



**Community  
Transport  
Association**

# Gwynedd Community Transport Strategy

Produced for

**Cyngor Gwynedd**

by CTA UK



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### 1 Introduction

- 1.1 This document outlines a strategy for the future development of the community and voluntary transport sector in Gwynedd, ensuring that initiatives and resources for the development of community transport best serve the people of Gwynedd.
- 1.2 Cyngor Gwynedd is a statutory transport authority, and has a legal duty to take the strategic lead in the delivery of a range of transport services within its geographical area. Although the Council does not operate any community transport schemes directly, it works in partnership with providers and other stakeholders to maximise the benefit of the current community transport networks in Gwynedd. This strategy sets out the Council's commitment to support and expand the services provided by the sector, and how we will help deliver a cohesive and integrated approach to the development of the community transport network across the area.

### 2 Community Transport

- 2.1 Community transport is a response to the transport needs of individuals and groups, which are not met by other conventional modes of transport. For the purposes of this strategy it is defined as:

*“ways of alleviating or meeting those local transport needs, which whilst remaining unmet, significantly hamper the quality of life of people who have no or limited access to conventional transport.”*

- 2.2 Community transport can serve the general public or a particular group in the community. Operators can work entirely with volunteers or a combination including paid staff, and can range in size from one or two up to fifty vehicles or more. The operators are many and varied and can include:
- Community car operators – where volunteers use their own cars to provide transport, often to hospital or healthcare appointments
  - Community buses – where timetabled local bus services in rural communities are operated using minibuses (vehicles with more than 8 but fewer than 17 passengers) and driven entirely by volunteers
  - Group travel schemes – where minibuses are operated either by a local group for its members' use or by an “umbrella” organisation where charges are made to other groups for use of the vehicle to carry their members.
  - Wheels to Work initiatives – where mopeds are loaned to young people to gain access to skills and employment.
  - Dial-a-Ride schemes – these provide door to door transport for older and disabled people
  - Taxi voucher schemes - where vouchers are issued to older and disabled people to offset charges levied by commercial service providers.

- 2.4 Currently, community transport in Gwynedd is provided by the following operators:
- **O Ddrws i Ddrws** based in Nefyn. Two MPV's (a multi person vehicle with fewer than 9 passenger seats) are driven by paid drivers, and the group also operates a voluntary car scheme.
  - **Dwyfor Travel Club (C.Y.M.R.O.D.)** which operates from Pwllheli. The group has a small number of minibuses and MPVs driven by paid staff, and they carry people with disabilities and their carers to work, shopping, social activities and health journeys.
  - **Freewheelers** operate a single minibus from Tywyn, which is driven by volunteers. Use of this scheme is restricted to 45 people with disabilities
  - **The Red Cross**, operating a number of minibuses, MPVs, a voluntary car scheme and a voluntary passenger assistant service. Most of the self-owned fleet is based in Caernarfon and driven by paid staff. An MPV is based in Dolgellau.
  - **Tywyn Car Scheme** is a small voluntary car scheme administered by Age Concern.
  - **Bangor University and Student Union** operates several non wheelchair accessible vehicles. Despite being largely confined to supporting student activities, a small number of minibuses are available for community group use such as youth clubs and trips for the elderly, none of which are wheelchair accessible.
- 2.5 The existing community transport structure in Gwynedd faces a number of challenges. There is substantial geographic inequity of provision throughout the county, with a concentration of resources in the Llŷn peninsula, along coastal areas and on the bank of the Menai, but other areas are less well served. This is coupled with a lack of a central database of operators and a general lack of co-operation between CT operators, leading to the loss of opportunities to maximize the effectiveness of available resources. Improved integration of services might also go some way to minimise the high cost of covering 'dead mileage'<sup>1</sup> which is a considerable burden for all CT operators working in rural areas.
- 2.6 There is no commonality in a number of operational issues, such as fare structures or eligibility requirements. In parts of the county which are well served, it is possible for a customer to choose between two providers, although the fares charged by one are approximately double that charged by the other.
- 2.7 Allocation of council resources to community transport is a major issue, and many operators suffer from a lack of long-term stability of funding which weakens sustainability. There is a need to improve co-ordination across council departments, and a need to develop clear, rigorous and measurable service standards to promote continuous improvement. Additionally, the sector could benefit from co-ordinated investment by a range of partner

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<sup>1</sup> Dead mileage – the distance which has to be travelled by a vehicle from its home base to the place where the first passenger is picked up and the last passenger is dropped off.

organisations, including health authorities, since many journeys are health-related.

