

## 25. Community Transport Strategy

### 25.1 Introduction and Overview

The purpose of this Strategy is to set out what is needed in Warwickshire over the next five years to ensure excellent community transport services that will address the needs of both current and potential passengers in Warwickshire and deliver the transport objectives of the Government and the County Council.

The Community Transport Strategy has been prepared in consultation with a wide range of stakeholders including user groups, other local authorities, operators, other interest groups and potential partners.

This strategy deals specifically with the contribution community transport services make in providing an effective passenger transport network. In so doing it will share some of the key objectives that are set out in other mode strategies, for example, the Bus Strategy.

### 25.2 The Policy Context

The overall national, regional and local policy context of public transport in Warwickshire is set out in the Public Transport Strategy.

In addition, there are a number of community transport related policy contexts which are referred to below.

#### 25.2.1 Statutory Requirements

Section 110 of the *Transport Act 2000* requires Warwickshire County Council to prepare a "...strategy containing their general policies as to how best to carry out their functions... in order that:

- Bus services meet the transport requirements;
- Bus services are provided to the correct standards; and
- Appropriate additional facilities and services are provided as the authority consider should be provided."

Warwickshire County Council is required under the 1985 Transport Act to "...secure the provision of such public passenger transport services as the council consider it appropriate to secure to meet any public transport requirements within the county which would not in their view be met apart from any action taken by them for that purpose", and "...to formulate from time to time general policies as to the descriptions of services they propose to secure.." (Source: Transport Act 1985, Paragraph 63 (1) (a) and (b)).

We highlight here also recent legislation change in the form of the Local Transport Act 2008. The Act followed from a nationwide consultative document issued by the Department for Transport entitled 'Putting Passengers First'. It made a case for steps aimed at improving the passenger transport network overall. The Act passed successfully and while establishing a new framework for transport authorities to form quality partnerships with operators, included a number of changes designed to enable community transport to contribute a more significant role in the overall pattern of transport coverage.

## 25.3 Overview of the current Community Transport network

The overall review of the current situation relating to the provision of public transport in Warwickshire is set out in the Public Transport Strategy.

Community transport itself operates through a number of different modes of service provision some of which are distinctly different from the mainstream bus services. These are described in more detail below.

### 25.3.1 Existing community transport in Warwickshire

The flexibility and scope of community transport is apparent from the range of provision across the County summarised in the following list:

- Section 19 and 22 minibus permit operations;
- Voluntary and social car schemes;
- Voluntary groups/day centres who operate their own minibus;
- Dial-a-ride and dial-a-bus projects;
- Commercial bus operation incorporating demand-responsive features, e.g., pre-booking, 'roam-zones', diversions from fixed routes;
- Moped loans;
- "Shopmobility" services;
- Minibus brokerage projects;
- Volunteer recruitment and training programmes;
- Some forms of community-based initiatives, e.g., informal car sharing networks between neighbours; and
- Some taxi services.

Community transport organisations offering brokerage and/or dial-a-ride services operate out of Stratford upon Avon, Rugby and northern Warwickshire. Voluntary car schemes operate in all five of the County's Districts and Boroughs – Stratford-on-Avon, Warwick, North Warwickshire, Nuneaton & Bedworth and Rugby. Ring-and-Ride schemes operate for specific isolated communities and a Section 22 Community Bus is established in the market town of Shipston in the south of the County. The 'Buster Werkenbak' demand responsive access to employment scheme operates in North Warwickshire serving major employment sites.

Some services are developed on a countywide basis. A large network consisting of approximately 50 Flexibus routes covering rural and urban communities operates in the County. The 'Wheels to Work' moped loan scheme is operated by Coventry, Solihull and Warwickshire Partnership and is funded by Advantage West Midlands.

Many community transport services in Warwickshire are operated in the 'not-for-profit' sector, i.e. voluntary, community, charity and statutory. We, as the local transport authority, encourage and promote close partnership working when there is a need to develop and implement solutions to transport needs with community transport.

The County Council, in line with the local and national policies on accessibility and social inclusion, provides socially necessary public transport provision. Subsidised services account for approximately 20% of bus passenger journeys in total and include some unconventional and demand responsive schemes.

### 25.3.2 Current demand for community transport

Community transport is capable of meeting the demand for high standards of public transport from anywhere in the community.

