

ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Wednesday 13 April 2016
Report Subject	Update on progress made to introduce an Integrated Transport Unit
Cabinet Member	Deputy Leader of the Council and Cabinet Member for Environment
Report Author	Chief Officer (Streetscene & Transportation)
Type of Report	Strategic & Operational

EXECUTIVE SUMMARY

The Council's Cabinet meeting in May 2015 approved the formation of a new Integrated Transport Unit (ITU) within the Streetscene and Transportation portfolio, following a recommendation from the Environment Overview and Scrutiny Committee who considered the proposal in April 2015.

The April 2015 report recommended that an update report should be presented to the Scrutiny Committee and this report therefore is intended to update Members on the progress made to deliver the ITU.

In May 2015, Cabinet also approved the engagement of a diagnostic partner to undertake a service review to identify any savings opportunities and efficiencies within the new operating arrangements of the ITU and this report details the outcome of that diagnostic and sets out the intended approach for the subsequent implementation of the operational proposals contained within the diagnostic report.

RECOMMENDATIONS

1	That Scrutiny Members note the progress made to introduce the ITU with the Streetscene and Transportation portfolio
2	That Scrutiny Members support the intended approach for the implementation of the operational recommendations from the diagnostic review.

3	That Scrutiny Members support the retention of the appointed business partner on a gain share basis in order to support the ITU in delivering and implementing the operational proposals contained within the report.
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REPORT DETAILS

1.00	EXPLAINING THE BACKGROUND TO THE DIAGNOSTIC REVIEW OF THE INTEGRATED TRANSPORT UNIT
1.01	Following Cabinet approval in May 2015, it was agreed that an ITU should be established for the Authority to ensure an integrated approach to service delivery and operational management, as well as offering benefits in terms of economies of scale, resilience and flexibility, and making more use of specialist technical skill and potential operational efficiencies in the future. The aim was to establish the ITU as the “one-stop shop” for the organisation and delivery of all the Council’s transport needs.
1.02	Under the changes, service delivery, budget management and day-to-day operational management of Social Services transport services has transferred to the ITU. Eligibility assessment and policy setting has remained within the Social Services portfolio, but involvement from the ITU is now required at Panel Assessments as and when required.
1.03	In addition, the budget management and eligibility assessment for mainstream home to school transport has also transferred to the ITU. Policy setting for school transport has, however, remained within the Education & Youth portfolio.
1.04	The work streams detailed in 1.02 and 1.03 above have been combined with the other more general Transportation services which include bus services etc. within the Streetscene and Transportation service and a new single staffing structure now delivers the combined transportation function under a single ITU manager. The team are based in the Streetscene depot in Alltami.
1.05	In May 2015, Cabinet also approved the engagement of a suitably qualified business partner on a gain share basis to assist with the assessment and delivery of the financial benefit that could be derived from the new ITU. With the advice and guidance of the Corporate Procurement Unit, the engagement of the business partner was subsequently undertaken through the NEPRO framework, who procure professional services on behalf of the UK public sector, and as a result, JMP Consultants were successfully appointed following a compliant procurement exercise.
1.06	<p>The review comprised of two phases:</p> <p>Phase 1 – To undertake a diagnostic review of all transport operations across the Authority in order to identify any savings opportunities and efficiencies within the current operating arrangements.</p> <p>Phase 2 – delivery and implementation of the opportunities and efficiencies identified within Phase 1 on a strict gain-share basis.</p> <p>In particular, the diagnostic review was intended to make clear</p>

	recommendations on the future of all transport services and on the best delivery model in order to integrate services and derive the maximum benefit from the introduction of a fully integrated transport solution.
1.07	As part of the diagnostic review, the business partner was required to consult with a cross section of key stakeholders across the Authority from front line staff through to elected Members to enable analysis and assessment of the outline areas for improvement and savings. Following the feedback received, the outcome of the diagnostic review has identified a number of areas for efficiency improvements and financial savings.
1.08	It is intended that in line with Phase 2 of the project, the business partner will be retained in order to support the service with the delivery and implementation of the recommendations.
1.09	<p>The main operational changes to be progressed following diagnostic review include the following areas</p> <p>Improved route planning for all journeys:</p> <ul style="list-style-type: none"> • Review journey times. • Providing transport to central pick-up points . • Cross service integration. • Route rationalisation / optimisation • Improved use of public transport e.g. introduce a student travel scheme offering discounted tickets on local bus services (requires cooperation from bus companies) • Review hazardous routes <p>Improved service procurement:</p> <ul style="list-style-type: none"> • Develop and increase the market availability • Consideration of an in-house fleet supplier • Use of framework contracts / dynamic purchasing systems <p>Use of area based contracts etc. Improvements to Special Educational Needs transport arrangements:</p> <ul style="list-style-type: none"> • Consideration of personal Transport Budgets / Independent Travel Training • Needs assessment process for transport by ITU • Annual review of needs assessment and escort requirements <p>Improve the efficiency of the Social Services Transport arrangements:</p> <ul style="list-style-type: none"> • Explore changing session times at day centres • Better integration with other transportation operations
1.10	The above changes will be considered and implemented over the coming

	twelve months in order to deliver the target saving identified within the portfolio Business Planning proposals
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2.00	RESOURCE IMPLICATIONS
2.01	There are a range of financial implications and some initiatives will require investment in order to deliver the efficiency savings and improvements. The savings identified in the diagnostic review will be evaluated as net of any investment required to deliver them.
2.02	Owing to the complexity of some of the initiatives, the previous experience and support from the business partner will still be required. Additionally, the current ITU manager within the Council will be absent from the role during the implementation period due to a period of maternity leave. In order that continuity of service can be maintained, it is intended that the business partner will provide a seconded member of staff to manage the day to day duties and in addition provide support for the delivery of the project.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Consultation has taken place with a cross section of key stakeholders across the Authority from front line staff through to Cabinet Members in order to assess the current transport operations and determine areas for improvement and financial savings.
3.02	Further consultation will be required with ITU staff, external transport suppliers and other key stakeholders (Education & Youth, Social Services, Licensing, Inclusion Services, Schools, Colleges, Town & Community Councils). This will ensure any saving proposals will not impact on existing budgets in other portfolios
3.03	The ITU will not be recommending or working on any existing transport policy changes which will be the responsibility of the individual service portfolio to consider.

4.00	RISK MANAGEMENT
4.01	A Project Review Board has been set up to monitor and oversee the implementation of the proposals, and to ensure that the project stays on target. The Board consists of Chief Officer (Streetscene & Transportation); Transportation & Logistics Manager; Internal Audit and Procurement. Additionally, it is proposed that the implementation phase is overseen by the Streetscene and Transportation Programme Board, so that the risks can be monitored in close detail and ensure appropriate performance reporting and evaluation.

5.00	APPENDICES
5.01	None

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None. Contact Officer: Stephen O Jones Telephone: 01352 704700 E-mail: stephen.o.jones@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	ITU = Integrated Transport Unit