

Appendix viii – N5 saving proposal

1. Savings proposal	
Proposal title:	Review of Lewisham's Fleet and Passenger Transport Service
Reference:	N5
LFP work strand:	Environmental Services
Directorate:	Customer Services
Head of Service:	Nigel Tyrell
Service/Team area:	Fleet and Passenger Services
Cabinet portfolio:	Public Realm
Scrutiny Ctte(s):	Sustainable Development

2. Decision Route			
Saving proposed:	Key Decision Yes/No	Public Consultation Yes/No	Staff Consultation Yes/No
Review of Lewisham's Passenger Transport Service	Yes	Yes	Yes

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>The council's Fleet management service and the Door to Door service sit within the Environment division. The fleet management service procure, run and maintain the council's owned fleet and procure specialist hired in vehicles when needed. The direct revenue cost of this service is in the region of £4.1m. The costs of the service are fully recharged to end service users such as Door to Door and Refuse collection.</p> <p>The Door to Door services provides home to school transport to children with special educational needs and also transports adult social care clients to and from day care provision. The council spends approx. £5.3m p/a operating passenger transport made up of direct staff and management costs and vehicle costs recharged from Fleet (fuel, staff costs, vehicle on the road costs and maintenance etc). In addition to this, the council (primarily CYP SEN and ASC) spends a further £2m p/a on taxi provision for clients that can't be accommodated on Door to Door vehicles (due to capacity of vehicles, the logistics of the routes etc.) The total spent on providing transport for this client group therefore equates to £7.3m p/a.</p>
Saving proposal
<p>A. Review of Lewisham's Fleet and Passenger Transport Service: The relationship with the transport provider (Environment) and the client services (primarily CYP and ASC) and the funding model for these services are interwoven and complex. As such a corporate approach is being taken in order to identify opportunities to reduce spend and demand whilst continuing to meet statutory duties and support the residents that rely on passenger transport. It is expected that the savings identified for this review will be achieved via the following approaches:</p> <ol style="list-style-type: none"> Operational efficiency

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3. Description of service area and proposal

Identify opportunities within the current Door to Door operational model to reduce costs through more efficient use of resource and increasing operational efficiency.

2. Promoting Independence

Recent legislative changes (e.g. the Care Act and the Children and Families Bill) make the need to promote choice, independence and 'ordinary lives' essential in the delivery of services to both children and young people with SEN and clients accessing adult social care support. This extends to how we meet a client's transport needs. However the legislative changes also increase the age range applicable for travel assistance from 5-18 years to 0-25 years. Within CYP we will be exploring the potential to further embed and offer a wider range of alternative travel assistance options (such as direct payments and independent travel training) in order to better support independence and reduce reliance on local authority provided transport. Whilst direct transport provision will continue to be the most suitable option for some clients, we expect to be able to at least maintain, and possibly reduce, demand through growing and improving the range of travel assistance options we offer. It should be noted however, that there is currently an overspend on the CYP SEN budget (of approx. £700k) and as such any reduction to spend achieved as a result of this approach will be required to reduce the overspend in the first instance.

Adult Social Care will also continue to promote Direct Payments in line with the previously agreed saving for remodelling day services (A4).

The council's waste services account for a significant proportion of the costs attracted by the Fleet service. The influence of demand on those costs are being considered by the waste strategy review as a part of a separate savings strand.

3. Alternative delivery models

Explore opportunities to pursue alternative delivery models for local authority provided transport provision (e.g. via an outsourced contract).

4. Policy review

The council is required to provide transport for eligible young people of statutory school age. Other local authorities (e.g. Coventry) are now exploring removing or charging for discretionary travel for under 5s and over 16s. As part of this review we would like to explore the legal position of this approach to determine the extent to which this could be applied in Lewisham. This is a work in progress and any proposed changes to Policy would be returned to Mayor and Cabinet.

4. Impact and risks of proposal

Outline impact to service users, partners, other Council services and staff:

The impact of the approaches detailed in this proposal are as follows:

- Possible re-organisation within the Door to Door Service (to respond to a reduced demand from client services as a result of higher take up of direct payments/independent travel training, or as a result of operational efficiencies

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4. Impact and risks of proposal

identified).

- Changes to process within the client service areas – to promote and embed a wider range of alternative travel assistance options.
- Market development – to ensure we have a suitable range of travel assistance options to offer to suitable clients (e.g. commission an independent travel training programme for SEN clients).
- Service users – Eligible clients within ASC will be offered Direct Payments as a matter of course. Within CYP, new and existing clients will be encouraged to take up travel assistance options with direct transport provision being seen as a last resort.

Outline risks associated with proposal and mitigating actions:

For any changes the current Door to Door operating model or a reduction in service requirements as a result of reduced demand from client services (due to an increased take up of direct payments/independent travel training) staff consultation would be required.

For CYP- Consultation with service users would be required prior to the introduction of new travel assistance options, or if changes to the processes for application or the transport policies were to be pursued.

For ASC Clients – Discussions about transport requirements will form part of an individual's care plan. For those who the service is changing – consultation has already taken place as part of the previously agreed saving.

5. Financial information

Controllable budget:	Spend £'000	Income £'000	Net Budget £'000
	7,884	(660)	7,224
Saving proposed:	2016/17 £'000	2017/18 £'000	Total £'000
Review of Lewisham's Fleet and Passenger Transport Service	500	500	1,000
Total	500	500	1,000
% of Net Budget	7%	7%	14%
Does proposal impact on: Yes / No	General Fund	DSG	HRA
	Yes	No	No
If impact on DSG or HRA describe:			

6. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities
9	10	1. Community leadership and empowerment 2. Young people's achievement

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6. Impact on Corporate priorities		
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Positive	Positive	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Medium	

7. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact on a single ward.
	If impacting one or more wards specifically – which?

8. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	Low	Pregnancy / Maternity:	Low
Gender:	Low	Marriage & Civil Partnerships:	Low
Age:	Medium	Sexual orientation:	Low
Disability:	Medium	Gender reassignment:	Low
Religion / Belief:	Low	Overall:	Low
For any High impact service equality areas please explain why and what mitigations are proposed:			
Is a full service equalities impact assessment required: Yes / No			Yes

9. Human Resources impact					
Will this saving proposal have an impact on employees: Yes / No					Yes
Workforce profile:					
Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2	0	0	0	0	0
Scale 3 – 5	61	61	61	0	0
Sc 6 – SO2	48	48	51	0	3
PO1 – PO5	7	7	9	0	2
PO6 – PO8	2	2	2	0	0
SMG 1 – 3	1	1	1	0	0
JNC					
Total	119	119	124	0	5

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9. Human Resources impact					
Gender	Female	Male			
	53	66			
Ethnicity	BME	White	Other	Not Known	
	52	64	3	0	
Disability	Yes	No			
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	

10. Legal implications

State any specific legal implications relating to this proposal:

TBC

11. Summary timetable

Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:

Month	Activity
August 2015	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
September 2015	Proposals submitted to Scrutiny committees leading to M&C on 30 September
October 2015	Consultations ongoing
November 2015	Consultations ongoing and (full decision) reports returned to Scrutiny for review
December 2015	Consultations returned to Scrutiny for review leading to M&C for decision on 9 December
January 2016	Transition work ongoing
February 2016	Transition work ongoing and budget set 24 February
March 2016	Savings implemented
April 2016	
May 2016	
June 2016	
July 2016	
August 2016	
September 2016	
October 2016	