

## TRANSPORT SERVICE ACTION PLAN

No.	Issue	Action	Owner(s)	Target Date	Priority	Status
1. Vision and Coherence						
1.1	Greater priority to be given to working with bus operators to identify and address reasons for unreliable operation.	Continue close monitoring of the development of the Traffic Management Act, and ensure that the Highways service works with Passenger Transport to ensure a 'joined up' response to the Act.	Roger Pearce/ Ian White	Ongoing	High	Highways Group monitoring introduction of Traffic Management Act (TMA) regulations. Bus Punctuality Partnerships being developed with First and Wilts and Dorset.
1.2	Need to continue to experiment with alternative ways of providing and funding public transport services/access in rural areas.	a) Investigate scope to apply Cambridgeshire 'integrated network' approach to a selected area and report to Members if there are cost implications	Ian White/ Phil Grocock/ Eric Egar	Reconsider when service reviews complete	Medium	a) Project scoped but further work deferred because staff resource diverted to service reviews and budget savings work.
		b) Work with Wiltshire Rural Transport Partnership (WRTP) to pilot 'hub' approach in Wootton Bassett and Melksham	Ian White	2006		b) Piloted. Funding required if to expand.
2. Effective Plans, Policies and Programmes						
2.1	Continuing passenger transport cost increases will make it increasingly difficult to maintain services to rural areas.	a) Seek to maintain rural bus services, where identified as meeting high priority needs.	Ian White	a) By April 2006	High	a) budget reduced due to corporate financial pressures - further reductions likely in 2007
		b) Commission evaluation of demand-responsive transport and establish role in future strategy.	Ian White	b) By December 2006		b) Study <b>completed</b> July 2006.
		c) Work with WRTP and Community First to develop capacity of community and voluntary transport.	Ian White	c) By April 2010		c) Ongoing work with RTP. (see also 1.2b).
2.2	Network Management Plan needs to be reviewed and revised, and should conform to best practice.	Network Management Plan reviewed in connection with development of LTP2. Has already been reviewed in light of BVR Highways Maintenance and will be updated to reflect future strategy.	Peter Binley	April 2007 - see Status.	High	Transport Asset Management Plan (TAMP) will be the new tool for long term planning of network maintenance. To be published April 2007.
2.3	Network Management Plan needs to be developed further to be an effective tool for longer term planning.	Develop Transport Asset Management Plan.	Peter Binley	April 2007 - see Status.	High	As 2.2

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2.4	Need to continue to experiment with alternative ways of providing and funding public transport services/access in rural areas.	a) Monitor and amend existing Wigglybus and TaxiLink services while external funding is still available, to maximize ongoing sustainability.	Ian White/ Tim Reynolds	March 2007	High	a) Underway
		b) Commission study to evaluate Wigglybus and TaxiLink projects, and identify what role demand responsive transport should play in WCC's public transport and accessibility strategies.	Ian White	October 2006	High	b) Study completed July 2006
		c) Develop a resourced plan for the Wigglybus Service for Post 2007.	Ian White	December 2006	High	c) Underway
2.5	Need to review the effectiveness of real time bus passenger information and consider funding an expansion through future LTP programmes.	a) Monitor passenger trends on route where Real Time Information (RTI) is installed.	Eric Egar	January 2006	Medium	a) Completed. Data gathered but no trends evident as too much variation in data and unable to distinguish any impact of RTI from other factors.
		b) Survey passengers to establish perceptions of RTI and whether has increased their use of the service.	Eric Egar	July 2007	Medium	b) Not completed, due to ongoing problems with RTI data and hardware that have so far prevented sustained operation of system in real time mode.
		c) Consider priority for future LTP funding of RTI (in LTP2).	Ian White/ Allan Creedy	Annual	Medium	c) Given low priority within LTP 2 due to relatively high cost.

