



The Development Agency  
for the North East of England



**Northumberland**  
Strategic Partnership



Department for Environment  
Food and Rural Affairs

**NORTHUMBERLAND**  
COUNTY COUNCIL

# Valuing Community Transport in Northumberland



## **A Joint Community Transport Strategy for Northumberland - Draft for Discussion**

29 January 2008

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## **1.0 Introduction**

- 1.1 In 2004, Northumberland County Council published a community transport strategy for the area, defining the terms of the Council's policy and programme delivery for Community Transport (CT).
- 1.2 In the three years since then, the importance of CT has become more widely recognised. As policy and programme delivery moves towards more integrated and cross sectoral initiatives, the long established capabilities within the CT sector for joined up delivery are becoming more important and under greater pressure.
- 1.3 This draft strategy has been prepared to help partners in all sectors to engage in defining a vision for CT in Northumberland for the next five years. It suggests how the document could help to manage progress, resources and activities raising the profile of and capability of the sector to support identified needs in the area.
- 1.4 For this to be a strategy for the community, it is important for as many groups as possible to define their stake in community transport as users, funders, and providers. It is also be important to recognise that commercial providers such as taxi and bus operators are part of the community and can work alongside statutory groups and community transport operators to ensure that all needs are met in the most effective manner.
- 1.5 This draft has been prepared to facilitate discussion on 31 January 2008 at a Community Transport conference in Choppington. The strategy will evolve over time but to build commitment it is planned that as many partners as possible within the community can formally endorse the approach in the Spring of 2008.

## **2.0 Scope and Partnership**

### ***The Purpose of the Strategy***

2.1 The aim of the strategy is to:

- Provide a management document which defines the joint commitment and activities of all stakeholders in Northumberland who have an interest in CT.
- Ensure accountability to the population of the area to build widespread understanding of why CT is needed.
- Focus action and expenditure through presenting evidence on need and ways of improving accessibility.
- Manage resources including staff, time and money ensuring effective co-ordination of activities.

### ***Partners to the strategy***

2.2 The main partners who have identified a stake in the strategy are:

- Transport operators including CT, taxi and bus operators and the North East Ambulance Service NHS Trust.
- Northumberland Strategic Partnership & Local Strategic Partnerships/Belonging Communities
- One North East
- Northumberland County Council Community and Environmental Services, Children Services, and Chief Executive's Services
- District Councils in Northumberland
- Northumberland Care Trust
- North of Tyne NHS Trust

### ***Scope***

2.3 In defining the strategy for CT, it is important to recognise the difference between:

- Community transport services as defined in Chapter 2.
- The CT sector role in providing other public and statutory transport services.

2.4 In practice the two types of service delivery are closely linked. CT operators who build capacity and resources through trading are usually better able to work alongside partners. CT sometimes competes and sometimes partners with commercial operators, but the consistent aim of all partners is better overall transport provision.

2.5 In developing and sustaining a partnership approach for CT in Northumberland, it is therefore important that there is a transparent platform built on trust and best value. This strategy clarifies the roles

and responsibilities of each partner in relation to CT to help develop the mutual understanding on which trust is built.

- 2.6 The strategy covers some public procurement issues for public and statutory transport services, since CT can potentially be a best value provider.

## **3.0 A Joint Commitment to CT**

### *Defining CT*

- 3.1 The starting point is to be clear on definitions. CT is defined in this strategy as:
- Passenger transport (and related services) provided on a non-commercial basis;
  - other than that provided to fulfil statutory local authority social services or education duties (but recognising that many CT operators provide these services under contract);
  - and excluding local bus services, except those run under s.22 Permits;
  - operated by an organisation for which the operation of transport is a primary constitutional objective, or else which regularly provides transport to other organisations, to individuals other than their own members, or to their own members, but where individuals from specific generic groups of people (e.g. older people, people with disabilities, younger people) can easily obtain membership without there being significant barriers of cost or other complex qualification criteria;
  - operated by an independent, non-statutory organisation;
  - with some input from volunteers, either in management, administration or operation.

### *A common policy framework*

- 3.2 The Sustainable Community Strategy and LAA seek to co-ordinate the joint commitment of partners in the area. The CT strategy seeks to reflect this:
- Defining policy for community transport in Northumberland
  - Identifying and confirming the links between the various statutory functions and community transport
  - Establishing a sustainable funding and support structure for community transport
  - Ensuring that the outcomes fit into the objectives of more overarching strategic documents, for health, economic development, social cohesion and other aims.
  - Establishing a framework for evaluating community transport performance and value for money.
- 3.3 At a practical level, the strategy seeks to:
- Improve access to services.
  - Identify specific gaps (modal, geographical, service level) in current provision.

