

# Executive Decision Report

<p><b>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</b></p>	<p><i>Lead Member for Family &amp; Children's Services</i></p> <p><i>Lead Member for Adult Social Care</i></p> <p>Date of decision: 12 August 2022</p> <p>Forward Plan reference: KD 06278/22/S/AB</p>	 <p>THE ROYAL BOROUGH OF <b>KENSINGTON AND CHELSEA</b></p>
	<p><i>Cabinet Member for Young People, Learning and Leisure</i></p> <p><i>Cabinet Member for Adult Social Care, Public Health and Voluntary Sector</i></p> <p>Date of decision: 12 August 2022</p> <p>The Forward Plan was published on 03 August 2022: <a href="#">Issue details - Direct Award of Travel Care contracts for Children and Adults   Westminster City Council.</a></p>	 <p>City of Westminster</p>
<p><b>Report title</b></p>	<p><i>Emergency Award of Minibus Travel Care Contracts for Children's Home to School Travel and Adults' Day Activities</i></p>	
<p><b>Reporting officer</b></p>	<p><i>Annabel Saunders, Director, Operations and Programmes, Children's Services</i></p>	
<p><b>Key decision</b></p>	<p>Yes</p>	
<p><b>Access to information classification</b></p>	<p><b>Part A</b></p> <p><i>Part B of this report is exempt from disclosure on the grounds that it contains information subject to Legal professional privilege and information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</i></p>	

## **1. EXECUTIVE SUMMARY**

- 1.1. This report seeks approval to terminate the existing contract with trading under HCT Operations for the provision of home to school travel care for pupils with Special Educational Needs and Disabilities (SEND) and vulnerable adults for day activities as they have expressed their inability to continue with their obligations due to financial constraints. It also seeks approval to award HATS 2+2-year contracts for these services commencing from 27th August 2022.
- 1.2. These recommendations come after Kensington and Chelsea (RBKC) and Westminster City Council (WCC) (“the Councils”) were made aware on 01 August 2022 that HCT Operations, a current provider, have taken the decision to cease these services from 26 August 2022. This has resulted in the immediate review of the contractual obligations and continuity of such essential services with a new provider. The recommendations within this paper will be taken pursuant to the Councils’ ‘Special Urgency’ provisions in light of unforeseen provider failure and the need to maintain service continuity for this statutory service.
- 1.3. This paper recommends the award to HATS given that they are the next ranked provider on the established Minibus Framework. HATS have confirmed that they are willing to take on these services and mobilise in time for the start of the school term in September 2022. HATS is also a current and trusted provider that understands our focus on relationships and high quality, and importantly, they have the capacity and resource to assume this scale of provision.
- 1.4. To provide continuity of relationships between staff and parents and carers, which is key to the success of the travel care service, we need to ensure staff transfer from HCT Operations to HATS as early and quickly as possible.
- 1.5. The Passenger Transport Taxis and Minibus arrangements, overseen by the existing in-house Bi-Borough Travel Care and Support Team (TCST), will continue to maintain and deliver a service that fulfils statutory requirements, and provides a safe and customer focused service that enshrines strong quality standards. The TCST’s role includes contract and performance management of suppliers to ensure a high level of quality; relationship management of parents, carers, schools, day services and residents to ensure operational efficiency; and acts as the first point of contact for all issues relating to passenger transport.

## **2. RECOMMENDATIONS**

### **Kensington & Chelsea Recommendations:**

#### **For Children’s Services**

- 2.1. That the Lead Member for Family & Children’s Services approves the following recommendations:
- 2.2. To agree termination of the current call-off contract with HCT Operations for Lot 1B (Children’s Services) and removal from the Minibus Framework as they have notified the Council that they have taken the decision to cease services from 26 August 2022.
- 2.3. To award Call Off contracts for Lot 1B (Children’s Services) to HATS from 27<sup>th</sup> August 2022 until 31 August 2024 with an option to extend for up to a further 2 years to 31 August 2026 from the

established Minibus Framework for the provision of travel care to SEND pupils for Home To School Travel Care. The contract values for these services are set out below:

Full Year Cost	Cost
Children's Services	£580,813

*Please note that the above contract value is based on current route data that was submitted. This may be subject to adjustment due to fluctuation in activity as it is a demand led service.*

- 2.4. To pay HCT Operations the one-off pro rata sum of up to £48,373 for the month of August to cover staff salaries and ensure that these staff transfer to the new provider.
- 2.5. To make a one-off mobilisation payment to HATS of £25,336 so that HATS is able to commence service delivery in time for the start of the academic year. For children's services this cost represents a proportionate split of the total mobilisation cost where RBKC uses 34% and WCC uses 66%.

