

# City of York Council Transport Review

## Kendric Ash

### Main Themes

- **Strategy** – Where does Transport sit in terms of priorities and does it have the focus it should. Is it linked to the corporate objectives of the Authority.
- **Eligibility** – What is the criteria, how is it applied, is it consistent and what can we learn from others
- **Current Operations** – An examination of procurement, systems & processes, culture and customer focus
- **Finance** – What is the real cost to the Council, where do the budgets sit and what efficiencies can be made whilst improving service
- **Collaboration** – Where are there areas of collaboration and what opportunities exist for sharing of best practice and working together

### General Findings

- No recognition of future needs for transport, focus tends to be today's problems – e.g. Introduction of Individual Budgets in Social Care and the growing pressures in relation to the "Green Agenda"
- Eligibility needs clarification, corporate agreement, Council wide communication and consistent application – e.g. No documented eligibility criteria in ASC
- Transport teams operating completely independently of one another – no operational links or best practice approach between Adult Social Care, Special Educational Needs and Dial 'a' Ride
- There is no focus on 'demand' for transport services – "We have a fleet how can we use it"– but it should be "we have a transport need how can we best fill it"
- Procurement is disjointed losing ability to minimise cost and improve supplier performance – taxi firms playing one department off against the other often dictating cost and provision, potential cartels + sellers market

### General Findings (continued)

- Internal fleet within ASC is not fully utilised and considerable amounts of spare capacity currently exist with other providers - e.g. Dial and Ride (3 buses) and Special Schools (7 buses)
- The cost of Special Educational Needs transport is high in comparison with other local authorities in terms of average cost per child – e.g. In year cost of £28.84 per child per day vs benchmark £18 to £20
- Financial management arrangements are fragmented and confusing with a lack of ownership - Several budgets are based on historical cost
- Linkages with other transport providers is weak, not fully understood and there is substantial opportunity for collaborative working both within the boundaries of CYC and beyond

### The Way Forward / Key Challenges

- Agree, assemble and widely communicate a corporate policy which clearly states the strategic intent for passenger transport – city wide
- Build an infrastructure which is demand based and shares best value procurement with best practice methodology.

- Create permanent customer linkages utilising Service Level Agreements, Key Performance Indicators and regular review processes.
- Deliver financial transparency and generate appropriate budgets with full accountability from within the transport teams
- Get all transport providers to the table and drive local and regional passenger transport initiatives; Yorkshire Hospital Trust, PCT and Community Transport

## **Quick Wins**

- The Demand Responsive Transport Management System (DRTMS) being implemented by Children's Services needs to be extended and existing SEN routes should be reviewed using the DRTMS functionality
- Undertake a full review of all passenger transport vehicles, determine availability, consult timetables and routes to maximise utilisation and reduce cost
- Address the shortfalls in the eligibility criteria, decision making process and operational linkages for Home to School / Adult Services and Community Transport (Dial & Ride and York Wheels)
- Review current SEN transport sub-contracts and look to move a percentage of children to internal fleet provision
- ASC taxi contract renewal is due - agree short term arrangement and commence procurement of new contracts with high focus on moving towards partnering arrangements

## **Sustainability - short / medium term**

- Establish a Transport Review Steering Group for York City to own the Transformation project and help shape the future
- Create a detailed Service Improvement Plan with clear quality & finance driven targets and actions
- Communicate intent to Directorates for appropriate cascade to include fully clarified transport policy
- Baseline true levels of transport expenditure and introduce delegated accountability to transport teams
- Clearly communicate aims and objectives to transport teams and introduce a Performance Management culture

## **Sustainability - short / medium term (cont'd)**

- Complete review of procurement process to move towards partnership working – consult with suppliers
- Sit down with all customer representatives and agree a move toward demand driven transport, agree stages for change and regular reporting process
- Commence reengineering of all operational systems and processes and document
- Meet with Community Transport providers to agree allocation of customer base, areas of potential duplication for resolution and opportunities for growth
- Fully review contract with ABRO to maximise vehicle availability and realisation of proposed overall cost savings

## Longer Term

- Create local Steering Group with York Hospital Trust, Yorkshire Ambulance, PCT and Community Transport providers to develop and implement initiatives for creating a fully integrated, 'Green' Transport Management solution for York, delivering:
  - Fewer vehicles on the road
  - Less journeys
  - Reduced impact to the environment
  - Citizen confidence in the transport infrastructure and greater use of existing public transport
- Develop collaborative working environment with bordering authorities to:
  - Enhanced procurement efficiencies
  - Share best practice
  - Further improve buying power
  - Maximise fleet utilisation

## Outline Efficiency Gains

	Forecast (06-07)(£K)	Saving (annual) (£K)
• City of York		
Transport Management	190	20
Direct Employees	475	40
Internal Fleet	360	35
Sub-contract transport	2,530	390
Subsidised Transport	95	15
Totals	3,650	500
• Trafford MBC		
Budget	7,200	
Savings delivered to-date	2,500	

## Key Deliverables

- Established vision and long term strategy for the future
  - reductions in vehicle numbers & journeys, more passengers per vehicle, CO<sub>2</sub> emission reductions
- Positive PR - generating much needed interest amongst the citizens of York and other transport providers
- Better coordinated with tracked improvements to service delivery
- Optimised cost with adaptable provision - correct balance between internal and external provision
- Robust collaborative relationship with other providers
- Enhanced staff morale and customer confidence

## Questions?