

2020/21 Summary Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms.

Proposal Title	Passenger Transport Unit – Service Transformation	Lead/Responsible Officer:	Debra Hill-Howells
Your Ref No:	CENT022	Directorate:	Enterprise
Version No:	3	Section:	PTU
Date:	06.12.19		

1. Proposal Description Please include a brief description of the proposal being explored and the core objectives. Please also include supporting evidence for the identified saving and/or pressure

The passenger transport unit (PTU) includes both an operational and commissioning arm. The operational arm provides school, post 16 transport and grass routes services across the County. This element includes the management and operation of a bus and minibus fleet. The commissioning arm of the section is responsible for applications processes for transport, the procurement of service provision and the development and management of policies which govern the service.

In the forthcoming academic year 2020/2021 new secondary school catchment areas will be implemented. The revised catchment areas affect home to school transport and there is a resultant cost pressure in the order of £114,000 for the 2020/2021 financial year. The impact of the catchment changes will be reviewed each year as the number of pupils applying to the schools changes.

The costs of maintaining the Councils fleet of buses and mini buses is increasing. This is due to both an ageing fleet and the costs of external maintenance provision. Mitigation measures are being introduced to try and reduce the current pressure, this includes re-procurement of the external maintenance contract, the procurement of new fleet when appropriate and improved systems for monitoring vehicle damage. There is however a remaining resultant cost pressure proposed in this form associated with vehicle maintenance of £20,000 in 2020/2021.

The PTU offers a private hire service for coach and minibus transport to schools, community groups, nurseries, businesses and residents. The operations service has a number of contracts secured for the provision of private hire however, it has not achieved the levels of income set for a number of years. A targeted marketing campaign will be introduced to promote the service offer however there is a pressure of £50,000 for 2020/2021.

The total cost pressures are £184,000.

In addition to the work proposed above to reduce cost pressures to the levels proposed, the PTU the service continues to be transformed. The commissioning team are responsible for ensuring that the routes across the County are efficient and through route optimisation the operating model for both external providers and the internal operations continues to be revised. The school transport routes and grass routes service routes will be reviewed and optimised where appropriate. Due to these operational efficiencies a review of the fleet can be undertaken. A saving of £60,000 is proposed which is derived from fleet and workforce efficiency.

The net pressure for the PTU is £124,000.

2. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Service area	Current Budget £	Proposed Cash Pressure £	Proposed Cash Efficiencies £	Target year				Total Budget Change Proposed
				20/21	21/22	22/23	23/24	
Catchment review implications		£114,000		114,000				
Maintenance		£20,000		20,000				
Private Hire		£50,000		50,000				
Operating Model			£60,000	(60,000)				
								£124,000

3. External Funding: Has this proposal considered the opportunities for external funding? If yes, what funding avenues have been identified?

Funding Identified	Source	Current status (i.e. confirmed, in application, etc)
Yes	Local Transport Fund	Funding has been secured for two replacement vehicles for the grass routes service in 2019/20 which will assist in the reduction of vehicle maintenance costs. This has been taken into account within the maintenance budget.

4. Corporate Alignment: How does this proposal contribute and align with the current Corporate Plan objectives and have the relevant evaluations been considered and completed? Please consider any implications this proposal may have on our current policies.

Question	Y/N	Comments/Impact
Does this proposal align with the MCC Corporate Plan ?	Y	The review of the catchments aligns to policy A – The Best Possible Start in Life and D – Lifelong Learning. Changing the Operations model aligns with E – Future focussed Council
Has this proposal been included in your current Service/Business Improvement Plans?	N	This will be updated and built in to current plans as the proposal for service re-design progresses.
Has a Future Generation Evaluation been commenced?	Y	
How will this proposal address MCC's Climate Emergency commitment?	Y	Ensuring that we minimise vehicular movements whilst maintaining a viable grass routes and school transport service will reduce our carbon footprint.
Is an Option Appraisal required? (Please refer to MCC Standard Option Appraisal Process/Template)	N	
Will this proposal require any amendments to MCC policy?	N	Relevant decisions surrounding secondary school catchments have already obtained Member approval.

