

## Finance Committee

### Prevention

#### Submission from Strathclyde Partnership for Transport

Strathclyde Partnership for Transport (SPT) is the Regional Transport Partnership for the west of Scotland. Working with our constituent Councils, we invest in and deliver transport solutions for almost half of Scotland's population. This include securing socially necessary bus services, providing MyBus demand responsive services, investing in bus infrastructure, operating the Subway and investing in its modernisation, providing integrated and smart public transport ticketing, investing in park and ride, acting as agent for delivery of schools' transport for Councils, promoting active travel and helping to plan and shape the transport network through the Regional Transport Strategy. More information on SPT is available at [www.spt.co.uk](http://www.spt.co.uk).

SPT is a statutory Community Planning (CP) partner and we are members of twelve CP Partnerships across the west of Scotland. We are committed to achieving both local and national outcomes and we set out how we contribute to these in our annually published Transport Outcome Reports<sup>1</sup>. Although SPT is focused on the delivery of transport solutions, these are ultimately about supporting wider health, economic, employment, educational, and environmental goals and about contributing to social justice and tackling poverty.

We greatly welcome this opportunity to provide evidence to the Committee's Call for Evidence and would be happy to appear before the Committee if this was considered helpful. We have restricted our response to those questions which centre on achieving greater levels of integration of service delivery and driving innovation since this provides an opportunity to demonstrate a shared service model in practice.

SPT has significant experience of working collaboratively as a Partnership and we have a proven track record of delivery, innovation and achieving value for money services based on a strong collaborative and community driven ethos. We continue to learn and adapt as an organisation and we look forward to continued and strengthened partnership working, including through the enhanced role for transport in the Community Planning process, through the Community Empowerment Act and through our ground-breaking partnerships with the social transport and community transport sector. We believe our responses below are relevant since they provide a useful model on which to draw and are directly supportive of the Scottish Government's vision for public service reform:

*"...Public bodies will play a full part in delivering improved outcomes: leaders and their teams work collaboratively across organisational boundaries to ensure that services are shaped around the needs and*

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<sup>1</sup> <http://www.spt.co.uk/corporate/about/strategy/community-planning/>

*demands of individuals and communities; and there will be a clear focus on prevention and early intervention, with the aim of breaking cycles of inequality and poverty.*<sup>2</sup>

## **How do we ensure that the necessary culture change and greater levels of integration takes place? How do we create a culture of innovation?**

SPT has pioneered and invested significantly in integrated transport solutions across the west of Scotland. This has been undertaken on a collaborative basis with a range of key stakeholders including our partner Councils, NHS Boards, Scottish Ambulance Service and Community Transport operators. The approach has both required and demonstrated new and innovative ways of working.

While the delivery of transport solutions is not an end in itself but rather a supporting activity, its contribution to outcomes and towards early intervention and prevention should not be underestimated. Public, social and demand responsive transport solutions such as MyBus are vital in ensuring that Scotland delivers on its commitment to prevention and early intervention. This can be through supporting people to get to their GP or hospital appointments, keeping people connected to their local communities, supporting social work teams by ensuring people can get safely and efficiently to day-care centres or community centres, ensuring people can lead independent lives for as long as possible in their own homes and are able to access services, friends and family. In short, to ensure people can enjoy fulfilling and active lives and contribute to wider society.

As part of this process SPT has engaged with social transport providers to examine how a variety of service organisations provide transport that meets the needs of their client group. The main aim has been to promote coordinated solutions by utilising a centralised bus scheduling facility which is the key to ensuring effective, efficient, value for money services.

The following are examples of what SPT and its partners have achieved through this collaborative process. We believe this approach provides a model of partnership working and demonstrates how a shared service approach can deliver effective solutions which meet a range of complex and challenging social needs through effective, focussed and innovative transport solutions.

### ***West of Scotland Integrated Transport Hub***

A key recommendation of the Report published by the Scottish Government's Short-Life Healthcare Transport Working Group was for the establishment of Integrated Hub Pilot Projects to seek to improve the co-ordination of health and social care transport provision.

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<sup>2</sup> <http://www.gov.scot/Topics/Government/PublicServiceReform>

SPT is leading on the development of an Integrated Transport Hub in the west of Scotland. The overall aim of the Hub is to develop an integrated single booking and scheduling point of contact for Health and Social Care Transport Services in the west of Scotland through SPT's Contact Centre utilising its scheduling software and expertise. This will improve the transport experience for the users of these services; improve the co-ordination and efficiency of health and social care transport provision in the West of Scotland; assist with meeting the increasing demand; and achieve budget efficiencies.

The overall objectives of the hub are to centralise scheduling and booking of transport through SPT's Contact Centre; share resources by maximising the use of existing staff, vehicles and IT; integrate IT Systems; and share budgets through a Financial Framework for savings and costs.