- Ensure that operations can be sustained and that a realistic vehicle replacement policy is put in place.
- Ensure that there is stability in funding streams.
- Set in place an appropriate administrative and support structure with delivery structures that enable support from different partners.
- Facilitate growth of community transport capacity, particularly where it assists with filling gaps in transport networks.
- Encourage innovative service delivery
- Stimulate enhanced output productivity

### ***Benefits for both commercial and community sectors***

3.4 The role of the commercial operators in the strategy is of particular importance. Successful CT needs to be integrated with other modes. This recognises that:

- CT is sometimes in competition with taxis and buses and sometimes in partnership.
- There are different and equally challenging requirements on CT and commercial sectors. The balance between social accountability, commercial viability, responsiveness to customers and maintaining competitiveness is different for every organisation. Strong social and business organisations are needed in Northumberland to respond to the wide variety of transport needs. There is no rigid line that defines whether social or commercial organisations will be best able to compete for public contracts, so public agencies will seek to frame contracts to facilitate open and fair competition.
- Public authorities support community and commercial providers in different ways. Help is provided for training, transport information, and authorities are large purchasers of services and trips.
- The regulation of CT is sometimes different from the regulation of commercial operators, reflecting different pressures and accountabilities to owners, shareholders, and local communities. For all operations, existing construction and use and safety requirements need to be effectively enforced to ensure the safety of passengers and staff.
- Transparency and accountability are key principles of good governance. CT organisations competing fairly for commercial contracts need to be able to demonstrate that there are no hidden subsidies that could lead to unfair practices.

### ***Accountability***

3.5 CT sometimes suffers since nobody is responsible for ensuring that there is appropriate funding and delivery reflecting local needs. The Sustainable Community Strategy and LAA and other policy changes are seeking improvements in CT. To manage delivery, clear accountability

is needed in the terms of the partnership between public agencies and the community.

3.6 Table 3.1 illustrates ways that accountability for delivering the aims of the Sustainable Community Strategy and LAA might be delivered under the:

- Community Planning Act
- Local Government Acts
- Health Acts
- Education Acts
- Transport Acts

**Table 3.1 – Statutory Responsibilities for Securing CT Services**

Accountable body	Policy aims	Legislative framework
Northumberland Strategic Partnership/ Local Strategic Partnerships	Community capacity building and incentives for innovation and efficiency	• Community planning Act
Northumberland Care Trust/NHS North of Tyne/North East Ambulance Service	Ensuring that all people can access health and social care services.	• Health and Social care Acts
Northumberland County Council Children’s Services	The requirement for Education Authorities to consider the travel needs of pupils and to ensure safe and practical access usually requires community action for affordable delivery.	• Education Act
Northumberland Strategic Partnership/ Local Strategic Partnerships	Provide appropriate administrative and support structure for partnership delivery.	• Community Planning Act
Northumberland County Council Community and Environmental Services	Identify gaps in transport networks (on account of geographical coverage, mobility of travellers, information on service provision, cost factors, etc.)	• Transport Acts • Community Planning Act
Northumberland County Council Community and Environmental Services	Ensure sustainable CT operation with stability in funding streams and vehicle replacement	• Transport Acts • Community Planning Act

***A focus on priorities***

3.7 Successful partnership working needs to recognise that each partner has different priorities. The role of the CT strategy is to assist partners in identifying the terms of engagement for negotiating priorities and developing project partnerships. This can be achieved by the existing partners:

- Clarifying how funding relates to policy goals.
- Identifying mechanisms for productive negotiation
- Sharing information on prioritisation within each separate funding programme.

- Sharing opportunities for multiple partners to make joint funding bids.
- Identifying clear evidence of need and links to funding.
- Setting up and supporting suitable organisations to manage delivery.

3.8 This is a large agenda and the remainder of this document identifies how local needs can be tackled through practical delivery.

## 4.0 Evidence Based Delivery

4.1 Resources are scarce so the strategy seeks to:

- Identify the need for CT
- Define how delivery will be prioritised to tackle these needs.

