MOBILITY STRATEGY FOR OLDER AND DISABLED PEOPLE IN NOTTINGHAMSHIRE – APRIL 2011

EXECUTIVE SUMMARY

The Mobility Strategy for Older and Disabled People acknowledges that each resident should have the opportunity to access the range of services required to play an active role in the community.

This Strategy acknowledges that conventional public transport, whether operated commercially or under contract to the County Council, offers suitable transport provision for the majority of Nottinghamshire residents.

It complements the County Bus Strategy and Concessionary Travel Scheme addresses the following residents who are less able to benefit from conventional public transport services:

- The elderly who cannot use conventional transport
- Those with physical or learning disabilities
- Those without access to conventional public transport at the required time
- Those with no access to public transport, especially young people
- Those who wish to reduce their carbon footprint by switching to more sustainable travel modes

Context

The Council's 'Transport Transformation' project "seeks to provide a more integrated and holistic approach to addressing transport need". The Vision of this Mobility Strategy is 'to reduce social and economic exclusion by promoting equality of access to key services – shopping, health, leisure, work, education, and training.

The Aim of the Strategy

This Strategy sets out a new framework for transport services for people in mobility need, which will allow residents, whether disabled, frail, elderly, young or rurally isolated people, to:

- Access those services and facilities which they need to, in order to play a full role in the community
- Travel, within reason, when they need to travel
- Access transport services which are reasonably priced
- Be provided with appropriate transport services to allow them to access the nearest town / transport hub from which they can travel onwards to their final destination
- Enjoy a range of quality accessible, flexible and efficient transport services
- Use transport services to access employment, education and training opportunities

The Delivery Plan

This is the series of proposed actions and tasks which together will enable Nottinghamshire to retain its commitment to achieving best practice

The Delivery Plan addresses issues in the following themed areas:

1. Planning & Development
2. Customer Service
3. Funding, Finance and Efficiency
4. Training & Skills Development
5. Delivery
6. Monitoring and Evaluation

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1. PLANNING & DEVELOPMENT

1.1   NEEDS ASSESSMENT

Each transport service to be delivered requires a needs assessment to provide an evidence base for the service and to ensure that the transport provided will meet the policies of the County Council. The evidence base will form the basis for a business plan which will be developed to justify funding for each project and to guide the project's implementation and running.

1.1.1   ACTION: Develop and Implement a Needs Assessment Framework for each transport service to be delivered if funding is available.

Identifying need will remain an ongoing part of the strategy, and through consultation, parish accessibility audits, and liaising with key stakeholders in the

field a more focused picture of the growing level of need for access to services will be drawn. The **ACCESSION** software can accurately assess the times, distances and travel costs associated with accessibility.

The County Council also hosts the Access Group for Transport, which draws on the experience of disabled people. It discusses issues of concern to people with a range of mobility difficulties and suggests courses of action be taken where appropriate.

Monitoring the growth in the demand for services targeted at mobility impaired people is important, especially with the burgeoning impact of demographic change. A **Mobility Needs Register** should be developed to capture the situation. This would include people who, though not disabled, are mobility impaired due to rural isolation and/or lack of access to mainstream services. This will enable the County Council to identify areas of high demand and arrange for services to cover such demand.

1.1.2   ACTION: Introduce a Mobility Needs Register detailing those in particular passenger transport need and their mobility requirements.

1.2   SUPPORT FOR BUSINESS PLANNING

Grant aid funding is making way for newer types of funding agreements based on quality and performance, and consequently voluntary organisations need to adopt a more socially entrepreneurial approach. This will require simple business plans, to demonstrate forward thinking and an awareness of new opportunities to reduce dependence on County Council financial support.

Efficiency reviews of existing schemes, with closer liaison and monitoring will inform and build the funding framework which will relate funding levels more closely with performance and better identifies social return on investment.

1.2.1   ACTION: All funded schemes to have a regularly reviewed Business and Development Plan.

1.3   ELIGIBILITY CRITERIA

A countywide, clear and transparent set of eligibility criteria for the use of the transport services envisaged within this mobility strategy needs to be developed and adopted. The eligibility criteria need to take account of the target markets set out above, but also of the eligibility criteria adopted by other departments within the county council and other 3rd sector providers.

1.3.1 ACTION: Develop and Implement a set of eligibility criteria for the transport services foreseen within this Mobility Strategy. This can be achieved without additional costs.

