

MAYOR AND CABINET			
Report Title	Commencement of procurement of an external provider for a Travel and Transport Programme		
Key Decision		Item No.	
Ward	All		
Contributors	Executive Director for Customer Services		
Class	Part 1	Date:	10 July 2019

1. Introduction

- 1.1. The purpose of this report is to seek agreement from Mayor and Cabinet to commence a competitive exercise using a framework agreement to obtain the services of an external provider to provide a programme to transform the Council's passenger travel and transport service through an intensive, but low risk, three year programme.

- 1.2. The Council is currently spending £8,314,000 per annum on travel support against an actual budget of only £5,612,000 and is therefore incurring a significant recurring annual overspend. This overspend should be understood in the context of legislation in place which obliges the Council to provide transport for many clients who have a legal right to travel support, for example the provisions of the Children and Families Act 2014. Under the Care Act 2014, where someone is deemed to have an eligible need (for example for meaningful daytime activities), the Council needs to ensure that they are able to access any resource. The escalating cost of managing travel and transport services is a growing concern for all London boroughs, who are subject to the same cost pressures as Lewisham.

- 1.3. The statutory right for free transport for many of the Council's clients has had a big influence in driving budget pressure on travel and transport services. Adults may be required to make a contribution towards the cost of their care in line with the Council's charging policy, this includes transport. The breakdown of costs by transport option and client type is shown below:

Real costs 17/18	£000	Private hire spend	£000
Lewisham Passenger Services (LPS)	3,900	Special Educational Need and Disability (SEND)	2,393
Private hire	3,897 (including direct payments)	Adult Services (including Voluntary Services Lewisham - VSL)	1,173
Other costs (staffing, fleet depreciation)	517	Other (Children's Social Care, etc.)	280
Total	8,314		3,846

1.4. Much progress has been made in recent years in reducing the budget overspend for example, introducing better procurement practice, increasing independent travel training for clients and focussing on effective demand management. However, in line with several other London boroughs, the evidence suggests additional action needs to be taken to deliver the necessary cultural and operational changes to achieve a balanced budget. Based on the findings of a travel and transport review (carried out on the Council's behalf by Edge Public Solutions - an external consultant, in November 2018) there is the opportunity, through a transformational shift in operating culture, to potentially reduce costs by around £2,000,000 over the next three years. In their preliminary work, Edge identified that our costs were high in relation to the benchmarking they had done.

1.5. In terms of the travel arrangements, the breakdown of client numbers and their method of travel (at October 2018) is set out in the table below:

Travel Arrangements	Children and Young People (CYP)	Community Services	Total
LPS	386	127	513
Private Hire (including direct payments)	334	105	439
Voluntary Sector	0	39	39
Total Service Users	720	271	991

1.6. Around 70% of the people who use our travel and transport services are Children and Young People clients. The majority of these (54%) use Lewisham Passenger Services and the remainder use private hire. For Community Services clients, 47% use Lewisham Passenger Services, 39%

use private hire and 14% use voluntary sector transport. Users of adult social care have a right to choose how needs are met (within resources available, but including Direct Payments) and a focus on empowerment and personalisation has to be at the heart of any provision.

2. Recommendations

2.1. The Mayor and Cabinet is recommended to:

- a. note the contents of the report and the case for commencing the procurement of an external provider to provide a programme to transform the Council's passenger travel and transport service;
- b. agree the commencement of a mini-competition exercise, using a framework agreement, in order to procure the services of an external provider to provide a programme to transform the Council's passenger travel and transport service, for a period of three years and at a maximum cost of £1.2m on a payment-by-results basis.

3. Policy Context

3.1. The Programme is consistent with the delivery of all of the Council's corporate priorities (contained within the new Corporate Strategy 2018-22). The Programme is particularly relevant under the priorities of:

- Delivering and defending health, social care and support – effective travel support will allow client groups to continue to use extra curriculum leisure and cultural facilities, located in educational establishments across and beyond the borough
- Making Lewisham greener – encourage more independent and sustainable travel options for example, through walking and cycling

4. Background

4.1. In August 2018, the Lewisham Transport Board agreed with proposals to commission an external specialist to conduct a six to eight week comprehensive review of travel assistance services in Lewisham. The review set out the feasibility of generating significant savings for the Council in managing the travel support it provides to vulnerable adults and children and young people social care clients. The review covered the areas of: strategy; policy and demand management; passenger transport management; and passenger transport delivery arrangements. The review concluded that major savings could be secured through undertaking a three year programme of activity designed to drive greater operational efficiency and significantly reduce costs year on year.