Warwickshire residents use community transport:

- if they are geographically isolated or without access to private or affordable transport
- when they require specialised or partly specialised services not usually available on conventional public transport
- if they face any other disadvantage that would act as a barrier to transport

The major user groups are older people; people with disability, frailty or mobility problems; people making health-related trips. But some schemes are primarily designed around the needs of other groups; for example, Wheels to Work is often suitable to younger people or those of any employable age.

Demand is ongoing for the users referred to here and additional demand for community transport is arising in other inter-linking and overlapping roles. Some have been made possible by legislative change or can embrace the County Council's wider objectives, for example in:

- transport to employment, especially with adaptation to unusual working hours and shift patterns;
- providing access from isolated areas for all members of the community;
- establishing reliable, convenient services that encourage modal switch; and
- maximising current resource through partnership and review with statutory agencies.

In addition to providing access to services in urban and local centres, demands exist to serve major attractors both in and outside the county. Of particular relevance is access to medical facilities at the Walsgrave, University, Warwick, George Eliot and Queen Alexandra hospitals. Also, Hams Hall, Kingsbury, Birch Coppice and other large industrial sites in the north of the County.

### 25.3.3 The need for better community transport

The current level of community transport use is determined by the services on offer and the County Council is convinced that a greater need exists than is being provided for by the existing network.

Information about community transport must be improved. Less than one in four respondents to a Warwickshire Citizens Panel Survey in 2009 were aware of any community transport initiatives in their area.

Improved community transport services and information will be essential if the objectives of community transport providers to enable people without access to conventional public transport or private transport to easily reach a wide range of shopping, leisure, social, health, employment and educational opportunities and to reduce congestion are to be achieved.

In considering the need for an improved network, it is important to identify the potential problems that will need to be addressed and the opportunities that will create increased demand for community transport travel:-

### 25.3.4 Challenges

The main challenges to achieving the aims of the community transport strategy are for:

- consistently high standards of operational efficiency and customer service to be evident and acknowledged by partners throughout the community transport sector;
- the potential of funding to be fully exploited through collaboration and co-ordination, especially following the withdrawal in 2009 of most regional funding of rural access initiatives

- better co-ordination between community transport organisations;
- community and voluntary sector transport to be integrated with other modes of transport more effectively;
- improved information relating to community transport to be more readily available to potential and existing passengers;
- the sustained support of the volunteering agencies to those schemes and services that rely principally on the commitment of volunteers and;
- the profile of the community transport sector that undertakes effective work relating to socially excluded communities to be recognised.

### 25.3.5 Opportunities

There are also opportunities whereby community transport:

- Offers an opportunity for accessible travel for people who are socially excluded, mobility impaired or rurally isolated;
- Is operated by the community for the community and therefore is often more responsive to their needs than other modes of transport;
- Does not operate for profit and generally aims to design schemes that offer affordable transport and so help to meet the needs of those who cannot access other services;
- Will take advantage of changes in legislation and assume a stronger role in the network of public transport provision;
- Provides services that are designed primarily around the specific needs of the customer

### 25.3.6 Further influences on demand

One of the major factors set to influence the demand for community transport is the increasing proportion of retired and older persons in the population. In the Accessibility Strategy, a graph of projected population age change in Warwickshire forecasts that by 2031 there will have been 65% growth of the numbers in age ranges 65 and over. The phenomenon of the Ageing Society is now officially recognised and government at all levels is looking ahead to see how the needs of the forecast demographics over the next decade or two can be met. The access needs of older people as a group will be met by private transport to some degree. The level of access to private transport will vary between individuals according to personal characteristics such as economic activity, income, health, personal mobility and the amount of support family or friends are able to provide. The more the need for public transport, the greater the expected demand for community transport.

Ageing is statistically associated with increasing frailty, immobility and disability. In the area of social care, increasing numbers of people will be managing individual budgets and making more personalised choices over the type and location of services they would like to access. There will be a growing demand for affordable, accessible and flexible transport modes.

Many community transport services are delivered in the voluntary and community sector (VCS) which itself undergoes change and development. Between 2008-2010, changes in the sector in Warwickshire have seen some organisations joining a countywide organisation called WCAVA and others continuing their work on a more independent basis. Some organisations have set up enterprise arms and are looking to decrease reliance on grant income. Recent changes brought in by the Local Transport Act 2008 have made it easier for VCS organisations to provide reliable transport services for dispersed and hard-to-reach communities not usually served by conventional public transport.

