

Finance and Resources Committee

10.00am, Thursday, 11 October 2018

Continuation of Community Transport Public Social Partnership

Item number	7.16
Report number	
Executive/routine	
Wards	All
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Executive Summary

This report seeks Committee approval to continue a Public Social Partnership (PSP) for a number of Third Sector Community Transport (CT) organisations.

The PSP has delivered a dynamic and lasting partnership between the Council and the CT sector in Edinburgh to support the remodelling and development of innovative, integrated and flexible transport solutions, and build the capacity of the CT sector to be able to deliver sustainable cost-effective transport solutions based in communities while addressing budget reductions and responding to demographic demand pressures.

A Project Team comprises Council Officers and General Managers from CT providers meets monthly to plan, control and direct resources effectively. The Board, comprising Elected Members, Council officers, Directors of CT providers and EVOC meets every six months to monitor quality and sign off on Partnership developments.

In partnership with the Council, the CT providers have developed plans and direct provision to meet the increasing transport needs of “lunch clubs”, day centres and “enablement care facilities” allowing Council resources to be targeted at Additional Support Needs Schools, Residential and Nursing Home, Registered Care and Disability Services.

Continuation of Community Transport Public Social Partnership

1. Recommendations

- 1.1. It is recommended that the Committee:
 - 1.1.1. approves the continuation of the PSP between the City of Edinburgh Council and CT providers;
 - 1.1.2. notes the scalable examples already tested by the PSP and CT providers, leading to cost reductions and direct savings in from 2016 -2019;
 - 1.1.3. approves funding for three years (from 1 April 2019 to 31 March 2022), on the basis that the CT sector, in partnership with the City of Edinburgh Council combine resources, expertise, knowledge and capability to tackle increases in demand across C&F and the EHSCP;
 - 1.1.4. approves the inclusion of funds currently spent on additional journeys organised and delivered on behalf of the Council to the sum of £199,000 broken down as follows:
 - £42,000 – BeAble – Reablement Day Care - HcL Handicabs (Lothian);
 - £50,000 - Link Library – SEAG;
 - £75,000 – Health and Equalities – SEAG*; and
 - £32,000 - Capability Scotland and South Queensferry– Dove.

*(subject to outcome of Edinburgh Integrated Joint Board grant review programme.)
 - 1.1.5. approves the additional funds associated with the transfer of provision currently planned and delivered by the Council to community based clubs and day services (set out in appendix 1);
 - 1.1.6. approves the allocation of “one off” allocation of £26,000 per CT provider (£130,000 in total) and no further vehicle allocation at a saving of £670,000 over four years. CT providers will have their vehicle replacement requirements assessed as part of the whole fleet evaluation in order to maximise available capacity and to share resources efficiently;
 - 1.1.7. notes the delivery of community based transport within localities to meet local needs, improve resilience and responsiveness while reducing harmful emissions; and
 - 1.1.8. Notes the intention to address the Compact Partnership Strategy 2015-2020 to find cooperative solutions to service and budget pressures, prevention and mitigation of poverty and inequality.
 - 1.1.9. Notes the intention to address the Compact Partnership Strategy 2015-2020 to find cooperative solutions to service and budget pressures, prevention and mitigation of poverty and inequality.

2. Background

2.1. At its meeting on [17 March 2016](#), Finance and Resources Committee approved a report on the implementation of a PSP with Third Sector organisations for the provision of community and accessible transport and agreed:

2.1.1. To invest £757,028 per annum in to the PSP for the period 1 April 2016 – 31 March 2019 (the equivalent to the current level of funding provided to the five Community Transport organisations).

Lothian Community Transport Service (LCTS)	£150,591
South Edinburgh Amenities Group (SEAG)	£ 98,847
HcL (formerly Handicabs) Dial a Ride	£341,435
HcL Dial a Bus	£106,555
Pilton Equalities Group (PEP)	£ 29,800
Dove Transport	£ 29,800
Total	<u>£ 757,028</u>

2.1.2. The following successful and scalable developments within the partnership relating to provision of transport to groups the Council has successfully addressed a capacity issue while simultaneously allowing the Council transport provision to focus on delivering high quality provision to Additional Support Needs Children, Adults with Learning/Physical Disabilities, Autism, Older People, Reablement and Stroke services:

- Community Transport – Adults - Tiphereth Day Centre;
- Community Transport – Older People Lunch Clubs - South Queensferry;
- Community Transport – Adults with Disabilities – Capability Scotland; and
- Community Transport – Beable (Reablement) – Drumbrae Day Centre.

