

Executive Decision Report

Decision maker and date of Leadership Team meeting or (in the case of individual Lead Member decisions) the earliest date the decision will be taken	Executive Director of Children's Services	 City of Westminster
Report title	Award Report for Passenger Transport (Taxis) & Travel Care Framework for Vulnerable Children, Young people & Adults	
Reporting officer	Etiene Steyn	
Key decision	Yes	
Access to information classification	Part A Public	

1. EXECUTIVE SUMMARY

- 1.1. This report sets out the recommendations to appoint Taxi providers to a Framework which is planned to commence on 1st August 2022 for a period of 4 years.
- 1.2. At the core of this provision is travel care. It aims to offer high standards of consistent and relationship-based services to some of our most vulnerable residents. Travel Care services primarily provide minibuses, taxi, and passenger assistants services. This Award Report enables the renewal of the SEND Taxi Framework and appoints providers to the Framework in order for taxi services to be provided. In renewing these arrangements, it is important to minimise disruption to those travelling as well as parents/carers and to keep relationships with travel care assistants as consistent as possible. There are two types of services being provided through the framework, these are Lot 1 – Regular Taxi Routes and Lot 2 – Ad-hoc Taxi Routes.
- 1.3. In December 2021, approval was given through a Key Decision Report (KDR) for a procurement strategy to undertake an open, competitive procurement to appoint providers to the Passenger Transport (Taxis) & Travel Care Framework (“the Framework”) for Vulnerable Children, Young People & Adults for Westminster City Council (WCC) and The Royal Borough of Kensington & Chelsea (RBKC). In addition, under the same KDR, the following was approved:
- Delegated authority to the Executive Director of Children’s Services to approve the appointment of providers to the Framework.
 - Delegated authority to the Bi-Borough Director of Operations & Programmes to:
 - a) Award and enter into taxi route contract, valued at £100,000 and under, to enable responsiveness to need. Should any taxi route contract be valued at £100,000 or more, that this contract will be awarded by the Executive Director of Children’s Services
 - b) Review and approve all minor contract variations (up to 10% of the contract value) to ensure they are a compliant modification, whilst also ensuring that there is no disruption of service to vulnerable service users.
 - The decision for WCC to enter into a Collaboration Agreement in respect of any taxi route contract established under the Framework with RBKC. WCC will be the contracting authority for this framework.
- 1.4. The proposed Framework value, in respect of likely budget spend from the taxi route contract, across the two boroughs, for the proposed four-year Framework period, is estimated to be £16,795,721.
- 1.5. The proposed Framework value, in respect of likely budget spend from the taxi route contract, for WCC, on an annual basis, is estimated to be £2,670,135 and £10,680,541 over the proposed four-year Framework period.

2. RECOMMENDATIONS

It is recommended that the Executive Director of Children’s Services:

- 2.1. Approves the establishment of a Passenger Transport Taxi Framework, to be used by both WCC and RBKC via an Inter-Authority agreement.

2.2. admit the following providers onto the Framework, for the delivery of Passenger Transport (Taxi) and Travel Care Services, for the period 1st August 2022, until the 31st July 2026.

2.3. Lot 1- recommended providers:

- Abbey Wood Station Minicabs Limited (Abbey Wood)
- Airport Transfer Cars Ltd
- Cascade Cars Service Ltd
- GETT (UK)
- Green Tomato Cars Limited
- Kush Cars Limited
- London Hire Community Services Limited
- London VIP Cars Services Limited
- Ollimpicars Ltd
- HATS group Limited
- PG Passenger Services Limited

2.4. Lot 2 – recommended providers

- Abbey Wood Station Minicabs Limited
- Cascade Cars Services Ltd
- GETT (UK)
- Green Tomato Cars Limited
- London VIP Cars Limited
- Ollimpicars Ltd
- HATs group Limited

3. REASONS FOR DECISION

3.1. The current Passenger Transport Framework (Taxis) is due to expire on the 31st July 2022. There is a need to put in place the new Framework to ensure continuity of service.

