Better Futures

Steps towards Total Transport - Draft

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1.0 Introduction

Following England Economic Heartland's (EEH) Bus Symposium in September 2023, the EEH Board Members expressed a need to explore any potential financial savings that could be found from combining the delivery of a range of commissioned transport services from local transport authorities (LTAs), NHS and commercial bus operators/providers. .

As well as examining the challenge and costs of individual transport services, the concept of 'Total Transport' was suggested as an avenue for further investigation. The term 'Total Transport' is used to describe a holistic approach to the commissioning, planning and operation of what are currently separate transport services.

In late 2023, Better Futures were engaged to provide a high-level investigation as to whether using a Total Transport approach could offer service and cost benefits and if it could, what would need to be done to unlock any benefits.

This report outlines the work that has been undertaken, the challenges and steps towards developing an understanding of whether a Total Transport approach can deliver efficiencies and service enhancement for LTA/NHS providers within the EEH region.

2.0 Summary

LTAs across the region face significant challenges in delivering efficient and cost-effective transport services**.** Rising costs, reduced funding, and increasing demand, particularly for SEND transport, necessitate a new approach. This report investigates the potential of a 'Total Transport' model, which integrates the planning, commissioning, and operation of currently separate transport services.

Our findings indicate significant opportunities for savings and service improvements through a Total Transport approach. Key areas of focus include:

- **Data consolidation:** Improving data collection and analysis to inform decision-making.
- **Process automation:** Reducing manual tasks and increasing efficiency.
- **Demand management:** Optimising service utilisation and reducing costs.
- **Scenario testing:** Enabling evaluation of different service configurations before implementation.

Implementing a Total Transport model requires a combination of digital tools and organisational change. A dedicated platform is needed to support data collection, analysis, and modelling.

Additionally, clear leadership, cross-departmental collaboration, and revised procurement processes are essential for success.

Overcoming challenges such as siloed services, data limitations, and complex procurement cycles will be crucial. However, the potential benefits, including cost savings, improved service efficiency, and enhanced passenger experience, make this a worthwhile endeavour.

EEH can take a leadership role in developing and implementing a Total Transport model. By demonstrating the value of this approach, it can influence transport planning and delivery across the region and potentially nationwide.

Recommendations:

- Develop a dedicated digital platform to support data collection, analysis, and modelling.
- Establish clear leadership and governance structures to drive the Total Transport initiative.
- Foster collaboration between different transport service providers.
- Review and revise procurement processes to align with Total Transport principles.
- Conduct pilot projects to test the Total Transport approach in specific areas.

By taking decisive action, EEH can support LTAs optimise transport services, generate significant savings, and improve the overall experience for passengers.

3.0 The need for change

Before we examine the potential of Total Transport as a possible solution, it is prudent to look at the factors that are driving the need to look at transport services differently. Whilst all LTAs want to enhance services the biggest driver for change is the need to achieve savings across transport services.

For LTAs across the region, most statutory transport and discretionary services are currently commissioned separately, often by separate teams, rather than being coordinated or integrated. This leads to inefficient allocation of resources for fleet, staff, and financial resources.

Against a backdrop of continued rising service costs, reduction in public funding and increased demand in areas such as special educational needs and disabilities (SEND) transport and a reduction in funding to support rural bus services, the outlook is challenging. There is a critical need for LTA/NHS commissioners to be able to achieve overall budgetary savings whilst preserving or enhancing service levels for front-line services.

Hundreds of millions[1] are being spent annually across the EEH region every year to provide the transport services covered in this report . Nationally, for example local authority spending on SEND transport has reached about £1.4bn in England in 2023-24, a 95% rise from £728m in 2018-19, with the average annual cost of SEND school transport per child in England increasing by a third, from £6,280 to £8,299[2]. It is clear that the overall costs and associated increases is a challenge both locally and nationally.

A fresh approach to how transport services are commissioned and delivered is required.

4.0 Our Approach

A user-centred approach was adopted for this project/report to uncover needs and work towards a potential solution. To enable this, we conducted interviews with stakeholders both within EEH region and externally to gather data and validate any hypotheses that were developed during the project. Invitations to take part were extended to all LTAs within EEH at the start of the project.

[1] This is an approximate figure based on the extrapolation of known costs

[2] https://www.bbc.co.uk/news/uk-politics-68665303

In total 32 interviews were conducted over a period of several months (due to lack of stakeholder availability) and the report author would like to extend thanks to all those who took the time to help inform this report.

