

## THE DALES AND BOWLAND COMMUNITY INTEREST COMPANY

### ANNUAL REPORT AND STATEMENT OF COMMUNITY INTEREST DELIVERY 2014/5

#### Headlines

- The main activity of the Dales & Bowland Community Interest Company (D&BCIC) is the management of the DalesBus network of bus services in the Yorkshire Dales area, running mainly on Sundays and Bank Holidays throughout the year.
- The Sunday and Bank Holiday DalesBus network is now one of the most comprehensive, integrated transport networks in any protected landscape in the UK, operating a network of 12 interconnecting summer leisure bus services (which also meet rail services) to and within the Yorkshire Dales National Park and Nidderdale Area of Outstanding Natural Beauty. During the winter months, the network continues to operate, though reduced to core services in Wharfedale and Wensleydale, plus once a month services to Malhamdale and Upper Nidderdale.
- DalesBus is not just a local but a regional network. It serves a wide range of catchment communities into the Yorkshire Dales from the whole of the North of England, with services out of Greater Manchester, East and North Lancashire, West Yorkshire, Harrogate, York, Darlington and Teesside to the Dales.
- Although primarily designed to meet the needs of urban communities to enable people access to the National Park, DalesBus also provides a much valued Sunday bus service for local communities within the National Park which otherwise, owing to local authority service cuts, would have no transport on Sundays and Bank Holidays, thereby further isolating those without access to their own transport.
- 56,178 passenger journeys were made on the network in 2014/15, an increase over the previous year of over 15%. This reflects a slightly expanded network compared with the previous year including the new Saturday service between Harrogate, Skipton and Malham and also growth of existing services.
- Despite reduced funding, D&BCIC will continue to provide a comprehensive network of DalesBus services in 2015/6 albeit over a shorter summer season (May to September), with the usual smaller winter network. The unwelcome decision by North Yorkshire County Council to remove some services from the national concessionary travel scheme from May 2015 will however cause some disruption to the network, distorting market demand between services.
- The future of the network beyond April 2016 is however under severe threat, due to pressures on funding. In particular Local Sustainable Transport Funding, on which D&BCIC has been very dependent in recent years, will no longer be available. A top priority for the current year will be to identify new mechanisms to obtain regional funding.
- D&BCIC is a form of social enterprise whose single shareholder is a charity, the Yorkshire Dales Society. The CIC however has its own Board of Directors who are all unpaid volunteers working in partnership with the Friends of DalesBus, a voluntary body that represents the interests of bus users, and also with commercial bus operators, community transport operators and local authorities, including the West Yorkshire Combined Authority, Yorkshire Dales National Park Authority, the Nidderdale AONB JAC and North Yorkshire County Council.

## **2014/15 - The Year in Perspective**

The year 2014/5 represented the last full year, via DITA, of Local Sustainable Transport Fund financial support for DalesBus. This amounted to £30,000 in agreed support for the Sunday network, plus an additional £14,500 to support Sunday bus services 855 and 856 between Garsdale Station on the Settle-Carlisle line, Hawes, Leyburn and Northallerton.

In addition the D&BCIC received core support from Metro, now known as the West Yorkshire Combined Authority, with a special focus on bus services operating for people out of the West Yorkshire conurbation. In addition a valuable grant from the Yorkshire Dales National Park Authority's Sustainable Development Fund enabled services in Swaledale and Upper Wensleydale to be maintained and the Bowland Rambler service between East Lancashire and Settle via the Forest of Bowland to be extended to Ingleton and Hawes. In addition smaller grants from the Yorkshire Dales Society, Sovereign Health Care Trust, Northern Rail, the Friends of the Settle Carlisle Line, the Friends of DalesBus, the Thompson Trust and Boston Spa Parish Council, enabled what was a remarkably comprehensive bus network to be operated.

Following the excellent performance of the network in 2013/14, it was agreed to continue the policy of modest expansion of services to meet continued passenger growth, by providing a second vehicle on service 870/874 (Wakefield-Buckden) to relieve overcrowding in Upper Wharfedale and introduce a new Saturday service, 75/X75 to restore a much missed direct link between Skipton and Harrogate, via Blubberhouses in the Nidderdale AONB, also calling at Bolton Bridge, as well as providing a "big bus" Saturday service to Malham – and coincidentally providing Malham and Gargrave residents with an afternoon shopping opportunity to Harrogate.

