

# Dales and Bowland Community Interest Company



## Business Plan 2021-2023

JUNE 2020



### IMPORTANT NOTE:

This plan was prepared during the Covid-19 lockdown period when most DalesBus services were suspended. Figures for 2020/1 are therefore based on the original plan for the year, and do not include any adjustment for the impact of coronavirus as it was impossible to make a reasonable estimate of this at the time of writing.

Figures for 2021/2 include a high-level estimate of a -25% revenue impact for the aftermath of the pandemic.

No cost increases resulting from the possible need to incorporate ongoing social distancing measures are included.

**Dales and Bowland Community Interest Company**  
Canal Wharf, Eshton Road, Gargrave, North Yorkshire BD23 3PN  
[www.dalesandbowland.com](http://www.dalesandbowland.com)    [www.dalesbus.org](http://www.dalesbus.org)

# Contents

<b>1. Aims and Objectives for 2021-23</b>	<b>3</b>
<b>2. Background</b>	<b>3</b>
<b>3. Impact of COVID-19</b>	<b>4</b>
<b>4. Business Model</b>	<b>4</b>
<b>5. Organisation</b>	<b>4</b>
<b>6. Development of the DalesBus Network</b>	<b>5</b>
<b>7. OBJECTIVE 1: Grow passenger journeys on the weekend DalesBus network to at least 50,000/year</b>	<b>6</b>
<b>8. OBJECTIVE 2: Secure Long-Term Funding</b>	<b>7</b>
<b>9. OBJECTIVE 3: Continue to promote and help drive increased awareness and usage of the wider public transport network in the area</b>	<b>8</b>
<b>10. OBJECTIVE 4: Consider moving the DalesBus network to net zero carbon emissions by 2025, by using low emission vehicles combined with carbon offsetting arrangements</b>	<b>8</b>
<b>Appendix 1 – DalesBus Passenger Survey 2018</b>	<b>9</b>
<b>Appendix 2 – Passenger Journeys on DalesBus Services managed by D&amp;BCIC 2019-20</b>	<b>10</b>
<b>Appendix 3 – DalesBus Services managed by D&amp;BCIC planned for 2020-21</b>	<b>11</b>
<b>Appendix 4 – Bus and Train Services in the Yorkshire Dales</b>	<b>12</b>
<b>Appendix 5 - Costs and Funding 2019-20</b>	<b>13</b>
<b>Appendix 6 – Passenger, Income and Funding Projection</b>	<b>14</b>

## 1. Aims and Objectives for 2021-23

The overall aim of Dales and Bowland Community Interest Company is to help create the Friends of the Dales' vision of a "Sustainable Future for the Dales" by working with partner organisations to support and develop sustainable transport into and around the Yorkshire Dales area.

Specifically, in the next three years we aim to:

- Grow passenger journeys on the weekend DalesBus network to at least 50,000 per year, filling the significant gaps in the public transport network which would otherwise be available
- Secure long-term funding to enable the reliance on short-term charitable donations and fundraising to be reduced to less than 20% of gross operating costs
- Continue to promote and help drive increased awareness and usage of the wider public transport network in the area
- Consider moving the DalesBus network to net zero carbon emissions by 2025, by using low emission vehicles combined with carbon offsetting arrangements (*subject to funder support*)

## 2. Background

Dales and Bowland Community Interest Company is a volunteer-run not-for-profit subsidiary of the charity Friends of the Dales (FOTD) also known as the Yorkshire Dales Society. Its objectives are set out in its articles of association as follows:

*The objects of the Company are to carry on activities which benefit the community and, in particular (without limitation), to facilitate the provision and operation of public passenger transport services to from and within the Yorkshire Dales and the Forest of Bowland and to advance and promote, directly and indirectly, the objects of the sole member known as the Yorkshire Dales Society.*

In turn the objectives of the Yorkshire Dales Society (FOTD) are:

