMENTS	Imp	Decision should be taken after Mayoral election in May 2025	28	L10-Imp-28
L10	SUGGESTIONS / IMPROVEMENTS	Imp	Feedback to bidders after each round should ensure continuous improvement of bid	29	L10-Imp-29
L10	SUGGESTIONS / IMPROVEMENTS	Imp	Franchises with small providers could be agreed more quickly	30	L10-Imp-30
L10	SUGGESTIONS / IMPROVEMENTS	Imp	Implications of zero emission targets (eg electrifying vehicles / depots) should be re	31	L10-Imp-31
L10	SUGGESTIONS / IMPROVEMENTS	Imp	Operators should know outcome of first tendering phase well in advance of second	32	L10-Imp-32
L10	SUGGESTIONS / IMPROVEMENTS	Imp	Procurement timescales (in particular for electric vehicles / new depots) are too sho	33	L10-Imp-33
L10	SUGGESTIONS / IMPROVEMENTS	Imp	Procurement / mobilisation timescales should be published well in advance	34	L10-Imp-34
L10	SUGGESTIONS / IMPROVEMENTS	Imp	Tendering in more than two stages could be beneficial (as in Manchester)	35	L10-Imp-35
L10	SUGGESTIONS / IMPROVEMENTS	Imp	Ticketing / GPS systems should be tested in advance	36	L10-Imp-36
L10	SUGGESTIONS / IMPROVEMENTS	Imp	There should be phased mobilisation of new franchises	37	L10-Imp-37
L10	SUGGESTIONS / IMPROVEMENTS	Imp	Transition of services should take place during school holidays / on Friday evening	38	L10-Imp-38
L11	OTHER	Oth	Other	1	L11-Oth-1
L11	OTHER	Oth	No	2	L11-Oth-2
L11	OTHER	Oth	Don't know enough about it	3	L11-Oth-3
L11	OTHER	Oth	Political change during this time may have consequences	4	L11-Oth-4
L11	OTHER	Oth	Rural areas need better services	5	L11-Oth-5
L11			POSITIVE COMMENTS		
L11	POSITIVE COMMENTS	Pos	Good / reasonable / sensible	6	L11-Pos-6
L11	POSITIVE COMMENTS	Pos	Allows enough time to assess whether it is working	7	L11-Pos-7
L11	POSITIVE COMMENTS	Pos	Allows enough time to make positive change	8	L11-Pos-8
L11	POSITIVE COMMENTS	Pos	Allows operators to invest in / renew assets	9	L11-Pos-9
L11	POSITIVE COMMENTS	Pos	Allows operators to make a return on investments	10	L11-Pos-10
L11	POSITIVE COMMENTS	Pos	Duration similar to London	11	L11-Pos-11
L11	POSITIVE COMMENTS	Pos	Good for stability	12	L11-Pos-12
L11	POSITIVE COMMENTS	Pos	Possible contract extension is sensible / an incentive for good performance	13	L11-Pos-13
L11	POSITIVE COMMENTS	Pos	Reflects life cycle of assets	14	L11-Pos-14
L11	POSITIVE COMMENTS	Pos	Short enough that won't be stuck with it too long if service is poor	15	L11-Pos-15
L11	POSITIVE COMMENTS	Pos	Shorter length might not attract good operators	16	L11-Pos-16
L11	POSITIVE COMMENTS	Pos	Should provide value for money	17	L11-Pos-17
L11			NEGATIVE COMMENTS		
L11	NEGATIVE COMMENTS	Neg	Too long	18	L11-Neg-18
L11	NEGATIVE COMMENTS	Neg	Could be stuck with poor service for too long	19	L11-Neg-19
L11	NEGATIVE COMMENTS	Neg	Longer contracts would allow more investment from operators	20	L11-Neg-20
L11	NEGATIVE COMMENTS	Neg	Longer contracts would allow cheaper financing	21	L11-Neg-21
L11	NEGATIVE COMMENTS	Neg	Should be longer	22	L11-Neg-22
L11	NEGATIVE COMMENTS	Neg	Other negative comments	23	L11-Neg-23
L11			CAVEATS / SUGGESTED IMPROVEMENTS		
L11	CAVEATS / SUGGESTED IMPROVEMENTS	Imp	Franchisee should make profit over full term	24	L11-Imp-24
L11	CAVEATS / SUGGESTED IMPROVEMENTS	Imp	Must be an option / clause to change/terminate	25	L11-Imp-25
L11	CAVEATS / SUGGESTED IMPROVEMENTS	Imp	Must be held accountable for performance (eg through KPIs)	26	L11-Imp-26
L11	CAVEATS / SUGGESTED IMPROVEMENTS	Imp	Must be regulated / reviewed regularly	27	L11-Imp-27
L11	CAVEATS / SUGGESTED IMPROVEMENTS	Imp	Must listen to complaints / feedback	28	L11-Imp-28
L11	CAVEATS / SUGGESTED IMPROVEMENTS	Imp	Should allow for inflation (eg fuel prices)	29	L11-Imp-29
L11	CAVEATS / SUGGESTED IMPROVEMENTS	Imp	Other caveats / suggested improvements	30	L11-Imp-30
L12	OTHER	Oth	Other	1	L12-Oth-1
L12	OTHER	Oth	No	2	L12-Oth-2
L12	OTHER	Oth	Won't know until seen in practice	3	L12-Oth-3
L12			POSITIVE COMMENTS		
L12	POSITIVE COMMENTS	Pos	Good / reasonable	4	L12-Pos-4
L12	POSITIVE COMMENTS	Pos	Allows (fair) competition / SMEs to bid	5	L12-Pos-5
L12	POSITIVE COMMENTS	Pos	Flexibility in contracts will allow for necessary change (eg electrification of vehicles)	6	L12-Pos-6
L12	POSITIVE COMMENTS	Pos	Grouping services on geographical basis is sensible	7	L12-Pos-7
L12	POSITIVE COMMENTS	Pos	Provision for sub-contracting gives SMEs opportunities	8	L12-Pos-8
L12	POSITIVE COMMENTS	Pos	Restrictions on uptake of small contracts gives SMEs opportunities	9	L12-Pos-9
L12	POSITIVE COMMENTS	Pos	Successful in other franchising authorities	10	L12-Pos-10
L12	POSITIVE COMMENTS	Pos	Other positive comments	11	L12-Pos-11

L12			NEGATIVE COMMENTS		
L12	NEGATIVE COMMENTS	Neg	Disagree	12	L12-Neg-12
L12	NEGATIVE COMMENTS	Neg	Competition likely to be limited (as only one main operator within combined authority	13	L12-Neg-13
L12	NEGATIVE COMMENTS	Neg	Limited size of contract lots may preclude bids from outside combined authority	14	L12-Neg-14
L12	NEGATIVE COMMENTS	Neg	Multiple contracts results in higher administrative costs	15	L12-Neg-15
L12	NEGATIVE COMMENTS	Neg	Small contracts may not be financially viable	16	L12-Neg-16
L12	NEGATIVE COMMENTS	Neg	Other negative comments	17	L12-Neg-17
L12			CAVEATS / SUGGESTED IMPROVEMENTS		
L12	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Bidders should not be allowed to 'cherry pick' profitable routes	18	L12-Cav-18
L12	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Bidding process should be simplified for smaller lots (and therefore SMEs)	19	L12-Cav-19
L12	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Busway development should be paused	20	L12-Cav-20
L12	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Clarify whether some contract lots reserved for existing operators	21	L12-Cav-21
L12	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Contracts should include include clear agreement on sharing of depots	22	L12-Cav-22
L12	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Contracts should specify service quality	23	L12-Cav-23
L12	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Each tranche should include mix of high / low frequency routes	24	L12-Cav-24
L12	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Include contractual buy back options for operators investing in new vehicles	25	L12-Cav-25
L12	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Larger contract lots should be based around a combined authority depot	26	L12-Cav-26
L12	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Larger contract lots should be tendered before smaller lots	27	L12-Cav-27
L12	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Need to be able to revoke contracts if service is poor	28	L12-Cav-28
L12	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Need to take account of geographical area (so no gaps in service)	29	L12-Cav-29
L12	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Needs expertise / good management (in the combined authority)	30	L12-Cav-30
L12	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Needs to reflect zero emissions target	31	L12-Cav-31
L12	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Operators should be permitted / required to include sub-contracted operations in bid	32	L12-Cav-32
L12	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Place limits on number of contract lots awarded per operator	33	L12-Cav-33
L12	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Procurement process should be transparent	34	L12-Cav-34
L12	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	School / college journeys should be reflected in franchise agreements	35	L12-Cav-35
L12	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Should allow SMEs to bid (unlike Manchester)	36	L12-Cav-36
L12	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Should focus on needs of public	37	L12-Cav-37
L12	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Should follow Nottingham model (for city networks)	38	L12-Cav-38
L12	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Urban / rural services should be considered separately	39	L12-Cav-39
L12	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Other caveats / suggested improvements	40	L12-Cav-40
L13	OTHER	Oth	Other	1	L13-Oth-1
L13	OTHER	Oth	No comment / don't know	2	L13-Oth-2
L13			POSITIVE COMMENTS		
L13	POSITIVE COMMENTS	Pos	Yes / I agree	3	L13-Pos-3
L13	POSITIVE COMMENTS	Pos	Limits on (large) operators taking up small contracts should protect SMEs	4	L13-Pos-4
L13	POSITIVE COMMENTS	Pos	Shared depots / ownership of depots by combined authority are positive	5	L13-Pos-5
L13	POSITIVE COMMENTS	Pos	Smaller contract lots should allow SMEs to bid / compete	6	L13-Pos-6
L13	POSITIVE COMMENTS	Pos	SMEs have valuable knowledge of local markets	7	L13-Pos-7
L13	POSITIVE COMMENTS	Pos	SMEs may have vehicles more suited to rural routes	8	L13-Pos-8
L13			NEGATIVE COMMENTS		
L13	NEGATIVE COMMENTS	Neg	No	9	L13-Neg-9
L13	NEGATIVE COMMENTS	Neg	Complex procurement processes may be a barrier for SMEs	10	L13-Neg-10
L13	NEGATIVE COMMENTS	Neg	Franchising likely to result in fewer SMEs (as in London)	11	L13-Neg-11
L13	NEGATIVE COMMENTS	Neg	Large operators have the advantage / questionable whether there is a level playing	12	L13-Neg-12
L13	NEGATIVE COMMENTS	Neg	Large operators are likely to dominate profitable (city centre) routes	13	L13-Neg-13
L13	NEGATIVE COMMENTS	Neg	Option to sub-contract services should help SMEs	14	L13-Neg-14
L13	NEGATIVE COMMENTS	Neg	Risk that additional services provided by current SMEs (eg school transport) may be	15	L13-Neg-15
L13	NEGATIVE COMMENTS	Neg	Risk that SMEs will be left with unprofitable routes (which then fail)	16	L13-Neg-16
L13	NEGATIVE COMMENTS	Neg	Smaller contract lots may not be commercially viable (for large operators)	17	L13-Neg-17
L13	NEGATIVE COMMENTS	Neg	SMEs may have higher costs (as do not have same purchasing powers as large op)	18	L13-Neg-18
L13	NEGATIVE COMMENTS	Neg	SMEs may not have sufficient resources (eg for new vehicles)	19	L13-Neg-19
L13	NEGATIVE COMMENTS	Neg	SMEs may provide an unreliable service	20	L13-Neg-20
L13	NEGATIVE COMMENTS	Neg	Stagecoach will retain a monopoly	21	L13-Neg-21
L13	NEGATIVE COMMENTS	Neg	Stagecoach will continue to provide poor service	22	L13-Neg-22
L13	NEGATIVE COMMENTS	Neg	Other negative comments	23	L13-Neg-23
L13			CAVEATS / SUGGESTED IMPROVEMENTS		

L13	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Competition is needed / larger operators should not have a monopoly	24	L13-Cav-24
L13	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Combined authority should consider cost of financing for SMEs	25	L13-Cav-25
L13	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Combined authority should consider purchasing / leasing back vehicles	26	L13-Cav-26
L13	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Combined authority should provide depot facilities for SMEs	27	L13-Cav-27
L13	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Contracts should include a requirement to add social value (eg assisting community	28	L13-Cav-28
L13	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Learn from experience in Glasgow / Nottingham	29	L13-Cav-29
L13	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Procurement process for small contract lots should be simplified	30	L13-Cav-30
L13	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	School services should form part of the franchising programme	31	L13-Cav-31
L13	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Should prioritise needs of public	32	L13-Cav-32
L13	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	SMEs may need additional funding for new / refurbished vehicles	33	L13-Cav-33
L13	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Unclear how SMEs will achieve economies of scale / be cost effective	34	L13-Cav-34
L13	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Other caveats / suggestions for improvement	35	L13-Cav-35
L14	OTHER	Oth	Other	1	L14-Oth-1
L14	OTHER	Oth	No	2	L14-Oth-2
L14			POSITIVE COMMENTS		
L14	POSITIVE COMMENTS	Pos	Agree with approach	3	L14-Pos-3
L14	POSITIVE COMMENTS	Pos	Agree that combined authority should be responsible for (some) depots	4	L14-Pos-4
L14	POSITIVE COMMENTS	Pos	Combined authority provision of (some) depots will support progressive electrificatio	5	L14-Pos-5
L14	POSITIVE COMMENTS	Pos	Increased depot availability / strategic location of depots would improve service effic	6	L14-Pos-6
L14	POSITIVE COMMENTS	Pos	Increased depot availability should mean more competition (from SMEs)	7	L14-Pos-7
L14	POSITIVE COMMENTS	Pos	Provision of depots by the combined authority would reduce costs / delays for new c	8	L14-Pos-8
L14			NEGATIVE COMMENTS		
L14	NEGATIVE COMMENTS	Neg	Co-location of depots could be difficult to administer	9	L14-Neg-9
L14	NEGATIVE COMMENTS	Neg	Electrification of depots will be costly	10	L14-Neg-10
L14	NEGATIVE COMMENTS	Neg	Franchising system does not incentivize large operators to own a bus depot	11	L14-Neg-11
L14	NEGATIVE COMMENTS	Neg	May make bidding for contracts uneven	12	L14-Neg-12
L14	NEGATIVE COMMENTS	Neg	Mobilisation period may not be sufficient to secure permits for new depots	13	L14-Neg-13
L14	NEGATIVE COMMENTS	Neg	Operators (not the combined authority) should be responsible for depots	14	L14-Neg-14
L14	NEGATIVE COMMENTS	Neg	Provision of depots would be expensive for the combined authority	15	L14-Neg-15
L14			CAVEATS / SUGGESTIONS FOR IMPROVEMENT		
L14	CAVEATS / SUGGESTIONS FOR IMPROVEMENT	Cav	Agree with zero emission targets / proposed use of zero emission vehicles	16	L14-Cav-16
L14	CAVEATS / SUGGESTIONS FOR IMPROVEMENT	Cav	Clarify depot locations given land ownership by Stagecoach	17	L14-Cav-17
L14	CAVEATS / SUGGESTIONS FOR IMPROVEMENT	Cav	Clarify how depot costs to be included in tender bids	18	L14-Cav-18
L14	CAVEATS / SUGGESTIONS FOR IMPROVEMENT	Cav	Clarify whether all bids for large contracts (including incumbent) will be based on use	19	L14-Cav-19
L14	CAVEATS / SUGGESTIONS FOR IMPROVEMENT	Cav	Clear contractual arrangements will be needed for co-location	20	L14-Cav-20
L14	CAVEATS / SUGGESTIONS FOR IMPROVEMENT	Cav	Co-location of bus depots should be standard	21	L14-Cav-21
L14	CAVEATS / SUGGESTIONS FOR IMPROVEMENT	Cav	Depots should be outside cities (in rural locations / on brownfield sites)	22	L14-Cav-22
L14	CAVEATS / SUGGESTIONS FOR IMPROVEMENT	Cav	Clarification needed on depot co-location (eg health and safety responsibilities)	23	L14-Cav-23
L14	CAVEATS / SUGGESTIONS FOR IMPROVEMENT	Cav	Combined authority should consult operators on location / facilities of depots	24	L14-Cav-24
L14	CAVEATS / SUGGESTIONS FOR IMPROVEMENT	Cav	Combined authority should provide insurance for depots	25	L14-Cav-25
L14	CAVEATS / SUGGESTIONS FOR IMPROVEMENT	Cav	Community transport providers should be able to use depots (eg for storage / EV ch	26	L14-Cav-26
L14	CAVEATS / SUGGESTIONS FOR IMPROVEMENT	Cav	Consider future-proofing design of depots for electrification	27	L14-Cav-27
L14	CAVEATS / SUGGESTIONS FOR IMPROVEMENT	Cav	Electricity grid availability at depots will affect bid prices	28	L14-Cav-28
L14	CAVEATS / SUGGESTIONS FOR IMPROVEMENT	Cav	Existing depots should be restored / re-commissioned	29	L14-Cav-29
L14	CAVEATS / SUGGESTIONS FOR IMPROVEMENT	Cav	Large operators already have their own depots	30	L14-Cav-30
L14	CAVEATS / SUGGESTIONS FOR IMPROVEMENT	Cav	More depots are needed (for vehicle storage)	31	L14-Cav-31
L14	CAVEATS / SUGGESTIONS FOR IMPROVEMENT	Cav	New depots should be designed to support electric vehicles	32	L14-Cav-32
L14	CAVEATS / SUGGESTIONS FOR IMPROVEMENT	Cav	Not clear whether bus depots (for storage / maintenance) are the same as bus stati	33	L14-Cav-33
L14	CAVEATS / SUGGESTIONS FOR IMPROVEMENT	Cav	Proposed larger depot for Peterborough is appropriate	34	L14-Cav-34
L14	CAVEATS / SUGGESTIONS FOR IMPROVEMENT	Cav	SMEs should have access to combined authority depots	35	L14-Cav-35
L14	CAVEATS / SUGGESTIONS FOR IMPROVEMENT	Cav	Combined authority provision of (some) depots is similar to Manchester	36	L14-Cav-36
L15	OTHER	Oth	Other	1	L15-Oth-1
L15	OTHER	Oth	No	2	L15-Oth-2
L15			POSITIVE COMMENTS		
L15	POSITIVE COMMENTS	Pos	It's good / I agree	3	L15-Pos-3
L15	POSITIVE COMMENTS	Pos	Agree that combined authority should set standards	4	L15-Pos-4
L15	POSITIVE COMMENTS	Pos	Allows flexibility in contract bidding (eg using existing / refurbished vehicles)	5	L15-Pos-5

L15	POSITIVE COMMENTS	Pos	Could achieve consistency in standards across the network	6	L15-Pos-6
L15	POSITIVE COMMENTS	Pos	Makes them responsible for their own equipment	7	L15-Pos-7
L15	POSITIVE COMMENTS	Pos	Large operators have experience in procuring vehicles	8	L15-Pos-8
L15	POSITIVE COMMENTS	Pos	Large operators have existing fleet of vehicles	9	L15-Pos-9
L15	POSITIVE COMMENTS	Pos	Operators should have better knowledge of requirements / most cost-effective systems	10	L15-Pos-10
L15	POSITIVE COMMENTS	Pos	Should result vehicles / equipment being fit for purpose	11	L15-Pos-11
L15	POSITIVE COMMENTS	Pos	Should result in vehicles / equipment being well maintained	12	L15-Pos-12
L15	POSITIVE COMMENTS	Pos	Should minimise costs for the combined authority	13	L15-Pos-13
L15	POSITIVE COMMENTS	Pos	This will reduce the cost to CPCA	14	L15-Pos-14
L15	POSITIVE COMMENTS	Pos	This is successful in London	15	L15-Pos-15
L15			NEGATIVE COMMENTS		
L15	NEGATIVE COMMENTS	Neg	Combined authority should own / lease back vehicles/equipment	16	L15-Neg-16
L15	NEGATIVE COMMENTS	Neg	Could be difficult for SMEs to fulfil requirements for vehicles / equipment	17	L15-Neg-17
L15	NEGATIVE COMMENTS	Neg	Could result in contractual disputes between combined authority and operators	18	L15-Neg-18
L15	NEGATIVE COMMENTS	Neg	Inadequate funding could result in poor standards / service to the public	19	L15-Neg-19
L15	NEGATIVE COMMENTS	Neg	May not be commercially viable for operators to own vehicles / equipment	20	L15-Neg-20
L15	NEGATIVE COMMENTS	Neg	Mobilisation period may not be sufficient to source required vehicles / equipment	21	L15-Neg-21
L15	NEGATIVE COMMENTS	Neg	Not clear who is responsible for enforcing standards	22	L15-Neg-22
L15	NEGATIVE COMMENTS	Neg	Requiring all-new vehicles would achieve greater consistency, reliability and quality	23	L15-Neg-23
L15	NEGATIVE COMMENTS	Neg	Requiring all new vehicles would minimise engineering costs and would help driver	24	L15-Neg-24
L15	NEGATIVE COMMENTS	Neg	Some vehicles are in poor condition / may not be properly maintained	25	L15-Neg-25
L15	NEGATIVE COMMENTS	Neg	Standardisation of vehicles / equipment may be difficult (if owned by operators)	26	L15-Neg-26
L15	NEGATIVE COMMENTS	Neg	Vehicles should be leased	27	L15-Neg-27
L15			CAVEATS / SUGGESTIONS FOR IMPROVEMENT		
L15	CAVEATS / SUGGESTIONS FOR IMPROVEMENT	Cav	An average fleet age across the fleet is best, avoiding routes specificities to maximise	28	L15-Cav-28
L15	CAVEATS / SUGGESTIONS FOR IMPROVEMENT	Cav	Audio / visual announcements should be provided for passengers	29	L15-Cav-29
L15	CAVEATS / SUGGESTIONS FOR IMPROVEMENT	Cav	Cash payments should continue to be accepted	30	L15-Cav-30
L15	CAVEATS / SUGGESTIONS FOR IMPROVEMENT	Cav	Clarify how capital costs (eg purchase / lease) will be evaluated on an equitable basis	31	L15-Cav-31
L15	CAVEATS / SUGGESTIONS FOR IMPROVEMENT	Cav	Clarify requirement for use / replacement of existing vehicles	32	L15-Cav-32
L15	CAVEATS / SUGGESTIONS FOR IMPROVEMENT	Cav	Community transport operators need funding for electrification / livery changes	33	L15-Cav-33
L15	CAVEATS / SUGGESTIONS FOR IMPROVEMENT	Cav	Combined authority should consult operators / passengers before deciding on specifications	34	L15-Cav-34
L15	CAVEATS / SUGGESTIONS FOR IMPROVEMENT	Cav	Consider dual door operation on some urban services	35	L15-Cav-35
L15	CAVEATS / SUGGESTIONS FOR IMPROVEMENT	Cav	Fleet used for CPCA services should be dedicated to these services for a period of	36	L15-Cav-36
L15	CAVEATS / SUGGESTIONS FOR IMPROVEMENT	Cav	Important that good notice given to operators of specifications / changes to requirements	37	L15-Cav-37
L15	CAVEATS / SUGGESTIONS FOR IMPROVEMENT	Cav	Live bus times should be available through a website / app	38	L15-Cav-38
L15	CAVEATS / SUGGESTIONS FOR IMPROVEMENT	Cav	On-board equipment should remain on vehicles for duration of contract	39	L15-Cav-39
L15	CAVEATS / SUGGESTIONS FOR IMPROVEMENT	Cav	Operators should be held accountable (through robust contracts) for meeting standards	40	L15-Cav-40
L15	CAVEATS / SUGGESTIONS FOR IMPROVEMENT	Cav	Provision should be made to accommodate bicycles on buses	41	L15-Cav-41
L15	CAVEATS / SUGGESTIONS FOR IMPROVEMENT	Cav	Should be a single ticketing system throughout the network	42	L15-Cav-42
L15	CAVEATS / SUGGESTIONS FOR IMPROVEMENT	Cav	Should be able to be able to vary livery to differentiate vehicles used on busways / paths	43	L15-Cav-43
L15	CAVEATS / SUGGESTIONS FOR IMPROVEMENT	Cav	Target for a zero emission fleet is achievable with the right investment	44	L15-Cav-44
L15	CAVEATS / SUGGESTIONS FOR IMPROVEMENT	Cav	Specifications should be reasonable / practical (so that commercially viable)	45	L15-Cav-45
L15	CAVEATS / SUGGESTIONS FOR IMPROVEMENT	Cav	There should be a residual value / buy back option for operator-owned vehicles	46	L15-Cav-46
L15	CAVEATS / SUGGESTIONS FOR IMPROVEMENT	Cav	There should be standardisation of equipment (eg ticketing app / QR code reader)	47	L15-Cav-47
L15	CAVEATS / SUGGESTIONS FOR IMPROVEMENT	Cav	To maximise advertising revenues the combined authority should procure advertising	48	L15-Cav-48
L15	CAVEATS / SUGGESTIONS FOR IMPROVEMENT	Cav	USB charging points should be provided	49	L15-Cav-49
L15	CAVEATS / SUGGESTIONS FOR IMPROVEMENT	Cav	Vehicle leases should be consistent with contract length	50	L15-Cav-50
L15	CAVEATS / SUGGESTIONS FOR IMPROVEMENT	Cav	Vehicles need air conditioning in summer / heating in winter	51	L15-Cav-51
L15	CAVEATS / SUGGESTIONS FOR IMPROVEMENT	Cav	Vehicles should be clean / safe / accessible	52	L15-Cav-52
L16	OTHER	Oth	Other	1	L16-Oth-1
L16	OTHER	Oth	No	2	L16-Oth-2
L16	OTHER	Oth	This is common business practice (for franchises)	3	L16-Oth-3
L16	OTHER	Oth	This has been implemented in London / Manchester	4	L16-Oth-4
L16			POSITIVE COMMENTS		
L16	POSITIVE COMMENTS	Pos	It's good / I support it	5	L16-Pos-5
L16			NEGATIVE COMMENTS		
L16	NEGATIVE COMMENTS	Neg	Disagree with approach	6	L16-Neg-6