3. Main report

- 3.1. CT providers have, in partnership with the Council, developed a Business Case (appendix1) that demonstrates further options for the cost-effective increase in capacity while simultaneously allowing further cost reductions to the EHSCP and C&F enabling the Council transport provision to concentrate on provision of statutory services.
- 3.2. There is a pre-existing and historical arrangement with two of the CT providers for the Council to supply eight minibuses, including cost of maintenance at an annual cost of £200,000.
- 3.3. In future, CT providers will participate in the Council's fleet replacement review, ensuring any growth in demand and capacity is targeted within a shared resource. CT providers currently make use of Council vehicles, as part of our approach to sharing resources. A one-off payment to each CT provider will be made to the sum of £26,000 (totalling £130,000 in year 1) as a contribution to their own fleet replacement strategy. This approach is the first step to redress the historical

imbalance of resourcing CT in Localities and spreads the vehicle replacement programme more evenly. In mitigation of any potential loss, any existing vehicles will be maintained until no longer economically viable and they will agree to share available fleet with the Council's Travel Hub, subject to service demand.

- 3.4. The Council and CT providers are in the process of developing a five-year CT Strategy with a vision to develop a lasting partnership, to support the remodelling and development of innovative, integrated and flexible transport solutions.
- 3.5. The Council and CT providers have worked closely to achieve the aim of delivering efficient accessible transport in Edinburgh within a PSP Memorandum of Understanding.
- 3.6. It is important to recognise the work that has already been achieved by the five CT providers as separate organisations over the past 12 months.
- 3.7. While simultaneously delivering core service to:
 - 3.7.1. 470 services, voluntary organisations and charities; including services for older people, carers, children and young people, people with physical disabilities, people in recovery from mental health and distress, veterans, and those with sensory and visual impairments;
 - 3.7.2. 280,000 passengers; and
 - 3.7.3. Community and locality-based services.
- 3.8. In a controlled exercise, the CT providers tested an assumption that they could save the Council £160,000; improve outcomes for people with multiple disabilities and their families by providing an alternative to individuals' taxi journeys. The total benefit to the Council has been a reduction in cost by £162,600 in 2017/18.

Service	Spend 2015/16	Spend 2017/18	Variance	Notes
Capability Scotland	£118,000	£29,000	£89,000	Capability Scotland (H&SC) to CT
Tippereth Day Service	£56,000	£24,000	£32,000	H&SC Taxis to CT
South Queensferry Day Care	£24,000	£3,000	£21,000	(H&SC) to CT
Beable Day Service	£62,600	£42,000	£20,600	(H&SC) to CT
	£260,600	£98,000	£162,600	

- 3.9. The PSP three-year plus one-year option to extend represents the Council's strategic choice to harness exiting resources and target future investment to:
 - 3.9.1. Address efficient locality based service provision;
 - 3.9.2. Develop strategic responses to demographic pressures; and

- 3.9.3. Work in partnership with the Council to provide sustainable, affordable infrastructure that will support EHSCP and C&F transform passenger transport to vulnerable adults and children.
- 3.10. Demand for transport has increased by 24% for adult Health and Social Care as the population ages and demand for non-registered services increase in line with the EHSCP commissioning plan.
- 3.11. Demand for transport for Children with Additional Support for Learning needs is rising by 33% up to 2026, with the greatest concentration for demand being wheelchair users.
- 3.12. The PSP has worked hard to establish a method to grow capacity while ensuring value for money and community resilience can be delivered in partnership with stakeholders.
- 3.13. A new PSP would be monitored and evaluated across three levels over the three plus one year funding lifecycle:
- 3.13.1. Evaluation of aims set out within the PSP;
- 3.13.2. Capacity building in local communities providing for EHSCP and C&F services;
- 3.13.3. Evaluation of outcomes from a five year CT Strategy; and
- 3.13.4. Evaluation of the Public Social Partnership Board.
- 3.14. The repositioning of business to support increased capacity building and facilitating the Council to target resources efficiently at greater demand in statutory provision will be facilitated by the recommendation to approve the Business Case in appendix 1.
- 3.15. The small number of funded contracts across the Council will also be rolled up into the one annual payment, allocated quarterly. This will enable greater cashflow benefit to the Community Transport providers, reduce administration across the Council and increase targeted response across the Council to facilitate demand.

