

ABERDEEN CITY COUNCIL

COMMITTEE	Communities, Housing and Infrastructure Committee
DATE	20 January 2016
DIRECTOR	Pete Leonard
TITLE OF REPORT	Corporate Fleet Management Performance and Compliance - Update
REPORT NUMBER	CHI/15/338
CHECKLIST COMPLETED	Yes

1. PURPOSE OF REPORT

At a meeting of the Audit, Risk and Scrutiny Committee on 25 June 2015 an audit report on Fleet Governance was presented by PWC. The committee made a recommendation about service performance - "that the health and safety aspects would be reported to Corporate Health and Safety Committee and all other performance issues would be reported to Communities, Housing and Infrastructure via the Performance Indicators".

To ensure that meaningful information is reported to both committees which will facilitate sustainable and on-going governance of fleet compliance and performance; the service is continues to develop a robust performance framework for the monitoring, analysis and reporting of improvements made across the Service.

This report provides for members of the committee the progress to date on developing a suite of performance indicators to report to this committee at each of its meeting.

Reports to both this and the Corporate Health and Safety Committees are still very similar in content. This is due to most of the work undertaken to date has been about improving compliance. Whilst it is intended to reach a high level of compliance in the council, further work is required to improve service effectiveness and efficiency. All service improvements must be undertaken without compromising corporate compliance.

2. RECOMMENDATION(S)

That the Committee:

- (i) notes actions taken and measures put in place in Fleet Services, for monitoring performance of corporate Fleet Compliance.

3. FINANCIAL IMPLICATIONS

There are no financial implications arising from this report. All improvements to Fleet Compliance and relevant training given to ensure vehicle compliance will be made within the overall Communities Housing and Infrastructure budget.

4. OTHER IMPLICATIONS

This report sets out actions taken to address specific areas for improvement of working operations to ensure compliance with the councils "Operators Licence" and all other associated vehicle and health and safety legislation.

The main purpose of goods vehicle operator licencing is to ensure the safe and proper use of goods vehicles and to protect the environment around operating centres.

5. BACKGROUND/MAIN ISSUES

5.1 Context

The council received notification on the 3 October 2014, from the Traffic Commissioner, that due to ongoing concerns and a perceived lack of progress a public inquiry would be held into the Council's Goods Vehicle Operator's Licence. There were two hearings of the Public Inquiry held on the 19 December 2014 and the 12 May 2015.

At this time Angela Scott, Chief Executive, placed the Fleet Service into special measures under the direction of Mark Reilly and instructed a complete root and branch review of the service; and that officers implement whatever is necessary to improve service compliance, delivery and performance.

The outcome of the hearing on the 12 May 2015 was as follows:

- That the Public Inquiry before the Commissioner for Scotland concluded on 12 May 2015.

- The Operator's Licence* has been curtailed to 111 vehicles. The trailer authorisation is unaffected.

** Vehicles listed on "the licence" are those which need a goods vehicle operator's licence. This is where a business uses goods vehicles above a certain weight. You need a licence to carry goods in a lorry, van or other vehicle with a gross plated weight (the maximum weight that the vehicle can have at any one time) of over 3,500 kilograms (kg).*

The Traffic Commissioner indicated that if there was to be an increase in the authorisation under the licence then a form of variation would be required. If an application for an increase, or any other licence changes, is lodged DVSA are likely to inspect the levels of compliance of the service and report those findings to the Traffic Commissioner prior to the Commissioner giving considering whether to grant the licence increase or change.

During and following the Inquiry, work has continued to improve service compliance, delivery and performance. Special measures are still in place and although compliance has improved considerably there is a significant amount of work required to improve service performance.

5.2 Progress Update

The second phase of improvement across the Fleet Service continues with the aim of addressing the longer-term efficiency and effectiveness of the service. This work continues to be governed by Mark Reilly as Project Sponsor. The information in this section provides a summary of the key work completed to date.

In continuing to meet our responsibilities under the "Operators Licence", the Team of Consultants remains in place to ensure that compliance is maintained in all areas and that a sound financial foundation for service development is created. They continue to be focussed on the following areas of work:

- To ensure continued compliance with the Council's Goods Vehicle Operators Licence
- To operationally manage and control the systems and processes relating to compliance
- To implement quality management procedures, processes and systems which meet ISO 9001:2008
- To develop and implement a robust set of systems / reports that will baseline the fleet department spend and facilitate a better understanding of all fixed and variable costs applicable to each service
- To develop and implement a customer led robust asset acquisition and disposal strategy for the Fleet Service.

Before the Consultants can be withdrawn from the Service a restructure of staff is required to ensure the right posts are in place to maintain compliance; achieve the standards of ISO9001; and to ensure an appropriate and focussed Fleet Management Service.

Three new posts are to be recruited to during December 2015 / January 2016 to create a new level of management capacity and capability which will shape future operating structures:

1. Fleet Manager (Senior Service Manager Level)
2. Fleet Compliance Manager
3. Fleet Business Support Officer

To reach the best candidates, alongside the usual advertising, the posts of Fleet Manager and Fleet Compliance Manager will also be advertised in Motor Transport and Transport News on 7th December and the Transport Times 11th December.

The Fleet Business Support Officer post will potentially be advertised in the P&J on or around the same dates in December.

A number of improvements in the Vehicle Workshops have been implemented:

- Roller brake tester fitment
- Upgrade and decoration of entrance hallway, canteen and office facility within workshop building
- Front car park barrier in place and being managed daily
- At the request of the Roads Service, all 3500kg vehicles have been fitted with additional load restraint hooks

Due to constraints external to the Fleet Service i.e. awaiting a building warrant, a timescale for the required wider alterations to improve the working environment in the Vehicle Workshops is yet to be set. This work will include painting within the garage area; improved flooring; improved lighting; and improved electrics; and herringbone parking arrangement.

Training continues across all services. During November, a team of Service Managers and Team Leaders from across different operational areas of the Council will undertake the Certificate of Professional Competence (CPC) in National Road Transport Operations. This CPC qualification is a legal requirement of the operator licensing system. After completing this training, the team will be better equipped with the understanding required to minimise risk and assist the council in

managing future risks associated in compliance and safety across the operation of Council fleet in their service areas.

Other training and development completed to date includes:

- Driver First Use checks
- Operator Licence Awareness Training (OLAT) - 50 candidates

A second phase of mechanic accreditation IRTEC training was scheduled and completed in November 2015. This is a voluntary accreditation scheme for assessing the safety and competence of technicians who maintain and repair vehicles.

A “Drivers Handbook” has been distributed and a minibus handbook has been drafted.

