

Service Plan 2015/18

Service:	Passenger Transport Unit
Service Manager:	Richard Cope
Directorate:	Chief Executive
Head of service	Roger Hoggins
MCC Priority: <i>Please choose as appropriate</i>	Supporting enterprise, entrepreneurship and job creation
MCC and Single Integrated Plan (SIP) Outcome: <i>Please choose as appropriate</i>	People have good access and mobility

Our Purpose

Complete this from the end users' perspective (Customers may be internal or external / Citizens)

The Vision for the Operations Department is:-

To provide a sustainable environment we are all proud of.

The mission of the Passenger Transport Unit to drive this vision is :-

To provide a sustainable and high quality passenger transport provision.

The Passenger Transport Unit (PTU) provides a number of statutory and commercial transport functions with an overall purpose to provide a range of transport solutions and implementation of policies that meet the various needs of residents in Monmouthshire.

Transport Planning –this function oversees our current statutory requirement as set out in the 2006 Transport Wales Act to produce and implement a local transport plan.. Local Authorities will have to bid for funding through Local transport fund for Capital project for transport infrastructure schemes. Specific actions also include responding to planning applications in relation to transport implications, securing section 106 contributions for transport development on new build schemes, developing CILS bids in line with transport projects and bidding for Transport Funding for scheme development and implementation

Sustainable and Active Travel –Linked to the transport planning responsibilities, we lead on sustainable transport objectives and implementation of responsibilities set out in the 2013 Active Travel Act to provide better walking and cycling routes. We have to consult with the public on base route maps and publish the existing route map to Welsh Government by Sept 2015 then develop a Network Strategy and Map by Sept 2017.

Home to School Transport – Fulfilling the responsibilities as set out in the 2008 Learner Travel Wales Measure in providing statutory home to school transport up to and including the age of 16. Implementation of this statutory requirement begins with assessing the needs for home to school transport and takes on board procurement, contract management, monitoring and enforcement.

To hold the PCV Operators Licence for the authority and procure PCV vehicles and minibuses in line with the Council's Contract Procedure Rules, Financial Regulations and EU procurement directives to be utilised in the integration of Passenger Transport Services within the authority and

for external customers.

To operate the In-house PCV and minibus fleet in line with VOSA regulations including maintenance through SLA agreements with approved maintenance providers.

To utilise the in house PCV and minibus fleet to operate statutory home to school contracts, private contracts and other Local authority contracts where practicable. Provide a private hire service utilising the in house fleet to internal and external customers

To provide Driver and Escort training both internally and externally, including MIDAS, Driver CPC as a registered JAUPT Centre and other training that is necessary for the provision of transport services.

To manage contracts and procurement arrangements in line with the Councils Contract Procedure Rules, Financial Regulations and EU procurement directives

Public Services – Using responsibilities set out in the 1985 Transport Act, the PTU plans and commissions a number of contracted bus services around the county. We publicise our subsidised services and commercial services and maintain bus stops and shelters around the county including the main bus stations.

Community and Social Services Transport – We provide a Grass Routes demand responsive bus service to all areas within the county, and in the last year within some neighbouring counties, where normal public services would not be viable. Additionally, we procure and work to rationalise integration of child and adult care transport services on behalf of those services areas within the authority. We also run a section 22 community bus service which has replaced a high subsidy public service route.

Commercial Operation – The PTU's operational fleet also provides a commercial private hire function to other authority services and to external customers, to make the best use of our vehicle fleet outside of operating home to school transport services.