### *The need for CT*

4.2 In the context of transport, there are four different ways of thinking about 'need':

- Demonstrated need or travel demand - what people actually do in specific circumstances, such as how much they use a particular service that is offered at particular fare levels.
- Assessed need or social need – someone is in need of transport if the transport available to them does not meet an externally defined standard that society might expect (e.g. can reach nearest General Hospital within X minutes travel time).
- Relative need – someone is in need of transport if they are relatively deprived in their use of or access to transport, compared to others (e.g. an average for their cohort group);
- Stated need – if people say they are in need then this is a need.

4.3 All of the above approaches are relevant to the determination of need. No one dimension of need covers all aspects. Also what people say and what they actually do are very often at variance. Demand is constrained by supply and cost. When considering relative need, care must be taken to compare like with like – for example, how does one compare the position in urban and rural settings? Assessed need requires a third party to ascribe standards which are considered 'reasonable'.

4.4 Assessing the need for CT in Northumberland also needs to recognise that:

- Stated needs will change as understanding of CT grows. There has been no commonly agreed definition of what constitutes CT in the past. Future provision must build incrementally from the differing expectations in each area.
- CT needs to complement other transport delivery. Different forms of provision have different target beneficiary groups, so need is a complex matrix of components. This might mean that in some locations there is less need for CT.
- Expectations of CT are growing. There are no commonly agreed benchmarks for appropriate levels of community transport provision in particular circumstances. As the sector develops it can compare progress within the area and with other parts of England.

### ***Developing a better understanding of need***

- 4.5 The mapping of network coverage in 2005 (for the accessibility strategy) and 2007 (as part of the rural and community transport development project) provides a starting point in understanding social need. The consultations and usage data provide some information on stated and demonstrated need. However this is only the starting point in a developing needs assessment process.
- 4.6 Needs assessment is an ongoing process where information on gaps is systematically gathered, analysed and feeds through into resource prioritisation. Setting up feedback loops is one of the most practical ways identify and tackle needs. Recording problems when and where they are identified, and ensuring that they are tackled systematically ensures that CT needs can be prioritised effectively. The new Access to Services Sub-Group being established as part of the Community Strategy will be leading future needs assessment. This priorities in this strategy should be regularly reviewed as the new Sub-group develops its priorities.
- 4.7 In the meantime some of the needs which have already been identified are summarised below.

### ***Health needs***

- 4.8 Analysis of public transport network coverage shows particular gaps in accessing health with:
- Availability of transport for low mobility groups to local health services such as GPs.
  - Access to Newcastle hospitals
  - Accessing NHS dental care
  - Many of the locations with poor accessibility also coincide with locations where people report not being in good health or having a limiting long term illness.
  - The best health is on the periphery of the urban areas.
  - The poor health in the rural areas is a concern.
- 4.9 There are some particular demographic challenges due to the ageing population. Older people are often not able to drive and are reliant on CT and sometimes Public Transport to access health care. It is of note that:
- Northumberland has an ageing population with higher proportions for the over 65 age group than the national and regional averages. The proportion of older people is highest in the rural areas of the county.
  - Partly due to the ageing population, the percentage of the population that is economically active is lower than national averages.
  - The percentage of the population aged over 65 is set to rise significantly, especially in Wansbeck and Castle Morpeth.

### ***Access to Work***

- 4.10 The existing “Removing Barriers to Work Partnership” has been identifying travel needs and measures needed to tackle this. Analysis and mapping has identified that:
- Employment is concentrated in the urban areas but job seekers are spread across the area.
  - For the rural job seekers transport is much more likely to be the critical factor affecting their ability to access work.
- 4.11 There is a need for intermediate labour markets for drivers and support staff which CT operators are well placed to provide. By developing new services within the social economy that create employment and providing quasi-employment (volunteers, New Deal, etc.) for drivers, passenger assistants and administrative staff, this can nurture personal confidence and help people to return to secure long term employment.
- 4.12 Staff training is a growing challenge in the transport industry. CT can assist in skill development for scarce skills in the transport industry including cross-sectoral working and a focus on people and customers.