### **For Adult Social Care**

- 2.6. That the Lead Member for Adult Social Care approves the following recommendations:
- 2.7. To agree termination of the current call-off contract with HCT Operations Lot 2 (Adult Social Care) and removal from the Minibus Framework as they have notified the Council that they have taken the decision to cease services from 26 August 2022.
- 2.8. To award Call Off contracts Lot 2 (Adult Social Care) to HATS from 27<sup>th</sup> August 2022 until 31 August 2024 with an option to extend for up to a further 2 years to 31 August 2026 from the established Minibus Framework for the provision of travel care for vulnerable adults to and from day activities. The contract values for these services are set out below:

Full Year Cost	Cost
Adult Social Care	£841,182

*Please note that the above contract value is based on flexibility to scale up the service in RBKC to pre-pandemic levels of 8 minibuses, including full weekend at Chamberlain House and this would represent an increase of £299,040 in RBKC. Without this the current contract value is £637,226.*

- 2.9. To make a one-off mobilisation payment to HATS of £12,342 so that HATS is able to commence service delivery in time for the start of the academic year.

### **Westminster Recommendations:**

#### **For Children's Services:**

- 2.10. That the Cabinet Member for Young People, Learning and Leisure approves the following recommendation:
- 2.11. To agree termination of the current call-off contract with HCT Operations for Lot 1B (Children's Services) and removal from the Minibus Framework as they have notified the Council that they have taken the decision to cease services from 26 August 2022.
- 2.12. To award Call Off contracts for Lot 1B (Children's Services) to HATS from 27<sup>th</sup> August 2022 until 31 August 2024 with an option to extend for up to a further 2 years to 31 August 2026 from the established Minibus Framework for the provision of travel care to SEND pupils for Home To School Travel Care. The contract values for these services are set out below:

Full Year Cost	Cost
Children's Services contract	£1,108,795

*Please note that the above contract value is based on current route data that was submitted. This may be subject to adjustment due to fluctuation in activity as it is a demand led service.*

- 2.13. To pay HCT Operations the one-off pro rata sum of up to £86,153 for the month of August to cover staff salaries and ensure that these staff transfer to the new provider.
- 2.14. To make a one-off mobilisation payment to HATS of £48,366 so that HATS is able to commence service delivery in time for the start of the academic year. This cost represents is a proportionate split of the total mobilisation cost where WCC uses 66% and RBKC uses 34%.

### For Adult Social Care

- 2.15. That the Cabinet Member for Adult Social Care, Public Health and Voluntary Sector approves the following recommendation:
- 2.16. To agree termination of the current call-off contract with HCT Operations for Lot 2 (Adult Social Care) and removal from the Minibus Framework as they have notified the Council that they have taken the decision to cease services from 26 August 2022.
- 2.17. To award Call Off contracts for Lot 2 (Adult Social Care) to HATS from 27<sup>th</sup> August 2022 until 31 August 2024 with an option to extend for up to a further 2 years to 31 August 2026 from the established Minibus Framework for the provision of travel care to vulnerable adults to and from day activities. The contract values for these services are set out below:

Full Year Cost	Cost
Adult Social Care contract	£250,396

*Please note that the above contract values are based on current route data that was submitted. This may be subject to adjustment due to fluctuation in activity as it is a demand led service.*

- 2.18. To make a one-off mobilisation payment to HATS of £3,840 so that HATS is able to commence service delivery in time for the start of the academic year. This cost represents is a proportionate split of the total mobilisation cost where WCC uses 66% and RBKC uses 34%.