Once again, most services performed well with overall passenger journeys growing over 15% to 56,178 in the year, with especially impressive growth on the Witch Way double deck 872 service between Burnley, Skipton and Grassington, which is now a fully commercial part of the DalesBus network. This is a tribute to the superb quality of service provided by operators Transdev Burnley & Pendle, supported by outstanding joint publicity. The new 75/X75 service recorded an impressive 5,780 passenger journeys, and extension of the Northern Dalesman service to operate from Middlesbrough also proved popular.

Ridership on other DalesBus services held up well, with general evidence of growth with the exception of some passenger loss on the Cravenlink services between Ilkley and Skipton, reflecting the fact that during summer 2014 First Leeds operated their X84 service between Ilkley and Skipton, and some DalesBus services were reduced on that route to avoid competing with a commercial bus service. This extension of the X84 has not been continued for summer 2015.

The Yorkshire Dalesman service 800 was operated with a double decker to provide increased capacity, which necessitated diversion away from Bolton Abbey and Burnsall. Sadly this innovation did not prove as popular as expected.

The Malham Tarn Shuttle which for operational reasons operated in summer 2014 from the Lancaster end also reported a decline in usage which it is believed was partly due to not serving the larger morning market from Skipton. This has been remedied for 2015.

It is also worth noting that this success was achieved during a time of continuing austerity, especially in the North of England with wages and salaries falling behind costs of living. The weather was also mixed, with a number of poor Sundays early and late in the season.

Much of the success of the year's operation was due to the high quality of service and high standards offered by operators – despite problems on a very few days caused by either road

accidents or mechanical breakdown. DalesBus also faced major disruption on Tour de France weekend (5/6<sup>th</sup> July) when many services had to be suspended.

A vital aspect of success has been consistent, high quality marketing, starting with the outstanding, twice yearly popular Metro DalesBus timetable, widely distributed throughout the DalesBus catchment areas. Demand for this publication usually exceeds supply. Important too are a wide range of promotional leaflets produced by operators themselves, most notably Transdev and Arriva, but also by D&BCIC volunteers, to good effect. Volunteers have also maintained bus stop timetable displays, distributed leaflets, maintained an excellent website (which also complements the operators own websites) and produced variety of press and PR stories. There has been some good social media exposure, with the DalesBus Twitter feed now having over 900 followers, but this is an area which requires further attention, especially to attract younger audiences.

DalesBus Ramblers have continued to offer a programme of free, public guided walks, mostly linear walks from and between bus routes. Over 80 walks were offered in 2014/15, summer and winter alike. Such is the commitment of DalesBus Ramblers that even in the worse weather groups are out every Sunday - often two or more walking groups on different services - helping to support services throughout the winter months and also giving people confidence to use the network for walking, either with the group or on their own fulfilling a prime purpose of DalesBus.

Key features of the DalesBus network are multi operator tickets, discounts for young people and families (in addition to free travel for senior citizens with ENCT passes) and, thanks to the support of the West Yorkshire Combined Authority, the use of weekday MetroCard and MCard train and bus commuter tickets on the weekend DalesBus network into the nearby National Park.

A detailed breakdown of passenger usage on the network is at Appendix 3.

An especially pleasing aspect of the year's operation was a significant decline in the "net cost per passenger" statistic, reflecting the actual nominal monetary value cost in revenue support for every passenger journey after fares and senior pass reimbursement payments are deducted. In 2014/5 a record low of £1.91 was recorded, representing in rural transport terms, outstanding value for money compared with the cost of operating most rural bus networks in the UK.

Scarcity of funding did however mean that around £8,250 of the net funding requirement of the DalesBus network of £113,200 had to be met from D&BCIC's limited reserves.

### **How the Dales & Bowland CIC meets its Community Interest Test**

What is more difficult to quantify, is the public benefit achieved by DalesBus. Inevitably much of this is anecdotal and qualitative, though it is picked up in surveys at various times. DalesBus is a means to an end. That end is primarily about allowing people without their own transport affordable opportunity to access to the National Park and Nidderdale AONB. But a secondary benefit is to give local communities a Sunday bus service which otherwise would not be there, to allow them to access shops, jobs and leisure facilities, including enjoying the countryside itself which rural dwellers have every bit as much right to access and enjoy as urban dwellers.