Fleet compliance is continually reviewed and a number of systems are in place to ensure continued and continuous improvement in compliance. Driver and vehicle checks are being carried out on a regular basis. These checks are subject to a regular audit by the services. These service audits are being carried by supervisors, mechanics and, on a regular frequency, by an external company.

In addition, quality control checks by the Fleet service are also in place. Whilst there has been some evidence of the non-completion of checks, the Fleet Service continues to work with those involved to investigate and put measures in place to avoid a re-occurrence.

Procedures to initiate investigations have been put in place where accident damage, driver or vehicle related incidents are identified.

The implementation of the fleet replacement and disposal programme continues with a current focus on vans. As part of this programme of work, robust service level agreements are being negotiated with suppliers.

The initial procurement phase is going well for vehicles with a clear budget/strategy in place for each vehicle in service up to 2020. The same exercise for plant is proving more difficult due to a lack of information relating to plant held in the Tranman system. All information will need to be transferred into Tranman so the system can be used to plan vehicle and plant procurement and budgeting (this is currently being managed via spreadsheets).

The backlog of orders for plant has been addressed, tendered and awarded awaiting delivery. The next phase of plant purchase is now well under way.

A review of the Fleet budget has commenced with the Programme Management Office taking an extended role in the project, leading on the financial work-stream. This is a critical work-stream for ensuring an effective financial management system is in place across the service.

School Minibus use and compliance

At the meeting of the Corporate Health and Safety Committee of 28 August 2015 it was recommended that “in relation to concerns raised over mini buses used by schools and whether they were all monitored in line with those in Fleet Services, including the drivers, to request that the current process be reviewed and that a report on the findings be presented to this Committee”.

The Public Transport Team has been working with Fleet Services to review their current procedures with regard to School minibuses. A report this review with their findings is in Appendix 1 of this report.

5.3 Improvement in Service Governance

At a meeting of the Audit, Risk and Scrutiny Committee on 25 June 2015 an audit report on Fleet Governance was presented by PWC. The committee made a recommendation about service performance - “that the health and safety aspects would be reported to Corporate Health and Safety Committee and all other performance issues would be reported to Communities, Housing and Infrastructure via the Performance Indicators”.

To ensure that meaningful information is reported to both committees which will facilitate sustainable and on-going governance of fleet compliance and performance; the service is currently developing a robust performance framework for the monitoring, analysis and reporting of improvements made across the Service.

A current suite of KPI's for Fleet have been proposed and are currently being developed. These currently are:-

1) MOT % First Time Pass Rate ('O' Licence Vehicles)

Over the YTD pass there was a failure on two tests to date there has been 67 tests and 65 passes. The failures have been due to an internal failure in a break chamber and the other was due to the aim of the headlight. The break chamber failure occurred at the time of

test and could not have been predicted. Both failures have been investigated and neither could have been detected prior to the test.

The break chamber failure attracted a prohibition notice

O' Licence MOT Test - % First Time Pass Rate	
2014/15	89.00%
2014/15 National Average	82.25%
2015/16 Q1	100.00%
2015/16 Q2	95.83%
2015/16 Q3	95.00%
2015/16 Year to Date	97.01%
2015/16 National Average	84.70%

Table 1: O' Licence MOT Test - % First Time Pass Rate

An YTD figure for Pass Rates is now included.

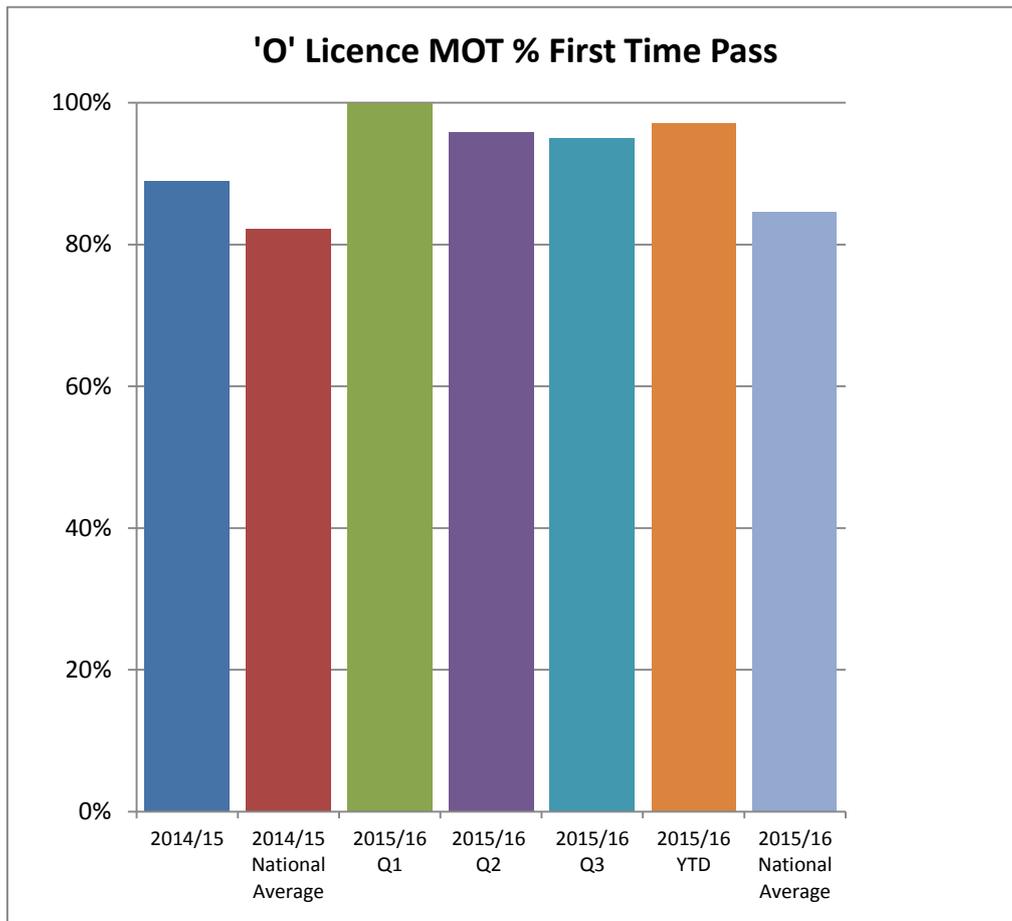


Chart1: O' Licence MOT Test - % First Time Pass Rate

2) Roadside inspections / resulting prohibitions. Roadside prohibition rate 2014/15 = 33%. 2015 (Year to date) = 12 ½ %. There has been one further prohibition which resulted from the test failure.