*1. To promote for the benefit of the public the conservation of the landscape, biodiversity and cultural heritage of the Yorkshire Dales National Park and adjacent areas, and the social and economic well-being of its local communities; and to encourage others to engage with, understand, enjoy and protect these areas.*

*2. In pursuance of the above, to advance the education of the public.*

We serve those objectives by:

1. **Ensuring access to the Dales** for visitors from all parts of society, particularly those without access to a car, thereby facilitating and encouraging their enjoyment of the area help **to improve wellbeing and mental health**. According to our most recent survey in 2018 (see Appendix 1) 37% of our users could not have visited the Dales without our services.
2. **Helping to protect the environment of the Dales** from congestion and pollution (including greenhouse gases) by encouraging the use of more sustainable transport. Nearly half of our passengers have a car which could have been used for their journey to the Dales. Well loaded buses are more energy efficient and less polluting than the private car, and most of our services are provided by low emissions buses (Euro 5 and 6), with plans to achieve net zero carbon emissions.
3. **Enhancing the social and economic wellbeing of its local communities**, by enabling them to travel on Sundays for work, social or leisure purposes and by bringing spending to them (according to the survey bus users are estimated to spend on average £10 per visit to the Dales or in total over £150k each year).

The economic, environmental and social benefits of local bus services have been well documented in recent years (for example *KPMG and University of Leeds, 2016, A study of the value of local bus services to society*), recognising their key role in tackling problems of physical and mental health and in reducing social isolation, as well as their long established economic and environmental benefits.

Over 30,000 passenger journeys were made on services managed by D&BCIC (see Appendix 2) in 2019-20, with plans in place to grow this to 36,400 in 2020-21 (see Appendices 3 and 4).

### **3. Impact of COVID-19**

This plan was prepared during the COVID-19 lockdown period when the government was discouraging the use of public transport and most DalesBus services were suspended. The bus services that continued were subject to two metre social distancing rules, reducing the capacity of a single decker bus to around just ten passengers.

At the time of writing it was not known for how long this situation would continue, nor what the potentially very significant longer-term consequences for public transport use would be. D&BCIC however believes that a concerted effort to encourage people back to public transport should be made in 2021-22, in order to help generate the benefits described in the previous section, and to help tackle the climate emergency. This will require additional “bounce-back” funding.

Within this business plan, the figures for 2020/1 are based on the original plan for the year, and do not include any adjustment for the impact of coronavirus as it was impossible to make a reasonable estimate of this at the time of writing.

Figures for 2021/2 include a high-level estimate of a -25% revenue impact for the aftermath of the pandemic, which assumes that all social distancing restrictions have been removed by the start of the financial year on 1<sup>st</sup> April 2021. If any such measures are required, this could have a fundamental impact on our ability to provide the DalesBus network and the delivery of this plan.

### **4. Business Model**

We operate by planning a network of services to fulfil our objectives, raising money to finance them, contracting with commercial and community bus operators to operate them, and marketing and monitoring the services. The responsibility for the operational delivery of the network therefore lies with the bus operators, who are responsible for all employment, training and legal compliance of the bus services. The timetabling, network planning marketing activity is however undertaken directly by D&BCIC directors and other volunteers.

### **5. Organisation**

Our activities are managed by a voluntary Board of Directors which includes members with experience in finance and accountancy, bus operations, administration, transport economics, plus former chairs of the Yorkshire Dales Society and Friends of DalesBus.

The Board generally meets at least three times per year and reviews detailed information on operations, patronage, finance and marketing. On the basis of this information it approves plans for services and marketing activity.

## **6. Development of the DalesBus Network**

The DalesBus brand for bus services operating into the Yorkshire Dales was first established in the 1970's by West Yorkshire Road Car and United Automobile Services, which were both part of the nationalised National Bus Company at the time.

In the late 1980's bus services were privatised and deregulated, with the onus to fund socially necessary services passing to local authorities. Into the 2000's the DalesBus network was managed by North Yorkshire County Council (NYCC) and the Yorkshire Dales National Park Authority (YDNPA), with the Park Authority even employing a dedicated Public Transport Officer.