A further important related benefit is the economic impact of the Sunday DalesBus network in rural communities. Based on independent passenger surveys (e.g. QA, 2012), it has been estimated that even making conservative assumptions, at least £10 - £15 per head is spent by Sunday bus users. This amounts to an estimated total of £250,000 spent by DalesBus users in local shops, cafes, pubs, overnight accommodation (the Sunday network facilitates weekend visits). This money spend on local goods and services results in the usual multiplier effect in which spending is engendered though small businesses to other supporting businesses in the area. This is recognised by many

small businesses in the area – shops, pubs, B&Bs, camp sites, leisure attractions, many of whom now strongly support DalesBus, displaying and even requesting timetables and posters to market bus services to their customers.

DalesBus and the weekday services are now seen to be an essential part of the tourism infrastructure of the area. Services are also important in terms of bringing employees, for example catering staff in from adjacent towns by bus.

The public health benefits achieved by encouraging active enjoyment of the countryside – principally in the case of DalesBus walking – are significant and have been well documented (see for instance Mackett, 2014). The mental health benefits are as important as physical health benefits, a day out in the countryside - even just a bus ride – can be a huge antidote to loneliness and depression, suffered by many older people and a prime justification for the availability of senior citizen ENCT permits for free travel.

The prime means of contact for the D&BCIC with regular and occasional users is the Friends of Dales Bus (FoDB), formerly known as the Yorkshire Dales Public Transport Group. FoDB provide a source of the volunteers who distribute literature, make their presence known on buses to passengers, and vitally, feedback passenger experiences and concerns to the D&BCIC Directors. This may be undertaken in informal ways (several D&BCIC Directors are also active members of the Friends) in terms of discussions on buses, at bus stop or on walks, in emails and phone calls. This is also done more formally at the Annual Meeting of the Friends of DalesBus where the D&BCIC Board report to the Friends and feedback comments and questions are made to CIC Directors. The fact that regular users feel they have such a direct involvement, as stakeholders in the DalesBus network, is another key to the network's continuing support and success.

DalesBus drivers also provide vital help in giving feedback, which reaches the D&BCIC via direct face-to-face comment and conversations with bus users or through their operating companies, with whom D&BCIC Directors have close working relationships. The DalesBus web site also offers bus users and the general public an opportunity to communicate directly with D&BCIC.

However, during the financial year, the D&BCIC has taken another major step forward in working in partnership with the Friends of DalesBus to set up the Yorkshire Dales Public Transport Partnership (YDPTP) which in essence is an informal partnership between bus operators (weekdays and Sundays), bus users represented by the FoDB but also other regular bus users, and key stakeholders such as parish and town councils, Age UK, Welcome to Yorkshire, Friends of the Settle Carlisle Line, the Lancaster and Skipton Rail Users Group (emphasising the importance of good rail-bus connections and inter-modal tickets), and most recently the North Yorkshire Federation of Small Businesses.

The aim of YDPTP is to develop an effective lobby group to ensure the continuation of funding and other related support for rural public transport in the Dales. A key element of this was a proposal to set up a series of six Local Transport Action Groups (three are now in being with two others to follow in the near future) to work with local residents, bus users and local businesses along each of the main DalesBus corridors. This is both to secure greater local community involvement in the planning, promotion and delivery of services and to ensure on-going political support at a time of increasing austerity cuts to public transport expenditure. This is a process which could have catastrophic consequence for rural communities, leading to net out-migration of young and older people, as well as loss of opportunity for urban populations without their own transport seeking to access the Yorkshire Dales National Park and Nidderdale AONB.

## **2015/16 – and the Challenges Ahead**

Whilst this report is primarily concerned with the financial year 2014/5, much of the planning of the following year takes place within the latter part of the previous year and therefore should be properly reported as being part of that year's activities.

There are two major challenges facing the D&BCIC in 2015/6.

The first, as always, is financial. Though it has proved possible to roll-forward available unspent LSTF funding of £20,000 to support DalesBus in 2015/16 (and D&BCIC were grateful to DITA and DfT for making this possible), this still represents a significant decline in funding for the DalesBus network, compared with the previous year, as does the residual £10,000 to retain the Sunday 855/856 Wensleydale bus services.