	2018/19	2019/20	2020/21	2021/22
Core Funding	£757,028	£757,028	£752,028	£752,028
Appendix 1 Business Case	£204,000	£204,000	£204,000	£204,000
Fleet Replacement payment as an alternative to vehicle and maintenance costs	£130,000			
Existing spend from other departments	£199,000	£199,000	£199,000	£199,000
	£1,290,028	£1,160,028	£1,160,028	£1,160,028

4. Measures of success

- 4.1. Key measures of success for funding the Public Social Partnership for the next 3+1 years will be:
 - 4.1.1. Business continuity to 450–470 vulnerable third sector groups and 40,000 individuals in receipt of transport that is accessible;
 - 4.1.2 Increased funding from within budget to ensure demographic growth can be met efficiently;
 - 4.1.3 Rolling all Community Transport Payments, currently made from adhoc arrangements across the Council into one annual payment will increase cashflow to Community Transport Operators;
 - 4.1.4 Demonstrating that the PSP is a driver for change;
 - 4.1.5 Seizing opportunities to support savings in Council budgets over the lifecycle of the PSP;
 - 4.1.6 Supporting the Council to prioritise resources in a structured and sustainable way;
 - 4.1.7 Demonstration of outcomes from the Edinburgh Compact Partnership Strategy 2015; and
 - 4.1.8 Development of an Action Plan on the basis of citizen, customer/service user consultation and engagement.

5 Financial impact

- 5.1 The PSP core funding will continue for three years plus one as a funding allocation of £752,000.
- 5.2 The business case (appendix 1) will be funded from the existing budget of £204,000 per year over the lifespan of the PSP to 31 March 2022.
- 5.3 A contribution toward fleet replacement for each CT provider of £26,000. Previously, eight vehicles were supplied at a cost of £800,000 to HCL Handicabs (Lothian) and LCTS.
- 5.4 All existing funding made by other departments within the Council will be rolled up and calculated across the lifespan of the PSP. This will be paid quarterly.
- 5.5 The CT providers will continue to provide their services within the £757,028 allocation with the allocation of all other funding being targeted at key service areas of demand.
- 5.6 The financial package is not new funding and is based on existing budget allocation and spend across EHSCP, Place and C&F. This funding strategy supports the capability to work closely in partnership and maximise resources for the benefit of local communities while simultaneously ensuring shared resources are delivered in a planned and coordinated way.

5.7 Funding Allocation by Service Provider is explained in the following table:

	2019	2020	2021	2022
Dove Transport	£ 87,800.00	£ 61,800.00	£ 61,800.00	£ 61,800.00
PEP Transport	£ 106,800.00	£ 80,800.00	£ 80,800.00	£ 80,800.00
SEAG Transport	£ 300,847.00	£ 274,847.00	£ 274,847.00	£ 274,847.00
LCTS	£ 227,591.00	£ 201,591.00	£ 201,591.00	£ 201,591.00
HcL Handicabs (DAR)	£ 460,435.00	£ 434,435.00	£ 434,435.00	£ 434,435.00
HcL Handicabs (DAB)	£ 106,555.00	£ 106,555.00	£ 106,555.00	£ 106,555.00
Total	£1,290,028	£1,160,028	£1,160,028	£1,160,028

6 Risk, policy, compliance and governance impact

- 6.1 The recommendations in this report will ensure that Community Transport providers:
- 6.1.1 Continue to provide valuable locally based transportation of vulnerable people and groups;
 - 6.1.2 Support efficient methods to grow capacity and support demographic challenges;
 - 6.1.3 Support the Council to promote independent living, social inclusion and partnership working;
 - 6.1.4 Support the Council to deploy and mobilise resources to address pressures in Additional Support Needs (Children) and Edinburgh Health and Social Care transport (statutory);
 - 6.1.5 Support the Cooperative Capital Framework; and
 - 6.1.6 The risk of challenge to funding on a three years PSP basis is low and is supported by Scottish Government initiatives and Ready for Business.