- 2.8 There is a need to improve information sharing and promotion since awareness of existing community transport services amongst some communities is poor. A vicious circle is created whereby eligible people do not use the services because they are not aware of them, and operators do not gain enough added revenue to market their services because their resources are already heavily stretched. Existing vehicles within the county which are privately or council-owned are not made available to the sector at appropriate times.

### **3 The Local Policy Context**

- 3.1 There are particular challenges in providing an efficient and effective passenger transport network across Gwynedd for all residents. According to the 2001 Census, it has a population of 116,893 with an average of less than 0.5 people per hectare, making it the third most sparsely populated local authority area in Wales after Ceredigion and Powys.

- 3.2 It is recognised that the travel needs of the majority of Gwynedd residents and visitors are met by conventional means of transport, namely:

- Car and other private vehicles<sup>2</sup>
- Public transport, including bus and train
- Taxis and private hire vehicles
- The ambulance service and health transport arranged by NHS authorities
- Contract transport, including school transport and social services transport
  - Walking and cycling

- 3.3 However, primary and anecdotal evidence is regularly produced that a significant number of people are excluded from using these means of transport. It appears that the quality of life of sections of the Gwynedd population suffers because of difficulties in accessing a range of care and other public services, social and employment opportunities.

- 3.4 This evidence has been gathered in a number of plans and strategies produced across Cyngor Gwynedd. These are shown in Table 1 below:

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<sup>2</sup> 24% of Gwynedd households do not own a car (2001 Census)

## Gwynedd Community Transport Strategy

Table 1: Evidence of transport exclusion

Strategy	Issues	Relevant Recommendations
Gwynedd Health, Social Care and Well-Being Strategy 2005-08 "Better Health – Better Gwynedd" Operational Plan for 2006-07	This document identifies the transport difficulties faced by: <ul style="list-style-type: none"> <li>older people</li> <li>children and young people</li> <li>people suffering from long-term illnesses and injuries</li> <li>low income groups</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen the coordination of transport provision</li> <li>Provide affordable transport for young people</li> </ul>
Gwynedd Tomorrow: "A new Way of Working" Gwynedd Together Community Strategy 2006	<ul style="list-style-type: none"> <li>Accessibility and the delivery of citizen-centered services</li> </ul>	<ul style="list-style-type: none"> <li>Develop new and innovative ways of providing local access to high standard public services to a dispersed population</li> </ul>
"Cynnwys" Project on social inclusion in Gwynedd and Ynys Môn, 2004-07	<ul style="list-style-type: none"> <li>Accessibility of services for disabled people in rural areas, especially south Gwynedd.</li> </ul>	<ul style="list-style-type: none"> <li>Improve access to transport and co-ordinate transport provision</li> <li>Ensure that people throughout the area have access to community transport as an alternative to public/private transport</li> </ul>
Disability Equality Scheme Cyngor Gwynedd 2006-09	<ul style="list-style-type: none"> <li>Need to ensure that transport services are as flexible and accessible as possible, and include disabled people in the development of Council schemes and strategies</li> </ul>	<ul style="list-style-type: none"> <li>Take a strategic approach to assessing community transport needs in Gwynedd</li> <li>Develop CT operators to fill gaps and complement existing local services</li> </ul>
Young People and Public Transport – Advisory Report December 2006	<ul style="list-style-type: none"> <li>Large number of young people face a number of difficulties when trying to use bus services</li> <li>Existing CT operators tend to work with older and/or disabled people</li> </ul>	<ul style="list-style-type: none"> <li>Council to work closely with the Young People's Partnership to ensure that community transport schemes for young people are developed</li> </ul>
Rural North Wales Initiative for Developing Support for Older People 2004-06	<ul style="list-style-type: none"> <li>Problems with access to services and information about transport</li> <li>Current CT coverage is limited</li> </ul>	<ul style="list-style-type: none"> <li>Funding for CT to extend current services</li> <li>Encourage more volunteer drivers willing to work at night</li> </ul>
"Living Life to the Full" A Strategy for Good Ageing in Gwynedd	<ul style="list-style-type: none"> <li>Rurality of county and resultant variations in levels of public transport</li> <li>Accessibility of current</li> </ul>	<ul style="list-style-type: none"> <li>Develop CT schemes in partnership with public transport to develop an integrated service across</li> </ul>

