

Corporate Policy & Strategy Committee

10:00am, Tuesday, 20 January 2015

Review of Community & Accessible Transport: Feedback from Working Group on Phase One Report

Item number	7.4
Report number	
Executive/routine	
Wards	

Executive summary

The purpose of this report is to provide feedback to the committee from a recent meeting of the Review of Community and Accessible Transport Working Group. This was requested by the committee prior to taking a decision on whether to approve the Proposed Solution recommended by the Review and to agree further development through a second phase.

The meeting has taken place and the report summarises the feedback, provides the Equalities and Rights Impact Assessment, and requests the committee to approve the Proposed Solution as outlined in the original report.

Links

Coalition pledges	P1 P30 P37 P38 P47
Council outcomes	CO3 CO13 CO14 CO22 CO26 CO27
Single Outcome Agreement	SO2

Review of Community & Accessible Transport: Feedback from Working Group on Phase One Report

Recommendations

It is recommended that the Corporate Policy and Strategy Committee:

- 1.1 Notes the feedback from the Working Group;
- 1.2 Notes the desire of the Working Group to move forward with the review on a co-production basis;
- 1.3 Approves the Proposed Solution outlined in the Review report (contained in appendix two) for further development;
- 1.4 Notes that, subject to approval of 1.4, the detailed concerns raised by the Working Group will be addressed during phase two of the Review; and
- 1.5 Notes that a report has been prepared for consideration on 15 January 2015 by the Finance and Resources Committee seeking to extend service level agreements for community and transport providers.

Background

- 2.1 The attached report on phase one of the Review of Community and Accessible Transport was submitted to the Corporate Policy & Strategy Committee on 4 November 2015. The Committee agreed:
 - To note the progress with the Review, the engagement undertaken and the rights and equalities considerations developed to date;
 - To note that a further report would be submitted to Committee in spring 2015 detailing the outcomes of the next stage of the review;
 - To continue consideration of the report to enable the Working Group to consider the report and refer any comments back to this Committee in one cycle if possible.
- 2.2 A meeting of the Working Group took place on 25 November 2014 and the purpose of this report is to provide a summary of the feedback and request that elected members now approve the Proposed Solution, as set out in the report of 4 November 2014, for further development in a second phase of the review.

Main report

- 3.1 Following the decision of the Corporate Policy & Strategy Committee, set out above, a meeting of the Working Group took place on 25 November 2014. Members of the Group were invited to provide comment on the Phase One report. Comments were given verbally at the meeting and a written submission was submitted by one of the organisations represented on the Working Group. This written submission was marked confidential so it is not referred to in detail in this report. However the main points are captured below and it is intended that the detail will be considered further during phase two.
- 3.2 The main points made in the feedback were as follows:
- 3.2.1 There are considered to be a number of concerns regarding the accuracy of the data contained in the report and that this could have led to erroneous conclusions. Rather than seeking amendments to the report the Working Group were content to receive assurances that this would be resolved during phase two.
- 3.2.2 The review undertook work to finalise consideration of the outstanding recommendations of the “Halcrow” report in 2012. This was in recognition of opinion that not all of the findings were considered to be accurate or acceptable. Further consideration will be given to this as phase two is progressed.
- 3.2.3 Notwithstanding these points the Group felt it was important to recognise the need to move forward with the review and not to spend time revisiting the past or changing the details of the report. There is a positive relationship between the Council and ECTOG (Edinburgh Community Transport Operators Group) and the Working Group agreed that this provides a solid foundation upon which to move forward on a co-production basis.
- 3.2.4 A separate confidential response was submitted by one of the ECTOG member organisations. The response acknowledges a number of positive elements in the report and provides a stated willingness to engage with the Council to agree a long term plan for how services, funding and business models should develop. However, it has expressed concerns in relation to a number of aspects of the review, including:
- Accuracy of the data;

- Practicalities of implementing the proposed administrative model;
- Scope of the review, requesting the exclusion of individual travel, and inclusion of home to school transport and travel to hospitals and other health services;
- Potential disinvestment in more expensive individual travel arrangements and a lack of recognition of the extent to which this could impact on the ability to leverage additional funding from other sources; and
- Alignment with changes in the wider public sector landscape, specifically Health & Social Care Integration and Transport Scotland's intention to commission a review of Community Transport in Scotland.

3.2.5 The scope of the review was agreed at the outset of the review and reported to the Corporate Policy & Strategy Committee in November 2013. It would therefore not be appropriate to change the scope at this stage. However if, following careful consideration of the impact, it is deemed appropriate during the implementation phase to amend the scope, suitable recommendations could be made in due course. The other concerns together with the detailed points in the submission will be considered during phase two.

3.2.6 A further observation was made that the Equalities and Rights Impact Assessment had not been published. This has been maintained and updated during the review and will continue as a dynamic document during phase two. This is available as a background document and a copy has been sent to working group members.

3.2.7 In addition to putting forward the above points, the Working Group requested that a service user event be held as soon as possible. This event will take place on 5 February 2015.

3.2.8 Finally, members are asked to note that, in parallel with the Working Group discussions, there is a requirement to ensure continuity of service provision pending the outcome of the review and subsequent arrangements being put in place. To this end, a report has been prepared for consideration by the Finance and Resources Committee, at its meeting on 15 January 2015, seeking to extend service level agreements to March 2016.

Measures of success

- 4.1 This is outlined in the main report and in addition this would be measured by the level of support for the new operating model as it develops.

Financial impact

- 5.1 This is fully set out in the main report and will be refined further in phase two.

Risk, policy, compliance and governance impact

- 6.1 This is fully set out in the main report.

Equalities impact

- 7.1 The current Equalities and Rights Impact Assessment is available as a background document.

Sustainability impact

- 8.1 This is set out in the main report.

Consultation and engagement

- 9.1 This is set out in the main report and this report now summarises feedback from a further meeting of the Working Group.

Background reading/external references

Equalities and Rights Impact Assessment on the Review of Community and Accessible Transport.

John Bury

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Links

Coalition pledges	<p>P1 - Increase support for vulnerable children, including help for families so that fewer go into care</p> <p>P30 - Continue to maintain a sound financial position including long-term financial planning</p> <p>P37 - Examine ways to bring the Council, care home staff and users together into co-operatives to provide the means to make life better for care home users</p> <p>p38 - Promote Direct Payments in Health and Social Care</p> <p>p47 - Set up a city-wide Transport Forum of experts and citizens to consider our modern transport needs</p>
Council outcomes	<p>CO3 – Our children and young people at risk, or with a disability, have improved life chances</p> <p>co13 - People are supported to live at home</p> <p>CO14 – Communities have the capacity to help support people</p> <p>co22 - Moving efficiently – Edinburgh has a transport system that improves connectivity and is green, healthy and accessible</p> <p>CO26 - The Council engages with stakeholders and works in partnership to improve services and deliver on agreed objectives</p> <p>cO27 - The Council supports, invests in and develops our people</p>
Single Outcome Agreement	<p>SO2 - Edinburgh's citizens experience improved health and wellbeing, with reduced inequalities in health</p>
Appendices	<p>Appendix One: Review of Community & Accessible Transport: Phase One Report</p>

10.00am, Tuesday, 4 November 2014

Review of Community & Accessible Transport: Phase One Report

Item number

Report number

Executive/routine

Wards

Summary

This is the report on phase one of the Review of Community and Accessible Transport. It sets out the findings of the review and proposes a solution for Community and Accessible Transport for elected member approval. If this is agreed the proposed way forward will be developed with stakeholders and service providers as it is taken to the delivery phase. The report is structured as follows:

1. Stocktake of current arrangements;
2. Challenges identified in the stocktake;
3. Proposed solution to address the challenges;
4. Residual information gaps to be addressed.

As part of the stocktake, significant engagement was undertaken especially with Third Sector groups. Committee updates and Member Briefings have also been held.

Links

Coalition pledges [P1 P30 P37 P38 P47](#)

Council outcomes [CO3 CO13 CO14 CO22 CO26 CO27](#)

Single Outcome Agreement [SO2](#)

Review of Community & Accessible Transport

Recommendations

It is recommended that the Corporate Policy and Strategy Committee:

- 1.1 Notes the progress with this Review, the engagement undertaken and the Rights and Equalities considerations developed to date;
- 1.2 Approves the Proposed Solution outlined in the report for further development; and
- 1.3 Note that a further report will be submitted to Committee in spring 2015 detailing the outcomes of the next stage of the review.