7 Equalities impact

- 7.1 An Integrated Impact Assessment is being undertaken as a core part of the Public Social Partnership and submitted to the Governance Board, chaired by elected members
- 7.2 The contents of this report do not detract from the delivery of the general public-sector duties. The work carried out by the Third Sector Community Transport organisations on the Council's behalf as described in this report does not infringe upon the ten

elements of Human Rights and makes a positive contribution to advance equality of opportunity by having due regard to:

- removing and minimising disadvantage;
- meeting the needs of particular groups that are different from the needs of others; and
- reducing poverty.

8 Sustainability impact

- 8.1 Sustainability in service delivery remains a key focus of all services and has particular relevance here in the efficient allocation of assisted travel and transport solutions. Making best use of capacity also reduces miles travelled and hence contributes to improved air quality and reduced carbon emissions.
- 8.2 With reference to Environmental Assessment (Scotland) Act 2005, The City of Edinburgh Council requires all reports and procedural matters to comply with all aspects of Strategic Environmental Assessment. The SEA toolkit is used to define and scope this report.

9 Consultation and engagement

- 9.1 There has been extensive consultation EVOG members concerning the development of the Public Social Partnership.
- 9.2 Consultation and engagement with stakeholders has been conducted in partnership with the Equality and Rights Network (EaRN).
- 9.3 A survey of views has been conducted with support from the EaRN. With face to face discussions, group discussions and a Survey Monkey.

10 Background reading/external references

- 10.1 [Community Transport](#)
- 10.2 [Compact Strategy Report](#)

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11 Appendices

Appendix 1 – Co produced Business Case - Community Transport – Supporting Community Resilience and growing capacity.

Community Transport – Supporting Community Resilience and growing capacity.

Document control

Document	Supporting Community Resilience and growing capacity
Filename	Supporting Community Resilience
Author(s)	Frank Henderson (CEC)/David Hunter (EVOC)
Contributors	Fraser Rowson – Principal Accountant

1.0 Project Rationale / Purpose

The Business Case describes the service redesign of transport provision for a number of third sector lunch clubs and day care services. There is increasing demand for ‘social care transport’ mirroring other pressures on social care services associated with increasing numbers of older people and increasing expectations for supporting the independence of disabled people. This proposal aims to capitalise on the skills, experience and assets lying in the community transport sector in Edinburgh, in order to develop innovative, flexible and cost-effective ways to meet this growing demand for transport.

Four established third sector Community Transport (CT) operators - HcL (Handicabs), Lothian Community Transport Services (LCTS), Pilton Equalities Project (PEP) and South Edinburgh Amenities Group (SEAG) have been providing community transport services in Edinburgh (and in some cases beyond) for many years, and are some of the longest-established and best respected CT providers in Scotland. They entered into a Public Social Partnership (PSP) with the Council in 2017 and this project extends the scope of the PSP so that they will take a larger role and increased responsibility for meeting the transport needs of community groups in the city. As well as meeting these groups’ transport needs effectively, it will provide new capacity to meet high priority areas such as summer play schemes for children with Additional Support Needs where capacity is currently severely constrained.

This will be a three year pilot project, with an option to extend for a further year, starting on 1 April 2019. A full evaluation of the project in terms of meeting its objectives will be carried out in year 3.

2.0 Proposal Description

The proposal will see the CT groups participating in the PSP meeting the transport needs of some third sector organisations, currently provided by the City of Edinburgh Council. The arrangement also provides a degree of additional capacity which will be utilised by the CT operators in providing extended services to their own user groups and/or by the Council to provide transport to meet other needs which the Council identifies as a priority. This new flexibility is an important new benefit which the PSP will bring.