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2.6	Consultation and community involvement.	<p>a) Ensure public transport issues given due weight in proposed LTP2 consultations.</p> <p>b) Establish annual Stakeholders Forum for discussion of public transport policy and strategy issues (with Member involvement).</p> <p>c) Establish annual public transport Operators' Forum (facilitated meetings).</p>	<p>Ian White/ Allan Creedy</p> <p>Ian White</p> <p>Ian White</p>	<p>March 2006</p> <p>April 2007</p> <p>April 2007</p>	<p><b>High</b></p> <p><b>Medium</b></p> <p><b>Medium</b></p>	<p>a) Completed.</p> <p>b) Deferred due to LTP2 consultations. To re-start April 2006. Re-evaluate need if further budget reductions.</p> <p>c) Deferred due to LTP2 consultations. To re-start April 2006. Re-evaluate need if further budget reductions.</p>
2.7	Condition of Footways	Review the latest position with the new and proposed Footway Inspection System currently being trialled and ensure that diversity and volume of use is taken into account.	Graeme Hay/ Peter Binley	April 2007	<b>Medium</b>	Footway Inspection regime and BVPI results to be reviewed to assess effectiveness and funding.
2.8	Condition of Footways	Subject to the outcome of action No. 2.7 above, develop a long term programme for structural maintenance of footways not programmed for inclusion in major maintenance or integrated transport schemes.	Peter Binley/ Graeme Hay	April 2007	<b>High</b>	Ongoing – continuing to bid for funds. To be considered through development of TAMP.

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2.9	Improve the links between service delivery and County values and objectives.	<p>Review the existing policies against the objectives in the Code of Practice by:</p> <p>(i) Identifying existing policies and those to be developed.</p> <p>(ii) Producing an Action Plan for policy development (including seeking Member approval and publicising new policies) and achieve development over 12 months.</p> <p>(iii) Review the Network Management Plan in the LTP and ensure inclusion in LTP2.</p> <p>(iv) Publicise the existing available policies.</p>	<p>Peter Binley</p> <p>Peter Binley</p> <p>Peter Binley</p> <p>Judi Gardner</p>	<p>April 2007</p> <p>May 2005</p> <p>July 2005</p> <p>April 2005</p>	High	<p>(i) Policies to be reviewed in conjunction with development of TAMP.</p> <p>(ii) Completed.</p> <p>(iii) Completed.</p> <p>(iv) Completed in respect of existing policies. New ones added into A-Z of services.</p>
2.10	Street Lighting Assets	Develop a resourced plan for the replacement of the existing lighting columns when they reach the end of their design life or become unsafe.	Andrew Wyatt	2007	High	Resources have not been identified to date. Funding has been bid for under LTP2 for which a decision is awaited. A PFI bid is also being considered.
<b>3. Delivery Through Effective Partnerships</b>						
3.1	Accessibility Planning will identify dispersed but high priority access needs that are difficult to meet in a cost effective way.	Seek to build awareness of access implications of locational and policy decisions by providers of services and facilities, by establishing and developing Accessibility Planning partnerships.	Allan Creedy	By April 2008 - although actions will continue into LTP3 and beyond, hence no fixed target date.	High	Ongoing
3.2	WRTP to address capacity and operational challenges of community and voluntary transport schemes by developing social enterprise, training, volunteer recruitment and collaboration.	Work with WRTP to establish 2 pilot 'transport hub', 1 social enterprise, and 1 collaboration project, and undertake 2 training programmes for new groups and 2 volunteer recruitment initiatives.	Ian White	By September 2005	High	Specific targets achieved by Sept 2005 but ongoing progress through work of WRTP, 'CITADEL' and LINK projects. Capacity is increasing but will be a long term process.