### ***Access to Education and Learning***

- 4.13 Accessibility analysis identifies that access to further education is the trip purpose facing the greatest accessibility barriers with only 66% of people aged 16-19 able to reach a further education establishment within an hour unless they have a car available.
- 4.14 At school level, public transport services in the rural areas do not generally provide coverage that would allow students to attend after school activities and then return home independently.
- 4.15 Increasingly flexible delivery of education services such as new diplomas requires more flexible transport and this requires new approaches and new funding.
- 4.16 In areas where there is an absence of CT coverage for education activities or weak delivery of services there will be suppressed travel particularly for:
- Discretionary educational activities (e.g. off-site visits, exchanges, attendance at events);
  - Development of discretionary, non-core on-site services (e.g. breakfast clubs, homework clubs and after-school activities);

### ***Rural Access***

- 4.17 Even prior to mass car ownership, it was not generally viable to provide public transport that met all social and economic needs. With many people using their own cars, the market for public transport is more limited, and increasingly alternative lower cost approaches are needed to transport network coverage. CT presents an opportunity for these community based approaches to supplement the other transport provision available.

- 4.18 There are therefore many gaps in rural network coverage that require demand responsive transport options to close the gap. There is a need for better co-ordination of demand responsive transport to generate efficiency gains to allow more trips to be provided closing more gaps. CT is a critical part of improving rural access and mobility in Northumberland (RAMP).
- 4.19 Delivery of improvements is a balance between transport improvements and securing local facilities such as shops and post offices. The achievable level of provision that is 'needed' is a practical trade-off between how much transport the community can provide, and how much resource public authorities can contribute. CT not only is an essential part of the mix of transport available in rural communities but helps to develop the community capacity that fosters rural development.
- 4.20 Partnership between public authorities and local communities is needed to manage and deliver improvements securing a sustainable future for the communities and CT will often be closely integrated with other community facilities.

#### ***Access to Childcare***

- 4.21 Significant funding has been put in place to develop childcare provision, and this has led to major growth in the need for transport. Whilst funding has been available to establish children's centres, there is a need to tackle transport barriers for these children.
- 4.22 It is the statutory obligation of Northumberland County Council to provide transport support for children of school age (beyond a certain distance from the school); it is not their responsibility to support pre school transport. Funding for pre-school transport remains a problem.
- 4.23 Informal arrangements for transporting this group have been made more difficult with the recent extension of mandatory child seat use. People without the right size/type of child seats can no longer give children lifts.

#### ***Shopping and leisure***

- 4.24 There is a need to support local shopping and leisure opportunities. In the rural areas there are opportunities to create village 'hubs' where CT improves access and supports trade in the local facilities. For facilities not available locally, the local hub can also act as a focal point for managing trips to regional centres.
- 4.25 Access to the major shopping centres of Newcastle, Berwick, Carlisle, and MetroCentre all need better transport links, particularly from the rural communities.
- 4.26 Public investment in transport services to particular shops can be a problem since this can distort trade for local retailers and other wider markets. There is a need for investment in transport to be funded in partnership with the local businesses to ensure that all businesses have the opportunity to succeed. It should be recognised that large businesses such as supermarkets may have a greater capacity to fund

CT and this presents opportunities. However to ensure a sustainable balance of CT provision, the need for public funding can be greater for transport giving access to smaller providers, who have less capability to fund transport.

#### ***Access for young and old people***

- 4.27 Transport problems restrict the opportunities for non-statutory youth organisations to develop and broaden the scope of their activities, and at present they rely heavily on parents having cars. This increases the cost of delivering youthwork services.
- 4.28 The CT image is often not youth-friendly so there is a need for transport that fits with the needs and aspirations of this group. New ideas in the sector, such as mobile SMS text based bookings and electronic payment mechanisms, could help to change the image.
- 4.29 Older people often need more support when travelling and there are many gaps in the coverage of door-to-door services. Giving people the opportunity to get out of the house has multiple benefits.

#### ***The needs of Northumberland in context***

- 4.30 The level of CT provision in Northumberland needs to be acceptable to the local population. There are many factors affecting local acceptability but as the CT sector grows across the UK, residents in Northumberland will increasingly desire provision that benchmarks successfully with the best provision elsewhere.
- 4.31 In some local authority areas the transport authority plays a strong role in funding door to door transport provision for people with low levels of personal mobility, and in other parts of the country provision of door to door transport is largely managed by the CT sector. Northumberland falls into the latter category emphasising the reliance on a strong CT sector to ensure that equity aims are met.