3.2. Local Authorities have a statutory duty to provide travel assistance for Children and Young People with special educational needs & disabilities assessed as eligible, as per the Education Act 1996. The Council's Travel Assistance Policies set out these duties.

3.3. For Adults, the Care Act 2014 stipulates a duty to Local Authorities to meet assessed needs, and while transport is not a prescribed provision, it may be one way of meeting people's assessed needs and preferences relating to their personal outcomes towards independence and engagement with the community.

3.4. The service will provide transport for eligible residents in the Royal Borough of Kensington and Chelsea and Westminster City Council, and a Collaboration Agreement between the two Councils will enable them to operate effectively under the Framework.

4. BACKGROUND

4.1. The current taxi service is currently used by:

- Children and Young People in WCC (154 Pupils) with Special Educational Needs and/or disabilities needing transport to and from school/college.

- Vulnerable Adult residents in WCC (5 Residents) needing travel to out of borough Day Centres and various establishments as part of their social care provision.
- Family Services staff working with Looked After Children (LAC) and Young People and Children in Need (CIN). These children and young people may have complex needs or a significant disability and/or additional needs that impact upon their daily lives. These one-off journeys tend to be ad hoc and represent c.17% of the taxi spend which translates to over 8000 trips in a year across the service.

4.2. The framework will consist of multiple taxi providers delivering transport services using a range of vehicles. Travel Care Assistants are required on some routes to provide support to service users who have additional needs.

4.3. Specialist Taxi Providers have performed well during the lifetime of the current framework.

4.4. See Appendix 1 for more detail on Taxi Framework Performance.

Consultation and Engagement

4.5. In renewing the SEND taxi Framework, parents, carers, schools and partners were engaged and consulted.

4.6. Respondents were predominantly happy with the performance of the services, including:

- 81% agreed or strongly agreed with the statement, overall, I am satisfied with the service
- 94% agreed or strongly agreed with the statement, staff are polite and respectful
- 88% agreed or strongly agreed with the statement, my child is cared for during their journey

4.7. This was recently echoed in the RBKC SEND Ofsted Inspection letter where SEND Travel Care was highlighted as a key area of success in relation to its delivery and in ensuring that stakeholders' voices are reflected in the service. It stated that "SEND transport services are held in very high regard". The report also emphasised the success of the service at meeting the needs of each child, "Specialist providers train transport staff to understand the specific needs of children and young people, including administering emergency medication." Whilst this feedback was given for RBKC, this is a bi-borough service overseen by a shared Travel Care and Support Team, drawing on the same providers and in some circumstances shared routes to the same school.

4.8. The most recent consultation on the taxi service took place in Autumn 2021, with opportunities to make improvements being sought, wherever possible, whilst ensuring minimum disruption to the service during the process of re-procurement. Consultation was predominantly focused on parents/carers, schools/special schools (headteachers) and parents' groups.

4.9. See Appendix 2 for more detail on the Consultation.

5. PROPOSALS AND ISSUES

The Procurement of the New Framework

- 5.1. The re-commissioned Framework retains the current Framework structures which is split into two parts, with separate specifications, as described below:
- Lot 1 of the framework is for scheduled and regular taxi provision where consistency of driver, vehicle, and where required, passenger assistant, is critical to the successful delivery of the service.
 - Lot 2 of the framework specifies those occasions when the Councils need taxi provision on an ad-hoc basis to transport a range of service users, often at short notice. This part does not include the requirement for the provision of passenger assistants or the same requirements in respect to mobilisation and consistency of driver or vehicle.
- 5.2. The following areas were reviewed and strengthened to further enhance the new Framework:
- Improvement of the specification through an Equality, Diversity & Inclusion 'lens' to ensure the service is as accessible as possible
 - Inclusion of a 'Never Event' related to discrimination
- 5.3. The Council anticipates that there will not be significant disruption as all incumbent providers have been appointed to the framework which enables the Council to better match Travel Care staff with service users and families. However, the timing of the new framework coincides with the start of the new school year, a time of natural change for pupils where there will be some changes to some routes due to new starters, leavers and changes in school destinations.
- 5.4. In assessing applications from potential providers, the Price / Quality ratio has been set at 50% Price and 50% Quality. The award has been based on the Most Economically Advantageous Tender (MEAT). The Price / Quality ratio will be set at 50% Price and 50% Quality. Due to the sensitive nature of this service, the vulnerabilities of the passenger cohort and the new emphasis on Responsible Procurement, it is felt necessary to set the Quality ratio at 50%. This is vital in ensuring that safe, appropriate and person-centred services are delivered, whilst ensuring a firm and continued focus on achieving the best value for money.
- 5.5. Quality is paramount to this procurement and provision has been made to ensure the service maintains quality standards.
- 5.6. See Appendix 3 for more detail on the Ensuring Quality Through the Procurement.