From around 2005 onwards public transport suffered an ongoing succession of budget cuts, with both funding and staff resources being cut back at NYCC and YDNPA.

Dales and Bowland Community Interest Company was formed in 2007, initially using funding from the National Park's Sustainable Development Fund to provide a revised Sunday bus service between Ilkley and Skipton. This link would otherwise have been lost as a result of NYCC funding cuts. This "Cravenlink" service is still managed by D&BCIC, running on Sundays and Bank Holidays all year round.

At the time this was a pioneering approach, with D&BCIC being unique in managing the provision of such a service in a National Park. With start-up assistance from D&BCIC a similar structure now provides the Moorsbus network in the North York Moors National Park. We are aware of no other similar organisations. Several National Parks in the UK directly commission bus services targeted at visitors themselves, whilst some National Parks with many more visitors than ours (such as the Lake District National Park) support a much larger commercial network. Elsewhere in Europe (such as in Germany and the Czech Republic) comprehensive bus services for visitors to National Parks are provided by the local Public Transport Authority.

In the early years of D&BCIC significant grants were provided to the company by both NYCC and YDNPA to provide the DalesBus network. The low-cost base of the company and dedicated focus on the Dales area enabled the services to be managed and marketed more efficiently and effectively than they could achieve themselves, and patronage was raised substantially. Substantial funding was also provided by the Dales Integrated Transport Alliance, a Department for Transport Local Sustainable Transport Fund initiative, between 2011 and 2014, which initially compensated for the withdrawal of all funding by NYCC for Sunday bus services in the county from April 2011.

Our services have expanded over the years to a position where in summer fifteen services link all the surrounding urban areas to the Dales, with services to Malham, Upper Wharfedale, Wensleydale, Swaledale and Nidderdale. These include services scheduled to connect with other bus and train services, in particular on the Leeds - Settle - Carlisle line. In winter, five services run, serving Upper Wharfedale and Wensleydale.

Since 2014 there has been a significant drop in public sector support for the DalesBus network, other than from West Yorkshire Combined Authority (previously West Yorkshire PTE) which has recognised the importance of bus links to the Dales and provides grants to cover around half the net cost of the cross-boundary services from West Yorkshire. In order to maintain the DalesBus network D&BCIC, alongside the Friends of DalesBus (FoDB), has had to devote an increasing amount of time and effort to seek funding from a variety of disparate sources (see Appendix 1), including commercial sponsors, charitable trusts, local charities, local businesses and individual donations as well as organising fundraising events. This has enabled most of the network to be maintained but much of the resulting funding is only short-term and on a one-off basis, so does not provide any security for the future.

In addition, the effort required to try to raise such funding is unsustainable with the limited voluntary resources of D&BCIC, so additional public sector funding is needed to secure the future of the DalesBus network.

## 7. OBJECTIVE 1:

### **Grow passenger journeys on the weekend DalesBus network to at least 50,000/year**

There are still some significant gaps in the public transport network that is provided by commercial and tendered bus services in the Yorkshire Dales area. This plan proposes to make further progress in filling these gaps in the weekend services, in addition to maintaining the current network with some optimisation to better match passenger demand, enabling an increase to at least 50,000 passenger journeys on the weekend DalesBus network by 2023-24.

A recent review by the Friends of the Settle Carlisle Line identified several opportunities for the introduction or improvement of bus services connecting with trains on the line, which D&BCIC is supportive of helping to develop.

Details of changes to the network over the plan period will be kept under ongoing review dependent on service performance, user/community feedback and funding partner interests, but may include:

- Reintroduction of bus links through the Forest of Bowland AONB, linking Clitheroe, Slaidburn and Settle, initially on Summer Saturdays, and then increasing to run on Saturdays all year.
- Development of the Harrogate to Skipton service, which we planned to be reintroduce on Summer Saturdays in 2020, to also run on Saturdays all year round and on Summer Sundays/Bank Holidays.
- Improvements to the Malhamdale service, with buses running through from Bradford to Malham on Sundays all year.
- Development of a new service in the Westmorland area on Summer Saturdays, linking with the Leeds-Settle-Carlisle railway line.
- Development of the Ilkley - Bolton Abbey - Grassington corridor to provide a daily all-year service (currently services are only provided on certain days, with a mix of NYCC and D&BCIC provision).