Roadside Inspections & Prohibitions	
2014/15	
Inspections	3
Prohibitions	1
2015/16 (to date)	
Inspections	16
Prohibitions	2

Table 2: Roadside Inspections & Prohibitions

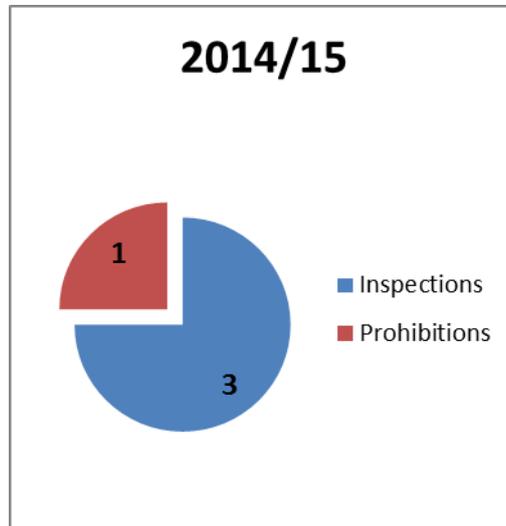


Chart 2a: Roadside Inspections & Prohibitions 2014/15

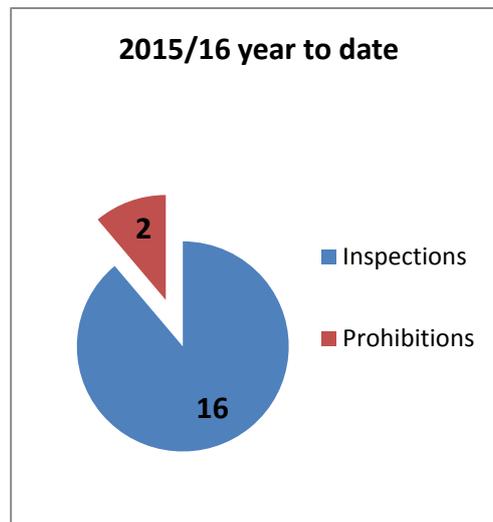


Chart 2b: Roadside Inspections & Prohibitions 2015/16 (year to date)

3) Value of Spare parts held as stock

Value of total stock held in stores has reduced in 2015 / 16 from £49,049 to £43,334 half way through the year. The figure at year to date is still reducing from £42,601 to £40,949. This reduction is mainly by the introduction of impress stock and removal of obsolete stock.

Spare parts held as Stock	
2013/14	£95,000
2014/15	£48,766
2015/16	£40,949

Table 3: Spare parts held as Stock

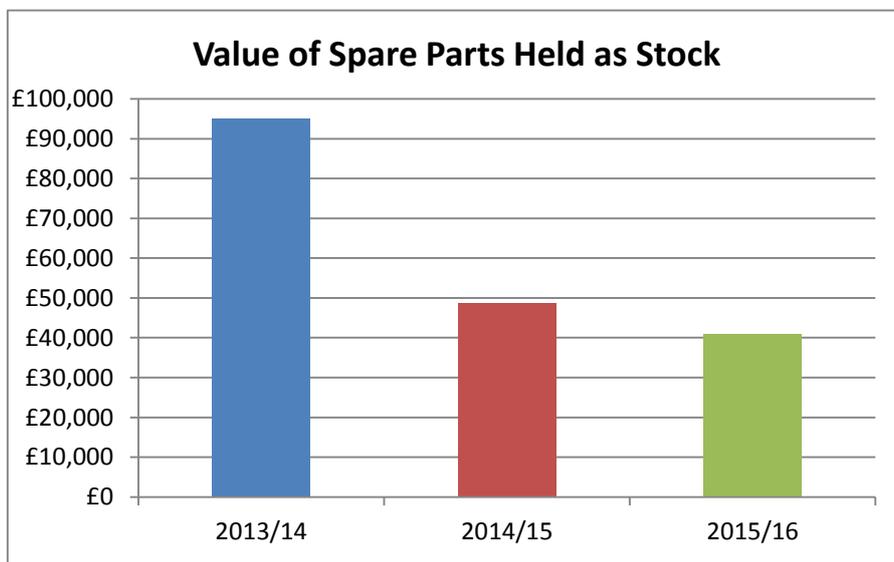


Chart 3: Spare parts held as Stock

4) Outstanding 'O' Licence MOT's/Inspections

This indicator shows the number of MOT and Service Inspections which showed as outstanding on the "Tranman" system at the end of each month. This is a check which the service carries out and is used to reconcile the system and to ensure that all service inspections and MOT's are carried out when due. It does not indicate that we are failing to service and MOT vehicles at the appropriate time.

Outstanding O Licence MOT & Service Inspections	
Apr-15	5
May-15	5
Jun-15	8
Jul-15	9
Aug-15	3
Sept-15	1
Oct-15	5
Nov-15	2
Dec-15	0

Table 4: Outstanding O Licence MOT & Service Inspections

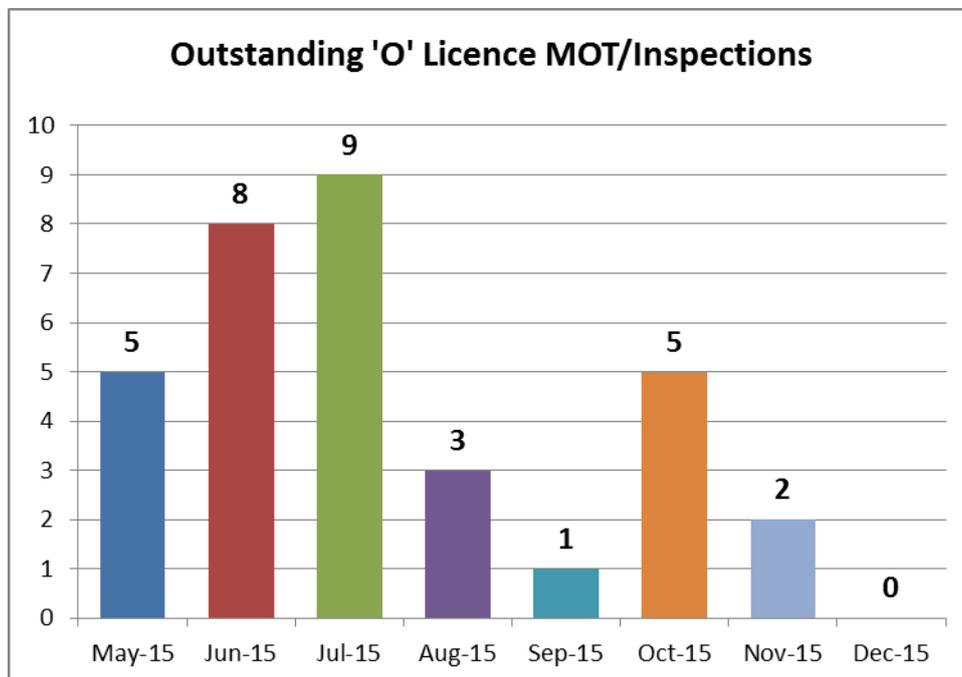


Chart 4: Outstanding O Licence MOT & Service Inspections

5) Vehicles over 5 years old

Vehicle “life” depends on a number of criteria and operating life may range from 3 to 7 years depending upon usage. There is an optimum time for vehicle replacement. It is likely that the older the vehicle the greater the cost of repairs and maintenance and the likely increase of vehicle downtime.