Evaluation

- 5.7. An open procurement procedure was conducted by Westminster City Council (WCC) to identify and appoint suitable providers. The Invitation to Tender (ITT) was issued on Contracts Finder and 'Find a Tender' on 31 January 2022 and published on the CapitaSourcing Opportunity Listing page. 15 bids were received in total. 2 bids were excluded before progressing to compliance stage as the bids were incomplete and could not be evaluated. 13 compliant bids were received for Lot 1 and 9 compliant bids were received for Lot 2.
- 5.8. Bids were assessed at three stages, Selection Questionnaire Compliance, Technical Evaluation to determine quality and a Commercial Evaluation to rank on price.
- 5.9. See Appendix 4 for more detail on the Evaluation.

- 5.10. Some of the detail is commercially sensitive. This information can be found in Section 5, Part B of this report.

Responsible Procurement

- 5.11. In depth analysis of the provider commitments in relation to Social Value & Responsible Procurement was undertaken by the Service, with assistance from the Corporate Responsible Procurement Team. The Project Team was impressed with the majority submissions in these areas which evidenced clear commitments to deliver tangible environmental and community benefits. The providers who submitted bids utilise different business models and range in size, but it was clear that the majority of providers had engaged well with this area.
- 5.12. Further to call-off contracts being awarded, specific measurable KPIs will be confirmed with the relevant providers and timeframes for delivery confirmed to ensure tangible added benefit is monitored and reviewed as part of contact management, throughout the lifetime of call-off contracts, awarded under the Framework.

Context Around Service Budgets

- 5.13. The indicative value of the new Framework (at procurement stage) was developed by taking the forecast estimated annual cost of the service (21/22), based on activity and demand at the time and building in;
- an allowance for growth in usage (in line with trend information)
 - an anticipated increase in the Passenger Transport Index since 2018, and the external market forces that continue to affect this industry, including Brexit, Covid, fuel shortages and increases in fuel prices, lack of available drivers, waiting times for new vehicles. This provided an estimated 4.97% increase in rates from providers.
 - allowance for potential movement of costs from other non-taxi framework providers. For example, transferring a service from a larger minibus to a shared taxi, due to reducing pupil numbers attending a school. While this would represent increased spend on the taxi framework, it would offset against cost reductions on the minibus framework and bring better value.
- 5.14. Based on service calculations, the Passenger Transport Index has increased by 14% since the start of the current framework in 2018 and 9% in 2020-21. The average annual increase in the Passenger Transport Index, since 2018, based on these figures, is approximately 4.97%. However, it was noted within the Procurement Strategy, that rates could exceed 4.97%, given the weight of the external market forces and further inflationary increases.
- 5.15. The Taxi Framework forms part of the council's wider transport offer which assists eligible children and young people to their destinations. There are various methods that the council can use to provide assistance including, minibus, taxis, passenger assistants, personal transport budgets and support with independent travel training. A breakdown of the wider provision across the Travel Care Service can be found in Appendix 5:
- 5.16. Further commentary on the Financial Implications can be found in Section 9 of this report.