Background

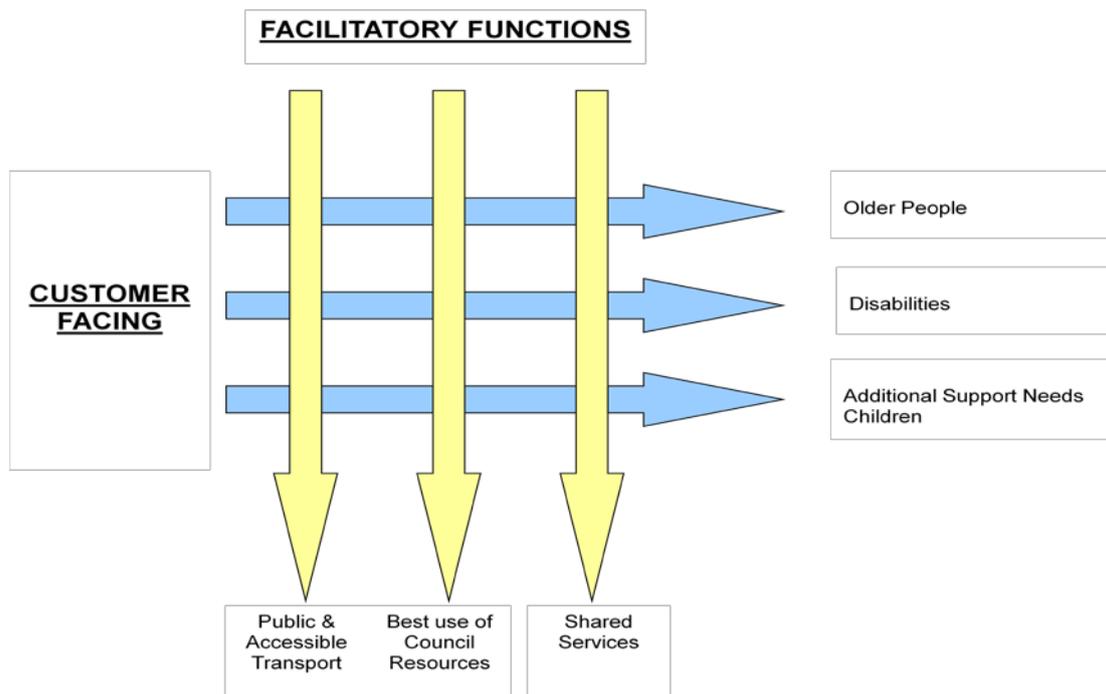
- 2.1 The Council Management Team, at its meeting on 24 April 2013, approved a Review of Community and Accessible Transport across the city. This report builds upon the initial CMT presentation, an update report to Finance and Resources Committee on 5 November 2013, and presentations to the Finance & Resources and Transport & Environment Policy Development Sub-Committees. The purpose of the report is to advise the committee of progress in Phase One of the Review and to outline actions to deliver the improvement in Phase Two.
- 2.2 This Programme is predicated on the fact that the status quo is unsustainable in the light of ageing vehicles, demographic/legislative changes and reducing revenue and capital budgets. It also recognises a Christie Commission challenge for:
“greater integration of public services at local level driven by better partnership, collaboration and effective local delivery”.
- 2.3 This Programme is designed to:
Make best use of the Council and Third Sector partner’s vehicular, staff and financial resources to deliver high quality, cost effective and responsive Community and Accessible Transport services across the city to meet service user requirements and, wherever possible, improve services.
Also, to recognise the value of Community Transport as a means of delivery of health and wellbeing services on an interventional as well as preventative basis.
- 2.4 The first stage of the Programme has involved engagement with key stakeholders including service users and their carers, community and accessible transport providers from across the city and key council Services (Health and Social Care, Children and Families and Services for Communities). It has also

taken account of the work of other public sector partners, including neighbouring Councils, SESTRAN, NHS Lothian and the Scottish Ambulance Service regarding Shared Services opportunities.

- 2.5 Finally, work has been undertaken to address the outstanding issues raised in a report by Halcrow on Community and Accessible Transport, commissioned by the Council in 2012. That review examined Community and Accessible Transport services funded through the Council and highlighted increasing costs (related to ageing vehicles, increases in fuel and staff costs etc.), rising demand (an ageing population and greater focus on care at home) and static funding for contracts with the third sector. The key finding of the Halcrow report was that the status quo was unsustainable. Edinburgh Community Transport Operators Group (ECTO) members have indicated a willingness to build on the findings of the Halcrow report.

Governance

- 2.6 After the Programme was approved by the Corporate Management Team on 24 April 2013, governance arrangements were put in place. An essential feature was the involvement of the Third Sector at Board and Working Group meetings.
- 2.7 The Programme has been managed using Managing Successful Programmes™ methodology and the Board approved the Project Initiation Documents for each of the six Workstreams noted in the diagram overleaf:



- 2.8 Each of the workstreams has a lead officer who is a member of the Working Group. The Working Group is supported by officers from Finance, Communications and Business Intelligence. A Corporate Programmes Office Assurance Review was also undertaken in November 2013 and this was largely positive highlighting strong governance and engagement.

Stocktake of current arrangements

- 3.1 The current Community and Accessible Transport services funded by the Council, whilst of high quality, are managerially and operationally fragmented which means that inconsistencies occur in practice.
- 3.2 The following service areas have an involvement in commissioning and/or contracting for travel and this can lead to a lack of connectivity between Commissioners and the service users.
- **Health & Social Care:**
 - Commissions transport for individuals and groups;
 - Social Workers assess and commission transport needs for service users with care packages, often defaulting to taxis; and
 - Services such as lunch clubs, Day Centre activities and Criminal Justice services are provided with transport.
 - **Children and Families:**
 - Commissions transport for individual children; and
 - Travel arrangements needed for children who are looked after and/or have Additional Support Needs (ASN), through the use of external providers and staff cars.
 - **Services for Communities:**
 - Commissions transport on behalf of H&SC;
 - Develops contracts with Community Transport providers for H&SC;
 - Procures a City Centre Shopmobility scheme;
 - Operates a concessionary Taxicard scheme;
 - Procures Supported Bus Routes (not in scope of review);
 - Commissioners & contractors of transport for groups and individuals;
 - Operates a fleet of accessible vehicles used largely for taking groups of service users to Day and other Care Centres;
 - Provides buses and drivers for Special Schools;
 - Provides transport for various groups, complimenting the communities and prevention objectives of the Council; and
 - Books all taxis for officers and elected members of the Council.
- 3.3 In addition to the above, Third Sector Community Transport providers, many of which are funded by the Council, provide transport services. Whilst these services are predominantly for H&SC service users the balance of their activities builds community capacity and creates community resilience. Their services

provide significant “added value” as service users are amongst the most vulnerable in society and often have unpredictable travel needs.

- 3.4 The table below shows some preliminary data on areas in which activity and costs can be matched. It should be noted that it excludes some costs, including H&SC and C&F Grey fleet costs, involving the use of staff personal vehicles.

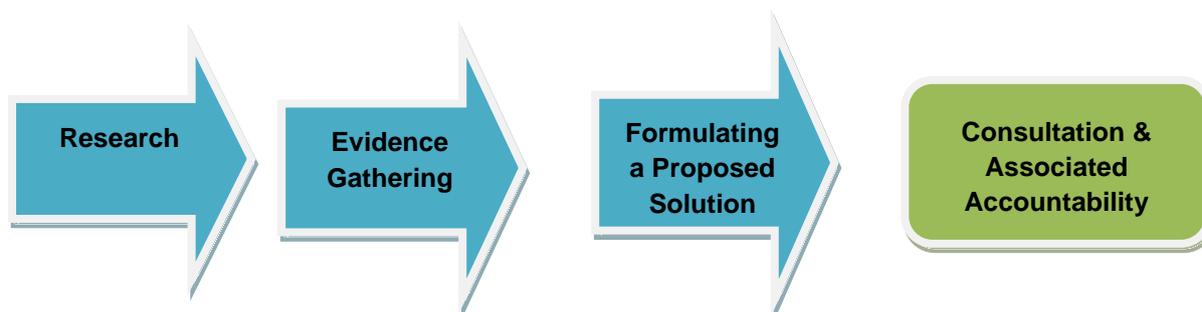
Table 1: Activities and costs

TRANSPORT	COST	INDICATIVE JOURNEY NUMBERS
Social care journeys delivered by Passenger Operations	£1.4m	236,000
Social care journeys undertaken in taxis	£0.8m	41,000
C&F Special School buses	£0.9m	64,000
Taxicard	£0.6m	180,000
HcL Dial-a-Bus	£0.1m	28,950
HcL Dial-a-Ride	£0.3m	14,645
Lothian Community Transport Services	£0.2m	29,700
Lothian Shop Mobility	£0.1m	12,500
South Edinburgh Amenities Group – Contract	£0.1m	15,000
South Edinburgh Amenities Group – Social Justice Fund grant	£0.1m	26,000
Dove Centre*	£0.03m	5,100
Pilton Equalities Project*	£0.03m	5,300

* = PEP and Dove also have contracts for care-giving services for which this transport is associated.