- 4.2. The initial findings of the externally led review were presented to the Transport Board on 4th October 2018. The Transport Board's Operational Group (including membership from Lewisham Passenger Services, Special Educational Need and Disability, Adults Joint Commissioning Team and the Transport Co-ordination Team) met on 7th November 2018 and had the opportunity to comment on the presentation. Their written responses were incorporated into the report received by the Transport Board on 22nd November 2018. At this meeting the Board agreed with the conclusion that the best option for the Council was to procure a specialist consultancy, with a significant knowledge and understanding of this area of work and a proven track record of success, to deliver a Travel and Transport Programme to transform the service and reduce operating costs. The Council's Transport Board (which includes senior manager representatives from the main client directorates Children and Young People and Community Services) approved the findings of the review and agreed that the Programme should be commissioned corporately through the Customer Services Directorate.
- 4.3. The Board considered if the Programme could be jointly procured with other Councils, or public sector partners. The conclusion reached was that given each borough operated their travel and transport services in a different way, based on their own priorities and with different budgetary arrangements and pressures, there would be insufficient common ground on which to develop a shared programme with common objectives.
- 4.4. The Transport Board agreed the following key principles to ensure success, which are proposed as key actions for the three year Travel and Transport Programme:
- Identify the leadership and capacity required to deliver a savings programme and ensure a sustainable operation
 - Bring together Lewisham Passenger Services (LPS) and the Travel Co-ordination Team (TCT) into one integrated service with clear financial and performance accountability for costs and demand
 - Change the culture of expectation amongst parents, carers, schools and create an appetite for greater travel independence
 - Conduct re-assessments of Children and Young People eligibility linked to wider travel solutions and independence
 - Consider policy changes to support implementation
 - Ignite and procure better value contracted supply
 - Overhaul routing in a holistic fashion
 - Renew the LPS fleet and prioritise its effective utilisation
 - Ensure fair and carefully developed transparent charging mechanisms
- 4.5. On 7th January 2019 the Council's Executive Management Team agreed a number of priorities for a three year Travel and Transport Programme. These were:
- Reduce the cost of travel arrangements
 - Improve the service provided to Lewisham residents
 - Promote independence amongst young people

- Maximise value for money achieved from external provision, for example by reducing the number of single passenger journeys
 - Maximise utilisation of an appropriate in-house fleet to reduce unit costs
- 4.6. The Council's Executive Management Team considered the business case for the Travel and Transport Programme at their meeting on 4th March 2019 and concluded that external support was needed to achieve the objectives of the Programme. As part of the Programme it was agreed that an integrated travel and transport service should be established under a single manager (on a fixed term contract of three years) and that this should sit within the Environment Division of the Customer Services Directorate.

5. Business case proposal for recruiting an external contractor to manage the Council's Travel and Transport Programme

- 5.1. Building on the conclusions reached in the review, and in order to deliver on the recommendations around improved practice, it is proposed to procure external support to carry out a travel and transport programme to deliver service improvement and achieve savings of around £2,000,000 over a three year period from 2019/20. The Programme will involve a series of projects that will improve the operational effectiveness of the new combined travel and transport service. The Programme will involve a number of different, but closely related work strands. These include:

1. Better procurement of external taxi provision, through a more commercial approach to the market;

2. A more efficient and flexible transport fleet of buses alongside a significant improvement in route optimisation. The Edge Review suggests we can make better use of technology to maximise the number of pupils per route and consolidate the number of routes;

3. A better approach to driving operational improvements through taking a more realistic approach to risk, for example reducing the need for escorts;

4. Reducing demand for travel and transport services, by a robust assessment of need and a focus on independent travel.

- 5.2. The successful provider will work with schools and parents and sell the benefits of the new service focus on promoting more independence and a greater variety of travel options (for example, group pick-ups) to them and other stakeholders. The external support will enable the Council to increase the level of dedicated resource to engage with schools and parents. As well as ensuring they are better informed about the Council's position on supporting travel assistance and the options it has for developing the service

in future. It is also expected the successful contractor will flex their resources to achieve the optimal results and train in-house staff to ensure good practice developed during the lifespan of the contract, is sustained once it has ended. In this way the capacity and resilience of the service will grow and they will be in a better position to deal with the pressure on the service over the long term.