April 2006	<ul style="list-style-type: none"><li>transport provision</li><li>Use of CT to access health services</li><li>Safety issues of mobile scooter use on roads</li></ul>	Gwynedd
"CT in Gwynedd - Improving Transport Provision for Older People" Interim Report June 2006	<ul style="list-style-type: none"><li>High levels of older people (over 30% in some wards)</li><li>Community transport is patchy and under funded</li><li>Small number of people suffer significant transport disadvantage</li></ul>	<ul style="list-style-type: none"><li>Improving coverage</li><li>Resources</li><li>Commonality of standards etc</li></ul>

## 4 The UK, Wales and Regional Policy Context

- 4.1 The consultation document "Putting Passengers First" (December 2006) and subsequent draft Local Transport Bill which was published by the Department for Transport in May 2007, set out proposals for the statutory basis for a modernised, national framework for bus services in England, Scotland and Wales. In Wales, Transport Wales and the Welsh Assembly Government will be considering possible options and developing proposals for taking forward a raft of measures to improve local bus services, which will include supporting the further development of the community transport sector by removing unnecessary restrictions and streamlining processes.
- 4.2 The Wales Spatial Plan (2004) sets a long-term agenda for integrating the investment and resources necessary to sustain the futures of communities, large or small, across Wales. It considers what can and should happen and where. Each of its five themes has some relevance to this strategy, particularly "Building Sustainable Communities" and "Achieving Sustainable Accessibility" which seek to address inequalities between communities and improving links between settlements and their hinterlands and regional centers.
- 4.3 The draft Wales Transport Strategy (WTS) 2006 supports the outcomes and vision of the Wales Spatial Plan. The social outcomes of the draft WTS are particularly relevant to this strategy since they focus on improving access to healthcare, education and life-long learning, shopping and leisure facilities and on encouraging healthy lifestyles. These are underpinned by a set of key messages which have been incorporated into this strategy. These include:
- Identifying areas of poor access to enable improvements to be targeted at those in greatest need
  - Improving co-ordination and planning of transport across all disciplines
  - Improving marketing and travel planning tools
  - Improving the interchanges between the various modes of transport

- 4.4 Linked to this, the four Regional Transport Consortia are required by the Welsh Assembly Government to develop long-term regional plans for strategic public transport services across their areas. Gwynedd contributes to two consortia – TAITH in the North Wales region and TraCC in Mid Wales. Both draft Regional Transport Plans (RTP's) aim to address the problems of accessibility and social inclusion, amongst others, which affect local residents.
- 4.5 The TAITH RTP has identified seven objectives, one of which is particularly relevant to this strategy, namely “To optimize accessibility to employment, education, health and services for all of the diverse communities of North Wales”. The cross-border nature of transport is clearly recognised in the RTP, and this should also extend to community transport.
- 4.6 Similarly, the TraCC plan has nine objectives, of which the following have clear links with community transport:
- Improve accessibility to services, jobs and facilities for all sectors of society (Obj. 4)
  - Improve the quality and integration of the public transport system, including the role of community transport (Obj. 5)
  - Ensure travel and accessibility issues are properly integrated into land use decisions (Obj. 8)

## **5 Strategy for the Future**

- 5.1 This section considers the approach that Cyngor Gwynedd will take to develop community transport services in the area during the next 5 years, to ensure that all residents have access to transport that is appropriate to their needs. We will proactively work with existing operators and key stakeholders to enhance and develop service delivery and encourage the implementation of new services where appropriate. Our over-arching aim is to

*“develop and promote a vibrant, innovative voluntary and community transport network which offers accessibility options that respond to local needs, enhance social inclusion and offer best value.”*

- 5.2 Our approach will be guided by a set of six overarching strategic principles. These principles were developed following an analysis of the current community transport situation, a review of best practice in community transport and from the research findings gathered during the consultation on developing the Strategy.
- 5.3 The Cyngor Gwynedd Community Transport Strategic Principles are outlined in the following table:

Table 2: Overarching Strategic Principles

**SP1 We will ensure that the role of community transport and DRT is clearly recognised as a legitimate element of our integrated transport plan for**

	<b>Gwynedd, and that it complements conventional passenger transport services.</b>
SP2	We will share and encourage the adoption of best practice through a re-vitalised community and voluntary transport forum and provide staff resource to help co-ordinate community transport in Gwynedd.
SP3	We will work towards providing a sustainable basis for the future development of the sector through a long-term funding plan, underpinned by service level agreements.
SP4	We will seek to ensure that the provision of community transport in Gwynedd matches the needs of our communities, to ensure social inclusion for all.
SP5	We will develop effective partnerships with key stakeholders, including the commercial sector, and will ensure that consultation becomes an integral part of development process.
SP6	We will monitor the effectiveness of the services provided to ensure quality and value.

## 6 Strategic Actions

- 6.1 This section sets out the strategic actions that Cyngor Gwynedd will implement in future to deliver new and improved services, working in partnership across service areas, with the voluntary and community transport sector and with funders. There are a number of opportunities which merit more detailed investigation, including closer working with the health sector in arranging transport to non-emergency patient services and social services, greater use of taxi-based DRT operators, particularly in deep rural areas, and encouraging larger group transport operators to set up trading arms and bid for contract work to generate additional income.
- 6.2 The strategic actions are divided into six areas, each of which lists numbered objectives, followed by suggested actions and possible outcomes. An officer with responsibility for community transport will be tasked with further developing these into a detailed and measurable action plan set out over three years.

### Objective 1 Co-ordination and Integration

- CI1 To encourage the use of community transport across departments where it is identified as the best way of solving transport challenges and meeting access needs identified in wider council strategies.**

We will dedicate a staff resource within the authority to ensure cross-departmental co-ordination of resources and integration of policies.

We will consider what part existing community transport provision can play within an integrated transport plan for Gwynedd, and will identify development opportunities for the sector where gaps have been identified in the network.

We will lead in promoting community transport as an option when other council services, particularly social services, education, economic development and regeneration, and leisure are seeking to overcome access issues as part of achieving their departmental objectives.

**CI2 To improve the integration of community transport services with other bus and rail services to ensure greater efficiency in the passenger transport network and to give users access to a greater range of services and destinations.**

We will ensure that community transport is integrated into relevant fora at which representatives from Cyngor Gwynedd, commercial transport operators, the Regional Transport Consortia and others with a legitimate interest work together to develop effective integrated transport.

We will implement a system of regular reviewing and maintaining of transport needs across the county and feed the results into the annual transport planning process and any future reviews of this strategy.

We will encourage, and contribute to, the development of cross-border regional community transport strategies through involvement in the North and Mid Wales Regional Transport Consortia, TAIH and TraCC, and make every effort to influence the Welsh Assembly Government transport planning process.

### **Objective 2 Partnership**

Cyngor Gwynedd's relationship with the neighboring local authorities of Ynys Môn, Conwy, Powys and Ceredigion, the voluntary and community transport sector, the local Council for Voluntary Services (Mantell Gwynedd) and other organisations is fundamental to the delivery of properly co-ordinated schemes at local level. Through a dedicated staff resource, we are willing to lead, co-ordinate or support the objectives and activities of these enablers, to develop a proactive and mutually beneficial partnership-based approach to the planning and provision of community transport in the area.

**P1 To develop meaningful partnership in community transport planning and provision.**

We will examine the opportunity to establish a Gwynedd Community and Voluntary Transport Forum, with membership from operators, officers from Cyngor Gwynedd service areas, Mantell Gwynedd, the health sector and others.

We will consult with a wide range of service users, including elderly, young and disabled people, to ensure that their needs are considered and that these needs are clearly communicated to planners and decision makers.

We will identify opportunities for the development of new or existing community transport services e.g.in Bala, and bring together relevant players and partners to discuss possible options for action.

### **Objective 3                    Development Opportunities**

Some development opportunities could be taken forward by existing community transport operators who may wish to expand their services, whilst others may need to be proactively developed from new.

#### **DO1 To develop and encourage best practice in operating and technical standards**

We will work with operators to develop and implement common standards in areas such as health and safety, eligibility, fare structures, customer care, booking systems and disabled access.