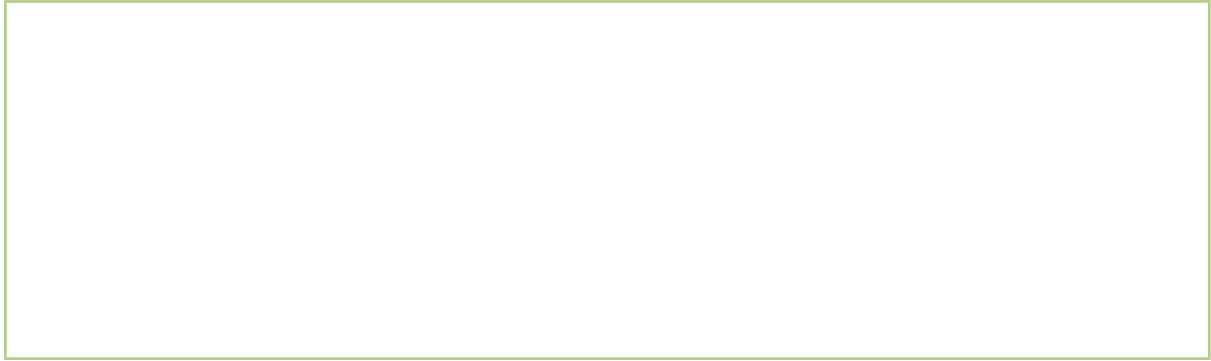
To provide and manage the provision of School crossing patrollers at school sites where required.

To provide a resource to carry out a design service to other areas of the authority on publications and leaflets as requested.

To administer the Welsh Government BSSG scheme as lead authority for the 10 SE Wales authorities and provide reports to the SE Wales bus funding board.



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Evaluation of last years performance			
What did we want to achieve? (Aspiration)	What have we done so far?	What difference has this made? (Impact)	What is your evidence?
Complete a New Local Transport Plan for 2015 to 2020	Local Transport plan was written and endorsed by Welsh Government in January 2015.	Formed a basis for Local Transport Fund bids and proposed schemes for development .	Bids sent to Welsh Government and proposed schemes moved from feasibility to design stages. .Feedback received from Cardiff City Region Board was positive .
A sustainable public bus network	Bus networks have been kept in the light of funding reductions through partnership working with local operators	Citizens have been able to access services and tourism	Patronage figures & costs have met targets cost per passenger for subsidised services 14/15 was£ 0.98 against a target of £1.10 Cost per resident was £6.59 against a target of £7.00 and the cost per concessionary pass was £41.58 against a target of £53.00 per pass issued all these were benchmarked against other authorities
Retendering of school contracts	e-tender has been introduced in partnership with Newport City Council	A saving has been made on contracted costs	Tender prices received made an initial saving of £400K but after throwbacks and availability of operators it was reduced to £70K
Review budget and administration of PTU	We have started to break down cost centres and costings on each service , Admin resources are still at a premium so further progress needed to move this forward	Full service costs will become apparent	Budget breakdowns on costs has begun and continues to give better clarity to costings moving forward this work is ongoing as resources allow
What does this tell us we need to do for the next three years?			

We need to focus on getting the maximum amount of external funding for projects that we can achieve , work in partnership with other operators and stakeholders and move all procurement areas to frameworks or Dynamic Purchasing systems where possible to achieve maximum benefit and Best Value. Further work on administration and budgets needs taking forward , resources need to be addressed to achieve these goals .Need to look for a new depot in the south to enable us to decrease costs of maintenance and increase the scope for commercial work through private Hire .Take forward the Local Transport plan and formulate schemes for development to take forward for future funding . Constantly Review bus services to maintain a good network so that best value is achieved and work with local operators in partnership to maintain as much of the network possible in the light of any further funding cuts.

Action Plan

The most important activities your team/s will be working on – ensure any existing actions are included.