Public bodies including the County Council, its local authority partners and the health authorities have a Duty to promote Equalities and Diversity in their policies and services. The themes of age and disability feature strongly in this as areas of service delivery needing to be under a process of regular review. It is reported that the Equality Bill, in preparation in 2010, is also to include a

socio-economic duty, to ensure these same organisations consider the impact their strategic decisions have on narrowing socio-economic inequalities.

### 25.3.7 Consultation and Customer Research

Ongoing consultation, market research, data collection and monitoring of community transport services and infrastructure continues to be conducted in order to gain a better understanding of passenger needs and expectations. The research has provided a detailed picture of the different issues that influence the way existing and potential users value public transport services. This has helped to produce a Community Transport Strategy that continues to address the needs of passengers and aims to deliver the desired outcomes.

## 25.4 The Strategy

The vision of Warwickshire County Council's Community Transport Strategy is:

An affordable, accessible, safe, convenient, environmentally friendly and integrated network of community transport services, capable of attracting an increasing market share for community transport.

The aim of the Community Transport Strategy is to encourage further growth of the market by making the product attractive and convenient to both existing and potential users. It will achieve significant improvements in the provision and quality of community transport services and facilities to the people of Warwickshire using a customer-focused approach designed to identify and overcome barriers to the use of public transport.

The major theme of the Community Transport Strategy is to encourage greater development and use of community transport in order to:

- Promote social inclusion by developing suitable community transport solutions, with the help of local communities, for those people either without access to other modes of transport, or for those people to whom community transport offers the most appropriate mode of travel;
- Widen access to services, health, social and recreational facilities, employment and training for socially excluded individuals / isolated communities; and
- Improve network coverage of the County by passenger transport services where it is able to focus on disadvantaged, dispersed and hard-to-reach communities that would:
  - be difficult to serve by mainstream transport
  - be less able to enjoy the benefits of concessionary travel

### Policy PTCT1: Partnership

The County Council will work with the Department for Transport, Bus Operators, Centro, local authorities, users and other stakeholders to progress the delivery the policies set out in the Public Transport Strategy, the Bus Strategy and the other subsidiary public transport strategies.

## Policy PTCT2: Quality of Service

To meet the overall aim of the Community Transport Strategy, the County Council will encourage the provision of bus services, which are:

- a. Affordable
- b. Accessible
- c. Available
- d. Acceptable
- e. Simple to use

### a. Affordable

The fare for an individual using services should be comparable in different modes of service with:

- the full cost of the equivalent journey by car, as estimated by leading motoring organisations
- conventional bus fares for a trip of an equivalent distance
- the legitimate expenses incurred by a volunteer driver providing a service using his or her private car

The exception would be that the fare is justified as a premium fare due to scheduling a significantly faster or earlier journey or one with enhanced facilities, for example, with a passenger assistant on board the vehicle.

### b. Accessible

- The design of bus stops, bus stations, pick-up and setting down points for community transport services and vehicles must enable passengers to board or alight from the vehicle who choose to do so unaided or with a reasonable level of assistance;
- Interchange infrastructure should provide for 'seamless' changes between transport modes. This should be assisted by good signage, information and appropriately designed infrastructure;
- Overall public transport services should be co-ordinated with community transport to encourage interchange consistent with the aims of the Public Transport Interchange Strategy, the Bus Strategy and the Passenger Rail Strategy with the object of increasing the range of travel opportunities and options for travellers; and
- The access to stops and interchanges, particularly by people who have difficulties because of health or mobility problems should be addressed.

### c. Available

- Community transport should contribute to providing coverage that meets the minimum period of operation and service frequency standards set out in the Bus Strategy of the LTP. The access time to this level of service from the point of origin of an ambulant user should not exceed seven minutes.

### d. Acceptable

- Community transport services should be of a quality, particularly in terms of reliability and punctuality, which would give a potential passenger confidence in relying on them;
- Community transport vehicles should be designed and equipped with accessibility features meeting the needs of the client group, provide comfortable seating and be of an appearance giving a potential passenger the confidence to undertake travel on them;

- Stops, picking up and setting down points, bus stations and interchanges should provide both a perception and reality of personal safety and security. Reasonable shelter, comfort, suitable heating and ventilation for the season of the year should also be available where appropriate;
- Community transport operators will regard staff training as a necessary investment, not an avoidable cost. Staff should be helpful and courteous and have received customer service training including MiDAS minibus and, where relevant to the specific service, PATS passenger assistance training;
- The journey time of the service should be similar to the equivalent journey by car unless this can be justified by a significantly reduced fare; and
- The length of stay at destination enabled by the community transport service should, as a broad guide, be approximately two hours for a retail or health visit and approximately three and a half hours for an evening or Sunday visit.