## **5.0 The Policy Framework**

- 5.1 In Northumberland substantial progress has been made with policy development as part of Local Transport Plan preparation and for the Community Strategy. The CT strategy seeks to develop practical deliverables within the wider policy context.
- 5.2 However the wider framework is changing. Policies are currently being developed under the Northumberland Strategic Partnership Access to Services Group building on the accessibility plan themes for<sup>1</sup>:
- Removing Barriers to Healthcare
  - Removing Barriers to Work
  - Addressing Education and learning related accessibility issues
  - Tackling rural access and mobility problems through integrated working.
- 5.3 Transport authorities have a duty to ensure that all people can access services and facilities. Particularly in rural areas, the only practical way to achieve this is by working in partnership across sectors and in particular supporting the CT sector.
- 5.4 Progress is already being made including joint working within the rural and community transport project which started in late 2006. This already includes initiatives for:
- Funding of door-to-door transport services for people with impaired mobility.
  - Co-ordination and brokerage projects, and vehicles coming within these projects
  - Social car schemes
  - 'Wheels to work' and similar schemes
  - Car-sharing, ride-sharing and similar initiatives
  - Staff, volunteer and passenger training and support schemes.
- 5.5 CT delivery is therefore central to policy delivery but there are formidable challenges to ensure that: all staff, across multiple agencies and sectors provide an informed customer interface for members of the public on CT issues; funding structures and procurement processes are developed to allow CT to play a fuller role; and planning takes account of the integrated role that CT can play as part of integrated transport networks.

### ***Specific policies***

- 5.6 Specific policies in the Sustainable Community Strategy and LAA to deliver these aims are:

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<sup>1</sup> Northumberland County Council LTP Annex 2 – Accessibility Strategy

- Creating, in liaison with commercial bus operators, a bus service network to certain specified standards linking all major settlements, complemented with less frequent, “satellite” routes to their surrounding villages and hamlets. The timetabling should dovetail wherever possible the opening times of key services such as Post Offices, shops, banks, and health surgeries.
- Establishing a formal assessment system by which non-profitable bus routes are selected to receive subsidy from Northumberland County Council, with the primary concern being to meet genuine community need.
- Making travelling by bus more attractive to existing and potential passengers through a range of initiatives such as introducing through-ticketing across all operators, providing real time information to indicate if the bus is running to schedule, improving the quality of bus stations and stops, and installing bus priority measures to assist the flow of buses at pinch points.
- Supporting the operation of community (not-for-profit) transport schemes aimed at meeting a specifically identified need, usually associated with people who live in remote or inaccessible areas, or who have physical or other accessibility problems.

5.7 CT also features in policies:

- Making it easy to volunteer - To ensure that all people feel driven to get involved and when they do, they can feel they are making a difference.
- Supporting the network of voluntary and community organisations - To put in place a comprehensive support infrastructure to guide such groups through all these activities.
- Encouraging businesses that trade with a social purpose - Not every voluntary or community group will be able to find such economic gaps in the market but where they do, our objective is to foster and nurture their development and growth.

5.8 CT would benefit substantially from such support and nurturing. The CT strategy can set out how the detailed plans and funding will be managed.