Cross Cutting Themes

- 3.5 Given the influential nature of transport, it is vital that any Proposed Solution is corporate in its application and focused primarily on service users including those accessing Personal Budgets. The table at Appendix One shows some of the cross-cutting themes that are seen as vital to the development of the Proposed Solution.
- 3.6 Given the complexity of Community Transport and the wide range of stakeholders, a very careful and measured approach to the Programme is necessary. Dialogue with EVOC/ECTO and the Council’s Business Intelligence Team confirmed this thinking and codified a structured approach which has been shared with all stakeholders. This is illustrated in the diagram below:



Stocktake: Evidence Gathered and Initiatives Started

- 3.7 Much evidence has been gathered for the Review so far and this is summarised at Appendix Three. Gaps identified in the evidence base are discussed at paragraph 3.24. Where evidence gathered has signalled a need for a change in practice, this change has commenced rather than waiting to complete the Review. The following paragraphs reflect some of the new initiatives.
- 3.8 A key improvement identified is more proactive recording of transport provided in packages of care on the SWIFT™ IT system. Such recording will assist in capturing travel data and the costs thereof and will underpin initiatives such as promoting self-travel¹. In order to address this, a data audit has commenced which starts to capture travel information on SWIFT™ routinely and to give consideration to retrospectively capturing existing travel arrangements.
- 3.9 In addition, data collected on children who are looked after and/or have Additional Support Needs has identified some inequalities in practice for children of certain ages and also some inefficient practices. These are now being actively addressed with practitioners.
- 3.10 Data gathered on the costs of the seventeen Passenger Operation's buses allocated to Special Schools (annual revenue costs >£680,000) has been passed to Children and Families and a review of utilisation with a view to making savings is now underway. A final example of data gathering changing practice is the use of mapping software to schedule social care journeys more effectively. This was previously used for Home to School journeys only.
- 3.11 A comprehensive stocktake of all ECTOG vehicles, volunteers and staffing resources has been completed and this again will inform the Proposed Solution for the service going forward. This data has also been compared to the equivalent Passenger Operations resources.
- 3.12 Appendix Two details more of the progress achieved so far, including:
- Health & Social Care Transport Advisor Pilot – this pilot is built around a senior manager challenging social care practitioners to select the most appropriate and cost effective transport solution for service users. Appendix Four outlines four recent examples of savings made and/or costs avoided.
 - Health & Social Care – Access to Transport/Travel policy developed and submitted to H&SC SMT for approval. This policy will, once approved, be extended for wider application.
 - Public & Accessible Transport – contracts with Third Sector extended to allow a more co-productive approach to be adopted from 2015/16 onwards. A

¹ Self-Travel is an overarching term encompassing all activities designed to give Service Users choice and control over their own travel by encouraging independence. This may be as simple as a funding a "buddy" to teach a Service User how to access public transport.

separate report is scheduled to be put to the Finance and Resources Committee seeking to extend the current service level agreements until the new arrangements are finalised.

- Third Sector Interface – major improvements have been made in relationships with Third Sector colleagues to develop a genuinely co-productive and partnership approach.
- Research has been undertaken on Public Social Partnerships and Real Time Information Systems.
- Research into best practice and ICT systems elsewhere across Scotland.

Challenges identified in the stocktake

- 3.13 In addition to the fragmentation noted at paragraph 3.1, a number of other challenges have emerged during the Review which must be addressed in the delivery of the Proposed Solution. As well as the dependencies noted below, accounting changes to give greater transparency to costs are being implemented by Finance. This will include, for example, splitting staff travel costs between “Travel with service users” and “Solo Travel”.
- 3.14 In line with the nascent Fleet Strategy, the current accounting practice of “above and below the line” recharging for vehicles sourced by Fleet is changing to reflect better an “internal contract hire service” for vehicles. This new service aims to provide users with the right vehicle, in the right place, at the right time and at the right cost. The tariff for the internal contract hire is designed to be transparent in order to aid accountability for vehicle use. It will also assist benchmarking with Third and Independent Sector operators.
- 3.15 Other key challenges/dependencies/initiatives which need to be considered in developing the Proposed Solution include:
- Significant savings targets facing the Council in the medium term;
 - Demographic challenges including an ageing population, increased levels of dementia and a less ambulatory population of service users;
 - Children with complex Additional Support Needs;
 - Requirements of the Edinburgh Partnership’s Joint Strategic Commissioning Plan;
 - Legislation underpinning Self Directed Support (SDS)² introduced in April 2014;
 - An unknown new market precipitated by SDS and the Council’s role as signpost to allow individual commissioners suitable choice;

² NB: H&SC has determined to exclude Transport from SDS until sufficiently robust costings are developed to underpin personal budgets.

- Children and Young People’s Bill currently before Parliament;
- Health & Social Care integration;
- Children’s Care integration;
- Development of, and participation by, the Council in NHS Lothian’s Hub initiative; and
- Dealing with the impact of the Scottish Ambulance Service moving to a clinical model of eligibility³ to travel.