Action	Expected impact of this action	Strategic Plan it aligns to (If directly applicable)	Outcome it contributes to (If directly applicable)	Timescale	Funding	Officer responsible	Q1 Performance appraisal (Include progress and impact made)	Q2 Performance appraisal (Include progress and impact made)	Q3 Performance appraisal (Include progress and impact made)	Q4 Performance appraisal (Include progress and impact made)
Monmouthshire Local Transport Plan: A Local Transport Plan has been submitted to Welsh Government and will need to be used as a basis for Local Transport Funding bids in future years up to 2020	Local transport plan (LTP) of Council's Strategic Priorities and schemes. LTP will allow officers to bid for external grants, and secure contributions from developments.	SIP: MTFP LDP Improvement Plan: Strategic Risk Assessment 2014:17	Our County Thrives	2015-2020	Welsh Government LTF funding Metro Funding , CIL, Section 106 developer contributions Active travel funding	Richard Cope /Christian Schmidt	Two out of three funding bids have been successful in receiving funding from Welsh Government LTF funding , the Wyebridge road /Pedestrian improvement scheme and walking and cycling scheme Llanfoist Bridge both received funding to develop & design schemes further to be able to bid for further monies next year to implement.			
							On Target	Select Progress	Select Progress	Select Progress
Produce Active Travel Maps for Monmouthshire By September 2015 To produce a map of sustainable walking and cycling routes in the county to provide opportunities for citizens and tourism.	From 2013 there has been an Active Travel statutory requirement to produce an Active Travel Map for areas within the County. This creates a Benefit from developing a map of sustainable walking and cycling routes, and is providing opportunities for and encouraging more sustainable travel throughout the county The strategic benefits are reducing traffic levels, congestion and encouraging a healthier lifestyle	SIP	Nobody is left behind –People have good access and mobility.	2015 for consultation base maps and submission to Welsh Government by 24 th sept 2015 Development of network maps and consultations by 2017	Core / Welsh Government LTF	Christian Schmidt	The Active Travel maps deadline has been extended by Welsh Government until January 2016 . Consultation will begin in the autumn.			
							Behind Target	Select Progress	Select Progress	Select Progress
Undertake the Lead Authority role for The administration of Bus Services Support Grant for the 10 SE Wales local Authorities	Increase income generation for authority	SIP	Nobody is left behind – People have good access and mobility	2015-16	Core Welsh Government funding BSSG	Richard Cope /Christian Schmidt /Damien Weeks	Further progress made , this will also include administrating the young persons concessionary fare scheme from sept 15			

							On Target	Select Progress	Select Progress	Select Progress
<p>Provide Home to School Transport for students</p> <p>Manage any changes in Welsh Government</p> <p>Challenge ALN transport applications to achieve this .</p> <p>Carry out a retendering by e-tender in collaboration with ALN</p> <p>Provision utilising in house fleet and bus, coach and private hire</p> <p>Review funding that may arise from WG decisions.</p> <p>Ensure that services meet the needs of all pupils and transport and social requirements</p>	<p>Statutory requirement emanating from 2008 Learner Travel Wales Measure to provide home to school transport up to age of 16.</p> <p>Enables students to access appropriate primary and secondary school education inside and outside county</p>	SIP :MFTP	Nobody is left behind – People have good access and mobility	2015 ongoing	Core	Richard Cope /Damien Weeks /Huw Jones	<p>Many challenges have taken place on appropriate transport for individuals , applications have been received for post 16 SEN transport by 30th june panel will sit in early july , looking at all our routes and continue to rationalise where possible, CTX upgrade has been done which will help with route planning.</p>			
							On Target	Select Progress	Select Progress	Select Progress
<p>Maintain a public bus network within and to and from Monmouthshire, and associated infrastructure.</p> <p>Provide a sustainable network of services through operator provision or community and demand responsive options either commercially or by subsidy.</p>	<p>Duty afforded by 1985 Transport Act to procure public bus services, and with support of commercial operators an extensive network, relative to level of funding, allows residents and visitors in county access to wide range of services, leisure, shopping and work.</p>	SIP: MFTP:LDP. LTP	Nobody is left behind people have good access and mobility	2015 ongoing	Core : Welsh Governm ent BSSG	Damien Weeks / Richard Cook	<p>Continue to be challenging times in the bus industry due to funding cuts level of services has been kept but significant challenges ahead with companies giving notice on some routes which will effect some routes we subsidise. Possibility if</p>			