### **3. REASONS FOR DECISION**

- 3.1. The reason to terminate the current contract with HCT Operations is that they have notified the Council that they are ceasing delivery of statutory services from 26 August 2022.
- 3.2. The reason for awarding services to HATS is that they are the next ranked provider on the Minibus Framework that was established in August 2019. The tender documents were purposefully designed with provision enabling the Council to Call off contracts from the next highest ranked providers list in the event of provider failure. HATS have been through the rigorous quality requirements to be awarded a place on the Framework. They are also currently a Council provider delivering minibus and taxi services across both boroughs. Therefore, the Council is assured that they will be able to deliver the service to the required standards.
- 3.3. We need provision in place to ensure these statutory services are mobilised and delivered by beginning of the new school term in September 2022. The reasons for the emergency direct award to HATS is because they have confirmed that they are willing to take on these services and have capacity to do so. We need to ensure staff transfer from HCT Operations to the new provider as early and quickly as possible. This will provide continuity of relationships between staff and parents and carers which is key to the success of the travel care service.
- 3.4. The one-off payment to HCT Operations of a pro rata sum for the month of August will ensure that staff receive salaries and that they can transfer to HATS swiftly. Children's Services currently pay for operational days and activity only. As such payments are processed on a 10 month basis and providers are not typically paid in August. Providers spread this income over 12 months to ensure that their staff are paid and rely on payments from September to the end of the financial year to cover August. However, as HCT Operations are ceasing operations on 26 August, they are seeking a one-off payment to cover staff salaries and transfer costs whilst ensuring they are solvent during this transfer period.
- 3.5. As part of HATS price submission, they have included a one-off mobilisation cost of £73,700 across both boroughs so that they can mobilise services in time for the start of the academic year. This will include transferring staff from HCT Operations to HATS; sourcing specialist vehicles and equipment; relocating fleets to newly assigned depots; establishing new routes with the Council; inducting staff and recruiting new staff; providing specialist training; undertaking DBS checks for staff; and working with the Council to communicate changes to schools and families.
- 3.6. The HATS mobilisation cost is split on a 34% / 66% which reflects the overall borough share of usage. RBKC uses 34% of the overall service while WCC uses 66% and this will be reflected in the one-off mobilisation cost.
- 3.7. The reason that there is an additional cost range for Children's Services and Adult Social Care is because the services are dynamic and the contracts need to allow some flexibility to allow for changes in activity. This is especially necessary given that pupils are still being enrolled to schools and may not have applied for specialist transport yet.

### **4. BACKGROUND**

- 4.1. Travel Care is a Bi-Borough service across Westminster and Kensington & Chelsea. The current contract is on a Minibus Framework that was established in 2019, and Kensington & Chelsea is the lead procuring authority on behalf of both boroughs. The duration of the current contract is 5+2 years and the remainder of the contract is 2+2 years.
- 4.2. Due to various external factors, they face considerable financial challenges and have taken the difficult decision to cease delivering the SEND component of the service from September 2022.
- 4.3. HCT Operations decision is a loss for the council as they are highly regarded, their quality and performance is consistent and they are a social enterprise which means that their profits go back into improving outcomes for the community. Travel Care was highlighted in the recent K&C SEND inspection for its strong relationship with parents and carers, and HCT Operations was a part of this success, but so too was HATS who are an existing provider.
- 4.4. HCT Operations have contracts with Hammersmith & Fulham, Wandsworth and Waltham Forrest. Both boroughs need to move swiftly to secure provision as the minibus transport market is limited.
- 4.5. The number of pupils affected by this development are set out below.

<b>Description</b>	<b>RBKC</b>	<b>WCC</b>
Total number of pupils using minibus services	96	186
Pupils using HCT Operations services that are affected	47	103

- 4.6. The adults day activities affected by this development are set out below:

	<b>ASC Centres</b>	<b>Number of routes</b>	<b>Number of service user journeys</b>
RBKC	4	4	151
WCC	1	1	63

- 4.7. The fact that HCT Operations have taken the decision to withdraw from the travel care market is unexpected. While officers were aware that HCT Operations credit rating lowered recently, this was within the tolerance threshold set for this provision and HCT Operations provided the Council with sufficient assurances around their business model and support from their lenders. However, recently, HCT Operations Board met and took the regrettable business decision not to continue with these services in the longer term.
- 4.8. Home to school transport is a statutory service that the Councils are absolutely committed to having in place for the start of the academic year. Fortunately, Schools are currently on Summer holiday and the Council has until early September to ensure services are in place. For adult social care, the Council will work closely with HATS and day centres to ensure a smooth transition to new arrangements for vulnerable adults travelling to their day activities.
- 4.9. HCT Operations is one of two providers that offers home to school minibus transport across RBKC and WCC. The other minibus provider is HATS.