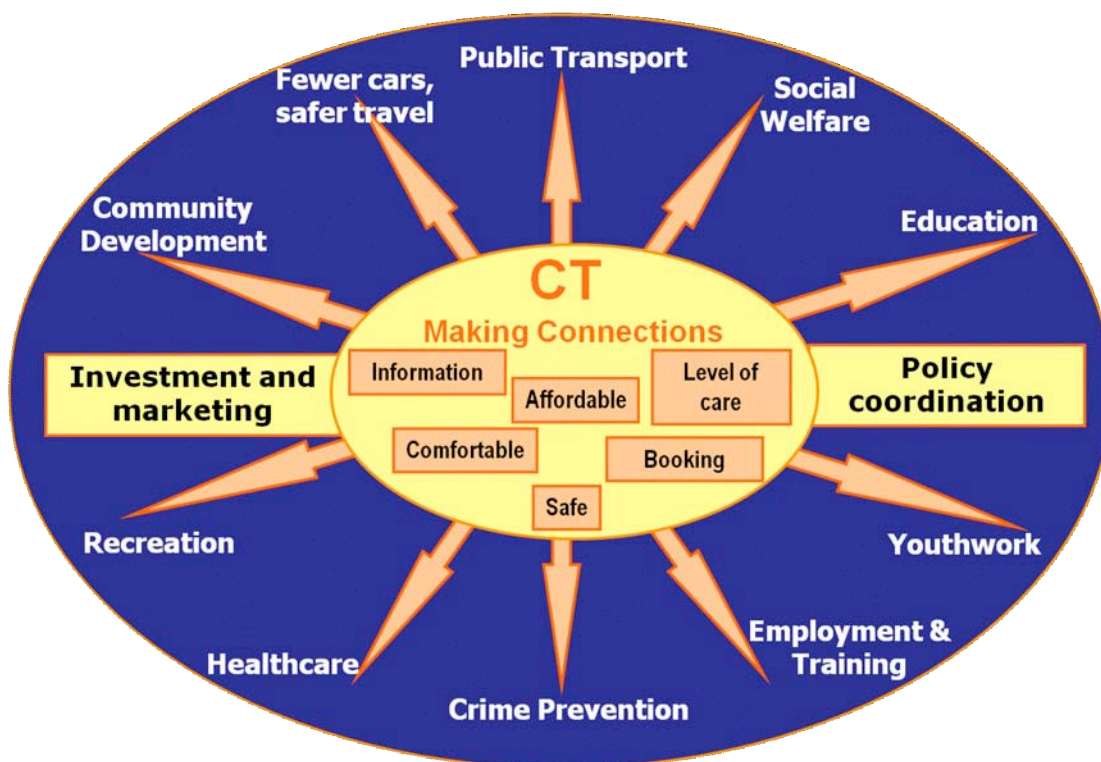
***CT strategy themes***

5.9 CT can play a role in policy delivery across many sectors including:

- Regeneration, employment and social inclusion
- Health and social care
- Education, child care and youthwork
- Community, environment and safety
- Transport

5.10 Figure 5.1 shows the ways that CT can support the wider policies under these themes.

**Figure 5.1 – Stakes in CT**



5.11 To take forward action under these themes the CT strategy needs to be a document that people refer to regularly and Annex A shows the initial suggestions of deliverables following a review and consultation process. The

5.12 This is a challenging agenda and the document needs further work towards joint agreement on the actions, resources and management:

- The proposed action
- The deliverables
- Management and the role of each partner.
- Timescales and resources
- Monitoring arrangements

**Northumberland County Council  
Northumberland Strategic Partnership  
One North East**

**Joint Community Transport Strategy -  
Annex A - Activity Schedule**

## **6.0 Annex A - The Action Plan**

- 6.1 This Annex sets out how the community transport strategy can be managed and delivered under five main themes.
- Regeneration, employment and social inclusion
  - Health and social care
  - Education, child care and youthwork
  - Community, environment and safety
  - Transport
- 6.2 The aim is to complete all of the entries for each action during January and February 2008.

## 7.0 Theme R - Regeneration, Employment, and Social Inclusion

7.1 This is a broad field covering actions to ensure that as many people as possible can play a full role in the economy and society of Northumberland.

- CT has a strong culture and track record of training and builds from foundations in the local community. Often barriers to accessing employment simply relate to the need to raise travel horizons of some people.
- CT is an important provider of “workwise” schemes where unemployed people, including Jobcentreplus clients, are given transitional travel support such as information, discount tickets, motorcycles, and driving lessons to build their capability to reach jobs.
- Targeted CT provision needs to address the specific needs of: people with disabilities, older people, people under 16, youth groups, aged 16-25, women, ethnic minority groups, religious groups and others.

**Table 7.1 – Regeneration, Social Inclusion and Employment Actions**

	Action	Deliverables	Management, partners and stakes	Timescale and Resources	Targets and Monitoring
R1	Transport advice and support for all employment agencies including Jobcentres across Northumberland through wheels to work	Explore options to expand current local scheme across the county	Tackling barriers to work partnership	Funding commitments ?	
R2	Driver and assistant training scheme delivery	CT should seek to be recognised as the primary route for training staff and volunteers in the transport industry including MIDAS, MPV, PATS, D1, PCV, Driver CPC, and Moving and Handling.	ADAPT and TINN to grow training market drawing funding from operators and employability agencies.		
R3	Rural services	1. Plugging the leaks with services delivered through rural hubs and anchored by community transport delivery			
		2. Creating a framework for volunteering and self-help so that individuals can contribute directly to the well-being of their own community			
R5	Travel training and raising horizons	1. Support for women into work or training			

		2. Information, support and advice for older travellers facing loss of a driving license			
		3. Market CT capabilities within employability networks	Removing Barriers to Work Unit		
R6	Partnerships with employers and businesses on pooled rural transport	1. Increased levels of car and lift sharing			
		2. Tourist travel initiatives including development of project proposals and funding bids			
R7	CT investment from new development	Ensure that CT delivery is considered as part of development proposals to ensure equitable access to new shopping, leisure and other developments.			