#### **DO2 To investigate and introduce innovative community transport schemes, where they would most effectively meet need**

We will identify opportunities both for building the capacity of existing community transport operators and schemes to improve ways of working and increase their sustainability, and for investigating opportunities for new schemes.

#### **DO3 We will research and implement a county-wide brokerage system to ensure that under-utilised vehicles are available to the voluntary and community transport sector**

We will work with passenger transport operators, in all sectors, to review the barriers preventing utilisation of spare fleet capacity by community transport operators.

### **Objective 4                    Training**

Community transport organisations vary considerably from those staffed entirely by volunteers to operators who employ a number of paid staff with various responsibilities. The community transport sector faces continual difficulties with recruiting volunteers to all levels of the organisation and in sourcing funding for training, and there is a need to ensure that all community transport operators and their staff achieve common standard thresholds. Those trained will also develop transferable skills, enhance personal development, and increase future employment potential within the local economy.

#### **T1 To ensure there is a minimum training standard introduced for any organisation that the Council supports.**

We will work with external training providers and with community transport operators to achieve national training standards for community transport.

We will work with CTA to ensure there is an adequate infrastructure to deliver the Minibus Driver Awareness Scheme (MiDAS) and the Passenger Assistant Training Scheme (PATS) training. (Details at appendix 6)

**T2 To work with other agencies to release public funding to support training in accredited training programmes for the sector.**

We will work with the community transport operators to identify opportunities for funding skills development and staff / volunteer training in the sector.

**T3 To work with other agencies to ensure there is a continuing professional development programme for all stakeholders involved in delivering the strategy.**

We will work with council officers, councillors and key external stakeholders to include awareness of community transport and associated social inclusion issues as part of a personal development programme.

### **Objective 5 Marketing and Publicity**

The key factor in making a journey choice is having information about the availability of services, and being able to access information in a preferred format, whether over the phone, on the internet or on paper. This is fundamental to breaking down barriers caused through inaccessible information.

**MP1 To maintain and promote up-to-date information on community transport provision in Gwynedd**

We will ensure that information on community transport provision is regularly reviewed and updated.

We will ensure that the information is available in a range of formats, including the development of a website, to ensure that everyone can access this information whatever their needs.

We will promote and market community transport to the same standards and practice as other passenger transport services in the county, and will develop a web-based booking service.

We will work with community transport providers, where appropriate, to assist in the sharing of good practice in developing and targeting marketing material.

### **Objective 6 Resources**

**R1 To identify an officer with responsibility for co-ordinating community transport in Gwynedd.**

If resources allow, we will appoint a dedicated officer. The post-holder will carry out a proactive role in funding, marketing, researching and capacity building.

**R2 To ensure best value and efficiency in the allocation of Council monies and other resources to community transport.**

We will encourage all concerned with implementing this strategy to give full consideration to best value in formulating all recommendations and that resources are targeted at areas of greatest need.

We will develop a support programme in partnership with other agencies which ensures that the Council's resources are targeted at those in greatest need of these services.

**R3 To develop a single Council-wide process for deciding the future allocation of resources for community transport and monitoring its use.**

We will examine national and regional best practice to see how public authorities make decisions on the allocation and monitoring of resources allocated to the CT sector.

## 7 Possible Outcomes

We will monitor the implementation of the actions associated with each of the six objectives listed above by identifying and agreeing a set of quantitative and qualitative outcomes. The possible outcomes are detailed in Table 3 below:

Table 3: List of Qualitative Outcomes

Objective 1	Co-ordination and Integration
	The knowledge base of all relevant Local Authority service areas and other key stakeholders will be extended to include an awareness of community transport activities and remit, and community transport will be promoted as a viable option within current/proposed service provision.
	Joined up service and budget planning will be implemented across Cyngor Gwynedd areas and will be outcome focussed.
	The integration of community transport into the wider transport network will be facilitated, promoting innovative behaviour and joint working initiatives between commercial and voluntary sector operators, improving the capacity and operation of the existing transport network, and ensuring a balance of interest is maintained.
Objective 2	Partnership
	Key partners and operators will be empowered through the Gwynedd Community Transport Forum to become involved in the planning and decision making process.

The implementation of the strategy will be monitored, specific improvement areas identified and solutions agreed to ensure ongoing development of community transport within the County.