In addition, D&BCIC plans to seek a review of North Yorkshire County Council's exclusion of certain DalesBus services from the English National Concessionary Fare Scheme on the grounds that they are "tourist services". We believe this to be a wrong interpretation of the regulations governing ENCTS; the vast majority of our passengers are local bus users from North and West Yorkshire and should be covered by the scheme. Inclusion of all D&BCIC services within the scheme would not materially change the financial projections but would increase passenger journeys.

A projection of the passenger numbers, costs and revenues to achieve the target of 50,000 passenger journeys is shown at Appendix 6.

It is important to note that this is just one possible scenario, and there is scope for many other service developments to improve the sustainable transport network in the area, such as development of the Northallerton - Bedale - Leyburn service to provide a daily all-year service (current services are a mix of NYCC and D&BCIC provision, with no service whatsoever on Saturdays between Bedale and Leyburn). We will encourage the relevant authorities to take these forward.

Also, in some cases it may well be appropriate for services to be contracted by a third party, with D&BCIC just providing marketing support and ensuring appropriate integration with other parts of the network. For example, the proposed Forest of Bowland service could be contracted by Lancashire County Council, and North Yorkshire County Council could contract the Wensleydale service, absorbing the Wensleydale Flyer service currently managed by D&BCIC.

## **8. OBJECTIVE 2: Secure Long-Term Funding**

The overall cost of providing and marketing the network in 2020-21 was around £149,000 with fares income of approx. £63,200, leaving a net cost funding requirement of £85,800.

These proposals (including the impact of inflation), as shown in appendix 6, will increase the net funding requirement to around £140,000 in 2023-4.

Whilst D&BCIC has achieved considerable success in securing numerous donations and grants to support the network in recent years, a substantial part of the funding is on a one-off or short-term basis. The fragmented funding arrangements for D&BCIC's activities in 2019-20 are illustrated in Appendix 5.

Moreover, with many organisations severely affected by the coronavirus crisis, fundraising will become even more difficult. There is therefore an urgent need to arrange more stable long-term funding for the DalesBus network and to re-establish the important role of public transport in the aftermath of the pandemic.

In the last year there has been, in our view long overdue, recognition by central government of the importance of providing an effective public transport network, and of the need for increased public sector funding of local bus services. We are therefore seeking a significant increase in public sector funding enabling us to maintain and develop our existing network of services.

In addition, the government is developing a Transportation Decarbonisation Plan to accelerate the decarbonisation of transport, setting out in detail what government, business and society will need to do to deliver the significant greenhouse gas emissions reduction needed across all modes of transport, with the aim to put the UK on a pathway to achieving carbon budgets and net zero emissions across every single mode of transport by 2050. It is aiming to publish the final plan in Autumn 2020. It published a document "Decarbonising Transport – setting the challenge" which stated that:

*"Public transport and active travel will be the natural first choice for our daily activities. We will use our cars less and be able to rely on a convenient, cost-effective and coherent public transport network."*

Looking ahead, it is vital that the promised increased funding for bus services is delivered, giving services like DalesBus the security they need.

D&BCIC can help National Parks and other protected landscapes achieve many of their aims and objectives, and in so doing deliver significant economic, social, wellbeing and environmental benefits. But we cannot do it alone, and for DalesBus to survive and thrive, and the benefits realised, we need increased political and financial support.

To facilitate the proposed network for 2021 onwards it is important that, with active support from Friends of the Dales, budgetary commitments are secured from both NYCC and YDNPA at the earliest opportunity.