Proposed solution to address challenges

3.16 The Working Group considered three broad options in the development of the Proposed Solution:

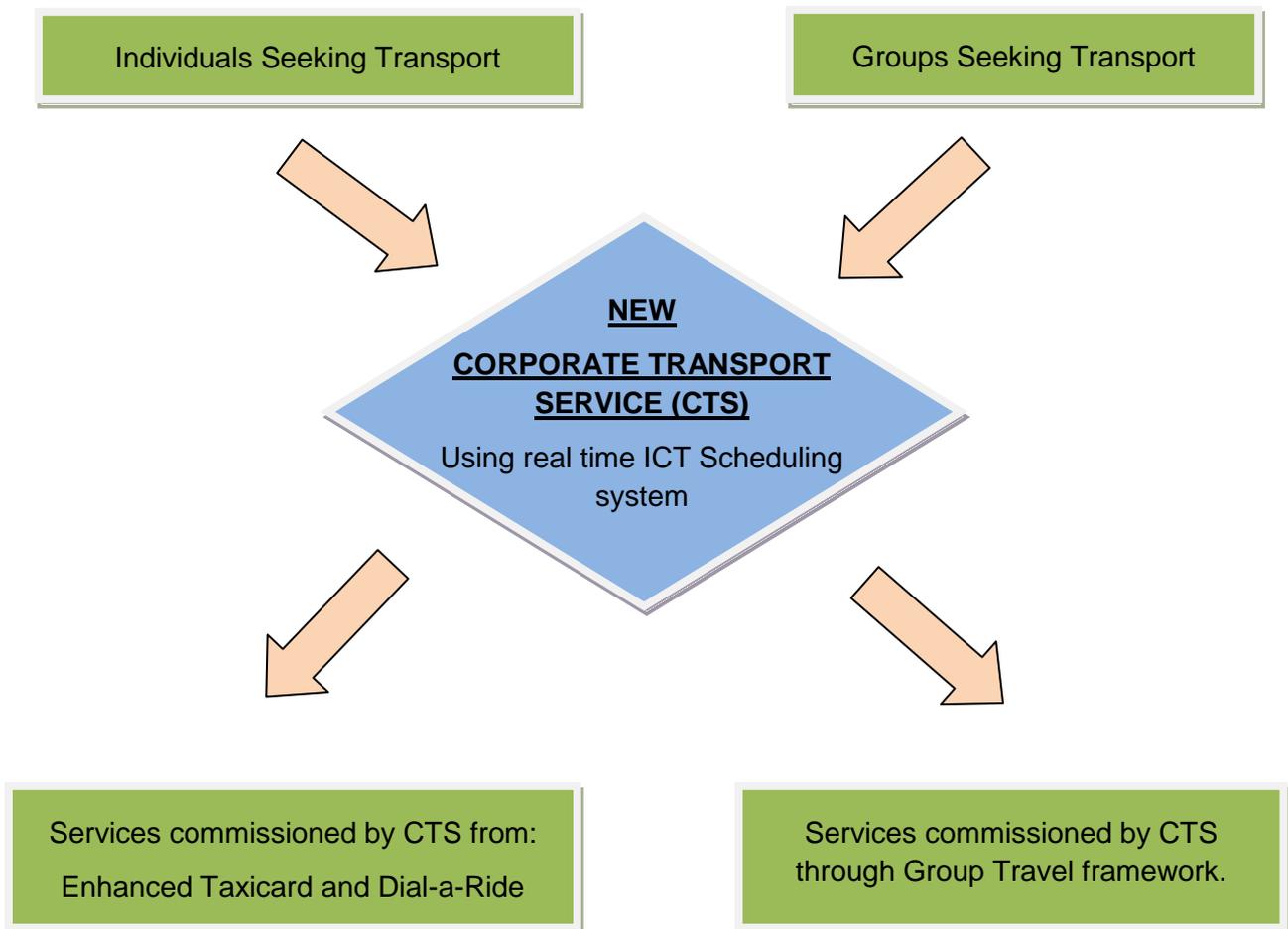
Table 2: Proposed solutions

OPTION & OPINION	MAIN ADVANTAGES	MAIN DISADVANTAGES
<p>Status Quo</p> <p>(Not tenable)</p>	<p>Currently affordable subject to Taxicard budget pressure.</p> <p>Familiar service profile.</p> <p>No transition costs.</p>	<p>Not future-proofed vis-a-vis demographic and legislative changes already in train.</p> <p>Doesn’t address contracting with Third Sector beyond current financial year.</p> <p>Doesn’t build on improved Third Sector relationships.</p> <p>Doesn’t address Taxicard overspend.</p> <p>Doesn’t develop an ICT solution.</p> <p>Doesn’t complement the Fleet Strategy.</p>
<p>Modified Status Quo</p> <p>(Possible but not seen as desirable)</p>	<p>Work on the Programme vis-à-vis Children with ASN and in H&SC will precipitate changes in practice and achieve efficiencies.</p> <p>Some savings will be realised.</p>	<p>Doesn’t address contracting with Third Sector beyond current financial year.</p> <p>Loses goodwill with Third Sector.</p> <p>Doesn’t address Taxicard overspend.</p> <p>Not a corporate solution.</p>
<p>Corporate Transport Service</p> <p>(Preferred and Proposed Solution, summarised at paragraph 3.20)</p>	<p>Addresses:</p> <ul style="list-style-type: none"> • Third Sector commissioning • Taxicard overspend • Legislative and demographic challenges <p>Introduces greater challenge to those commissioning transport and accountability for the costs thereof.</p> <p>Develops an equitable and corporate approach to transport and travel</p> <p>Develops relations with Third Sector and delivers on Co-operative and Co-productive</p>	<p>Costs of implementation.</p> <p>Potential service disruption in implementation phase.</p>

³ The Ambulance Service has adopted new criteria to allow eligibility to travel only for clinical need; the risk is that the extra journeys no longer undertaken by the Ambulance Service will fall to Councils and/or the Third Sector without any budget transfer – an unbudgeted pressure.

	Council agendas. Complements new CEC Fleet Strategy.	
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- 3.17 The hierarchy of travel adopted by the Council’s Sustainable Travel Plan is to encourage self-travel wherever possible and the Proposed Solution reflects this. Both Children and Families and Health and Social Care Services are actively pursuing self-travel initiatives for their service users, some of which involve investing in buddying/mentoring support to individuals to allow them to gain confidence to travel alone.
- 3.18 The schematic in Paragraph 3.20 summarises the Proposed Solution which is built around the creation of a new Corporate Transport Service (CTS) which will, once professional advisors have confirmed eligibility to transport assistance, field all future transport requests and suggest cost-effective options to individual as well as corporate commissioners. Appendix Five outlines the transition to the Proposed Solution more fully.
- 3.19 It is vital to recognise that this Proposed Solution will require a transition plan to ensure continuity of service. This will be informed by consultation with service users and providers. To facilitate this, a service user Workshop and subsequent Focus Groups are recommended as an early part of Phase Two.
- 3.20 A summary schematic of the Proposed Solution is shown below with further detail contained in Appendix Five:



3.21 To deliver this Proposed Solution, it is recommended that three workstreams are taken forward with key elements as set out below:

Table 3: Proposed Solution work streams

Workpackage 1: Develop Taxicard	Workpackage 2: Develop Group Travel Framework	Workpackage 3: Procure suitable ICT System
Develop an overarching Implementation Plan and associated Governance arrangements. This should reflect and build upon the practical changes identified and implemented so far.		
Establish a suitably resourced team to tackle the Workstream.	Establish a suitably resourced team to tackle the Workstream.	Establish a suitably resourced team to tackle the Workstream.
Establish and document budget/affordability envelope(s).		
Consider and take steps to address any known gaps in current evidence base.		
Thorough analysis of the Taxicard service, its utilisation, costs, charging and any issues likely to impact on its future utilisation/potential.	Take advice from Procurement as to an appropriate application of some of the Public Social Partnership methodology.	Take advice from Procurement as to the most appropriate route to the market.
Develop from the H&SC Policy a corporate Eligibility Criteria to be applied equitably across the Council.		Develop Output Specification, co-produced with Third Sector.
Consider options for a second tier scheme including: <ul style="list-style-type: none"> • Charging for card • Extend no. of trips • Tender the service to gain discounts for users (and reduce CEC subsidy) 	Work with Third Sector to co-produce an “owned” Output Specification.	Work with Third Sector to co-produce an “owned” ICT system specification.
Consultation on emerging options.	Draft procurement timeline and roll-out optimal approach	Draft procurement timeline and roll-out optimal approach
	Understand Passenger Operations capacity vis vehicles, drivers & escorts. Break down the staffing cohort into employees and agency staff. Determine optimal management/staffing levels into the medium term. Identify and articulate the risks of creating unused capacity in Passenger Operations.	
Create Project Teams with suitable representation to deliver each Project.		
Develop an Equalities and Rights Impact Assessment.		
Develop a suitable Communications Strategy to keep all stakeholders abreast of emerging changes.		
Agree suitable progress reporting to CMT, Committee and/or Council.		

3.23 The resources required to deliver the overall Programme and the three Workstreams outlined above are detailed at paragraph 5.13.

Residual information gaps to be addressed

- 3.24 The Review so far has concentrated on evidence gathering and this information has led to a consensus in the Working Group on the Proposed Solution which is summarised in paragraph 3.20 and more fully described in Appendix Five. Engagement has started on the Proposed Solution with ECTOG and should continue in the implementation phase when the focus will be in gaining an understanding of the impact on service users.
- 3.25 The under-noted gaps in data were identified during the review and, where possible, the table adds mitigating actions:

Table 4: Mitigating actions

ISSUE	ACTION
Staff travel coding in the ledger is not split between travelling “with or without a service user” making it difficult to assess the cost of transporting service users	Finance looking to amend coding to illuminate staff travel with service users
No data source to show how many H&SC service users are also Taxicard and Dial-a-Ride users.	Will be specified in next stage.
C&F and H&SC service user travel arrangements not routinely recorded on SWIFT™ or SEEMIS™	SWIFT™ recording now being improved in liaison with Passenger Operations.
Transport currently excluded from Self Directed Support (SDS) whilst Finance develop a robust costing model.	Finance developing a costing model which will allow Transport to be brought in-scope.
Likely uptake of SDS unknown and hence uncertainty about affordability of services in the future.	Close liaison with H&SC & C&F SDS lead officers to gauge demand, and liaison with Finance to ensure that the cost model reflects actual cost of delivery.
The full extent of any Grant Awards from the Council that are applied to Transport is currently unknown as the Grant Applications and Monitoring Team does not routinely collect this information.	Corporate Governance, H&S and C&F to capture this information and assess a method of collecting this routinely going forward.
Detailed understanding of grey fleet journeys i.e. when staff use their own vehicles and claim mileage.	Sample of information collected and analysis underway. Finance looking to change coding as above.

