

Full Business Case

A. PROJECT SUMMARY INFORMATION

Project Name:	Third Party Spend Programme – Home to School Travel Project
Project ID (if known):	21SA012
Cabinet Member:	Cllr Asher Craig
Lead Officer (Sponsor):	Sarah Parker, Director Children & Families Services (project level) Denise Murray, S151 Officer (programme level)
Directorate(s):	People
Associated service areas:	Children’s Services
Report lead author(s):	Gail Rogers, Head of Children’s Commissioning Helen Haggi, Project Manager
Report recipients:	Third Party Spend Programme Board, People EDM, CMB, Cabinet

B. ORGANISATIONAL CONTEXT

Alignment to corporate theme(s):	<ul style="list-style-type: none"> • Empowering and Caring • Fair and inclusive • Well connected • Wellbeing 														
Portfolio Prioritisation Position:	Programme is #38 in 21/22 Portfolio														
Project category:	<input type="checkbox"/> Saving delivery <input checked="" type="checkbox"/> Compliance / Statutory <input type="checkbox"/> Risk reduction <input checked="" type="checkbox"/> Cost avoidance <input checked="" type="checkbox"/> Improved outcomes <input checked="" type="checkbox"/> Enabling														
Council Budget saving delivery:	<p>Budget reference: 15584 - Change Reserve Fund - Third Party Spend Programme</p> <p>Savings description (as stated in approved budget): Proposal will deliver efficiencies and cost avoidance from Sept 2022. 5% efficiency saving from contract negotiations as outlined in 22/23 corporate budget setting.</p> <table border="1"> <thead> <tr> <th></th> <th>21/22 £'000s</th> <th>22/23 £'000s</th> <th>23/24 £'000s</th> <th>24/25 £'000s</th> <th>25/26 £'000s</th> <th>Full Yr recurring £'000s</th> </tr> </thead> <tbody> <tr> <td>Saving</td> <td>-</td> <td>£284</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>		21/22 £'000s	22/23 £'000s	23/24 £'000s	24/25 £'000s	25/26 £'000s	Full Yr recurring £'000s	Saving	-	£284	-	-	-	-
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Saving	-	£284	-	-	-	-									

C. DOCUMENT CONTROL

Document status:	<input type="checkbox"/> Draft <input checked="" type="checkbox"/> Final
Document owner:	Helen Haggi

Version	Author(s)	Description	Date
V00_01	H Haggi	First draft	30/11/2021
V00_02	H Haggi	Further detail/amends from project team	09/12/2021
V00_03	H Haggi	Professional commentary amendments	14/12/2021
V00_04	D Hunt	Professional commentary amendments	04/01/2022
V00_05	H Haggi	Minor amendments following PMO assurance	07/01/2022
V00_06	G Rogers / H Haggi	Minor amendments following comments from Legal	18/02/2022

EXECUTIVE SUMMARY: DECISION REQUIRED

Decisions requested from Cabinet:

1. Authorise the Executive Director People to take all steps required to implement a new Dynamic Purchasing System to enable a competitive framework for transport provision which is open to providers over its life-course, at a contract value of up to £50m from 1st August 2023 for 4 years plus two one-year extensions (4+1+1).
2. Note that one-off cost to deliver the framework in full is already secured via Third Party Spend Programme.
3. Note that a process of engagement and the intention to undertake consultation on the Council's Home to School Travel policy will take place to develop proposals for the introduction of independent travel training and optimisation of travel routes.

The Service Area Lead prioritising availability to support the progress of the next phase of work is **Gail Rogers, Children's Services Commissioning**

Project context summary:

The current arrangement for Home to School Travel is a closed framework agreement with 32 suppliers (only 17 now in operation for the service), with an annual contract value of £4million. This closed framework began in 2019 and is due to expire 31st July 2023. Demand for travel by hired out vehicles has increased 37% in the last three years without the potential to increase contractors under the existing closed contract.

This is no longer fit for purpose and poses the following risks:

- Demand is increasing but we cannot increase capacity through the closed framework;
- Existing providers have vulnerable business models and risk collapsing following covid and Brexit;
- Closed framework means do not benefit from wider price competition, innovations, or improved quality in the market

Budget spend in 20/21 was £5.6m and overspent by £1m on third party spend. We therefore have an urgent need to reduce the cost of service to ensure best value for each route without a compromise on capacity or quality.

Any key changes since Outline Business Case approval:

Since this project was identified as part of the Third Party Spend Programme an Outline Business Case was written with scope limited to DPS Framework change only. After review on 30 September 2021 a further mandate was requested to include the wider transformation of the service that will consider process efficiencies and route optimisation and maximise cost avoidance. The mandate is available at (Appendix K)

The wider scope and required funding was approved by Third Party Spend Programme Board on 28 October 2021 to support full implementation of the framework.