1.4 INTEGRATION

A mapping exercise will take place to capture all transport services operated within the county by all sectors. This exercise will highlight any gaps in service provision and any overlaps which could provide the basis for greater coordination and integration of services within the county council and between the county council and external organisations offering transport services such as the VCS and EMAS.

1.4.1 ACTION: Undertake a mapping exercise to highlight gaps and overlaps in transport provision within the county and discuss changes to bring about improvements and efficiencies.

1.5 OPTIONS FOR INNOVATION & EFFICIENT TRANSPORT SCHEMES

A series of innovative and efficient transport schemes should be piloted and implemented, if appropriate, with a view to providing transport services for the target markets of this Mobility Strategy whilst providing the best value for money possible and within current funding levels. These innovative services are based upon best practice elsewhere.

Flexibus Deployment
In deeply rural areas, transport has always been a major problem. Transporting children and young people to school is often an expensive option, requiring dedicated vehicles to run at set times, often with few passengers, at times that are inconvenient for the rest of the community, requiring high levels of subsidy to enable them to operate

Using the model established by Norfolk County Council, who have extensive, deeply rural areas, a pilot project of the Flexibus model, using accessible minibuses which will adopt a number of roles throughout the day will be trialled. A number of minibuses would initially service access to mainstream commuter based stage carriage routes, then deliver school transport, then day service transport provision before moving to Demand Responsive work in the middle of the day, then returning to Day Service / School and Commuter work. This will mean few vehicles lay idle at key times in the day when there is transport need

in the area. Some of this service would be delivered on a demand basis and will not run where there is no demand.

1.5.1   ACTION: The Transport Transformation Project to identify the location for a pilot Flexibus scheme including costs, benefits and outcomes.

Low Cost Demand Responsive Transport (DRT)

Low cost DRT can be a valuable tool in improving accessibility in a cost-efficient manner. These low cost DRT services could complement Flexibus schemes, using a mixture of transport providers, ranging from taxis, community minibuses and social car schemes. This could either be a full door to door or a fixed route service to a transport hub, depending on personal mobility. These DRT services would be low cost and would provide travellers with a link at a set day / time to the nearest service or transport hub. Operators would be paid on the basis of services operated only.

1.5.2   ACTION: To identify pilot locations for low-cost DRT schemes and put the schemes out to tender, to be provided within existing funding.

Minibus Scheme Development

The Transport for Communities review carried out in 2009 identified the opportunity to develop voluntary Minibus schemes including in Bassetlaw. The proposals have been published as part of an independent review conducted by RCAN and STAR Independent Consultants.

1.5.3   ACTION: To launch new Minibus schemes including Retford (Bassetlaw).

Car Scheme Development

Current Car Scheme activity is distributed very unevenly across the County, with some districts having up to three schemes operating, and others having only one. The County Council needs to be mindful of the additional costs of duplication of service delivery and could consider streamlining VCS administration into a single organization in each district. This would need to be managed sensitively as many schemes have a long history of serving their communities, but such duplication is hard to justify on efficiency grounds. Better joint working will reduce overhead costs and contribute to the sustainability of the services.

1.5.4 ACTION: To evaluate the merits of merging multi district schemes into single units.

1.5.5 ACTION: To launch a new Voluntary Car Scheme for Newark.

Car Sharing

Making the best use of existing transport capacity could be enhanced by providing incentives to drivers to share their journeys to work. Establishing locally based car sharing schemes and engaging with drivers to demonstrate the benefits and carbon reduction impact of sharing their vehicles with other travellers. There are currently two schemes operating within the County (Bassetlaw Share a Ride and Nottinghamshare.com) and the option of either extending these or localising them should be assessed. The possibility of incentives to be offered by the County or by commercial sponsors should also be considered.

1.5.6 ACTION: To assess the scope for extending / localising existing car share schemes

1.5.7 ACTION: To pilot an incentive scheme to promote car sharing.

Effective Partnerships / Health / LEP's

A particular anxiety for many people is accessing health services. The NHS provide non emergency patient transport provision to hospitals, but this is not available countywide, and often unsuitable for some people, as companions are not permitted and collection and return time windows are lengthy. Voluntary Car Schemes provision to hospital and other health appointments is not consistent across the county. Currently about 10% of VCS transport is engaged with transport to hospital, which represents a significant cost saving for the health service. If active engagement with partners from health services could be drawn together to identify and implement efficiencies and cost targeting, more resources could be allocated to the schemes who currently deliver high levels of health related transport.

1.5.8 ACTION: To carry out the mapping exercise outlined above to establish savings to be achieved through closer integration of County-supported buses, VCS operations and EMAS services.