Externally we were able to engage with:
- Transport for the North STB
- Transport for the South East STB
- Seven LTAs outside of the EEH region
- NHS England (Transport and Decarbonisation teams)
- Community Transport Association
- Tier 1 consultants

Through the external engagement we explored:
- What, if any, Total Transport projects were either completed or underway
- Whether they saw the need for this approach and what the perceived benefits would be
- Any solutions or part solutions that they were aware of
- If we provided a solution, would they be interested in adopting / promoting it

Within EEH region were able to engage with:
- Four LTAs - public transport and supported transport officers
- Operators (bus, home-to-school, community transport and Non-emergency Patient Transport (NEPTS)

Through the regional engagement we explored:
- Service challenges and opportunities
- Operational and procurement processes
- Whether they saw the need for this approach and the what the perceived benefits would be
- Any solutions or part solutions they were working with or aware of

We engaged with representatives from the following services:

- Home-to-School Transport SEND and Mainstream
- Adult Social Care transport
- Public Bus, including Demand Responsive Transport (DRT)
- Community Transport
- Non-emergency Patient Transport (NEPT)

We used these interviews, supplemented with publicly available data, and insights gathered from previous projects to build a holistic picture of the challenges and opportunities.

From the interviews we have conducted so far, we can see that the LTAs share common challenges, and that no single holistic solution currently exists within the market.

It should be noted that whilst engagement from the regional LTAs was both enthusiastic and helpful we were unable to close the loop in any one single area by interviewing all the service heads in the LTA across each service area. Where examples are given, these have deliberately not been attributed to any LTA so that anonymity is preserved.

5.0 Broad needs

We collected needs from LTAs at a service level to examine the root challenges that any potential solution would need to address. For clarity, needs are from the perspective of individual services and reflect their service requirements as these would need to be met if a holistic approach is taken. Individual needs have been grouped into broad themes to preserve anonymity.

The overarching need of all LTAs was to reduce costs whilst preserving and, wherever possible, enhancing frontline services. All of the following needs contribute to this goal but have been grouped together thematically so that they can inform the required functionality of a possible solution.

5.1 Data

The collection, and analysis of transport related data varies in maturity and quality from LTA to LTA and from service to service. Access to reliable data is seen as a critical need as it informs the decisions made across the service and higher quality data, or access to data, could enable a variety of cost saving measures. Data sources required include:

- Demand data - origin / destination, numbers, passenger type, passenger requirements (SEND, Adult Social Care (ASC), NEPTS, demand clusters (public bus/ DRT)
- Loading data - validated passenger numbers
- Realtime location data - vehicle locations
- Route performance data - on time / delayed, utilisation rates, mileage, routing
- Fleet composition - capacity, type, emissions
- Financials - route cost, cost per trip, cost per passenger

5.2 Reduction of manual processes

Most services still carry a high degree of manual input to both plan and operate. This includes:

- Collation, verification and paying of supplier invoices
- Dealing with passenger (or parent/ guardian) queries. This included service queries, bookings (Community / NEPTS), complaints and eligibility (home-to-school)
- Service planning - collation of demand, procurement of suppliers and budgeting
- Contract management - compliance, performance KPIs,
- Business case creation for service changes / enhancements
- Reporting - KPIs, budgets, performance

There is a significant amount of officer time spent performing manual process and there is evidence to suggest that addressing this can drive significant savings at a service level. One LTA we interviewed forecasted that by being able to digitise elements of their service and automate tasks such as validating and actioning payments to suppliers, providing service communications and reporting would produce savings in the region of £850K over a five-year period.

5.3 Performance optimisation

Within the LTAs we interviewed there were varying degrees of optimisation required at a service level. This need applies to the performance of routes to effectively match supply to demand and relies heavily on accurate passenger loading data. As an example, several LTAs do not know the real passenger numbers and usage levels for mainstream home to school transport. Passes are issued on an eligibility basis but there is no ground truth to inform real passenger numbers.

During our research we encountered a number of cases where expected passenger numbers were well above reality (43 vs 16 in one example). Whilst this may seem small, when this is extrapolated across a whole county this represents a significant problem that skews fleet composition, cost per passenger figures, and procurement.

Without the data in place, it is a challenge to optimise route performance. Where demand is clearer, in SEND and NEPTS for example, route optimisation is used more commonly. However, whilst this is a step in the right direction, this was based on existing routes rather than using optimisation techniques or software to set and procure routes at the commissioning stage.

