

Pressure Mandate Proposal Number :  
 Pressure Mandate Title : Passenger Transport Unit – School Transport

All information requested must be completed on the proposed mandate to enable the Cabinet to decide whether to proceed with the proposal.

<b>Mandate Completed by</b>	<i>Richard Cope</i>
<b>Date</b>	<i>22.05.15</i>

<b>Why is this pressure required?</b>
Existing budgets do not reflect the current demands on all aspects of Passenger Transport Services. The requirement to provide transport to pupils within the County is increasing gradually yet budgets in this area are continuously having to make large savings. Making these savings has proved impossible over the last few years especially as decisions to provide some non-statutory transport have been made within other Directorates, with the onus then falling on Passenger Transport to provide and fund this.
<b>How much pressure is there and over what period?</b>
The total pressure in relation to the Passenger Transport Unit is £641,000 This pressure is detailed as follows:  Mandate saving of £150,000 relating to SEN transportation. The budget was removed from Passenger Transport Unit allocation in 2013-14 via the MTFP process – This saving is not achievable as the responsibility for SEN transportation lies with the Children and Young Peoples Directorate and many pupils need singular transportation due to Risk Assessments undertaken.  New Welsh School, Duffryn – Overall additional cost approx. £311,000 over a six year period. The school is opening in September 2016 therefore 2016/17 additional cost will be approx. £25,000.  Increasing income budgets through the MTFP has not allowed for expenditure budgets to increase at the same level. To generate additional income you need to incorporate increases in additional expenditure which have not been reflected in the budgets previously. This has amounted to understated budgets of approx. £180,000
<b>Directorate &amp; Service Area responsible</b>
Chief Executives Directorate - Operations
<b>Mandate lead(s)</b>

Richard Cope
--------------

<b>Have you undertaken any initial consultation on the need for this pressure to be included in the MTFP?</b>
---------------------------------------------------------------------------------------------------------------

Name	Organisation/ department	Date
Roger Hoggins	MCC – CEO's - Head of Operations	Ongoing
Sharon Randall-Smith	MCC – CYP – Head of Achievement and Attainment	Ongoing
Stephanie Hawkins	MCC – CYP – Principal Officer – ALN	Ongoing

<b>Has the specific budget pressure been consulted on?</b>
------------------------------------------------------------

Function	Date	Details of any changes made?
Department Management Team	Monthly	No Changes
Other Service Contributing to / impacted	Monthly	Changes have been implemented but have not been successful
Senior leadership team	Monthly	No Changes
Select Committee		
Public or other stakeholders		
Cabinet (sign off to proceed)		

<b>Will any further consultation be needed?</b>
-------------------------------------------------

Name	Organisation/ department	Date
Sharon Randall-Smith	MCC – CYP	Ongoing
Senior Leadership Team	MCC	Ongoing
Cabinet Members	MCC	Ongoing

<b>Final pressure approved by Cabinet</b>	<b>Date:</b>
-------------------------------------------	--------------

## 1. Vision and Outcomes of the Pressure Mandate

Give a business context for the budget pressure. This must pick up on the vision and what the new / improved / reduced service will look like in the future including the anticipated experience of users. It must also consider any impact on the Council's key priorities and strategic outcomes. Similarly does it impact on service performance within the immediate service area or any impact on other services provided by the authority / any other providers. In doing so, the pressure mandate must be tested against the equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

### What are the outcomes of investing in the identified pressure?

The overall outcome would be that the service budget better reflects the actual costs of running the service. It is hoped that this pressure would then be mitigated unless changes in pupil numbers increase.

### Expected positive impacts

That 2016/17 would show a better overall outturn position as opposed to showing a large over spend position in 2014-15

### Expected negative impacts

The possibility that Additional Learning Needs transportation continues to increase at the same levels, then the budget requested will not be sufficient to cover these costs. These costs are out of the Passenger Transport Units hands as they do not make the decision on what pupils need transportation, this responsibility lies with the Children and Young Peoples Directorate.

