

Open Report on behalf of Richard Wills, Executive Director for Environment and Economy

Report to:	Highways and Transport Scrutiny Committee
Date:	1 June 2015
Subject:	Total Transport Initiative

Summary:

The purpose of this report is to seek endorsement for the overall approach being proposed regarding the implementation of a new Total Transport Initiative, to be known as 'TotalConnect'.

TotalConnect is a long term goal, which aims to transform the existing transport arrangements across Lincolnshire to a position where passenger transport organisation and service delivery is integrated to the maximum extent possible.

The TotalConnect initiative has secured £400,000 (£0.4m) of Department for Transport (DfT) funding, to enable feasibility work and pilots to be undertaken to further the goal of total service integration through the creation of localised models with the potential for countywide application. As well as LCC service area integration, the initiative will seek to work with neighbouring local authorities, other public sector bodies such as the NHS and voluntary sector organisations.

Actions Required:

- (i) That Lincolnshire's status as a DfT Total Transport Pilot be supported;
- (ii) That the proposed approach and potential schemes be supported; and
- (iii) That the Committee agrees to receive regular updates on progress.

1. Background

In January 2015, the DfT launched a £4 million Total Transport pilot fund inviting local authorities to bid for resources to implement a cross-sector approach to the delivery of supported public road passenger transport services.

"The purpose is to integrate transport services currently commissioned by different central and local government agencies and provided by different operators. This should allow existing resources to be allocated and co-ordinated more efficiently,

resulting in services to passengers that are more effective at meeting their needs”.
Department for Transport.

Following a successful bid submission, Lincolnshire County Council has been awarded £400,000 in order to deliver its TotalConnect project, which includes a comprehensive feasibility study and establishing and operating pilot schemes.

The Council has operated an integrated Passenger Transport Unit (PTU) for over a decade. This has been held up as a beacon of good practice by the DfT on a number of occasions, and was again cited as such in the 2013 DfT Best Practice Guidance on Tendering Road Passenger Transport Contracts. The PTU is currently responsible for organising and procuring transport in a coordinated way across three main areas: supported local bus services; school transport (mainstream and SEN); and adult social care transport. The Unit works with community transport providers, as well as with a wide range of transport service operators through both contractual and partnership arrangements.

The PTU also operates the award winning CallConnect demand-responsive transport (DRT) service. This provides transport opportunities in rural communities that cannot be effectively served by conventional bus services. In line with the integrated service philosophy of the PTU, CallConnect services are already used to meet home-to-school transport and adult social care needs, as well as general public demand across Lincolnshire and the neighbouring authorities of Northamptonshire, Rutland and Peterborough. A key outcome of the TotalConnect project could be the Lincolnshire PTU being seen as a centre of excellence for transport procurement and delivery.

The TotalConnect initiative will build on the work of the integrated Passenger Transport Unit and focus on delivering transport services that are further integrated to the maximum extent possible across:

- Local bus services – fixed route and demand responsive
- Non-emergency patient transport (NEPT)
- Adult social care transport
- Home-to-school transport
- Community transport

All the key stakeholders including the PTU and other client departments, Peterborough City Council, the NHS, community transport organisations and larger operators, are fully supportive of the integration approach, as evidenced by letters of support within Lincolnshire’s bid submission.

The focus of TotalConnect is to build on the work of the PTU to deliver much greater integration of services including those that are ‘demand-responsive’ in nature. This particularly concerns integration of our unique CallConnect service with the NHS NEPT services and (to the extent possible) with community transport through a *one-stop-shop* approach to service organisation and delivery for all transport services. Following initial discussions with NHS representatives and the contracted NEPT service provider (NSL), a collaborative sample data collection exercise was recently undertaken to explore the potential for greater service

integration. This focused on the Boston, Louth and Stamford areas and collected data on journeys undertaken by both the CallConnect DRT service and by NSL. Analysis of the data showed that there is significant potential for offering a better service and/or saving costs through integration of service planning and delivery.

This potential approach would align well with the strategic joint Lincolnshire Health and Care (LHAC) programme of action that aims to deliver better social care and health outcomes for the people of Lincolnshire. LHAC has been developed jointly by all health sector bodies and the Council in Lincolnshire since 2013, with the support of NHS England. One of five key workstreams within LHAC concerns efficient organisation and delivery of transport to meet its needs.

TotalConnect also aligns well with internal efforts to further integrate activities and resources for home-to-school transport provision. Models to be considered include possible market moderation in areas of high cost; one site/area – one operator contracts particularly for Special Needs provision and greater utilisation of voluntary sector resources.

The total transport model embodied by TotalConnect is expected to deliver a number of significant benefits, the magnitude of which will be estimated during the feasibility study. More efficient utilisation of vehicle and human resources through coordinated planning, scheduling and delivery of transport services to meet different (but similar) needs will result in a combination of:

- A better service to Lincolnshire transport users:
 - single point of contact
 - improved convenience
 - shorter pick-up time windows and notice periods
 - reduced refusal rates
 - greater certainty for users
 - reduced waiting times at hospitals
 - better geographic coverage of rural areas
 - increased customer satisfaction
- Reduced service costs through more intensive use of (potentially) fewer vehicles;
- Reduced carbon emissions;
- Better accessibility to employment and key services from remote areas; and
- Fewer appointments being missed or re-arranged

The balance between these benefits will depend on the exact approach adopted, as determined in the feasibility study phase.