2. CUSTOMER SERVICE

2.1 ONE CALL FOR ALL / SINGLE POINT OF CONTACT

Some other local authorities are achieving better transport deployment and co-ordination by enabling transport need to be expressed on a 'One Call for All' basis. This was an outcome expressed from 'Better Together' and it fits into the integration of the Trapeze IT suite which can be incorporated into a new booking regime. Transport requests can be allocated to the most appropriate provider, whether mainstream, specialist or voluntary sector. This would make monitoring much easier

2.1.1 ACTION: To pilot a single point of contact (SPOC) phone number for transport solutions bookings.

2.2 BOOKING, TICKETING AND TECHNOLOGY

The DfT's Smart and Integrated Ticketing Strategy aims to increase the use of smart and integrated ticketing schemes in England in order to make ticketing arrangements better and encourage modal shift. This will contribute to the new Government's aim of Transport that works for everyone. The Council wishes to encourage the adoption and use of Integrated/ITSO ticketing technology, including smartcard and associated booking software.

2.2.1 ACTION: To consider introducing Trapeze computerized booking software on Council funded Voluntary Car Schemes and identify benefits and funding.

2.2.2 ACTION: To introduce ITSO ticketing technology on Section 22 scheduled services.

2.3 ACCESSIBLE TRAVEL INFORMATION

The Transport Accessible To All (*TATA)* guide was launched in 2006 to provide information on accessible services across the County, highlighting Car Schemes, Minibus Schemes, hospital focussed services and taxi providers with accessible vehicles. This resource is now outdated and requires revision. There is a website called 'A2B info net' which could be a valuable tool in signposting people on to relevant transport providers

2.3.1 ACTION: Introduce an electronic TATA guide linked to the County website which is updated at regular intervals.

Marketing & Promotion

Promoting the range of services available needs targeted marketing   to raise awareness. This could include better use of IT through video and web communication tools.

2.3.2   ACTION: To establish target markets and the most appropriate media tools to reach them

2.3.3   ACTION: To produce a range of video presentations and training resources for specific audiences.

3. FUNDING, FINANCE and EFFICIENCY

3.1   ENSURING VALUE FOR MONEY

Value for Money for the transport provision will be achieved through the application of the Needs Assessment, business planning for each transport service and the application of a full and transparent monitoring regime

3.1.1   ACTION: To ensure value for money through the adoption of sound commercial business practices allied to the measures outlined within this Strategy for identifying, servicing and monitoring transport needs.

3.2   AFFORDABILITY

The guiding principle of affordability is key to ensure that services available to the target markets of this Mobility Strategy are affordable. This includes assessing cost-efficiency of services to ensure proper allocation of Funds the providers and users.

3.2.1   ACTION: To apply the principle of affordability to ensure passengers can afford to pay for travel and that the County Council is able to demonstrate cost-efficiency in service provision

3.2.2   ACTION: To continue to offer concessionary fares support for Section 22 scheduled services and seek to transfer some Section 19 services to Section 22 where appropriate.

3.2.3   ACTION: To support service providers to actively research alternative sources of funding including transport to health services.

4. TRAINING & SKILLS DEVELOPMENT

4.1 QUALITY STANDARDS AND SAFEGUARDING ISSUES FOR PASSENGERS

The County Council has developed a Quality Standard for all the services it procures and supports. Within the Voluntary and Community Transport sector, a draft standard was drawn up as part of the Transport for Communities review. This includes standards in key areas, such as health and safety, equal opportunities, volunteer management and legal compliance.

4.1.1   ACTION: Partners to develop and introduce a County wide Quality Standard appropriate to each sector

4.1.2   ACTION: To encourage and ensure all operators achieve their sector's defined Quality Standard.

4.2 TAXI SERVICES

Taxis are a source of flexible transport for many people who do not have access to mainstream bus services or personal transport. There is limited liaison or co-ordination between taxi licensing authorities and these are individually controlled and licensed at District Council level. The County Council has no significant control over levels of taxi provision, the quality of service, the design and specification of accessible vehicles, nor the monitoring and enforcement of standards unless the taxis are provided under contract. This results in differing levels of service delivery and passenger care across the county. The Mobility Strategy proposes a **Taxi Quality Partnership** to move towards a consistent quality of service that all taxi-users can expect.