Recommended option:

In consultation with the Cabinet Member for Women, Children and Young People, the recommendation is to:

Decommission the current Home to School Travel framework agreement and run a competitive tender to establish a new Dynamic Purchasing System framework to deliver cost avoidance and respond to demand growth for the Service. The contract value is estimated at £50 million for a 4-year contract with the option to extend for 2 further years. This is recommended to address demand within home to school travel services and enable other Bristol City Council Services to use the contract in the future.

To further assist with the development of proposals, we would like to engage with parents and carers over our general policy and over our plans to help children to travel as independently as their individual conditions allow.

This will enable:

1. A framework open to more local and micro providers to increase competition and support the local market.
2. Increased capacity for the Service and potential for cost avoidance.
3. A clear review system accompanied with independent travel training for young people able to achieve greater independence.
4. Recommendations for future service delivery based on modelling of children and their needs attending different settings.
5. Clearer links between Home to School Travel planning and SEND operations to better predict service demand and the drivers of service demand.
6. Other BCC Services outside of home to school to make use of the framework.
7. Co-construction of the future travel and support model.

Anticipated cost/benefit profile for preferred option:

	1	2	3	4	Total
£'000s	21/22	22/23	23/24	yy/yy	
<i>Total new/ chargeable costs (incl. contingency)</i>	£ 17,075	£ 29,585	£ -	£ -	£ 46,660
<i>Total opportunity/ non-chargeable costs</i>	£ 9,288	£ -	£ -	£ -	£ 9,288
One-off costs	£ 26,363	£ 29,585	£ -	£ -	£ 55,948
<i>Ongoing costs (incl. contingency)</i>	£ -	£ -	£ -	£ -	£ -
<i>Gross savings (incl. contingency)</i>	£ -	-£ 284,000	£ -	£ -	-£ 284,000
Ongoing	£ -	-£ 284,000	£ -	£ -	-£ 284,000
Net total	£ 26,363	-£ 254,415	£ -	£ -	-£ 228,052
Cumulative net total	£ 26,363	-£ 228,052	-£ 228,052	-£ 228,052	

Identified sources of funding (including any shortfall):

- £46,660 15584 - Change Reserve Fund - Third Party Spend Programme
- Shortfall: none

Anticipated key measurable (non-financial) benefits:

- Fully understand the link between SEND demand and travel to create usable metrics and dashboard.
- More resilience and capacity in transport provision.
- Children safely supported to independence.

Estimated timescale to deliver:

- Baseline completion date based on estimated start date: 01/09/2022 – new framework to be in place by start of the new school year.
- Engagement and co-construction of the policies to be complete by September 2022.

Learning from previous work

- Lessons learnt from Commissioning and Procurement Officers on previous and similar frameworks is embedded into the delivery approach. Including specific lessons learned from Adult Social Care DPS framework and lessons learned from other area HTST commissioning.

Any decisions / endorsements already secured:

- 28/10/21 - Third Party Spend Programme Board approval to fund project resource costs to deliver new framework in full

Total spend to date - New costs:	£4,000
Total spend to date - Opp costs:	-
New costs to deliver project:	£46,660
Opportunity costs to deliver project:	£9,288
Funding required & secured:	£46,660
Funding source(s):	Third Party Spend Programme
Est. timescale for project delivery:	September 2022

1. Project overview

BCC has a duty to provide home to school travel where children are eligible through distance to nearest suitable school, low income, temporary housing or for those in receipt of an Education, Health and Care Plan (EHCP). The ambition is to undertake this duty in the most enabling way possible for children and families and in a way that is sustainable in spite of the growth in demand now and potentially reduction at some point in the future.

Current Provision

Bristol City Council currently operates a framework agreement for Home to School and Social Care Transport (DN394731), this framework is due to expire 31st July 2023.

The framework has 32 suppliers and the value is £16 million (£4million per annum) and is split into 9 lots based on size of vehicle:

Category 1 – vehicles licensed to carry up to and including 4 passengers.

Category 2 – vehicles licensed to carry 5 to 6 passengers.

Category 3 – vehicles licensed to carry 7 to 8 passengers.

Category 4 – Registered Disabled Persons Transport

Category 5 – Minibuses licensed to carry 9 to 16 passengers inclusive.

Category 6 – Minibuses licensed to carry 17 to 36 passengers inclusive.

Category 7 – Coaches licensed to carry 35 to 57 passengers inclusive.

Category 8 – Double Decker coaches licensed to carry a minimum of 70 passengers.

Category 9 – Single Decker coaches licensed to carry a minimum of 70 passengers.