- 4.10. The Local Authority (LA) has a statutory duty to provide home to school transport provisions as per the Education Act 1996. Both Councils have a Travel Assistance Policy which clearly sets out these duties, together with further information via the Local Offer.
- 4.11. The current Travel Care Service for the taxi and minibus was developed with extensive consultation and engagement with parents, carers and schools and focussed on quality components to develop an effective service specification for this service.
- 4.12. These quality components include:
- Ensuring all staff have an understanding of individual needs
  - Consistency of staff
  - Staff training
  - Effective communication with parents and carers and service users
  - Staff being paid fairly
  - Suitable and roadworthy vehicles with air conditioning
  - The introduction of 'Never Events'

## 5. OPTIONS

### **Option 1: Do Nothing**

- 5.1. In this option, the Council accepts that the provider cannot deliver the service and does not secure alternative provision. It would result in failure to deliver statutory services and the Council would need to notify parents, schools, vulnerable adults, and day settings that services will not be delivered.
- 5.2. This is not the preferred option as the services are a statutory requirement and must be delivered.
- 5.3. This is not the recommended option.

### **Option 2: Undertake a competitive process to identify a new provider.**

- 5.4. Officers would undertake an emergency competitive process outside of the Framework to secure the service. The risks with this option are that there are limited providers in the market and the process would be time-consuming which would reduce the ability for the provider to mobilise. Additionally, we have an established Minibus Framework in place to manage provider failure and do not at this stage need to undertake a competitive process.
- 5.5. This is not the recommended option.

### **Option 3: Bring the service in-house**

- 5.6. In this option, the Council would assume responsibility for these services including the staff (c 70 staff); vehicle fleet (c 30 minibuses); and logistical and operational frontline delivery.

- 5.7. The Council do not have the expertise or capacity to manage a complex operational service at this scale. There is not sufficient time to develop this capacity safely to ensure that these statutory services are delivered by September 2022.
- 5.8. Additionally, the contracts delivered by HCT Operations only represent part of the minibus service which means that the Council would need to simultaneously manage an inhouse service and a contracted service.
- 5.9. This would not be a cost-effective solution given that the Council do not own a fleet of accessible & bespoke minibuses, and employing Council staff instead of contracted staff is more costly.
- 5.10. This is not the recommended option.

**Option 4: Award contracts to HATS as the next ranked provider on the Minibus Framework (Preferred option)**

- 5.11. In this option, the Council would award these services to HATS so that they can mobilise in time for the start of September 2022. HATS is also a current provider that understands our focus on relationships and quality, and importantly, they have the capacity and resource to assume this scale of provision.
- 5.12. In this option, the Council also makes a pro rata payment to HCT Operations for the month of August to cover staff salaries.
- 5.13. This is the recommended option and the details are set out in Proposal section below.

## **6. PROPOSALS**

- 6.1. It is recommended to terminate arrangements with HCT Operations with effect from 26<sup>th</sup> August 2022 and award contracts to HATS as the next ranked provider on the Minibus Framework. The contract length will be for 2 years from 27<sup>th</sup> August 2022 ending on 31<sup>st</sup> August 2024 with the option to extend by up to a further 2 years till 31<sup>st</sup> August 2026.
- 6.2. HATS are an experienced Passenger Transport provider for Local Authorities as well as patient transport services for the NHS. HATS Group Ltd have been an incumbent provider for Passenger Transport in RBKC and WCC for children and adults for the last 5 years and have implemented substantial service improvements to enhance the quality of the service and this has resulted in a significant reduction of complaints and issues.
- 6.3. The strengths of HATS' original tender proposal included excellent detail on their systems, processes and protocols to prevent Never Events and the introduction of a Parent Liaison Officer dedicated to building relationships with stakeholders and resolving issues on a day to day basis. Building on their experience of providing patient transport services, HATS' proposal exceeded requirements with additional training offers in relation to epilepsy medication, buccal midazolam, infection control and other Service User specific training as and when required.
- 6.4. The approval of these recommendations will enable HATS to undertake the TUPE transfer of staff from HCT Operations and in this way, passenger assistants and drivers will continue to provide services as HATS employees from September. This will ensure continuity of relationships with families and vulnerable adults.