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3.3	There are gaps in coverage of car schemes, which provide a valuable 'safety net'.	Work through LINK Development Partnership to increase coverage.	LINK project/ Ian White	March 2006	High	Ongoing. 3 new LINK schemes started by March 2006 – others now under discussion. Target to increase coverage included in LTP2.
3.4	Need to give greater priority to working with bus operators to identify and address reasons for unreliable operation.	a) Review arrangements and develop protocol for involvement of operators and Passenger Transport Unit (PTU) in streetworks co-ordination, and for operators to receive/find updated information on streetworks and road closures (including consideration of earlier notification of roadworks).	Roger Pearce/ Peter Binley/ Phil Grocock	Ongoing	High	a) Ongoing. PTU attend quarterly co-ordination meetings and are included in weekly roadworks report. (PTU need timely TTL notifications more so than road closures).
		b) Publicise protocol through leaflet to operators, and on website.	Ian White	December 2006	High	b) Highways have provided PTU with info to enable production of leaflet .Under development in PTU.
		c) Seek to establish and publicise a similar protocol with the Highways Agency for works on trunk roads.	Roger Pearce/ Peter Binley/ Phil Grocock	August 2006	Medium	c) Included in 3.5a) – Highways Agency attend co-ordination meetings.
		d) Liaise with other Council services (eg refuse disposal) to minimise impact of their activities on traffic congestion.	Roger Pearce/ Peter Binley/ Phil Grocock	Ongoing	Medium	d) (Ensure included in Protocol – to only take reactive actions where notified of issues by Operators) Highways will assist PTU where required.
3.5	Need to give greater priority to working with bus operators to identify and address reasons for unreliable operation.	a) Include protocol for traffic management method statements and assessing viability of working outside of peak hours (to reduce disruption to buses) in new contract.	Roger Pearce/ Peter Binley/ Phil Grocock	June 2006	Medium	a) Completed. Provision in new contracts for working outside peak hours.
		b) Develop agreements with statutory undertakers for agreeing traffic management method statements, taking particular note of effect on bus reliability.	Roger Pearce/ Phil Grocock	Ongoing	Medium	b) To be developed as TMA regulations introduced.

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3.6	Need to give greater priority to working with bus operators to identify and address reasons for unreliable operation.	a) Agree and implement partnership working pilot with 1-2 major operators who already have bus tracking (real time) equipment fitted.	Ian White/ Phil Grocock/ Eric Egar	May 2006	High	a) Pilots agreed and underway with FIRST Group and Wilts & Dorset.
		b) Investigate feasibility, cost and benefits of extending pilot to other commercial operators, and to Council supported services, and report to members.	Ian White	Ongoing	High	b) Need to gather reliable data from FIRST and W & D (First and W & D are the two largest operators and cover the majority of services).
		c) Identify key locations where delays occur through partnerships (above).	Ian White/ Phil Grocock/ Eric Egar	December 2006 Ongoing	High	c) Currently gathering data. Built into LTP2 as ongoing activity.
		d) Work with WCC Traffic Manager (and Salisbury Joint Team where appropriate), and with operator, to identify and evaluate improvement options for each location (including Urban Traffic Control (UTC) measures in Salisbury).	Ian White/ Phil Grocock/ Eric Egar	December 2006 Ongoing	High	d) To follow (c) Built into LTP2 as ongoing activity.
3.7	Improve bus service information through implementation of the Bus Information Strategy, with particular emphasis on raising awareness and bus stop information.	Discuss with operators in Quality Partnership meetings and seek to persuade them to adopt a 'marketing led' approach to prioritising improvements on selected routes or networks.	Ian White/ Eric Egar	Ongoing	Medium	Commenced initial discussions. Incorporated within Kickstart bid – successful. In LTP2 strategy. Piloted with W & D in Salisbury.
3.8	Improve bus service information through implementation of the Bus Information Strategy, with particular emphasis on raising awareness and bus stop information.	a) Investigate options for use of software by the County Council to produce displays and bid for software in Medium Term Financial Plan (MTFP).	Phil Grocock/ Eric Egar	December 2006	Medium	a) OMNISTOP package purchased and successfully trialled on Kickstart route (completed August 2006).
		b) Investigate likelihood of operators improving quality and quantity of displays and seek their compliance with standards in Bus Information Strategy.	Phil Grocock	2007	Medium	b) To follow a). Discussions underway with First to progress through the Quality Partnership.