4.2.1   ACTION: To establish a Countywide Taxi Quality Partnership.

4.3   DRIVING STANDARDS (MiDAS / PERMIT TO DRIVE)

MiDAS (**Mi**nibus **D**river **A**wareness **S**cheme) is a non vocational driver training standard managed by the Community Transport Association which provides both on road driving assessment and classroom based training on a range of relevant issues which is vital to establish the quality and safety of voluntary and community transport. This scheme also offers training to Voluntary Car Scheme drivers, so everyone involved in the provision of transport in the county has a standard to achieve and be proud of.

In order to establish parity and accredited driving standards, the current Permit to Drive Scheme for Section 19 / Section 22 Community Minibus Operations

and other not for profit minibuses needs to be reinforced by the **full implementation of MiDAS** as a precursor to achieving or renewing Permit to Drive status. Any transport provider which is not Private Hire will need to be **MiDAS** members and train all their drivers as part of that commitment. The County Council will assist providers with effective recruitment and training of drivers.

4.3.1   ACTION: Requiring the achievement of the appropriate MiDAS standard as part of Permit to Drive and other Driver Permissions

4.4   WHEELCHAIR PASSPORT SCHEMES

Alongside the need for MIDAS as the quality standard for non-vocational training standard, we will encourage passengers who travel in their wheelchairs to have their wheelchair assessed for safety in transit, by using the Wheelchair Passport currently being piloted in other local authorities by using the PASS 900 scheme. This is being undertaken with the support of the |Community Transport Association

4.4.1   ACTION: To offer wheelchair passport assessment to identified passengers.

4.5 INDEPENDENT TRAVEL TRAINING / PERSONAL TRAVEL PLANNING

Many people with learning difficulties or physical disabilities can be enabled to use public transport with the support of Travel Training. A pilot Travel Training project has successfully enabled a number of adults with learning difficulties to enjoy accessing opportunities within their local areas. Such training has the potential for significant cost savings in reducing the demand for specialist transport and also offers people wider travel horizons. It also encourages people to use their concessionary travel card thus reducing the number of costly specialist trips.

A partnership of organizations, ranging from bus operators, voluntary groups and supported housing will have valuable role in the development of Travel Training, which offers travel mentoring to identified clients. Independent Travel Training should be established as a permanent service for all those of any age who are lacking in confidence in using transport services.

4.5.1   ACTION: To establish an Independent Travel Training Service within Transport and Travel Services.

4.6   COMMUNITY TRANSPORT ASSOCIATION

The CTA exists to support its members and to act as the lead UK body for voluntary and community transport.

The CTA Vision is of "A fairer society free of social exclusion and injustice where everyone has personal choice, mobility and access to the services they require."

The CTA works to achieve the Vision by:

- Representing the views of voluntary and community transport in the UK to influence government at all levels, and build support and investment for the sector

- Inspiring and empowering our members across the UK through leadership. Learning and enterprise and encouraging participation to bring about change

- Working towards an integrated transport network which embraces accessible, community-based transport services to achieve a fairer society and sustainable communities

The CTA is developing its own Quality Assurance standard, which follows other voluntary sector quality assurance models, which will enable a variety of funders to have confidence in the schemes they support.

4.6.1   ACTION: All voluntary transport schemes supported by NCC to be required to become members of the CTA.

4.7   VOLUNTEER DRIVER SECURITY

The Council wishes to support volunteer drivers through provision of common identification arrangements in liaison with scheme providers.

4.7.1   ACTION: To provide a common voluntary driver identity badge and vehicle visor displays to denote approved driver status.

4.8   ACCESSIBILITY and ACCEPTABILITY

Vehicles operating the transport services secured within this Mobility Strategy should be wheelchair accessible where appropriate and those transport services should be acceptable to all County residents, and particularly to the stated target markets

4.8.1 ACTION: To ensure that the transport services provided are appropriate for the needs of all County residents, especially the stated target markets of this Strategy.

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5. DELIVERY

5.1 Refocusing the Community and Voluntary Sector - Capacity Building

The Community and Voluntary Sector have a vital role to play in providing options for accessibility. Harnessing the talents of volunteers from a wide range of backgrounds, these schemes provide a significant amount of the transport to services for people in vulnerable situations. A hallmark of these services is their not for profit status, where any surplus is reinvested in their projects and the extra dimension of time, care and attention to detail which it is difficult for other providers to offer consistently

Coverage of the county is however, patchy and there needs to be capacity building in two areas. Firstly in geographic coverage, so that everyone who needs the extra dimension of care these schemes provide is able to access a local service.