#### e. Simple to Use

- Information on booking arrangements, times of operation, destinations served, eligibility rules, fares and concessions should all be readily available, easy to understand and simple to use;
- Information systems should enable passengers to plan their journeys and provide increased public confidence as to the availability and reliability of services consistent with the Passenger Information Strategy;
- Full and timely information should be provided or be easily available to customers in case of disruption to services; and
- Where it is necessary to use different modes to complete a journey, ticketing between community transport and bus and rail services should be integrated.

#### **Policy PTCT3: Delivering access opportunity for the whole community**

The County Council is committed to ensuring its policies and services are inclusive . The County Council will ensure that the Community Transport strategy helps to inform and deliver wider objectives and policies.

To support Policy PTCT 3 the County Council will:

- Proof community transport services to ensure they are accessible to those with a disability or mobility impairment;
- Develop services that cater for the current and predicted needs of the ageing population and help meet the challenge of maintaining independent lifestyles longer in the community;
- Contribute to the narrowing of the gaps in service provision, focusing most where needs arise in dispersed settlements and disadvantaged or hard-to-reach communities; and
- Help address social inclusion with ongoing improvements in the accessibility, availability and affordability of community transport services that are demand-responsive and which innovate to provide connections with employment, key services and health.

### Policy PTCT4: Supporting sustainable economic growth

The Community Transport Strategy will assist the County Council to contribute in a number of specific Promote, support and help develop enterprise initiatives in the voluntary and community transport sector ways to sustainable economic growth, in particular;

- Work with partners to provide volunteer placement opportunities in community transport activities so as to develop skills
- Invest in fully accessible vehicles that will reduce transport and access barriers to shopping, leisure, employment and training
- Improve transport links to major sites of employment outside the timetables of conventional bus services or where there is over-reliance on the private car

### Policy PTCT5: Improving quality of life

The County Council will help improve quality of life and reduce the risk of isolation by providing community transport services where appropriate that :

- are responsive to the personal choices users and potential users wish to make to access preferred destinations and services
- are organised primarily around the needs of eligible users
- may alter adverse perceptions of safety and security of travel on the wider passenger transport network .

## 25.6 Action Plan

This section of the strategy sets out the actions the County Council will pursue in order to deliver the policies of the Community Transport Strategy in a way that recognises the opportunities and problems outlined in the earlier sections of this document.

Table CT1: Action Plan

| Policy  | Action   | Schemes and measures   | Timescale |
|---|--|--|-----------|
| <b>PTCT1 Partnership</b>                      | Work with the stakeholders and partners as detailed in the above strategy.   | Progress the delivery of the policies set out in this Community Transport Strategy and the Accessibility Strategy, Public Transport Strategy, the Bus Strategy and the other subsidiary public transport strategies. | Ongoing   |
| <b>PTCT2 Quality of service: 'Affordable'</b> | Examine opportunities for revisions to fare structures and levels  | Work in partnership with community transport operators   | Short     |
|   | Develop a county-wide concessionary travel scheme, possibly through a free-issue county-wide pass for travel on bus and community transport services | Work in partnership with District/Borough Councils   | Short     |