## 8.0 Theme H - Health and Social Care

8.1 The provision of health services is shifting towards greater local provision for general diagnosis and treatment with more acute and specialist services being centralised.

**Table 4.1 – Health and Social Care Actions**

	<b>Action</b>	<b>Deliverables</b>	<b>Management Partners and stakes</b>	<b>Timescale and Resources</b>	<b>Targets and Monitoring</b>
H1	Primary care access to services - doctors, dentists, opticians, pharmacies	Ensure that each trip is funded by the user or paid for by the local health provider on behalf of the user to defined criteria and based on information about the best option for each trip			
H2	Services for patients to hospital clinics not eligible for non-emergency Patient Transport	Provide information on available services - and if services are not available then take action to develop new CT options to plug gaps in transport networks			
H3	Develop new criteria for social service transport to match eligibility requirements with affordability including charges for users costs and other funding mechanisms	1. Implement new criteria matching needs, budgets and delivery.	NCT inconjunction with access to services sub-group		
		2. Audit gaps in delivery of transport for social care and ensure that funding and delivery is put in place to close gaps e.g. taxicard.	Access to services sub-group		
H4	Improve information about available transport services for patients and visitors including CT	1. Develop site based travel plans for each health treatment location			
		2. Health transport information service			
		3. Hospital travel and booking trips for a voluntary car scheme (NEAS provide 250,000 car trips at present)			
H5	Tackling health inequity gaps encouraging low mobility groups to access health care earlier	Report on how access to health opportunity gaps are being closed including CT role.			
H6	Clarify how low income groups	Implement new publicity campaign with clear criteria			

	income groups are reimbursed for CT travel to hospital through Hospital Travel Cost Scheme	Consider taxicard scheme for reimbursing costs of health trips by CT			
H7	Link best value health solutions with best value transport solutions	Review costs of health providers making home visits relative to cost of community transport solutions			

## 9.0 Theme E - Education, Childcare and Youthwork

- 9.1 Access to education and learning is closely related to the policies for improving employability being promoted through community planning, regeneration and economic development.
- 9.2 Affordable transport for childcare centres and youth groups can depend on CT provision.

**Table 5.1 – Education, Childcare and Youthwork Actions**

	<b>Action</b>	<b>Deliverables</b>	<b>Management, Partners and stakes</b>	<b>Timescale and Resources</b>	<b>Targets and Monitoring</b>
E1	School travel plans at every school recognising needs of formal and informal CT as a major provider of transport solutions	1. School induction programmes to identify suitable transport solutions for all students			
		2. Develop the Dot 6 – school in the community initiative with car sharing and other new routes to school			
		3. Commission CT services to support travel for after school activities			
E2	Ensure that CT can compete for school transport contracts.	1. Ensure that all school transport contracts allow for CT operators to compete if appropriate.			
		2. CT solutions in flexible transport for flexible learning			
E3	Information on CT options administered through schools and colleges	1. Provide information about how to book and use CT in every school with relevant information for teachers and students			
E4	Develop CT solutions to provide affordable transport	Identify funding and management arrangements for trips to children centres			
		Investigate scope of wheels to college and management of this within wheels to work scheme			
E5	Ensure affordable supply of collective transport for sports activities	Ensure that minibus policy and funding programmes are advertised widely.			
E6	Improve access to local cultural centres	Clarify policy on transport, equity of opportunity			

## 10.0 Theme S - Community, Environment and Safety

10.1 Actions could include:

- Promoting minibuses to replace multiple cars for group journeys, thus saving fuel, emissions and reducing accidents
- Providing transport for collective environmental action

10.2 Improving the safety of Northumberland as a place to live and work depends on safe transport options at affordable cost. Actions could include:

- Crime prevention / victim support, by providing CT solutions
- Women’s safe transport in the evening
- Transport for clients of the Probation Service and prisoner family support schemes / prison visiting