Thankfully support from the WYCA has remained constant and the D&BCIC were delighted to secure just under £10,000 in support (subject to match funding) from the Yorkshire Dales National Park Authority's Sustainable Development Fund for 2015/16 to help retain the important and successful services from Lancaster and Teesside into Swaledale and the Three Peaks area and services to Malham, including the Malham Tarn Shuttle. The National Trust has also agreed to cover the £4,000 net cost to maintain the popular 812 Fountains Flyer bus from York to Fountains Abbey and Grassington. Other smaller funders and grant givers have also helped maintain the bulk of the network for summer 2015. This is good news.

However despite strenuous fund raising efforts by D&BCIC, and continued support from the FoDB Bus Fund, what is available for 2015/6 represents a significant funding cut compared with 2014/5, even after the planned utilisation of £7,000 of the company's limited reserves in 2015/6.

The D&BCIC Directors have therefore taken tough but carefully considered actions to help retain as much as possible of the network. The first of these is to shorten the summer season by not starting the seasonal services until 3<sup>rd</sup> May and ending on 27<sup>th</sup> September, in effect losing two whole months, April and October. In addition it has been decided to cut completely two key summer services - the Bowland Rambler (810/811) service from East Lancashire to Hawes, despite its modest increase in passenger ridership in 2014, and the iconic Yorkshire Dalesman 800 service between Leeds and Hawes.

Some of the most popular destinations on the Bowland Rambler service have been the attractive towns and villages on the southern edge of the National Park, namely Settle, Austwick, Clapham and Ingleton. In Spring 2015 a new direct Sunday bus service from Skipton to Settle, Ingleton and Kirkby Lonsdale, the Craven Connection 580/581, began operation. This is operated by Kirkby Lonsdale Coach Hire (KLCH) on a fully commercial basis, and will provide connections at Skipton with services from both West Yorkshire (bus 66 from Keighley and Airedale Line trains from Leeds) and East Lancashire, most notably the 872 from Burnley, Nelson, Colne and Barnoldswick, with a morning outward connection, at least, from Clitheroe. This will create more opportunities for visits to the Three Peaks area than did the former 811 bus.

The 800 is a more complex situation. Aware that ENCTS passes could no longer be used on the service (see below), the D&BCIC Board decided that with declining passenger numbers, this service could be at serious financial risk, yet at the same time there was risk of overloading on the "core" all year morning Arriva 874 bus from Wakefield and Leeds. It was therefore decided to retain the second "relief" summer 874 running 30 minutes behind the first service to relieve overloading. However as there is still a demand for the spectacular run over to Aysgarth and Hawes, a new service the 857 has been introduced, using the marginal layover time on the second 874, to provide

in effect a through service between Leeds and Hawes to replace the 800. This saves a whole bus in the network yet allows such journeys to be retained.

With other minor adjustments and improvements to the timetable, this has allowed the DalesBus integrated network to continue serving broadly the same destination and catchment areas as in 2014 – no mean achievement considering the growing financial constraints.

The second challenge has emerged from a decision by North Yorkshire County Council to remove all ENCT payments from all bus services they have determined as primarily “tourist” services. This is a highly controversial decision and is opposed by the neighbouring local authorities most notably the West Yorkshire Combined Authority. Much hinges on the interpretation of the word “tourist” which is often confused with local leisure provision.

North Yorkshire do not contribute to the cost of providing DalesBus, despite all DalesBus services operating within North Yorkshire, serving North Yorkshire communities and benefiting the North Yorkshire economy. Their only contribution is via ENCT payments, which are a legal requirement by Government within a local authority area, irrespective of where the passenger lives, and are required to leave the operator no better and no worse off than if the scheme did not exist. Local authorities are reimbursed by Government for such payments, although NYCC argues that what it receives does not cover the cost. Not only are ENCT payments by North Yorkshire notably lower than those made by other neighbouring authorities, but based on somewhat superficial passenger surveys, DalesBus services in Swaledale, Upper Nidderdale, Three Peaks/Malham Tarn and 820 Eastern Dalesman to Richmond have been labelled “tourist” services and ENCT payments withdrawn. Further surveys are promised in 2015 to see which of the remaining services still in the ENCT scheme might be withdrawn in 2016.

This has left a highly unsatisfactory situation in which some DalesBus services can accept ENCT throughout (the green routes), others (red routes) which operate purely in North Yorkshire (ENCT not valid) and a third group (orange routes) which start out in other ENCT-friendly local authority areas so that a passenger can start their journey using his or her ENCT pass, but must pay for their return journey or if they reboard the bus anywhere within North Yorkshire.