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3.9	Consultation and Communication	Host meeting with neighbouring Highway Authorities to develop improved cross-boundary consultation mechanisms.	Paul Smith	Ongoing	Medium	Meetings are held annually with other highway authorities regarding winter maintenance and emergency responses. Other meetings will best be arranged via the TMA role. As part of this a Network Management Plan has to be prepared which will require the setting up of Working Parties with neighbouring authorities to establish joint working protocols. Early work has begun with Swindon Borough Council.
3.10	Performance and user satisfaction, and completion of roadworks	Continue close monitoring of the development of the Traffic Management Act. Ensure the County Street Works Manager continues to be involved with National Working Party for Traffic Management Act and prepares and implements Action Plans to reduce congestion. Also, ensure the Service works with Passenger Transport and other relevant services to ensure a 'joined-up' response to the Act.	Peter Binley	Ongoing	High	Currently liaising with SW Traffic Managers Forum to co-ordinate an approach for the South West. More detailed guidance from Government expected early 2007.
3.11	Performance and user satisfaction, and completion of roadworks	Develop agreements with Statutory Undertakers for agreeing traffic management method statements, taking particular note of the impact on bus reliability.	Roger Pearce	Ongoing	Medium	Awaiting implementation of TMA. Developing Bus Reliability Project with PTU which includes impacts of delays/congestion due to factors such as Street works.
<b>4. Meeting the Needs of the Community and Service Users</b>						
4.1	Is there an effective feedback loop to allow the Council to inform service users of what has changed in the service as a result of their involvement?	Identify what needs to be promoted or put in place to encourage the public to feed back about the service and recent changes.	Helen Knight	Ongoing	High	'Strategy for Wiltshire' consultation underway - will identify how public can get better access and become more involved in consultation. 'Acknowledge' (e-consultation package which includes a community forum) will also assist.

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4.2	Identify ways of further increasing satisfaction with local bus services.	Best Value Review of Passenger Transport focussed on understanding 'drivers' of satisfaction. Implement BVR recommendations.	Ian White	By 2009	High	Ongoing. Failure of bids to secure additional resources has resulted in satisfaction target being reduced to 70%. Budget reductions would have a serious negative impact on satisfaction.
4.3	Need to assess ongoing public satisfaction levels with highway network.	Monitor Clarence reports and complaints on a monthly basis and review regularly with Divisional Highways Managers.	Peter Binley	Ongoing	High	Ongoing.
4.4	The Council currently does not have a clear view of what sort of people are calling CLARENCE.	Undertake a survey to determine the demographic profile of callers to CLARENCE.	Paul Smith	Early 2007	High	CCU now has management responsibility. Consideration being given to carrying out demographic surveys of ALL callers to CCU, rather than simply callers to Clarence.
4.5	The public has high levels of satisfaction with the CLARENCE service itself, but lower levels of satisfaction with the actual addressing of defects or complaints.	Customer expectations for when and how defects will be addressed should be set at the point of contact.	Paul Smith	End 2006	High	Expectations are managed as part of the scripting process. Scripts have recently been revised and will shortly be rolled out to all Area Offices as part of BPR programme.
4.6	Give greater priority to seeking ways of offering reduced fares (generally or to specific groups), but recognizing the limitations on Council influence and funding.	Encourage targeted discounts and identify specific routes at Quality Partnership meetings.	Ian White/ Eric Egar	Ongoing	High	Incorporated into successful 'Kickstart' bid. Now on-going activity and incorporated into LTP2 strategy.
4.7	Give greater priority to seeking ways of offering reduced fares (generally or to specific groups), but recognizing the limitations on Council influence and funding.	Complete young persons discount card study and evaluate feasibility of introducing a voluntary scheme with cooperation of the commercial bus operators.	Ian White	2009	Medium	Deferred due to Government push on free OAP fares and again following announcement of national free OAP fares from 2008. Meanwhile on hold until climate is more conducive to negotiations.
4.8	Satisfaction with local bus service information.	a) Identify 3-year programme of awareness raising activities (including 'how to use bus' leaflet) and bid for funding in MTFP.	Eric Egar/ Ian White	July 2005		a) Completed funding bid. Unsuccessful.
		b) Implement identified activities (subject to funding and staff resource).	Eric Egar	March 2008	Medium	b) No funding to progress.