## **9. OBJECTIVE 3:**

### **Continue to promote and help drive increased awareness and usage of the wider public transport network in the area**

Marketing of public transport in the Yorkshire Dales is another important role performed by D&BCIC, covering not only DalesBus services managed by the company but also other public transport in the area. In the absence of any funding from the public sector D&BCIC funded the printing of 40,000 copies of a network DalesBus timetable booklet for Summer 2019, which covers most bus services in the Yorkshire Dales area. This plan proposes that our public sector partners restore funding for two editions each year of this important publication from 2021 onwards and again we will lobby for this to take place.

D&BCIC also produces a large range of localised timetable leaflets with promotional copy aimed at local communities and visitors. Volunteers distribute these publications to numerous outlets, maintain many bus stop timetable displays in the Dales and provide the [www.dalesbus.org](http://www.dalesbus.org) website. This plan proposes to continue this activity.

The provision of information and promotion of public transport is expected to be particularly important in the aftermath of the coronavirus pandemic.

## **10. OBJECTIVE 4:**

### **Consider moving the DalesBus network to net zero carbon emissions by 2025, by using low emission vehicles combined with carbon offsetting arrangements**

D&BCIC is pleased to see that the Yorkshire Dales National Park Authority has recently declared a climate emergency and adopted an ambitious new Carbon Reduction Plan, which requires the Authority to practically eliminate carbon dioxide emissions from its operations over the course of this decade. DalesBus already provides a relatively low-carbon form of transport into and around the Yorkshire Dales, with most vehicles operating on the DalesBus network meeting Euro V or Euro VI specifications for reduced emissions. From 2025 all new buses will be ultra-low emission or zero-emissions vehicles. The technology is not yet sufficiently advanced for zero emission buses to be used on many rural routes, so in the meantime D&BCIC is considering supporting carbon offsetting initiatives to achieve net zero carbon emissions by 2025.

## Appendix 1 – DalesBus Passenger Survey 2018

# SURVEY RESULTS 2018

An on-board survey of weekend DalesBus passengers was undertaken during July and August 2018, covering 685 passengers in 401 groups.

### 1. Purpose(s) of Journey \*

Walk	56%
<i>Average walk duration</i>	<i>3.7 hrs</i>
Ride in the countryside	40%
Visit a specific attraction	20%
Meal	11%
Shopping	8%
Visit friends	7%
Special event	5%
Work / volunteering	3%

### 2. Main Destinations

Malham	10%	Blubberhouses	3%
Grassington	8%	Richmond	3%
Hawes	6%	Burnsall	3%
Bolton Abbey	5%	Fountains Abbey	3%
Scar House	4%	Pateley Bridge	3%
Ilkley	4%	Northallerton	2%
Skipton	4%	Settle	2%
Keld	4%	Leyburn	2%
Reeth	4%	Buckden	2%
Kettlewell	3%	Brimham Rocks	2%

### 3. Starting Points

Ilkley	7%	Otley	3%
Skipton	7%	Preston	2%
Leeds	6%	Lancaster	2%
Harrogate	4%	Headingley	2%
York	4%	Keighley	2%
Ribblehead	3%	Hawes	2%
Pateley Bridge	3%	Malham	2%
Bingley	3%	Muker	2%
Shipley	3%	Ingleton	2%
Leyburn	3%	Settle	1%

### 4. Frequency of Use

Nearly every week	34%
At least once a month	15%
Several times a year	20%
Less Often	31%

### 5. Sources of information \*

Timetable/leaflet	53%
Used it before	36%
DalesBus website	27%
Bus stop	13%
Friends of DalesBus	13%
Information centre	11%
Friends / family	10%
Other website	5%
Social media	3%

### 6. Surveyed passengers receiving information in the year prior to day of travel

61%

### 7. Quality Assessment

Routes taken	86%
Frequency of buses	75%
Value for money	88%
Reliability	88%
Comfort	85%
Drivers	92%

**Ave. quality assessment 86%**

### 8. Average spend per day per group

Food and drink	£13.49
Transport	£ 6.88
Other spending	£ 4.03
<b>Total spend</b>	<b>£24.39</b>
Average spend per passenger: £14.27	

### 9. Average Size of Party

1.71

### 10. Age of passengers

Under 25	10%
25 - 40	11%
41 - 59	17%
60 - 69	33%
Over 70	29%

51% of passengers hold an ENCTS bus pass.