3.0 Business Drivers

With a growing, and ageing population, Edinburgh faces a growing demand for transport from third sector lunch clubs and day centres for older people and those with disabilities. The experience of the service user - the people attending the lunch clubs and day centres - is at the heart of the project. There are a number of potential service benefits which are anticipated, capitalising on the CT groups' experience and expertise. The aim will be to build a personal relationship between the CT groups and the clubs, and between the individual drivers and the service users. While current provision by the Council's own fleet and private sector transport operators is generally well regarded, it is anticipated that the new arrangements offer scope for improved reliability and an enhanced affordable capacity.

4.0 Organisational Context

Council-wide priorities which this initiative contributes to:

- Council requirement to generate savings
- Third Sector Partnership
- Community Transport strategy
- Public and Accessible Transport Plan

The initiative also represents a tangible move to adopt some of the principles of the Council's Programme for Government 2017-20 such as "Customer First" and "Working Together" as well as specific objectives such as "to help people live in their own homes". the project is not therefore simply a response to budget or legislative pressures, but an ambitious yet prudent measure to 'do things differently'.

What is the most opportune timeframe for delivery of this project?

The project is a three year pilot, with the option to extend for a further year. It will be evaluated in its third year. This is partly because flexibility is built into the project to enable new transport needs to be met. Benefits will realised from April 2019.

5.0 Anticipated Benefits and Outcomes

Service Benefits

The CT partners have jointly prepared and subscribed to a 'Quality Standards Framework' since 2017. This sets out a number of service standards, for example relating to passenger and vehicle safety, staff training and compliance management. In some respects, these standards exceed those in the public and private fleets which provide currently club and center transport. At the same time, the development of these services within the PSP context will provide a learning experience for the CT groups in terms of partnership working which will also enhance their own skills and potentially opportunity to further extend their activity into other social markets in the future.

Resource Benefits

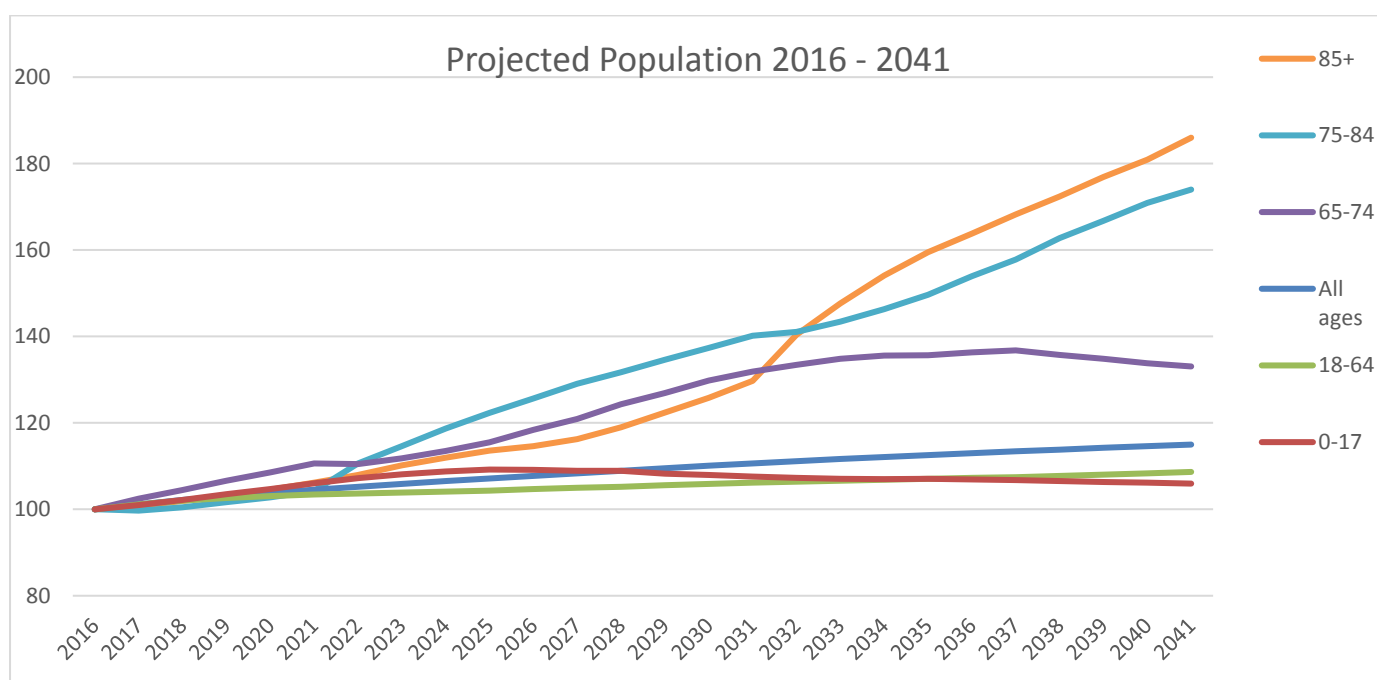
The transfer of transport to the CT partners will enable the Council to make better use of Council Transport Provision with a focus on Additional Support Needs Schools and Adult Health and Social Care provision being prioritized. An overall cost reduction to the Council is estimated to be in the region of £200,000, set against a backdrop of rising demand for wheelchair and accessible transport.