Contracts for routes are awarded on an annual basis with 12 different price bands including:

- Size of Vehicle
- Number of Passengers
- Route Distance

Routes are procured on an annual basis, if a route remains the same the following year the contract is extended with the current supplier. Home to school travel arrangements include Post 16 travel, income is received from this spend as they operate as a concessionary type fare.

There are typically 150 escorts employed by the Council on a minimum of 16 hours a week contract who support the service. The budget is £1,197,000 while the forecast spend this year is £1,393,765.

Issues with current provision

Since 2018/19, the numbers of children eligible through EHCP has risen while those eligible in the other categories has fallen. Children with an EHCP may require Special settings to meet their need, and there is insufficient provision for children close to their homes and in Bristol for some. This means that children are travelling greater distances to school. For these children, independent travel is usually not possible, and the journeys they are making are often complicated and lengthy. Children may additionally require an adult to escort them in the vehicle. For these reasons, the use of private hire vehicles with Escorts has grown and the mileage has increased – combined, this leads to an increase in spend over the course of three years with demand estimated to increase. 621 requests received to date in November 2021 compared to 495 in November 2020, an increase of 25%. There were 75 EHCPs finalised in September 2021 which is the highest recorded so far this year.

Fully understanding and predicting the demand through SEND is critical to good planning and effective use of resource. We would like to analyse the different types of route and develop a segmented strategy for providing transport. This could mean bringing some routes back in-house and/or seeking a more integrated transport arrangement which could be used for other populations such as the elderly; it could also mean working with schools to potentially lease a vehicle for them to undertake the transport and for them to have use of the vehicle throughout the day. We need to review the data and cost these alternatives, weighing up the opportunities and risks.

Numbers of children referred for an ECHP assessment continues to rise. The framework through which routes are procured was tendered in 2019 with local providers who can provide a combination of wheelchair accessible minicabs, minibuses and larger vehicles. The framework is closed and does not permit new providers, so that there is little opportunity for competitive pricing and there is now a risk of insufficient vehicles through compliant routes. If we do not re-commission the framework, we risk business failure and we will continue to incur rising costs because the budget has never been addressed to align with the increase for demand on the service. This combined with the effect of the Covid-19 pandemic on the market, Brexit impact on supply chain (driver and fuel), staff shortages due to illness, and isolation requirements has exacerbated the issue.

Incoming requirements relating the Clean Air Zone initiative as part of this framework also need to be factored into the service. The biggest contractors utilised on the framework have the oldest fleet which is an issue as there is a need to reduce the impact of the service on the air quality (company 19/20 spend £862,588, 2021 spend £706,905). The Clean Air Zone Bristol will take effect in summer 2022 and the related requirements will be incorporated into the procurement process.

As we would expect, parents and carers want the best and safest means of transport to school for their children. However, this leads to a demand for taxis with an Escort to take their children to school and resistance in enabling more independent travel as their children grow older. Parents are not there to accompany their children to school and therefore do not go through this pattern of enablement that would be usual with development. Review of travel arrangements for children is often strongly challenged by parents and carers because there is limited availability of support towards independent travel. This prevents children achieving greater independence and means a longer period of time than necessary in some cases where they travel in a taxi to and from school.

If this is not changed, we will see all children with SEND transported by car to school until the end of their entitlement at year 11, creating a greater financial pressure in the service and into adulthood as transitional arrangements are not enabled.

The Home to School Travel service has recently been restructured to include a post which can develop Independent travel training. The post can also develop the use of volunteers to undertake walking journeys or initial journeys on the bus with a child.

2. Preferred Option Detailed Case

Our aspiration is to decommission the current framework agreement and run a competitive tender to establish a DPS framework to respond to demand growth and deliver efficiencies in cost. As well as conduct a review with engagement on policies and independent travel training.

This will enable:

- A framework open to more local and micro providers to increase competition and support the local market.
- Increased capacity for the Service and future cost avoidance.
- A clear review system accompanied with independent travel training for young people able to achieve greater independence.
- Recommendations for future service delivery based on modelling of children and their needs attending different settings.
- Clearer links between Home to School Travel planning and SEND operations to better predict service demand and the drivers of service demand.

2.1 Project scope

In Scope
<p>Home to School transport is a critical service to ensure all children can attend School. This proposal will have a positive impact to mitigate the demand pressures the service is currently facing.</p>
<p>Services in scope</p>
<p><u>Home to School Transport – Statutory and Non Statutory Services</u></p>
<p>Passengers</p>
<ul style="list-style-type: none">o Children in mainstream educationo Children with Special Educational Needs and Disabilities (SEND)o Children in families with low income to include temporary accommodationo Walking distance 2+ miles for under age of 8o Walking distance 3+ miles aged 8 – 16o Children of disabled parentso Children in Care (CIC)o Post 16 travel
<p><u>Adult Social Care</u></p>
<p>Passenger Transport Services Team provide service and recharge back</p>
<ul style="list-style-type: none">• Day services
<p><u>Corporate Ad hoc taxis</u></p>
<ul style="list-style-type: none">• Currently no arrangement in place