5.4 Managing / stimulating demand

Depending on the services in question there are two distinct needs. For services such as home-to-school (SEND/mainstream and ASC) demand needs to be reduced before it enters the main transport programme and for public bus/DRT/ Community Transport demand needs to be stimulated to increase passengers.

Focusing on SEND , demand has risen by over 40% nationally with spending having risen by 95% since 2018/19 to an expected £1.4bn in 2024 and is expected to rise to £1.5bn by 2028 if there is no change in policy [3]. Under these conditions the simple fact is that costs cannot be curbed unless demand is managed and services are fully optimised.

There are several measures that LTAs can employ to manage demand such as personal travel budgets, shared travel and wherever possible, active travel options to stem demand. These in no way offer a silver bullet but we uncovered a savings case of £28.8K pa switching just one high needs child to a personal travel budget which does indicate potential to save and improve travel experience. Aside for manual processes there are no current methods being used to manage demand holistically for the service.

Conversely, with public bus passenger numbers still below pre pandemic levels, LTAs and operators need to work together to stimulate demand or shift demand onto existing public bus services (secondary home-to-school mainstream for example). Another way of stimulating demand is being employed by a public bus operator, is using travel data derived from Mobile Phone Networks to match their routes more closely with existing travel demand to increase the appeal of their services to passengers.

[3] https://www.countycouncilsnetwork.org.uk/spiralling-send-transport-budgets-threaten-financial-sustainability-of-englands-largest-councils-report-reveals/

5.5 Senario testing

Introducing new concepts or service configurations carries a high degree of risk and, due to procurement cycles and processes can take time to implement. In areas such as SEND and ASC making significant changes also carries a high degree of political and user risk should any changes not live up to expectations. Currently there are two main ways in which service changes are evaluated.

The first of these draws on officer time (as it is done manually and internally) and is often based on imperfect data and the second is to bring in an external transport consultancy at significant cost. Both contribute to a reluctance for change. There is a need to be able to run service wide tests in a no-risk environment (digital) without the need for a large-scale manual workload.

Commissioners need to be able to test:

- Demand (including demand management/ stimulation)
- Task automation outcomes
- Supply options
- Budgetary impacts
- Service KPIs

5.6 High level needs summary

LTAs need to achieve savings and enhance services through collecting and analysing reliable data, identifying efficiencies, automating manual tasks and processes so that optimised services can be planned and operated. Where new approaches are identified, these need to be tested in a risk-free environment to assess impact before implementation.

6.0 Could a Total Transport approach meet needs?

To begin to answer this question the following section breaks down what a Total Transport solution could look like for an LTA, the challenges of implementing this approach, some of the opportunities which could be unlocked and how we might go about this.

Before we delve into this it should be noted that exploring Total Transport approach is not new. In 2015, the Department for Transport (DfT) provided £7.6m of funding to 36 LTAs to test and pilot various forms and levels of service integration[4]. Some of these pilots delivered savings and are still in operation today, whereas others faced challenges that prevented successful outcomes.

Many of the challenges uncovered in 2015 still exist today but in the intervening years much has changed (data collection / analysis, data sharing practices, procurement models and increased service pressures) to warrant revisiting Total Transport as a concept. What is abundantly clear is that attempting a Total Transport approach without full virtual simulation first to create a realistic evidence base is expensive and not a route that we can recommend.

[4] https://assets.publishing.service.gov.uk/media/5f7717fb8fa8f55e32d7d83c/total-transport-feasibility-report.pdf

The steps we are proposing here are all virtual and would be conducted in a risk free environment. The purpose of this approach is to produce an evidence base to assess whether a total transport approach would yield benefits before any service changes are implemented.

6.1 What would a taking a Total Transport approach look like?

Currently, services are focused on driving individual savings and service enhancements in isolation. Whilst this is happening to varying degrees across both services and LTAs , this approach does not look for any economies or scale or duplication of effort across the wider network.

It is also clear that there is significant scope for service improvement across the board, especially in terms of data collection/analysis and task automation.

Rather than doing this in isolation, a Total Transport approach would look to address needs collectively and provide a streamlined approach to the planning, commissioning and management of transport services. To be effective, a Total Transport approach would need to answer four main questions:

- What is the total demand?
- What is the most effective way to service demand?
- What is the most efficient way to plan, commission and operate a combined service?
- What savings and service enhancements can we achieve?