## 2. Pressure proposed

Show how the budget pressure has been evidenced and will increase the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the pressure.

### What is the evidence for the pressure? How has it been estimated?

SEN Savings – £150,000 This was a saving originally put in the MTFP in 2013-14 and therefore removed from Passenger Transport budgets. The current budget for SEN transport is £1,161,000, transporting 154 pupils at the moment with an average cost of £7,538 per pupil. However, these costs continue to rise as additional pupil's needs are identified. This process is carried out by Children and Young Peoples Directorate with Passenger Transport having no control over who or how these pupils are transported. This pressure will exist in 2015-16 however, it has not been included in the 15-16 column below as it is understood this mandate relates to pressures for 2016-17 onwards. There is a proposal by CYP to change their strategy for SEN pupils so this pressure can be reviewed once the new strategy has been agreed and once 21<sup>st</sup> century schools programme is implemented.

A new Welsh School is being built in Duffryn, Newport and is due to open in September 2016. Currently pupils are transported to the Welsh School in Pontypool, however, once this school opens transport will need to be provided to both schools which means a dual provision and additional costs. Estimated pupil figures are: Sept 2016 15 pupils, Sept 2017 33 pupils Sept 2018 58 pupils Sept 2019 77 pupils Sept 2020 108 pupils Sept 2021 130 pupils. After looking at the locations involved in picking up these children it has been calculated that by September 2018 there will be a requirement for two coaches plus a feeder bus to transport these children. It is estimated that providing transport for these pupils over a 6 year period would cost approximately £340,000. The costs for which have been estimated as starting at £25,000 in Year one or September 2016 and

increasing year on year. However, the dual provision will decrease to the Welsh School in Pontypool by £29,000 but this will not start to take effect until 2020 when a reduction in the size of vehicle will be possible.

Income targets have been increased year on year via the MTFP however, expenditure budgets have not increased in line with this making the ability to generate this additional income without increasing costs over and above current budgets unachievable. This pressure will exist in 2015-16 however, it has not been included in the 15-16 column below as it is understood this mandate relates to pressures for 2016-17 onwards. Examples of budgets which do not currently reflect the actual spend associated with generating the budgeted income levels and are directly attributable to this are staff costs specifically overtime (private hire transport on weekends and out of normal hours, covering sickness and holidays ) £110,000 related budget £30,000 additional fuel costs £60,000 full budget £310,000 but this includes fuel for statutory home to school/college transport as well and other vehicle costs including maintenance, spare parts etc. £40,000 full budget £440,000 but again this included home to school/college transport provision.

Service area	Current Budget £	Proposed Cash Pressure £	Proposed non cash efficiencies – non £	Target year			Total pressure proposed
				15/16	16/17	17/18	
<b>SEN Savings</b>	<b>Overall Budget £1,161,000</b>	<b>£150,000</b>			<b>£150,000</b>		<b>£150,000</b>
<b>New Welsh School – Duffryn – Total estimated additional costs £200,000 over 6 year period.</b>	<b>£0 as this transport is not currently included within the budget as it will be an entirely new provision.</b>	<b>£311,000 split as follows: £25k 16/17 £30k 17/18 £47k 18/19 £72k 19/20 £75k 20/21 £62k 21/22</b>			<b>£25,000</b>	<b>£30,000</b>	<b>£311,000</b>
<b>Under budgeted expenditure levels</b>	<b>Main PTU Income Budget £ 1,077,812</b>	<b>£180,000</b>			<b>£180,000</b>		<b>£180,000</b>

### 3. Actions required to minimise the pressure

Describe the key activities that will be undertaken to minimise the investment required and the action holders. This includes any actions contributed to by other services. 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 mandate.