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|   | Investigate opportunities to develop a concessionary travel scheme for cross-boundary bus, rail and community transport services   | Work in partnership with community transport operators, bus operators, District/Borough Councils, Centro and other local authorities                           | Short        |
|   | Examine opportunities provided for within the relevant transport legislation to implement through ticketing availability between rail, bus and community transport services  | Work in partnership with train, bus and community transport operators  | Short        |
| <b>PTCT2 Quality of service: 'Accessible'</b>                                       | Encourage an increase in the accessibility of community transport sector vehicles  | Work in partnership with community transport operators to incorporate fully accessible vehicles on services  | Ongoing      |
|   | Enhance facilities for community transport passengers at stops and public transport interchanges consistent with the aims set out in the Public Transport Interchange Strategy   | Stratford-upon-Avon, Warwick and Leamington Rail Stations  | Short        |
|   |  | Rugby Rail Station   | Short        |
|   |  | Atherstone Rail Station  | Short        |
|   |  | Nuneaton Rail Station  | Short        |
|   | Promote integration between community transport services and between them and bus, rail and express coach services   | Nuneaton Bus Station   | Short/medium |
|   |  | Work in partnership with providers and operators to improve integration between services   | Ongoing      |
|   |  | Continue to develop the Warwickshire Voluntary Transport strategy group for access to health   | Short        |
| Seek to safeguard sites with the potential for improved public transport facilities | Continue to integrate the Warwickshire County Council tendered bus services with rail services and community transport services  | Ongoing  |              |
|   | Work in partnership with Local Planning Authorities and developers   | Ongoing  |              |
| <b>PTCT2 Quality of service: 'Available'</b>  | Take steps to better maintain availability of community transport services in the event of operational problems  | Ensure County SLAs and contracts with operators specify clear standards  | Ongoing      |
|   |  | Investigate feasibility of a WCC-owned back-up vehicle that could be available to operators anywhere in the County   | Short-Medium |
|   | Use accessibility planning processes to undertake assessment of the need for community transport provision for communities including rural, dispersed and hard-to-reach communities and wherever there is a failure by other modes to deliver the standards set out in the Bus Strategy. | Continue liaison arrangements with community transport operators to co-ordinate changes and development of the Network in order to optimise passenger benefits | Ongoing      |
| <b>PTCT2 Quality of service: 'Acceptable'</b>                                       | Seek to promote, and where feasible, to provide bus services which meet the needs of existing and potential passengers   | Work with passenger groups and communities to identify community transport passenger needs   | Ongoing      |
|   | Promote improvements in the punctuality and reliability of community transport services  | Work with community transport operators and key stakeholders to identify where services are subject to delay which leads to unreliability and low levels of    | Ongoing      |

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|   |  | punctuality   |              |
|   | Improve the image and attractiveness of community transport travel in Warwickshire   | Work in partnership with operators to develop high quality branding that identifies Warwickshire's overall passenger transport network to the widest possible audience. | Ongoing      |
|   | Continue to work with operators to maintain MiDAS, PATS and other specialised training for drivers and passenger assistants  | Ongoing   | Ongoing      |
|   |  | Encourage and assist community transport operators to risk-assess all aspects of their services   | Ongoing      |
|   |  | Work with operators to ensure consultation with users when developing specifications for the procurement of new vehicles  | Short        |
|   |  | Continue to work with operators to maintain MiDAS, PATS and other specialised training for drivers and passenger assistants   | Ongoing      |
|   |  | Investigate the feasibility of producing an instructional DVD covering the securing of wheelchairs in vehicles  | Short/Medium |
|   | Engage community transport services in the development of 'intelligent' traffic management systems and on-highway priority measures to increase service reliability and punctuality. | Investigate where services can benefit from real-time passenger information systems   | Short/Medium |
|   |  | Link to bus priority schemes at critical traffic signal junctions   | Short/Medium |
| <b>PTB2 Quality of service: 'Simple to use'</b> | Provide information which should be readily available, easy to understand and be simple to use.  | Continue to produce comprehensive, impartial community transport service information  | Ongoing      |
|   |  | Continue to publish the community transport information pages on the County Council's website   | Ongoing      |
|   |  | Continue to promote the national 'Traveline' telephone inquiry line service   | Ongoing      |
|   | Examine partnership work involving community transport operators to deliver real time information accessible to mobile phone users   | Nuneaton and Bedworth Volunteer Centre integrated operations  | Medium       |
|   | Investigate opportunities of real time community transport information displays at key locations   | Work in partnership with operators and other stakeholders   | Short        |
|   | Pursue opportunities to overcome 'artificial' barriers to access, for example, across District/Borough boundaries  | Cross-border brokerage initiatives Stratford-Warwick-Rugby  | Short        |
|   |  | Cross-border operational initiatives North Warwickshire-Nuneaton and Bedworth   | Medium       |
|   | Raise public awareness about community transport and the travel choices that it provides   | SustainableTravel Initiatives   | Ongoing      |
|   | Incorporate community transport service information in 'Bus Information Points' in town  | Dunchurch   | Short        |
|   |  | Attleborough  | Short        |
| Henley-in-Arden                                 |  | Short   |              |