Alternative Travel Choices

- 5.17. There has been an increase in the number of Children & Young People (CYP) with Education Health & Care Plans (EHCPs) during the current framework, which is projected to continue over the life of the new Framework.
- 5.18. The service estimate that EHCPs may rise by approximately 25 residents in WCC, per annum. On average, the transport costs related to each EHCP are approximately £12,000. These figures are an estimate at the point of writing this report and this growth will need to be constantly reviewed and monitored by the service. Monthly tracking will be required to ensure increases are understood and reported as appropriate.
- 5.19. Running in parallel to the re-procurement of this Framework, a Travel Care & Support Alternative Travel Working Group has been created, with the main aim of improving choice and enabling independence for young people. This includes enabling more parents to access personal transport budgets and, strengthening the offer of Independent Travel Training. The travel offer is based upon changing needs and is regularly reviewed to ensure that it is the most suitable for the needs and safety of each child or young person.

Carbon Impact

- 5.20. See the Appendix 6 for detail on Carbon Impact mitigations.

6. HUMAN RESOURCES AND EQUALITIES IMPLICATIONS

- 6.1. An Equalities Impact Assessment was compiled and approved. This can be found in the background papers used to prepare this report.

7. LEGAL IMPLICATIONS

- 7.1. The recommendation in this report is seeking the endorsement of the following recommendations to the Executive Director of Children Services:
- (i) approval to set up the Passenger Transport (Taxi) and Travel Care Services Framework with Lots 1 and 2 (the Framework) and for WCC to enter into a Framework Agreement with the list of providers detailed in section 2.1 of the report. The Framework has been set up for use and access by both WCC and RBKC.
- 7.2. The Framework has been procured in compliance with regulations 27 and 33 of the Public Contracts Regulations 2015 (“the PCR”).
- 7.3. During the clarification stages of the procurement process, Legal Services advice has been sought and implemented on the preparation of Framework Agreement and related Call-Off Contract/Order Form to be entered into between WCC and the providers awarded onto the Framework.

WCC

- 7.4. Subject to CGRB endorsement, approval to set up the Framework is required by the relevant Executive Leadership Team member.

7.5. Officers are to issue further instructions to seek advice from by Legal Services in respect of the Inter Authority Agreement referred to in section 1.7 of the report.

Legal comments supplied by Sharon Cudjoe, Senior Solicitor – 23 May 2022 (ext: 40009981)

8. INFORMATION GOVERNANCE IMPLICATIONS

8.1. See Appendix 7 for the Information Governance Implications

9. FINANCIAL IMPLICATIONS

Children’s SEN Travel

Inflation and external market forces

9.1. There has been a sharp rise in the Passenger Transport Index since 2018, and external market forces including Brexit, Covid, fuel shortages and increases in fuel prices, lack of available drivers, and waiting times for new vehicles continue to affect this industry.

9.2. The indicative value of the new Framework is based on an estimate of full-year SEN Transport taxi costs adjusted for the impact of Covid and potential movement between wider travel care providers, with an inflationary increase of 4.97% applied. This rate reflects the service’s expectations at the procurement stage and the range of opportunities at hand to mitigate further increases.

9.3. It should be noted that the providers’ pricing schedules indicate an increase of approx. 10% due to recent Passenger Transport Index changes and external market forces.

9.4. The impact of inflation built into the new framework is tabled below. These figures are estimates based on known factors at the procurement stage and are therefore subject to change.

	Impact of 1-year rate increase included in new framework value	
Borough	Rate - 4.97%	Rate - 10%
WCC	£120,402	£242,258

Framework values

9.5. The tables below set out the estimated value of the framework across 1-year and 4-year periods, and by borough – and with increased rates of 4.97% and 10% applied.

Framework value by Lot				
	<i>4.97% increase applied</i>		<i>10% increase applied</i>	
Lot 1 – Regular/Scheduled	1-year	4-years	1-year	4-years
WCC	2,212,398	8,849,592	2,318,413	9,273,650
Lot 2 – Ad-Hoc	1-year	4-years	1-year	4-years
WCC	330,588	1,322,353	346,429	1,385,718
Lot 1 and Lot 2 Total	2,542,986	10,171,945	2,664,839	10,659,368

Opportunities to mitigate rate increases

- 9.6. Budgets will not keep pace with the new framework, however it is important to note that there is no guaranteed volume of work to any provider(s) through a framework, and no spend with any provider is committed.