Measures of success

- 4.1 Measures of success for the Programme include:
- Ensuring that service users get better and more consistent travel outcomes;
 - Transparency of costs across the Council of Community and Accessible Transport;
 - Informed decisions for those who commission transport services including those individual commissioners with a personal budget; and
 - Development of community capacity and resilience.

Financial impact

- 5.1 Analysis shows that the overall annual revenue spend on this area of service, excluding Home to School Transport, is in the order of £7.8m per annum. This is analysed in Appendix Six and is summarised below:

Table 5: Overall Expenditure

Area of Spend	£m
Services for Communities: Public & Accessible Transport (para 5.3 provides breakdown)	1.4
Health & Social Care	4.9
Children and Families: Children with Additional Support Needs including Special School buses but excluding Home to School transport.	1.5
Sub-Total	7.8
Nominal split is 59% of costs are Internal and 41% External.	

- 5.2 As a result of this review, this information will be refined. Finance is seeking to split staff travel codes between transporting service users and standard staff travel.
- 5.3 The table below provides a further breakdown of the Services for Communities spend in table 5.1:

Table 6: Breakdown of SfC Spend

	<u>VALUE</u>	<u>JOURNEYS</u>
Taxicard	£580,000	180,000
HcL - Dial a Bus	£106,555	28,950
HcL - Dial a Ride	£341,435	14,645
LCTS	£150,591	29,700
Lothian Shop Mobility	£78,207	12,500
SEAG	£98,847	15,000
Dove	£29,800	5,100
PEP	£29,800	5,300
		£1,415,235

- 5.4 It should be noted that the Council also provides grants to Third Sector groups not listed above, e.g. Capability Scotland, for services which include transport but for which the transport element is neither separately defined nor monitored.
- 5.5 Of the costs in paragraph 5.3, the Taxicard budget has been under significant pressure in recent years (2013/14 forecast outturn - £620k). Consideration of this overall portfolio suggests that investment in revising the Taxicard scheme, possibly to include “through door to through door” services, will require to be funded by a realignment in transport budgets. This realignment should take account of service users’ needs for dial-a-ride and shop mobility type arrangements.

Vehicle Specific Costing/Benchmarking

- 5.6 Work has been undertaken to develop a cost per mile for Council vehicles and this has been shared with Third Sector colleagues for openness and comparative purposes. This data will be useful in developing the framework arrangements referred to in the Proposed Solution outlined in Appendix Five.
- 5.7 In this comparison, which is reflected in the costings included in Appendix Five, the in-house Passenger Operations costs are high for the following reasons:
- Cover is included for absences whereas in the Third Sector cover is provided by volunteers, and the main taxi companies operate a co-operative model whereby another member picks up journey;
 - Maintenance costs from the Council's Fleet Maintenance team are high (though under review as part of the £1.4m savings initiative noted at Paragraph 5.9); and
 - Occupancy data is not routinely collected to show utilisation of vehicles and hence how mileage rates per passenger compare.

2014/15 Corporate Savings Initiatives

- 5.8 In order to avoid double counting of savings, it is noteworthy that £300,000 of savings is already assumed in budgets for 2014/15 (see Appendix Seven).
- 5.9 In addition the Fleet Service is reviewing its approach to Fleet maintenance, management and procurement and has a savings target of £1.4m in 2014/15.
- 5.10 Whilst this Review will not in itself deliver all of the savings in paragraph 5.8, work undertaken in Phase One will be instrumental in achieving the H&SC saving of £200k on a recurring basis. The Review work will also lay the foundation for making the ASN savings sustainable.

Incremental Savings Arising From the Review

- 5.11 The over-riding goal of the Review is to make best use of scarce resources in the face of demographic changes and legislative changes referred to earlier including paragraph 3.15.
- 5.12 The implementation of the Proposed Solution outlined at Appendix Five will not only facilitate the corporate savings referred to at paragraph 5.8 for 2014/15 but could also yield additional gross savings between 2015 and 2018 of around £0.6m. The target is outlined at Appendix Seven.

Implementation costs and governance

- 5.13 In order to implement the proposed solution and release the additional savings, a project management resource is being made available in Services for Communities. The provision of appropriate ICT will be critical and whilst work is still required to prepare the specification, initial enquiries suggest the likely costs to be around £100,000.
- 5.14 The first stage of the review, despite being of low value, was treated as a major project because of the interdependency across three services and involvement

of Third Sector partners. The implementation phase will be led by the Head of Transport with appropriate support provided by Health & Social Care and Children & Families.

Risk, policy, compliance and governance impact

6.1 Throughout the Programme to date, a RAID (Risks, Assumptions, Issues and Dependencies) Log has been maintained and shared with the Board. Key risks identified have included:

- Minimal dedicated resource;
- Maintaining Stakeholder buy-in;
- Rising cost structures;
- Ability to attract employed drivers and volunteers with suitable driving licence entitlements;
- Demographic challenges e.g. increased rates of wheelchair use and increasing levels of dementia and the associated need for escorts leading to changes in vehicle specifications.

6.2 A key risk is the demographic changes to both the population of older people and children with Additional Support Needs. The table below shows the large increase in the population aged over 75 over the next two decades. This change may negate taking savings from this area and instead, focus on delivering more services with the same funding.

Table 7: Projected increase in age of population

2013	2018	2023	2028	2033
ALL AGES				
+4%	+8%	+11%	+14%	+17%
PENSIONABLE AGES				
+2%	+2%	+10%	+17%	+31%
75 +				
+5%	+11%	+27%	+44%	+63%

Population projections - % change based on 2008 baseline - City of Edinburgh

6.3 A RAID log will be maintained throughout the development of the Proposed Solution. A risk already identified is the potential for Passenger Operations capacity (vehicles and staff) to be under-utilised as the challenge function of the CTS reduces overall workload. This will be addressed by Fleet representatives being part of the project team for this Workpackage.

Equalities impact

- 7.1 An Equalities and Rights Impact Assessment process has commenced as part of the Programme. The work undertaken to date has identified no negative equalities and rights implications.

Sustainability impact

- 8.1 Sustainability in service delivery remains a key focus of all services and has particular relevance here in vehicle specifications. Making best use of vehicular capacity also reduces miles travelled and hence contributes to improved air quality and reduced carbon emissions.

Consultation and engagement

- 9.1 A stakeholder analysis was undertaken and communications targeted as appropriate to these groups. Three Symposia have been held to date in order to engage with Third Sector colleagues and other stakeholders to help develop and shape the review. Engagement should continue in the implementation phase to understand and plan for the impact on services users and carers.

Background reading / external references

[Corporate Management Team – Initial report - 24 April 2013](#)

[Corporate Policy and Strategy Committee, 5 November 2013 - Report on Community & Accessible Transport](#)

[Finance & Resources Policy Development Sub Committee, 8 November 2013 - Presentation on Wider Transport Issues](#)

[Transport & Environment Policy Development Sub Committee, 26 November 2013 - Presentation on Programme](#)

[Scottish Parliament – Inquiry into Community Transport - Reported July 2013](#)

Peter Gabbitas

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Links

Coalition pledges	<p>P1 - Increase support for vulnerable children, including help for families so that fewer go into care</p> <p>P30 - Continue to maintain a sound financial position including long-term financial planning</p> <p>P37 - Examine ways to bring the Council, care home staff and users together into co-operatives to provide the means to make life better for care home users</p>
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	<p>p38 - Promote Direct Payments in Health and Social Care</p> <p>p47 - Set up a city-wide Transport Forum of experts and citizens to consider our modern transport needs</p>
Council outcomes	<p>CO3 – Our children and young people at risk, or with a disability, have improved life chances</p> <p>co13 - People are supported to live at home</p> <p>CO14 – Communities have the capacity to help support people</p> <p>co22 - Moving efficiently – Edinburgh has a transport system that improves connectivity and is green, healthy and accessible</p> <p>CO26 - The Council engages with stakeholders and works in partnership to improve services and deliver on agreed objectives</p> <p>cO27 - The Council supports, invests in and develops our people</p>
Single Outcome Agreement	<p>SO2 - Edinburgh's citizens experience improved health and wellbeing, with reduced inequalities in health</p>
Appendices	<p>Appendix One: Cross Cutting Themes</p> <p>Appendix Two: Stage One Achievements</p> <p>Appendix Three: Stage One Evidence Gathered</p> <p>Appendix Four: H&SC Savings Examples</p> <p>Appendix Five: The Proposed Solution</p> <p>Appendix Six: Overview of Spending</p> <p>Appendix Seven: Target Savings 2015/16 to 2017/18</p> <p>Appendix Eight: ECTOG Actual Journey Numbers</p>