5. Additional Impacts What are the expected impacts of implementing this proposal? Please include the potential impact on other service areas

Description	Who is effected?	Is this impact positive or negative?
Grass routes - route optimisation	Service Users	May be negative as to date the service attempts to accommodate all preferred journey times and destinations. If the number of vehicles are reduced then users may need to alter their preferred journey times so that the mini buses can be fully utilised across the County.
New Operations Service Model	Staff	Negative – the total workforce required to run the PTU will be reduced.
Fleet Review	Fleet Fitters and External maintenance contractors	We will be undertaking a review of our fleet to remove vehicles which are expensive to maintain to reduce our maintenance costs. This may result in a review of the service undertaken by Fleet

6. Additional :

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	Y	Reduction in staff across PTU
Will this project have any legal implication for the authority?	N	

7. Key actions required to deliver this proposal

Describe the key activities that will be undertaken to deliver the proposal and the responsible action holders. This includes any actions contributed to by other services (i.e. Finance/HR/DPO/Procurement/Legal etc.). Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the proposal.

Action	Officer/ Service responsible	Timescale
Design, consult & implement new structures in the Operations and Commissioning Teams	Debra Hill-Howells / Gareth Emery/Naomi Thomas	January 2020 – April 2020
Review of Grass routes including route optimisation	Debra Hill-Howells/ Gareth Emery	January 2020 – June 2020
Review of existing private hire model and marketing of the service offer.	Debra Hill-Howells/ Gareth Emery	January 2020 – April 2020
Move the Grass Routes service to a cash less service.	Gareth Emery	To be implemented in the Financial Year 2020/21

5. Additional skills/ business needs

Describe any additional skills, resource and capability needed in order to carry out the proposal successfully. For example new expertise that will require additional investment etc.

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)

6. Consultation

Describe any initial consultation that has been undertaken in order to inform this proposal and any further consultation that will be required throughout proposal delivery

Consultee	Description	Date (delivered/planned)
New Driver Job Description	Consultation undertaken in the summer of 2019	Planned April 2020
Restructure consultation	Both the Operations and Commissioning re-structures will require formal consultations with staff and unions.	Planned early in 2020
Grass Routes service Users	Engagement and transition process from cash payments to card payments on vehicles which will require an upgrade to existing technology fitted to vehicles	Financial year 2020/21 – exact timescales to be determined by availability of technology upgrade

7. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in the pressure identified, including any negative impacts identified in section 3 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions
Users of Grass Routes service unhappy with changes to existing provision	Operational	User demand is high and service users have become accustomed to being able to specify preferred travel times. If	Medium	Early engagement and implementing better ways for users to book the services (e.g. on line booking not just through the contact centre).

		route optimisation is employed passengers may need to travel at different times		
Staff unhappy about proposed restructures	Operational	The Operational team have been made aware that as there has been a reduction in school transport runs and reduction in external contracts, a re-structure is needed.	Medium	Open and honest engagement with teams so that they are aware of the proposals and are consulted as early in the process as possible

8. Assumptions

Describe any assumptions made that underpin the justification for the option.

Assumption	Reason why assumption is being made (evidence)	Decision Maker
That the existing school transport requirements will remain as currently modelled.	New admissions and enrolment data will not be available to PTU until the end of the first quarter 2020, so we cannot accurately model and determine at this stage if additional or less school transport will be required in September 2020	Debra Hill-Howells
That Grass Routes review will result in fleet efficiencies and reduction in routes being travelled	Current runs demonstrate that the service is modelled to providing service expectations without considering the financial viability of the operating model (e.g. sending 2 buses to cover a run that could be covered by 1 if users adjust their pick up and drop off times)	Debra Hill-Howells
As a result of the route optimisation and reduction in school transport runs and external contracts – less drivers are required.	No data is available for September 2020 intake so decision based on reduction in Newport Grass Routes Service, cessation of Torfaen's 25 service and reduction in school transport contracts in September 2019	Debra Hill-Howells
That the Torfaen 25 Service terminates in December 2019.	Torfaen have appointed Anslows to provide a new service (previously the 25) from 6 th December 2019.	Debra Hill-Howells

9. Measuring and monitoring performance

How do you intend to measure the impact of this proposal? This will include budget measures and further possible measures that cover process, staff and customers. Targets need to be set over the duration of the proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
Budget	Budget does not overspend	neutral			
Customer	Grass Routes Users able to access the service and journey numbers remain constant or increase following the implementation of the review	tbc			
Re-structure	New operating model implemented in April 2020. Service able to meet existing school transport requirements	tbc			

The proposal will be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition, the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the pressure proposal, including the performance being achieved and the level of impact.

10. Additional considerations:

Question	Y/N	Comments/Impact
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Will this proposal require procurement of goods, services or works?	Y	We will need to upgrade our existing ticketer machines to enable cashless payments on the grass routes services.
Will this proposal impact on the authorities built assets?	N	
Will this proposal present any collaboration opportunities?	N	
Will this project benefit from digital intervention?	Y	Need to implement an electronic booking system for Grass Routes

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