Unofficially dubbed the “North Yorkshire Tax” this has caused upset and confusion among passengers and drivers alike. Despite informing passengers of the validity of ENCT passes on particular services being a requirement of the local authority, the D&BCIC has had to produce and pay for a leaflet with a map explaining which routes can and cannot be used with pass.

To combat the threat, D&BCIC have introduced discounted fares for senior citizens to help retain this part of the market, including a new £6 go-anywhere Senior Dales Rover ticket and reduced fares to and from the North Yorkshire border. Effort has also been made to boost usage by young people, notably encouraging students using the network, to compensate for the predicted loss of ENCT passengers.

It is difficult to know what impact the changes may actually have. The concern is that ENCTS friendly routes may suffer from heavy overloading (and subsequent regular passenger loss) whilst non-ENCTS or partial ENCTS routes may lose core business and be increasingly vulnerable.

In some ways a total withdrawal of all ENCT pass validity would have been easier to manage and plan for, but this would be politically difficult for D&BCIC and would jeopardise funding from WYCA and other sources. It is difficult to imagine a more damaging policy adopted by a transport authority against the interest of its own communities and the local economy.

## **The Future of DalesBus – 2016 and Beyond**

It is clear that unless very significant new funding support can be secured for DalesBus for 2016 and the years to come, DalesBus as it currently operates will cease to exist. The loss of the last portion of the LSTF funding means that a £30,000 hole will appear in the 2015/16 DalesBus budget. Even if the WYCA and Yorkshire Dales National Park SDF funding were to be maintained (by no means certain) at present levels, wholesale reduction and withdrawal of what at the moment is one of the finest integrated leisure networks in a protected landscape in England will surely occur. The network effect will be lost, with tough choices having to be made over length of operating season and which routes can or cannot be retained. This inevitably means that some popular routes in already heavily visited areas such as Wharfedale may be retained, but services in the Northern and Western Dales and in Upper Nidderdale – who arguably need more visitors – would be lost.

Yet funding requirements in global terms, compared, say with the cost of maintaining our equally valuable rural rail networks, are absurdly small. The cost of providing the network is also much reduced by the voluntary input by D&BCIC Directors and by Friends of DalesBus.

The cost to the health and well-being of people living in the urban catchment and rural host communities will be far higher, in terms of the impacts resulting from loss of preventive health support and increased social isolation, and the economic loss to be suffered by small businesses in the Dales. Added to this will be the environmental costs, including an ever larger carbon footprint, resulting from ever increasing car dependency in the National Park and AONB.

There is little doubt that with even more savage cutbacks in local authority funding levels predicted in 2016 and beyond, DalesBus must be seen to be a truly regional network, serving as it does urban communities as far apart as Greater Manchester and Teesside, Lancaster and Dewsbury.

Funding for DalesBus and also for its partner operation in the North York Moors National Park, MoorsBus, therefore should be on a regional basis, whether via the new Combined Authorities and City Regions, or the new Local Enterprise Partnerships. This was a point stressed at a DalesBus and MoorsBus Conference organised in partnership with West Yorkshire Combined Authority in October 2014 at the WYCA's headquarters in Leeds. Further discussions and meetings arising out of that meeting, including with Welcome to Yorkshire and the North Yorkshire Federation of Small Businesses, led to the realisation that with the forthcoming General Election, and the likely emergence of new ideas for devolution of power and finance to the City Regions – the so-called Northern Powerhouses – new opportunities could arise, and this must be a priority for action in Summer 2015 to allow for key decisions to be taken for 2016.

Recognising the funding of rural public transport in the Dales, for weekday local services as well as the weekend DalesBus, is indeed a regional issue, early in 2015 the D&BCIC and Friends of DalesBus were lead partners in the setting up of the Yorkshire Dales Public Transport Partnership.

Together with our partners, securing a New Deal for DalesBus will therefore be the top priority for the D&BCIC Board in 2015/6.

### References:

R.L. Mackett (2014) The impacts of concessionary travel passes for older and disabled people - a review of the evidence. Chartered Institute of Logistics and Transport, London

QA (2012) Dales Visitor Travel Survey Research for the Dales Integrated Transport Alliance.