CROSS CUTTING THEMES

Workstream	Older People	Adults with Disability	Children with Additional Support Needs	Public & Accessible Transport	Best Use of Council Resources	Shared Services
Older People		Common Eligibility to Travel Policy	Adapt H&SC Eligibility to Travel Policy	Consider self travel initiatives Consider greater accessibility of public buses Increasing dementia	Impact of SDS & Personalisation. Fleet replacement must reflect Older Peoples needs Increasing dementia	Impact of Scottish Ambulance Service (SAS) new Clinical Model.
Adults with Disability	Common Eligibility to Travel Policy		Adapt H&SC Eligibility to Travel Policy Consider grey fleet issues.	Consider self travel initiatives Consider greater accessibility of public buses	Impact of SAS new Clinical Model	Impact of SAS new Clinical Model.
Children with Additional Support Needs	Adapt H&SC Eligibility to Travel Policy Apply learning from ASN Grey Fleet experience	Adapt H&SC Eligibility to Travel Policy Apply learning from ASN Grey Fleet experience		Consider self travel initiatives Consider greater accessibility of public buses	Grey fleet versus pool cars to be considered. Passenger Operations capacity.	Impact of SAS new Clinical Model. Cross boundary journeys.
Public & Accessible Transport	Impact of increasing wheelchair use and Increasing obesity Ageing carers Increasing dementia	Impact of increasing wheelchair use and increasing obesity	Impact of increasing wheelchair use.		Challenge the current portfolio re: Best Value and make recommendations as appropriate.	Impact of SAS new Clinical Model Consider S19 permits.
Best Use of Council Resources	Impact of SDS & Personalisation Passenger Operations needs to offer attractive services – SDS.	Impact of SDS & Personalisation Passenger Operations needs to offer attractive services – SDS.	Impact of SDS & Personalisation. Passenger Operations needs to offer attractive services – SDS.	Re-procuring Third Sector contracts will have an impact on in-house resources		Impact of SAS new Clinical Model. Explore NHS Lothian Hub model
Shared Services	Sharing capacity to meet existing and latent demand.	Making best use of accessible vehicle capacity across agencies with increasing wheelchair usage.	Making best use of accessible vehicle capacity across agencies with increasing wheelchair usage.	Sharing with Third Sector may augment public provision in a more cost-effective manner.	Fleet replacement policy may seek to reduce numbers of vehicles	

PROGRESS IN STAGE ONE

WORKSTREAM	PROGRESS
Older People and those with Disabilities	<ol style="list-style-type: none"> 1. Drafting Transport Policy: Provided engagement and briefing session with: <ol style="list-style-type: none"> a. Senior Social Managers b. Social Workers c. Senior Manager Disabilities d. Managers and AUM's Older People & Disabilities e. Briefed and consulted Strategic Planning and Commissioning Manager (SDS) f. Providing Social Workers and Managers with progress updates 2. Pilot Project discussed and agreed with Third Sector. Based on the principles of the <i>Audit Scotland Report 2011, "Transport for Health and Social Care"</i>. This will demonstrate best practice in terms of shared resources, experience, increase capacity and improve service user experience. 3. Transport Advisor Pilot commenced and already changing practice and making savings (Appendix Three refers) Local Transport Advisor pilot: <ol style="list-style-type: none"> a. a "contact" point whereby all new requests for Transport are screened / agreed / option appraised prior to be submitted to Passenger operations b. is managing and reviewing existing transport provision to ensure that it required / fit for purpose and cost effective. c. Receives all new requests for assistance with travel/transport. Advices Social Workers and service providers on most cost effective transport and offers alternative solutions to reduce dependency on taxi's and encourage local solutions to meet outcomes. d. Managing a mapping exercise to ensure capacity is maximised and available technology is utilised effectively. Map-point scheduling will be used to optimise and schedule more efficiently. e. Coordinate the transfer of data from mapping exercise on to SWIFT 4. Planning to undertake a similar exercise with external service providers – following briefings 5. H&SC advising in relation to SDS to establish a clear framework and costing models and ensuring that the Third sector are briefed on the implications of SDS 6. "Prevention" strategy – ensure the Workstreams adheres to principles and best practice. 7. Progressed the "Self Travel" concept with Children and Families along with the wider issue of a "Reablement" approach to the transport needs of service users 8. Reviewed the vehicle spec. with operational colleagues and forwarded their views to Fleet Services 9. Devised a work plan delivering £200k in savings primarily by reducing the use of / dependency on taxis. 10. Forged operational relationship with NHS Transport Hub – Step Down

WORKSTREAM	PROGRESS
Children with Additional Support Needs	<p>Data collection for staff using own vehicles collected and being analysed.</p> <p>Inconsistencies in current practice advised to professional colleagues and changes made to ensure equity.</p> <p>Costings developed for passenger Operations vehicles currently servicing Special Schools and senior professionals in that arena now looking to optimise utilisation in order to identify savings.</p>
Public & Accessible Transport	<p>Contracts with Third Sector extended after committee approval to 31 March 2015.</p> <p>Presentation of Review to Transport Forum and also Transport & Environment Policy Development Review Sub-Committee.</p> <p>Initial review of Taxicard use and financial trends.</p> <p>Halcrow Report revised and accepted by Partners</p> <p>Ideas Workshop held and options developed to underpin the Proposed Solution.</p>
Shared Services	<p>Presentations received from NHS Lothian Hub.</p> <p>Bid made to include Council resources within the NHS Hub.</p> <p>Bid made to deliver renal transport using CEC vehicles.</p>
Best Use of Council Resources	<p>Data gathered to give clarity around Council Resources.</p> <p>Proposed Solution is built around alignment of internal and external resources under a Framework arrangement.</p>
Engagement	<p>3 half-day Symposia involving Third Sector held and a fourth with Users being planned.</p> <p>Equalities and Self-Directed Support Workshops held collectively with Third Sector.</p> <p>C&F Focus Groups held with staff and Users.</p> <p>H&SC Assessors and Day Centre Staff consulted.</p>
Data Collection	<p>Gaps in data collected and hence management information sources have been identified and, where possible, measures to address the gaps developed.</p>

STAGE ONE: EVIDENCE GATHERED

WORKSTREAM	EVIDENCE GATHERED
Older People and those with Disabilities	<p>High-level initial activity data for current Passenger Operations trips.</p> <p>Demographic trends and forecasts.</p> <p>Gaining a fuller understanding of Self Directed Support implications for Community & Accessible Transport.</p> <p>Views of Older people's Day Centre Managers.</p> <p>Understanding SWIFT™ transport recording capability.</p> <p>Service user profiles for some Centres wherewith to populate SWIFT™ retrospectively</p> <p>Pilot – prospective requests for travel costed and best value options identified.</p> <p>User views via a Symposium held in liaison with Third Sector colleagues.</p>
Children with Additional Support Needs	<p>2 months data from Child Practice Teams being analysed and then costed.</p> <p>8 Residential units visited and data collected on use of staff cars, ad-hoc hires and Passenger operations vehicles.</p> <p>Focus Groups held with older children who are about to leave or have recently left care and will move or have moved to independent living</p> <p>Full costing data for 17 Passenger Operations minibuses that service Special Schools.</p> <p>Gaining a fuller understanding of Self Directed Support implications for Community & Accessible Transport.</p>
Public & Accessible Transport	<p>Halcrow data analysed, the report and subsequent Addendum, having been signed off by the Third Sector.</p> <p>Taxicard budget and trend data.</p>
Shared Services	<p>Data to bid for Renal work with NHS Lothian.</p> <p>Data to participate in the NHS Hub currently based at the Astley Ainslie Hospital.</p> <p>Full stocktake of ECTOG fleet.</p>
Best Use of Council Resources	<p>Stocktake of available Council vehicle and staff resources within Passenger Operations.</p> <p>Details of the restructuring of driver's grades within Passenger Operations.</p>
Equalities	<p>Workshop held with Third Sector to develop an Equalities/Rights Matrix</p>

EXAMPLE SAVINGS FROM HEALTH & SOCIAL CARE TRANSPORT PILOT

The under-noted are four examples of either savings or cost-avoidance which have been achieved under the H&SC Pilot Transport Advisor project. This Project would be part of the Corporate Transport Service proposed in Appendix Five to this report.