The age profile of the fleet continues to improve as end of life vehicles are replaced. The improvement is from 54.4% to 52.54%.

Vehicles over 5 years old - current	
Total Vehicles	510
Total over 5 yrs	268
Total not known	0
Total less than 5 yrs	242
% over 5 years	52.54 %

Table 5: Vehicles over 5 years old - current

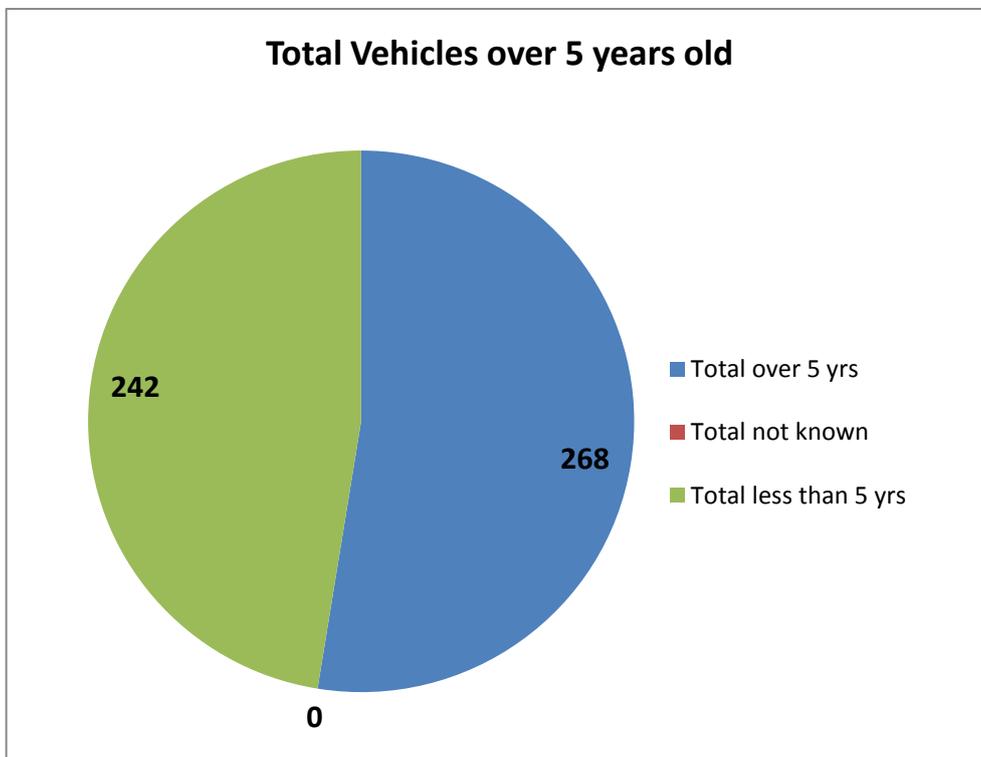


Chart 5: Vehicles over 5 years old - current

6) Number of Vehicles per Service

Number of Vehicles per Service		
Service	No	%
Building Services	143	28.04
Grounds	72	14.12
PTU	25	4.9
Waste	69	13.53
Roads	87	17.06
Common Wheels	10	1.96
Facilities	9	1.76
Education	19	3.73
Other	66	12.94
Hydrogen Bus	10	1.96
Total	510	100

Table 6: Number of Vehicles per Service

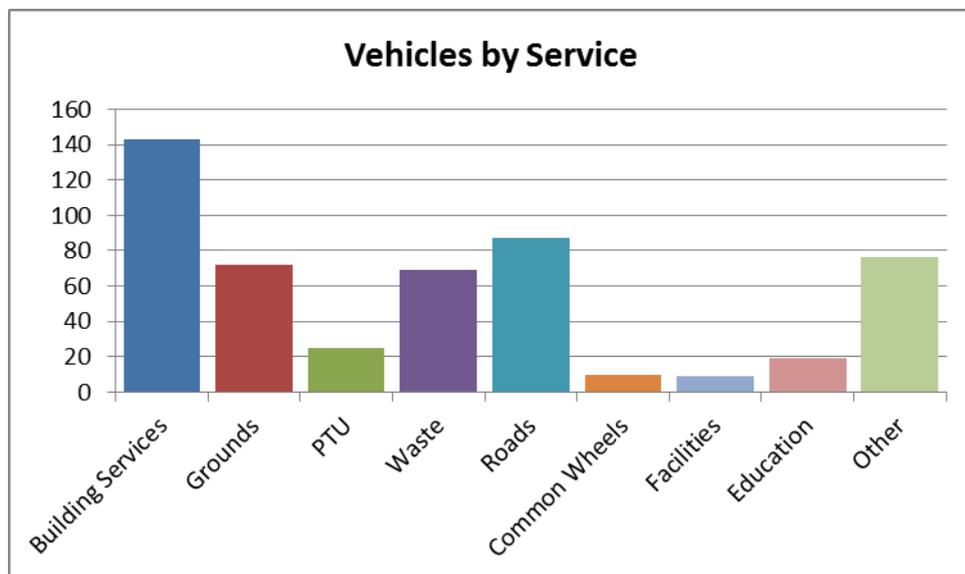


Chart 6: Number of Vehicles per Service

7) Licence Issues as % of Licence Checks

Drivers Licence Checks - Q1	
No. of Drivers	147
% Drivers Checked	100%
Licence Issues as % of Checks	1.36