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4.9	Improve bus service information through implementation of the Bus Information Strategy, with particular emphasis on raising awareness and bus stop information.	Audit major town bus stops and interchanges and commission agency to design a 'template' interchange display format, and to produce and install improved displays.	Phil Grocock	Reconsider in 2007	Medium	No resources to complete given failure of resource bids and need to focus staff time on looking for reductions. May be possible to include in 2007-08 LTP capital programme.
4.10	Improve bus service information through implementation of the Bus Information Strategy, with particular emphasis on raising awareness and bus stop information.	Ensure County Council systems for ensuring displays are updated are adequate. Check that operators' displays are kept up to date.	Phil Grocock	2007	Medium	Scope for significant improvement with introduction of OMNISTOP.
4.11	Improve availability of public transport information on the web.	Develop website to include County bus map, printable timetables, service change information, temporary changes/diversions and to improve 'signposting' to public transport information within the website (within corporate website policy).	Eric Egar/ Judi Gardner/ Phil Grocock	December 2006	High	Information page reviewed and improved with improved signposting. Printable timetables now included for north, east and west Map to be included following next reprint (Aug 06) subject to resolving technical problems with .pdf files.
4.12	Consultation and Community involvement in public transport	<p>a) Commission report from Development Services to develop a process for engaging in the most effective way with community planning and other local stakeholders, and for systematically gathering information on need, and feedback on services with minimal additional resource.</p> <p>b) Establish written guidelines for consultation on reviews and service changes.</p> <p>c) Establish ongoing processes for gathering information on need and feedback on services.</p>	<p>John Geary</p> <p>Ian White/ Phil Grocock</p> <p>Ian White/ Phil Grocock/ Eric Egar</p>	<p>April 2005</p> <p>April 2007</p> <p>April 2007</p>	<p>High</p> <p>High</p> <p>High</p>	<p>a) Completed September 2006 (incorporated into consultants' study with Development Services input - see action 6.7).</p> <p>b) To follow from a).</p> <p>c) To follow from a).</p>

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4.13	Consultation and Communication	Develop annual consultation programme to measure local satisfaction and identify priorities for works, to utilise Stakeholders, Town and Parish Councils, local Community Planning Forums and Bus Operator partners.  Incorporate agreed consultation principles into an appraisal framework for Maintenance Works.	Graeme Hay/ Paul Smith	Ongoing – to finalise process during 2007	High	To be progressed through Corporate process ie Voice to Choice/Listening to Communities (L2C). Pilot areas currently being finalised. Service will work with corporate colleagues to develop a workable process whereby Community Area Forums can be utilized to assist dissemination of this programme.
4.14	Consultation and Communication	Incorporate due consideration of non-car travelling public when consulting and communicating into service level protocol within Corporate Consultation Strategy.	Paul Smith/ Graeme Hay	Ongoing	Medium	GH to consider how developments within programme can be better communicated to highlight benefits/changes affecting non-car users. To be progressed via Corporate Listening to Communities as per item 4.13.
4.15	Condition of Non-Principal Classified Roads and Unclassified Roads	Develop an annual questionnaire for all Stakeholder Groups, Community Planning Groups, Town and Parish Councils.	Graeme Hay	Ongoing – to finalise process during 2007	Medium	To address as part of L2C initiative as above. To pilot in advance of spring visits to communities.
<b>5. Performance Management</b>						
5.1	Implementation of corporate risk management system and process.	Quarterly Review Group is raising issues to be resolved with the new system and taking development forward.	Chris Norris	Mid 2005	Low	Being taken forward through the Corporate Risk Management Group.
5.2	Integration of service planning with LTP re setting and monitoring of targets.	Service Plan guidance amended to ensure transport viewed as corporate activity.	Allan Creedy	March 2007	Low	Incomplete. Service Planning guidance has not been amended - despite efforts. To attempt to address at next round of Service Planning.
5.3	Improve quality and clarity of WCC printed bus timetables	Agree procedures for dealing with service reviews, to allow more time for publicity production (based partly on Staffordshire example).	Ian White/ Eric Egar	April 2007	Low	To link in with Consultation Protocol and TAS report.
5.4	Improve links between service delivery and county values and objectives	Develop a process for evaluating and identifying additional maintenance costs arising from improvement schemes and developments, including securing commuted sums.	Peter Binley	April 2007	Medium	Ongoing. To include in TAMP.
5.5	Provide more transport quality assurance within Highways	Develop a works procedures manual.	Peter Binley	Mid 2007	Medium	To be included in development of TAMP.