6.1.1 What is the total demand?

The first, and perhaps most critical, step is to build an accurate picture of demand across all of the services - the ‘where are we now?’ question. This will provide a holistic view of where passengers are moving to and from, and how they are doing it via existing commissioned transport services.

Building a picture of demand that is fit for purpose would require data and secure data sharing between services within the LTA/NHS etc. The types of data required for each service would include:

- Origin/destination - including distance travelled
- Journey purpose (classification - education, medical etc)
- Verified passenger numbers
- Existing routes (locations, stops, timetabling)
- Journey requirements (to arrive by a certain time / depart by a certain time)
- Passenger requirements (anonymised levels of: eligibility, need - medical supervision, lone travel, passenger assistant requirement, wheelchair spacing etc)

In addition to the above service specific data we suggest that an additional data set is applied showing non-service demand estimations. This data can be obtained via EEH and uses mobile phone movement data. This data set is useful to estimate potential demand from enhanced public bus / DRT services.

Once this data has been collected it can be brought together into a single space that demonstrates temporal passenger movements across the LTA and provides a single point of truth for demand.

6.1.2 What is the most effective way to service demand?

The first step will be examining how demand is currently being served as this represents a baseline that improvements can be measured against. To achieve this will require the following data being matched to existing demand:

- Fleet composition (capacity, vehicle type, emissions)
- Operator information (who is serving what and at what cost)
- Existing procurement cycles

Once a baseline has been created, we can then start to address the 'where do we want to be question' and look at how demand can be served in the most effective way. To effectively match supply to demand we need to group demand based on passenger needs. At a high level this split into two categories:

- All non-assisted demand
- Assisted demand split into needs based categories

All non-assisted demand can then be grouped into time bounded groups to define any tidal patterns throughout the day. Assisted transport can be grouped into time bounded groups based on specific level of need (from a safeguarding adult in the case of primary school children using public buses to medically trained passenger assistants for high dependency travel) and any impact that has on modal choices. It is at this point that demand management should be applied to refine demand further. This would include:

- Active travel options
- Combining single occupancy journeys (wherever possible)
- Lift share groups run by parents / guardians
- Place based options - is there a case to provide additional capabilities within local establishments rather than transporting passengers across the county to existing facilities.
- Identifying opportunities to switch to personal travel plans (where parents or guardians are paid to transport their SEND children to and from school.

Once this has been applied we will have a picture of true demand and can start to address how best to procure transport services for these groups.

Before the supplier market is engaged it is prudent to develop a cost per mile baseline metric based on mode and passenger type. This is required to compare any economies of scale against and check fair value for the public purse.

The supply side should be engaged to provide ideas, costs and proposals for provision of services and should draw from:

- Public bus / DRT operators
- Taxi firms (car / MPV / minibus)

- Parent/guardian groups
- Coach operators (inc minibus)
- NEPTS providers
- Community Transport operators
- Internal/ council fleet
- Arm's length / community interest company (CIC) operators

At the close of this stage a clear understanding of cost saving potential will have been established and compared to the baseline. If no savings are identified, then this can be communicated to members and leadership teams as an indication that the service is already fully optimised.
If significant savings are identified, along with service enhancements, then we can proceed to the next step.

6.1.3 What is the most efficient way to plan, commission and operate a combined service?

Once a case for the combining of services to drive efficiencies has been established, we can focus on the how combining processes can lead to further savings and enhancements. It was clear from the needs we collected during the research phase that there is already significant scope for streamlining and task automation within individual services and it is, therefore, reasonable to assume, that this will underpin the business case for combining existing processes. To build an evidence base we need to examine each of the services in more detail to fully understand existing processes before evaluating how these can be centralised. Using this approach will ensure that needs are met (user centred design approach) and there is no comprise in quality when designing the centralised process.

The first task will be to work with LTA officers to understand their roles, pain points and objectives (this has been done with some LTAs during our research and is being used to inform this). The objective of this task is to identify 'quick wins' in the form of task automation. Depending on the task we can either simply automate a currently manual process or develop a Machine Learning (ML) or Artificial intelligence (AI) function to support officers. Key focus areas include:

- Planning - including route / mode allocation, demand management highlighting and passenger allocation
- Operations - route performance, reporting, forecasting and budget performance, operator payments
- Communications - reduce officer time spent dealing with service enquiries through digitalised service communications and more efficient enquiry filtering

Considering the high level of manual tasks, we encountered from our LTA interviews we are confident that this exercise alone will reduce existing expenditure and officer time. A baseline, based on FTE role/ time spent, will be created so that the proposed automation impacts can be modelled and compared.