As a DfT pilot, the TotalConnect project will be delivered through two phases:-

In **Phase 1**, we will undertake a **comprehensive feasibility study** to consider the benefits, costs and implementation issues associated with moving to total service integration. It will include development of a detailed implementation plan for pilot schemes, a monitoring and evaluation plan and a dissemination plan.

In **Phase 2**, we will **establish and operate a TotalConnect pilot scheme** across selected areas of the county - which can potentially be scaled up to a countywide scheme if the pilot is successful. Phase 2 will include monitoring and evaluation of outcomes and impacts, and will include dissemination activities to ensure that other authorities benefit from the TotalConnect experience.

Work done to date and the findings from the future initiatives will be brought together to form a long term plan for the Council's transport provision.

An external consultant will be secured to help deliver elements of the core work, managed by the PTU's Projects Team. The initiative will be governed by a Strategic Steering Group made up of senior representatives from partner organisations and LCC client areas. An appropriate member representative will also be invited to attend.

A detailed delivery plan is currently being established with Phases 1 and 2 planned to span across an 18 month duration. An initial scoping exercise has identified a range of projects which could be delivered within the umbrella of total transport service integration, some of these are outlined below:

Potential TotalConnect Projects	
External interface involved	
1	Integrate with NHS services Deliver joint provision of Call Connect and NHS NEPT transport & deliver deeper integration in all possible areas.
2	Expand the use of voluntary sector operators Develop strong partnerships with more voluntary sector providers and make better use of their services.
3	Develop innovative approaches to packaging and procuring transport Develop economically viable approaches in order to create efficiencies and innovation.
4	Develop innovative methods of market moderation Analyse the market in order to identify opportunities for intervention in order to create efficiencies.
5	Deliver smart ticketing across the market Support operators to enable smart ticketing to be rolled out across the market and the development of new ticketing products
6	Explore the use of rail transport Maximise recent improvements to the rail network by identifying opportunities for it to be better used for passenger journeys (including scholars movements).
7	Deliver services for other local authorities Build on existing contracts which the PTU delivers for other authorities, identifying further opportunities for delivery.
8	Deliver a long term development plan for Real Time Passenger Information systems Re-engineer the RTPI system to achieve cost efficiencies and coverage improvements.
9	Deliver an improved Care Connect service Build on a trial to combine Adult Social Care, public passenger transport and school transport journeys

10	Deliver innovative products for young people Work with operators to identify and deliver new transport products to meet the needs of the youth.
11	Expand the use of negotiation with providers Build on strong relationships with providers by making use of their expertise, knowledge and experience and by negotiating financial savings.
Internally facing	
12	Improve optimisation capabilities using software analysis Determine the need for optimisation software on an adhoc or ongoing basis.
13	Introduce a Dynamic Purchasing System Trial the use of a Dynamic Purchasing System with Solutions 4 and EBBS transport, with a view to wider rollout.
14	Deliver full integration of core IT systems Redevelop PTU's core software systems to enable total integration.
15	Develop innovative uses for Bus Service Providers Grant funding Funding is targeted but possible to identify opportunities for creative use of grant monies towards total service integration.
16	Deliver internal time efficiencies Review internal processes to ensure they are as efficient as possible
17	Establish market potential and efficiency savings from letting of larger contracts e.g. one school one operator approach

2. Conclusion

A report will be produced containing the findings of all the pilot schemes together with proposals for a longer term countywide plan going forward.

The Countywide plan will form a subsequent phase to the TotalConnect initiative which will be subject to separate scrutiny and permissions.

3. Resource & Legal Considerations

Tendering requirements will be undertaken in compliance with the Council's Procurement Rules.

Specialist consultancy support is to be utilised for some aspects of the project.

4. Citizen Impact

Tenderers will be required to comply with a detailed Service Specification which will ensure high standards of safety and quality for service users.

Communities could benefit from better access to services and facilities

5. Community Safety

The Service Specification provides for high standards of safety for service users, including DBS checks having been undertaken for all drivers and escorts.

6. Environmental Impact

Service contracts stipulate minimum engine emission standards. Better coordination of services should reduce the number of vehicles utilised and journeys undertaken.

7. Performance & Risk Management Issues

There will be regular monitoring to ensure that successful tenderers fully comply with the service specification which is designed to minimise risks to clients.

A risk log will be maintained throughout the 18 month period and measures will be taken wherever possible to minimise any risks identified.

8. Equality Implications

The tender process will require all tenders to comply with equality legislation.

9. Financial Implications

DfT Grant money (£400,000) should meet the cost of the feasibility studies and development of pilot projects. No match funding was required against the grant money.

10. Consultation

The nature of any consultation is yet to be determined. It is anticipated that consultation will be initially considered on a scheme by scheme basis.

a) Policy Proofing Actions Required

n/a

11. Background Papers

No background papers as defined in the Local Government Act 1972 were relied upon in the writing of this report.

This report was written by Anita Ruffle, who can be contacted on 01522 553147 or anita.ruffle@lincolnshire.gov.uk.