Community transport operators in Nottinghamshire rely on grant funding to support their operations. The sector has a great deal to offer in terms of complementing the subsidised transport network, but it will need assistance in order to change from being fully grant dependent to a position where it can generate more of its own income. There is a capacity building role for officers to work with community transport operators across the County to assist with back office functions, driver training standards, etc. This role is currently being undertaken to a limited extent on a part-time basis by the Rural Access to Services Officer.

By enabling community transport operators to generate more income, they will continue to be able to run their traditional services, potentially with cross-subsidy from the contracts.
It is important to build the management capacity of these schemes by enabling them to work efficiently and effectively, reducing levels of administration and increasing activity levels towards recruitment, training and support given to volunteers. The introduction of internet based software, (Trapeze) will enable efficient co-ordination of transport requests.

5.1.1 ACTION: To offer social enterprise development training to the CT sector.

5.2   PROMOTING VOLUNTEERING

Some of the car and minibus schemes supported by the County Council benefit from committed volunteers. However a concerted effort is needed to recruit new volunteers into all aspects of scheme management to ensure their sustainability as key volunteers grow older. In line with the Government's approach to the Big Society, this will involve working closely with the volunteering agencies to attract volunteers from a wide range of backgrounds.

Volunteers need to be well managed, recognised and rewarded at both a local and county level for their commitment to the welfare of others that make such a valuable contribution to their community. Some tangible reward could be offered which both rewards volunteers for their work and offers an incentive for new volunteers to be recruited.

5.2.1   ACTION: To develop a media campaign to raise awareness of volunteering.

5.2.3   ACTION: To agree the targets for volunteer recruitment with schemes.

5.2.3   ACTION: To research appropriate models of incentive for volunteers.

5.3 VCS TENDERING FOR LOCAL AUTHORITY WORK AS PART OF CAPACITY BUILDING

One key area in which the VCS and CT sector are significantly under represented is in their engagement with tendering for local authority contract work. This could offer opportunities for generating operating surplus to supplement the organisation's income. Additional support and capacity building should be devoted to this and can offer cost effective solutions for both parties. The VCS and CT sector will be expected to tender for the low cost DRT and Flexibus (and other) innovative transport schemes.

5.3.1   ACTION: To provide additional training for VCS / CT schemes to equip them with the skills to tender effectively.

Performance Funding Framework / Targeted Eligibility

The County Council currently supports community transport groups by funding a significant proportion of the work they do. In 2009 a draft Performance

Management Framework was consulted upon for monitoring performance and establishing more equitable funding levels for schemes. Funding will be predicated on a variety of funding factors, including not only miles and trips but other information e.g. number of new / active users, new volunteers and more journey purpose analysis

This would demonstrate levels of active scheme development which could increase the potential of each scheme, which would thus be rewarded

5.3.2 ACTION: To implement performance related funding which reflects performance.

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6. MONITORING and EVALUATION

Each transport service provided should be monitored internally and externally on an ongoing basis to ensure that it is meeting it's stated objectives. This would include, meeting its target market need, ensuring passenger satisfaction and service efficiency and scheme sustainability. Training should be given to transport providers to enable them to monitor their service provision on a clear and transparent basis, whilst T&TS (NCC) should also undertake additional independent monitoring, e.g. through mystery traveller surveys. Qualitative research with a sample of passengers, e.g. focus groups, should also be included.

6.1.1 ACTION: To train the transport operators to consistently monitor their service provision

6.1.2 ACTION: To agree a monitoring and evaluation programme with each transport provider

6.1.3 ACTION: To develop and implement some independent service evaluation including qualitative assessment

ACTION PLAN TABLE

ACTION PLAN THEME	Action	Timescale short / medium / long term	Lead Organisation
Planning & Development	Develop and Implement a Needs Assessment Framework for each transport service to be delivered if funding is available.	Short Term	NCC
	Introduce a Mobility Needs Register detailing those in particular passenger transport need and their mobility requirements.	Short Term	NCC
	All funded schemes to have a regularly reviewed Business and Development Plan.	Medium Term	Funded Schemes
	Develop and Implement a set of eligibility criteria for the transport services foreseen within this Mobility Strategy. This can be achieved without additional costs	Medium Term	NCC
	Undertake a mapping exercise to highlight gaps and overlaps in transport provision within the county and discuss changes to bring about improvements and efficiencies.	Medium Term	NCC
	The Transport Transformation Project to identify the location for a pilot Flexibus scheme including costs, benefits and outcomes.	Medium Term	NCC