1 ER: Action Group Tenancy – Avoiding Costs

A middle-aged woman with a learning disability lived at home with her elderly mother. She was admitted to a tenancy with 24 hour care/support and this precipitated a request for taxi transport from home to day service and return at a cost of 5 x £48/day = £240/week (£12,480/year).

Transport Advice: Given to Social Worker and care provider; use the 1:1 support which is already funded as part of the Package of Care (POC) to support access to public transport.

Benefit to service user:

- Increased health benefits from exercise
- Improved sleep
- Reduced weight
- Sleep apnoea improved
- Service user meets her friends after day service. More social contacts.

Outcome: £0 spend on transport

2 Kirkliston - Savings

Currently, 35 taxis per week provide support to 5 service users attending traditional day services at Garvald and in-house at a cost of £30,000/year.

Transport Advice: Working with Passenger Operations and the Kirkliston Service, re-scheduled fleet capacity leading to phased reduction in taxis (fleet capacity already operating in that area). The Manager of the service is supporting people to apply for DWP Access to Work grants that could be used to reduce demand on Passenger Operations and also enhance independence.

Outcome: Phased reduction leads to approximately £1,600 in taxi bill for 1 month. Further reductions likely to achieve a further £11,000 reduction taxi in costs over the next 11 months.

3 Day Support for Autism Initiatives – Savings and Cost Avoidance

The Council previously supplied a service user with a diesel MPV which needed to be retro-fitted with a “harness” due to the service user’s behavioural issues. This vehicle was being damaged weekly with repair costs of £200 - £300. Previously supported 2:1 on all travel.

Transport Advice: Change vehicle to quieter model with reduced cabin noise. Service user behaviour reduced. No damage reports. Monthly mileage and vehicle checks put in place. Harness discontinued due to reduced risk.

Outcome: Phasing out of 2:1 within three months; Package of Care saving £17,000; savings on vehicle damage £2,500.

4 Request for Taxi to day service. - Savings

A service user lives very close to a day service but requires suitable transport.

Transport Advice: Provide a mix of local day service plus new service. Enables service user to benefit from making a choice about local versus 20 mile round trip. Taxi agreed only until Passenger Operations capacity became available which is now in place.

Outcome: Potential cost pre advice circa £17,000 per year in taxi fares; actual costs following advice - £1,400 in taxi fares.

A PROPOSED SOLUTION FOR COMMUNITY & ACCESSIBLE TRANSPORT IN EDINBURGH

The Contents of this Appendix are as follows:

1. Service Re-design Notes;
2. Service Re-design Schematic (including Work-packages to implement);
3. Journey Costings; and
4. Access Schematic: Individuals.

1 SERVICE RE-DESIGN

The Proposed Solution and new model is predicated on the following re-design elements:

1. Passenger Operations
 - a. The former Passenger Operations Manager and administration staff, augmented by the former H&SC Transport Advisor, combine to become the Corporate Transport Service (CTS).
 - b. CTS, on a one-stop-shop basis, to take a pan-Council role in arranging service user travel (NB: excludes services currently procured under contract from the Council's Travel Agent).
 - c. Passenger Operations ceases to be a contractor that delivers services and instead focuses solely on commissioning travel solutions, seeking Best Value, from a mixed economy of internal and external resources.
 - d. Vehicle fleet and driver/escort staffing complement and its associated supervisors, stays as the contractor, and the Fleet Service then internally "contract hires" its vehicles to the CTS, per the emerging Fleet model.
 - e. CTS retains taxi booking and management information system (MIS) function for Council travel.
 - f. CTS assumes responsibility to tender Taxi and Home to School transport Contracts in liaison with the relevant services of the Council.
 - g. Consideration given as to where management responsibility for the CTS should lie to get a corporate approach.
2. Impact on Fleet and Passenger Operations function
 - a. This Proposed Solution complements the extant Fleet Strategy's aims of a smaller fleet operating as an internal contract hire service.
 - b. The team that was envisaged to run the internal contract hire service will pick up the social care and education journeys.
 - c. In terms of the drivers and escorts that would remain in Fleet, also transferring would be the current cohort of Supervisors who currently work in Passenger Operations.

- d. The current Passenger Operations staffing complement relies heavily on agency drivers and escorts. If competition arising from the framework is perceived as a risk then mitigation would be to retain a level of agency staff to allow fluctuations in activity to be better managed. Vehicular capacity could also be managed in a competitive environment as the Fleet Strategy has a degree of challenge built in and has already stipulated that a one-for-one replacement would not be desirable.

3. Taxicard Development

- a. The Taxicard scheme could be developed with consideration being given to introducing a second level of service to augment the currently successful approach which has, as a fundamental part of the specification, a through door to through door service.
- b. Consideration for both levels of service could be given to charging for the card and possibly increasing the number of trips allowed.
- c. This investment will potentially necessitate disinvestment in more expensive travel arrangements.

4. Framework Arrangement

- a. Develop and procure a framework with Fleet Service (former Passenger Operations) vehicles being considered alongside Third and Independent Sector resources.
- b. Output Specification for this tender co-produced with Third Sector in the manner of a public social partnership.
- c. Minimal changes in activity patterns envisaged for Year One for Third Sector Group Travel workload/work-patterns but greater flexibility expected from Year Two.

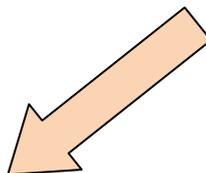
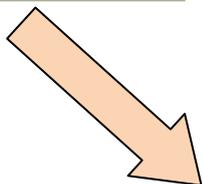
5. Corporate Transport Service (CTS)

- a. From its inception, the CTS will receive all journey requests and will signpost the commissioner (C&F, H&SC, Individuals under SDS) to a costed transport solution.
- b. Once travel option is selected, CTS will allocate the journey to a contractor using real-time ICT Scheduling software.
- c. Management Information System provides reports on journeys and costs across the Council.

2 SERVICE RE-DESIGN: SCHEMATIC

INDIVIDUALS
SEEKING
TRANSPORT

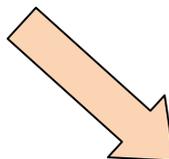
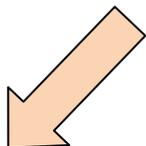
GROUPS SEEKING
TRANSPORT



NEW CORPORATE TRANSPORT SERVICE (CTS)

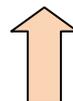
This team will challenge all commissioners of travel by signposting a series of costed travel options; the preferred option will be signalled and be consistent with the Councils Hierarchy of Travel. This Hierarchy starts with self-travel then public transport (bus and rail), Third Sector services, Passenger Operations services, pool cars, staff's own vehicles and finally taxis.

NB: Final choice for travel options lies with the Commissioner but budgetary accountability is also theirs.



Services commissioned by CTS from:
Enhanced Taxicard and Dial-a-Ride
solutions

Services commissioned by CTS through:
Group Travel Framework



WORKPACKAGE:

Explore the development of the Taxicard scheme by actively considering a two-tier approach. This could be shaped to leave the current service as is, but introduce an enhanced service based on through door to through door specification. For both service levels, consideration could be given to charging for the card, increasing the number of journeys and tendering for the service provision.

Consider how to augment funding by re-aligning budgets.

WORKPACKAGE:

Procurement to tender for a Framework Arrangement into which the former Passenger Operations vehicles can be placed as a contractor alongside Third Sector resources.

Maintain Third Sector workload in 2015/16 with more competition and ad-hoc journey awards thereafter.

WORKPACKAGE:

Procure a real-time and interactive Scheduling system wherewith to book, manage and report on journeys allocated by CTS.