L16	NEGATIVE COMMENTS	Neg	Existing operators may seek to keep staff (for other operations) rather than TUPE	7	L16-Neg-7
L16	NEGATIVE COMMENTS	Neg	Some staff (eg engineers / support staff) may not be eligible for TUPE	8	L16-Neg-8
L16	NEGATIVE COMMENTS	Neg	In the early stages of franchising TUPE alone unlikely to provide sufficient staff	9	L16-Neg-9
L16			SUGGESTIONS / IMPROVEMENTS		
L16	SUGGESTIONS / IMPROVEMENTS	Imp	As long as TUPE is adhered to	10	L16-Imp-10
L16	SUGGESTIONS / IMPROVEMENTS	Imp	As long as salaries and shifts remain as consistent as possible	11	L16-Imp-11
L16	SUGGESTIONS / IMPROVEMENTS	Imp	As long as service does not suffer	12	L16-Imp-12
L16	SUGGESTIONS / IMPROVEMENTS	Imp	As long as this does not increase costs for the taxpayer	13	L16-Imp-13
L16	SUGGESTIONS / IMPROVEMENTS	Imp	Co-location of depots could complicate application of TUPE	14	L16-Imp-14
L16	SUGGESTIONS / IMPROVEMENTS	Imp	Could be complex given variation in terms and conditions	15	L16-Imp-15
L16	SUGGESTIONS / IMPROVEMENTS	Imp	Need to ensure fair pay and conditions (and therefore retention)	16	L16-Imp-16
L16	SUGGESTIONS / IMPROVEMENTS	Imp	Could cause some employees to leave / exacerbate shortage of drivers	17	L16-Imp-17
L16	SUGGESTIONS / IMPROVEMENTS	Imp	Employees should be retained where possible	18	L16-Imp-18
L16	SUGGESTIONS / IMPROVEMENTS	Imp	Combined authority should consult existing operators / employees / trade unions / pr	19	L16-Imp-19
L16	SUGGESTIONS / IMPROVEMENTS	Imp	Compensation should be paid to existing operators who lose employees through TU	20	L16-Imp-20
L16	SUGGESTIONS / IMPROVEMENTS	Imp	Costs could increase for the combined authority due to higher wages	21	L16-Imp-21
L16	SUGGESTIONS / IMPROVEMENTS	Imp	Joined up approach with all operators needed to ensure required staff are recruited	22	L16-Imp-22
L16	SUGGESTIONS / IMPROVEMENTS	Imp	The combined authority should provide relevant employee details to potential bidder	23	L16-Imp-23
L17	OTHER	Oth	Other	1	L17-Oth-1
L17	OTHER	Oth	No	2	L17-Oth-2
L17			POSITIVE COMMENTS		
L17	POSITIVE COMMENTS	Pos	Good / agree with approach	3	L17-Pos-3
L17	POSITIVE COMMENTS	Pos	Consultation is important (to monitor performance / identify areas for improvement)	4	L17-Pos-4
L17	POSITIVE COMMENTS	Pos	Consultations should help ensure that services evolve to meet users' needs	5	L17-Pos-5
L17	POSITIVE COMMENTS	Pos	Consultations should help inform franchising roll-out	6	L17-Pos-6
L17	POSITIVE COMMENTS	Pos	Consultations should help with public trust in services	7	L17-Pos-7
L17			NEGATIVE COMMENTS		
L17	NEGATIVE COMMENTS	Neg	Consultation is pointless as no action taken as a result	8	L17-Neg-8
L17	NEGATIVE COMMENTS	Neg	Consultation should be accessible to users (not too lengthy / complex)	9	L17-Neg-9
L17	NEGATIVE COMMENTS	Neg	Consultation should be more frequent than every two years	10	L17-Neg-10
L17	NEGATIVE COMMENTS	Neg	Initial consultation should take place sooner than planned (within a year)	11	L17-Neg-11
L17	NEGATIVE COMMENTS	Neg	Previous / current operators should have consulted	12	L17-Neg-12
L17			CAVEATS / SUGGESTED IMPROVEMENTS		
L17	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Combined authority should be transparent (eg in communicating action taken followi	13	L17-Cav-13
L17	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Combined authority should specify frequency of consultation	14	L17-Cav-14
L17	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Consultation remit should be clear	15	L17-Cav-15
L17	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Consultations should focus on specific areas of performance	16	L17-Cav-16
L17	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Consulting with current / prospective operators will be important pre/post procureme	17	L17-Cav-17
L17	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	(Prompt) action needed in response to consultations	18	L17-Cav-18
L17	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Public consultation should include representatives of specific groups (eg ethnic minc	19	L17-Cav-19
L17	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Publication of KPIs (in clear / understandable format) is helpful	20	L17-Cav-20
L17	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Quantitative measures of performance are also needed	21	L17-Cav-21
L17	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Should include surveys of specific areas / routes	22	L17-Cav-22
L17	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Should learn lessons from consultations of other franchised networks	23	L17-Cav-23
L17	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Should take public / users' views into account	24	L17-Cav-24
L17	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Should take community transport providers' views into account	25	L17-Cav-25
L17	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Should take operator employees' views into account	26	L17-Cav-26
L17	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	There should be wider stakeholder consultation (eg with local businesses / colleges	27	L17-Cav-27
L17	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	There should be a contact point for public / users with comments/questions	28	L17-Cav-28
L18	OTHER	Oth	Other	1	L18-Oth-1
L18	OTHER	Oth	No	2	L18-Oth-2
L18			POSITIVE COMMENTS		
L18	POSITIVE COMMENTS	Pos	It's good / reasonable	3	L18-Pos-3
L18	POSITIVE COMMENTS	Pos	Allows combined authority to focus on monitoring service delivery	4	L18-Pos-4
L18	POSITIVE COMMENTS	Pos	Allows operators to focus on delivering a service	5	L18-Pos-5
L18	POSITIVE COMMENTS	Pos	Combined authority takes responsibility for network-wide matters	6	L18-Pos-6
L18	POSITIVE COMMENTS	Pos	Harnesses professional expertise of prospective operators in designing the network	7	L18-Pos-7

L18	POSITIVE COMMENTS	Pos	Incentivises operators to perform well / continually improve service	8	L18-Pos-8
L18	POSITIVE COMMENTS	Pos	Proposed responsibilities are appropriate	9	L18-Pos-9
L18	POSITIVE COMMENTS	Pos	Responsibilities / risks are shared (on a risk/reward basis)	10	L18-Pos-10
L18	POSITIVE COMMENTS	Pos	Shared risks could reduce costs for the combined authority	11	L18-Pos-11
L18	POSITIVE COMMENTS	Pos	Should result in better services	12	L18-Pos-12
L18	POSITIVE COMMENTS	Pos	There is scope for operators to influence service specification	13	L18-Pos-13
L18			NEGATIVE COMMENTS		
L18	NEGATIVE COMMENTS	Neg	Combined authority should consider Enhanced Partnership	14	L18-Neg-14
L18	NEGATIVE COMMENTS	Neg	Combined authority are taking on significant risk	15	L18-Neg-15
L18	NEGATIVE COMMENTS	Neg	Combined authority should take main share of risk (& profits)	16	L18-Neg-16
L18	NEGATIVE COMMENTS	Neg	Contracts as long as 7-8 years increase uncertainty / risk for operators	17	L18-Neg-17
L18	NEGATIVE COMMENTS	Neg	Cost-based and subsidy-based contracts should be segregated by geographical area	18	L18-Neg-18
L18	NEGATIVE COMMENTS	Neg	Greater risk for operators (under subsidy-based contracts) could mean higher profit	19	L18-Neg-19
L18	NEGATIVE COMMENTS	Neg	Operators should not be denied their commercial freedoms yet expected to carry so	20	L18-Neg-20
L18	NEGATIVE COMMENTS	Neg	Shared responsibilities could lead to disputes / excuses for inaction	21	L18-Neg-21
L18	NEGATIVE COMMENTS	Neg	Subsidy-based contracts are better suited to an enhanced partnership approach	22	L18-Neg-22
L18	NEGATIVE COMMENTS	Neg	Subsidy-based contracts are unrealistic given uncertainties in operator income	23	L18-Neg-23
L18	NEGATIVE COMMENTS	Neg	There is no strategy for rural services (eg variations in equipment needs)	24	L18-Neg-24
L18			CAVEATS / SUGGESTED IMPROVEMENTS		
L18	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	An effective procurement team will be needed	25	L18-Cav-25
L18	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Approach may differ for large operators / SMEs	26	L18-Cav-26
L18	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Arrangements for retention / handover of assets at end of contract should be explored	27	L18-Cav-27
L18	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	As long as combined authority does not incur financial losses	28	L18-Cav-28
L18	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	As long as operators are able to maintain a viable fleet / service	29	L18-Cav-29
L18	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	As long as there is flexibility (eg updating responsibilities as necessary)	30	L18-Cav-30
L18	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Centralised software should be used to manage the network across franchisees / suppliers	31	L18-Cav-31
L18	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Centralised software would generate efficiencies (eg route sharing)	32	L18-Cav-32
L18	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Clarify quality standards for branding and uniforms	33	L18-Cav-33
L18	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Clarify responsibilities for advertising	34	L18-Cav-34
L18	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Clarify responsibilities for customer services (eg complaints / ticket refunds)	35	L18-Cav-35
L18	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Clarify scope of performance monitoring and implication for costs	36	L18-Cav-36
L18	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Clarify what 'designing services' encompasses	37	L18-Cav-37
L18	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Clarify whether combined authority would be responsible for providing depots	38	L18-Cav-38
L18	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Clarify who is responsible for marketing	39	L18-Cav-39
L18	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Clarify who will set standards for training / reporting and remedying issues	40	L18-Cav-40
L18	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Combined authority should set KPIs	41	L18-Cav-41
L18	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	KPIs should be reviewed after six months and revised as necessary	42	L18-Cav-42
L18	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Performance incentives / penalties should allow a 1-2% margin before enforcement	43	L18-Cav-43
L18	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Combined authority will need to work with operators on delivery of real-time information	44	L18-Cav-44
L18	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Good communication will be necessary (eg between combined authority and operators)	45	L18-Cav-45
L18	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Operators should be incentivised to grow their business	46	L18-Cav-46
L18	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Operators should control livery	47	L18-Cav-47
L18	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Operators should control marketing	48	L18-Cav-48
L18	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Responsibilities should be clearly defined (non-specific)	49	L18-Cav-49
L18	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Responsibilities for ensuring grid connections at depots should be defined	50	L18-Cav-50
L18	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Revenue risk should be retained by the combined authority (as elsewhere in the UK)	51	L18-Cav-51
L18	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Risk should be shared equally	52	L18-Cav-52
L18	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	There are significant risks (non-specific)	53	L18-Cav-53
L18	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	The potential decrease in revenue from change to price cap should be considered	54	L18-Cav-54
L18	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	There should be consistent livery on vehicles (as in Bury / Rochdale)	55	L18-Cav-55
L18	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	There should be one leadership team	56	L18-Cav-56
L18	CAVEATS / SUGGESTED IMPROVEMENTS	Cav	Users need a single point of contact	57	L18-Cav-57
L19	OTHER	Oth	Other	1	L19-Oth-1
L19	OTHER	Oth	No	2	L19-Oth-2
L19			POSITIVE COMMENTS		
L19	POSITIVE COMMENTS	Pos	Good / agree with assessment	3	L19-Pos-3
L19	POSITIVE COMMENTS	Pos	Franchising balances needs of the public with commercial objectives of operators	4	L19-Pos-4

L19	POSITIVE COMMENTS	Pos	Franchising the best way to achieve a co-ordinated service	5	L19-Pos-5
L19	POSITIVE COMMENTS	Pos	Franchising allows combined authority to design and manage a bus network that me	6	L19-Pos-6
L19	POSITIVE COMMENTS	Pos	Sharing of risks / allowing operators to specify vehicles/systems should maximise b	7	L19-Pos-7
L19	POSITIVE COMMENTS	Pos	The benefits of franchising should outweigh the risks	8	L19-Pos-8
L19	POSITIVE COMMENTS	Pos	Thorough analysis / addresses the issues	9	L19-Pos-9
L19	POSITIVE COMMENTS	Pos	Welcome a revised approach to bus services	10	L19-Pos-10
L19			NEGATIVE COMMENTS		
L19	NEGATIVE COMMENTS	Neg	Assessment does not take full account of current collaboration with SMEs on public	11	L19-Neg-11
L19	NEGATIVE COMMENTS	Neg	Assessment does not consider substantial risks to combined authority	12	L19-Neg-12
L19	NEGATIVE COMMENTS	Neg	Assessment over-simplifies challenges given diversity of the area	13	L19-Neg-13
L19	NEGATIVE COMMENTS	Neg	Bus services should be in public ownership / control	14	L19-Neg-14
L19	NEGATIVE COMMENTS	Neg	Combined authority may not have sufficient skills / resources to administer franchis	15	L19-Neg-15
L19	NEGATIVE COMMENTS	Neg	Commercial objectives cannot be achieved	16	L19-Neg-16
L19	NEGATIVE COMMENTS	Neg	Enhanced partnership is preferable (giving better value / more flexibility / shorter im	17	L19-Neg-17
L19	NEGATIVE COMMENTS	Neg	Funding implications and potential impact on local taxpayers should be shared with	18	L19-Neg-18
L19	NEGATIVE COMMENTS	Neg	Reliant on a small number of operators and their appetite for risk	19	L19-Neg-19
L19	NEGATIVE COMMENTS	Neg	Risk of insufficient funding in longer term could undermine achievement of commerc	20	L19-Neg-20
L19	NEGATIVE COMMENTS	Neg	Sceptical that assessment is honest / objective - should be independently verified	21	L19-Neg-21
L19			CAVEATS / SCOPE FOR IMPROVEMENT		
L19	CAVEATS / SCOPE FOR IMPROVEMENT	Cav	Accountability mechanisms (including clear objectives for operators / combined auth	22	L19-Cav-22
L19	CAVEATS / SCOPE FOR IMPROVEMENT	Cav	As long as it improves services (so that they are regular / reliable / affordable)	23	L19-Cav-23
L19	CAVEATS / SCOPE FOR IMPROVEMENT	Cav	Bus use will not increase until there are significant improvements in service	24	L19-Cav-24
L19	CAVEATS / SCOPE FOR IMPROVEMENT	Cav	Collaboration between combined authority and operators is essential	25	L19-Cav-25
L19	CAVEATS / SCOPE FOR IMPROVEMENT	Cav	Flexibility for operators to adapt to external factors (eg roadworks) will be critical to	26	L19-Cav-26
L19	CAVEATS / SCOPE FOR IMPROVEMENT	Cav	Impact of highways management (eg road closures / access for new housing) shoul	27	L19-Cav-27
L19	CAVEATS / SCOPE FOR IMPROVEMENT	Cav	Improvements can only be delivered by controlling where and when buses have prio	28	L19-Cav-28
L19	CAVEATS / SCOPE FOR IMPROVEMENT	Cav	Lessons should be learnt from other regions with franchised services (eg Manchest	29	L19-Cav-29
L19	CAVEATS / SCOPE FOR IMPROVEMENT	Cav	Objectives for bus services will need to be negotiated with operators	30	L19-Cav-30
L19	CAVEATS / SCOPE FOR IMPROVEMENT	Cav	Service should focus on the needs of the public (not just commercial objectives)	31	L19-Cav-31
L19	CAVEATS / SCOPE FOR IMPROVEMENT	Cav	To ensure competition there needs to be a mix of routes to attract both large operat	32	L19-Cav-32
L20	OTHER	Oth	Other	1	L20-Oth-1
L20	OTHER	Oth	No	2	L20-Oth-2
L20	OTHER	Oth	Not clear what 'EP' means	3	L20-Oth-3
L20	OTHER	Oth	Good / agree with assessment	4	L20-Oth-4
L20	OTHER	Oth	Assessment should focus on service to public (not just commercial objectives)	5	L20-Oth-5
L20			POSITIVE COMMENTS ON EP		
L20	POSITIVE COMMENTS ON EP	PosEP	EP better than doing nothing / a useful back-up	6	L20-PosEP-6
L20	POSITIVE COMMENTS ON EP	PosEP	EP could be implemented more quickly than franchising	7	L20-PosEP-7
L20	POSITIVE COMMENTS ON EP	PosEP	EP could save money	8	L20-PosEP-8
L20	POSITIVE COMMENTS ON EP	PosEP	EP could work well in urban areas with high passenger numbers	9	L20-PosEP-9
L20	POSITIVE COMMENTS ON EP	PosEP	EP increases combined authority control of the network	10	L20-PosEP-10
L20	POSITIVE COMMENTS ON EP	PosEP	EP more likely to meet public needs	11	L20-PosEP-11
L20	POSITIVE COMMENTS ON EP	PosEP	EP would achieve similar outcomes to franchising	12	L20-PosEP-12
L20	POSITIVE COMMENTS ON EP	PosEP	EP would be easier to establish	13	L20-PosEP-13
L20	POSITIVE COMMENTS ON EP	PosEP	EP would be lower risk	14	L20-PosEP-14
L20	POSITIVE COMMENTS ON EP	PosEP	EP would deliver some improvements	15	L20-PosEP-15
L20	POSITIVE COMMENTS ON EP	PosEP	EP would provide flexibility	16	L20-PosEP-16
L20	POSITIVE COMMENTS ON EP	PosEP	EP would suit operators (as they would have more control)	17	L20-PosEP-17
L20	POSITIVE COMMENTS ON EP	PosEP	Other regions have successful EPs	18	L20-PosEP-18
L20	POSITIVE COMMENTS ON EP	PosEP	Operators are already collaborating with the combined authority to improve services	19	L20-PosEP-19
L20			NEGATIVE COMMENTS ON EP		
L20	NEGATIVE COMMENTS ON EP	NegEP	EP would not be effective / prefer franchising (non-specific)	20	L20-NegEP-20
L20	NEGATIVE COMMENTS ON EP	NegEP	Combined authority would not have sufficient skills / resources to manage enhanced	21	L20-NegEP-21
L20	NEGATIVE COMMENTS ON EP	NegEP	EP could not deliver whole network improvements	22	L20-NegEP-22
L20	NEGATIVE COMMENTS ON EP	NegEP	EP is fundamentally flawed	23	L20-NegEP-23
L20	NEGATIVE COMMENTS ON EP	NegEP	EP negotiations could be difficult / slow	24	L20-NegEP-24
L20	NEGATIVE COMMENTS ON EP	NegEP	EP negotiations would result in compromise	25	L20-NegEP-25

L20	NEGATIVE COMMENTS ON EP	NegEP	EP offers fewer benefits than franchising	26	L20-NegEP-26
L20	NEGATIVE COMMENTS ON EP	NegEP	EP offers less standardisation of services	27	L20-NegEP-27
L20	NEGATIVE COMMENTS ON EP	NegEP	EP offers lower ridership projections	28	L20-NegEP-28
L20	NEGATIVE COMMENTS ON EP	NegEP	EP offers poor value for money	29	L20-NegEP-29
L20	NEGATIVE COMMENTS ON EP	NegEP	EP provides insufficient accountability for services	30	L20-NegEP-30
L20	NEGATIVE COMMENTS ON EP	NegEP	EP similar to current arrangements (which are not working)	31	L20-NegEP-31
L20	NEGATIVE COMMENTS ON EP	NegEP	EP would be complex to administer	32	L20-NegEP-32
L20	NEGATIVE COMMENTS ON EP	NegEP	EP would lack flexibility	33	L20-NegEP-33
L20	NEGATIVE COMMENTS ON EP	NegEP	EP would make the unprofitable rural services less likely to be delivered	34	L20-NegEP-34
L20	NEGATIVE COMMENTS ON EP	NegEP	EP would not allow the combined authority sufficient control (to meet its commercial	35	L20-NegEP-35
L20	NEGATIVE COMMENTS ON EP	NegEP	EP would not allow SMEs to compete on a level playing field	36	L20-NegEP-36
L20	NEGATIVE COMMENTS ON EP	NegEP	EP would not incentivise operators to invest in infrastructure	37	L20-NegEP-37
L20	NEGATIVE COMMENTS ON EP	NegEP	EP would only succeed if the range of supported services was expanded	38	L20-NegEP-38
L20	NEGATIVE COMMENTS ON EP	NegEP	Rural communities would not be well served by an EP	39	L20-NegEP-39
L21	OTHER	Oth	Other	1	L21-Oth-1
L21	OTHER	Oth	No	2	L21-Oth-2
L21	OTHER	Oth	Good / agree with assessment	3	L21-Oth-3
L21	OTHER	Oth	Benefits / drawbacks of franchising v EP have not been properly assessed	4	L21-Oth-4
L21	OTHER	Oth	Combined authority should have (complete) control over network / operators	5	L21-Oth-5
L21			POSITIVE COMMENTS ON FRANCHISING		
L21	POSITIVE COMMENTS ON FRANCHISING	PosFran	Franchising is best option	6	L21-PosFran-6
L21	POSITIVE COMMENTS ON FRANCHISING	PosFran	Franchising allows the combined authority to take 'social good' into account	7	L21-PosFran-7
L21	POSITIVE COMMENTS ON FRANCHISING	PosFran	Franchising gives combined authority more control over network	8	L21-PosFran-8
L21	POSITIVE COMMENTS ON FRANCHISING	PosFran	Franchising more likely to meet combined authority objectives	9	L21-PosFran-9
L21	POSITIVE COMMENTS ON FRANCHISING	PosFran	Franchising could improve services / meet public needs	10	L21-PosFran-10
L21	POSITIVE COMMENTS ON FRANCHISING	PosFran	Franchising gives greater flexibility	11	L21-PosFran-11
L21	POSITIVE COMMENTS ON FRANCHISING	PosFran	Franchising has worked elsewhere (eg Rochdale)	12	L21-PosFran-12
L21	POSITIVE COMMENTS ON FRANCHISING	PosFran	Franchising more likely to meet needs of rural communities	13	L21-PosFran-13
L21	POSITIVE COMMENTS ON FRANCHISING	PosFran	Franchising would allow more competition	14	L21-PosFran-14
L21	POSITIVE COMMENTS ON FRANCHISING	PosFran	Franchising would allow standardisation of services (eg ticketing)	15	L21-PosFran-15
L21			NEGATIVE COMMENTS ON FRANCHISING		
L21	NEGATIVE COMMENTS ON FRANCHISING	NegFran	Combined authority should be held accountable (by users) for franchising	16	L21-NegFran-16
L21	NEGATIVE COMMENTS ON FRANCHISING	NegFran	Combined authority carry more risk through franchising	17	L21-NegFran-17
L21	NEGATIVE COMMENTS ON FRANCHISING	NegFran	Franchising requires significant financial commitment	18	L21-NegFran-18
L21			POSITIVE COMMENTS ON ENHANCED PARTNERSHIP		
L21	POSITIVE COMMENTS ON ENHANCED PARTNERSHIP	PosEP	EP could generate higher passenger numbers	19	L21-PosEP-19
L21	POSITIVE COMMENTS ON ENHANCED PARTNERSHIP	PosEP	EP could meet public needs (as operators know the market)	20	L21-PosEP-20
L21	POSITIVE COMMENTS ON ENHANCED PARTNERSHIP	PosEP	EP could provide more opportunities for SMEs	21	L21-PosEP-21
L21	POSITIVE COMMENTS ON ENHANCED PARTNERSHIP	PosEP	EP could result in improvements	22	L21-PosEP-22
L21	POSITIVE COMMENTS ON ENHANCED PARTNERSHIP	PosEP	EP has worked elsewhere (eg Brighton / Leicester)	23	L21-PosEP-23
L21	POSITIVE COMMENTS ON ENHANCED PARTNERSHIP	PosEP	EP management should give operators commercial freedom	24	L21-PosEP-24
L21	POSITIVE COMMENTS ON ENHANCED PARTNERSHIP	PosEP	EP would be cheaper	25	L21-PosEP-25
L21	POSITIVE COMMENTS ON ENHANCED PARTNERSHIP	PosEP	EP would be quicker to implement	26	L21-PosEP-26
L21	POSITIVE COMMENTS ON ENHANCED PARTNERSHIP	PosEP	EP would be simpler	27	L21-PosEP-27
L21			NEGATIVE COMMENTS ON ENHANCED PARTNERSHIP		
L21	NEGATIVE COMMENTS ON ENHANCED PARTNERSHIP	NegEP	Combined authority would need to support uneconomic services not delivered by EF	28	L21-NegEP-28
L21	NEGATIVE COMMENTS ON ENHANCED PARTNERSHIP	NegEP	Combined authority would lack control of the network under EP	29	L21-NegEP-29
L21	NEGATIVE COMMENTS ON ENHANCED PARTNERSHIP	NegEP	Difficult to achieve integrated transport network through EP	30	L21-NegEP-30
L21	NEGATIVE COMMENTS ON ENHANCED PARTNERSHIP	NegEP	Difficult to meet needs of public through EP	31	L21-NegEP-31
L21	NEGATIVE COMMENTS ON ENHANCED PARTNERSHIP	NegEP	EP has not worked in the region (eg Stagecoach)	32	L21-NegEP-32
L21	NEGATIVE COMMENTS ON ENHANCED PARTNERSHIP	NegEP	EP is complex to administer	33	L21-NegEP-33
L21	NEGATIVE COMMENTS ON ENHANCED PARTNERSHIP	NegEP	EP favours operators / gives operators too much control	34	L21-NegEP-34
L21	NEGATIVE COMMENTS ON ENHANCED PARTNERSHIP	NegEP	EP lacks flexibility to respond to changing requirements	35	L21-NegEP-35
L21	NEGATIVE COMMENTS ON ENHANCED PARTNERSHIP	NegEP	EP negotiations could result in compromise	36	L21-NegEP-36
L21	NEGATIVE COMMENTS ON ENHANCED PARTNERSHIP	NegEP	EP negotiations may fail / stall	37	L21-NegEP-37
L21	NEGATIVE COMMENTS ON ENHANCED PARTNERSHIP	NegEP	EP negotiations with multiple operators would be challenging	38	L21-NegEP-38
L21	NEGATIVE COMMENTS ON ENHANCED PARTNERSHIP	NegEP	EP negotiations would be time-consuming	39	L21-NegEP-39