Innovation benefits

This approach supports a close working partnership to grow capacity cost effectively as a response to increasing demand. The demographic pressure over the next few years requires careful consideration as the volume of private contractors reduce the demand increases, often a formula for increased cost. (Fig1.Projected Population). As part of a long-term strategy the Council will be required to deploy efficient capacity with Community Transport services working in partnership with the Council's own Fleet and Travel Hub.

Testing this approach over the next 3 – 4 years is highly likely to deliver other innovation in terms of shared resources to maximise potential opportunities for increasing capacity at low cost.

The following data set indicates the rise in population by age in Edinburgh



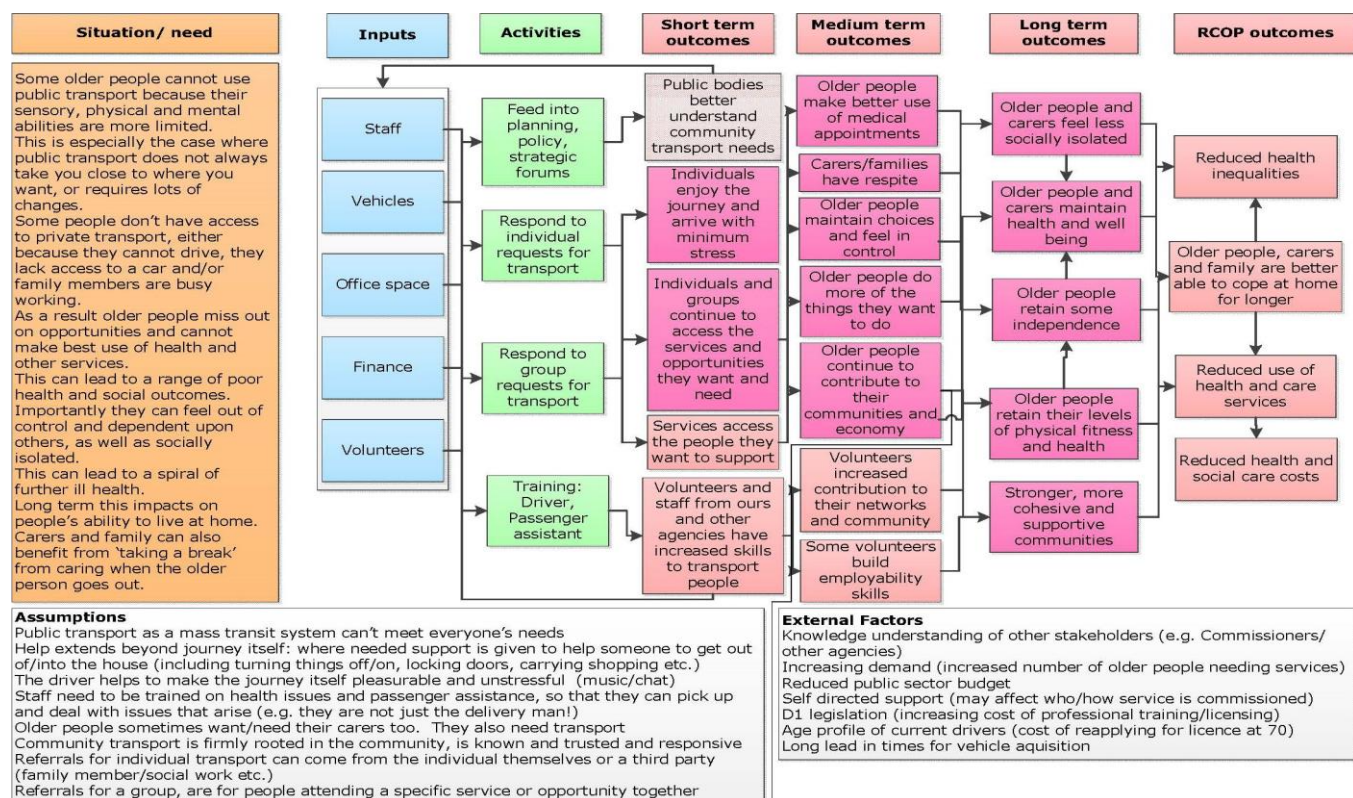
(Fig 1)