Information exchange within, and between, the Gwynedd CT Forum and other relevant transport fora will take place, ensuring participants are best placed to make informed decisions and develop community transport provision in accordance with existing and emerging strategies, and the best use of resources.

### **Objective 3      Development Opportunities**

Uniformity of service provision quality, transparency of eligibility, booking and payment criteria, and improved range of, and access to, services will be achieved by the adoption of best practice

The capacity of new and existing operators will be developed to increase the availability of community transport services to a greater proportion of Gwynedd residents. Sustainable growth will be achieved with less dependence on external funding streams.

Existing resources will be used more efficiently through a Gwynedd wide brokerage. Greater coverage of service, economies of scale and marginalisation of costs will be achieved.

### **Objective 4      Training**

Stakeholders will gain an improved understanding of community transport activities and issues.

Trustees, Board members and staff of community transport operators will develop new and improved skills and capabilities, assisting evaluation and improvement of services.

The operational capacity of organisations will be increased, lessening exposure to risk with resultant reduced dependence on outside assistance and expertise.

Minimum standards will be achieved and service user satisfaction increased through accredited training for core staff, paid drivers and volunteers.

### **Objective 5      Marketing and Publicity**

Provision of high quality marketing, publicity and branding will increase perception of community transport as a viable and professional transport alternative where no public transport is available.

All Gwynedd residents will have equal access to information, allowing proper travel planning and improved confidence levels by service users.

Integration and promotion of wider schemes will be achieved through initiatives such as Traveline Cymru and the proposed CTA Cymru A2B project.

### **Objective 6      Resources**

Areas of greatest need will receive targeted resources and service activity will be extended across Gwynedd, particularly in areas with poor public transport provision or high levels of the population requiring more specialist transport provision.

There will be longer-term planning of investment, with greater transparency of allocation against defined criteria which will measure socio-economic benefits, performance and value.

Existing resources will be better used. Increased coverage will be achieved through economies of scale with minimal capital outlay.

## **8 Implementation, Monitoring and Review**

- 8.1 The implementation of this Community Transport Strategy will start to bring significant benefits to people who are socially excluded. This section sets out the arrangements for taking the strategy forward, and monitoring and reviewing it.

### Implementation

- 8.2 Cyngor Gwynedd will support the role of a Gwynedd Community Transport Co-ordinator to “champion” and drive forward the implementation of the Strategy. This may be through re-allocation of existing staff time or the recruitment of a new officer if resources permit. This initiative recognizes that mainstreaming community transport can be more effectively achieved when there is a dedicated and ready source of help and advice for people developing policies and programmes – to help them fine-tune and accommodate issues that they might be unaware of.
- 8.3 A key role of the officer would be to “champion” change, encourage mainstreaming and articulate the requirements of the client group in the wider transport policy arena. He or she would develop an action plan to implement this strategy, and would also track policy developments and good practice initiatives and in doing so maintain close links with counterparts across Wales.
- 8.4 The Action plan can only be implemented if other policies and programmes within Cyngor Gwynedd and other agencies work in tandem with the CT Strategy. The Gwynedd Community Transport Co-ordinator will therefore ensure that those with responsibility for managing other transportation programmes will seek to ensure that the CT Strategy objectives are being addressed in their areas of work.

### Monitoring Progress

- 8.5 Cyngor Gwynedd’s Planning and Transportation Service will have responsibility for monitoring progress on the CT Strategy. The Council’s Community Transport Co-ordinator will provide quarterly updates on progress on behalf of the Service.

### Review of the Strategy

- 8.6 In Sections 5 and 6 of this document the proposed Strategic Objectives and Actions have been set out. Regular review is needed if the Strategy is to remain appropriate over time to monitor the implementation of the actions and to propose new actions to continue progress towards the Strategic Objectives. The success of the CT Strategy will be determined by the extent to which its actions are implemented.

- 8.7 As the CT Strategy is being developed within the context of the Regional Transport Plan, any review of the RTP will also have to take account of how implementation of the CT Strategy is progressing. The Council and its partners will monitor and reviews the implementation of the TAIH and TraCC RTP's on a regular basis, Any change to the RTP as a result of future reviews will have to be taken into account in this Strategy.
- 8.8 It is proposed to review and update the CT Strategy Action Plan every three years. New Action Plans will be developed in a timely manner to cover subsequent years of the Strategy. Development of subsequent Action Plans will be informed by the lessons learned from the implementation of the previous Action Plans and will be subject to consultation and relevant assessments.
- 8.9 It is important that the views of the users of CT services are considered as the CT Strategy progresses. The Council will work with the local CT sector, representative organisations and their users over the period of the Strategy.