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<b>6. Delivering Value for Money</b>						
6.1	Need to market test key aspects of the Service.	Establish unit costs for comparison purposes in order to develop contacts with other authorities to share service cost information.	Peter Binley	Ongoing	High	Re-tendering for June 2006 contract provided a market test. WCC are working with the South West Highways Asset Management Group to identify and benchmark detailed costs.
6.2	Corporate BPR review aims to identify efficiency savings in passenger transport administration processes.	Actions will be proposed by the BPR review team.	Ian White	Report due July 2005	High	Report completed. Implementation underway.
6.3	Corporate BPR review aims to identify efficiency savings in highways administration processes.	Actions will be proposed by the BPR review team. To include consideration of the use of the CCU.	John Geary	December 2006	High	BPR Implementation in progress. Some call answering has transferred to CCU.
6.4	Need to investigate alternative ways of procuring client transport (taxis and minibuses for special needs and social services transport) to ensure value for money and improve efficiency of procurement and contract management.	Review alternative procurement options for different types of transport.	Jason Salter	Ongoing	High	Study completed February 2006. Implementation being progressed as part of DACS and SEN Transport Review Projects.
6.5	Consultation and Performance Improvement	a) Commission report from Development Services to identify most suitable comparator authorities.	Ian White	April 2005	Medium	a) Completed.
		b) Approach authorities to establish willingness to undertake benchmarking.	Ian White	April 2007		b) ATCO national benchmarking indicators - results of initial national survey recently received. Results awaiting full analysis - by the end of February 2007 - before approaching potential comparator authorities.
		c) Develop suitable benchmarking indicators and undertake comparisons.	Ian White/ Eric Egar	April 2007	Medium	c) (As above).

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6.6	Improve quality and clarity of WCC printed bus timetables	a) Agree format/layout and number of booklets required.	Ian White/ Eric Egar	2006	Medium	a) Completed.
		b) Design, print and distribute.	Michelle Slade	December 2006	Medium	b) Ongoing. West, East and North books completed.
6.7	Consultation and Community Engagement in public transport	a) Complete consultants study (already commissioned) evaluating wider approach to consultation and community engagement	Ian White	June 2005	High	a) Completed September 2006
		b) Consider whether study outcomes justify additional resource for community involvement – report to Members	Ian White	October 2006	High	b) Proposal to progress via Community Area Forum Pilots deferred at present due to LGR/ Unitary Status uncertainties (proposed model involved joint approach with District Councils). Young Foundation report on potential pilots expected February 2007 is next milestone.
6.8	Development of appropriate organisational structure to best deliver the Passenger Transport service going forward	a) Assess implications of SERCO recommendations for staffing and structure of Unit.	Ian White	June 2005	High	a) Completed – no significant implications.
		b) Develop and implement staffing and structural changes incorporating agreed BVR and BPR recommendations.	Ian White	October 2005	High	b) No major issues/considerations. To review back-office structures 6 months post- BPR.
6.9	Condition of Non-Principal Classified roads and Unclassified roads	Develop an Action Plan to halt the deterioration of the Unclassified Road network by March 2011, including the consideration of prudential borrowing.	Peter Binley/ Jan Kuipers	April 2007	Medium	To include in AMP in 2007.

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6.10	Need to ensure robustness of value-for- money assessments	Investigate the way central overheads are applied to staff of differing seniority and propose long-term methodology.	Chris Norris	December 2006	Medium	<p>Within the Timemaster system there is an established method of calculating hourly rates for staff. The first stage is to establish the salaries and overheads applicable to each 'Business Centre'. In ESD this is currently done at Group Level.</p> <p>Some overheads are direct costs and can be directly attributed to a Group (eg training, travel expenses, telephones. For other overheads an apportionment of Department-wide or county-wide overhead costs (eg the HR department) has to be made on an appropriate basis. This may in some cases be on a per capita basis.</p> <p>Once the total overheads for a group have been established, the system will calculate an individual hourly rate for each member of staff. In this case the overheads (including non-productive time) are proportional to the individual's salary. Senior staff will therefore recover a greater amount of overheads in their rates than more junior staff.</p> <p>This is standard practice in costing and would mean it is possible to make fair comparisons between internal and external staff.</p>

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6.11	Need to ensure passenger transport procurement arrangements are fully aligned with need for efficiencies.	Explore and report on the scope to make efficiency savings from the rationalisation of the large number of individual transport contracts such that economies of sale can be fully exploited.	Ian White	December 2006	Medium	Incorporated review of client transport (see 6.4) – study completed February 2006. Recommended phased introduction of longer term contracts for client transport, let by competitive tender and offering potential to combine SEN and social care requirements where feasible (implementation deferred due to changing requirements for DACS transport following implementation of stricter eligibility criteria); and trialling of 'call-off contracts' for one-off taxi bookings (currently underway)