The measured approach to cost benefit analysis supports local community planning as a formula for delivering high quality services targeted in response to growing demand for an ageing population with comorbidity features.

6.0 Research

From research conducted in partnership with the Scottish Government, Community Transport Public Social Partnerships and the Community Transport Association there is strong evidence to support

locally based transport provision that can build community resilience and capacity while addressing a strong emphasis on prevention models (Fig. 2).



(Fig. 2.)

The logic model illustrates the approach that the Public Social Partnership adopts to ensure that solutions meet the needs of individuals, groups, and services while simultaneously ensuring community partners are involved in shaping future growth.

7.0 Risks

Governance

The PSP already has a governance structure agreed by all partners (i.e. the Council and the participating CT groups) which is based on co-production principles. This includes a risk register and measures to mitigate perceived risks and this will continue throughout the project.

Contractual

There is a risk that the PSP partners may be unable to deliver the quality of service specified within the agreed costs. For the CT operators, this is a step change in the depth of collaboration and collective responsibility which will be challenging in some respects. For the clients (clubs and their users), any change in transport arrangements may cause some anxiety that current provision will be worsened, or lost. The fostering of good communications between all parties - between the CT operators, the community groups and the Travel Hub - will be essential to the success of the initiative.

8.0 Management

The project will be managed within the PSP Governance structure already in place and agreed by each partner. The PSP Board will continue to be chaired by elected member representatives. The proposal has been developed over the past year, based on a co-production approach between the PSP partners. The Council is represented in this structure by the Convener of Transportation and

Environment at member level and by the City Wide Service Manager (CWSM) at senior officer level. The CWSM has responsibility for communicating service requirements to the CT operators, for example which clubs and groups are to receive transport within the resources agreed. The CT operators will, both individually and collectively, manage all aspects of day-to-day operation of the service, including provision of transport, liaison with clubs and groups, reporting issues of concern, responding to feedback, record-keeping, etc. The PSP requires a problem-solving approach so that, within the scope of the agreed contract, day to day issues will be managed without referring unnecessarily to the Council. The CT operators also will continue to receive support from the Edinburgh Voluntary Organisations Council (EVOC), which has helped facilitate the development of the PSP.

9.0 Costs

Cost per passenger journey is directly comparable with the City of Edinburgh Council at an average cost of £5.68/ passenger journey.

The focus of the proposal is to deliver community based travel solutions to adults and children who use registered and unregistered services organised and provided by the voluntary sector.

The development of community based transport builds resilience and capacity meeting the needs of growing demographic at the same time as Localities addressing the growth in co morbidity rates impacting on individuals, families and services.