### **Appendix 2: Gwynedd Community Transport Coordinator**

- 1 Numerous examples of co-ordinator roles exist across the UK, and Cyngor Gwynedd will first need to agree and establish the role and responsibility that the co-ordinator will assume, the organisational location of the role and day-to-day responsibility for managing the post-holder.
- 2 Although there are examples of co-ordinators being a Council employee, there are also advantages in the officer being at arms length to enable him or her to source funding which is not available to local authorities, from sources such as the Lottery and Charitable Trusts.
- 3 In Wales, Pembrokeshire have approached this by having a Service Level Agreement (SLA) with the Pembrokeshire Association of Community Transport Operators (PACTO) for the employment of a co-ordinator. Her role is to bring together local community transport operators, encouraging good practice and forming an integrated network with central booking systems within the sector. The co-ordinator administer a local transport forum with meetings being held bi-annually, and has been successful in sourcing Objective 1, Lottery funding and others to distribute among the operators in the area. Based within the Council offices in Haverfordwest, she has easy access to Council officials in all departments and is recognised as a central contact point on all issues relating to community transport.
- 4 Depending on the agreed level of the officer's role, suggested objectives for a Co-ordinator might include:
  - To develop a rolling 3 year action plan to take forward and implement the Council's Community Transport Strategy.
  - To lead the planning process for future community transport provision, including a transport need review of user groups, and to guide the allocation of future budgets.
  - To investigate internal and external resources, which might be available for community transport and encourage their availability, ensuring good integration and avoiding duplication.
  - To develop and implement a Council-wide assessment scheme for assessing applications for funding and other resources, to increase provision across the county and targeting areas of greatest need
  - To regularly monitor and evaluate the use of funding and resources allocated to community transport
  - To establish and maintain a database of voluntary and community transport providers in Gwynedd
  - To initiate new projects when demand has been identified and cannot be met by extending existing provision

- To develop and run promotional campaigns to raise awareness of community transport services in Gwynedd.

5 Specific projects for the Co-ordinator to undertake might include:

- Researching the development of a co-ordinated Gwynedd-wide provider group and gauging consensus.
- Agreeing, adopting and clearly communicating common service standards for community transport across Gwynedd
- Reviewing and revitalizing the Gwynedd CT Forum and establishing clear communication and consultation channels with members and user groups.

### **Appendix 3: The Gwynedd Community Transport Forum**

- 1 Transport forums have been set up in various locations across the UK. It is important to establish clearly at the outset the aims and objectives and Terms of Reference of the Forum, and who needs to attend the meetings.
- 2 Since the Gwynedd strategy promotes service integration, it is suggested that the Forum reflects a partnership between the voluntary and statutory sectors. Members could include community transport operators, Mantell Gwynedd, other voluntary sector organisations with transport needs, Cyngor Gwynedd officers from key service areas such as Transport, Education and Social Services, and officers from other bodies such as Health Trusts, the Local Health Board, the Wales Ambulance Service NHS Trust and CTA Wales.
- 3 An example of good practice is the Powys CT Forum, which was established in 1992. A full time CT Development Officer (currently CT Manager) was appointed in 1994. The Forum, which meets quarterly, is facilitated by the Powys Association of Voluntary Organisations (PAVO), who also hosts the CT Manager. It has a Management Advisory Group, elected by the Forum, which supports the CT Manager, and some specialist sub-groups e.g. Training. The Forum's functions include the following:
  - Information sharing
  - The development of new local community based transport initiatives
  - Training and skills development
  - Awareness raising of rural and community transport issues
  - Input into Powys and regional integrated transport strategies
  - Developing specific policies
  - Co-ordinating funding applications
  - Developing service level agreements