L21	NEGATIVE COMMENTS ON ENHANCED PARTN	NegEP	EP negotiations would favour large operators	40	L21-NegEP-40
L21	NEGATIVE COMMENTS ON ENHANCED PARTN	NegEP	EP will not meet needs of rural communities	41	L21-NegEP-41
L21	NEGATIVE COMMENTS ON ENHANCED PARTN	NegEP	EP would restrict growth of / investment in the network	42	L21-NegEP-42
L21	NEGATIVE COMMENTS ON ENHANCED PARTN	NegEP	Operators focus on their commercial objectives under EP	43	L21-NegEP-43
L21	NEGATIVE COMMENTS ON ENHANCED PARTN	NegEP	Risk of operators reducing / withdrawing services under EP	44	L21-NegEP-44
L22	OTHER	Oth	Other	1	L22-Oth-1
L22	OTHER	Oth	No	2	L22-Oth-2
L22	OTHER	Oth	Good / agree with assessment	3	L22-Oth-3
L22	OTHER	Oth	Depends whether financial projections are robust (flaw noted)	4	L22-Oth-4
L22			POSITIVE COMMENTS ON FRANCHISING		
L22	POSITIVE COMMENTS ON FRANCHISING	PosFran	Franchising is best option / has greatest benefits	5	L22-PosFran-5
L22	POSITIVE COMMENTS ON FRANCHISING	PosFran	Franchising gives combined authority more control over the network / operators	6	L22-PosFran-6
L22	POSITIVE COMMENTS ON FRANCHISING	PosFran	Franchising incentivises operators to innovate and grow	7	L22-PosFran-7
L22	POSITIVE COMMENTS ON FRANCHISING	PosFran	Franchising is more robust / reliable	8	L22-PosFran-8
L22	POSITIVE COMMENTS ON FRANCHISING	PosFran	Franchising is not reliant on operator negotiations	9	L22-PosFran-9
L22	POSITIVE COMMENTS ON FRANCHISING	PosFran	Franchising provides stability / minimises risks to service delivery	10	L22-PosFran-10
L22	POSITIVE COMMENTS ON FRANCHISING	PosFran	Franchising would provide a more consistent service	11	L22-PosFran-11
L22	POSITIVE COMMENTS ON FRANCHISING	PosFran	Franchising would result in better public service	12	L22-PosFran-12
L22			NEGATIVE COMMENTS ON FRANCHISING		
L22	NEGATIVE COMMENTS ON FRANCHISING	NegFran	Commercial objectives unlikely to be achieved	13	L22-NegFran-13
L22	NEGATIVE COMMENTS ON FRANCHISING	NegFran	Combined authority currently lacks skills / expertise to manage franchising effectively	14	L22-NegFran-14
L22	NEGATIVE COMMENTS ON FRANCHISING	NegFran	Combined authority will need to provide adequate financing for franchising	15	L22-NegFran-15
L22	NEGATIVE COMMENTS ON FRANCHISING	NegFran	Combined authority will need to take bold / robust decisions on franchising	16	L22-NegFran-16
L22	NEGATIVE COMMENTS ON FRANCHISING	NegFran	Franchising could be costly / financial risk to taxpayer	17	L22-NegFran-17
L22	NEGATIVE COMMENTS ON FRANCHISING	NegFran	Franchising has not always worked elsewhere	18	L22-NegFran-18
L22	NEGATIVE COMMENTS ON FRANCHISING	NegFran	Franchising has more risk for combined authority	19	L22-NegFran-19
L22	NEGATIVE COMMENTS ON FRANCHISING	NegFran	Franchising will need careful planning	20	L22-NegFran-20
L22			POSITIVE COMMENTS ON EP		
L22	POSITIVE COMMENTS ON EP	PosEP	EP is best option	21	L22-21
L22	POSITIVE COMMENTS ON EP	PosEP	EP could be implemented more quickly	22	L22-PosEP-22
L22	POSITIVE COMMENTS ON EP	PosEP	EP would be less risky for the combined authority	23	L22-PosEP-23
L22	POSITIVE COMMENTS ON EP	PosEP	EP would cost less	24	L22-PosEP-24
L22	POSITIVE COMMENTS ON EP	PosEP	EP would deliver some benefits	25	L22-PosEP-25
L22	POSITIVE COMMENTS ON EP	PosEP	EP would meet combined authority's objectives	26	L22-PosEP-26
L22			NEGATIVE COMMENTS ON EP		
L22	NEGATIVE COMMENTS ON EP	NegEP	Combined authority has less control of network / operators under EP	27	L22-NegEP-27
L22	NEGATIVE COMMENTS ON EP	NegEP	EP would not provide the service improvement needed	28	L22-NegEP-28
L22	NEGATIVE COMMENTS ON EP	NegEP	Operators have not had the opportunity to consider an EP model	29	L22-NegEP-29
L22	NEGATIVE COMMENTS ON EP	NegEP	Operators will focus on commercial priorities rather than service delivery	30	L22-NegEP-30
L23	OTHER	Oth	Other	1	L23-Oth-1
L23	OTHER	Oth	No	2	L23-Oth-2
L23	OTHER	Oth	Not qualified to give an answer	3	L23-Oth-3
L23			GENERAL COMMENTS ON COSTS		
L23	GENERAL COMMENTS ON COSTS	Cost	Both franchising and EP will require substantial investment	4	L23-Cost-4
L23	GENERAL COMMENTS ON COSTS	Cost	Combined authority should consult the public on its service priorities / likely cost imp 5	6	L23-Cost-5
L23	GENERAL COMMENTS ON COSTS	Cost	Investment is justified for improved services	6	L23-Cost-6
L23	GENERAL COMMENTS ON COSTS	Cost	Local government is under financial pressure so cost control is important	7	L23-Cost-7
L23	GENERAL COMMENTS ON COSTS	Cost	Not clear whether electrification costs included in operator owned / combined author 8	8	L23-Cost-8
L23	GENERAL COMMENTS ON COSTS	Cost	Not clear whether there is sufficient funding to support provision of zero emission ve 9	9	L23-Cost-9
L23	GENERAL COMMENTS ON COSTS	Cost	Service improvements needed include better passenger information / ticketing syste 10	10	L23-Cost-10
L23	GENERAL COMMENTS ON COSTS	Cost	Uncertainty in financial projections (including future revenue) creates risk for combin 11	11	L23-Cost-11
L23	GENERAL COMMENTS ON COSTS	Cost	Unclear whether two new depots are needed	12	L23-Cost-12
L23	GENERAL COMMENTS ON COSTS	Cost	New depots should be paid for by operators	13	L23-Cost-13
L23			COMMENTS ON FRANCHISING		
L23	COMMENTS ON FRANCHISING	Fran	Combined authority needs to invest in skills / expertise to set up/manage franchising 14	14	L23-Fran-14
L23	COMMENTS ON FRANCHISING	Fran	Costs of franchising are marginally higher than EP	15	L23-Fran-15
L23	COMMENTS ON FRANCHISING	Fran	Costs of franchising could be offset by increased revenue from higher passenger nu 16	16	L23-Fran-16

L23	COMMENTS ON FRANCHISING	Fran	Current deficit from running bus services could increase under franchising	17	L23-Fran-17
L23	COMMENTS ON FRANCHISING	Fran	Franchising set up costs are much higher than EP	18	L23-Fran-18
L23	COMMENTS ON FRANCHISING	Fran	Franchising should not lead to unreasonable fare increases	19	L23-Fran-19
L23	COMMENTS ON FRANCHISING	Fran	Franchising should result in service improvements (and associated economic benefit)	20	L23-Fran-20
L23	COMMENTS ON FRANCHISING	Fran	Further costs arising from franchising should not be paid for by local taxpayers	21	L23-Fran-21
L23	COMMENTS ON FRANCHISING	Fran	Higher costs of franchising are outweighed by greater benefits	22	L23-Fran-22
L23	COMMENTS ON FRANCHISING	Fran	Longer term costs of franchising will be lower	23	L23-Fran-23
L23	COMMENTS ON FRANCHISING	Fran	Potential costs of franchising should be re-assessed	24	L23-Fran-24
L23	COMMENTS ON FRANCHISING	Fran	Secure funding will be needed for the franchise period	25	L23-Fran-25
L23			COMMENTS ON EP		
L23	COMMENTS ON EP	EP	EP would cost less	26	L23-EP-26
L23	COMMENTS ON EP	EP	EP would be complex to administer	27	L23-EP-27
L23	COMMENTS ON EP	EP	Under EP control over network would be split between operators and combined authority	28	L23-EP-28
L24	OTHER	Oth	Other	1	L24-Oth-1
L24	OTHER	Oth	No	2	L24-Oth-2
L24	OTHER	Oth	Need more information / clarification	3	L24-Oth-3
L24	OTHER	Oth	Good / fair	4	L24-Oth-4
L24	OTHER	Oth	Querying the estimates	5	L24-Oth-5
L24	OTHER	Oth	Political changes may alter plans	6	L24-Oth-6
L24	OTHER	Oth	Query whether community transport operators will continue to be considered for the future	7	L24-Oth-7
L24			POSITIVE COMMENTS ON FUNDING		
L24	POSITIVE COMMENTS ON FUNDING	PosFund	The distribution of the costs works for all parties	8	L24-PosFund-8
L24	POSITIVE COMMENTS ON FUNDING	PosFund	Greater authority control could lead to increase in passenger numbers therefore high	9	L24-PosFund-9
L24			NEGATIVE COMMENTS ON FUNDING		
L24	NEGATIVE COMMENTS ON FUNDING	NegFund	There are other competing priorities for this money which could impact plans	10	L24-NegFund-10
L24	NEGATIVE COMMENTS ON FUNDING	NegFund	Bus usage trends forecast lower passenger numbers therefore lower revenue	11	L24-NegFund-11
L24	NEGATIVE COMMENTS ON FUNDING	NegFund	Advertising on vehicles and shelters has not been considered	12	L24-NegFund-12
L24	NEGATIVE COMMENTS ON FUNDING	NegFund	Figures are optimistic based on slow projected housing development / population growth	13	L24-NegFund-13
L24	NEGATIVE COMMENTS ON FUNDING	NegFund	There is no contingency for if the increase in Mayoral Precept is not accepted by all	14	L24-NegFund-14
L24			FRANCHISING		
L24	FRANCHISING	Fran	Prefer franchising	15	L24-Fran-15
L24	FRANCHISING	Fran	Franchising will make it easier to draw on CIL monies from new developments across	16	L24-Fran-16
L24	FRANCHISING	Fran	Need to ensure sufficient funding remains available in place long-term to support the	17	L24-Fran-17
L24			TAX / PRECEPT		
L24	TAX / PRECEPT	Tax	Council tax / precept should not be increased	18	L24-Tax-18
L24	TAX / PRECEPT	Tax	Increasing the Mayoral Precept will be deeply unpopular at a time when cost of living	19	L24-Tax-19
L24	TAX / PRECEPT	Tax	An increased precept would help to provide a better community service	20	L24-Tax-20
L24	TAX / PRECEPT	Tax	Increased Mayoral precept initially would save taxpayers money in the long term	21	L24-Tax-21
L24			FARES		
L24	FARES	Fare	Fare income is based on pre-£2 cap level	22	L24-Fare-22
L24	FARES	Fare	Fare revenue should be spent on improving the network	23	L24-Fare-23
L24	FARES	Fare	Fares should not be increased as it could decrease passenger numbers	24	L24-Fare-24
L24			ALTERNATIVE FUNDING OPTIONS		
L24	ALTERNATIVE FUNDING OPTIONS	Alt	Other potential funding might be available and should be explored	25	L24-Alt-25
L24	ALTERNATIVE FUNDING OPTIONS	Alt	Extra revenue streams could come from indirect benefits of service improvements	26	L24-Alt-26
L24	ALTERNATIVE FUNDING OPTIONS	Alt	Parking charges should be considered to raise funds	27	L24-Alt-27
L24			OTHER FUNDING SUGGESTIONS / IMPROVEMENTS		
L24	OTHER FUNDING SUGGESTIONS / IMPROVEMENTS	Imp	Do not rely on government grants	28	L24-Imp-28
L24	OTHER FUNDING SUGGESTIONS / IMPROVEMENTS	Imp	Supporting and subsidising rural routes must be a priority	29	L24-Imp-29
L24	OTHER FUNDING SUGGESTIONS / IMPROVEMENTS	Imp	The CPCA should set out its priorities and a hierarchy of decision making in the context	30	L24-Imp-30
L25	OTHER	Oth	Other	1	L25-Oth-1
L25	OTHER	Oth	Don't know	2	L25-Oth-2
L25	OTHER	Oth	No comments	3	L25-Oth-3
L25	OTHER	Oth	Need more information / clarification (eg on risks)	4	L25-Oth-4
L25	OTHER	Oth	Some risk is inevitable	5	L25-Oth-5
L25	OTHER	Oth	(Both) options have (similar) costs / risks	6	L25-Oth-6
L25	OTHER	Oth	Would accept an increase in fares / taxes for improved services	7	L25-Oth-7

L25	OTHER	Oth	There are wider economic benefits from bus services	8	L25-Oth-8
L25	OTHER	Oth	No confidence in combined authority (as has wasted money previously)	9	L25-Oth-9
L25	OTHER	Oth	Should be a public service / not about making profits	10	L25-Oth-10
L25	OTHER	Oth	Service improvements rather than delivery mechanism are of public interest	11	L25-Oth-11
L25	OTHER	Oth	Conditional agreement with the question	12	L25-Oth-12
L25	OTHER	Oth	General public should be consulted / involved in decision making	13	L25-Oth-13
L25	OTHER	Oth	A decision should not be made until after mayoral elections in 2025	14	L25-Oth-14
L25			POSITIVE COMMENTS ON FRANCHISING		
L25	POSITIVE COMMENTS ON FRANCHISING	PosFran	It's a good idea / franchising is the best option	15	L25-PosFran-15
L25	POSITIVE COMMENTS ON FRANCHISING	PosFran	They should do it / take the risk	16	L25-PosFran-16
L25	POSITIVE COMMENTS ON FRANCHISING	PosFran	The benefits outweigh the costs/risks / worth the risk	17	L25-PosFran-17
L25	POSITIVE COMMENTS ON FRANCHISING	PosFran	Will be beneficial in the long term	18	L25-PosFran-18
L25	POSITIVE COMMENTS ON FRANCHISING	PosFran	Risks will be mitigated (eg through due diligence)	19	L25-PosFran-19
L25	POSITIVE COMMENTS ON FRANCHISING	PosFran	Will be better for the general public	20	L25-PosFran-20
L25	POSITIVE COMMENTS ON FRANCHISING	PosFran	Will give the combined authority more control	21	L25-PosFran-21
L25	POSITIVE COMMENTS ON FRANCHISING	PosFran	Will achieve improvements in service	22	L25-PosFran-22
L25	POSITIVE COMMENTS ON FRANCHISING	PosFran	Will lead to more bus usage / fewer cars	23	L25-PosFran-23
L25	POSITIVE COMMENTS ON FRANCHISING	PosFran	Will lead to more environmental benefits	24	L25-PosFran-24
L25	POSITIVE COMMENTS ON FRANCHISING	PosFran	Will lead to more jobs	25	L25-PosFran-25
L25	POSITIVE COMMENTS ON FRANCHISING	PosFran	Will generate more revenue	26	L25-PosFran-26
L25	POSITIVE COMMENTS ON FRANCHISING	PosFran	Will be better services in rural areas	27	L25-PosFran-27
L25	POSITIVE COMMENTS ON FRANCHISING	PosFran	Franchising works well elsewhere (eg London)	28	L25-PosFran-28
L25	POSITIVE COMMENTS ON FRANCHISING	PosFran	Enhanced partnership would not deliver improvements	29	L25-PosFran-29
L25	POSITIVE COMMENTS ON FRANCHISING	PosFran	Will provide better value for money	30	L25-PosFran-30
L25	POSITIVE COMMENTS ON FRANCHISING	PosFran	Will result in lower fares for users	31	L25-PosFran-31
L25	POSITIVE COMMENTS ON FRANCHISING	PosFran	Will deliver the benefits of increased competition for franchise contracts	32	L25-PosFran-32
L25	POSITIVE COMMENTS ON FRANCHISING	PosFran	Other positive comments on franchising	33	L25-PosFran-33
L25			NEGATIVE COMMENTS ON FRANCHISING		
L25	NEGATIVE COMMENTS ON FRANCHISING	NegFran	Disagree with franchising	34	L25-NegFran-34
L25	NEGATIVE COMMENTS ON FRANCHISING	NegFran	Too risky / they should not take risks / risks outweigh benefits	35	L25-NegFran-35
L25	NEGATIVE COMMENTS ON FRANCHISING	NegFran	(Too) expensive	36	L25-NegFran-36
L25	NEGATIVE COMMENTS ON FRANCHISING	NegFran	Could lead to higher fares	37	L25-NegFran-37
L25	NEGATIVE COMMENTS ON FRANCHISING	NegFran	Could lead to service cuts	38	L25-NegFran-38
L25	NEGATIVE COMMENTS ON FRANCHISING	NegFran	Franchises run the risk of financial trouble	39	L25-NegFran-39
L25	NEGATIVE COMMENTS ON FRANCHISING	NegFran	Will result in less / insufficient control	40	L25-NegFran-40
L25	NEGATIVE COMMENTS ON FRANCHISING	NegFran	Combined authority not competent to manage franchises	41	L25-NegFran-41
L25	NEGATIVE COMMENTS ON FRANCHISING	NegFran	Would not meet the needs of the general public	42	L25-NegFran-42
L25	NEGATIVE COMMENTS ON FRANCHISING	NegFran	Negative impact on other services / money needed elsewhere	43	L25-NegFran-43
L25	NEGATIVE COMMENTS ON FRANCHISING	NegFran	Enhanced partnership is the best option	44	L25-NegFran-44
L25	NEGATIVE COMMENTS ON FRANCHISING	NegFran	Enhanced partnership will be more flexible to change	45	L25-NegFran-45
L25	NEGATIVE COMMENTS ON FRANCHISING	NegFran	Other negative comments on franchising	46	L25-NegFran-46
L25			CONDITIONS FOR SUCCESSFUL FRANCHISE		
L25	CONDITIONS FOR SUCCESSFUL FRANCHISE	Cond	Do not pass on costs to taxpayers	47	L25-Cond-47
L25	CONDITIONS FOR SUCCESSFUL FRANCHISE	Cond	Need accountability if it does not work	48	L25-Cond-48
L25	CONDITIONS FOR SUCCESSFUL FRANCHISE	Cond	Fares should be affordable	49	L25-Cond-49
L25	CONDITIONS FOR SUCCESSFUL FRANCHISE	Cond	Needs to be well managed / regulated	50	L25-Cond-50
L25	CONDITIONS FOR SUCCESSFUL FRANCHISE	Cond	Risks need to be mitigated / controlled	51	L25-Cond-51
L25	CONDITIONS FOR SUCCESSFUL FRANCHISE	Cond	Services need to be improved (now)	52	L25-Cond-52
L25	CONDITIONS FOR SUCCESSFUL FRANCHISE	Cond	Rural areas need an improved service	53	L25-Cond-53
L25	CONDITIONS FOR SUCCESSFUL FRANCHISE	Cond	Requires suitable investment	54	L25-Cond-54
L25	CONDITIONS FOR SUCCESSFUL FRANCHISE	Cond	Need more encouragement for modal shift / bus usage	55	L25-Cond-55
L25	CONDITIONS FOR SUCCESSFUL FRANCHISE	Cond	Needs investment in bus depots	56	L25-Cond-56
L25	CONDITIONS FOR SUCCESSFUL FRANCHISE	Cond	Need accurate data upon which to base decisions	57	L25-Cond-57
L25	CONDITIONS FOR SUCCESSFUL FRANCHISE	Cond	Needs to recruit people with expertise	58	L25-Cond-58
L25	CONDITIONS FOR SUCCESSFUL FRANCHISE	Cond	Other conditions for successful franchise	59	L25-Cond-59
L25			MODEL		
L25	MODEL	Mod	Worst-case scenario needed	60	L25-Mod-60

L25			FUNDING	FUNDING		
L25	FUNDING	Fund		Query about how the additional precept will grow over time	61	L25-Fund-61
L25	FUNDING	Fund		Encourage large organisations to subsidise routes which benefit them	62	L25-Fund-62
L25			RISKS	RISKS		
L25	RISKS	Risk		Risk of poor driver availability	63	L25-Risk-63
L25	RISKS	Risk		Risk of limited interest in tendering	64	L25-Risk-64
L25	RISKS	Risk		How will funding shortfall be addressed if needed	65	L25-Risk-65
L26	OTHER	Oth		Other	1	L26-Oth-1
L26	OTHER	Oth		No	2	L26-Oth-2
L26	OTHER	Oth		Agree	3	L26-Oth-3
L26	OTHER	Oth		Querying the estimated finances	4	L26-Oth-4
L26			POSITIVE COMMENTS	POSITIVE COMMENTS		
L26	POSITIVE COMMENTS	Pos		Sounds good / reasonable	5	L26-Pos-5
L26	POSITIVE COMMENTS	Pos		Good that it creates jobs	6	L26-Pos-6
L26			SUGGESTIONS / IMPROVEMENTS	SUGGESTIONS / IMPROVEMENTS		
L26	SUGGESTIONS / IMPROVEMENTS	Imp		Employ the right people	7	L26-Imp-7
L26	SUGGESTIONS / IMPROVEMENTS	Imp		Need capacity to manage service properly	8	L26-Imp-8
L26	SUGGESTIONS / IMPROVEMENTS	Imp		Better pay / benefits / conditions for drivers	9	L26-Imp-9
L26	SUGGESTIONS / IMPROVEMENTS	Imp		Fewer managers	10	L26-Imp-10
L26	SUGGESTIONS / IMPROVEMENTS	Imp		Learn from other authorities experience	11	L26-Imp-11
L26	SUGGESTIONS / IMPROVEMENTS	Imp		Consider strengthening the role a community transport officer	12	L26-Imp-12
L26	SUGGESTIONS / IMPROVEMENTS	Imp		Be cautious of creating a bloated workforce with ineffectual job roles	13	L26-Imp-13
L26	SUGGESTIONS / IMPROVEMENTS	Imp		Don't over commit early on	14	L26-Imp-14
L26	SUGGESTIONS / IMPROVEMENTS	Imp		Service must improve	15	L26-Imp-15
L26	SUGGESTIONS / IMPROVEMENTS	Imp		Park and Ride services may provide additional funding	16	L26-Imp-16
L26	SUGGESTIONS / IMPROVEMENTS	Imp		Create a cross-border staff group to knowledge share	17	L26-Imp-17
L26	SUGGESTIONS / IMPROVEMENTS	Imp		Share resources with other local authorities	18	L26-Imp-18
L26	SUGGESTIONS / IMPROVEMENTS	Imp		Must invest in software led bus services	19	L26-Imp-19
L26	SUGGESTIONS / IMPROVEMENTS	Imp		A worst-case scenario should have been modelled	20	L26-Imp-20
L26	SUGGESTIONS / IMPROVEMENTS	Imp		The authority must take control / be accountable	21	L26-Imp-21
L26	SUGGESTIONS / IMPROVEMENTS	Imp		Leverage expertise from operators	22	L26-Imp-22
L26	SUGGESTIONS / IMPROVEMENTS	Imp		Possibility of using TUPE to get staff with required expertise	23	L26-Imp-23
L26			DIFFICULTIES	DIFFICULTIES		
L26	DIFFICULTIES	Dif		Difficult / competition to recruit the right people	24	L26-Dif-24
L26	DIFFICULTIES	Dif		Difficult to get the right balance of capability and capacity	25	L26-Dif-25
L26	DIFFICULTIES	Dif		Lack of confidence in the Authority's capability to provide the level of improvement e	26	L26-Dif-26
L26	DIFFICULTIES	Dif		Level of resource / expertise needed has been underestimated	27	L26-Dif-27
L26	DIFFICULTIES	Dif		There is risk of Franchising not being deliverable in the time frame	28	L26-Dif-28
L27	OTHER	Oth		Other	1	L27-Oth-1
L27	OTHER	Oth		Don't know	2	L27-Oth-2
L27	OTHER	Oth		Nothing	3	L27-Oth-3
L27	OTHER	Oth		Good / agree with plans	4	L27-Oth-4
L27	OTHER	Oth		Disagree with (both) plans	5	L27-Oth-5
L27	OTHER	Oth		No preference (as plans have similar costs)	6	L27-Oth-6
L27	OTHER	Oth		(Both) plans will take a long time	7	L27-Oth-7
L27	OTHER	Oth		(Both) plans would create jobs	8	L27-Oth-8
L27	OTHER	Oth		(Both) plans have risks	9	L27-Oth-9
L27	OTHER	Oth		(Both) plans are expensive / will increase costs for taxpayer	10	L27-Oth-10
L27	OTHER	Oth		Need further information / clarification	11	L27-Oth-11
L27	OTHER	Oth		Negative comments on survey design / usefulness of consultation	12	L27-Oth-12
L27	OTHER	Oth		More information needed on how risks will be managed	13	L27-Oth-13
L27	OTHER	Oth		Query about How will bus network review be undertaken	14	L27-Oth-14
L27	OTHER	Oth		Further assessment of outcomes after a Revocation required	15	L27-Oth-15
L27			GENERAL COMMENTS ON MANAGEMENT OF THE BUS NETWORK	GENERAL COMMENTS ON MANAGEMENT OF THE BUS NETWORK		
L27	GENERAL COMMENTS ON MANAGEMENT OF THE BUS NETWORK	Mgmt		Bus services should be publicly run	16	L27-Mgmt-16
L27	GENERAL COMMENTS ON MANAGEMENT OF THE BUS NETWORK	Mgmt		Learn lessons from other cities / countries (London, Manchester etc)	17	L27-Mgmt-17
L27	GENERAL COMMENTS ON MANAGEMENT OF THE BUS NETWORK	Mgmt		Do not pass expenses onto general public (through fares/taxes)	18	L27-Mgmt-18