Table 7: Drivers Licence Checks - Q1

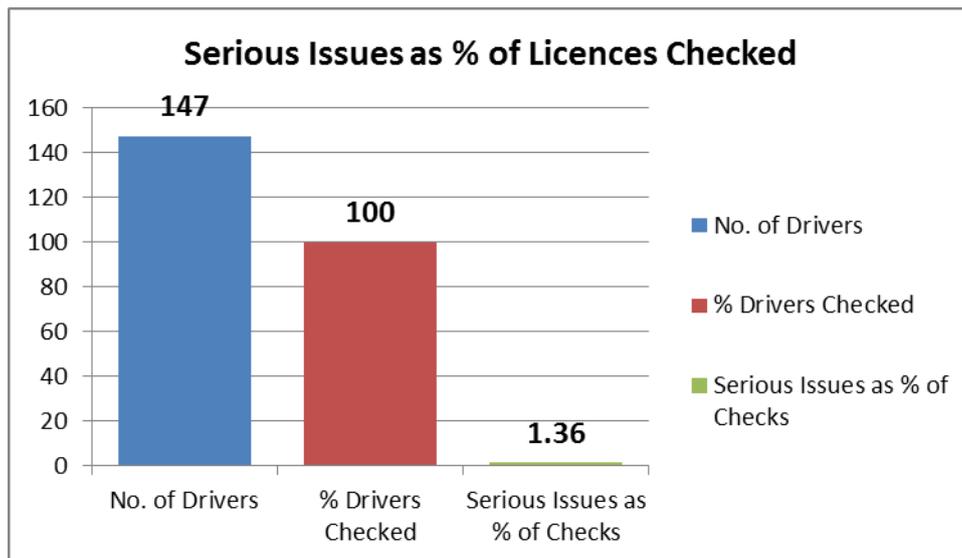


Chart 7: Drivers Licence Checks

The KPI's developed to date for Fleet are based on information that we have currently available. It is intended to develop base information further so that other operational KPI's can be reported.

5.4 Vehicle Accidents / Incidents recording.

The service commenced recording vehicle, driver accidents and non-compliance incidents in February 2015. Since keeping these records it has become clear that there are a high number of incidents where vehicle and plant are damaged through accident or misuse. This impacts on the services in a number of ways through increased risk of a service health and safety incident; increased risk of vehicle / driver compliance incident; and increase in service costs.

Accidents / Incidents Q1 per Service	
Building Services	1
Grounds	8
PTU	2
Waste	18
Roads	3
Other	1

Table 8: Accidents / Incidents per Service - Q1

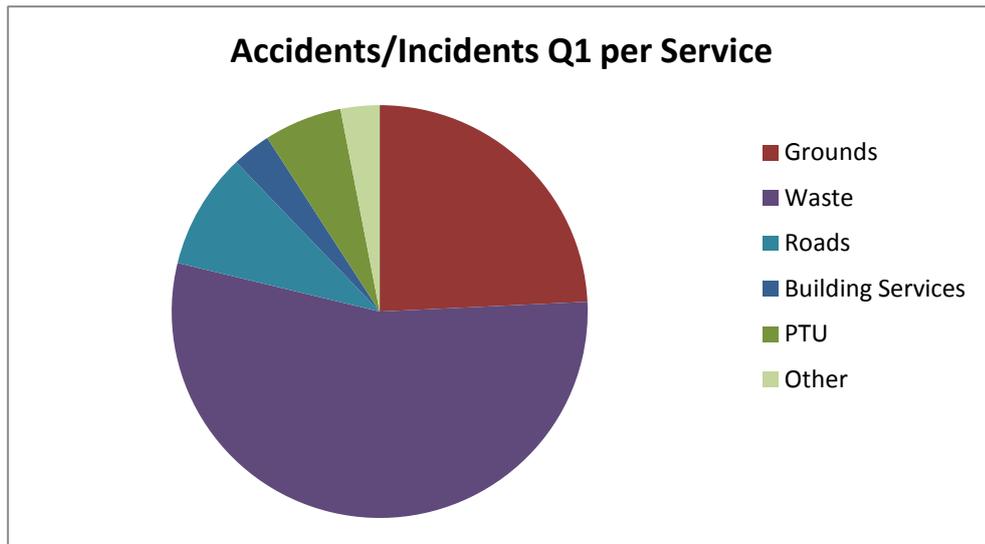


Chart 8: Accidents / Incidents per Service - Q1

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Accidents / Incidents Q2 per Service	
Building Services	16
Grounds	37
PTU	5
Waste	39
Roads	9
Other	5

Table 8a: Accidents / Incidents per Service – Q2

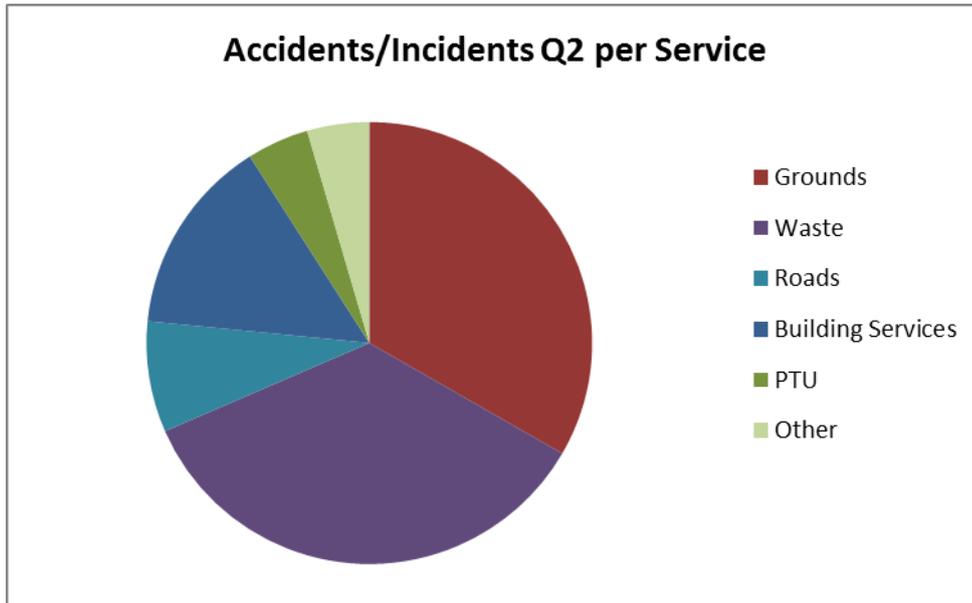


Chart 8b: Accidents / Incidents per Service – Q2

Accidents / Incidents Year to Date per Service	
Building Services	28
Grounds	66
PTU	11
Waste	89
Roads	19
Other	15