- 5.3. The Programme will involve different work strands as described above, but is not suitable for breaking down into smaller parcels of work. Officers have considered dividing the contract into lots but concluded that the work strands are inter dependent and will rely on joined up solutions, if the anticipated savings are to be delivered. Based on operational or policy barriers, some elements of the Programme are likely to be more successful than others in generating higher levels of savings. As set out later in this report, payment to the external provider will be on a payment-by-results basis.
- 5.4. Given the size of the travel and transport budget deficit and the need to urgently address this, the work associated with the contract needs to start as soon as possible. The contract will run for three years and the contract will be monitored by the appointed Council authorised officer for this contract. The Transport Board (which is comprised of senior managers from the provider and client services involved in managing the service) will also have a role in monitoring the contract. The successful bidder will also be required to provide regular project/progress reports to the Executive Management Board as part of the Council's wider transformation programme. This will ensure that the governance arrangements comply with the framework which has been agreed by the Executive Management Board. Mayor and Cabinet will retain an overview on the progress achieved through the Programme. Through regular reports the Council will ensure the contract delivers in terms of quality assurance and that performance targets are met.
- 5.5. The Programme is based on the scoping review report which was produced by the external consultant. The scoping review drew extensively on similar project work the consultant undertook for other clients in the way their programmes were specified, managed and the payment model used. The Council's Transport Board - and the Operational Group that sits below it - contributed to the development of the specification.
- 5.6. The Programme promotes social value and champions the principle of independent travel. Clients will be encouraged, where they can, to develop their own transport options for example, for short travel distances, for clients to walk to school or college. The Programme will include an extensive public engagement exercise that will seek to increase the participation of schools and parents in working out bespoke travel solutions for individual clients tailored to their distinctive travel needs. This will include supporting more clients to participate in independent travel training and to develop their personal confidence so they feel increasingly able to formulate their own transport plans. Enabling travel support which facilitates clients coming up with their own travel solutions for example, more people walking and cycling to school will also reduce dependence on the Council offer. This development will not only improve the health of travel clients, but also increase their

opportunity to access extra curriculum leisure and cultural facilities located at education establishments across and beyond the borough.

- 5.7. The successful bidder for this contract will also add value through their direct engagement with the Council, clients for travel and transport services and with key stakeholders. The three year duration of the Programme will mean the contractor can offer advice and guidance sessions for free to staff in the travel and transport team, which will broaden the team's knowledge base and equip them with new skills and insights. Other potential areas of added value include the contractor providing independent training opportunities for local residents, who in turn can become trainers themselves; and imparting effective consultation and public engagement techniques to staff and those clients who wish to become involved in the Programme.
- 5.8. The Programme will maximise the use of existing and future internal assets to establish the most efficient routes to destinations used by clients. The aim is to achieve the best outcomes possible, where the Council can secure value for money in how it operates its travel and transport services, while simultaneously maintaining a convenient and high quality service for children and young people and adult social care service users.
- 5.9. A key element of the Programme is to get the best value for money from the in-house provider – LPS and to utilise the surplus capacity currently available. Where it is not appropriate to use LPS, then to ensure the Council procures services from the private transport market that represent the best possible value. This will involve making better and more effective use of those taxi providers operating in the borough. The aim is to ensure the needs of clients are best served by the range of travel and transport options available. A key point is that all travel options should be considered in assessing how the needs of individual clients are met. In some cases, other equally appropriate alternatives to private transport might be available, for example utilising LPS capacity or encouraging independent travel. However, we will ensure that people who use services will not be made to use inappropriate transport in order to fill vehicles.
- 5.10. The main risk of this procurement process is that the market resource could be very limited, given the specialist nature of the contract and that 'payment by results' means payment will be based exclusively on the level of savings generated. This risk is being mitigated because a limited number of potential providers with a significant knowledge and understanding in this area have already been identified through soft market testing. The main risk of contract delivery is that the desired savings are not produced on the scale anticipated. However, the key areas where savings can be generated have been identified and robust governance arrangements, and strong project management, around the programme will be put in place to mitigate these risks.
- 5.11. There are implications for other Council services from this procurement. The establishment of an integrated travel and transport service and the delivery of the Programme will impact on client services – Children and Young People and Adult Social Care. Senior managers from these services have been

consulted on the Business Case for the Programme and have contributed towards its development. At this stage, the exact implications for clients cannot be quantified, but the Programme could lead to some operational or policy changes being proposed. Any proposed changes would be referred to Mayor and Cabinet for resolution.