- 6.5. To ensure that staff transfer from HCT Operations to HATS, it is recommended to make a pro rata one-off payment to HCT Operations to cover staff salaries for the month of August. The Council pay for operational days and activity only which means we make 10 months payments and do not normally pay providers over August as Schools are closed. Providers then spread this income over 12 months to ensure that their staff are paid in August and it means that providers rely on payments from September to the end of the financial year to cover monthly staff costs over holiday periods and ensure they remain solvent up until the 26<sup>th</sup> August.
- 6.6. The approval of these recommendations will also enable HATS to secure c 30 accessible minibuses from their fleet in time for the start of the academic year.

## **7. CONSULTATION AND COMMUNITY ENGAGEMENT**

- 7.1. The Council met with HCT Operations on the 01 August 2022 and were informed of their decision to cease services from September 2022. The outcome of this meeting is that the Council undertook planning to ensure alternative provision is in place for the start of the academic year.
- 7.2. Once the Emergency Decision has been approved, Officers will contact effected schools & day centres as well as the parent representative groups (Full of Life in RBKC and Make it Happen in WCC) to notify them of the development and set out our plans.
- 7.3. Ahead of the start of the academic year and as part of the ongoing and business as usual mobilisation activity for all minibus provision, the Travel Care Service will notify parents of the change in their travel care arrangements.
- 7.4. The current minibus travel care provision was designed with extensive consultation and engagement with stakeholder including children, parents, schools, adult service users, day centres and parent / service user representative groups.
- 7.5. The direct award of the new contract will require the new provider to adhere to the existing co-designed specification which sets out in detail the requirements and expectations on the quality of the service.
- 7.6. As this is an emergency direct award to ensure services are in place for September 2022 there has not been any further consultation on the decision to direct award.
- 7.7. The Council has notified the Communications Team who have developed a response should the Council receive public queries regarding this development. Similarly, a response was compiled for Travel Care Service should they received calls or queries from concerned parents.
- 7.8. Finally, the Commissioning has engaged with senior leadership across the Councils and cabinet members to award this contract in the given timescales.

## **8. CARBON IMPACT**

- 8.1. All accessible minibus vehicles as part of this contract will comply with Euro 6 emissions standards, the highest possible standard for diesel vehicles. In addition, the contract requires providers to comply with London's Ultra Low Emission Zone standards, and providers are

required to educate drivers on eco-driving best practice such as fuel-efficient driving and anti-idling.

8.2. The Councils are committed to tackling poor air quality, addressing climate change/reducing carbon emissions and securing a clean, safe and environmentally sustainable future for everyone living, visiting, working and studying in the Boroughs. The Council wants to lead by example in reducing the environmental impact and carbon footprint from its own operations, which includes the Vehicle fleets of its Contractors.

8.3. The Council's aims which providers have signed up to as part of the service specification include:

**Encouraging the adoption of cleaner fuels and technologies** to reduce greenhouse gas emissions and air pollutants.

**Ensuring efficient Vehicle use:** ensure that Vehicles are used as efficiently as possible and use the least amount of fuel through Driver performance, eco trainings and Vehicle maintenance. Reducing fuel use will cut emissions and running costs.

**Managing demand for transport:** reduce mileage and adopt efficient journey planning techniques by ensuring optimum routes are being used. By examining current practices, significant mileage and financial savings can be made, thereby reducing fuel and mileage costs, emissions and even the size of a fleet.

## 9. HUMAN RESOURCES AND EQUALITIES IMPLICATIONS

9.1. An Equality Impact Assessment was compiled for RBKC and WCC Home To School Passenger Transport Minibus provision and approved with the strategy approval in January 2019.

9.2. There will be no Equalities impact as the recommendations seek to continue delivering the same services for SEND pupils and vulnerable adults.

9.3. HR Implications are set out in Part B of this report.

## 10. LEGAL IMPLICATIONS

10.1. The Framework for Passenger Transport Minibus set up in 2019 by the Bi-Boroughs with RBKC leading the procurement, has provisions in the Instruction To Tender to enable the Council to award a call-off contract in case of provider failure to provide services to the next highest ranked provider on such framework lot. HCT Operations have been awarded the framework Lot 2A. HATS are the next highest ranked provider for such Lot. HCT Operations have informed the Council that they are unable to provide their contractual obligations under such awarded contracts. They have agreed to cooperate with the Council to transfer their contracted arrangements and staff so that service continuity is maintained. However, they have requested payment in advance to be able to pay staff salaries till the contract transfer date. The report brings out justification for making such advance payment so as to retain the staff and TUPE these to the new provider since success of the service depends on the continuity of familiar staff delivering the services for the SEN children.

