

Notice of Non-Key Executive Decision

Subject Heading:	Extend the contract with Deluxe Healthcare Services Ltd for Independent Travel Training for 12 months.
Decision Maker:	Trevor Cook – Assistant Director of Education
Cabinet Member:	Councillor Gill – Lead Cabinet Member for Children and Young People
ELT Lead:	Trevor Cook – Assistant Director of Education
Report Author and contact details:	Lissa Henry – Commissioner (SEND) - Children's Commissioning T: 01708 433 718 E: Lissa.Henry@havering.gov.uk
Policy context:	The proposed decision supports the Council's statutory duties relating to Home to School Travel Assistance for eligible children and young people with Special Educational Needs and Disabilities (SEND), in accordance with the Education Act 1996 and associated statutory guidance. The proposal also supports the Preparing for Adulthood principles set out within the SEND Code of Practice (2015), which promote independence, life skills and participation in the community for children and young people with SEND. The commissioning approach aligns with the Council's Home to School Travel Assistance Policy and broader corporate objectives relating to financial

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	sustainability, safeguarding, inclusion and enabling residents to remain safe and well. The proposed extension and re-procurement arrangements will be undertaken in accordance with the Council's Contract Procedure Rules and applicable procurement legislation.
Financial summary:	The value of the contract extension will be up to £160,000 for a 12-month period, with the actual cost being based on usage. The current Independent Travel Training (ITT) contract is funded from the Home to School Travel Assistance revenue budget.
Relevant Overview & Scrutiny Sub Committee:	People's OSSC
Is this decision exempt from being called-in?	The decision will be exempt from call-in as it is a Non-key Decision.

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The subject matter of this report deals with the following Council Objectives

People - Supporting our residents to stay safe and well **X**

Place - A great place to live, work and enjoy

Resources - Enabling a resident-focused and resilient Council

Part A – Report seeking decision

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DETAIL OF THE DECISION REQUESTED AND RECOMMENDED ACTION

- Approve a 12-month extension of the current Independent Travel Training (ITT) contract with Deluxe Healthcare Services Ltd via waiver to ensure continuity of provision from 1st September 2026 to 31st August 2027.
- Approve the inclusion of strengthened outcome-based Key Performance Indicators (KPIs), improved contract management arrangements and enhanced performance monitoring within the 12-month extension period.

AUTHORITY UNDER WHICH DECISION IS MADE

Part 3.3 of the Council's Constitution

Scheme 3.3.3 Powers common to all Strategic Directors

4. Contracts

4.2 To award all contracts with a total contract value of below £1,000,000 other than contracts covered by Contract Procedure Rule 16.3. This delegation shall include the ability to extend or vary a contract up to and including a value of £1,000,000 (provided that the extension is in line with the existing contractual provisions.)

As notified to the Monitoring Officer in the Sub Delegation from the Director of Children's Services / Director of Starting Well to the Assistant Director, Education Services, dated 7 August 2025.

This decision is made under the Council's Contract Procedure Rules (CPRs), specifically CPR 14 relating to waivers, together with delegated authority contained within the Council's Constitution.

STATEMENT OF THE REASONS FOR THE DECISION

The current ITT contract is due to expire on 31.08.2026. The proposed extension is required to ensure continuity of provision that supports the Council's statutory responsibilities, while a compliant competitive procurement exercise is undertaken.

The review identified continued growth in SEND transport demand and concluded that a revised outsourced delivery model provides the most proportionate balance of flexibility, cost control and risk management.

The extension period will also enable:

- revised, strengthened contract monitoring arrangements
- refinement of the service specification;
- market testing;
- improved outcome monitoring; and
- implementation planning for the future contract model.

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OTHER OPTIONS CONSIDERED AND REJECTED

The following options were considered as part of the options appraisal process:

Option	Description	Advantages	Disadvantages	Overall Assessment
Option A – Outsourced (Preferred)	External provider delivers end-to-end ITT service	Flexible and scalable model; outcome-based payments; no fixed staffing costs; specialist expertise; lower financial risk	Less direct operational control; dependent on market capacity	Preferred option - best balance of cost, flexibility and risk
Option B – In-House	Council employs internal ITT team	Greater control; closer integration with services	High fixed costs (£188k+); recruitment risk; less flexible; full risk sits with Council	Not recommended - higher cost and risk at current volumes
Option C – Hybrid	Combination of in-house and outsourced delivery	Potential resilience; shared delivery	Complex to manage; duplicated costs; unclear value at current scale	Not recommended - adds complexity without clear benefit
Option D – Decommission	Cease ITT service	Removes direct programme cost	Increased transport costs; reputational risk; reduced independence outcomes	Not recommended - financially and strategically adverse

PRE-DECISION CONSULTATION

N/A

NAME AND JOB TITLE OF STAFF MEMBER ADVISING THE DECISION-MAKER

Name: Lissa Henry

Designation: Children's Commissioner - SEND

Signature: *Lissa Henry*

Date: 13.08.2026

Part B - Assessment of implications and risks

LEGAL IMPLICATIONS AND RISKS

1. This report seeks approval to extend the ITT contract with Deluxe Ltd for 12 months.

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2. The Council has a general power of competence under Section 1 of the Localism Act 2011 to do anything an individual can do, subject to any statutory constraints on the Council's powers.