6. The case for appointing an external partner

6.1. Options have been considered for how this Programme could be delivered. The main options are:

- Delivery by the Council in-house;
- Delivery by an external provider obtained either
 - through open competition, through an advertised tender process
 - or through a framework agreement (this is the recommended option, through the use of a Crown Commercial Service framework as set out in section 7)

6.2. Since 2010 the Council has seen a 60% reduction in Government revenue support. This has put the Council's budget under huge pressure which has forced the Council to increasingly make hard choices in how it spends its money. Transforming the Council's passenger travel and transport service to make it more efficient and to reduce the budget overspend is a clear priority. The external review identified £2 million potential cost savings against the current baseline. The Review suggests that after a three year programme, the Council could be spending approximately £2m less per annum (on an ongoing basis) if the Programme delivers as expected.

6.3. Although there has been progress achieved over the last five years in reducing the budget overspend further steps now need to be taken to deliver the necessary cultural and operational change. There are a number of major challenges facing the service: there is a heavy reliance on private taxi provision for some clients, which is expensive compared to the other travel options; some of the routes the Council operates are costly to run and don't utilise the LPS fleet capacity sufficiently; action needs to be taken to encourage more clients to take control over their own travel arrangements and be trained to enable them to do this; the opportunity to move applications for travel support on-line and to cut administrative costs, by reducing the amount of paperwork involved in the process, also needs to be investigated.

6.4. It is important for the in-house service to focus on day to day management and deliver an important front line service. The expertise, or capacity, to manage this Programme in-house is not available and trying to do so would represent a risky diversion of scarce resources; which is why this option is not recommended. The successful bidder, for an externally supported programme, will provide the expertise and extra capacity to deliver change, will be expected to commit considerable resources to the Programme and

lead on each strand of the Programme. For example, this will include: developing re-routing options that increase the number of pupils using specific routes; improving procurement practice to expand the number of potential taxi providers and reduce the average cost of taxi hire to the Council; and using public consultation to engage with schools and the community to promote independent travel.

- 6.5. If the decision is taken to procure external support, they will be expected to establish a new approach which will utilise a better level of commercial acumen amongst the staff who are commissioning and procuring transport services for our clients. They will also help us to set clear standards in relation to eligibility, review and the sustainability of independent travel. They will also explore fully any potential opportunities to reduce costs which have not been covered in the first instance.
- 6.6. One of the key aims of the Programme is to utilise the LPS fleet capacity more effectively, so a greater number of clients will travel on LPS vehicles. In the Review, the consultants propose that the Council should set itself the target of increasing the number of clients using LPS per day from the current 530 to 600. Achieving this higher utilisation will not only reduce the LPS cost per client, but will also safeguard and enhance the viability of the LPS fleet and the Council jobs that depend on its long term future. However, this will only be done where use of these vehicles is deemed appropriate by service areas.
- 6.7. It is proposed that the selected external provider is paid on a 'payment by results' basis with the fees representing a proportion of the total savings that will be made for each year, over the three year period. This arrangement means the financial risk will be shouldered by the commissioned external provider. The annual fee paid to the successful contractor will be around £400,000 each year over the three year lifespan of the Programme (£1,200,000 cumulatively). Payment to the contractor will be contingent on the delivery of savings. At this stage it would not be appropriate to set definitive annual savings targets, as these cannot be easily be calculated at this time, but to work within the cumulative £1,200,000 figure over three years. Annual fees will be deducted from the annual savings made and therefore represent no direct cost to the Council. In effect, there will be no up-front cost to the Council as the payment of the annual fee will be entirely contingent on the actual savings achieved by the external provider. It is expected savings will continue to be delivered after the end of the three year programme. This will ensure all the savings made stay within the Council.
- 6.8. Several benchmark local authorities were identified in the scoping review. Benchmark averages were identified for key comparators such as: the number of clients transported; the team to client ratio; the number of single passenger journeys as a percentage of all journeys; and the average cost of transporting a client. Benchmark data comparisons and averages (in terms of total cost, average number of passengers per day and cost per passenger) were also included for the operation of LPS in relation to other providers. The

benchmarking data for other London borough clients (supplied by the external specialist as part of their travel and transport review), demonstrates that significant savings can be found as a result of using external support to initiate a transformation review programme. Therefore for Enfield £1,800,000 savings have been achieved so far two years into their programme. £1,500,000 has been realised at Hillingdon after only one year and £1,400,000 was found at Barking and Dagenham. The evidence suggests that using external support as part of a programme approach can be successful in generating innovation in practice and tackling escalating costs.