							frequency of services being reduced.			
							On Target	Select Progress	Select Progress	Select Progress
Provide a transport service for those people with specific transport needs, or communities not on the public bus network. Utilise in house and grass Routes fleet	Partly a statutory duty set out in DDA operation, but as a wider perspective the operation of Grass Routes services, as well as procurement of social services transport allows all groups in communities to benefit from access to services, leisure, shopping, health and work.	SIP:MTFP:LTP	Nobody is left behind –people have good access and mobility.	2015 ongoing	Combination of Core, Social Services and Welsh Government Concessory fare and BSSG	Richard Cope/Damien Weeks/Huw Jones	Grass routes continues to be popular, we have taken over the New Link service in Newport which has shown considerable growth in the first three months, ever increasing demand for this service at all levels . we will need to look at demand and resources available to plan future routes and work in conjunction with WG, and voluntary sector			
							On Target	Select Progress	Select Progress	Select Progress
Carry out an strategic review of Passenger Transport Unit and Fleet management budget setting, management and monitoring	Operational financial management is improved and more robust . Budget management and forecasting information provided is more accurate and timely.	SIP: MTFP	N/A	Redefine budget costs by Aug 15 then ongoing development	Core :	Richard Cope /Davina Hicks	Significant work on budgets is ongoing , we are breaking down our costings and improving our systems but the amount of work in making sure this is accurate is quite considerable , we to have made progress and look to have this completed asap but staff resources may push this back slightly from august 15 target			

							Behind Target	Select Progress	Select Progress	Select Progress
							Behind Target	Select Progress	Select Progress	Select Progress
Increase income through Private Hire and Commercial contracts , Manage any increase in costs from Fuel and maintenance by better utilisation of vehicles and whole life costings Undertake a Business Case to look at a new depot facility in the south to share with the transport department.	Helps to generate a Commercial enterprise which fulfils three purposes. First is financial in increase of income to PTU to Sustain a high quality transport provision but lessen impact on other budget pressures in section, some of which deliver a statutory provision. Second is in raising wider profile of Monmouthshire and the authority as some commercial contracts are operated by our PTU fleet throughout UK. Thirdly we can reduce costs on our maintenance and increase revenue from a new transport function that can be built upon with new premises which will give the potential to expand.	SIP:MTFP	Our County Thrives : Business and Enterprise	2015/16 need to establish options and business case for preferred option/s	Commercial income	Richard Cope/Huw Jones	Income is increasing private hire is very busy from may 15 , increase in private contract prices being sought from sept 15 , Fuel costs have reduced due to global oil prices. Maintenance costs need further work but redefining budgets will help with this and procurement of vehicles will also help to reduce these costs on whole life of vehicles. Depot facilities in the south are still proving extremely difficult to solve but some options on collaboration with other bodies is being looked at which may help share costs .			
							On Target	Select Progress	Select Progress	Select Progress
Carry out a review of our systems and processes to provide Data and information so that we can benchmark our services and provide accurate financial information. Investigate with key contacts how to improve internal and external communication	Improvement of collecting information and data, improve payment systems , accountancy information , improve invoicing and collection of monies through payment systems ,improve payment timescales to external clients. CTX upgrade to include route optimisation and mapping system.	SIP:MTFP	Our County Thrives Business and Enterprise	Early 2015 system upgrade of CTX development of credit control & invoicing with stakeholders	Core	All PTU Team Members	CTX upgrade has been done but not completely finished , route mapping is working , we have improved income collection but payment of invoices is still very slow due to new system adopted by payment section which is proving exceptionally problematic.			
							On Target	Select Progress	Select Progress	Select Progress
Set up new procurement frameworks for vehicle purchase and social services tenders	Improved efficiency and accountability . possible savings on procurement costs	SIP: MTFP	N/A	2015 as soon as practical	Core	Richard Cope /Damien Weeks	Work is ongoing in looking at frameworks, and			

Processes (How Much and How Well?)

Indicator	Actual 2012/13	Actual 2013/14	Actual 2014/15	latest Wales Av	Target 2015/16	Actual 2015/16 Q1	Actual 2015/16 Q2	Actual 2015/16 Q3	Actual 2015/16 Q4	Context/ Comment
Percentage of School Transport Applications decided within 2 weeks of receipt					95%	80%				Low staff resources continues to hamper achieving target
Percentage of bus stops displaying current bus timetable information					81%	50%				Staff resources is the issue and the number of timetable changes taking place in the period is not sustainable
Percentage of bus stops with raised kerbs					70%	70%				
Percentage of reported behavioural incidents on school transport					1%	0.01%				
Percentage of contracts monitored during school year					60%	25%				Staff resources have curtailed monitoring in first quarter we hope to undertake more during next two quarters
Percentage of School transport drivers trained to bronze standard					100%	75%				All internal drivers now trained and operators are in process of making sure their drivers are fully trained to this standard
Percentage of school transport drivers(in house) trained in safeguarding level 1					100%	45%				Courses are being held during school holidays to improve on this %
Percentage of school transport drivers trained (External) in safeguarding level 1					75%	0%				This is being introduced during this year and being developed by in house trainers

Customers (Outcome / Is anyone better off?)