L27	GENERAL COMMENTS ON MANAGEMENT OF T Mgmt		Need affordable fares	19	L27-Mgmt-19
L27	GENERAL COMMENTS ON MANAGEMENT OF T Mgmt		Needs better management / expertise	20	L27-Mgmt-20
L27	GENERAL COMMENTS ON MANAGEMENT OF T Mgmt		Do not have (complete) confidence in the Combined Authority	21	L27-Mgmt-21
L27	GENERAL COMMENTS ON MANAGEMENT OF T Mgmt		Will be difficult to recruit / train staff with the required skills	22	L27-Mgmt-22
L27	GENERAL COMMENTS ON MANAGEMENT OF T Mgmt		Need more accessible services	23	L27-Mgmt-23
L27	GENERAL COMMENTS ON MANAGEMENT OF T Mgmt		Need more control / accountability from the Combined Authority	24	L27-Mgmt-24
L27	GENERAL COMMENTS ON MANAGEMENT OF T Mgmt		Need more better / reliable / regular services	25	L27-Mgmt-25
L27	GENERAL COMMENTS ON MANAGEMENT OF T Mgmt		Need more joined-up services	26	L27-Mgmt-26
L27	GENERAL COMMENTS ON MANAGEMENT OF T Mgmt		Needs of general public should be prioritised (eg through consultation)	27	L27-Mgmt-27
L27	GENERAL COMMENTS ON MANAGEMENT OF T Mgmt		Rural services should be maintained / improved	28	L27-Mgmt-28
L27	GENERAL COMMENTS ON MANAGEMENT OF T Mgmt		Should focus on long-term improvements	29	L27-Mgmt-29
L27	GENERAL COMMENTS ON MANAGEMENT OF T Mgmt		Should not be run to make profits	30	L27-Mgmt-30
L27	GENERAL COMMENTS ON MANAGEMENT OF T Mgmt		Improvements are worth the extra investment	31	L27-Mgmt-31
L27	GENERAL COMMENTS ON MANAGEMENT OF T Mgmt		Need to consider Political risks to franchising implementation	32	L27-Mgmt-32
L27	GENERAL COMMENTS ON MANAGEMENT OF T Mgmt		Cross boundary service enhancements will also need planning and management	33	L27-Mgmt-33
L27	GENERAL COMMENTS ON MANAGEMENT OF T Mgmt		Need accurate data to inform decision making	34	L27-Mgmt-34
L27	GENERAL COMMENTS ON MANAGEMENT OF T Mgmt		Implement use of new technologies	35	L27-Mgmt-35
L27	GENERAL COMMENTS ON MANAGEMENT OF T Mgmt		Prioritise environmental factors	36	L27-Mgmt-36
L27	GENERAL COMMENTS ON MANAGEMENT OF T Mgmt		Other general service comments	37	L27-Mgmt-37
L27			POSITIVE COMMENTS ON FRANCHISING		
L27	POSITIVE COMMENTS ON FRANCHISING	PosFran	Franchising is the better option	38	L27-PosFran-38
L27	POSITIVE COMMENTS ON FRANCHISING	PosFran	Franchising gives more control / accountability	39	L27-PosFran-39
L27	POSITIVE COMMENTS ON FRANCHISING	PosFran	Franchising is worth the additional costs / benefits outweigh costs	40	L27-PosFran-40
L27	POSITIVE COMMENTS ON FRANCHISING	PosFran	Franchising would create more jobs	41	L27-PosFran-41
L27	POSITIVE COMMENTS ON FRANCHISING	PosFran	Franchising would lead to better / more reliable services	42	L27-PosFran-42
L27	POSITIVE COMMENTS ON FRANCHISING	PosFran	Franchising would produce more joined-up / co-ordinated services	43	L27-PosFran-43
L27	POSITIVE COMMENTS ON FRANCHISING	PosFran	Franchising would result in quicker changes	44	L27-PosFran-44
L27	POSITIVE COMMENTS ON FRANCHISING	PosFran	Enhanced partnership would not lead to improvements	45	L27-PosFran-45
L27	POSITIVE COMMENTS ON FRANCHISING	PosFran	Enhanced Partnership requires long contract negotiations	46	L27-PosFran-46
L27	POSITIVE COMMENTS ON FRANCHISING	PosFran	Other positive comments on franchising	47	L27-PosFran-47
L27			NEGATIVE COMMENTS ON FRANCHISING		
L27	NEGATIVE COMMENTS ON FRANCHISING	NegFran	Franchising is too bureaucratic	48	L27-NegFran-48
L27	NEGATIVE COMMENTS ON FRANCHISING	NegFran	Franchising would be costly (so fares / taxes could rise)	49	L27-NegFran-49
L27	NEGATIVE COMMENTS ON FRANCHISING	NegFran	Franchising would be (too) risky	50	L27-NegFran-50
L27	NEGATIVE COMMENTS ON FRANCHISING	NegFran	Enhanced partnership would be better	51	L27-NegFran-51
L27	NEGATIVE COMMENTS ON FRANCHISING	NegFran	Enhanced Partnership better utilises the skills of operators	52	L27-NegFran-52
L27	NEGATIVE COMMENTS ON FRANCHISING	NegFran	There will be fewer operators leading to less competitive pressures	53	L27-NegFran-53
L27	NEGATIVE COMMENTS ON FRANCHISING	NegFran	Other negative comments on franchising	54	L27-NegFran-54
L27			COLLABORATION AND CONSULTATION		
L27	COLLABORATION AND CONSULTATION	Collab	Seek co-operation with cross-border staff group	55	L27-Collab-55
L27	COLLABORATION AND CONSULTATION	Collab	Ensure local authority areas are represented on Bus Board	56	L27-Collab-56
L27	COLLABORATION AND CONSULTATION	Collab	Include bus employees in consultation	57	L27-Collab-57
L27	COLLABORATION AND CONSULTATION	Collab	Regular input from Parish/Town Councils should be sought	58	L27-Collab-58
L27	COLLABORATION AND CONSULTATION	Collab	Include non bus-users in consultation	59	L27-Collab-59
L27	COLLABORATION AND CONSULTATION	Collab	Include stakeholders in consultation	60	L27-Collab-60
L27	COLLABORATION AND CONSULTATION	Collab	Needs collaboration between authority and operators	61	L27-Collab-61
L28	OTHER	Oth	Other	1	L28-Oth-1
L28	OTHER	Oth	No comments	2	L28-Oth-2
L28	OTHER	Oth	Do not understand / need more information	3	L28-Oth-3
L28	OTHER	Oth	Good / I agree (that equality is an important consideration)	4	L28-Oth-4
L28	OTHER	Oth	Equality / EQIA exercise is not an important/relevant factor for bus services	5	L28-Oth-5
L28	OTHER	Oth	Bus services are already inclusive / equal	6	L28-Oth-6
L28	OTHER	Oth	Bus services are for everyone (not just specific groups) / improvements would bene	7	L28-Oth-7
L28	OTHER	Oth	There should already be appropriate provision (as required by Equalities legislation)	8	L28-Oth-8
L28	OTHER	Oth	Franchising a better option for equality	9	L28-Oth-9
L28	OTHER	Oth	Franchising no improvement for equality	10	L28-Oth-10
L28	OTHER	Oth	There is limited demand for bus services	11	L28-Oth-11

L28	OTHER	Oth	Need to consult / obtain feedback from those with protected characteristics	12	L28-Oth-12
L28			GENERAL PROVISION		
L28	GENERAL PROVISION	Gen	Needs to be (more) inclusive/equal / avoid discrimination	13	L28-Gen-13
L28	GENERAL PROVISION	Gen	Need more accessible services	14	L28-Gen-14
L28	GENERAL PROVISION	Gen	Need better planned / co-ordinated / more consistent services (eg ticketing)	15	L28-Gen-15
L28	GENERAL PROVISION	Gen	Need more (combined authority) control over services	16	L28-Gen-16
L28	GENERAL PROVISION	Gen	Should be a public service / not for profit	17	L28-Gen-17
L28	GENERAL PROVISION	Gen	Need affordable / cheaper ticket prices	18	L28-Gen-18
L28	GENERAL PROVISION	Gen	Need more general safety measures (eg at bus stops)	19	L28-Gen-19
L28	GENERAL PROVISION	Gen	Need more safety measures at bus depots	20	L28-Gen-20
L28	GENERAL PROVISION	Gen	Need to protect non-profitable routes	21	L28-Gen-21
L28	GENERAL PROVISION	Gen	Need up to date information (eg at bus stops / on an App)	22	L28-Gen-22
L28	GENERAL PROVISION	Gen	Services need to be more frequent	23	L28-Gen-23
L28	GENERAL PROVISION	Gen	Services need to be (more) reliable	24	L28-Gen-24
L28	GENERAL PROVISION	Gen	Should be mandatory training for drivers / staff to ensure equal access for protected	25	L28-Gen-25
L28	GENERAL PROVISION	Gen	Bus stops need seating / shelter	26	L28-Gen-26
L28			PROVISION FOR SPECIFIC GROUPS		
L28	PROVISION FOR SPECIFIC GROUPS	Groups	Women need more safety measures	27	L28-Groups-27
L28	PROVISION FOR SPECIFIC GROUPS	Groups	Need more female bus drivers	28	L28-Groups-28
L28	PROVISION FOR SPECIFIC GROUPS	Groups	Need more provision / better access for the disabled	29	L28-Groups-29
L28	PROVISION FOR SPECIFIC GROUPS	Groups	Need more provision for parents with young children / pushchairs	30	L28-Groups-30
L28	PROVISION FOR SPECIFIC GROUPS	Groups	Need more provision / better access for the elderly	31	L28-Groups-31
L28	PROVISION FOR SPECIFIC GROUPS	Groups	Elderly need a more reliable service	32	L28-Groups-32
L28	PROVISION FOR SPECIFIC GROUPS	Groups	Need more provision / better access for young people	33	L28-Groups-33
L28	PROVISION FOR SPECIFIC GROUPS	Groups	Need to support the most vulnerable	34	L28-Groups-34
L28	PROVISION FOR SPECIFIC GROUPS	Groups	Reliable services are important for vulnerable people	35	L28-Groups-35
L28	PROVISION FOR SPECIFIC GROUPS	Groups	Need to support those on low incomes	36	L28-Groups-36
L28	PROVISION FOR SPECIFIC GROUPS	Groups	Need to support those with mental health issues / dementia	37	L28-Groups-37
L28	PROVISION FOR SPECIFIC GROUPS	Groups	Need more provision for rural communities	38	L28-Groups-38
L28			IMPACTS		
L28	IMPACTS	Impact	Consider impacts during implementation period	39	L28-Impact-39
L28	IMPACTS	Impact	Requiring vehicles to provide more (than one) wheelchair space	40	L28-Impact-40
L28	IMPACTS	Impact	Need more information about DRT plans	41	L28-Impact-41
L29	OTHER	Oth	Other	1	L29-Oth-1
L29	OTHER	Oth	Don't know / too early to say	2	L29-Oth-2
L29	OTHER	Oth	Need more information / clarification	3	L29-Oth-3
L29	OTHER	Oth	Further information should be presented to the public for consultation and feedback	4	L29-Oth-4
L29	OTHER	Oth	Wait until 2025 mayoral election to make a decision	5	L29-Oth-5
L29			POSITIVE COMMENTS		
L29	POSITIVE COMMENTS	Pos	Franchising is better	6	L29-Pos-6
L29	POSITIVE COMMENTS	Pos	Better than the current system	7	L29-Pos-7
L29	POSITIVE COMMENTS	Pos	Will give the authority more control	8	L29-Pos-8
L29	POSITIVE COMMENTS	Pos	Will lead to a better service (reliability, routes etc)	9	L29-Pos-9
L29	POSITIVE COMMENTS	Pos	More inclusive for all residents	10	L29-Pos-10
L29	POSITIVE COMMENTS	Pos	Reduced influence of operators	11	L29-Pos-11
L29	POSITIVE COMMENTS	Pos	Will have environmental benefits	12	L29-Pos-12
L29	POSITIVE COMMENTS	Pos	Franchising has worked well in other areas (e.g. London)	13	L29-Pos-13
L29	POSITIVE COMMENTS	Pos	Less focus on profits	14	L29-Pos-14
L29	POSITIVE COMMENTS	Pos	Better value for money	15	L29-Pos-15
L29	POSITIVE COMMENTS	Pos	Will increase potential ridership / modal shift	16	L29-Pos-16
L29	POSITIVE COMMENTS	Pos	Reduces risk for operators	17	L29-Pos-17
L29	POSITIVE COMMENTS	Pos	Franchising is more flexible	18	L29-Pos-18
L29	POSITIVE COMMENTS	Pos	Franchising will lead to more co-ordinated / integrated service	19	L29-Pos-19
L29	POSITIVE COMMENTS	Pos	Will lead to better evening / weekend service in rural areas	20	L29-Pos-20
L29			NEGATIVE COMMENTS		
L29	NEGATIVE COMMENTS	Neg	Franchising has not worked in other industries	21	L29-Neg-21
L29	NEGATIVE COMMENTS	Neg	Concerns about the impact on rural / neighbouring areas	22	L29-Neg-22

L29	NEGATIVE COMMENTS	Neg	No confidence in the Authority's ability to manage services	23	L29-Neg-23
L29	NEGATIVE COMMENTS	Neg	Franchising is too expensive / waste of money / poor value	24	L29-Neg-24
L29	NEGATIVE COMMENTS	Neg	Too risky	25	L29-Neg-25
L29	NEGATIVE COMMENTS	Neg	Enhanced Partnership would be better	26	L29-Neg-26
L29	NEGATIVE COMMENTS	Neg	Franchising is worse option for SMEs	27	L29-Neg-27
L29	NEGATIVE COMMENTS	Neg	No provisions made for community transport	28	L29-Neg-28
L29	NEGATIVE COMMENTS	Neg	Franchising will take too long to implement	29	L29-Neg-29
L29	NEGATIVE COMMENTS	Neg	Concerned about impact of political change on franchising	30	L29-Neg-30
L29	NEGATIVE COMMENTS	Neg	Should focus on other modes of public transport other than buses	31	L29-Neg-31
L29	NEGATIVE COMMENTS	Neg	A mixed approach would be better suited to the area	32	L29-Neg-32
L29			CAVEATS TO SUCCESSFUL FRANCHISE		
L29	CAVEATS TO SUCCESSFUL FRANCHISE	Cav	Contracts need to be robustly negotiated	33	L29-Cav-33
L29	CAVEATS TO SUCCESSFUL FRANCHISE	Cav	Needs to be a collaborative effort	34	L29-Cav-34
L29	CAVEATS TO SUCCESSFUL FRANCHISE	Cav	Needs significant investment	35	L29-Cav-35
L29	CAVEATS TO SUCCESSFUL FRANCHISE	Cav	Learn from other authorities who have franchised	36	L29-Cav-36
L29	CAVEATS TO SUCCESSFUL FRANCHISE	Cav	Use expertise from operators	37	L29-Cav-37
L29	CAVEATS TO SUCCESSFUL FRANCHISE	Cav	Make post-franchising arrangements in the event of the scheme being revoked	38	L29-Cav-38
L30	OTHER	Oth	Other	1	L30-Oth-1
L30	OTHER	Oth	No	2	L30-Oth-2
L30	OTHER	Oth	Need more information / clarification	3	L30-Oth-3
L30	OTHER	Oth	Not in favour of it / don't do it	4	L30-Oth-4
L30	OTHER	Oth	Learn lessons from other regions / countries / schemes	5	L30-Oth-5
L30	OTHER	Oth	Combined authority should not be involved (in running bus services)	6	L30-Oth-6
L30			FRANCHISING SCHEME		
L30	FRANCHISING SCHEME	Fran	Franchising is good	7	L30-Fran-7
L30	FRANCHISING SCHEME	Fran	Clear communication / transparency	8	L30-Fran-8
L30	FRANCHISING SCHEME	Fran	Competition for routes / no monopoly	9	L30-Fran-9
L30	FRANCHISING SCHEME	Fran	Consult public / other stakeholders (eg on routes)	10	L30-Fran-10
L30	FRANCHISING SCHEME	Fran	Detailed (financial) planning	11	L30-Fran-11
L30	FRANCHISING SCHEME	Fran	Do not make taxpayers pay more	12	L30-Fran-12
L30	FRANCHISING SCHEME	Fran	Focus on customer service	13	L30-Fran-13
L30	FRANCHISING SCHEME	Fran	Implement changes quickly	14	L30-Fran-14
L30	FRANCHISING SCHEME	Fran	Make it a public service / not for profit	15	L30-Fran-15
L30	FRANCHISING SCHEME	Fran	Mitigate risk	16	L30-Fran-16
L30	FRANCHISING SCHEME	Fran	More accountability for poor performance	17	L30-Fran-17
L30	FRANCHISING SCHEME	Fran	More control by combined authority	18	L30-Fran-18
L30	FRANCHISING SCHEME	Fran	Need effective management / expertise	19	L30-Fran-19
L30	FRANCHISING SCHEME	Fran	No involvement of A2B	20	L30-Fran-20
L30	FRANCHISING SCHEME	Fran	No involvement of Stagecoach	21	L30-Fran-21
L30	FRANCHISING SCHEME	Fran	More incentives / rewards	22	L30-Fran-22
L30	FRANCHISING SCHEME	Fran	Long-term strategy / commitment	23	L30-Fran-23
L30	FRANCHISING SCHEME	Fran	Ensure operators don't over-promise during procurement	24	L30-Fran-24
L30	FRANCHISING SCHEME	Fran	Have strong / robust contracts	25	L30-Fran-25
L30	FRANCHISING SCHEME	Fran	Allow flexibility in contracts	26	L30-Fran-26
L30	FRANCHISING SCHEME	Fran	Frequent performance reviews	27	L30-Fran-27
L30	FRANCHISING SCHEME	Fran	Adequate financial investment	28	L30-Fran-28
L30	FRANCHISING SCHEME	Fran	Collaborative / team approach	29	L30-Fran-29
L30	FRANCHISING SCHEME	Fran	Appoint an independent consultant to oversee implementation	30	L30-Fran-30
L30	FRANCHISING SCHEME	Fran	Open communication with the public (about services / costs)	31	L30-Fran-31
L30	FRANCHISING SCHEME	Fran	Award contracts based on best value, not on lowest price	32	L30-Fran-32
L30	FRANCHISING SCHEME	Fran	Consider the timing of franchising dates to ensure we get enough interest from all p	33	L30-Fran-33
L30	FRANCHISING SCHEME	Fran	Depot provision for all franchisees	34	L30-Fran-34
L30	FRANCHISING SCHEME	Fran	Revenue risk should remain with with the CPCA	35	L30-Fran-35
L30	FRANCHISING SCHEME	Fran	Ensure that the procurement process is simple	36	L30-Fran-36
L30	FRANCHISING SCHEME	Fran	Exemptions granted for S19 providers	37	L30-Fran-37
L30	FRANCHISING SCHEME	Fran	Exemptions or subsidies for the provision of livery	38	L30-Fran-38
L30	FRANCHISING SCHEME	Fran	Strengthening the role of the community transport officer	39	L30-Fran-39

L30	FRANCHISING SCHEME	Fran	All subsidiaries should be treated as a single corporate body for the purpose of rece	40	L30-Fran-40
L30	FRANCHISING SCHEME	Fran	Other comments on franchising scheme	41	L30-Fran-41
L30			BUS SERVICES		
L30	BUS SERVICES	Ser	Better / more reliable services	42	L30-Ser-42
L30	BUS SERVICES	Ser	Better service during unsocial hours	43	L30-Ser-43
L30	BUS SERVICES	Ser	Better service at weekends / on bank holidays	44	L30-Ser-44
L30	BUS SERVICES	Ser	Better service in rural areas	45	L30-Ser-45
L30	BUS SERVICES	Ser	Better service to hospitals	46	L30-Ser-46
L30	BUS SERVICES	Ser	Better service / co-ordination with railway stations	47	L30-Ser-47
L30	BUS SERVICES	Ser	Better service to schools / colleges	48	L30-Ser-48
L30	BUS SERVICES	Ser	Better service for commuters	49	L30-Ser-49
L30	BUS SERVICES	Ser	Better service to social activities	50	L30-Ser-50
L30	BUS SERVICES	Ser	Cheap / affordable / capped fares	51	L30-Ser-51
L30	BUS SERVICES	Ser	Joined up ticketing / services	52	L30-Ser-52
L30	BUS SERVICES	Ser	Other payment / ticketing suggestions	53	L30-Ser-53
L30	BUS SERVICES	Ser	Equal access to services (throughout the region)	54	L30-Ser-54
L30	BUS SERVICES	Ser	More routes / frequency	55	L30-Ser-55
L30	BUS SERVICES	Ser	More direct routes / fewer connections	56	L30-Ser-56
L30	BUS SERVICES	Ser	More radial / orbital routes	57	L30-Ser-57
L30	BUS SERVICES	Ser	No cuts to existing routes	58	L30-Ser-58
L30	BUS SERVICES	Ser	Quicker journey times	59	L30-Ser-59
L30	BUS SERVICES	Ser	Safe services	60	L30-Ser-60
L30	BUS SERVICES	Ser	Evening / night service	61	L30-Ser-61
L30	BUS SERVICES	Ser	Early morning service	62	L30-Ser-62
L30	BUS SERVICES	Ser	Better trained staff	63	L30-Ser-63
L30	BUS SERVICES	Ser	Better service from drivers	64	L30-Ser-64
L30	BUS SERVICES	Ser	Recruit more drivers	65	L30-Ser-65
L30	BUS SERVICES	Ser	Better benefits / rights / conditions for bus drivers / staff	66	L30-Ser-66
L30	BUS SERVICES	Ser	Have conductors / inspectors on buses	67	L30-Ser-67
L30	BUS SERVICES	Ser	Have more hopper buses	68	L30-Ser-68
L30	BUS SERVICES	Ser	More joined up / connected / integrated service	69	L30-Ser-69
L30	BUS SERVICES	Ser	Have staff available to respond to public queries	70	L30-Ser-70
L30	BUS SERVICES	Ser	Stop anti-social behaviour	71	L30-Ser-71
L30	BUS SERVICES	Ser	Encourage more bus usage / modal shift / less car usage	72	L30-Ser-72
L30	BUS SERVICES	Ser	Take control of cross-border services abandoned by private operators	73	L30-Ser-73
L30	BUS SERVICES	Ser	Other comments on bus services	74	L30-Ser-74
L30			INFRASTRUCTURE		
L30	INFRASTRUCTURE	Infr	(Accurate) information at bus stops	75	L30-Infr-75
L30	INFRASTRUCTURE	Infr	Energy efficient / electric vehicles	76	L30-Infr-76
L30	INFRASTRUCTURE	Infr	New / modern / better quality vehicles	77	L30-Infr-77
L30	INFRASTRUCTURE	Infr	More / better bus lanes	78	L30-Infr-78
L30	INFRASTRUCTURE	Infr	Minimise disruption from roadworks	79	L30-Infr-79
L30	INFRASTRUCTURE	Infr	New / better bus depots	80	L30-Infr-80
L30	INFRASTRUCTURE	Infr	Better bus stops / shelters	81	L30-Infr-81
L30	INFRASTRUCTURE	Infr	Heated buses	82	L30-Infr-82
L30	INFRASTRUCTURE	Infr	Contactless payment for fares	83	L30-Infr-83
L30	INFRASTRUCTURE	Infr	Real time tracking of buses on the app / at bus stops	84	L30-Infr-84
L30	INFRASTRUCTURE	Infr	Smaller vehicles (where appropriate)	85	L30-Infr-85
L30	INFRASTRUCTURE	Infr	Reduce congestion / traffic in the area	86	L30-Infr-86
L30	INFRASTRUCTURE	Infr	Introduce a congestion charge	87	L30-Infr-87
L30	INFRASTRUCTURE	Infr	Use modern technologies	88	L30-Infr-88
L30	INFRASTRUCTURE	Infr	Less reliance on technology for passengers	89	L30-Infr-89
L30	INFRASTRUCTURE	Infr	Have two doors on buses	90	L30-Infr-90
L30	INFRASTRUCTURE	Infr	Better road quality	91	L30-Infr-91
L30	INFRASTRUCTURE	Infr	Consider advertising options to increase revenue	92	L30-Infr-92
L30	INFRASTRUCTURE	Infr	Pram space on buses	93	L30-Infr-93
L30	INFRASTRUCTURE	Infr	Consider alternative public transport methods other than buses	94	L30-Infr-94

L30	INFRASTRUCTURE	Infr	Bicycle storage onboard buses	95	L30-Infr-95
L30	INFRASTRUCTURE	Infr	Allow innovation	96	L30-Infr-96
L30	INFRASTRUCTURE	Infr	Other comments on infrastructure	97	L30-Infr-97
L30			COMMERCIAL		
L30	COMMERCIAL	Comm	Allow less time for first procurement	98	L30-Comm-98
L30	COMMERCIAL	Comm	Allow more time for mobilisation for vehicle procurement	99	L30-Comm-99
L30	COMMERCIAL	Comm	Should adopt London model	100	L30-Comm-100
L30	COMMERCIAL	Comm	Should adopt Manchester model	101	L30-Comm-101
L30	COMMERCIAL	Comm	Lot sizes should be larger	102	L30-Comm-102
L30	COMMERCIAL	Comm	CPCA should take all revenue risk	103	L30-Comm-103
L30	COMMERCIAL	Comm	Initial trial or pilot should be conducted	104	L30-Comm-104
L30	COMMERCIAL	Comm	Large packages should be tendered first	105	L30-Comm-105
L30	COMMERCIAL	Comm	Tender process should not be overly complicated or onerous	106	L30-Comm-106
L30	COMMERCIAL	Comm	Grants/subsidies/loans for new entrants or SMEs	107	L30-Comm-107
L30	COMMERCIAL	Comm	Allow Sub-Contracting	108	L30-Comm-108
L30	COMMERCIAL	Comm	Operators should have input to service design	109	L30-Comm-109
L30	COMMERCIAL	Comm	Cap operator incentives/penalties for passenger growth	110	L30-Comm-110
L30	COMMERCIAL	Comm	Include responsibility for advertising (CPCA)	111	L30-Comm-111
L30	COMMERCIAL	Comm	On board equipment should be provided	112	L30-Comm-112
L30			MANAGEMENT		
L30	MANAGEMENT	Mgmt	Suggest cross-border staff group to share knowledge	113	L30-Mgmt-113
L30	MANAGEMENT	Mgmt	Local authorities should manage their own franchised network	114	L30-Mgmt-114
L30	MANAGEMENT	Mgmt	Include bus employees in consultation	115	L30-Mgmt-115
L30	MANAGEMENT	Mgmt	Regular input from Parish/Town Councils should be sought	116	L30-Mgmt-116
L30	MANAGEMENT	Mgmt	Reporting of KPIs needs to be clear	117	L30-Mgmt-117
L30	MANAGEMENT	Mgmt	Include non bus-users in consultation	118	L30-Mgmt-118
L30	MANAGEMENT	Mgmt	CPCA to utilise the resource of the CPT's Practical Guide to Franchising	119	L30-Mgmt-119
L30			EQUALITY		
L30	EQUALITY	Equal	Better disability access	120	L30-Equal-120
L30	EQUALITY	Equal	Better service for the elderly	121	L30-Equal-121
L30	EQUALITY	Equal	Better service for young people	122	L30-Equal-122
L30	EQUALITY	Equal	Provide targeted fare discounts	123	L30-Equal-123
L31	OTHER	Oth	Other	1	L31-Oth-1
L31	OTHER	Oth	Nothing	2	L31-Oth-2
L31	OTHER	Oth	Good luck	3	L31-Oth-3
L31	OTHER	Oth	Comments on this survey / consultation (eg design/information provided)	4	L31-Oth-4
L31	OTHER	Oth	More detail / clarification needed on proposals	5	L31-Oth-5
L31	OTHER	Oth	Need better transport planning (at local / national level)	6	L31-Oth-6
L31			REFORMS		
L31	REFORMS	Reform	Agree with the plans	7	L31-Reform-7
L31	REFORMS	Reform	Disagree with the plans	8	L31-Reform-8
L31	REFORMS	Reform	Plans may improve services	9	L31-Reform-9
L31	REFORMS	Reform	Plans will not improve services	10	L31-Reform-10
L31	REFORMS	Reform	Franchising is a good idea	11	L31-Reform-11
L31	REFORMS	Reform	Franchisees should demonstrate long-term / sustainable improvements	12	L31-Reform-12
L31	REFORMS	Reform	Franchising is a bad idea / is risky	13	L31-Reform-13
L31	REFORMS	Reform	Combined authority should be accountable for bus services	14	L31-Reform-14
L31	REFORMS	Reform	I have confidence in the combined authority	15	L31-Reform-15
L31	REFORMS	Reform	Combined authority should not be involved with bus services	16	L31-Reform-16
L31	REFORMS	Reform	Concerns over combined authority's competence	17	L31-Reform-17
L31	REFORMS	Reform	Public should be consulted on reforms	18	L31-Reform-18
L31	REFORMS	Reform	Bus employees should be consulted on reforms	19	L31-Reform-19
L31	REFORMS	Reform	Reforms are a waste of taxpayers' money	20	L31-Reform-20
L31	REFORMS	Reform	Reforms are too bureaucratic	21	L31-Reform-21
L31	REFORMS	Reform	Reforms could be affected by political factors	22	L31-Reform-22
L31	REFORMS	Reform	Reforms need to be well managed / reviewed	23	L31-Reform-23
L31	REFORMS	Reform	Reforms should be implemented without delay	24	L31-Reform-24