This will be achieved through a collaborative partnership with key stakeholders, including SPT, Councils, NHS Boards, Scottish Ambulance Service, and Community Transport, by co-ordinating their resources (vehicles and drivers) to develop alternative transport solutions. This will assist all partner organisations to make more efficient use of fleets and co-ordination of journeys. It will look to avoid unnecessary or duplicate journeys and look to achieve economies of scale that will achieve budget savings for partner organisations.

Such savings are essential given projected demands e.g it is estimated that the number of people of pensionable age will increase by 27 per cent by 2037<sup>3</sup>. Therefore it is critical that there is a more integrated approach towards the delivery of accessible public, social and health transport services particularly due to the shrinkage of commercial bus services and against the backdrop of already strained budgets and the expected 20% reduction in public expenditure over the next 5 years.

SPT agreed to lead on the development of an Integrated Transport Hub in the west of Scotland on behalf of all partners across Health and Social Care involved in the project. These include Glasgow, North Lanarkshire and Renfrewshire Councils, NHS Lanarkshire, NHS Greater Glasgow and Clyde, NHS Ayrshire and Arran, Scottish Ambulance Service and the Community Transport Sector.

The development supports the strategic direction set out in the Audit Scotland Transport for Health and Social Care 2011 Report, the Scottish Government's Short Life Working Group Healthcare Transport 2013 Report, the Christie Commission, the Scottish Parliament's Community Transport Inquiry Report 2013 and the Arbutnott Clyde Valley Shared Services Report. All of these have clearly identified that a more streamlined, integrated approach to the delivery of transport can and should be taken forward to deliver savings and a better service.

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<sup>3</sup> National Records of Scotland: Scotland's Population, The Registrar General's Annual Review of Demographic Trends 2014

## ***Integrated Transport Delivery Achievements***

The development of the Integrated Transport Hub will build upon the work that has been implemented over the last few years in relation to the integrated transport delivery and strategy. Achievements to date include:

### *Glasgow Transport Savings*

SPT scheduled Glasgow City Council's Social Work department's non-statutory transport provision for voluntary organisations in the city. This realised a 42% reduction in costs per annum (from £500K to under £300K) with reallocation of the work to the community transport operators in the city. This has achieved a saving of £1.26m over the last 6 years.

SPT scheduled transport for Cardinal Winning Assisted Special Needs (ASN) school achieving a saving of £60,000 per annum. Suitable pupils have been moved from being picked up at their front door by taxi to being picked up from the nearest bus stop and taken to school by a bus provided by a community transport operator. This transport model has also assisted the school to facilitate suitable pupils to work towards independent travel that will also reduce the reliance on social work transport later in life. This has achieved a saving of £180,000 over the last 3 years.

### *Clyde Valley Shared Services Social Transport Project*

SPT worked with Glasgow as part of the Clyde Valley Project in a pilot project. This pilot looked to assist in the management of their social work and ASN school transport to maximise the use of existing social transport fleets through improved scheduling of services and use of vehicle downtime. The initial pilot undertaken at Ashcraig ASN school achieved £80,000 savings per annum (reduction of 2 vehicles) from the optimisation of routes.

Building on the work of the Clyde Valley Social Transport Project, Glasgow City Council and SPT are continuing to work in partnership, with Glasgow making use of SPT's Contact Centre scheduling infrastructure and expertise. This provides route optimisation of their entire internal social transport fleet, schedule their education taxi provision and enables real time allocation of journeys that provide opportunities to make optimal use of the fleets' downtime. To date 8 vehicles have been freed up through improved scheduling which equates to approximately 10,000 vehicle hours pa.

SPT also continues to work in partnership with North Lanarkshire and Renfrewshire Councils to develop and deliver pilot projects which has achieved savings. These pilots are to provide a centralised scheduling resource to assist in the management of their social work and ASN school transport and make more optimal use of their transport fleet downtime.

### *Development of Community Transport*

SPT has provided funding of over £4m to the Community Transport sector since 2008 including capital investment in low floor accessible vehicles. SPT is leading the way in relation to the development of the Community Transport Sector in Scotland. We established the West of Scotland Community Transport Network, in partnership with the sector, to promote co-ordination, enhance quality and better utilise resources across the sector.

The major advantages of Community Transport delivering community, health and social care transport solutions are that they can reduce costs, can continue to deliver transport solutions to local communities that might otherwise be withdrawn, are able to pilot and deliver flexible and innovative services and can provide an income for Community Transport that allows them to become sustainable and less reliant on grants.

### *Vehicle Fleet Types*

SPT has pioneered the introduction of 'adaptable vehicles' with investment of £8m in a fleet of over 100 adaptable vehicles that can undertake both specialist work carrying people in wheelchairs and can also revert to in service to undertake traditional stage carry bus work. This includes providing a bus to North Lanarkshire Council as part of a social transport project that is being utilised by an ASN school. This has helped reduce the stigma often associated with the use of Council vehicles and achieved a 100% parental satisfaction score from a survey undertaken by the Council.

Working with our partners, SPT's approach to collaborative, innovative and value for money projects based on a shared service model is already achieving savings but, just as importantly, is improving service provision and more effectively targeting need. SPT will continue this approach and we would be happy to share our experience with the Committee.