Once this has been done at a service level, we can focus on how these newly automated tasks can be centralised and how this will inform the requirements for officer time when services are combined. If there is a strong case for automation to be applied, then bringing these together into a central point is comparatively frictionless compared to the potential merging of existing roles within services to avoid duplication.

Currently each service performs broadly the same functions (planning, procurement, and operational management) and, with a significant degree of automation, many of these functions can be combined which will free up officer time to focus on the 'soft' elements of the service such as supporting demand management transitions and day to day operational issues with suppliers.

6.1.4 What savings and service enhancements can we achieve?

The purpose of the process outlined here is to build an evidence base to fully assess whether or not a more integrated approach to transport services could yield the savings / or service enhancements that are desired. The objective of creating a virtual process is to fully inform stakeholders of the full facts and any impacts that adopting a Total Transport approach would entail before any physical implementation.

As previously mentioned, it is critical for an accurate baseline to be created so that the current situation is truly understood. At present, none of the LTAs had conducted an exercise to do this across services. In addition to the baseline a modelling capability will be produced that can forecast savings based on interventions and provide a clear understanding of the impacts. This needs to be a virtual component so that no service upheaval occurs during an evaluation.

Should the decision be taken to implement the recommended changes then these need to be continually monitored to provide ground truth to validate the forecasted impacts.

To implement a Total Transport approach will require a high degree of change both at a service and corporate level. It is vital therefore that decision makers have a validated evidence base they can use so that the right decisions can be taken.

6.2 Challenges

As it currently stands, adopting a Total Transport approach or indeed the steps outlined in the previous sections will face a number of challenges. It should be noted though that whilst these challenges are, to varying degrees, shared, any solution would need to address local nuances to be successful over the long-term.

6.2.1 Leadership & engagement

Without top-down leadership from members and directors that empowers officers, embracing a Total Transport approach will be impossible. A systemic approach to solving shared transport objectives does not yet exist across teams and service areas in the LTAs that we interviewed. Whilst the overall pain of increased demand and decreasing budgets is experienced at a corporate level there was no evidence to suggest that service delivery teams are encouraged or empowered to work together through leadership or policy.

6.2.2 Siloed services

Services are currently commissioned and operated by separate teams. Each service has savings targets, procurement mechanisms, and procedures that are specific to that service rather than

transport services as a whole. It is unusual, rather than the norm, for transport teams to share data, ideas, look for common solutions across teams or, in some cases, to even know members of other transport teams in their organisation. This leads to missed opportunities for demand sharing, and duplicates resources.

6.2.3 NHS Engagement

Whilst the NHS England Transport Team were extremely supportive of the project and offered help in connecting us with individual trusts the simple fact is that at a Trust / clinical commissioning groups (CCG) level the provision of efficient transport does not appear to be a high priority. Any savings that can be made by the trust on transport are dwarfed by much bigger core service priorities and so engaging in integrated transport projects is not a priority.

The potential to combine providers and pool demand from an LTA perspective though could represent savings and therefore the need to include NEPTS in the transport mix is important and the lack of engagement remains a challenge.

6.2.4 Data

Although data standards have improved and the collection / analysis of transport data is occurring across LTAs it is still fragmented and we found no evidence where data had been collected and shared across teams. Each service needs to collect accurate data to build a true picture of their operations, FTE, budgets and targets.

Without accurate service level data it will not be possible to evaluate or operate a Total Transport approach. At present we have not found a holistic platform that brings together service data for review.

6.2.5 Procurement cycles and approaches

This is perhaps one of the greatest challenges to delivering any savings over the short and medium term. Currently transport services procurements are often let over multiple year timeframes. Although some mechanisms allow for yearly review and termination, this is not always the case. Several LTAs procure services, such as Home-to-School using a multi-year zone approach where only services in a certain geography are reviewed annually. Whilst this can provide an element of stability for local operators it makes it difficult to implement costs saving measures (new routes, reduced vehicle size, demand pooling etc) quickly and any savings may not be realised within the short term.