Indicator	Actual 2012/13	Actual 2013/14	Actual 2014/15	latest Wales Av	Target 2015/16	Actual 2015/16 Q1	Actual 2015/16 Q2	Actual 2015/16 Q3	Actual 2015/16 Q4	Context/ Comment
Number of Complaints received					20					
Percentage of Monmouthshire residents aged 60 or over who hold a concessionary bus pass					80%					
Number of compliments on services received					20					

Risk Register 2015-18

Risk	Strategic Operational	Reason why identified (evidence)	Risk Level (See corporate risk matrix to complete)				Responsible Officer	Actions proposed to mitigate the risk	Progress & impact of actions 2015/16 Q1	Progress & impact of actions 2015/16 Q2	Progress & impact of actions 2015/16 Q3	Progress & impact of actions 2015/16 Q4
			Year	Impact	Probability	Level						
Potential Further reduction in Welsh Government Bus Services Grant funding and Concessionary Fare grant	Strategic / Operational	Welsh Government Ministerial Announcements throughout 2014-2015 have suggested likely changes to funding arrangements and level of funding from 2016	2015/16 2016/17 2017/18	Low Medium Medium	Low Medium Medium	Low Medium Medium	Richard Cope /Damien Weeks/Huw Jones	Investigation of alternative service models, and will be trialling use of Section 22 permit bus service previously operated as contract by private company. Also looking at	Budgets continue to be challenging but we are still maintaining service levels , one service withdrawal has gone out to tender so we await costs on this .section 22 service is running well and			

								securing alternative funding from other sources to maintain level of bus network.	patronage improving. Further concessionary fare reduction may have an impact in next financial year although some new funding is being released by WG for youth concessions in sept 15			
Impact of increased demand on school service from external policy changes proposed on home to school transport, sustainable travel, new Walked Safe Routes to School Assessment Criteria etc, The risk involves increased costs from the introduction of these policies by Welsh Government	Strategic /Operational	Welsh Government consulted on several school transport policies, including new Assessment criteria and processes for Safe Walked Routes to School which likely to increase demand for school transport	2015/16 2016/17 2017/18	Low Medium Medium	Low Medium Medium	Low Medium Medium	Richard Cope/Damien Weeks	As part of county-wide engagement strategy, looking to ensure full impact of any central government policies are communicated and consulted with communities within county.	No impact on policy changes currently aware of .			
Rising Fuel Costs Internal & External operations	Operational	Fuel costs rising impacting on contractors ability to provide competitive lower tender prices	2015/16 2016/17 2017/18	Medium Medium Medium	Medium Medium Medium	Medium Medium Medium	Richard Cope /Damien Weeks/Huw Jones	Continuing use of driver training, and fuel management programmes to maintain high levels of fuel efficiency	Fuel costs have been decreasing so this risk is currently low			
Further changes and reductions in infrastructure grant funding	Strategic	Change in funding arrangements from 2015 to yearly competitive bidding process with no guarantee of success	2015/16 2016/17 2017/18	Low Low Low	Low Low Low	Low Low Low	Richard Cope/Christian Schmidt	Using examples such as developer contributions from new developments to securing alternative funding from other sources to develop and implement transport infrastructure schemes	Fairly successful on funding bids for this year , developer contributions will be through section 106 and later CILS . looking at other funding streams as well to mitigate any loss of govt funding.			
Further reduction in number of contractors tendering for public and home to school transport	Strategic /Operational	Partly a consequence of rising costs, but rural nature of county does also limit number of inside county contractors willing to tender for public and home to school transport contracts	2015/16 2016/17 2017/18	Low Low Medium	Low Low Medium	Low Low Medium	Damien Weeks	Working with neighbouring and other authorities to widen number of companies who might be willing to bid for wider spectrum of services than might be the case in smaller area	Currently no issues on this as return of contracts is low .			

								of population. Increasing scope of operators				
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