L31	REFORMS	Reform	Should learn from experience of other cities / countries	25	L31-Reform-25
L31	REFORMS	Reform	Not important (to the public) how improvements are delivered	26	L31-Reform-26
L31	REFORMS	Reform	Put needs of the public first	27	L31-Reform-27
L31	REFORMS	Reform	Contingency plans / mitigation in case difficulties arise	28	L31-Reform-28
L31	REFORMS	Reform	Collaboration is important	29	L31-Reform-29
L31	REFORMS	Reform	Other comments on reforms	30	L31-Reform-30
L31			GENERAL SERVICE COMMENTS		
L31	GENERAL SERVICE COMMENTS	Ser	Bus services are important (eg for vulnerable people) / should be protected	31	L31-Ser-31
L31	GENERAL SERVICE COMMENTS	Ser	Service is good / adequate	32	L31-Ser-32
L31	GENERAL SERVICE COMMENTS	Ser	Services are poor / improvements are needed	33	L31-Ser-33
L31	GENERAL SERVICE COMMENTS	Ser	Service improvements would be welcome (for local people / economy)	34	L31-Ser-34
L31	GENERAL SERVICE COMMENTS	Ser	Poor service / need better service for commuters	35	L31-Ser-35
L31	GENERAL SERVICE COMMENTS	Ser	Poor service / need better service to hospitals	36	L31-Ser-36
L31	GENERAL SERVICE COMMENTS	Ser	Poor service / need better service to schools/colleges	37	L31-Ser-37
L31	GENERAL SERVICE COMMENTS	Ser	Poor service / need better (connecting) services to train stations	38	L31-Ser-38
L31	GENERAL SERVICE COMMENTS	Ser	Poor service / need better services to shops	39	L31-Ser-39
L31	GENERAL SERVICE COMMENTS	Ser	Need better services to social events	40	L31-Ser-40
L31	GENERAL SERVICE COMMENTS	Ser	Too many changes in service	41	L31-Ser-41
L31	GENERAL SERVICE COMMENTS	Ser	Guided busway services need improving	42	L31-Ser-42
L31	GENERAL SERVICE COMMENTS	Ser	More joined up services	43	L31-Ser-43
L31	GENERAL SERVICE COMMENTS	Ser	Should implement a tram service	44	L31-Ser-44
L31	GENERAL SERVICE COMMENTS	Ser	Need a services that supports a growing population	45	L31-Ser-45
L31	GENERAL SERVICE COMMENTS	Ser	Other general service comments	46	L31-Ser-46
L31			COVERAGE BY DAY / TIME OF DAY		
L31	COVERAGE BY DAY / TIME OF DAY	Day	Buses should run across the day (early morning until late evening)	47	L31-Day-47
L31	COVERAGE BY DAY / TIME OF DAY	Day	Buses currently run into the late evening	48	L31-Day-48
L31			AREA COVERAGE		
L31	AREA COVERAGE	Area	Bus service is poor / lacking in some areas	49	L31-Area-49
L31	AREA COVERAGE	Area	Rural services need to be improved / not cut	50	L31-Area-50
L31	AREA COVERAGE	Area	Rural services are good in some areas	51	L31-Area-51
L31			JOURNEY DURATION		
L31	JOURNEY DURATION	Dur	Bus journeys should be quicker	52	L31-Dur-52
L31	JOURNEY DURATION	Dur	Bus journeys could take longer if more 20mph zones	53	L31-Dur-53
L31			COST		
L31	COST	Cost	Depends on the cost to bus users / taxpayers	54	L31-Cost-54
L31	COST	Cost	Prices are affordable (with the £2 cap / £1 young person's fare)	55	L31-Cost-55
L31	COST	Cost	Prices are too high / should be reduced	56	L31-Cost-56
L31	COST	Cost	Prices should be kept affordable / the £2 cap should remain	57	L31-Cost-57
L31	COST	Cost	Prices should be consistent between area / operator	58	L31-Cost-58
L31	COST	Cost	People would be willing to pay (more) for better bus services	59	L31-Cost-59
L31	COST	Cost	Funding should not come from cuts to other services	60	L31-Cost-60
L31	COST	Cost	Taxpayers should not pay for franchising / reforms	61	L31-Cost-61
L31	COST	Cost	Taxpayers should not subsidise bus fares / operators	62	L31-Cost-62
L31	COST	Cost	There should be free bus passes for the over 60s	63	L31-Cost-63
L31	COST	Cost	Travel for under 19s / students should be free	64	L31-Cost-64
L31	COST	Cost	Local businesses / universities should contribute financially	65	L31-Cost-65
L31	COST	Cost	Other comments on cost	66	L31-Cost-66
L31			RELIABILITY		
L31	RELIABILITY	Rel	Bus services are reliable	67	L31-Rel-67
L31	RELIABILITY	Rel	Bus services should be (more) reliable	68	L31-Rel-68
L31	RELIABILITY	Rel	Buses should run on time	69	L31-Rel-69
L31	RELIABILITY	Rel	There should be fewer cancellations	70	L31-Rel-70
L31			FREQUENCY		
L31	FREQUENCY	Freq	There should be more (frequent) services	71	L31-Freq-71
L31	FREQUENCY	Freq	There should be more (frequent) services on Sundays / at weekends	72	L31-Freq-72
L31	FREQUENCY	Freq	There should be more (frequent) services in rural areas	73	L31-Freq-73
L31	FREQUENCY	Freq	There should be more (frequent) services at peak times	74	L31-Freq-74

L31			USAGE	75	L31-Use-75
L31	USAGE	Use	Bus services are well used	75	L31-Use-75
L31	USAGE	Use	I do not / rarely use buses	76	L31-Use-76
L31	USAGE	Use	Buses would be used (more) if services improved	77	L31-Use-77
L31	USAGE	Use	Buses are too overcrowded	78	L31-Use-78
L31	USAGE	Use	Other comments on usage	79	L31-Use-79
L31			TRAFFIC MANAGEMENT		
L31	TRAFFIC MANAGEMENT	Traf	Better bus services would mean fewer cars / less pollution / environmental benefits	80	L31-Traf-80
L31	TRAFFIC MANAGEMENT	Traf	Traffic / roadworks should be managed better in Cambridge / surrounding areas	81	L31-Traf-81
L31	TRAFFIC MANAGEMENT	Traf	Introduce a congestion charge	82	L31-Traf-82
L31	TRAFFIC MANAGEMENT	Traf	Other comments on traffic management	83	L31-Traf-83
L31			BUS OPERATORS		
L31	BUS OPERATORS	Ops	Bus operators are resisting reforms	84	L31-Ops-84
L31	BUS OPERATORS	Ops	Bus operators should be accountable (eg through a service level agreement)	85	L31-Ops-85
L31	BUS OPERATORS	Ops	Buses should be a public service / not for profit	86	L31-Ops-86
L31	BUS OPERATORS	Ops	Agree with competition between bus operators	87	L31-Ops-87
L31	BUS OPERATORS	Ops	Stagecoach are poor / remove Stagecoach	88	L31-Ops-88
L31	BUS OPERATORS	Ops	Stagecoach run a good service	89	L31-Ops-89
L31	BUS OPERATORS	Ops	Operators should not have a monopoly on services	90	L31-Ops-90
L31	BUS OPERATORS	Ops	Whippet are poor / remove Whippet	91	L31-Ops-91
L31	BUS OPERATORS	Ops	Other comments on bus operators	92	L31-Ops-92
L31			STAFFING		
L31	STAFFING	Staff	Better (trained) drivers are needed	93	L31-Staff-93
L31	STAFFING	Staff	More drivers are needed	94	L31-Staff-94
L31	STAFFING	Staff	Have inspectors / conductors on buses	95	L31-Staff-95
L31	STAFFING	Staff	Better pay / benefits to bus workers	96	L31-Staff-96
L31			INFRASTRUCTURE		
L31	INFRASTRUCTURE	Infr	Buses should be cleaner	97	L31-Infr-97
L31	INFRASTRUCTURE	Infr	Buses should run on non-fossil fuels	98	L31-Infr-98
L31	INFRASTRUCTURE	Infr	Need a better app / online tracking	99	L31-Infr-99
L31	INFRASTRUCTURE	Infr	Need more (use of) bus lanes	100	L31-Infr-100
L31	INFRASTRUCTURE	Infr	Need more information at bus stops	101	L31-Infr-101
L31	INFRASTRUCTURE	Infr	Bus stops need to be improved	102	L31-Infr-102
L31	INFRASTRUCTURE	Infr	Cycle provision on buses / at bus stops	103	L31-Infr-103
L31	INFRASTRUCTURE	Infr	Bus depot needs to be improved (eg repairs / more security)	104	L31-Infr-104
L31	INFRASTRUCTURE	Infr	Should have some smaller buses	105	L31-Infr-105
L31	INFRASTRUCTURE	Infr	More comfortable buses	106	L31-Infr-106
L31	INFRASTRUCTURE	Infr	Buses are old / poor quality	107	L31-Infr-107
L31	INFRASTRUCTURE	Infr	Bus station / central hub needs to be moved	108	L31-Infr-108
L31	INFRASTRUCTURE	Infr	Implement use of new technologies	109	L31-Infr-109
L31	INFRASTRUCTURE	Infr	Implement contactless payment system	110	L31-Infr-110
L31	INFRASTRUCTURE	Infr	Other comments on infrastructure	111	L31-Infr-111
L31			TIMETABLING		
L31	TIMETABLING	Time	Better timetabling is needed (eg for connections)	112	L31-Time-112
L31	TIMETABLING	Time	Inform users of timetable changes / cuts in a timely manner	113	L31-Time-113
L31	TIMETABLING	Time	More readily available information about routes / times	114	L31-Time-114
L31			ROUTE		
L31	ROUTE	Route	Routes should be better planned	115	L31-Route-115
L31	ROUTE	Route	Need more direct routes / fewer stops	116	L31-Route-116
L31	ROUTE	Route	Comments on specific route improvements needed	117	L31-Route-117
L31	ROUTE	Route	Cross boundary routes should be maintained	118	L31-Route-118
L31	ROUTE	Route	Other comments on routes	119	L31-Route-119
L31			INCLUSIVITY		
L31	INCLUSIVITY	Inclus	More inclusive / a service for everyone	120	L31-Inclus-120
L31	INCLUSIVITY	Inclus	Better service for the disabled	121	L31-Inclus-121
L31	INCLUSIVITY	Inclus	Better service for the elderly	122	L31-Inclus-122
L31			SAFETY		

L31	SAFETY	Safe	Improve safety of passengers	123	L31-Safe-123
L31			MARKETING		
L31	MARKETING	Market	Invest in marketing	124	L31-Market-124
SCHM	Applying franchising to CPCA Geography	GEOG	Positive about franchise geography	1	SCHM-GEOG-01
SCHM	Applying franchising to CPCA Geography	GEOG	Negative about franchise geography	2	SCHM-GEOG-02
SCHM	Applying franchising to CPCA Geography	GEOG	Restrict franchising to Peterborough	3	SCHM-GEOG-03
SCHM	Applying franchising to CPCA Geography	GEOG	Restrict franchising to Cambridge	4	SCHM-GEOG-04
SCHM	Applying franchising to CPCA Geography	GEOG	Restrict franchising to cities	5	SCHM-GEOG-05
SCHM	Applying franchising to CPCA Geography	GEOG	Restrict franchising to rural areas	6	SCHM-GEOG-06
SCHM	Applying franchising to CPCA Geography	GEOG	Other restriction of franchise geography	7	SCHM-GEOG-07
SCHM	Applying franchising to CPCA Geography	GEOG	Expand franchise geography	8	SCHM-GEOG-08
SCHM	Applying franchising to CPCA Geography	GEOG	Needs to include all regular services with CPCA	9	SCHM-GEOG-09
SCHM	Applying franchising to CPCA Geography	GEOG	Other comment about franchise geography	10	SCHM-GEOG-10
SCHM	Services franchised and not franchised	FNTF	Positive about services selected to be franchised	1	SCHM-FNTF-01
SCHM	Services franchised and not franchised	FNTF	Negative about services selected to be franchised	2	SCHM-FNTF-02
SCHM	Services franchised and not franchised	FNTF	Query about inclusion of open or closed school services	3	SCHM-FNTF-03
SCHM	Services franchised and not franchised	FNTF	Query about inclusion of event and tourist services	4	SCHM-FNTF-04
SCHM	Services franchised and not franchised	FNTF	Query about non-inclusion of community transport	5	SCHM-FNTF-05
SCHM	Services franchised and not franchised	FNTF	Include exception for Section 19 providers	6	SCHM-FNTF-06
SCHM	Services franchised and not franchised	FNTF	Query exception of U services (Whippet)	7	SCHM-FNTF-07
SCHM	Services franchised and not franchised	FNTF	Other comment about services selected to be franchised	10	SCHM-FNTF-10
SCHM	Timing - Decision Date	TMDC	Positive about decision date	1	SCHM-TMDC-01
SCHM	Timing - Decision Date	TMDC	Negative about decision date	2	SCHM-TMDC-02
SCHM	Timing - Decision Date	TMDC	Query about sufficient time between consultation and decision date	3	SCHM-TMDC-03
SCHM	Timing - Decision Date	TMDC	Postpone decision date	4	SCHM-TMDC-04
SCHM	Timing - Decision Date	TMDC	Bring forward decision date	5	SCHM-TMDC-05
SCHM	Timing - Decision Date	TMDC	Decision date should be delayed until new mayor elected in 2025	6	SCHM-TMDC-06
SCHM	Timing - Decision Date	TMDC	Allow time between stages for feedback	9	SCHM-TMDC-09
SCHM	Timing - Decision Date	TMDC	Other comment about decision date	10	SCHM-TMDC-10
SCHM	Timescale - Entry into first contracts	TMCT	Positive about timescales for first procurement	1	SCHM-TMCT-01
SCHM	Timescale - Entry into first contracts	TMCT	Negative about timescales for first procurement	2	SCHM-TMCT-02
SCHM	Timescale - Entry into first contracts	TMCT	Risk of legal challenge delaying timescales for first procurement	3	SCHM-TMCT-03
SCHM	Timescale - Entry into first contracts	TMCT	Allow more time for first procurement	4	SCHM-TMCT-04
SCHM	Timescale - Entry into first contracts	TMCT	Allow less time for first procurement	5	SCHM-TMCT-05
SCHM	Timescale - Entry into first contracts	TMCT	More clarity required on two stage procurement process	9	SCHM-TMCT-09
SCHM	Timescale - Entry into first contracts	TMCT	Other comment about timescales for first procurement	10	SCHM-TMCT-10
SCHM	Timescale - Mobilisation period	TMMB	Positive about timescales for mobilisation	1	SCHM-TMMB-01
SCHM	Timescale - Mobilisation period	TMMB	Negative about timescales for mobilisation	2	SCHM-TMMB-02
SCHM	Timescale - Mobilisation period	TMMB	Allow up to 18 months for mobilisation (to allow for asset procurement)	3	SCHM-TMMB-03
SCHM	Timescale - Mobilisation period	TMMB	Launch during school holidays	4	SCHM-TMMB-04
SCHM	Timescale - Mobilisation period	TMMB	Allow more than 18 months for mobilisation	5	SCHM-TMMB-05
SCHM	Timescale - Mobilisation period	TMMB	Allow less time for mobilisation	6	SCHM-TMMB-06
SCHM	Timescale - Mobilisation period	TMMB	Contracts should be staggered in start date	7	SCHM-TMMB-07
SCHM	Timescale - Mobilisation period	TMMB	Allow more time for mobilisation for vehicle procurement	8	SCHM-TMMB-08
SCHM	Timescale - Mobilisation period	TMMB	Staggered contracts creates confusion for passengers	9	SCHM-TMMB-09
SCHM	Timescale - Mobilisation period	TMMB	Other comment about timescales for mobilisation	10	SCHM-TMMB-10
SCHM	Alignment with regional transport strategies	TSTR	Positive about alignment with regional transport strategies	1	SCHM-TSTR-01
SCHM	Alignment with regional transport strategies	TSTR	Negative about alignment with regional transport strategies	2	SCHM-TSTR-02
SCHM	Alignment with regional transport strategies	TSTR	Other comment about alignment with regional transport strategies	10	SCHM-TSTR-10
SCHM	Ensuring service continuity during the transition	CONT	Positive about measures to ensure service continuity during the transition	1	SCHM-CONT-01
SCHM	Ensuring service continuity during the transition	CONT	Negative about measures to ensure service continuity during the transition	2	SCHM-CONT-02
SCHM	Ensuring service continuity during the transition	CONT	Seek further information on minimising negative impacts	3	SCHM-CONT-03
SCHM	Ensuring service continuity during the transition	CONT	Other comment about measures to ensure service continuity during the transition	10	SCHM-CONT-10
STRT	Challenges facing the bus industry	CHAL	Positive about identified challenges facing the bus industry	1	STRT-CHAL-01
STRT	Challenges facing the bus industry	CHAL	Negative about identified challenges facing the bus industry	2	STRT-CHAL-02
STRT	Challenges facing the bus industry	CHAL	Query about if the scheme will address congestion	3	STRT-CHAL-03

STRT	Challenges facing the bus industry	CHAL	Query about if the scheme will address parking prices	4	STRT-CHAL-04
STRT	Challenges facing the bus industry	CHAL	Query about if the scheme will address modal shift	5	STRT-CHAL-05
STRT	Challenges facing the bus industry	CHAL	Other comment about scheme's ability to meet challenges	6	STRT-CHAL-06
STRT	Challenges facing the bus industry	CHAL	Additional challenge identified	7	STRT-CHAL-07
STRT	Challenges facing the bus industry	CHAL	Identified challenge not relevant	8	STRT-CHAL-08
STRT	Challenges facing the bus industry	CHAL	Other comment about identified challenges facing the bus industry	10	STRT-CHAL-10
STRT	Evidence for reform	EVID	Positive about the evidence for reform presented	1	STRT-EVID-01
STRT	Evidence for reform	EVID	Negative about the evidence for reform presented	2	STRT-EVID-02
STRT	Evidence for reform	EVID	Note that bus services were in decline before current system	3	STRT-EVID-03
STRT	Evidence for reform	EVID	Note that franchising in London operates at a deficit	4	STRT-EVID-04
STRT	Evidence for reform	EVID	Other comment about weakness of evidence for reform	5	STRT-EVID-05
STRT	Evidence for reform	EVID	Additional evidence identified	6	STRT-EVID-06
STRT	Evidence for reform	EVID	Cambridgeshire becoming more urbanised	7	STRT-EVID-07
STRT	Evidence for reform	EVID	Franchising enables service delivery to support development from Day 1	8	STRT-EVID-08
STRT	Evidence for reform	EVID	Control would reduce innovation as CA is likely to be more risk averse	9	STRT-EVID-09
STRT	Evidence for reform	EVID	Other comment about the evidence for reform presented	10	STRT-EVID-10
STRT	Consideration of the objectives presented	OBJT	Positive about the objectives presented	1	STRT-OBJT-01
STRT	Consideration of the objectives presented	OBJT	Negative about the objectives presented	2	STRT-OBJT-02
STRT	Consideration of the objectives presented	OBJT	Time bounded mode share / KPIs?	3	STRT-OBJT-03
STRT	Consideration of the objectives presented	OBJT	Add 'safe' or 'secure' to objectives	4	STRT-OBJT-04
STRT	Consideration of the objectives presented	OBJT	Extend 'high-quality passenger waiting facilities' to include vehicles and customer se	5	STRT-OBJT-05
STRT	Consideration of the objectives presented	OBJT	Add specific time-bound objective for patronage growth	6	STRT-OBJT-06
STRT	Consideration of the objectives presented	OBJT	Other additional or extended objective suggested	7	STRT-OBJT-07
STRT	Consideration of the objectives presented	OBJT	Remove or restrict an objective	8	STRT-OBJT-08
STRT	Consideration of the objectives presented	OBJT	Rural areas should receive the same level of service as urban areas	9	STRT-OBJT-09
STRT	Consideration of the objectives presented	OBJT	Other comment about the objectives presented	10	STRT-OBJT-10
STRT	Bus Reform Options	ROPT	Positive about the bus reform options	1	STRT-ROPT-01
STRT	Bus Reform Options	ROPT	Negative about the bus reform options	2	STRT-ROPT-02
STRT	Bus Reform Options	ROPT	Municipal ownership not considered	3	STRT-ROPT-03
STRT	Bus Reform Options	ROPT	Favours full ownership and operation by CPCA	4	STRT-ROPT-04
STRT	Bus Reform Options	ROPT	Consider applying different reform options to different localities	5	STRT-ROPT-05
STRT	Bus Reform Options	ROPT	Query what other options are available	6	STRT-ROPT-06
STRT	Bus Reform Options	ROPT	Current offer needs to strengthened to meet needs of the public	7	STRT-ROPT-07
STRT	Bus Reform Options	ROPT	Positive/favours Enhanced Partnerships	8	STRT-ROPT-08
STRT	Bus Reform Options	ROPT	Other comment about the bus reform options	10	STRT-ROPT-10
STRT	Environmental and Sustainability Concerns	SUSC	Positive about the Environmental and Sustainability Concerns identified	1	STRT-SUSC-01
STRT	Environmental and Sustainability Concerns	SUSC	Negative about the Environmental and Sustainability Concerns identified	2	STRT-SUSC-02
STRT	Environmental and Sustainability Concerns	SUSC	Air quality	3	STRT-SUSC-03
STRT	Environmental and Sustainability Concerns	SUSC	Note that London have a much higher proportion of hybrid, battery electric and hydr	4	STRT-SUSC-04
STRT	Environmental and Sustainability Concerns	SUSC	Other additional Environmental and Sustainability Concern identified	5	STRT-SUSC-05
STRT	Environmental and Sustainability Concerns	SUSC	Identified Environmental and Sustainability Concern not relevant	6	STRT-SUSC-06
STRT	Environmental and Sustainability Concerns	SUSC	Other comment about the Environmental and Sustainability Concerns identified	10	STRT-SUSC-10
STRT	Service Quality and Passenger Experience	QUAL	Positive about the Service Quality and Passenger Experience issues identified	1	STRT-QUAL-01
STRT	Service Quality and Passenger Experience	QUAL	Negative about the Service Quality and Passenger Experience issues identified	2	STRT-QUAL-02
STRT	Service Quality and Passenger Experience	QUAL	Directness of bus journeys	3	STRT-QUAL-03
STRT	Service Quality and Passenger Experience	QUAL	Decreased contact of passengers with operators may impact antisocial behaviour a	4	STRT-QUAL-04
STRT	Service Quality and Passenger Experience	QUAL	Benefit of unified responsibility for bus operations and infrastructure	5	STRT-QUAL-05
STRT	Service Quality and Passenger Experience	QUAL	Other additional Service Quality and Passenger Experience issue identified	6	STRT-QUAL-06
STRT	Service Quality and Passenger Experience	QUAL	Query on responsibility for journey planning apps	7	STRT-QUAL-07
STRT	Service Quality and Passenger Experience	QUAL	Level of investment may not achieve objectives around service level	8	STRT-QUAL-08
STRT	Service Quality and Passenger Experience	QUAL	Other comment about the Service Quality and Passenger Experience issues identifi	10	STRT-QUAL-10
STRT	Accessibility and Inclusion	INCL	Positive about the Accessibility and Inclusion issues identified	1	STRT-INCL-01
STRT	Accessibility and Inclusion	INCL	Negative about the Accessibility and Inclusion issues identified	2	STRT-INCL-02
STRT	Accessibility and Inclusion	INCL	Needs to include consideration both at stops and vehicles	3	STRT-INCL-03
STRT	Accessibility and Inclusion	INCL	Needs to include all forms of information	4	STRT-INCL-04
STRT	Accessibility and Inclusion	INCL	Accessibility standards framework e.g. AV announcmenets, EDI training for drivers	5	STRT-INCL-05
STRT	Accessibility and Inclusion	INCL	Needs to consider young people	6	STRT-INCL-06

STRT	Accessibility and Inclusion	INCL	Needs to consider neurodiverse/people with mental disability(ies)	7	STRT-INCL-07
STRT	Accessibility and Inclusion	INCL	Other additional Accessibility and Inclusion issue identified	8	STRT-INCL-08
STRT	Accessibility and Inclusion	INCL	Other comment about the Accessibility and Inclusion issues identified	10	STRT-INCL-10
STRT	Fare Structures and Affordability	FARE	Positive about the Fare Structures and Affordability issues identified	1	STRT-FARE-01
STRT	Fare Structures and Affordability	FARE	Negative about the Fare Structures and Affordability issues identified	2	STRT-FARE-02
STRT	Fare Structures and Affordability	FARE	Query about how fare levels will be set	3	STRT-FARE-03
STRT	Fare Structures and Affordability	FARE	Potential for some fares to increase	4	STRT-FARE-04
STRT	Fare Structures and Affordability	FARE	Consider a hopper fare	5	STRT-FARE-05
STRT	Fare Structures and Affordability	FARE	Consider multi-door operation for TOTO in fleet reqs	6	STRT-FARE-06
STRT	Fare Structures and Affordability	FARE	Other additional Fare Structures and Affordability issue identified	7	STRT-FARE-07
STRT	Fare Structures and Affordability	FARE	Encourage large organisations to subsidise fares for staff	8	STRT-FARE-08
STRT	Fare Structures and Affordability	FARE	Other comment about the Fare Structures and Affordability issues identified	10	STRT-FARE-10
STRT	Economic and Social Impact	ESIM	Positive about the Economic and Social Impacts identified	1	STRT-ESIM-01
STRT	Economic and Social Impact	ESIM	Negative about the Economic and Social Impacts identified	2	STRT-ESIM-02
STRT	Economic and Social Impact	ESIM	FSA needs to address the non-user benefits	3	STRT-ESIM-03
STRT	Economic and Social Impact	ESIM	Other additional Economic and Social Impact identified	4	STRT-ESIM-04
STRT	Economic and Social Impact	ESIM	Other comment about the Economic and Social Impacts identified	10	STRT-ESIM-10
STRT	Safety and Security	SSAF	Positive about the Safety and Security issues identified	1	STRT-SSAF-01
STRT	Safety and Security	SSAF	Negative about the Safety and Security issues identified	2	STRT-SSAF-02
STRT	Safety and Security	SSAF	Other additional Safety and Security issue identified	3	STRT-SSAF-03
STRT	Safety and Security	SSAF	Other comment about the Safety and Security issues identified	10	STRT-SSAF-10
STRT	Public Consultation and Involvement	CNST	Positive about the Public Consultation and Involvement issues identified	1	STRT-CNST-01
STRT	Public Consultation and Involvement	CNST	Negative about the Public Consultation and Involvement issues identified	2	STRT-CNST-02
STRT	Public Consultation and Involvement	CNST	Other additional Public Consultation and Involvement issue identified	3	STRT-CNST-03
STRT	Public Consultation and Involvement	CNST	Other comment about the Public Consultation and Involvement issues identified	10	STRT-CNST-10
STRT	Strategic Case conclusions	SCNC	Positive about the Strategic Case overall	1	STRT-SCNC-01
STRT	Strategic Case conclusions	SCNC	Negative about the Strategic Case overall	2	STRT-SCNC-02
STRT	Strategic Case conclusions	SCNC	Potential negotiation failure of EPs is not based on any previous evidence	3	STRT-SCNC-03
STRT	Strategic Case conclusions	SCNC	Other comment about the Strategic Case overall	10	STRT-SCNC-10
ECON	Modelling approach	EMDL	Positive about the modelling approach	1	ECON-EMDL-01
ECON	Modelling approach	EMDL	Negative about the modelling approach	2	ECON-EMDL-02
ECON	Modelling approach	EMDL	Focus should be on carbon benefits	3	ECON-EMDL-03
ECON	Modelling approach	EMDL	Should consider impacts on bus drivers as well	4	ECON-EMDL-04
ECON	Modelling approach	EMDL	Different elasticities should be applied to different route types	5	ECON-EMDL-05
ECON	Modelling approach	EMDL	Average cost per mile basis is inaccurate and outdated	6	ECON-EMDL-06
ECON	Modelling approach	EMDL	Error in calculating headway change	7	ECON-EMDL-07
ECON	Modelling approach	EMDL	Other comment about the modelling approach	10	ECON-EMDL-10
ECON	Assumptions used	EASM	Positive about the assumptions used	1	ECON-EASM-01
ECON	Assumptions used	EASM	Negative about the assumptions used	2	ECON-EASM-02
ECON	Assumptions used	EASM	Query about assumptions used for rural service levels	3	ECON-EASM-03
ECON	Assumptions used	EASM	Query about assumptions used for patronage recovery	4	ECON-EASM-04
ECON	Assumptions used	EASM	Query about how gaps in data have been filled	5	ECON-EASM-05
ECON	Assumptions used	EASM	Query about justification for the appraisal period	6	ECON-EASM-06
ECON	Assumptions used	EASM	Query whether demand elasticities account for recent post-covid price changes	7	ECON-EASM-07
ECON	Assumptions used	EASM	Fuller understanding of calculations used	8	ECON-EASM-08
ECON	Assumptions used	EASM	BSOG assumed to increase yearly which is unlikely	9	ECON-EASM-09
ECON	Assumptions used	EASM	Other comment about the assumptions used	10	ECON-EASM-10
ECON	Impacts on bus passengers	PASI	Positive about the impacts on bus passengers included	1	ECON-PASI-01
ECON	Impacts on bus passengers	PASI	Negative about the impacts on bus passengers included	2	ECON-PASI-02
ECON	Impacts on bus passengers	PASI	More detail needed about assessment of impacts on bus passengers	3	ECON-PASI-03
ECON	Impacts on bus passengers	PASI	Too optimistic about net impacts on bus passengers	4	ECON-PASI-04
ECON	Impacts on bus passengers	PASI	Too pessimistic about net impacts on bus passengers	5	ECON-PASI-05
ECON	Impacts on bus passengers	PASI	Common branding could increase trust and patronage	6	ECON-PASI-06
ECON	Impacts on bus passengers	PASI	Simplified ticketing means some passengers will pay more	7	ECON-PASI-07
ECON	Impacts on bus passengers	PASI	Passenger reliability benefits can only come from bus priority or increased PVR	8	ECON-PASI-08
ECON	Impacts on bus passengers	PASI	Other comment about the impacts on bus passengers included	10	ECON-PASI-10
ECON	Environmental Impacts	ENVI	Positive about the environmental impacts included	1	ECON-ENVI-01