The second challenge is that current procurement are created around individual services rather than based on servicing pooled demand. This is more of a process than time-based challenges but will require new thinking and guidelines to implement successfully.

6.2.6 Service transformation

Total Transport will require change at a service and corporate level. Any transformation needs to be handled carefully, bringing stakeholders together from the start.

6.2.7 Resources

It is clear that officers are time stretched and, without clear leadership, cannot devote the time required to taking a more holistic approach to transport planning outside of their service area.

6.2.8 Challenge Observations

Although the above challenges may appear significant there are practical and actionable mitigations that can be applied to each. For clarity, we are not suggesting that these mitigations are easy. Change requires a clear vision, brave leadership, aligned stakeholders and reliable data but it is achievable if the case for change is there.

6.3 Opportunities

Whilst the challenges are more numerous and warrant a more granular approach the opportunities are all focused on delivering savings and service enhancement.

Therefore, though small in number, represent a significant opportunity to drive savings and revolutionise the way in which transport services are planned, commissioned and operated.

6.3.1 Data driven decision making

Through the collection and analysis of accurate data a strong foundation for informed decision making can be built. This not only applies to the Total Transport approach but also to the current services. We encountered numerous examples during our research where the availability of accurate data could inform better route, fleet and service decision making. When this is extrapolated across services the scope for improvement is significantly increased.

6.3.2 Effectively servicing demand

Through the pooling and management of demand there exists an opportunity to not only reduce costs through better route and service planning but also an opportunity to create services that are better for passengers. There are also economies of scale that can be driven through this. Instead of procuring tidal services, LTAs can group demand throughout the day so that bigger, more holistic procurements are tendered. This means that suppliers can look to decrease risk of their asset utilisation, therefore bringing overall costs down.

6.3.3 Automation

This is a key savings area and can free up officers to deal with more pressing challenges. The savings potential here can significantly reduce current spend and lead to more streamlined and efficient service provision.

6.3.4 Centralisation

As part of a data and automation programme, the majority of currently duplicated resources can be removed. Not only will this drive immediate savings, but it will provide a platform from which to make network level decisions that view transport services as a whole.

6.3.5 Demonstrating leadership

.With LTAs across the country facing similar challenges there is an opportunity for LTAs within the EEH region to demonstrate leadership in how to evaluate Total Transport and create a model for others to follow. By embracing the evaluation digitally before making interventions demonstrates how embracing technology can de-risk and inform change.

7.0 How do we meet needs and overcome challenges to unlock opportunities?

To adopt the process outlined in section 5.1, there are two main building blocks that need to be in place:

- Digital Tools
- Transformation process and guidelines

7.1 Digital Tools

Whilst there are a variety of tools in use by LTAs (route optimisation etc) there is no credible method of supporting the process outlined in section 5.1. LTAs are at varying levels of data / technical maturity and whilst this may sound like a disadvantage the converse is true. This means that creating a platform that meets needs is not conflicting with existing spend on systems that are in place.

There is a regional need to collect accurate data, pool demand, automate tasks and test interventions virtually and there is no current method of doing this in use. To enable a de-risked data driven decision support this asset needs to be created. Without this in place it will be extremely difficult to fully assess whether a Total Transport approach is viable and where assessments do take place, they will represent a significant drain on officer time.

7.2 Transformation processes and guidelines

The digital tools represent only half of the picture. Creating a user-centred platform to meet needs is the first step but it will be rendered somewhat useless without a clear understanding of how it will transition to BAU. Assessing and adopting a Total Transport approach will require a clear transformation programme to guide LTAs from siloed to centralised approaches.

As part of our programme we will develop a transformation process that can underpin a Total Transport approach and serve as an example and a guide. We view the transformation element as vital to transition from concept into reality.

7.3 Leveraging innovation funding to further de-risk

Throughout this report we have advocated for a de-risked strategy when assessing a Total Transport approach. This is further reinforced by our recommendation as how we move towards developing a solution.

As neither the tools or the enabling transformation required to assess and manage a Total Transport yet exist this represents a genuine case for innovation funding. To be clear we are not seeking funding from LTAs to develop this solution, we only ask for candid engagement that will help us design a solution around their needs.

As part of this initial programme we have developed and submitted one bid to fund the demand tools and are preparing another one to fund the development of the wider platform and transformation process.

Through this process we believe that, together with LTAs and EEH, we can develop a solution that can meet needs, overcome challenges and unlock the potential that a Total Transport approach can deliver.