3. The contract was initially directly awarded for a period of 3 years (including optional extensions) at a total cost of £480k. This was below the threshold for light touch services under the Public Contract Regulations 2015 (PCR). The value of the proposed extension is £160k. As the original contract was below threshold any subsequent variation is not subject to the PCR, however, must comply with the Council's Contract Procedure Rules (CPR).

4. Officers have received confirmation that the proposed extension complies with CPR 35.

5. Hence, the Council may extend their contract with Deluxe Limited and enter into a Deed of Variation.

FINANCIAL IMPLICATIONS AND RISKS

This seeks a 12-month extension for the independent travel training contract with Deluxe Healthcare Ltd for £160,000 for 2026/27 academic year.

Home to School transport is classed as a council general fund responsibility and is not chargeable to the Dedicated Schools Grant (DSG) which is for education and within school activity.

Following the allocation of the Home to School transport demographics growth funding, the service is reporting an expected overspend of £1,159,646 at period 3 for 2026/27. Travel assistance, which is a part of this, remains a statutory responsibility and adopting this preventative approach helps to alleviate continued pressure on these budgets as well as supporting independence for the young person providing whole system benefits including financial ones.

In 2025/26, 20 students successfully completed their Independent Travel Training and therefore are not requiring Buses, Taxis or Personal transport budgets as they are now signed off as independent travellers to their respective educational placements. Therefore, the Council will incur, after the one-off investment into travel training, no future transport costs relating to these students, representing a significant cost deflection in the Home to School transport overall spend.

Previous years' data shows an average spend of £7,763 per travel training attendee across the 2024/25 and 2025/26 school year. The service has forecast demand for 20 students in 2026/27 academic year, in line with recent usage. The extension is the same price as the original contract term of a maximum £8,000 per attendee. Cost per attendee is often less in practice as in previous years, due to unused hours, as LB Havering only pays on usage and this allows for those occasional cases where they cannot complete and also potentially higher than 20 completions if needed and possible. For instance, two students in 2025/26 only covered half the training and discontinued due to safeguarding concerns, however 20 were successfully trained.

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This implies a minimum net savings of £94,182 after allowing for training costs over 6 years if investing in 20 successful places is easily reached. This is based on several assumptions and being very cautious taking personal transport budgets as the baseline (which are the cheapest and likely to be far greater where busses and taxis used).

As part of the re-procurement, the service will be carrying out more detailed work on the cost benefit on increasing the training levels and the potential needs to further help deflect future costs and as the service is now approaching the maximum annual value/numbers.

There are strong financial reasons to continue with the proposed extension and so to prepare fully for the further full market testing planned and prepare for future needs and maximising cost benefits.

HUMAN RESOURCES IMPLICATIONS AND RISKS (AND ACCOMMODATION IMPLICATIONS WHERE RELEVANT)

The recommendations made in the report do not give rise to any identifiable HR risks or implications that would affect either the Council or its workforce.

EQUALITIES AND SOCIAL INCLUSION IMPLICATIONS AND RISKS

The proposal positively supports children and young people with SEND by promoting independence, preparation for adulthood and improved access to education.

The service particularly supports CYP with protected characteristics relating to disability.

No adverse equalities impacts have been identified at this stage. Equality considerations will continue to inform the future procurement specification and service design.

Following review of Havering EqHIA process an Equality and health impact Assessment (EHIA) is not required at this stage.

ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS

Where CYP achieve sustained independent travel, the proposal may contribute to reduced reliance on commissioned transport and lower vehicle usage associated with individual transport arrangements.

No significant adverse environmental impacts have been identified.

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HEALTH AND WELLBEING IMPLICATIONS AND RISKS

The proposal supports:

- independence
- confidence building
- social inclusion
- emotional wellbeing; and
- preparation for adulthood for CYP with SEND.

Successful independent travel can improve access to education, community participation and long-term life opportunities while reducing family stress and reliance on specialist transport arrangements.

BACKGROUND

PAPERS

None

APPENDICES

None

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Part C – Record of decision

I have made this executive decision in accordance with authority delegated to me by the Leader of the Council and in compliance with the requirements of the Constitution.

Decision

Proposal agreed

Details of decision maker

Signed:



Name: Trevor Cook

Cabinet Portfolio held:

CMT Member title:

Head of Service title

Other manager title:

Date: 05.8.2026

Lodging this notice

The signed decision notice must be delivered to Committee Services, in the Town Hall.

For use by Committee Administration

This notice was lodged with me on _____

Signed _____