Year	WCC
Taxi Budget 2022/23	1,965,339
1-Year Framework Value (4.97%)	2,542,986
1-Year Framework Value (10%)	2,664,842

- 9.7. There are a several key options to mitigate rate increases and it is expected that the service will fully utilise all of these. Increased use of mini competition across the lifetime of this framework with strong messaging to providers on achieving the best value for money - and setting an exclusionary cap or a tolerance/range for price through the mini competition ITT could be considered to ensure the lowest possible rates are achieved.
- 9.8. The service is also committed to offering alternative travel options where this promotes user choice and is appropriate. This in turn could result in a shift in the way provision is utilised. Personal transport budgets, greater access to in-borough education provision (as opposed to further away out-of-borough education provision), and independent travel training are strategies being actively pursued.
- 9.9. Other variables such as cancellations can equate to reductions of as much as 10% of initial forecast expenditure. The service must also seek to negotiate with all providers to keep inflationary increases to a minimum, while building on its insight of key drivers to mitigate further pressures and manage demand.

Finance Implications reviewed by Amanda Anerville, Strategic Finance Manager, Amanda.Anerville@rbkc.gov.uk

Adult Social Care

WCC

Lot 1 Scheduled Routes

WCC ASC: Lot 1- Scheduled Routes

Description	21/22
Passengers	5
Cost	£ 136,682

Lot 2 Ad-hoc journeys

Lot 2: Lot 2 - Ad-hoc Routes

Description	19/20
Cost	£64,000

- 19/20 - Last year of full usage pre covid

- 9.10. In 21/22 Adult Social Care in Westminster City Council spent £136,682 on taxis, under Lot 1 – Scheduled Routes. Trend data for previous years is not included as Covid impacted on usage and therefore data does not give an accurate picture of activity or

spend. It is therefore anticipated that spend in Year 1 of the Framework (22/23) could be approximately £150,350. A 10% increase has been applied to 21/22 spend, to take account of inflationary increases, under the new Framework, from 1st August 2022.

9.11. In 19/20, Adult Social Care in Westminster City Council spent £64,000 on taxis, under Lot 2 – Ad-hoc journeys. Trend data for following years is not included as Covid impacted on usage and therefore data does not give an accurate picture of activity or spend. It is therefore anticipated that spend in Year 1 of the Framework (22/23) could be approximately £70,400. A 10% increase has been applied to 19/20 spend, to take account of inflationary increases, under the new Framework, from 1st August 2022. There is no guaranteed funding or commitment of work to any provider under the new Framework. Savings could be generated through demand management, but these services are only utilised for clients who have extremely high needs. It is not currently envisaged that usage will increase.

9.12. The gross cost for WCC for the period for 2022/23 is £150,350 for Lot 1 (Scheduled Routes) and £70,000 for Lot 2 (Ad-hoc routes) and is within the agreed framework budget. The spend and commitments for Lot 1 and Lot 2 includes inflationary increase from last year. This increase will be presented to Corporate Finance to revise the budget. The cost is charged against code W21710 5781, annual budget of £120,000. Remaining cost of £100,000 will be spread across various cost centres W21822, W21417, W21704 and W21230, a budget provision totalling £100,000 is made available to absorb this cost

9.13. Savings – There is no specific savings relating to this procurement.

9.14. Uncertainty – This is demand led service and costs could increase if effective demand management is not in place.

Finance implications supplied by Zohaib Nizami / George Prempeh 26/05/02 (WCC ASC)

Background papers used in the preparation of this report (available on request):

Travel Assistance Policy

RBKC Equalities Impact Assessment

WCC Equalities Impact Assessment

Privacy Impact Assessment

Corporate Gateway Review Board Paper

Strategy Paper for RBKC

Strategy Paper for WCC

Key Performance Indicators – New Taxi Framework

Appendix:

1. Further Detail on Taxi Framework Performance

Detail below was provided at the point of the strategy being agreed which gives some insight. Taxi services are performing well, of the 231 people taking 86,273 trips over the last financial year (2021/22):

- Service user and parent/carer feedback demonstrates high satisfaction for the service (see 4.8 below).
- Over the last year, the taxi service has met its target for timeliness and responsiveness by over 95% of pre-booked taxis arriving within 15 minutes.
- All providers have met requirements regarding DBS checks, training requirements, and licensing (including staff, vehicle and operating licenses).
- Staff Consistency is strong for regular allocated routes with 98% of trips being delivered with their regular allocated crew members.
- We have developed strong service standards/measures, which we have articulated as 'never events'. These include key measures such as never being insensitive to the needs of a service user, their parent or carer, never being rude or abrupt, or driving inconsiderately. These have always been adhered to and there have been no never events in the last year.
- Average response time for taxis booked on an ASAP basis without a passenger assistant is approximately 12 minutes.
- All vehicles which carry out work on the framework comply with TfL emission standards.

2. Further detail on the Consultation

2.1. The consultation that took place in Autumn 2021 included:

- Online surveys for parents/carers
- Online surveys for adult service users
- 1:1 conversation with heads –virtual
- Attendance at head teacher groups –virtual
- Meetings with Parent Groups Chairs –virtual
- Meetings with officers from Adult Services

2.2. The survey of parents and carers of pupils who use taxi services found that the following results:

- 81% agreed or strongly agreed with the statement, overall, I am satisfied with the service
- 71% agreed or strongly agreed with the statement, the transport is on time
- 94% agreed or strongly agreed with the statement, staff are polite and respectful
- 60% agreed or strongly agreed with the statement, that they are made aware of changes
- 88% agreed or strongly agreed with the statement, my child is cared for during their journey

- 2.3. In relation to the respondents' answers to being made aware of changes, the procurement of the new framework has a dedicated method statement requirement on communication including the communication of changes to journeys, staffing, vehicle and delays. In addition, the procurement has asked for how the a provider will use technology to support their ability to communicate changes.
- 2.4. It is worth noting that services have been impacted by external forces in recent months including fuel shortages, taxi driver and staff shortages amongst other factors which have led to increased delays for some service users. We've worked closely with our parent carer forums to make them aware alongside proactive messaging to parents, carers and schools. Since this time punctuality has improved across the service.
- 2.5. Meetings with School Heads and Parent groups demonstrated that the service is performing well and is generally well received. Services have been impacted by external forces in recent months including fuel shortages, taxi driver and staff shortages amongst other factors which have led to increased delays for some service users, however there has still been a high level of satisfaction with the service.
- 2.6. Both boroughs utilise an in-house shared Travel Care and Support Team (TCST), which acts as the central point of contact for service users, their parents, carers, schools, day services, providers, the Special Educational Needs Team and Social Workers. The TCST enables ongoing consultation, engagement and ensuring that the voice of the service user and parents/carers can be captured throughout the life of the framework to ensure the service is tailored to individual need.

3. Ensuring Quality Through the Procurement

- 3.1. Within the procurement process, ensuring quality is paramount. Each provider must achieve a minimum level of acceptability, as defined by compliance standards, and the Council will reserve the right to reject a tender which does not meet the compliance standards. These include:
 - Their suitability to pursue the professional activity;
 - Satisfaction of the Council's Minimum Standard for Economic and Financial Standing;
 - Insurance levels, public liability, employer's liability, professional liability etc.; and
 - Experience and technical capacity.
- 3.2. In addition, there are a number of other measures included to support the delivery of quality service during the lifetime of the framework. These include:
 - the use of consultation and feedback from parents, carers, service users, Schools and other service stakeholders
 - minimum thresholds around quality and compliance as part of the procurement evaluation
 - quality elements included as conditions of contract and KPI reviews (background paper available)
 - close contract management and oversight by the travel care team
 - strong mobilisation and communication to ensure good engagement with service users.
- 3.3. The role of the TCST Team plays an active role maintaining and developing the quality and standards of service provision. The team includes a Manager, a Team Leader, 4 Travel Care Officers and a Service Development Officer. The team is key in ensuring the delivery of a quality service.