ECON	Environmental Impacts	ENVI	Negative about the environmental impacts included	2	ECON-ENVI-02
ECON	Environmental Impacts	ENVI	Too optimistic about net impacts on the environment	3	ECON-ENVI-03
ECON	Environmental Impacts	ENVI	Too pessimistic about net impacts on the environment	4	ECON-ENVI-04
ECON	Environmental Impacts	ENVI	Other comment about the environmental impacts included	10	ECON-ENVI-10
ECON	Impacts to wider society and public accounts	SOCI	Positive about the impacts to wider society and public accounts included	1	ECON-SOCI-01
ECON	Impacts to wider society and public accounts	SOCI	Negative about the impacts to wider society and public accounts included	2	ECON-SOCI-02
ECON	Impacts to wider society and public accounts	SOCI	Too optimistic about net impacts on wider society and public accounts	3	ECON-SOCI-03
ECON	Impacts to wider society and public accounts	SOCI	Too pessimistic about net impacts on wider society and public accounts	4	ECON-SOCI-04
ECON	Impacts to wider society and public accounts	SOCI	Assumption that all surpluses are distributed to shareholders is wrong	5	ECON-SOCI-05
ECON	Impacts to wider society and public accounts	SOCI	Other comment about the impacts to wider society and public accounts included	10	ECON-SOCI-10
ECON	Modelled costs of proposed Economic Case options	ECST	Positive about the modelled costs for the Economic Case	1	ECON-ECST-01
ECON	Modelled costs of proposed Economic Case options	ECST	Negative about the modelled costs for the Economic Case	2	ECON-ECST-02
ECON	Modelled costs of proposed Economic Case options	ECST	Modelled costs are too optimistic	3	ECON-ECST-03
ECON	Modelled costs of proposed Economic Case options	ECST	Modelled costs are too pessimistic	4	ECON-ECST-04
ECON	Modelled costs of proposed Economic Case options	ECST	Grouping city routes together means costs of congestion overestimated in Cambridge	5	ECON-ECST-05
ECON	Modelled costs of proposed Economic Case options	ECST	Cost model does not explicitly state inclusion of new vehicle costs	6	ECON-ECST-06
ECON	Modelled costs of proposed Economic Case options	ECST	Monetary and carbon savings could be made by optimising Home to School transpo	7	ECON-ECST-07
ECON	Modelled costs of proposed Economic Case options	ECST	Labour costs are too optimistic particularly for the CPCA area	8	ECON-ECST-08
ECON	Modelled costs of proposed Economic Case options	ECST	Other comment about the modelled costs for the Economic Case	10	ECON-ECST-10
ECON	Risk in the Economic Case	ERSK	Positive about the treatment of risk for the Economic Case	1	ECON-ERSK-01
ECON	Risk in the Economic Case	ERSK	Negative about the treatment of risk for the Economic Case	2	ECON-ERSK-02
ECON	Risk in the Economic Case	ERSK	Should include risk of driver shortages	3	ECON-ERSK-03
ECON	Risk in the Economic Case	ERSK	Should include risk of CPCA exposure to liabilities	4	ECON-ERSK-04
ECON	Risk in the Economic Case	ERSK	Should include risk of CPCA exposure to industry pay disputes	5	ECON-ERSK-05
ECON	Risk in the Economic Case	ERSK	Should include risk of disruptors such as CAV uptake	6	ECON-ERSK-06
ECON	Risk in the Economic Case	ERSK	Other additional/amended economic case risk identified	7	ECON-ERSK-07
ECON	Risk in the Economic Case	ERSK	Further work needed to understand residual risks	8	ECON-ERSK-08
ECON	Risk in the Economic Case	ERSK	Other comment about the treatment of risk for the Economic Case	10	ECON-ERSK-10
ECON	Sensitivity testing and uncertainty	ESNS	Positive about the sensitivity testing and the treatment of uncertainty	1	ECON-ESNS-01
ECON	Sensitivity testing and uncertainty	ESNS	Negative about the sensitivity testing and the treatment of uncertainty	2	ECON-ESNS-02
ECON	Sensitivity testing and uncertainty	ESNS	Viability not robust in the face of uncertainty	3	ECON-ESNS-03
ECON	Sensitivity testing and uncertainty	ESNS	Consider potential impact of driverless cars	4	ECON-ESNS-04
ECON	Sensitivity testing and uncertainty	ESNS	Other comment about the sensitivity testing and the treatment of uncertainty	10	ECON-ESNS-10
ECON	Economic Case conclusions	ECNC	Positive about the Economic Case overall	1	ECON-ECNC-01
ECON	Economic Case conclusions	ECNC	Negative about the Economic Case overall	2	ECON-ECNC-02
ECON	Economic Case conclusions	ECNC	Should include reduced ability for localised innovation from operators	3	ECON-ECNC-03
ECON	Economic Case conclusions	ECNC	Error in Economic Appraisal Results table	4	ECON-ECNC-04
ECON	Economic Case conclusions	ECNC	Decline in patronage long term does not suggest long term success	5	ECON-ECNC-05
ECON	Economic Case conclusions	ECNC	Conclusions show positive case for bus investment regardless of model	6	ECON-ECNC-06
ECON	Economic Case conclusions	ECNC	More detailed required	7	ECON-ECNC-07
ECON	Economic Case conclusions	ECNC	Franchising in the best Value for Money	8	ECON-ECNC-08
ECON	Economic Case conclusions	ECNC	Other comment about the Economic Case overall	10	ECON-ECNC-10
COMM	Evaluation of the Commercial Success Factors pres	CSFS	Positive about the Commercial Success Factors selected	1	COMM-CSFS-01
COMM	Evaluation of the Commercial Success Factors pres	CSFS	Negative about the Commercial Success Factors selected	2	COMM-CSFS-02
COMM	Evaluation of the Commercial Success Factors pres	CSFS	Commercial objective terminology challenged	3	COMM-CSFS-03
COMM	Evaluation of the Commercial Success Factors pres	CSFS	Best Value objective is ambiguous	4	COMM-CSFS-04
COMM	Evaluation of the Commercial Success Factors pres	CSFS	Additional/amended commercial success factor identified	5	COMM-CSFS-05
COMM	Evaluation of the Commercial Success Factors pres	CSFS	Franchising evaluation more positive than can be justified	6	COMM-CSFS-06
COMM	Evaluation of the Commercial Success Factors pres	CSFS	EP evaluation less positive than can be justified	7	COMM-CSFS-07
COMM	Evaluation of the Commercial Success Factors pres	CSFS	Best value and competitive objectives may not be met	8	COMM-CSFS-08
COMM	Evaluation of the Commercial Success Factors pres	CSFS	Recovery and flexibility is achievable under franchising even under market shocks	9	COMM-CSFS-09
COMM	Evaluation of the Commercial Success Factors pres	CSFS	Other comment about the Commercial Success Factors selected	10	COMM-CSFS-10
COMM	Franchising model chosen	FMOD	Positive about the franchising model chosen	1	COMM-FMOD-01
COMM	Franchising model chosen	FMOD	Negative about the franchising model chosen	2	COMM-FMOD-02
COMM	Franchising model chosen	FMOD	Packaging individual routes should be considered	3	COMM-FMOD-03
COMM	Franchising model chosen	FMOD	Query about why London model has not been considered	4	COMM-FMOD-04
COMM	Franchising model chosen	FMOD	Query about why Manchester model has not been considered	5	COMM-FMOD-05

COMM	Franchising model chosen	FMOD	Query about why a partially franchised model has not been considered	6	COMM-FMOD-06
COMM	Franchising model chosen	FMOD	Smaller lots discourages bids from operators outside the CA region	7	COMM-FMOD-07
COMM	Franchising model chosen	FMOD	Minimum cost contracts could be overcomplicated	8	COMM-FMOD-08
COMM	Franchising model chosen	FMOD	Lots must be commercially viable	9	COMM-FMOD-09
COMM	Franchising model chosen	FMOD	Other comment about the franchising model chosen	10	COMM-FMOD-10
COMM	Franchise contracts, procurement and implementati	CTRC	Positive about proposed approach to: franchise contracts, procurement and implem	1	COMM-CTRC-01
COMM	Franchise contracts, procurement and implementati	CTRC	Negative about proposed approach to: franchise contracts, procurement and imple	2	COMM-CTRC-02
COMM	Franchise contracts, procurement and implementati	CTRC	Initial trial or pilot should be conducted	3	COMM-CTRC-03
COMM	Franchise contracts, procurement and implementati	CTRC	Query about negative impacts of transition for last areas to be franchised	4	COMM-CTRC-04
COMM	Franchise contracts, procurement and implementati	CTRC	Query about how ticketing will be managed during transition	5	COMM-CTRC-05
COMM	Franchise contracts, procurement and implementati	CTRC	Query about how drivers will be managed during transition	6	COMM-CTRC-06
COMM	Franchise contracts, procurement and implementati	CTRC	Shorter contract length not preferred	7	COMM-CTRC-07
COMM	Franchise contracts, procurement and implementati	CTRC	Include a publicly owned operator of last resort	8	COMM-CTRC-08
COMM	Franchise contracts, procurement and implementati	CTRC	Contract length determines the ability to influence and grow ridership	9	COMM-CTRC-09
COMM	Franchise contracts, procurement and implementati	CTRC	Other comment about proposed approach to: franchise contracts, procurement and	10	COMM-CTRC-10
COMM	Franchise contracts, procurement and implementati	CTRC	Shorter contract length with performance based extensions recommended	11	COMM-CTRC-11
COMM	Competitive tendering of franchise contracts	TEND	Positive about proposed approach to competitive tendering of franchise contracts	1	COMM-TEND-01
COMM	Competitive tendering of franchise contracts	TEND	Negative about proposed approach to competitive tendering of franchise contracts	2	COMM-TEND-02
COMM	Competitive tendering of franchise contracts	TEND	A fixed network for each package should be tendered	3	COMM-TEND-03
COMM	Competitive tendering of franchise contracts	TEND	Large packages should be tendered first	4	COMM-TEND-04
COMM	Competitive tendering of franchise contracts	TEND	Query about how bid deliverability will be verified	5	COMM-TEND-05
COMM	Competitive tendering of franchise contracts	TEND	Query about whether restrictions on the number of contracts for one operator will be	6	COMM-TEND-06
COMM	Competitive tendering of franchise contracts	TEND	Consider how packaging can avoid undue advantage for incumbent operators	7	COMM-TEND-07
COMM	Competitive tendering of franchise contracts	TEND	Larger companies should not be excluded from bidding on smaller contracts	8	COMM-TEND-08
COMM	Competitive tendering of franchise contracts	TEND	Rural packages should be tendered first	9	COMM-TEND-09
COMM	Competitive tendering of franchise contracts	TEND	Other comment about proposed approach to competitive tendering of franchise cont	10	COMM-TEND-10
COMM	Competitive tendering of franchise contracts	TEND	Include social value element	11	COMM-TEND-11
COMM	Competitive tendering of franchise contracts	TEND	Staggering tenders could discourage larger operators from bidding on some lots	12	COMM-TEND-12
COMM	Competitive tendering of franchise contracts	TEND	Bidders should be provided with a set of TUPE/ELI details to ensure pricing is consi	13	COMM-TEND-13
COMM	Competitive tendering of franchise contracts	TEND	Staff transfer reconciliation mechanism underwritten by the Authority to avoid undue	14	COMM-TEND-14
COMM	Competitive tendering of franchise contracts	TEND	Certain staff may not be eligible to TUPE, if they are not assigned to a particular pac	15	COMM-TEND-15
COMM	Competitive tendering of franchise contracts	TEND	Will there be compensation to operators for investment in staff being TUPE'd?	16	COMM-TEND-16
COMM	Performance review	PERF	Positive about proposed approach to performance review	1	COMM-PERF-01
COMM	Performance review	PERF	Negative about proposed approach to performance review	2	COMM-PERF-02
COMM	Performance review	PERF	Query about how passenger experience will be measured	3	COMM-PERF-03
COMM	Performance review	PERF	Need more detail on process for monitoring and reporting	4	COMM-PERF-04
COMM	Performance review	PERF	Scope of review for changes to services and pricing needs careful consideration and	5	COMM-PERF-05
COMM	Performance review	PERF	How will consistently underperforming franchises be handled?	6	COMM-PERF-06
COMM	Performance review	PERF	Stricter performance management needed	7	COMM-PERF-07
COMM	Performance review	PERF	Less strict performance management needed	8	COMM-PERF-08
COMM	Performance review	PERF	Include break clause	9	COMM-PERF-09
COMM	Performance review	PERF	Other comment about proposed approach to performance review	10	COMM-PERF-10
COMM	Engaging small and medium-sized operators in bid	SMOP	Positive about proposed approach to engaging small and medium-sized operators in	1	COMM-SMOP-01
COMM	Engaging small and medium-sized operators in bid	SMOP	Negative about proposed approach to engaging small and medium-sized operators	2	COMM-SMOP-02
COMM	Engaging small and medium-sized operators in bid	SMOP	SMEs will be disadvantaged if depots and buses are not provided for smaller lots	3	COMM-SMOP-03
COMM	Engaging small and medium-sized operators in bid	SMOP	Tender process should not be overly complicated or onerous	4	COMM-SMOP-04
COMM	Engaging small and medium-sized operators in bid	SMOP	0% loans for new entrants	5	COMM-SMOP-05
COMM	Engaging small and medium-sized operators in bid	SMOP	Grants/subsidies for SMEs / CT	6	COMM-SMOP-06
COMM	Engaging small and medium-sized operators in bid	SMOP	SMEs still likely to be disadvantaged	7	COMM-SMOP-07
COMM	Engaging small and medium-sized operators in bid	SMOP	SMEs not likely to be disadvantaged	8	COMM-SMOP-08
COMM	Engaging small and medium-sized operators in bid	SMOP	Permitting Sub-Contracting	9	COMM-SMOP-09
COMM	Engaging small and medium-sized operators in bid	SMOP	Other comment about proposed approach to engaging small and medium-sized ope	10	COMM-SMOP-10
COMM	Engaging small and medium-sized operators in bid	SMOP	SMO profits are taxed and spent in the UK or local area	11	COMM-SMOP-11
COMM	Engaging small and medium-sized operators in bid	SMOP	Engage Community Transport similarly to other SMEs	12	COMM-SMOP-12
COMM	Fair distribution of risks between CPCA and operatc	RDST	Positive about proposed approach to distribution of risks between CPCA and operat	1	COMM-RDST-01
COMM	Fair distribution of risks between CPCA and operatc	RDST	Negative about proposed approach to distribution of risks between CPCA and operc	2	COMM-RDST-02
COMM	Fair distribution of risks between CPCA and operatc	RDST	Incentives to innovate with no commercial risk	3	COMM-RDST-03

COMM	Fair distribution of risks between CPCA and operatc	RDST	Operators should have input to service design	4	COMM-RDST-04
COMM	Fair distribution of risks between CPCA and operatc	RDST	Capped operator incentives/penalties for passenger growth	5	COMM-RDST-05
COMM	Fair distribution of risks between CPCA and operatc	RDST	Include responsibility for advertising (CPCA)	6	COMM-RDST-06
COMM	Fair distribution of risks between CPCA and operatc	RDST	Include responsibility for customer service (CPCA spec/Operators deliver)	7	COMM-RDST-07
COMM	Fair distribution of risks between CPCA and operatc	RDST	Segregate min cost from min subsidy services to avoid perverse incentives	8	COMM-RDST-08
COMM	Fair distribution of risks between CPCA and operatc	RDST	For min subsidy services operators should be responsible for marketing	9	COMM-RDST-09
COMM	Fair distribution of risks between CPCA and operatc	RDST	Operators should be incentivised to collect fares	10	COMM-RDST-10
COMM	Fair distribution of risks between CPCA and operatc	RDST	Other comment about proposed approach to distribution of risks between CPCA and	11	COMM-RDST-11
COMM	Fair distribution of risks between CPCA and operatc	RDST	CPI may not reflect real cost increases	12	COMM-RDST-12
COMM	Fair distribution of risks between CPCA and operatc	RDST	Subsidy-based contracts transfer risks to operators which they cannot influence	13	COMM-RDST-13
COMM	Managing cross-boundary services efficiently	XBDY	Positive about proposed approach to Managing cross-boundary services	1	COMM-XBDY-01
COMM	Managing cross-boundary services efficiently	XBDY	Negative about proposed approach to Managing cross-boundary services	2	COMM-XBDY-02
COMM	Managing cross-boundary services efficiently	XBDY	Cross boundary ticketing will be complicated	3	COMM-XBDY-03
COMM	Managing cross-boundary services efficiently	XBDY	Cross boundary marketing should be cooperative with other LTAs	4	COMM-XBDY-04
COMM	Managing cross-boundary services efficiently	XBDY	Query about costs for permit system for cross boundary services	5	COMM-XBDY-05
COMM	Managing cross-boundary services efficiently	XBDY	Cross boundary services could be withdrawn if associated franchised services go to 6	6	COMM-XBDY-06
COMM	Managing cross-boundary services efficiently	XBDY	Cross boundary service enhancements will also need planning and management	7	COMM-XBDY-07
COMM	Managing cross-boundary services efficiently	XBDY	Permits should be approved by default unless unfair competition or duplication is cle	8	COMM-XBDY-08
COMM	Managing cross-boundary services efficiently	XBDY	Concern about loss of part or all of cross-boundary services	9	COMM-XBDY-09
COMM	Managing cross-boundary services efficiently	XBDY	Other comment about proposed approach to Managing cross-boundary services	10	COMM-XBDY-10
COMM	Managing cross-boundary services efficiently	XBDY	Query exemption of DRT services	11	COMM-XBDY-11
COMM	Managing cross-boundary services efficiently	XBDY	Query about inclusion of Service 12 and increased cost without cross-linking cross-t	12	COMM-XBDY-12
COMM	Depot management and ownership	DEPO	Positive about proposed approach to Depot management and ownership	1	COMM-DEPO-01
COMM	Depot management and ownership	DEPO	Negative about proposed approach to Depot management and ownership	2	COMM-DEPO-02
COMM	Depot management and ownership	DEPO	Protect residual value of depots	3	COMM-DEPO-03
COMM	Depot management and ownership	DEPO	Contract lengths should be long enough to support depot investment	4	COMM-DEPO-04
COMM	Depot management and ownership	DEPO	Use of CPCA depots should be mandatory for relevant packages	5	COMM-DEPO-05
COMM	Depot management and ownership	DEPO	Additional bureaucracy of depot management	6	COMM-DEPO-06
COMM	Depot management and ownership	DEPO	Prefer CPCA provision of depots	7	COMM-DEPO-07
COMM	Depot management and ownership	DEPO	Comment on defining maintenance accountability	8	COMM-DEPO-08
COMM	Depot management and ownership	DEPO	SMEs should be able to operate from their existing depots	9	COMM-DEPO-09
COMM	Depot management and ownership	DEPO	Other comment about proposed approach to Depot management and ownership	10	COMM-DEPO-10
COMM	Depot management and ownership	DEPO	SMEs should be able to operate from CPCA depots	11	COMM-DEPO-11
COMM	Depot management and ownership	DEPO	Further information required	12	COMM-DEPO-12
COMM	Depot management and ownership	DEPO	Consider overall responsibility for delivery of electricity grid connections	13	COMM-DEPO-13
COMM	Depot management and ownership	DEPO	Depot electrification favours larger depots / lots / operators	14	COMM-DEPO-14
COMM	Fleet management and ownership	FLTO	Positive about proposed approach to fleet management and ownership	1	COMM-FLTO-01
COMM	Fleet management and ownership	FLTO	Negative about proposed approach to fleet management and ownership	2	COMM-FLTO-02
COMM	Fleet management and ownership	FLTO	Protect residual value of vehicles	3	COMM-FLTO-03
COMM	Fleet management and ownership	FLTO	Contract lengths should be long enough to support vehicle investment	4	COMM-FLTO-04
COMM	Fleet management and ownership	FLTO	Prefer CPCA provision of vehicles	5	COMM-FLTO-05
COMM	Fleet management and ownership	FLTO	Vehicle age should be tracked across the fleet not by route	6	COMM-FLTO-06
COMM	Fleet management and ownership	FLTO	How will on-vehicle advertising be treated?	7	COMM-FLTO-07
COMM	Fleet management and ownership	FLTO	Query about purchase of outgoing operators vehicles	8	COMM-FLTO-08
COMM	Fleet management and ownership	FLTO	Query about who bears the cost or risk if incoming operator introduces new vehicles	9	COMM-FLTO-09
COMM	Fleet management and ownership	FLTO	Other comment about proposed approach to fleet management and ownership	10	COMM-FLTO-10
COMM	Fleet management and ownership	FLTO	On board equipment should be provided / mandated	11	COMM-FLTO-11
COMM	Fleet management and ownership	FLTO	Consider allowing vehicle leasing model	12	COMM-FLTO-12
COMM	Fleet management and ownership	FLTO	Community Transport do not have access to ZEBRA	13	COMM-FLTO-13
COMM	Fleet management and ownership	FLTO	Fair and equitable treatment of different vehicle ownership/leasage approaches	14	COMM-FLTO-14
COMM	Fleet management and ownership	FLTO	All vehicles should be new	15	COMM-FLTO-15
COMM	Fleet management and ownership	FLTO	Consider dual-door vehicles	16	COMM-FLTO-16
COMM	Fleet management and ownership	FLTO	Consider providing vehicle batteries as a service	17	COMM-FLTO-17
COMM	Fleet management and ownership	FLTO	Contradiction between 2030 ZE timescale and allowing for phasing in of new vehicle	18	COMM-FLTO-18
COMM	Ensuring operator diversity and market stability	OPDV	Positive about proposed approach to Ensuring operator diversity and market stabili	1	COMM-OPDV-01
COMM	Ensuring operator diversity and market stability	OPDV	Negative about proposed approach to Ensuring operator diversity and market stabili	2	COMM-OPDV-02
COMM	Ensuring operator diversity and market stability	OPDV	Ability for entrepreneurs to enter market - specific time frames for entry	3	COMM-OPDV-03