KEY: Short Term 6-9 months; Medium Term 9-18 months; Long Term 18-36 months

	To identify pilot locations for low-cost DRT schemes and put the schemes out to tender, to be provided within existing funding.	Medium Term	NCC
	To launch new Minibus schemes including Retford (Bassetlaw).	Short Term	NCC
	To evaluate the merits of merging multi district schemes into single units.	Medium Term	NCC
	To launch a new Voluntary Car Scheme for Newark.	Short Term	NCC
	To assess the scope for extending / localising existing car share schemes	Short Term	NCC / Funded Schemes
	To pilot an incentive scheme to promote car sharing.	Medium Term	NCC / Funded Schemes
	Establish Health and Wellbeing Partnerships with the health sector.	Short Term	NCC / Health providers
	To carry out the mapping exercise outlined above to establish savings to be achieved through closer integration of county-supported buses, VCS operations and EMAS services.	Medium Term	NCC / Partners
Customer Service	To pilot a single point of contact (SPOC) phone number for transport solutions bookings.	Medium Term	NCC

KEY: Short Term 6-9 months; Medium Term 9-18 months; Long Term 18-36 months

	To consider introducing Trapeze computerized booking software on Council funded Voluntary Car Schemes and identify benefits and funding.	Medium Term	NCC
	To introduce ITSO ticketing technology on Section 22 scheduled services.	Short Term	NCC
	Introduce an electronic TATA guide linked to the county website which is updated at regular intervals.	Short Term	NCC
	To establish target markets and the most appropriate media tools to reach them	Medium / Long Term	NCC / Partners / Media
	To produce a range of video presentations and training resources for specific audiences.	Medium / Long Term	NCC / Partners / Media
Funding and Finance	To ensure value for money through the adoption of sound commercial business practices allied to the measures outlined within this Strategy for identifying, servicing and monitoring transport needs.	Short Term	NCC
	To apply the principle of affordability to ensure passenger can afford to pay for travel and that the	Short Term	NCC

KEY: Short Term 6-9 months; Medium Term 9-18 months; Long Term 18-36 months

		Timescale	Responsibility
	County Council is able to demonstrate cost-efficiency in service provision		NCC
	To continue to offer concessionary fares support for Section 22 scheduled services and seek to transfer some Section 19 services to Section 22 where appropriate.	Short Term	
	To support service providers to actively research alternative sources of funding including transport to health services.	Short Term	Funded Schemes/ Partners/ NCC
Training & Skills Development	Partners to develop and introduce a County wide Quality Standard appropriate to each sector	Medium Term	NCC
	To encourage and ensure all operators achieve their sector's defined Quality Standard.	Medium Term	NCC
	To establish a Countywide Taxi Quality Partnership.	Medium Term	NCC
	To consider taxi voucher provision in particular circumstances of need.	Long Term	NCC
	Requiring the achievement of the appropriate MiDAS standard as part of Permit to Drive and other Driver Permissions	Short Term	NCC

KEY: Short Term 6-9 months; Medium Term 9-18 months; Long Term 18-36 months

	To offer wheelchair passport assessment to identified passengers.	Short Term	NCC / Funded Schemes
	To establish an Independent Travel Training Service within Transport and Travel Services.	Short Term	NCC
	All voluntary transport schemes supported by NCC to be incentivised to become members of the CTA.	Short Term	NCC
	To provide a common voluntary driver identity badge and vehicle visor displays to denote approved driver status.	Short Term	NCC / RCAN
	To ensure that the transport services provided are appropriate for the needs all county residents, especially the stated target markets of this Strategy.	Short Term	NCC
Delivery	To offer social enterprise development training to the CT sector.	Short Term	NCC/ RCAN
	To develop a media campaign to raise awareness of volunteering.	Short Term	NCC/ RCAN
	To agree the targets for volunteer recruitment with schemes.	Medium Term	NCC/ RCAN

KEY: Short Term 6-9 months; Medium Term 9-18 months; Long Term 18-36 months

	To research appropriate models of incentive for volunteers.	Medium Term	NCC/ RCAN
	To provide additional training for VCS / CT schemes to equip them with the skills to tender effectively.	Short Term	NCC / RCAN
	To implement performance related funding which reflects performance.	Short Term	NCC
Monitoring	To train the transport operators to consistently monitor their service provision	Short Term	NCC/ RCAN
	To agree a monitoring and evaluation programme with each transport provider	Short Term	NCC/ RCAN
	To develop and implement some independent service evaluation including qualitative assessment.	Short Term	NCC

KEY: Short Term 6-9 months; Medium Term 9-18 months; Long Term 18-36 months