**Figure 10.1 - Environment and Safety Actions**

	Action	Deliverables	Management, Partners and stakes	Timescale and Resources	Targets and Monitoring
S1	When the built environment changes – e.g. new housing development, identify implications for low mobility people	Northumberland County Council development control procedures to be changed to ensure that all people are included in new transport arrangements including CT, taxicard and other door to door solutions.	NCC planning and development control		
S2	Ensure that all transport needs of the community can be met for shopping, leisure and other trip purposes	1. Investigate how access to shopping, friends, family, leisure services and other community needs can be incorporated in access to services delivery plan	Access to services sub-group of NSP		
		2. Develop plans for viable shopper services balancing affordable cost recovery from users with comprehensive network coverage.	Access to services sub-group of NSP		
S3	Promoting minibuses to replace multiple cars for group journeys, thus saving fuel, emissions and reducing accidents	Environmental footprint report for transport in Northumberland including review of costs and benefits of enhanced CT provision.			
S4	Funding for transport solutions to deliver environmental and safety benefits.	1. Funding affordable transport which provides transport for collective environmental action – e.g. litter collection in the national park			
		2. An annual challenge fund for the best green transport initiative			

		3. Funding for scheme to provide community support for older people when they lose their driving licence			
S5	Improved provision of safe transport solutions	Crime prevention / victim support, by providing CT solutions			
		Funding for a women's safe transport in the evening service			
S6	Improve transport for clients of the probation service and prisoner family support schemes / prison visiting	Identify scope of problem and size of budget needed to support affordable transport solutions.			

## 11.0 Theme T - Transport

- 11.1 Transport is a derived demand so in many cases the lead role will be taken by the non transport agencies who hold the funding and are accountable for delivering best value services for health, education etc. Transport providers can be contracted by these providers to manage delivery as required but the ultimate accountability is defined by the statutory responsibility.
- 11.2 For transport the legislation and accountability is to ensure transport markets operate in an orderly manner and that joint working is facilitated through a transport and accessibility planning process.
- 11.3 Although many of the actions below identify NCC transport as the lead organisation, in practice success in this will depend on effective delegation to avoid transport staff becoming swamped. Rural transport partnership officers previously sought to make these connections but their activities were poorly linked with funding mechanisms. New funding and administrative arrangement through Local Area Agreements will be overseen by NSP, the LSPs and future belonging community structures.
- 11.4 The elements of the strategy included in Table 2.1 are therefore those where multiple sectors are involved requiring transport to lead the delivery.

**Table 2.1 – Transport Actions**

	<b>Action</b>	<b>Deliverables</b>	<b>Management, Partners and stakes</b>	<b>Timescale and Resources</b>	<b>Targets and Monitoring</b>
T1	Increase the capacity of CT operators	1. Procurement of more services and vehicles from CT			
		2. Ensure that capacity to provide affordable group travel is increased in every part of the County.	Some operators could deliver region wide services in their specialist areas.		
		3. Training and support for Development Trusts to strengthen community capacity to deliver CT	Role for mature CT operators in growing the sector?		
		4. Grant scheme for minibus purchase			
T2	Marketing of the CT sector to increase recognition of the professional capabilities in supporting individual travel plans, car	To ensure marketing element is integral to service delivery review marketing weaknesses and prepare marketing plan.	?		
		Targeted information about relevant and suitable CT services for over 12,000 students.	Northumberland College		

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	schemes, group hire, dial-a-ride services, contracted services and training.	Community Development Officers promoting CT solutions within their projects supported by training and backed up with enhanced website and newsletter coverage.	Community Action Northumberland supported by NCC		
T3	Improved integration between service providers ensuring that commercial, statutory and community transport can all deliver to their strengths.	1. Procurement approaches audited to ensure that they do not discriminate against any sectors.	NCC?		Audit reports presented to bus, taxi and CT forums
		2. RAMP delivery arrangements to be determined once new management arrangements are established			
T4	Site specific travel plans including parking policies and CT	Workplace travel plans			
		School travel plans			
		Retail travel plans			
		Health travel plans			
T5	Improve quality standards within CT sector	1. Implement minibus policy on all procurement by participating operators	NCC - transport		
		2. Use CT operators forum to share expertise and develop good practice	NCC – transport		
T6	Improve administration and payment structures within CT	Develop taxicard schemes to include CT	Castle Morpeth LSP		
T7	Improve booking of transport and allocation of trips to optimal modes	Develop booking centre with links to Traveline, CT operators, carshare, liftshare, etc.	NCC - transport		
T8	Develop the role of the CT sector in vehicle garaging and maintenance.	CT operators to consider options for developing their role in vehicle maintenance including apprenticeships and training.	CT operators		Report progress to CT operator forum by ?