Table 8c: Accidents / Incidents per Service – Year to Date

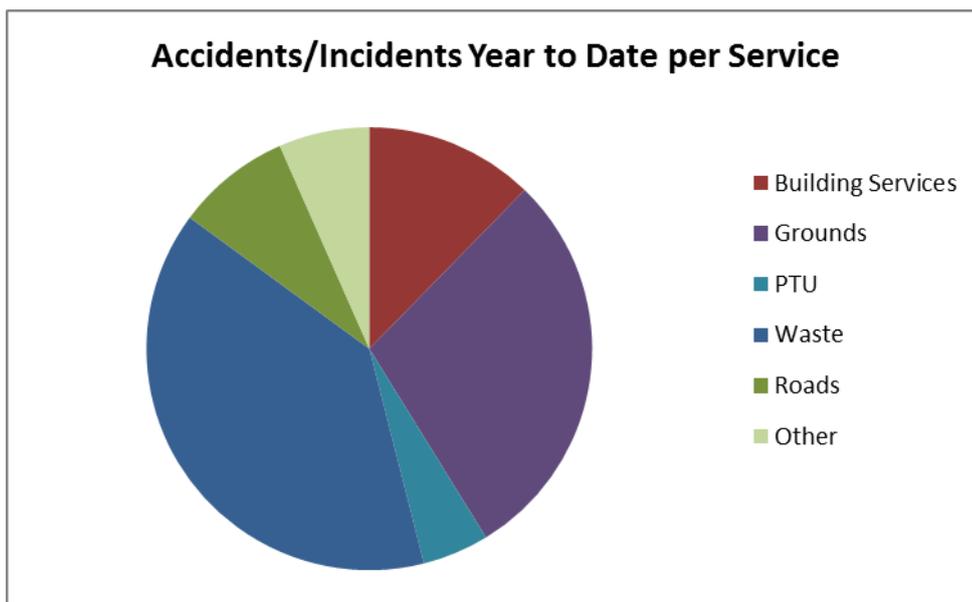


Chart 8c: Accidents / Incidents per Service – Year to Date

It is expected that each incident is investigated in a timely and appropriate manner. To that end a record is kept on the performance of each service in meeting the investigation criteria.

Late Reports Q1 per Service	
Building Services	1
Grounds	3
Waste	14
Roads	1

Table 8a: Late Reports per Service - Q1

Late Reports Q2 per Service	
Building Services	6
Grounds	5
Waste	4
Roads	6
Other	2

Table 8b: Late Reports per Service – Q2

Late Reports Year to Date per Service	
Building Services	16
Grounds	34
Waste	26
Roads	8
Other	7