### 11. Car ownership and accessibility

48% of passengers were from a car-owning household.

31% could have used it on the day of travel (*making a positive choice to use the bus*)

63% could not get to the Dales without the DalesBus network

### 12. Benefits gained from visiting the Dales

Pleasure from enjoying countryside	95%
Improved physical health from exercise	68%
Companionship and reduced isolation	40%

### 13. Memberships

Friends of DalesBus	18%
Friends of Settle Carlisle Line	11%

\* Totals add to more than 100% due to multiple responses.



## Appendix 2 – Passenger Journeys on DalesBus Services managed by D&BCIC 2019-20

### Sundays & Bank Holidays

Cravenlink	7,455
Wharfedale	7,900
Northern DalesBus from Lancashire	1,018
WOJH DalesBus from North East	811
Nidderdale DalesBus	1,472
Fountains DalesBus	1,177
Eastern DalesBus	685
Wensleydale	5,533
Coast & Cove DalesBus	646
Winter Nidderdale 24	681

### Saturdays

Wharfedale	2,992
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<b>Total</b>	<b>30,370</b>
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### Appendix 3 – DalesBus Services managed by D&BCIC planned for 2020-21

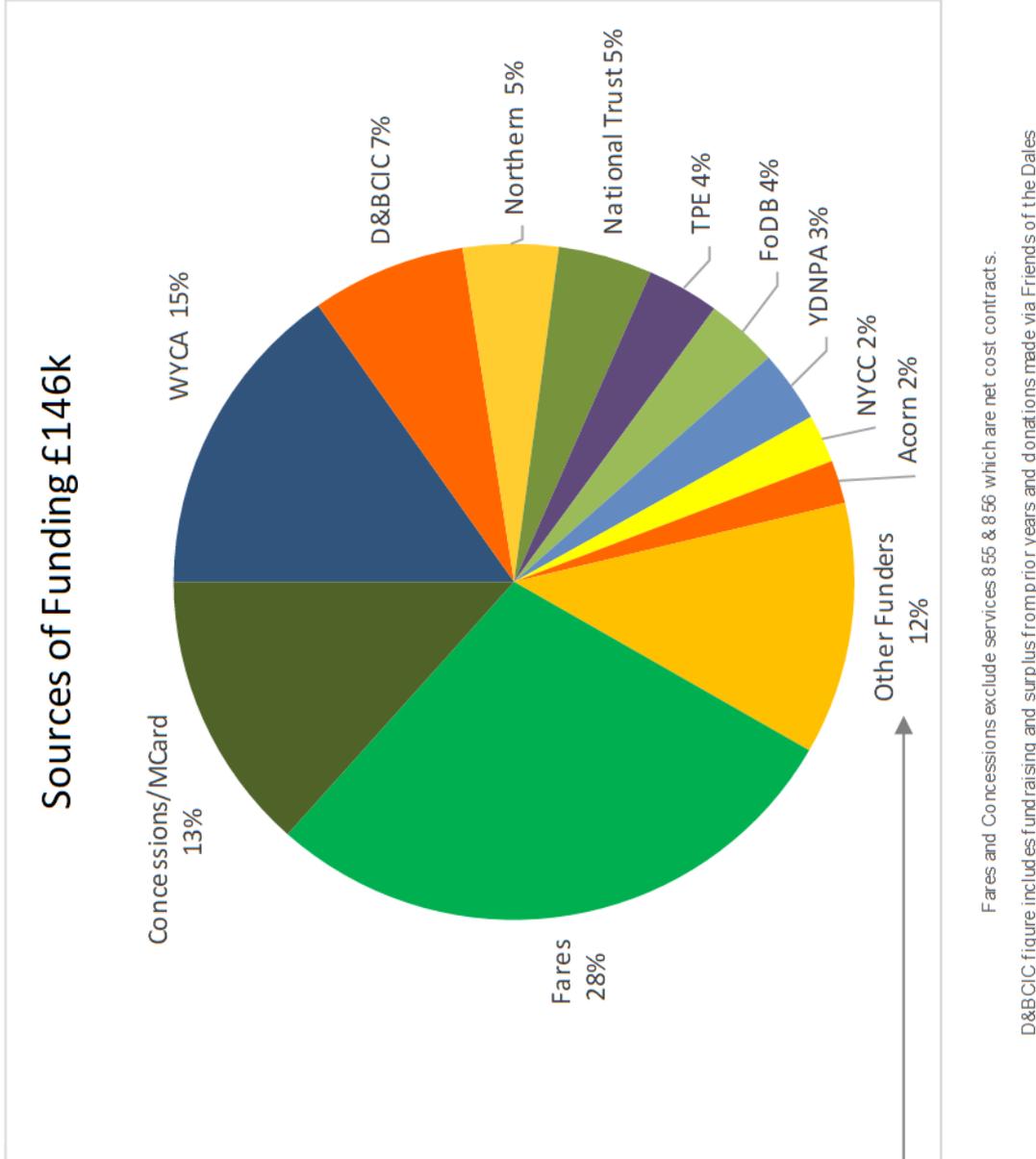
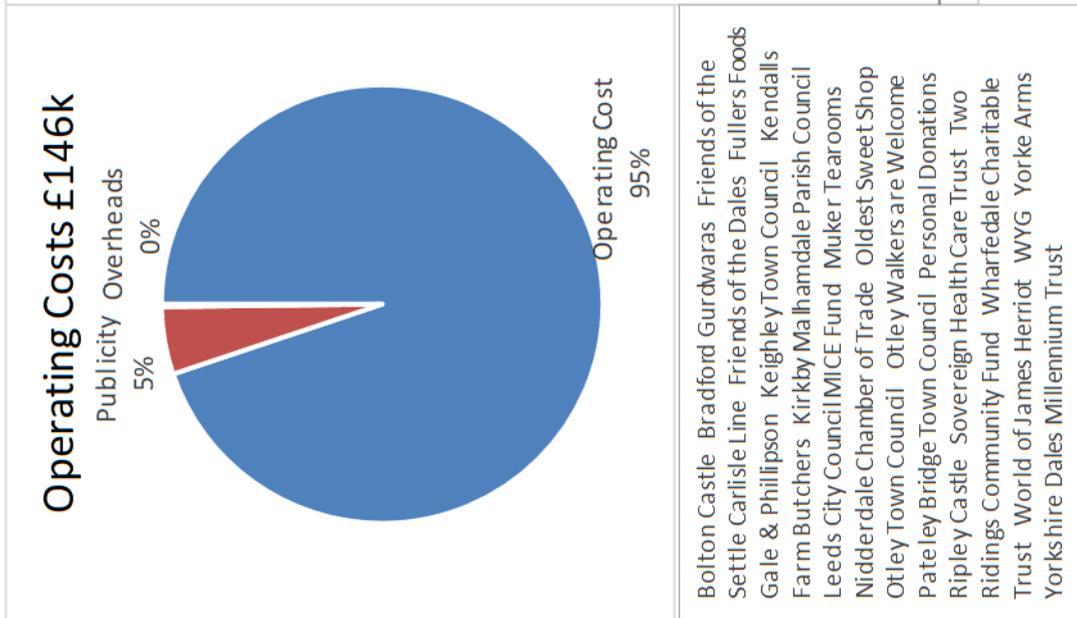
All services were planned to operate on Sundays & Bank Holidays, except where indicated otherwise.