## Appendix 1

### Directors as at 31<sup>st</sup> March 2015:

Prof. Christopher Nash (*Chairman*)  
Mr John Carey  
Mr Paul Chattwood  
Dr John Disney  
Mr Howard Handley  
Mr Howard Robinson  
Dr Colin Speakman  
Ms Janet Stallworthy  
Dr Christopher Wright

## Appendix 2

### List of DalesBus Services managed by D&BCIC during 2014/15:

Yorkshire Dalesman	800: Leeds - Ilkley - Grassington - Buckden - Hawes ( <i>summer only</i> ) 870/874: Wakefield - Leeds - Grassington - Buckden ( <i>all year</i> )
Bowland Rambler	810/811/881/831: Burnley - Accrington - Clitheroe - Slaidburn - Settle - Ingleton - Hawes ( <i>summer only</i> )
Fountains Flyer	812: Easingwold - York - Ripon - Fountains Abbey - Pateley Bridge - Grassington ( <i>summer only</i> )
Eastern Dalesman	818/820/821: Dewsbury - Bradford - Otley - Pateley Bridge - Fountains Abbey - Ripon - Leyburn - Richmond ( <i>summer only</i> )
Nidderdale Rambler	823/825: Selby - Tadcaster - Wetherby - Harrogate - Pateley Bridge - Lofthouse - Middlesmoor ( <i>summer only then monthly only in winter</i> )
Northern Dalesman	832/831/830: Morecambe - Lancaster - Settle - Ingleton - Ribbleshead - Hawes - Keld - Reeth - Richmond ( <i>summer only</i> ) 866/826/830/831: Middlesbrough - Darlington - Richmond - Reeth - Hawes - Ingleton ( <i>summer only</i> )
Wensleydale	855: Garsdale - Hawes - Gayle ( <i>all year</i> ) 856: Northallerton - Bedale - Leyburn - Hawes ( <i>all year</i> ) Upper Dales CONNECT ( <i>all year</i> )
Witch Way	872: (Manchester -) Burnley - Skipton - Grassington ( <i>all year</i> )
Cravenlink	75/X75: Harrogate - Bolton Bridge - Skipton - Malham ( <i>Saturdays all year</i> ) 873/875/884: York - Harrogate - Skipton - Malham ( <i>all year – monthly only in winter between York and Ilkley, and Skipton and Malham</i> )
Malham Tarn Shuttle	881: Malham - Malham Tarn - Settle - Ingleton ( <i>summer only</i> )
Dales Experience Bus	898/899: Pudsey - Bradford - Skipton - Malham/ - Grassington - Buckden - Hawes ( <i>Tuesdays &amp; Wednesdays during school summer holidays</i> )

### Appendix 3

PASSENGER JOURNEYS	08/09 Actual	09/10 Actual	10/11 Actual	11/12 Actual	12/13 Actual	13/14 Actual	14/15 Actual
<b>Sundays &amp; Bank Holidays</b>							
Cravenlink	5,965	6,297	8,315	9,263	9,570	8,869	7,536
Skipton to Grassington				7,125	8,243	8,202	10,042
Wharfedale	3,540	5,368	5,811	5,778	6,212	8,072	7,255
Yorkshire Dalesman		2,711	3,602	3,522	2,962	2,953	2,558
Northern Dalesman from West	1,021	1,704	1,701	1,864	1,880	1,520	1,752
Northern Dalesman from North East					952	1,061	2,296
Eastern Dalesman	1,319	2,092	1,998	1,751	2,270	2,273	2,959
Nidderdale Rambler	1,219	1,563	1,980	1,740	2,172	2,570	2,469
Fountains Flyer			1,841	1,733	2,432	2,666	3,774
Wensleydale				5,028	5,396	5,478	5,885
Malham Shuttle				1,108	1,897	1,967	1,091
Bowland Rambler						1,244	1,666
<b>Weekdays/Saturdays</b>							
Dales Experience Bus		627	782	717	1,217	1,029	1,115
Upper Nidderdale Rambler			554	480			
Dentdale Explorer			184				
Cravenlink 75							5,780
Malham Shuttle					321		
<b>Total</b>	<b>13,064</b>	<b>20,362</b>	<b>26,768</b>	<b>40,109</b>	<b>45,524</b>	<b>47,904</b>	<b>56,178</b>
<b>Net Cost Per Pax</b>	<b>3.63</b>	<b>3.45</b>	<b>2.46</b>	<b>2.02</b>	<b>2.09</b>	<b>2.13</b>	<b>1.91</b>