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|   | centres, bus stations, main railway stations and larger villages  | Bidford-on-Avon   | Short        |
|   |   | Southam   | Short        |
|   |   | Studley   | Short        |
|   |   | Bulkington  | Short        |
|   |   | Warwick Hospital  | Short        |
|   |   | Rugby St. Cross Hospital  | Short        |
|   |   | Nuneaton George Eliot Hospital  | Short        |
|   |   | Chapel End  | Short        |
|   |   | Shire's Retail Park Leamington  | Short        |
|   |   | Bedworth Rail Station   | Short        |
|   |   | Stratford-upon-Avon Rail Station  | Short        |
|   |   | Water Orton Rail Station  | Short        |
|   |   | Nuneaton Rail Station   | Short        |
|   |   | Rugby Rail Station  | Short        |
|   |   | Kenilworth Rail Station   | Short/Medium |
| Stratford-upon-Avon Parkway Rail Station              | Short/Medium  |   |              |
|   | Incorporate information on the availability of community transport services in the County Council's widely distributed public transport map   | Work with internal and external partners  | Short        |
|   | Encourage fare structures and levels which are easy to understand and simple to use   | Work in partnership with community transport operators  | Short        |
|   | Examine opportunities provided for within the relevant transport legislation to implement through ticketing opportunities between bus and community transport services  | Work in partnership with community transport, bus and train operators   | Short        |
| <b>Policy PTCT3 - Delivering access opportunities</b> | Aim to grow the County's network of Flexibus services with special service features for the disabled or those with mobility impairment  | Work with partners to identify local needs  | Ongoing      |
|   | Ensure that the potential for developer funding is available in the development of community transport services, consistent with the Land Use and Transportation Strategy   | Work in partnership with planners and planning authorities  | Ongoing      |
|   | Explore how the needs of community transport users and operators can be configured in the development of the Inter-Urban Quality Bus Corridors set out in the Bus Strategy (see Statement 1 as set out in the Bus Strategy) | Nuneaton-Atherstone – Tamworth  | Short/Medium |
|   |   | Leamington – Kenilworth – Leyes Lane - Coventry   | Short        |
|   |   | Stratford – Blackhill - Warwick   | Short/Medium |
|   |   | Stratford – Bidford - Evesham   | Short/Medium |
|   |   | Warwick – Kenilworth – Albion Street - Coventry   | Short/Medium |
|   | The new opportunities for community transport contributions to the network will be considered in applications to external funding opportunities   | Internal and external partners to investigate funding and development opportunities arising, for example, DfT Kickstart | Short        |
|   | Investigate possibility of a reduced fare for young persons on community transport group services.  | Back & 4 <sup>th</sup> Community Transport, Stratford on Avon   | Medium       |
|   | County vehicles will continue to be made available for voluntary sector use, combining with community transport schemes to  | Back & 4 <sup>th</sup> Transport, Stratford on Avon   | Short        |
| Care to Share Minibus Brokerage, Rugby                |   | Short   |              |

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|  | broker spare capacity where and when there is excess demand   | Supported Shopping Services, Nuneaton and Bedworth  | Medium       |
|  | Provide support for voluntary sector operators in terms of information, advice, promotion and retention and recruitment policy  | Develop an information and advice sheet for volunteer drivers renewing their licence at age 70.   | Short        |
|  |   | Work with voluntary transport providers on the feasibility of a volunteer driver brokerage scheme   | Medium       |
|  | Develop proposals for a 'step-change' in public transport provision on key corridors based on integrated planning and co-ordination of all public transport modes. Where appropriate, a combination of public transport modes will be considered. | Work in partnership with the Department for Transport, the Office of the Rail Regulator, Network Rail, Bus, Community Transport and Train Operators, Passengers, District Councils, Coventry City Council, Centro and other local authorities | Ongoing      |
|  |   | North-South Corridor Step-Change Initiative: Nuneaton - Bedworth - Coventry - Kenilworth – Warwick/Leamington Spa   | Short/Medium |
| <b>Policy PTCT4 - Supporting sustainable economic growth</b> | When developing services, we will seek opportunities for developing service level agreements with community transport operators   | Nuneaton and Bedworth Volunteer Centre  | Short        |
|  |   | Merlin Venture Limited, North Warwickshire  | Short-medium |
|  |   | Back & 4 <sup>th</sup> Community Transport, Stratford on Avon   | Short        |
|  |   | WCAVA Volunteer Centre, Rugby   | Short-medium |
|  | The introduction of approaches to community transport which offer the sustainability benefits of increased earned income will be explored and developed   | Negotiate with operators where it may be feasible to switch from Section 19 to Section 22 operations on some routes   | Short        |
|  |   | Home to School/SEN Contracts tendering  | Short-medium |
|  |   | CTA Rural Enterprise Programme  | Short        |
|  | Increasing the use of smaller vehicles will be explored with a view to increasing flexibility and finding efficiencies in service delivery  | Current section 19 operators to operate MPVs under permit: Back & 4 <sup>th</sup> Stratford; Volunteer Centre, Nuneaton and Bedworth; Health Travel Service, Warwick  | Short-medium |
|  | Examine the opportunities to introduce more shift-work sensitive demand responsive schemes  | Sustainable Urban Development, Nuneaton and Bedworth<br><br>Narrowing the Gaps initiatives  | Short        |
|  | Give support to access to employment and training schemes serving rural areas   | Wheels to Work  | Short-Medium |
| Buster Werkenbak   |   | Ongoing   |              |
| <b>Policy PTCT5 - Improving quality of life</b>              | Make community transport schemes accessible to Adult Health clients with individual budgets   | Work inter-departmentally and with community transport and other providers  | Short-medium |
|  | Improving patient access to health  | Work strategically with health partners and voluntary sector providers on improving access at major health facilities through the medium of the Warwickshire Voluntary Transport organisation   | Short        |
|  |   | In partnership with NHS Warwickshire set up a signposting call centre using Warwickshire  | Short-medium |