Action	Officer/ Service responsible	Timescale
To look at current policies. A number of changes have been put forward to members on non-statutory elements which are waiting for decisions on consultation.	Richard Cope/Roger Hoggins	Policy changes have to be agreed and published by 1 <sup>st</sup> October preceding

		implementation in the following September.
Increase income through private hire and contracts and collaboration with other Authorities	Richard Cope	Looking to increase income once suitable premises found. Collaboration with another authority is currently being looked at which may make some additional savings
Route Optimisation – A review of school transport routes is ongoing and through the CTX software system there is a route optimisation planning facility which may make savings in the future	Richard Cope	Ongoing to maximise bus utilisation and minimise costs
Seek to find new depot premises in collaboration with Transport Department and possibly other Local Authorities. Develop a business case for maintenance and expansion of private hire services.	Richard Cope/Debbie Jackson	Currently seeking suitable premises but unable to find something that fits requirements at an affordable cost

#### 4. Additional skills/ business needs

Describe any additional skills, resource and capability needed in order to carry out the proposed mandate successfully. For example new expertise and knowledge etc.

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
New depot premises to allow the fleet to expand and increase income levels and contracts undertaken.	Currently seeking suitable premises at an affordable cost level.	

#### 5. Measuring performance on the mandate

How do you intend to measure the impact of the investing in the pressure identified? 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 mandate where appropriate.

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Target 2016/17	Target 2017/18	Target 2018/19

## 6. 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 1 that need to be accounted for. Also, set out the steps that will be taken to mitigate these.

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
Vulnerable Pupils	Operational	Individual provisions and risk assessments may be required for SEN pupils	High	Individual risk assessments are carried out but this may lead to individual transport provision or specialised escort provision. Where possible we will keep individual contracts to a minimum.
CYP Control over SEN transport provision	Strategic	Statutory requirement for statemented pupils and individual cases can occur during the budget year.	High	Unable to mitigate against this as there is no control over the number of pupils and it is a statutory requirement to provide the transport.
Grant Reductions	Strategic	We are guided by Welsh Government and the amount of grants received. Reductions have been made year on year and there is no guarantee of continued grant funding.	Medium	Some Public and community transport service withdrawals would be required if grants are reduced or removed.
Operator availability	Operational	Ongoing issues with current operators on the framework. Tender bids are reducing	Medium	Where possible costings on returned contracts are looked at by in house provision. And benchmark of costs comparison carried

		and contracts are being returned. The availability of operators in this area is reducing and ultimately if the operators are not available then the statutory duty to provide transport still exists.		out notwithstanding that for statutory transport this has to be provided.

## 7. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Welsh School Provision	That pupils currently attending Ysgol Gyfun Gwynllw will continue into post 16 education. The current numbers on role pupils attending Ysgol y ffin school in years 1-5 will transfer to the new Duffryn Welsh Medium Secondary School	Pupils/parents/ school and student access unit CYP

## 8. Options

Prior to the pressure mandate being written, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded. (See options appraisal guide for further information)

Options	Reason why Option was not progressed	Decision Maker
A review of SEN pupils transported was undertaken	A number of individual transport provisions were amalgamated to Headlands School Penarth and Caldicot SNU. These were run for a short period, however issues occurred whereby, escorts were assaulted, pupils were fighting and vehicles were damaged and new risks assessments had to be carried out which indicated that individual transport should be resumed.	CYP/PTU/School
Welsh school Provision	A consultation was undertaken by CYP on this and after appraisals it was decided to invest in Duffryn Site which would require separate transport , current provision to Ysgol Gyfun Gwynllw from the south of the county will	CYP/PTU/Members

	continue until July 2022 , after this the pressure will reduce as transport will then be to just the one establishment from the south of the county. We did have shared provision with Newport City Council to Gwynnllw but when numbers increased this was no longer viable as two vehicles were required..	
--	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--

## 9. Monitoring the pressure mandate

The pressure mandates must 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 mandate, including the performance being achieved and the level of impact.