10.2. The Council, (RBKC – who have contracted on behalf of Bi-Boroughs) would need to terminate the awarded framework and call-off contract and award the new contracts to HATS who are the next ranked providers on the said Framework Lots. The termination would be as per the

contractual provisions enabling such termination in case of incapacity of provider to deliver the contracted services. The award of the new framework and call-off contract would be as permitted by the Framework rules and would be compliant with the Public Contracts Regulations 2015. No fresh procurement exercise would be necessary for such awards in the current circumstances.

- 10.3. The report brings out the willingness and resources of HATS to be able to provide such statutory services for the Councils and they have already provided their framework rates for being able to provide such services. TUPE would apply to the staff transfer. The Council would also need to coordinate between both new and outgoing provider to ensure seamless continuity of transitioned services including data, records and other relevant information/systems/resources transfer.

*Legal Implications provided by Babul Mukherjee, Legal Services:*  
[babul.mukherjee@rbkc.gov.uk](mailto:babul.mukherjee@rbkc.gov.uk)

## **11. FINANCIAL IMPLICATIONS**

- 11.1. Finance implications are set out in Part B of this report.

**Local Government Act 1972 (as amended) – Background papers used in the preparation of this report**

**Annabel Saunders**  
***Director, Operations and Programme***

### **Contact officer(s):**

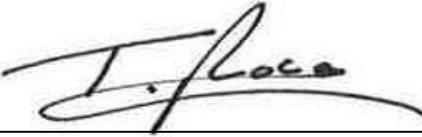
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NB: For individual Cabinet Member reports only

For completion by the **Cabinet Member** for Young People, Learning & Leisure

**Declaration of Interest**

I have <no interest to declare / to declare an interest> in respect of this report

Signed:  Date: 12/08/2022

NAME: **Councillor Tim Roca**

State nature of interest if any:

\_\_\_\_\_  
\_\_\_\_\_

*(N.B: If you have an interest, you should seek advice as to whether it is appropriate to make a decision in relation to this matter)*

For the reasons set out above, I agree the recommendation(s) in the report entitled **Emergency Award of Minibus Travel Care Contracts for Children’s Home to School Travel and Adults’ Day Activities** and reject any alternative options which are referred to but not recommended.

Signed: 

Cabinet Member for Young People, Learning & Leisure  
12/08/2022

Date: \_\_\_\_\_

If you have any additional comment which you would want actioned in connection with your decision you should discuss this with the report author and then set out your comment below before the report and this pro-forma is returned to the Secretariat for processing.

Additional comment:

\_\_\_\_\_  
\_\_\_\_\_

If you do not wish to approve the recommendations, or wish to make an alternative decision, it is important that you consult the report author, the Director of Law, City Treasurer and, if there are resources implications, the Director of People Services (or their representatives) so that (1) you can

be made aware of any further relevant considerations that you should take into account before making the decision and (2) your reasons for the decision can be properly identified and recorded, as required by law.

Note to Cabinet Member: Your decision will now be published and copied to the Members of the relevant Policy & Scrutiny Committee. If the decision falls within the criteria for call-in, it will not be implemented until five working days have elapsed from publication to allow the Policy and Scrutiny Committee to decide whether it wishes to call the matter in.

For completion by the **Cabinet Member** for Adult Social Care, Public Health & Voluntary Sector

**Declaration of Interest**

I have <no interest to declare / to declare an interest> in respect of this report

Signed:  Date: 12/08/2022  
NAME: Councillor Nafsika Butler-Thalassis

State nature of interest if any:

\_\_\_\_\_  
\_\_\_\_\_

*(N.B: If you have an interest, you should seek advice as to whether it is appropriate to make a decision in relation to this matter)*

For the reasons set out above, I agree the recommendation(s) in the report entitled **Emergency Award of Minibus Travel Care Contracts for Children’s Home to School Travel and Adults’ Day Activities** and reject any alternative options which are referred to but not recommended.

Signed:  \_\_\_\_\_

Cabinet Member for Adult Social Care, Public Health & Voluntary Sector  
12/08/2022

Date: \_\_\_\_\_

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