Nidderdale DalesBus	821: Keighley - Otley - Pateley Bridge - Scar House ( <i>summer only</i> ) 822: Selby - York - Ripon - Fountains Abbey - Pateley Bridge - Grassington ( <i>summer only</i> )
Eastern DalesBus	825: Selby - Wetherby - Harrogate - Brimham Rocks - Fountains Abbey - Masham ( <i>summer only</i> )
Northern DalesBus	830: Middlesbrough - Darlington - Richmond - Reeth - Hawes ( <i>summer only</i> )  830: Preston - Lancaster - Settle - Ingleton - Ribbleshead - Hawes - Reeth - Richmond ( <i>summer Sundays only</i> )
Ribbleshead DalesBus	831: Hawes - Ribbleshead - Settle ( <i>summer only</i> )
Northern DalesBus	832: Lancaster - Kirkby Lonsdale - Kirkby Stephen - Reeth - Richmond ( <i>summer Sundays 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> )
Wensleydale DalesBus	857: Hawes - Castle Bolton - Leyburn - Richmond ( <i>summer only</i> )  859: Richmond – Leyburn - Masham ( <i>summer Sundays only</i> )
Cravenlink	873/884: Dewsbury - Bradford - Ilkley - Skipton - Malham ( <i>all year - in winter Ilkley to Skipton only</i> )
Wharfedale DalesBus	74: Wakefield - Leeds - Grassington ( <i>summer Saturdays only</i> ) 874: Wakefield - Leeds - Grassington - Buckden ( <i>all year</i> ) 875: Wakefield - Leeds - Buckden - Hawes ( <i>summer only</i> )
Malham DalesBus	881: Lancaster - Slaidburn - Settle - Malham ( <i>summer only</i> )
Saturday DalesBus	59: Harrogate - Bolton Bridge - Skipton ( <i>summer Saturdays only</i> )



Dales and Bowland Community Interest Company

Analysis of Bus Service Costs & Funding 2019-20



## Appendix 6 – Passenger, Income and Funding Projection

### IMPORTANT NOTE:

Figures for 2020-1 are based on the original plan for the year, and do not include any adjustment for the impact of coronavirus as it is impossible to make a reasonable estimate of this at the time of writing.

Figures for 2021-2 include a high level estimate of a -25% revenue impact for the aftermath of the pandemic. No cost increases resulting from the possible need to incorporate ongoing social distancing measures are included.

	2020	2021	2022	2023
<b>PASSENGERS</b>				
Passenger Journeys	36,400	32,200	47,200	50,000
<b>COSTS</b>				
Planned Network 2020-21 Gross Cost	165,300	167,000	172,100	177,300
Network Developments		28,200	41,900	48,700
<b>BUS SERVICES</b>	<b>165,300</b>	<b>195,200</b>	<b>214,000</b>	<b>226,000</b>
Planned Publicity & Marketing 2020-21	9,300	9,400	9,700	10,000
Winter Network Timetable		6,000	6,200	6,400
<b>PUBLICITY &amp; MARKETING</b>	<b>9,300</b>	<b>15,400</b>	<b>15,900</b>	<b>16,400</b>
Overheads	2,000	2,000	2,100	2,200
Carbon Offsetting	-	3,500	3,500	3,500
<b>GROSS OPERATING COSTS</b>	<b>176,600</b>	<b>216,100</b>	<b>235,500</b>	<b>248,100</b>
<b>INCOME</b>				
Fares Income inc Concessions	76,600	90,500	101,200	107,900
COVID-19 Impact		- 22,600		
Public Sector	33,800	89,000	95,600	97,800
Commercial Partners	19,300	12,500	10,500	10,500
Community/Charitable Funders	46,900	37,600	35,100	35,300
Reserves	-	9,100	- 6,900	- 3,400
<b>TOTAL FUNDING</b>	<b>176,600</b>	<b>216,100</b>	<b>235,500</b>	<b>248,100</b>
<b>SHARE OF FUNDING:</b>				
Fares	43%	31%	43%	43%
Public Sector	19%	41%	41%	39%
Commercial Partners	11%	6%	4%	4%
Community/Charitable Funders	27%	17%	15%	14%
Reserves	0%	4%	-3%	-1%
	100%	100%	100%	100%