Table 8c: Late Reports per Service – Year to Date

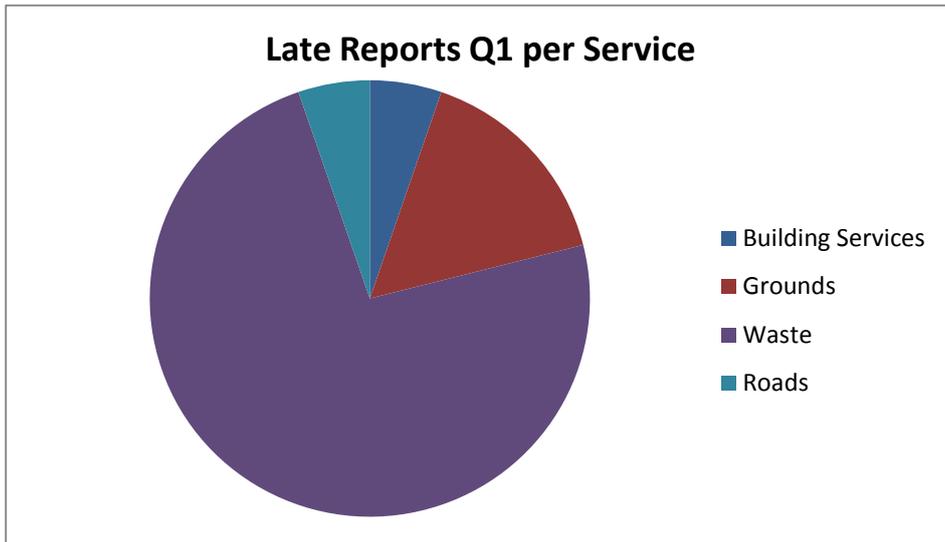


Chart 8a: Late Reports per Service - Q1

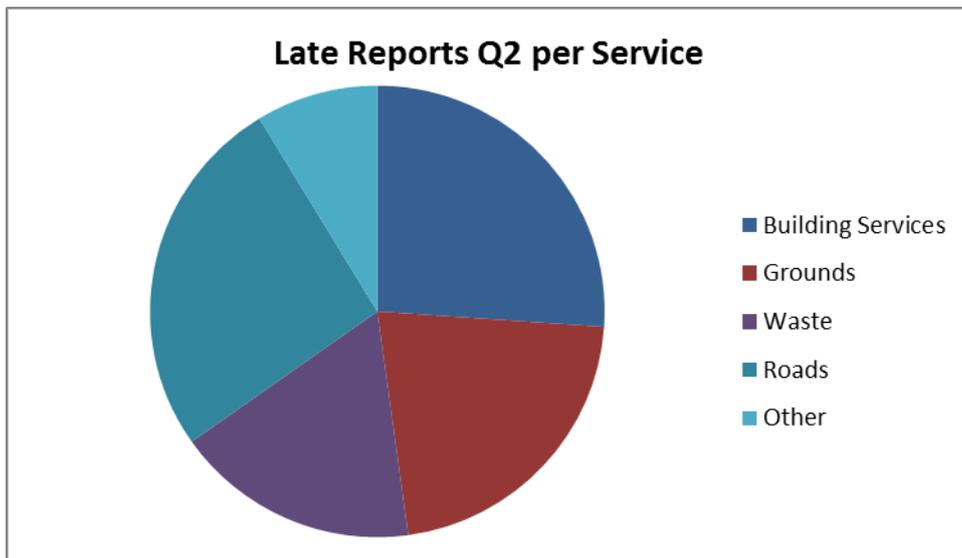


Chart 8b: Late Reports per Service – Q2

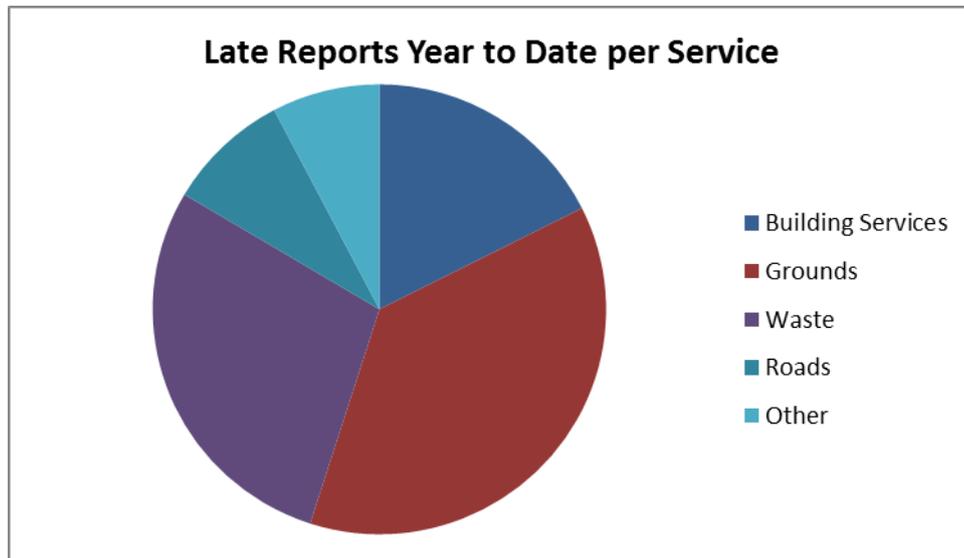


Chart 8c: Late Reports per Service – Year to Date

When sufficient data has been collected an analysis of the types of incidents and accidents will be undertaken to determine trends and consequentially any appropriate actions that need to be put in place.

The KPI's for accident/incidents per service measured are not all relating to vehicles. In certain services, for example Grounds, the majority of reports are for pieces of plant e.g. mowers, ride on mowers, tractors, strimmer's, trailers etc.

5.5 Vehicle Accidents - Motor Claims Experience [\(MR and LF to Update\)](#)

Initial discussions have been taking place with officers in our Insurance Services section. There is an emerging trend where poor fleet compliance practices impact adversely upon the councils motor claims experience.

Some of the facts regarding the councils motor claims experience:

- Claims experience has worsened in past 5 years; Insurance Premiums for Motor have increased a total of £215,000 (per annum) in the last four financial years.
- Majority of accidents involve reversing (and are preventable with the appropriate training and diligence from drivers)
- Time to notify claims has improved through Zurich First Response from 47 days (2010/11) to 9 days (2014/15) and continues to improve, currently 4.4 days for 2015/16 (YTD).
- Street Cleansing and Refuse collection claims costs make up 40.8% of the overall spend on claims over the last 5 financial years.

- The top 3 cost of claims come under the following departments: Street Cleansing, Refuse collection and Housing, making up 54% of the cost of claims
- The top 3 counts of claims falls to Refuse Collection, Housing and then Street Cleansing, accounting for 46% of the overall number of claims reported
- The top cause, representing 49% of registered claims and 39% of the cost of claims is hitting a parked vehicle or property

Number of Claims by Financial Year

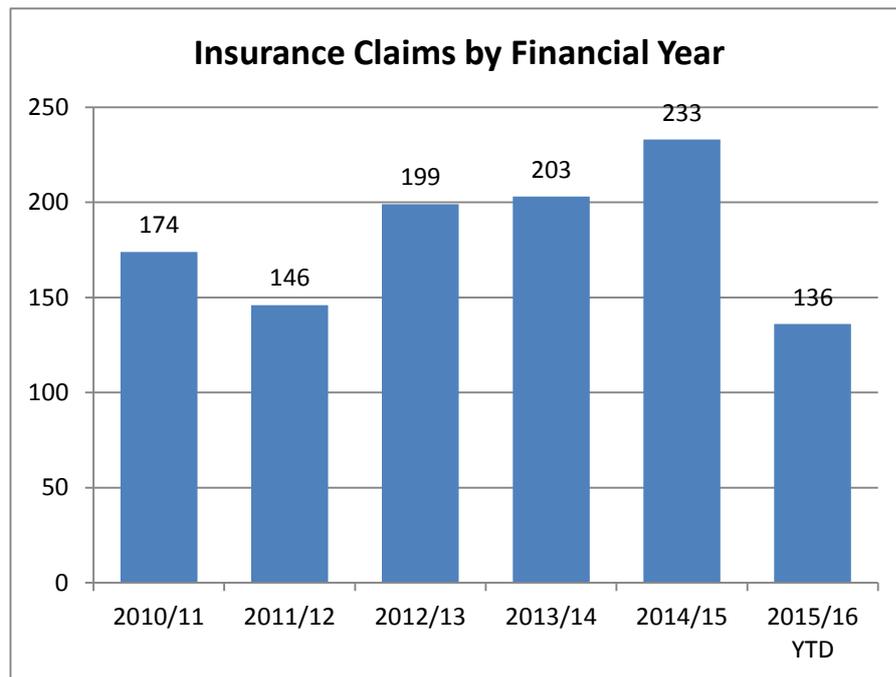


Chart 9: Number of claims by Financial Year

5.6 Summary

Effective Fleet Compliance is essential to the safe and efficient operation of front line services.

Since October 2014 there has been a major review of all aspects of Fleet Services and of Corporate Vehicle Compliance. The work focus has mainly been about ensuring that the Council was compliant and there has been a number of service initiatives commenced and implemented to assure compliance. This work is not complete and is on-going although the focus on compliance is now about imbedding the procedures into day to day operations and ensuring that what is required from the services and employees is being met.

Other work has now commenced reviewing the efficiency of Fleet Services and how services utilise the fleet assets. The first part of this efficiency reviewed was a review of the organisational structure of Fleet Services. This has been carried out and recruitment to three of the main managerial posts has commenced. There is a need to implement these structural changes as swiftly as possible so that the service has capacity to support and continue with the work already undertaken in Fleet Management. There is also a requirement to build on this work to improve, not only Fleet Services, but the behaviours and cultures towards Fleet Compliance corporately.

Regular performance reporting to this and the Community, Housing and Infrastructure Committee will assist members in keeping a current awareness of performance trends in corporate vehicle compliance.

6. IMPACT

Improving Customer Experience – Effective and efficient management of Fleet Services and Fleet Compliance and Managing will reduce the risk of accidents and incidents involving our own staff and property and that of third parties.

Improvement in how Vehicle, Plant and Equipment assets are managed in partnership with user services should deliver incremental improvements in productive time for user services due to improved availability of these assets and assets that have been procured to meet the needs of that service.

Improving Staff Experience – Effective and efficient management of Fleet Services and Fleet Compliance and Managing will improve the utilisation of vehicle, plant and equipment assets in user services. Improving support and performance

Improving our use of Resources – Effective and efficient management of Fleet Services and Fleet Compliance and Managing will improve the utilisation of vehicle, plant and equipment assets by user services. Reduce costs of maintenance and repairs by ensuring that drivers and operatives are trained use the assets appropriately reducing the risk of injury to themselves, unfair wear and tear to the asset and additional costs through unnecessary repairs and down-time.