4. Further Detail on Evaluation

Compliance Stage

- 4.1. Bidders were assessed on the Selection Questionnaire (i.e. compliance, acceptance of contract terms and other minimum standards including the living wage, previous contractual experience, insurance, safeguarding, economic and financial standing and the new 3rd party information assurance framework. 15 bids were received in total. 2 bids were excluded before progressing to compliance stage as the bids were incomplete and could not be evaluated. 13 compliant bids were received for Lot 1 and 9 compliant bids were received for Lot 2.
- 4.2. Further detail on the compliance stage can be found in part B of this report

Technical Evaluation

- 4.3. The technical evaluation was completed by members of the project team including the Head of the Travel Care Service, Staff from the Travel Care and Support Team, Commissioners, Staff with subject matter expertise in Responsible Procurement and Safeguarding, as well as representatives from parents' groups, and a head teacher from a special school.
- 4.4. The full list of technical scores for all bidders, across all 8 Method Statements, across both Lots, are included in part B of this report.

Commercial Evaluation

- 4.5. All providers on the current contract have a rate table used for calculating contact prices using the same methodology as those submitted in the current procurement. Current contract rates for all providers were applied to procurement pricing template which gives an indicative contract price for each vehicle category used on the current service which can be compared with the indicative contract prices for submissions in this procurement.
- 4.6. An analysis was conducted of the current service including all regular routes, identified by vehicle category, whether with or without PA, and the current provider. This provided a model of service share percentage for all categories and a comparison was made between the indicative contract price in each category between the current service indicative price, those providers new prices, and all highest ranked providers based on the current framework rankings.

The rates of change in the above comparisons were proportionally summed, based on the service share for each category to give an overall figure with which to assess the overall impact of rates submitted via the tender.

- 4.7. The details of the commercial evaluation can be found in Part B of this report.

5. Context Around Service Budgets

Current Travel Care Costs	% of Service Cost WCC*
Personal Travel Budgets, Passenger Assistants,	15%

Independent Travel Training and Other Costs	
Minibus Framework	41%
Taxi Framework	44%

*This is indicative of approximate share of the split

Current Travel Care Mode	WCC no. of pupils
PTBs	53
Minibus	184
Taxi	154

6. Further detail on Carbon Impact

6.1. The project will require taxis of various vehicle type and size to carry out journeys from residents' homes to intended destinations. This will carry a carbon footprint impact. To understand the impact and to reduce the carbon emissions, potential providers have been asked to demonstrate their ongoing commitment to:

- Managing and operating fleets as optimally as possible
- Transitioning to vehicles using zero emission technologies, where this is possible
- Aligning with the commitments on Council's air quality and carbon reduction targets

6.2. Providers will also be required to:

- Comply with the Ultra-Low Emission Zone (ULEZ) emission standards
- Phase in vehicles using cleaner technologies over the lifespan of the contract
- Work towards reducing average emissions/per mile with the target of reducing by at least 10% fuel consumption per annum, where feasible and appropriate.
- Support the anti-idling campaign
- Maximise the performance of existing vehicles
- Incentivise and facilitate green driver training amongst as many drivers as possible
- Roll out the use of vehicle technology e.g., gear shift indicators, stop-start ignitions and/or green driver software

7. Information Governance Implications

7.1. A third-party Information Assurance Framework Analysis was undertaken by Cyber Security Consultant. This was undertaken for the 13 bidders who applied for Lot 1 (of which 9 also applied for Lot 2). Should any further analysis be needed by any provider, please contact IT.

7.2. Through mobilisation, work is required with one provider, to enable them to meet Foundation Level Requirements. Any mitigating actions are to be agreed by both parties prior to contract start date. Once contracts are awarded, the DPIA will be finalised, and all risks identified. This includes ensuring that all data will be fully compliant prior to contract start date.

Information Governance implications reviewed by Jan Boucher, Information Governance / Caldicott Support Manager, Janice.Boucher@rbkc.gov.uk