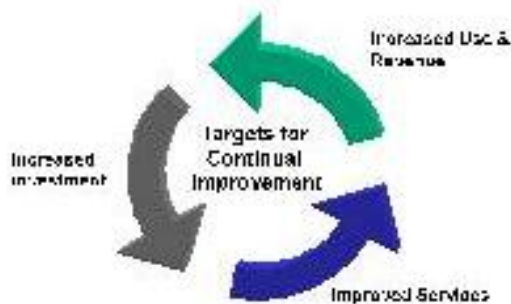
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|  |   | Direct   |              |
|  | Promote the development of services that feature high levels of support, for example, for the 'older elderly' | Expand supported shopping services in Nuneaton and Bedworth  | Short        |
|  | New and innovative approaches to serving the access needs of communities                                      | Continue to investigate the demand for Car Clubs in Warwickshire communities   | Ongoing      |
|  |   | Consider smart-card, ICT and remote ticketing systems in place of paying fares with cash where this would speed up or enhance services | Medium       |
|  |   | Investigate the demand for more flexible and innovative services in the extreme south of the county                                    | Short-medium |
|  | Target increased access for group sports, day-trip and other leisure activities                               | Work with Boroughs/ Districts and other relevant stakeholders to promote   | Short        |

Statements relating to Quality Bus Corridors, the Criteria for the provision and financial support of essential transport links and the North/South Corridor Step-change initiative can be found in the Bus Strategy.

## 25.7 Targets, Indicators and Monitoring

The Community Transport Action Plan has established a range of standards and implementation targets desirable in enhancing the public transport network. Monitoring the delivery of the actions outlined above will be an important part of the management and control process. Progress against the identified actions and standards will be reviewed on a regular basis to make certain that the Strategy is achieving the desired outcome.

All monitoring, benchmarking and measuring will allow changes to be identified, incorporated and updated. The aim is to create a virtuous circle of continued improvement as illustrated below:



There are no National or Local Indicators relevant to the Community Transport Strategy. However, progress with the Community Transport Strategy will be assessed through a range of strategy specific indicators, which are listed in the table below.

Table CT2: Summary of Community Transport performance indicators

| Target/Indicator   | Performance Indicator                              | Source of Data             | Frequency of Analysis |
|--|--|----------------------------|-----------------------|
| The number of community transport schemes operating in the County                  | Total number compared year by year                 | WCC                        | Annual                |
| Growth of the activities of monitored community transport schemes                  | Increase in the number of passenger trips provided | WCC using operator returns | Annual                |
| 75% satisfaction rate of users of community transport                              | Change in % satisfied                              | Questionnaire and surveys  | Biennial              |
| Number of wheelchair accessible vehicles operating local services                  | Number of vehicles                                 | WCC                        | Annual                |
| Number of hits on Community Transport webpages on the WCC Public Transport website | Increase in the number of hits                     | WCC                        | Annual                |
| Number of Community Transport Guide information leaflets distributed               | Increase in the number distributed                 | WCC                        | Annual                |