- 6.9. Contact has been made with one potential provider and there is a limited number of other providers who might bid for the contract. The payment structure of the contract and its specialist nature might deter some providers, but the contract will be open for all interested external providers to apply for the work if they choose.
- 6.10. In summary the advantages of an external provider are:
- Ensures the partner provides the leadership, resources and expertise to deliver a three year change programme, leaving the in-house service to focus on assessment of need and the operational delivery of travel assistance
 - Ensures the partner takes the risk of the non-delivery of the savings through being paid on a payment by results basis only
 - Places the onus on the external partner to provide the capacity to do the work for example, organise and run the consultative forums, the consultation with parents, analysis on supply market, re-routing, etc.
 - The external partner has the responsibility for coaching and developing the in-house team so change is sustainable

7. Proposed procurement route to secure the external consultancy support

- 7.1. The intention is to procure external support to deliver the Travel and Transport Programme through a framework agreement - the Crown Commercial Service's (CCS) Management Consultancy Framework Two (RM6008). This framework is for advice on business consultancy, strategic, complex and transformational issues and procurement, supply chain and commercial matters. Specifically, this will be Lot 1: Business Consultancy Services.
- 7.2. The Crown Commercial Service's Management Consultancy Framework RM6008 commenced on 4th September 2018 with an end date of 3rd September 2020 and the option to extend for 2 x 12 month periods.
- 7.3. The framework has been established by CCS through a compliant OJEU process, to provide a simple and compliant route to market for a range of consultancy advice and audit requirements and is accessible for use by central government, wider public and third sector organisations.
- 7.4. The benefits of utilising this framework are:

- Shortened procurement timescales as the Official Journal of the European Union (OJEU) supplier selection process has already been carried out.
- Competitive pool of suppliers who have already provided competitive rates of which the Council is able to call for further competition against.
- The minimum timescales for the receipt of tender responses is shorter than if the Council were to run any other OJEU threshold tender process.
- Suite of documents, guidance and advice available to the Council from the framework provider when using the framework.

7.5. The framework is divided into Lots as set out below:

- Lot 1: Business Consultancy Services (the Lot most suitable for this procurement)
- Lot 2: Procurement, supply chain and commercial consultancy services
- Lot 3: Complex and transformation consultancy services
- Lot 4: Strategic Consultancy Services

7.6. This framework has two available mechanisms to award a contract:

- Direct Award, where the requirement can only be met by one supplier
- Further Competition, which is the default route to market under this framework. The Council is able to specify its requirements, method statements and evaluation criteria.

7.7. It is proposed to use option 2 (Further competition) using a mini competition. This will permit some element of competition where all the relevant providers from the specified Lot have the opportunity to bid for the contract, but the Council will have the assurance that all the minimum standard checks have been completed since those checks will already have been carried out on all those within the Framework.

7.8. The specialist nature of the work that is to be procured, alongside the limited market place makes access to this framework a suitable option in determining the route to market.

7.9. There is an agreed set of framework terms and conditions which are between CCS and the providers. These framework conditions cannot be amended by the contracting authority or provider.

7.10. There are also call off terms and conditions which the Council will put in place with the provider following the further competition process. The call off terms can be used to ensure that the service fits the tailored requirements of the Council and will need to be agreed and signed off by both parties.

8. Financial Implications

8.1. This report seeks approval to let a contract for three years to manage a Travel and Transport Programme on behalf of the Council. Earlier work suggests that savings of over £2m are achievable over the lifespan of the Programme on

service user transport costs. If delivered these would significantly reduce existing overspends on these budgets.

- 8.2. Payment to the contractor will be dependent on the extent to which savings are achieved but will be capped at £400k per annum if the savings targets are delivered. Details of the payment due if lower levels of savings are achieved will be negotiated as part of the tender process.
- 8.3. The allocation of the cost between the directorates that hold transport budgets will be agreed as savings are delivered.