Growing capacity in communities allows the City of Edinburgh Council to focus scarce resources on statutory transport provision. This approach will help Communities and Families and Edinburgh Health and Social Care Partnership bring their expenditure under control within Additional Support Needs (Special Schools) and Adult Social Care Services, respectively.

The allocation of funding is not additional spend. This is a realignment of the available resource to ensure a more cost efficient approach to delivery.

This initiative has been trialed throughout the past 3 years with Community Transport providers taking on transport provision for vulnerable adults attending:

1. Capability Scotland services
2. Tiphereth Day Services
3. South Queensferry – unregistered day services
4. Drumbrae Hub – Older People Services

The Business Case will deliver additional transport capacity for disability day service users, older people registered and unregistered services allowing the Council to focus on increased demand in Additional Support Needs Schools, respite care transport and adult social care transport in response to growing costs and demand.

The overall cost of service prior to Community Transport provision was £408, 000 while passengers previously spent longer in transit. Most passengers were travelling by taxi or specifically contracted transport.

Current cost to the Council is £198,000 for the delivery of transport service to 67 passengers in receipt of transport 5 days per week. This model has been trialed successfully and it is hoped to build further capacity. An additional £6,000 has been included to allow for fuel costs.

The Community Transport providers, as part of the Public Social Partnership will receive funding in addition to their core grants as follows:

Drivers (4 x £25k)	£100,000
Vehicle costs (4 x £26k)	£104,000
TOTAL	£204,000

Capacity for 18,000 single passenger journeys per year will be delivered to the services and passengers identified with additional capacity being available for C&F Playschemes during the Special Schools holiday period. The initial expected cost per passenger trip is therefore in the region of £5-£6 (weekly cost of £4,080, based on 50 weeks per year, divided by 350, plus the volume of Playscheme transport required at 4 ASN School sites during school holiday). This figure is somewhat higher than the current average cost per passenger trip of the 'white bus fleet', (approximately £0.40/ passenger trip) but as stated above, significant spare capacity for additional transport (This has the potential to double the number of trips delivered by the CT groups at effectively zero marginal cost. As this spare capacity is used, the overall cost per trip will fall to benchmark levels. However, the overall cost is significantly less than individual taxi use or Private Hire.

Between them the CT groups in the PSP receive approximately £752,000 funding from the Council each year and deliver transport to 264 people per day. This demonstrates that the model has the potential to meet benchmark costs. A further important outcome from the project will be more detailed management information on the costs of this model and its potential for scaling up.

The total number of people receiving transport will therefore increase from 264 passengers per day to 336 people per day. (not including the additional capacity created for ASN Playschemes)

There is scope for them to attract additional external (charitable) funding to support this innovative service model, adding to the financial case of this business model and to achieve greater growth if this model is adopted and funded within existing budgets.

10.0 What does success look like?

The successful implementation of this initiative will see:

- Third sector lunch clubs and day centres receive transport from Community Transport operators at high standards of safety, reliability and customer care;
- Increased community resilience with localities;
- Increased flexibility, so that additional transport can be offered to service users, including other lunch clubs, summer outings and play schemes including those for children with Additional Support Needs;
- More efficient use of overall human and vehicle resources;
- Reduced overall expenditure, especially from reduced reliance on private sector contracted transport;

- Enhanced standards across all fleets (private, public and third sector);
- Improved levels of trust and communication between third sector and Council, fostering a sense of partnership to identify and meet new opportunities to meet transport needs on co-production principles;
- Increased knowledge and understanding of opportunities for innovation, including the scope to extend the model to service new relevant service user sectors.

Monitoring and Evaluation

Management Information will be provided by each Community Transport provider to ensure effective and efficient use of capacity is maximized. Any excess capacity will be recycled into new demand in order to sustain a continuous flow of capacity to meet community need. The Partners agree to provide a flexible approach to ensure that access to the new capacity is achieved to the maximum benefit of local communities. The partners will report to the Board on an annual basis regarding the effectiveness of this Business Case development and the implementation.