**Appendix 4: Proposal for a Pilot Transport Project in Bala**

- 1 Arriva has withdrawn all services on the X94 route between Bala and Corwen, which now travels via Llandderfel, and Gwynedd needs to consider alternative options to restoring the service due to the small numbers of people using the bus. These options could include:
  - Establishing pick-up points on the X94 route, using Demand Responsive Transport to pick up people from their homes and feed into the service.
  - Establishing community car schemes where need has been identified and where there is an availability of volunteers, building on the tradition of community members assisting elderly residents with transport needs, and including those who are socially excluded.
  - Using existing, suitable mini buses to provide a regular, weekly group travel facility in the larger key settlements such as Bala and Dolgellau. Each town would be able to use the vehicle on a set day each week.
  - Where appropriate, establishing local transport forums to give local users a voice in the provision and development of services. In Bala for instance, this could be allied to Antur Penllyn, the local community development company.
- 2 The pilot project would need careful monitoring over a specific period of time, looking at both, evidence of need and usage, the social outcomes achieved and the financial costs. Project management could be devolved to a third sector organisation with experience of community transport, working closely with the Gwynedd Community Transport Co-ordinator.

**Appendix 5: Example of Baseline standards for CT**

<b>No.</b>	<b>Measure</b>	<b>Notes</b>
BS1	<b>Constitutional status</b>	Is the organisation legally incorporated with limited liability?
BS2	<b>Charitable status</b>	Does the organisation hold charitable status?
BS3	<b>Needs assessment</b>	Has the organisation ever carried out an objective assessment of the needs of its users, as specified in its governing documents?
BS4	<b>Governance standards</b>	Is training carried out to ensure trustees are able to discharge their duties effectively?
BS5	<b>Strategic plan</b>	Does the organisation have a strategic plan in place with clear, SMART objectives?
BS6	<b>Business plan</b>	Does the organisation have a robust business plan in place with budgets, cash flow projections and its approach to achieving full cost recovery?
BS7	<b>VAT registration</b>	Does the organisation need to be registered for VAT and has it assessed the benefits of voluntary registration?
BS8	<b>Operator licensing</b>	Does the organisation have appropriate licences/permits in place and employ a transport/fleet manager qualified to CPC standard?
BS9	<b>Operational training</b>	Are drivers trained to the MiDAS standard or equivalent? Are passenger assistants trained to the PATS standard or equivalent?
BS10	<b>Monitoring, evaluation and reporting</b>	Does the organisation measure activity and progress in relation to key performance indicators, take appropriate action on results and report on outcomes?
BS11	<b>Forum membership</b>	Is the organisation an active member of a local/regional operators forum?

### Appendix 6: MiDAS and PATS Training

1 The Health and Safety Executive now regards driving as one of the most dangerous regular activities that most people do. Both under the Health and Safety at Work Act 1974 and the Management of Health and Safety at Work Regulations 1999, there is a duty placed on organizations to provide appropriate training for staff. Apart from the legal requirements, there are also other benefits. Trained drivers will drive vehicles in a more sympathetic manner, thus helping to reduce maintenance and fuel costs. They will have fewer accidents, resulting in lower insurance premiums and less down-time of vehicles. Lastly, passengers will be transported in a safe and comfortable manner.

2 Both the following schemes provide simple, but effective solutions to training needs:

2.1 The Minibus Driver Awareness Scheme (MiDAS) is a nationally recognized standard for the assessment and training of drivers, which is organized by the CTA. It is a membership scheme, free to join, and is applicable to any organization that transports passengers by road, from small voluntary groups to local authorities operating large vehicle fleets.

MiDAS operates on a “cascade” approach, with a number of CTA appointed Training Agents providing training for minibus Driver Assessor Trainer (DATs) who in turn provide training for community transport drivers across the country. Drivers attend an intensive theory-based session followed by an extensive, on-road assessment of their driving skills and a written assessment. Following successful completion of their course, Training Agents and DATs are issued with a certificate which is valid for two years, whilst drivers receive one valid for 4 years. At the end of the period, certificate holders must attend a refresher course to retain their qualification.

2.2 The Passenger Assistant Training Scheme (PATS) works in a similar way to MiDAS. However, CTA Training Agents provide training for Observers who in turn train Passenger Assistants (PAs). Observers and PAs must complete the module on Basic Passenger Assistance, and can then choose follow-on modules from the following list:

- Assisting passengers with disabilities
- Supervising children and young people with special needs
- Working with adults who require care and supervision
- Emergency Aid
- Manual Handling

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