9. Legal Implications

- 9.1 The report seeks approval to future delivery of consultancy services in relation to a programme to transform the Council's passenger travel and transport service. Given the potential spend on this contract (at a length of 3 years and a potential cost of £1.2m) this contract would be categorised by Contract Procedure Rules as a Category A contract. The report sets out the other options considered and explains why this is the recommended option.
- 9.2 Assuming that Mayor and Cabinet accepts the recommendation for future delivery of this service by an external provider, Contract Procedure Rules place requirements on how that should happen. The Rules require that when letting contracts steps must be taken to secure value for money through a combination of cost, quality and competition, and that competitive tenders or quotations must be sought depending on the size and nature of the contract (Rule 5). Given the potential spend on this contract the procurement regulations (Public Contracts Regulations 2015) will also apply. The requirements of both Contract Procedure Rules and the procurement regulations would be satisfied by use of a compliant Framework Agreement (as is proposed here). As a Category A contract, it would be for Mayor and Cabinet to take a decision on the award of any contract (including under a framework agreement).
- 9.3 The Public Services (Social Value) Act 2012 requires that when the Council is procuring services above the EU threshold it must consider, before commencing a procurement process, how the procurement might improve the social, economic and environmental wellbeing of the area and how the procurement might be conducted so as to secure that improvement. The matters to be considered must only be those relevant to the services to be procured and it must be proportionate in all the circumstances to take those matters into account. The Council has adopted a Social Value policy which must also be applied; and the Council's Sustainable Procurement Code of Practice will be applied to the call-off contract. The report sets out the social value issues which arise.
- 9.4 The Council has a public sector equality duty (the equality duty or the duty - the Equality Act 2010, or the Act). It covers the following protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. In summary, the Council must, in the exercise of its functions, have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- advance equality of opportunity between people who share a protected characteristic and those who do not.
- foster good relations between people who share a protected characteristic and those who do not.

9.5 It is not an absolute requirement to eliminate unlawful discrimination, harassment, victimisation or other prohibited conduct, or to promote equality of opportunity or foster good relations between persons who share a protected characteristic and those who do not. It is a duty to have due regard to the need to achieve the goals listed above. The weight to be attached to the duty will be dependent on the nature of the decision and the circumstances in which it is made. This is a matter for Mayor and Cabinet, bearing in mind the issues of relevance and proportionality. Mayor and Cabinet must understand the impact or likely impact of the decision on those with protected characteristics who are potentially affected by the decision. The extent of the duty will necessarily vary from case to case and due regard is such regard as is appropriate in all the circumstances.

9.6 The Equality and Human Rights Commission (EHRC) has issued Technical Guidance on the Public Sector Equality Duty and statutory guidance. The Council must have regard to the statutory code in so far as it relates to the duty. The Technical Guidance also covers what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guidance does not have statutory force but nonetheless regard should be had to it, as failure to do so without compelling reason would be of evidential value. The statutory code and the technical guidance can be found on the EHRC website.

9.7 The EHRC has issued five guides for public authorities in England giving advice on the equality duty. The 'Essential' guide provides an overview of the equality duty requirements including the general equality duty, the specific duties and who they apply to. It covers what public authorities should do to meet the duty including steps that are legally required, as well as recommended actions. The other four documents provide more detailed guidance on key areas and advice on good practice.

10. Environmental Implications

10.1 The proposed Travel and Transport Programme will aim to increase the number of clients who choose to travel independently, for example by walking or cycling. To encourage this, the independent training currently offered will be expanded, so more clients can be trained and encouraged to use sustainable travel options. The specification for the new LPS vehicles that are scheduled to be procured, requires they meet the latest Euro 6 Construction, therefore reducing emissions, fuel consumption and noise levels which ensures compliance with the requirements of the Ultra-Low Emission Zone for London. One of the aims of the Programme is to increase the utilisation of LPS capacity and to reduce the number of journeys made using private hire vehicles such as taxis.

11. Crime and Disorder Implications

- 11.1. The Programme does not have any direct crime and disorder implications. However on a general note it is anticipated that improving service design and delivery to achieve equality of opportunities for local people, (while promoting good relations between different groups in the community) will have a positive impact on matters such as community safety, crime and disorder, and community cohesion.

12. Equality Implications

- 12.1. Effective travel support will allow client groups to continue to use extra curriculum leisure and cultural educational establishments across the borough. The Programme will engender a culture of greater self-reliance that will build personal confidence. The service will continue to guarantee the legal rights of vulnerable children, young people and adults to be provided with travel assistance and to be supported by properly trained drivers and escorts.

13. Background Papers

Included below are the background papers to this report. These are:

[Travel and Transport Review Edge Public Solutions.pptx](#)

[Travel Review Options \(Powerpoint\) for EMT Jan 19.pdf](#)

[4880-18-Management-Consultancy-GN-RM6008.pdf](#)

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