Corporate - Although not directly linked to the Single Outcome Agreement, effective health and safety and fleet management is an

integral part of service delivery. There are no direct implications in regard to the corporate or public perspective arising from this report.

Public – This report will be of interest to the public as this report has come about as a result of a public inquiry by the Traffic Commissioner into Aberdeen City Council failure to meet the requirements of its “Operators Licence”.

7. MANAGEMENT OF RISK

The effective management of health and safety and fleet ensures compliance with legislation and is consistent with the vision to make Aberdeen a healthier and safer place in which to live and work. It assists in maintaining employees who are healthier, happier and better motivated, essential to the sustainability of high quality services.

8. BACKGROUND PAPERS

None

9. REPORT AUTHOR DETAILS

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Management of School Minibuses and Drivers

Introduction & Background

At its meeting of 28th August 2015, the Corporate Health and Safety Committee agreed the following:

“In relation to concerns raised over mini buses used by schools and whether they were all monitored in line with those in Fleet Services, including the drivers, to request that the current process be reviewed and that a report on the findings be presented to this Committee”

This report summarises the current position with regards to the management and monitoring of school minibuses and drivers. It also provides an outline of work currently being undertaken by officers to improve procedures.

Audit of School Minibuses and Drivers in Aberdeen City

In order to establish a central record of school minibuses and drivers in Aberdeen City, a survey of all schools was carried out in early 2015. Schools were asked to provide the makes, models and registration numbers of any minibuses they managed, along with details of all members of staff who were permitted to drive these vehicles.

The survey results show that at the time, across the whole of the school estate, there were ten school minibuses in operation, and 116 members of staff held the appropriate licences and permits to drive a minibus.

One school has since reported that they have disposed of their minibus, so our records currently show that there are nine minibuses in operation.

The majority of the minibuses are operated by secondary schools. Several schools which do not operate their own minibus, still have members of staff who are permitted to drive a bus, as they tend to hire a bus from elsewhere when one is needed.

All nine of the school minibuses are registered on the Council's Tranman database.

Schools have recently been asked to provide updates to the survey which was carried out earlier this year, to ensure that records held by Education & Children's Services (ECS) are as accurate as possible, both in terms of the vehicles in operation and the staff who drive them. It is intended that this

exercise will be repeated on an annual basis, shortly after the start of each school session, in order to capture any staff changes in each school, the majority of which tend to take place over the school summer break.

Current Arrangements for Managing School Minibuses

The requirements for managing and operating school minibuses are outlined in the ECS *Educational Visits Policy and Guidance* document (attached), which was published in 2013. This document sets out a number of requirements and responsibilities, including:

- The head of establishment (i.e. the head teacher) is responsible for the establishment's minibus and ensuring it is appropriately maintained
- The vehicle's condition must be checked on a regular basis (weekly for minibuses with high usage)
- The vehicle should be properly serviced by the Council's repair workshops or by a reputable garage
- A record of use book must be maintained with the service history, insurance and other relevant documents
- All minibuses must have a Section 19 Permit displayed on the windscreen.

School minibuses which are registered on the Council's Tranman database are subject to 8 weekly inspections by Fleet Services staff at the Kittybrewster depot. School staff are responsible for delivering the vehicles to Kittybrewster for these checks, and schools are contacted by Fleet Services automatically, if the vehicles do not appear for their scheduled checks.

Where vehicles are not registered on the Tranman database, head teachers are required under the Educational Visits Policy to ensure that the vehicles are properly serviced by a reputable garage.

Planned Improvements to Procedures for Managing School Minibuses

1. Tranman Registration

Recent discussions amongst officers involved in overseeing the use of Council vehicles has highlighted the fact that there is currently no explicit requirement for all school minibuses to be registered on the Council's Tranman database. Consequently it would be possible for some vehicles to be operated without being subject to regular 8 weekly checks, as is the case for vehicles which are on the system.

Officers are therefore investigating the feasibility of introducing a requirement that all school minibuses must be registered on the Tranman database. This would ensure that all vehicles undergo servicing and regular 8 weekly checks by staff at Kittybrewster.

2. Training for drivers on undertaking daily checks of vehicles

A need has been identified to provide training or guidance to drivers of school minibuses on the daily checks which should be carried out, prior to using the vehicle. This would ensure that all drivers are aware of the need to check vehicles each time they are used, and that the appropriate elements are included within these checks.

Officers are therefore considering the most appropriate format for this guidance, and will ensure that this is rolled out to schools as soon as possible and by the end of January 2016 at the latest.

3. Handbook for School Minibus Drivers and Managers

Officers are currently working together to develop a handbook for school staff on managing school minibuses. It is intended that this document will include all relevant information, requirements and procedures for the correct and safe operation of these vehicles. The aim is to have the document completed and distributed to schools by the end of January 2016.

Current Arrangements for Managing School Minibus Drivers

The ECS *Educational Visits Policy and Guidance* document set out a number of requirements for the drivers of school minibuses, including:

- The requirement for drivers to be included with the Council's register of approved drivers, and to hold a Council minibus driver permit (which in itself requires them to pass the appropriate driver assessment).
- The requirement for drivers with driving licenses issued after 1st January 1997, to have a D1 category included within their licence.
- The requirement for drivers to adhere to the Council's code of practice for Council owned minibuses.

Currently, all school minibus drivers must hold a Council driver permit, which is issued by the Public Transport Team. When receiving their permits, drivers are informed that should they be convicted of any motoring offences, they must inform the Public Transport Team, and that such offences may render their permit invalid.

The Public Transport Team has introduced new procedures which require drivers to renew their permits every four years. Upon renewal of the permit, the team would check the driver's DVLA record for any driver convictions, before issuing a new permit. Any drivers who received a permit prior to these new procedures being introduced, however, is currently not required to renew their permit, and their DVLA record is therefore not automatically checked for any new offences.

Planned Improvements to Procedures for Managing School Minibus Drivers

1. Renewal of Driver Permits

Officers have considered the fact that checking driver records for motoring convictions once every four years may not be sufficient and that more frequent check may be necessary. The feasibility of introducing annual checks for school minibus drivers is therefore being considered by the Public Transport Team. This procedure would be applied to all school minibus drivers, regardless of how long they have held their driver permit for.

It is likely that a new corporate policy on driving licence checks will require a more frequent check.

2. Handbook for School Minibus Drivers and Managers

As mentioned above, officers are developing a handbook for schools, which will include all necessary guidance on the requirements and responsibilities of minibus drivers, and the intention is to have this completed and issued to all school minibus drivers by the end of January 2016.

Author: Andrew Jones

Date: 29 October 2015