COMM	Ensuring operator diversity and market stability	OPDV	Fairness if some depots are available to operators and some are not purchased?	4	COMM-OPDV-04
COMM	Ensuring operator diversity and market stability	OPDV	SMOs at risk of predatory behaviour	5	COMM-OPDV-05
COMM	Ensuring operator diversity and market stability	OPDV	SMOs at risk of merger into larger operators	6	COMM-OPDV-06
COMM	Ensuring operator diversity and market stability	OPDV	Other comment about proposed approach to Ensuring operator diversity and marke	10	COMM-OPDV-10
COMM	Commercial Case conclusions	CCNC	Positive about the Commercial Case overall	1	COMM-CCNC-01
COMM	Commercial Case conclusions	CCNC	Negative about the Commercial Case overall	2	COMM-CCNC-02
COMM	Commercial Case conclusions	CCNC	Other comment about the Commercial Case overall	10	COMM-CCNC-10
FNCL	Financial Case assumptions and modelling	FMDL	Positive about the assumptions used and approach to financial modelling	1	FNCL-FMDL-01
FNCL	Financial Case assumptions and modelling	FMDL	Negative about the assumptions used and approach to financial modelling	2	FNCL-FMDL-02
FNCL	Financial Case assumptions and modelling	FMDL	Query on whether fares income accounts for end of £2 NBFC	3	FNCL-FMDL-03
FNCL	Financial Case assumptions and modelling	FMDL	NI increase could increase operational costs further	4	FNCL-FMDL-04
FNCL	Financial Case assumptions and modelling	FMDL	Worst-case scenario needed	5	FNCL-FMDL-05
FNCL	Financial Case assumptions and modelling	FMDL	Agree with the Grant Thornton Audit Report	9	FNCL-FMDL-09
FNCL	Financial Case assumptions and modelling	FMDL	Other comment about the assumptions used and approach to financial modelling	10	FNCL-FMDL-10
FNCL	Funding and finance sources	FUND	Positive about the identification of funding and finance sources	1	FNCL-FUND-01
FNCL	Funding and finance sources	FUND	Negative about the identification of funding and finance sources	2	FNCL-FUND-02
FNCL	Funding and finance sources	FUND	Query about how the additional precept will grow over time	3	FNCL-FUND-03
FNCL	Funding and finance sources	FUND	Encourage large organisations to subsidise routes which benefit them	4	FNCL-FUND-04
FNCL	Funding and finance sources	FUND	Allocation of S106 and CIL	5	FNCL-FUND-05
FNCL	Funding and finance sources	FUND	Query whether Community Transport would lose out in funding	6	FNCL-FUND-06
FNCL	Funding and finance sources	FUND	Consider Public Private Partnership for depot funding	7	FNCL-FUND-07
FNCL	Funding and finance sources	FUND	Recent budget has not been accounted for in addition to BSOG+ and other bus fund 9	9	FNCL-FUND-09
FNCL	Funding and finance sources	FUND	Other comment about the identification of funding and finance sources	10	FNCL-FUND-10
FNCL	Costs of implementing the Proposed Franchising Sc	FRCT	Positive about the assessment of the Costs of implementing the Proposed Franchis	1	FNCL-FRCT-01
FNCL	Costs of implementing the Proposed Franchising Sc	FRCT	Negative about the assessment of the Costs of implementing the Proposed Franchis	2	FNCL-FRCT-02
FNCL	Costs of implementing the Proposed Franchising Sc	FRCT	Assessed costs of implementing the Proposed Franchising Scheme are too optimis	3	FNCL-FRCT-03
FNCL	Costs of implementing the Proposed Franchising Sc	FRCT	Assessed costs of implementing the Proposed Franchising Scheme are too pessimi	4	FNCL-FRCT-04
FNCL	Costs of implementing the Proposed Franchising Sc	FRCT	"Highest common denominator" for TUPE will continually increase costs for CPCA	5	FNCL-FRCT-05
FNCL	Costs of implementing the Proposed Franchising Sc	FRCT	Other comment about the assessment of the Costs of implementing the Proposed F	10	FNCL-FRCT-10
FNCL	Cost of implementing the EP reference case or sorr	EPCT	Positive about the assessment of the Costs of implementing the EP Reference Cas	1	FNCL-EPCT-01
FNCL	Cost of implementing the EP reference case or sorr	EPCT	Negative about the assessment of the Costs of implementing the EP Reference Cas	2	FNCL-EPCT-02
FNCL	Cost of implementing the EP reference case or sorr	EPCT	Assessed costs of implementing the EP Reference Case are too optimistic	3	FNCL-EPCT-03
FNCL	Cost of implementing the EP reference case or sorr	EPCT	Assessed costs of implementing the EP Reference Case are too pessimistic	4	FNCL-EPCT-04
FNCL	Cost of implementing the EP reference case or sorr	EPCT	Other comment about the assessment of the Costs of implementing the EP Referer	10	FNCL-EPCT-10
FNCL	Capital and revenue costs	CPRV	Positive about the assessment of the Capital and revenue costs	1	FNCL-CPRV-01
FNCL	Capital and revenue costs	CPRV	Negative about the assessment of the Capital and revenue costs	2	FNCL-CPRV-02
FNCL	Capital and revenue costs	CPRV	Assessed Capital and revenue costs are too optimistic	3	FNCL-CPRV-03
FNCL	Capital and revenue costs	CPRV	Assessed Capital and revenue costs are too pessimistic	4	FNCL-CPRV-04
FNCL	Capital and revenue costs	CPRV	Difference in staff cost between EP and Franchising is too low	5	FNCL-CPRV-05
FNCL	Capital and revenue costs	CPRV	Where are depot infrastructure costs incorporated	6	FNCL-CPRV-06
FNCL	Capital and revenue costs	CPRV	Other comment about the assessment of he Capital and revenue costs	10	FNCL-CPRV-10
FNCL	Financial Case risks	FRSK	Positive about the assessment of the Financial Case risks	1	FNCL-FRSK-01
FNCL	Financial Case risks	FRSK	Negative about the assessment of the Financial Case risks	2	FNCL-FRSK-02
FNCL	Financial Case risks	FRSK	Query about source of contingency funding for risk mitigation	3	FNCL-FRSK-03
FNCL	Financial Case risks	FRSK	Should include risk of driver shortages	4	FNCL-FRSK-04
FNCL	Financial Case risks	FRSK	Should include risk of CPCA exposure to liabilities	5	FNCL-FRSK-05
FNCL	Financial Case risks	FRSK	Should include risk of CPCA exposure to industry pay disputes	6	FNCL-FRSK-06
FNCL	Financial Case risks	FRSK	Should include risk of disruptors such as CAV uptake	7	FNCL-FRSK-07
FNCL	Financial Case risks	FRSK	Other additional/amended financial case risk identified	8	FNCL-FRSK-08
FNCL	Financial Case risks	FRSK	Other comment about the assessment of the Financial Case risks	10	FNCL-FRSK-10
FNCL	Financial Case sensitivity analysis	FSNS	Positive about the approach to Financial Case sensitivity analysis	1	FNCL-FSNS-01
FNCL	Financial Case sensitivity analysis	FSNS	Negative about the approach to Financial Case sensitivity analysis	2	FNCL-FSNS-02
FNCL	Financial Case sensitivity analysis	FSNS	Other comment about the approach to Financial Case sensitivity analysis	10	FNCL-FSNS-10
FNCL	Financial Case Conclusion and impact on CA balan	FCNC	Positive about the Financial Case overall	1	FNCL-FCNC-01
FNCL	Financial Case Conclusion and impact on CA balan	FCNC	Negative about the Financial Case overall	2	FNCL-FCNC-02
FNCL	Financial Case Conclusion and impact on CA balan	FCNC	Risks of economic downturns and external factors are significant	3	FNCL-FCNC-03
FNCL	Financial Case Conclusion and impact on CA balan	FCNC	Revenue risk outweighs potential franchising benefits	4	FNCL-FCNC-04

FNCL	Financial Case Conclusion and impact on CA balani	FCNC	Further work on funding and risks needed to be shared to public before decision	5	FNCL-FCNC-05
FNCL	Financial Case Conclusion and impact on CA balani	FCNC	Conclusion is based on guesswork	6	FNCL-FCNC-06
FNCL	Financial Case Conclusion and impact on CA balani	FCNC	Other comment about the Financial Case overall	10	FNCL-FCNC-10
MGMT	Organisational ability to manage	ABIL	Positive about the assessment of the Organisational ability to manage	1	MGMT-ABIL-01
MGMT	Organisational ability to manage	ABIL	Negative about the assessment of the Organisational ability to manage	2	MGMT-ABIL-02
MGMT	Organisational ability to manage	ABIL	Query on whether training and upskilling is adequately budgeted for	3	MGMT-ABIL-03
MGMT	Organisational ability to manage	ABIL	Experienced staff required from the outset	4	MGMT-ABIL-04
MGMT	Organisational ability to manage	ABIL	Assessment of the Organisational ability to manage is too optimistic	5	MGMT-ABIL-05
MGMT	Organisational ability to manage	ABIL	Assessment of the Organisational ability to manage is too pessimistic	6	MGMT-ABIL-06
MGMT	Organisational ability to manage	ABIL	High bureaucracy of CA reduces reactivity	7	MGMT-ABIL-07
MGMT	Organisational ability to manage	ABIL	Assymetrical negotiation capabilities of larger operators could impact value for mon	8	MGMT-ABIL-08
MGMT	Organisational ability to manage	ABIL	More staff required	9	MGMT-ABIL-09
MGMT	Organisational ability to manage	ABIL	Other comment about the assessment of the Organisational ability to manage	10	MGMT-ABIL-10
MGMT	Recruitment & staff transfer	STFF	Positive about the approach to Recruitment & staff transfer	1	MGMT-STFF-01
MGMT	Recruitment & staff transfer	STFF	Negative about the approach to Recruitment & staff transfer	2	MGMT-STFF-02
MGMT	Recruitment & staff transfer	STFF	Query about how CPCA will gain the relevant ability/experience to manage contracts	3	MGMT-STFF-03
MGMT	Recruitment & staff transfer	STFF	Query about whether extra staff will be recruited or the roles contracted out?	4	MGMT-STFF-04
MGMT	Recruitment & staff transfer	STFF	Risk of staff refusing to transfer via TUPE and leaving industry	5	MGMT-STFF-05
MGMT	Recruitment & staff transfer	STFF	Simultaneous high demand for experience by other transport authorities	6	MGMT-STFF-06
MGMT	Recruitment & staff transfer	STFF	Ensure CPCA bears all redundancy costs for all related staff	7	MGMT-STFF-07
MGMT	Recruitment & staff transfer	STFF	Potential to partner with operators to access their skills and reduce need to recruit	8	MGMT-STFF-08
MGMT	Recruitment & staff transfer	STFF	Comment about the approach to Recruitment & staff transfer	10	MGMT-STFF-10
MGMT	Management costs / duplication / efficiency	EFFI	Positive about the assessment of the Management costs / duplication / efficiency	1	MGMT-EFFI-01
MGMT	Management costs / duplication / efficiency	EFFI	Negative about the assessment of the Management costs / duplication / efficiency	2	MGMT-EFFI-02
MGMT	Management costs / duplication / efficiency	EFFI	Duplication of roles and responsibilities	3	MGMT-EFFI-03
MGMT	Management costs / duplication / efficiency	EFFI	Assessment of the Management costs / duplication / efficiency is too optimistic	4	MGMT-EFFI-04
MGMT	Management costs / duplication / efficiency	EFFI	Assessment of the Management costs / duplication / efficiency is too pessimistic	5	MGMT-EFFI-05
MGMT	Management costs / duplication / efficiency	EFFI	CPCA should consider employing revenue protection staff	6	MGMT-EFFI-06
MGMT	Management costs / duplication / efficiency	EFFI	Management of different contract types will create complexities	7	MGMT-EFFI-07
MGMT	Management costs / duplication / efficiency	EFFI	Further inromation on vehicles required	9	MGMT-EFFI-09
MGMT	Management costs / duplication / efficiency	EFFI	Other comment about the assessment of the Management costs / duplication / effici	10	MGMT-EFFI-10
MGMT	Management of transition period	MTRN	Positive about the approach to Management of transition period	1	MGMT-MTRN-01
MGMT	Management of transition period	MTRN	Negative about the approach to Management of transition period	2	MGMT-MTRN-02
MGMT	Management of transition period	MTRN	New ticketing or GPS systems should be tested during mobilisation	3	MGMT-MTRN-03
MGMT	Management of transition period	MTRN	Ticket price increases should be considered several months before transition	4	MGMT-MTRN-04
MGMT	Management of transition period	MTRN	Other comment about the approach to Management of transition period	10	MGMT-MTRN-10
MGMT	Risk management	MRSK	Positive about the approach to Risk management	1	MGMT-MRSK-01
MGMT	Risk management	MRSK	Negative about the approach to Risk management	2	MGMT-MRSK-02
MGMT	Risk management	MRSK	More information needed on how risks will be managed	3	MGMT-MRSK-03
MGMT	Risk management	MRSK	Need to consider Political risks to franchising implementation	4	MGMT-MRSK-04
MGMT	Risk management	MRSK	CPCA should shoulder the risk under franchising	5	MGMT-MRSK-05
MGMT	Risk management	MRSK	Consideration for a change mechanism	6	MGMT-MRSK-06
MGMT	Risk management	MRSK	Other comment about the approach to Risk management	10	MGMT-MRSK-10
MGMT	Collaboration with local authorities	LACL	Positive about the approach to Collaboration with local authorities	1	MGMT-LACL-01
MGMT	Collaboration with local authorities	LACL	Negative about the approach to Collaboration with local authorities	2	MGMT-LACL-02
MGMT	Collaboration with local authorities	LACL	Suggest cross-border staff group to share knowledge	3	MGMT-LACL-03
MGMT	Collaboration with local authorities	LACL	Ensure local authority areas are represented on Bus Board	4	MGMT-LACL-04
MGMT	Collaboration with local authorities	LACL	Local authorities should manage their own franchised network	5	MGMT-LACL-05
MGMT	Collaboration with local authorities	LACL	Other comment about the approach to Collaboration with local authorities	10	MGMT-LACL-10
MGMT	Monitoring, consultation and engagement	MECN	Positive about the approach to Monitoring, consultation and engagement	1	MGMT-MECN-01
MGMT	Monitoring, consultation and engagement	MECN	Negative about the approach to Monitoring, consultation and engagement	2	MGMT-MECN-02
MGMT	Monitoring, consultation and engagement	MECN	Include user representation in consultation	3	MGMT-MECN-03
MGMT	Monitoring, consultation and engagement	MECN	Include bus employees in consultation	4	MGMT-MECN-04
MGMT	Monitoring, consultation and engagement	MECN	Consult bus users early after implementation	5	MGMT-MECN-05
MGMT	Monitoring, consultation and engagement	MECN	Regular input from Parish/Town Councils should be sought	6	MGMT-MECN-06
MGMT	Monitoring, consultation and engagement	MECN	Reporting of KPIs needs to be in a passenger friendly format	7	MGMT-MECN-07
MGMT	Monitoring, consultation and engagement	MECN	Include non bus-users in consultation	8	MGMT-MECN-08

MGMT	Monitoring, consultation and engagement	MECN	Create Community Transport Alliance if EP chosen	9	MGMT-MECN-09
MGMT	Monitoring, consultation and engagement	MECN	Other comment about the approach to Monitoring, consultation and engagement	10	MGMT-MECN-10
MGMT	Monitoring, consultation and engagement	MECN	Include local businesses, education establishments, retail in consultation	11	MGMT-MECN-11
MGMT	Post-implementation delivery	PSTI	Positive about the approach to Post-implementation delivery	1	MGMT-PSTI-01
MGMT	Post-implementation delivery	PSTI	Negative about the approach to Post-implementation delivery	2	MGMT-PSTI-02
MGMT	Post-implementation delivery	PSTI	Query about Who will be responsible for bus operational management	3	MGMT-PSTI-03
MGMT	Post-implementation delivery	PSTI	Query about How will bus network review be undertaken	4	MGMT-PSTI-04
MGMT	Post-implementation delivery	PSTI	Query about How will implementation be evaluated	5	MGMT-PSTI-05
MGMT	Post-implementation delivery	PSTI	Further assessment of outcomes after a Revocation required	6	MGMT-PSTI-06
MGMT	Post-implementation delivery	PSTI	Other comment about the approach to Post-implementation delivery	10	MGMT-PSTI-10
MGMT	Management Case conclusions	MCNC	Positive about the Management Case overall	1	MGMT-MCNC-01
MGMT	Management Case conclusions	MCNC	Negative about the Management Case overall	2	MGMT-MCNC-02
MGMT	Management Case conclusions	MCNC	Other comment about the Management Case overall	10	MGMT-MCNC-10
EQIA	Impacts not included in the EQIA	XIMP	Positive about identification of impacts in the EQIA	1	EQIA-XIMP-01
EQIA	Impacts not included in the EQIA	XIMP	Negative about identification of impacts in the EQIA	2	EQIA-XIMP-02
EQIA	Impacts not included in the EQIA	XIMP	Should consider impacts for protected group overlaps e.g. older women	3	EQIA-XIMP-03
EQIA	Impacts not included in the EQIA	XIMP	Additional/amended impact identified	4	EQIA-XIMP-04
EQIA	Impacts not included in the EQIA	XIMP	Consider impacts during implementation period	5	EQIA-XIMP-05
EQIA	Impacts not included in the EQIA	XIMP	Other comments about identification of impacts in the EQIA	10	EQIA-XIMP-10
EQIA	Format of the EQIA	FORM	Positive about Format of the EQIA	1	EQIA-FORM-01
EQIA	Format of the EQIA	FORM	Negative about Format of the EQIA	2	EQIA-FORM-02
EQIA	Format of the EQIA	FORM	Other comment about Format of the EQIA	10	EQIA-FORM-10
EQIA	Improving accessibility for disabled and elderly pass ACCS		Positive about assessment of impacts on accessibility for disabled and elderly pass	1	EQIA-ACCS-01
EQIA	Improving accessibility for disabled and elderly pass ACCS		Negative about assessment of impacts on accessibility for disabled and elderly pass	2	EQIA-ACCS-02
EQIA	Improving accessibility for disabled and elderly pass ACCS		Consider requiring vehicles to provide more than one wheelchair space	3	EQIA-ACCS-03
EQIA	Improving accessibility for disabled and elderly pass ACCS		Mandatory training for drivers to ensure equal access for elderly and disabled	4	EQIA-ACCS-04
EQIA	Improving accessibility for disabled and elderly pass ACCS		Other comment about assessment of impacts on accessibility for disabled and elder	10	EQIA-ACCS-10
EQIA	Ensuring equitable services for disadvantaged com	EQSV	Positive about assessment of impacts on equitable services for disadvantaged com	1	EQIA-EQSV-01
EQIA	Ensuring equitable services for disadvantaged com	EQSV	Negative about assessment of impacts on equitable services for disadvantaged com	2	EQIA-EQSV-02
EQIA	Ensuring equitable services for disadvantaged com	EQSV	Other comment about assessment of impacts on equitable services for disadvantag	10	EQIA-EQSV-10
EQIA	Other impacts on protected groups	OIMP	Positive about assessment of Other impacts on protected groups	1	EQIA-OIMP-01
EQIA	Other impacts on protected groups	OIMP	Negative about assessment of Other impacts on protected groups	2	EQIA-OIMP-02
EQIA	Other impacts on protected groups	OIMP	Targeted fare discounts should be considered	3	EQIA-OIMP-03
EQIA	Other impacts on protected groups	OIMP	Mandatory training for drivers to ensure equal access for protected groups	4	EQIA-OIMP-04
EQIA	Other impacts on protected groups	OIMP	Other comment about assessment of Other impacts on protected groups	10	EQIA-OIMP-10
EQIA	Enhancing personal safety at bus stops and on-boa	ESAF	Positive about assessment of impacts Enhancing personal safety at bus stops and c	1	EQIA-ESAF-01
EQIA	Enhancing personal safety at bus stops and on-boa	ESAF	Negative about assessment of impacts Enhancing personal safety at bus stops and	2	EQIA-ESAF-02
EQIA	Enhancing personal safety at bus stops and on-boa	ESAF	Other comment about assessment of impacts Enhancing personal safety at bus sto	10	EQIA-ESAF-10
EQIA	Consultation with protected groups	PCON	Positive about approach to Consultation with protected groups	1	EQIA-PCON-01
EQIA	Consultation with protected groups	PCON	Negative about approach to Consultation with protected groups	2	EQIA-PCON-02
EQIA	Consultation with protected groups	PCON	More information needed on how consultation will allow protected groups to shape d	3	EQIA-PCON-03
EQIA	Consultation with protected groups	PCON	Other comment about approach to Consultation with protected groups	10	EQIA-PCON-10
EQIA	Designing services to meet the needs of all demogr	SDES	Positive about approach to Designing services to meet the needs of all demographic	1	EQIA-SDES-01
EQIA	Designing services to meet the needs of all demogr	SDES	Negative about approach to Designing services to meet the needs of all demograph	2	EQIA-SDES-02
EQIA	Designing services to meet the needs of all demogr	SDES	Other comment about approach to Designing services to meet the needs of all dem	10	EQIA-SDES-10
EQIA	Continuous monitoring to ensure equality in service	MEEQ	Positive about approach to Continuous monitoring to ensure equality in service deliv	1	EQIA-MEEQ-01
EQIA	Continuous monitoring to ensure equality in service	MEEQ	Negative about approach to Continuous monitoring to ensure equality in service deli	2	EQIA-MEEQ-02
EQIA	Continuous monitoring to ensure equality in service	MEEQ	support regular reviews	3	EQIA-MEEQ-03
EQIA	Continuous monitoring to ensure equality in service	MEEQ	Other comment about approach to Continuous monitoring to ensure equality in servi	10	EQIA-MEEQ-10
OTHR	General comments on the Franchising option	GFRC	Positive about the Franchising option overall	1	OTHR-GFRC-01
OTHR	General comments on the Franchising option	GFRC	Negative about the Franchising option overall	2	OTHR-GFRC-02
OTHR	General comments on the Franchising option	GFRC	Level of control offered by Franchising makes best use of investment opportunities	3	OTHR-GFRC-03
OTHR	General comments on the Franchising option	GFRC	Franchising poses threat to SMOs	4	OTHR-GFRC-04
OTHR	General comments on the Franchising option	GFRC	Franchising option suitable only for Cambridge	5	OTHR-GFRC-05
OTHR	General comments on the Franchising option	GFRC	Residents should be able to see the estimated proposed network to guide decisions	6	OTHR-GFRC-06
OTHR	General comments on the Franchising option	GFRC	Neither support ot oppose	7	OTHR-GFRC-07
OTHR	General comments on the Franchising option	GFRC	Tap on/off would be welcomed	8	OTHR-GFRC-08

OTHR	General comments on the Franchising option	GFRC	Align changes with academic year	9	OTHR-GFRC-09
OTHR	General comments on the Franchising option	GFRC	Other comment about the Franchising option overall	10	OTHR-GFRC-10
OTHR	General comments on the Franchising option	GFRC	Should not be delivered in isolation	11	OTHR-GFRC-11
OTHR	General comments on the Franchising option	GFRC	Issues with transition period	12	OTHR-GFRC-12
OTHR	General comments on the Franchising option	GFRC	Bus priority, roadworks and new development should be focus here as well as EP	13	OTHR-GFRC-13
OTHR	General comments on the EP option	GEPC	Positive about the EP option overall	1	OTHR-GEPC-01
OTHR	General comments on the EP option	GEPC	Negative about the EP option overall	2	OTHR-GEPC-02
OTHR	General comments on the EP option	GEPC	Operators do not have resources to support their targets under EP	3	OTHR-GEPC-03
OTHR	General comments on the EP option	GEPC	Partnership has been successful elsewhere	4	OTHR-GEPC-04
OTHR	General comments on the EP option	GEPC	EP offers stability for operators to invest and grow	5	OTHR-GEPC-05
OTHR	General comments on the EP option	GEPC	EP option more suitable for Peterborough	6	OTHR-GEPC-06
OTHR	General comments on the EP option	GEPC	EPs would require compromise	7	OTHR-GEPC-07
OTHR	General comments on the EP option	GEPC	Operators have not been able to present what they can deliver under an EP	8	OTHR-GEPC-08
OTHR	General comments on the EP option	GEPC	Other comment about the EP option overall	10	OTHR-GEPC-10
OTHR	Comments on the consultation and engagement prc	CONP	Positive about the consultation and engagement process	1	OTHR-CONP-01
OTHR	Comments on the consultation and engagement prc	CONP	Negative about the consultation and engagement process	2	OTHR-CONP-02
OTHR	Comments on the consultation and engagement prc	CONP	Query about co-production exercises with Partnership board	3	OTHR-CONP-03
OTHR	Comments on the consultation and engagement prc	CONP	Consultation period too short	4	OTHR-CONP-04
OTHR	Comments on the consultation and engagement prc	CONP	Other comment about the consultation and engagement process	10	OTHR-CONP-10
OTHR	Out of scope comments	OOSC	Out of scope comment	1	OTHR-OOSC-01
OTHR		OOSC	No Comment	2	OTHR-OOSC-02

Appendix E: Questionnaire Questions

Appendix 1: The Short Questionnaire and Long Questionnaire Bus Franchising Consultation Questions

The Short Questionnaire Bus Franchising Consultation Questions

S1. Do you have any comments generally on how well bus services are currently performing in Cambridgeshire and Peterborough?

S2. The Strategic Case says that reforming the bus market is appropriate to address the challenges facing the local bus market. Do you have any comments on this?

S3. The Economic Case says that Franchising offers better value for money to the Combined Authority than an Enhanced Partnership. Do you have any comments on this?

S4. The Commercial Case says that the Combined Authority would be better able to meet its commercial objectives (success factors) through Franchising compared to an Enhanced Partnership? Do you have any comments on this?

S5. The Financial Case says that Franchising carries more financial risk for the Combined Authority than an Enhanced Partnership, but offers greater control, resulting in greater benefits. Do you have any comments on the Combined Authority taking on this risk?

S6. The Management Case sets out how the Combined Authority would manage the bus network under Franchising or an Enhanced Partnership. Do you have any comments on these plans?

S7. The Combined Authority's draft Equality Impact Assessment (EqIA) identifies the potential impacts of the proposed Franchising Scheme or Enhanced Partnership on people with protected characteristics. Do you have any comments on it?

S8. To what extent do you support or oppose the introduction of the proposed Franchising Scheme?

S9. Are there any changes that you think would improve the proposed Franchising Scheme?

S10. Do you have any further comments?

The Long Questionnaire Bus Franchising Consultation Questions

- L1. Do you have any comments generally on how well bus services are currently performing in Cambridgeshire and Peterborough?
- L2. The Strategic Case says that reforming the bus market is the right thing to do to address the challenges facing the local bus market. Do you have any comments on this?
- L3. The Strategic Case has identified two options under which buses might run - an Enhanced Partnership or Franchising. Are there other options you would have liked to have seen considered?
- L4. Do you have any comments on the Combined Authority's overall objectives, as set out in the Strategic Case?
- L5. Have you any comments on the potential impacts of either Franchising or an Enhanced Partnership on the achievement of the objectives of neighbouring authorities?
- L6. Do you have any comments on the impacts of introducing the proposed Franchising Scheme or the alternative of an Enhanced Partnership?
- L7. The Economic Case says that Franchising offers better value for money to the Combined Authority than an Enhanced Partnership. Do you have any comments on this?
- L8. The six commercial objectives set out above have been used to compare the performance of Franchising and an Enhanced Partnership. Do you have any comments on these objectives?
- L9. Do you have any comments on the draft Franchising Scheme covering the entire Cambridgeshire and Peterborough Combined Authority area and including all bus services, apart from those excepted?
- L10. Do you have any comments on the proposed timescale for introducing franchised bus services?
- L11. Do you have any comments on the proposed duration of franchise contracts being for 7 or 8 years?
- L12. Do you have any comments on the way the Combined Authority would approach procuring contracts, including the packaging of services into contract lots, under the proposed Franchising Scheme?

L13. Do you consider that the proposed way of introducing Franchising takes account of the needs of small and medium-sized bus operators, such as in providing suitable contract opportunities?

L14. Do you have any comments on the approach to bus depots under Franchising?

L15. Do you have any comments about operators remaining responsible for buses and on-bus equipment under Franchising and future procurement?

L16. If the proposed Franchising Scheme were implemented, it is possible that some operator employees may be transferred to another operator or potentially to the Combined Authority. Do you have any comments on this?

L17. Do you have any comments on the proposed approach to consulting on how well Franchising is operating?

L18. Do you have any comments on the sharing of risk and responsibilities between the Combined Authority and bus operators?

L19. Do you have any comments on the above assessment regarding how Franchising would enable the Combined Authority to manage the bus network and achieve its commercial objectives?

L20. Do you have any comments on the above assessment regarding how an Enhanced Partnership would enable the Combined Authority to manage the bus network and achieve its commercial objectives?

L21. The Commercial Case shows how both Franchising and Enhanced Partnership could deliver change and improvement. Under Franchising, the Combined Authority would have more control over the entire bus network. Under an Enhanced Partnership, the Combined Authority would not control the whole network and there would be more reliance on negotiation with bus operators. Do you have any comments on this?

L22. The Commercial Case says that the Combined Authority would be better able to meet its commercial objectives (success factors) through Franchising compared to an Enhanced Partnership. Do you have any comments on this?

L23. Investment costs anticipated by the Combined Authority in moving to Franchising or an Enhanced Partnership are set out in the Financial Case. Do you have any comments on these costs?

L24. Potential sources of funding for bus service improvements under Franchising or an Enhanced Partnership are set out in the Financial Case. Do you have any comments on these?

L25. The Financial Case says that Franchising carries more financial risk for the Combined Authority than an Enhanced Partnership, but offers greater control, resulting in greater benefits. Do you have any comments on the Combined Authority taking on this risk?