3 **JOURNEY COSTINGS**

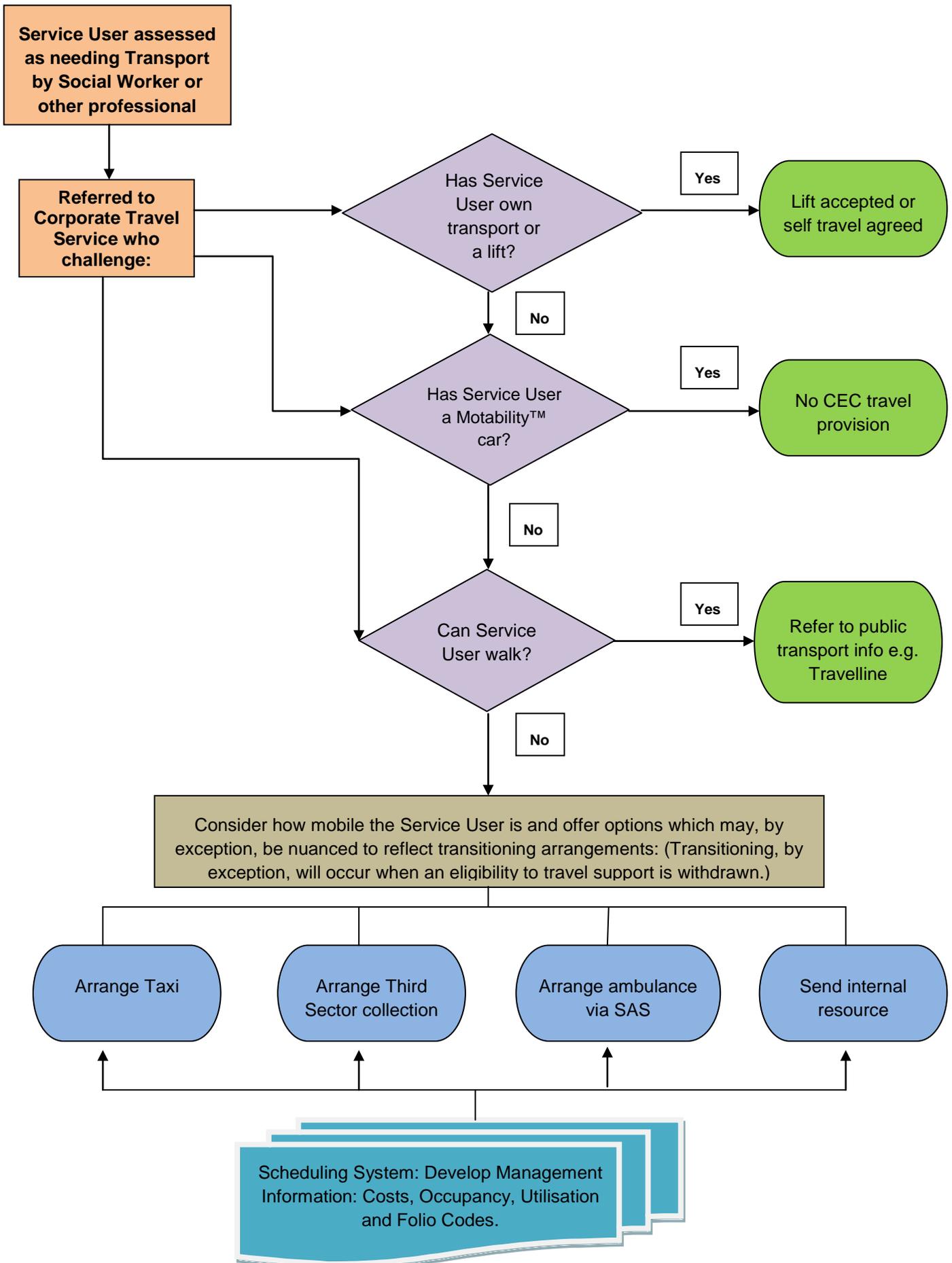
Transport solutions advised by the CTS will be predicated on a hierarchy of travel which recognises that self travel, though not wholly risk-free, is the best option for many service users and is also lowest cost.

In terms of costs, the under-noted table shows indicative costs for a typical six mile journey on a one-way basis:

CASE STUDY: 6 MILE JOURNEY eg. CITY CENTRE to CORSTORPHINE				
MODE OF TRAVEL	COST TO USERS	COST TO COUNCIL	NARRATIVE	COST PER MILE
Walk	N/A	N/A	Preventative benefits also accrue	N/A
Cycle	N/A	N/A	Preventative benefits also accrue	N/A
Private Care (lift)	N/A	N/A		N/A
RVS Volunteer Car	£2.70	£0.00	@ 45p per mile	£0.45
Public Transport Bus	£1.50	£0.00	Lothian Buses single fare	£0.25
Passenger Operations, 20 seater accessible bus	N/A	£3.02	Bus with driver, assumed occupancy of 8 people (no corporate overhead included)	£0.50
Dial-a-Bus	£1.25	£3.50	HcL single fare plus subsidy per passenger per Halcrow report	£0.79
Taxi	£12.78	£0.00	see fare structure below	£2.13
Raxicard	£9.78	£3.00	Fare less £3 subsidy	£2.13
Dial-a-Ride	£5.00	£22.72	HcL £3.75 for mile 1 and 25p per mile (user costs) plus subsidy per passenger per	£4.62
TAXI FARE STRUCTURE:				
Minimum cost: £2.10. £2.10 for the first 527 metres.				
Then £0.25 every 188 metres until 2,031 metres.				
Then £0.25 every 217 metres.				

The flowchart overleaf shows the role of the CTS and the challenges it will make to those commissioning travel solutions. A similar flowchart will require to be developed in a co-productive manner to underpin the Framework Arrangement for Group Travel articulated in the schematic below.

4 ACCESS SCHEMATIC: INDIVIDUALS



OVERVIEW OF SPENDING (SOURCE: FINANCE)

	<u>C&F £k</u>	<u>SfC £k</u>	<u>H&SC inc Criminal Justice £k</u>	<u>Total £k</u>	<u>SPLIT: INTERNAL</u>	<u>SPLIT: EXTERNAL</u>
Concessionary Taxis OAPs		£601		£601		£601
Concessionary Rail Fares OAPs		£10		£10		£10
Accessible Transport		£815		£815		£815
Taxis (incl Contacts)	£194		£60	£254		£254
Staff Travel	£136		£547	£683	£683	
External Transport Hire	£98			£98		£98
Curricular Travel	£2			£2	£2	
Bus Passes & Tokens	£31		£10	£41		£41
Section 12 Transport			£577	£577		£577
Care Transport			£174	£174		£174
Car Allowances			£37	£37	£37	
Escorts	£39			£39	£39	
Contacts Travel	£110			£110	£110	
Travel (excl Contacts)	£33			£33	£33	
Exclude Home to School Transport	-£105			-£105		-£105
Other Costs			£2	£2	£2	
<u>Direct Charges from Fleet:-</u>						
Vehicle Repairs	£12		£100	£112	£112	
Fuel	£10		£286	£296	£296	
External Spot Hires	£20		£691	£711		£711
<u>Indirect Charges from:-</u>						
Fleet			£336	£336	£336	
Staff Cars			£25	£25	£25	
Corporate Transport Unit	£691		£1,283	£1,974	£1,974	
<u>Uncharged Fleet Items:-</u>						
Internal Vehicle Costs (Tranman)	£238		£704	£942	£942	
Sub-Total	£1,509	£1,426	£4,832	£7,767	£4,591	£3,176
Grant to SEAG			£78	£78		£78
Total	£1,509	£1,426	£4,910	£7,845	£4,591	£3,254
Percentages					59%	41%

ECTO service data

Passenger trips pa	
HcL	101,521*
DOVE	17,033
LCTS (Edinburgh operation only)	23,507
SEAG	79,124
PEP	33,931
TOTAL	255,116

Gross Income	Total	CEC Grant
HcL*	£1,285,041	£417,900
DOVE transport	£32,552	£29,800
LCTS*	£465,058	£150,591
SEAG	£454,217	£176,807
PEP transport	£152,443	£29,800 + SLA**
TOTAL	£2,389,311	£804,898

Key:

*Lothian Wide

** PEP SLA with H&SC includes undisclosed element for transport