L26. The Combined Authority will need to increase its capacity and capability to manage bus service improvements, both in the case of Franchising or Enhanced Partnership. Have you got any comments on these plans?

L27. The Management Case sets out how the Combined Authority would manage the bus network under Franchising or an Enhanced Partnership. Do you have any comments on these plans?

L28. The Combined Authority's draft Equality Impact Assessment (EqIA) identifies the potential impacts of the proposed Franchising Scheme or Enhanced Partnership on people with protected characteristics. Do you have any comments on it?

L29. To what extent do you support or oppose the introduction of the proposed Franchising Scheme? Why do you think this?

L30. Are there any changes that you think would improve the proposed Franchising Scheme?

L31. Do you have any further comments?

Appendix F: Key and Wider Stakeholder List

Name of business or organisation?	Position/title?	Status	Group	Statutory
Delaine Buses Ltd	Managing Director	Bus Operator	Key Stakeholder	Yes
First Bus	Bid Director	Bus Operator	Key Stakeholder	Yes
Ron W Dew & Son Ltd t/a Dews Coaches	Commercial Manager	Bus Operator	Key Stakeholder	Yes
Stephensons of Essex Ltd	Chairman	Bus Operator	Key Stakeholder	Yes
The Go-Ahead Group	Managing Director - UK Regional Bus	Bus Operator	Key Stakeholder	Yes
Transdev	Bid and Performance Director	Bus Operator	Key Stakeholder	Yes
Transport UK	Head of Bus Franchising	Bus Operator	Key Stakeholder	Yes
Whippet	Jonathan Ziebart, Managing Director Ascendal UK	Bus Operator	Key Stakeholder	Yes
Stagecoach	Darren Roe	Bus Operator	Key Stakeholder	Yes
East Cambridgeshire District Council	Director Community	CPCA Area	Key Stakeholder	Yes
Peterborough City Council	Service Director for Infrastructure and Highways	CPCA Area	Key Stakeholder	Yes
Cambridge City Council		CPCA Area	Key Stakeholder	Yes
Cambridgeshire County Council		CPCA Area	Key Stakeholder	Yes
South Cambridgeshire District Council	Liz Watts	CPCA Area	Key Stakeholder	Yes
Fenland DC	Wendy Otter	CPCA Area	Key Stakeholder	Yes
Lincolnshire County Council	Support Services Manager (Transport Services)	Neighbour	Key Stakeholder	Yes
Suffolk County Council	Integrated Transport & Enhanced Partnership Manager	Neighbour	Key Stakeholder	Yes
Office of the Police & Crime Commissioner	CEO	Other	Key Stakeholder	Yes
CPT	Rebecca Kite	Other	Key Stakeholder	Yes
englandseconomicheartland	Trevor Brennan	Other	Key Stakeholder	Yes
Community Transport Association	National Development Manager	Passenger Rep	Key Stakeholder	Yes
Bus service campaign	Chair Wittering Parish Council	Passenger Rep	Key Stakeholder	Yes
Bus Users UK, The Light Rail Transit Association.	LRTA Campaigns Officer for the Cambridge area.	Passenger Rep	Key Stakeholder	Yes
Cambridgeshire Families for Sustainable Travel	Volunteer	Passenger Rep	Key Stakeholder	Yes
Campaign for Better Transport	Policy & Research Manager	Passenger Rep	Key Stakeholder	Yes
Cambridgeshire Sustainable Travel Alliance	Sarah Hughes	Passenger Rep	Key Stakeholder	Yes
Transport Focus	Josh Whitton	Passenger Rep	Key Stakeholder	Yes
Cambridge Regional College	DEPUTY PRINCIPAL - FINANCE & RESOURCES	Academic	Wider Stakeholder	No
Inspire Education Group	Group Manager of Student Recruitment	Academic	Wider Stakeholder	No
Cambridge Biomedical Campus	NORTHFIELD, Rachel	Academic	Wider Stakeholder	No
Cambridge University	Jess Cunningham	Academic	Wider Stakeholder	No
CPRE Cambridgeshire and Peterborough	Ex-officio Acting Chair	Charity/Voluntary sector	Wider Stakeholder	No
Cambridge Council for Voluntary Service	CEO	Charity/Voluntary sector	Wider Stakeholder	No
Cambridgeshire Chambers of Commerce	Engagement Manager	Charity/Voluntary sector	Wider Stakeholder	No
Hunts Shopmobility	Manager	Charity/Voluntary sector	Wider Stakeholder	No
Huntingdonshire District Council	Councillor - Fenstanton Ward.	Elected Representative	Wider Stakeholder	No
Elected Representative	Cllr Nathan Hunt (District Councillor for Huntingdon East)	Elected Representative	Wider Stakeholder	No
Huntingdonshire District Council	District Councillor - Fenstanton Ward	Elected Representative	Wider Stakeholder	No
South Cambridgeshire District Council	Member for Girton Ward	Elected Representative	Wider Stakeholder	No
Huntingdonshire	Cllr Clare Tevlin	Elected Representative	Wider Stakeholder	No
Cambridgeshire County Council	County Councillor, Histon & Impington division	Elected Representative	Wider Stakeholder	No
Huntingdon	Ben Obese-Jecty MP	Elected Representative	Wider Stakeholder	No
North West Cambridgeshire	Sam Carling	Elected Representative	Wider Stakeholder	No
ACORN Cambridge	Treasurer	Environment, Heritage, Am	Wider Stakeholder	No
Cambridge Ahead	Policy and Research Officer	Environment, Heritage, Am	Wider Stakeholder	No
Cambridgeshire ACRE	Chief Executive	Environment, Heritage, Am	Wider Stakeholder	No
Carbon Neutral Cambridge	Chair	Environment, Heritage, Am	Wider Stakeholder	No
Imperial War Museums Duxford	Project Manager - IWMD Masterplan	Environment, Heritage, Am	Wider Stakeholder	No
Cambridge Living Streets Group	David Stoughton	Environment, Heritage, Am	Wider Stakeholder	No
Marholm Bus Survey	Michelle Plant	Environment, Heritage, Am	Wider Stakeholder	No
Trumpington Residents Association	David Plank	Environment, Heritage, Am	Wider Stakeholder	No
CAMBRIDGE UNIVERSITY HOSPITALS NHS FOI	GARRATT, Joanna	Health organisations	Wider Stakeholder	No
NHS CAMBRIDGESHIRE AND PETERBOROUGH	Kate Vaughton	Health organisations	Wider Stakeholder	No
Urban&Civic Hinxton Ltd and Wellcome Genome C	Helen Pearson-Flett	Health organisations	Wider Stakeholder	No
Zenobe Energy Ltd	Director of Business Development	Other	Wider Stakeholder	No
Allia	CEO, Allia Impact Ltd	Other	Wider Stakeholder	No
B9 Creators	Nominated Partner/Director	Other	Wider Stakeholder	No
Hartree Development Site (5,600 homes + Comm	Associate Director - Transport Planner	Other	Wider Stakeholder	No
Moss UK	Continuous Improvement Manager	Other	Wider Stakeholder	No
Peterborough City Council	vision rehabilitation worker	Other	Wider Stakeholder	No
The Hobbit Hole (Chatteris)	Owner/ Operator	Other	Wider Stakeholder	No
Wicken 4 x 4	Managing Director	Other	Wider Stakeholder	No
British Land	Elliot Page	Other	Wider Stakeholder	No
Excogitate	Edward Leigh	Other	Wider Stakeholder	No
Roslyn Court	Rathesh Ravi	Other	Wider Stakeholder	No
Bottisham Parish Council	Parish Councillor (but responding on behalf of the whole Council)	Town and Parish Councils i	Wider Stakeholder	No
Girton Parish Council	Chair	Town and Parish Councils i	Wider Stakeholder	No
Haslingfield Parish Council	Chair	Town and Parish Councils i	Wider Stakeholder	No
Whaddon Parish Council	Parish Councillor	Town and Parish Councils i	Wider Stakeholder	No
Caxton Parish Council	Councillor	Town and Parish Councils i	Wider Stakeholder	No
Fenstanton Ward	Councillor	Town and Parish Councils i	Wider Stakeholder	No
Bartlow Parish Meeting	Clerk	Town and Parish Councils i	Wider Stakeholder	No
Barton Parish Council	Councilor Traffic, Travel and Transport working group	Town and Parish Councils i	Wider Stakeholder	No
Cottenham Parish Council	Councillor	Town and Parish Councils i	Wider Stakeholder	No
Coveney Parish Council	Chair	Town and Parish Councils i	Wider Stakeholder	No
Ellington Parish Council	Clerk and RFO	Town and Parish Councils i	Wider Stakeholder	No
Godmanchester Town Council	Councillor	Town and Parish Councils i	Wider Stakeholder	No
Great Shelford Parish Council	Clerk	Town and Parish Councils i	Wider Stakeholder	No
Great Wilbraham Parish Council	Chairman	Town and Parish Councils i	Wider Stakeholder	No
Hilton Parish Council	Clerk	Town and Parish Councils i	Wider Stakeholder	No
Histon & Impington Parish Council	Chair	Town and Parish Councils i	Wider Stakeholder	No
Isleham Parish Council	Chair	Town and Parish Councils i	Wider Stakeholder	No
Kingston Parish Council	Vice Chair	Town and Parish Councils i	Wider Stakeholder	No
Lode Parish Council	People Officer	Town and Parish Councils i	Wider Stakeholder	No
Northstowe Town Council	Town Clerk	Town and Parish Councils i	Wider Stakeholder	No
Soham Town Council	Soham Town Councillor	Town and Parish Councils i	Wider Stakeholder	No
Southoe Parish Council	Chairman	Town and Parish Councils i	Wider Stakeholder	No
Spaldwick Parish Council	Chair person	Town and Parish Councils i	Wider Stakeholder	No
Stow-cum-quy Parish Council	Chair of Stow-cum-quy Parish Council	Town and Parish Councils i	Wider Stakeholder	No
Swaffham Prior Parish Council	Vice Chair	Town and Parish Councils i	Wider Stakeholder	No
Wentworth Parish Council	Clerk	Town and Parish Councils i	Wider Stakeholder	No
Weston Colville Parish Council	Chair	Town and Parish Councils i	Wider Stakeholder	No
Ely City Council	Cllr Rebecca Denness	Town and Parish Councils i	Wider Stakeholder	No
Teversham Parish Council	Alison McFarquhar	Town and Parish Councils i	Wider Stakeholder	No

Appendix G: Focus Group Composition

Focus Group	Total	Gender		Age			Disability		Ethnic background		Regular bus users		Parent of Younger Children	
		F	M	16-24	25-54	55+	Yes	No	White British	All other groups	Yes	No	Yes	No
Under 16s group – 11h October 2024, 10.30 am – 12:00 am	7	3	4	7	0	0	2	5	4	3	7	0	0	7
Disabilities group – 5th November 2024, 10:00 am – 12:00 am	6	2	4	1	4	1	6	0	6	0	5	1	2	4
Under 18s group – 6th November 2024, 12:30pm – 2:30pm	7	4	3	7	0	0	0	7	5	2	7	0	0	7
Minority Ethnic Women’s group – 6th November 2024, 7:15 pm – 9:15pm	6	6	0	0	6	0	0	6	0	6	2	4	4	2
Businesses group – 7th November 2024, 10:00am – 12:00am	2	2	0	0	2	0	0	2	2	0	0	2	1	1
Students & Taxi Drivers group – 7th November 2024, 3:30 pm – 5:30pm	11	3	8	4	5	2	0	11	7	4	3	8	2	9
Lower income group – 12th November 2024, 7:00pm – 9:00pm	9	5	4	1	6	2	1	8	7	2	7	2	4	5
Parents & no/low bus usage - 13th November 2024, 7:00pm – 9:00pm	6	3	3	1	5	0	0	6	6	0	1	5	4	2

Disabilities group – 5th November 2024, 10:00 am – 12:00 am;
Under 18s group – 6th November 2024, 12:30pm – 2:30pm;
Minority Ethnic Women’s group – 6th November 2024, 7:15 pm – 9:15pm;
Businesses group – 7th November 2024, 10:00am – 12:00am;
Students & Taxi Drivers group – 7th November 2024, 3:30 pm – 5:30pm;
Lower income group – 12th November 2024, 7:00pm – 9:00pm;
Parents & no/low bus usage - 13th November 2024, 7:00pm – 9:00pm.

Appendix H: Focus Group Discussion Guide



CPCA Bus Consultation Focus Groups

Introduction (5 minutes)

The moderator ensures all participants can see and hear each other, and that audio recorders are on.

Moderator:

"Good evening, everyone! Thank you all for taking the time to join us today. My name is Russell, and I'm a qualitative researcher with Westco, an independent market research company.

We're here on behalf of the Cambridgeshire & Peterborough Combined Authority to discuss public transport in our region. Your insights are incredibly valuable, and we'll focus more into the specifics as we proceed.

Before we begin, let's make sure everyone is set up:

Can everyone hear me clearly?

Confidentiality and GDPR Compliance

I want to assure you that this session is entirely confidential and compliant with GDPR regulations. Everything you share will be used solely for research purposes. The feedback from our discussion will be summarized into a report alongside other research findings, but we will not include any names or identifiable details. You will remain completely anonymous.

Ground Rules

To make our time together as productive and enjoyable as possible, here are a few ground rules:

1. **Open Sharing:** There are no right or wrong answers. We're interested in your honest views, opinions, and ideas.
2. **Respectful Dialogue:** Please be respectful of each other's perspectives, even if they differ from your own.
3. **One Person at a Time:** To ensure everyone is heard and the audio recording is clear, please avoid talking over one another. If you'd like to speak, feel free to raise your hand or use the chat function.
4. **Time Management:** We have 120 minutes together and plenty to cover. I may occasionally need to steer the conversation or move us along—that doesn't mean I'm not interested in what you have to say.
5. **Recording:** With your permission, I will be audio recording this session strictly for analysis purposes. The recording will be securely stored and not shared beyond our research team.

Consent for Recording

Do I have everyone's permission to proceed with the audio recording?

Wait for verbal confirmation from all participants.

Getting Started (10 mins)

Wonderful! Before we dive in, let's do brief introductions so we can all get to know each other a bit better. Please share your first name and a little about your experience with public transport in Cambridgeshire and Peterborough.

Who would like to go next?

Proceed with participant introductions.

When introducing yourself, can you please tell us:

- Your name
- Roughly how long you have lived in the area
- What is your primary mode of transport you use most often and why?

Bus Transport (15 mins)

Thank you everyone for introducing yourselves.

Let's discuss your public transport usage in Cambridgeshire & Peterborough in a bit more detail, and I want to focus specifically on buses please.

Does anyone use buses to travel in and around Cambridgeshire & Peterborough?

PROMPT:

- How often?
- For what reasons? E.g. commuting to/from work/place of education/social
- If not – why not? Do you know how your local buses run and managed at the moment?

PROMPT: Privately run? • Publicly run? How would you describe your experience of using buses this area?

What do you like or not like about them? Why? Use Post it notes

PROMPT IF NECESSARY:

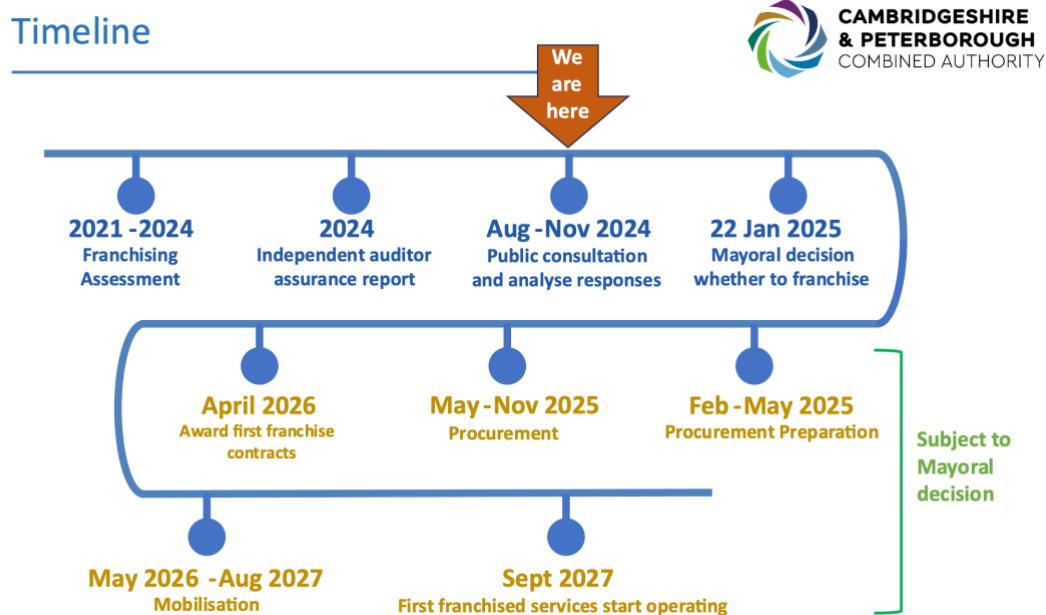
- Bus routes
- Cost (affordability)
- Ticketing/passes
- Quality of buses
- Safety
- Bus stops and stations
- Technology available on board

MATRIX POST IT NOTES URGENT V IMPORTANT

If you could pick one way in which the buses could be improved, what would it be? Why?

Bus Franchising Intro (10 mins)

There is currently a consultation taking place on how the bus are run in Cambridgeshire and Peterborough.



I am going to give you a short presentation about the options for the bus service in Cambridgeshire and Peterborough.

Buses are the most used form of public transport in Cambridgeshire and Peterborough, with over 24 million journeys made by bus each year. Despite the Combined Authority's spending on bus services rising by over 25% since 2019/20 the current network is not fit for purpose. We recognise just how important buses are, which is why we believe the way the region's buses are run needs to change. Since 1986, bus services in England have been deregulated. This means that buses are mainly run by private operators. Private bus operators have control over their routes, timetables, ticket options, fares and frequency of buses. We want to address the current challenges, which include the performance of local bus services. Doing nothing is not an option, as this would result in a decline of the network and negatively impact our communities. This situation is unsustainable: our region needs a better bus service offering better value for public funds. To achieve this a choice must be made between two models: the proposed Franchising model or an Enhanced Partnership. If the Combined Authority is to receive central Government funding in the future it needs to make this choice.

PROPOSED FRANCHISING MODEL Under the proposed Franchising model, the Combined Authority would plan bus services, setting routes, frequencies and fares. Private bus operators would no longer be able to independently decide to withdraw services. Instead, operators would bid to run services

under franchise contracts, with the Combined Authority overseeing the process and monitoring operations.

ENHANCED PARTNERSHIP An Enhanced Partnership is a different model where private bus operators and local authorities negotiate a legally binding plan with shared goals. They commit to improving local bus services together. In this model, as with franchising, bus services remain privately owned and operated, however, in contrast to franchising, with operators retaining fare revenues and decision-making authority.

Both the proposed Franchising Model and Enhanced Partnership have been assessed by independent transport consultants on strategic, economic, commercial, financial, management and equality grounds.

What I would like to do with you is look at the strategic, economic, commercial, financial, and management grounds and then invite you to support or oppose the proposed Franchising model

THE STRATEGIC CASE (15 mins)

So we will begin with the strategic grounds

By 2030, CPCA aims to double bus use and reduce car miles by 15%. To do this the Combined Authority has set objectives including improving the bus service quickly and getting better value for money. The bus service network under Franchising will also aim to meet wider social goals like reducing congestion and pollution, helping people get to work, to places of study, to health services based on the needs of communities, and providing cheaper transport for those on lower incomes.

Under the proposed Franchising Scheme, the Combined Authority would have control over the planning and provision of the bus network. Whereas an Enhanced Partnership would require authorities and bus operators working closely together and, through negotiation, to commit to deliver services to agreed levels.

Options



Enhanced Partnership	Franchising
Control supported services only; some influence over wider network, predominantly reactive to commercial operator decisions	Proactive control over all services – routes, frequencies, route numbers
Set standards for services/vehicles through negotiation	Set standards for services/vehicles through contracts
Network branding negotiated, continued recognition of individual operators	Network branding mandated. Common livery/branding
Set fares on supported services only and opportunities for targeted discounts	Set fares across all services and general fares discounts
Multi-operator ticketing subject to negotiation	Multi-operator ticketing and single product range
Limited cross-subsidy between services	Profitable services can cross-subsidise others
Hold operators to account for not meeting requirements	Contractual ability to hold operators to account for not meeting requirements
Partnership/negotiated approach to management of network	Proactive, centralised approach to planning and management of network
Shared responsibilities and resourcing but reputational risks remain	Increased responsibility and resourcing for CA and ownership of financial risks.

In summary, Franchising offers greater control and stability, as well as the ability to enforce an integrated service, although it demands more resources. The Enhanced Partnership allows phased changes as agreements are reached. The Independent Assessment concludes that Franchising provides more advantages than an Enhanced Partnership, especially in achieving long-term goals.

- Why strategically do you think it might be better to have the proposed Franchised approach?
- Why strategically do you think it might be better to have an Enhanced Partnership?

THE ECONOMIC CASE (10 mins)

The Economic Case compares benefits and costs over 30 years, focusing on passengers, bus operators, the Combined Authority, and wider society.

Improvements are identified in relation to network operations, fares and ticketing, and customer experience. The results show that both models create social, environmental, and economic benefits. The Independent Assessment concludes that while both offer value, Franchising provides slightly better economic benefits and represents better value for money. This chart shows that Franchising costs more but offers more in the long run over the 30 year period compared to an Enhanced Partnership that offers lower costs and lower future benefit.

Summary of economic metrics



	Enhanced Partnership	Franchising
Present Value Costs	£89m	£122m
Present Value Benefits	£213m	£310m
Net Present Value	£123m	£188m
Benefit Cost Ratio	2.38	2.54

- What matters more to you more higher costs and better outcomes or lower costs and less benefits?

THE COMMERCIAL CASE (15 mins)

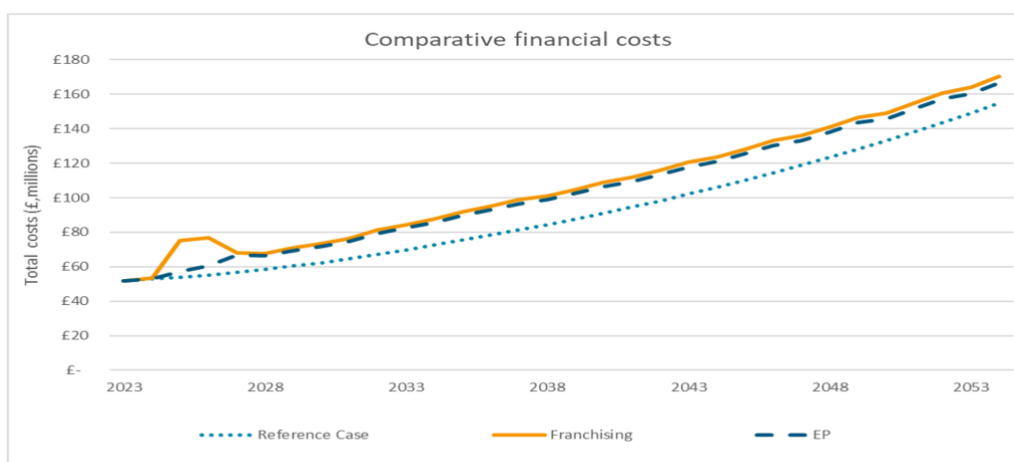
The current bus market is deregulated, with private operators controlling most aspects of the current bus market. Under Franchising, operators would bid for contracts managed by the Combined Authority. This approach would allow better control and provide opportunities for both large and small operators to enter the market. Contracts would be procured in phases, starting in 2025-26. Overall, Franchising comes with higher risks, requires significant resources and would involve more change. In contrast, Enhanced Partnership means the current commercial model stays the same with some negotiated improvements.

- What are your thoughts on private companies currently running most bus services?
- How important is it to you that both large and small bus operators have the opportunity to run services?
- Are you concerned about the higher risks and resources required to implement Franchising?

THE FINANCIAL CASE (15 mins)

The Financial Case focuses on cashflows, affordability, and financial risk. Both models require higher costs than the current situation, with investments in bus network improvements over a 30-year period. The hump at the beginning for Franchising is caused by the extra resourcing required to manage the wider network by CPCA and is evaluated as being offset by the greater benefits later on.

Comparative financial costs

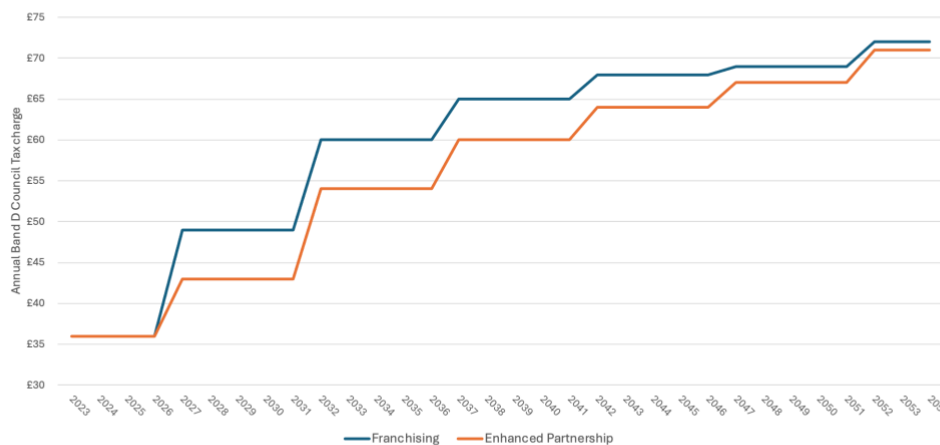


To introduce Franchising there would be additional costs for bus depots in Peterborough and Cambridge and an increase in staffing and system capabilities. Both options would need additional financial support for network improvements, but this should eventually increase bus usage and

therefore revenue from fares. The Independent Assessment concludes that while both options are affordable, Franchising offers greater benefit through more improvements but comes with increased financial risk due to the Combined Authority taking on more responsibility for fare revenue.

In simple terms, Franchising would add an extra costs through buying depots, extra risk by taking on pricing responsibilities but should provide better value to the community in the long run. The Enhanced Partnership involves less marginally less cost, spreads risk across bus operators but the network size is driven more by profit than community value.

Band D Precept comparison



* Decisions on the level of Mayoral precept are made annually as part of the budget setting process and in consideration of spending requirements and funding available at the time of setting.

- Would a better bus service be worth £5 more on council tax a year?

THE MANAGERIAL CASE (15 mins)

Franchising demands greater resources, skills, and responsibilities, including network design, revenue risk management and customer relations. The Authority’s Public Transport Team would need to expand, adding up to 15 posts and transition to Franchising could take three years. The Enhanced Partnership option also requires additional staff and involves managing negotiations with operators. While easier and quicker to implement, Enhanced Partnership relies on operator agreements, with negotiations potentially stalling progress.

- Which approach do you believe would result in better bus services: the Authority directly managing services or improving them through negotiations?
- What concerns might you have about the Authority taking on these new roles?
- Does a three-year transition period for Franchising affect your opinion of this option?

SUM UP (10 mins)