Out of scope	Any risks/consequences associated with “Out of scope” items
<ul style="list-style-type: none"> • Double and Single Decker coaches licensed to carry a minimum of 70 passengers • Train/ Rail Transport • SLAs with three schools for commissioned services where Schools operate minibus services • Grey Fleet as this is being looked at under a separate workstream. • Short term hire of vehicles • Pool Cars • Park and Ride • Supported Bus Services • Metro Bus • Concessionary Travel • Bus passes 	<p>Other areas of the council could benefit from joining this framework. The intention is to procure a DPS with a contract value that enables the opportunity for other BCC Services to make use of the framework in the future.</p>

2.2 SMART Project objectives

	Specific	Measurable	Attainable	Relevant/Realistic	Timebound
1	Re-commission framework that responds to demand growth for the Service	Requirements outlined in competitive tender met by successful supplier leading to framework successful implemented.	Supported by Project Manager, Procurement Lead and Children’s Commissioning as part of project team governance.	Enabling & improved outcomes	September 2022
2	Increase capacity to deliver cost avoidance	Budget and capacity tracking within the Service as BAU. 5% efficiency saving target from contract negotiations £284k as outlined in 22/23 corporate budget setting	Supported by Project Manager, Procurement Lead and Children’s Commissioning as part of project team governance.	Cost avoidance	December 2022
3	Establish an independent travel programme	Route mapping and ECHP data already collected. Mechanisms for continuous improvement and review in place.	Supported by Project Manager, and Children’s Commissioning as part of project team governance.	Enabling & improved outcomes	September 2022
4	Fully understand the link between SEND and demand/travel and	Route optimisation data analysis work to develop a segmented	Supported by Children’s Commissioning liaising with SEND	Enabling, improved outcomes & cost avoidance	September 2022

	create usable metrics and dashboard	strategy for providing transport.	as part of project team governance.		
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2.3 Quality expectations – determining how closely your project delivers what it sets out to

There are statutory obligations and requirements which govern the provision of Home to School Travel.

The following policies and regulations will form quality standards as well as SEND Code of Practice in understanding the specialist support children may need to be able to travel to school:

1. DfE Home to school travel and transport statutory guidance (Appendix I.1)
2. Home to school travel policy (Appendix I.2)
3. Post 16 school travel policy (Appendix I.3)

The Children’s Commissioning lead will monitor quality requirements and determine that each item is delivered to expected standard.

2.4 Summary Costs and Benefits

The below table provides summary detail of the ‘most likely’ case financial position. Detailed breakdowns and supporting assumptions are included within the project financial sheet (Appendix A.1)

	1	2	3	4	Total
£'000s	21/22	22/23	23/24	yy/yy	
<i>Total new/ chargeable costs (incl. contingency)</i>	£ 17,075	£ 29,585	£ -	£ -	£ 46,660
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One-off costs	£ 26,363	£ 29,585	£ -	£ -	£ 55,948
<i>Ongoing costs (incl. contingency)</i>	£ -	£ -	£ -	£ -	£ -
<i>Gross savings (incl. contingency)</i>	£ -	-£ 284,000	£ -	£ -	-£ 284,000
Ongoing	£ -	-£ 284,000	£ -	£ -	-£ 284,000
Net total	£ 26,363	-£ 254,415	£ -	£ -	-£ 228,052
Cumulative net total	£ 26,363	-£ 228,052	-£ 228,052	-£ 228,052	

2.5 Benefits

Financial benefits:

Description	Metric	Owner	Assumption(s)
Increased capacity that delivers cost avoidance via new framework	Savings made on individual route prices	Gail Rogers	5% efficiency saving target £284k as outlined in 22/23 corporate budget setting. Deliver via more competitive rates due to increased capacity with local and micro suppliers operating routes.

Non-financial benefits:

Description	Metric	Owner	Assumption(s)
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Establish an independent travel programme	Service mechanisms for continuous improvement and review.	Gail Rogers	Supporting a minimum of 8 young people per year out of hired in taxis.
Fully understand the link between SEND and demand/travel and create usable metrics and dashboard	Route optimisation data analysis work to develop a segmented strategy for providing transport.	Gail Rogers & SEND	Route optimisation data analysis work will enable a dashboard and segmented strategy for providing transport.

2.6 Costs & Funding Sources

Funding source	Budget Holder	Cost-Code	Financial Year (or recurring)	Amount
Change Reserve Fund - Third Party Spend Programme	Denise Murray S151 Officer	15584	Delivery cost split across 21/22 and 22/23	£46,660

Total funding required (ref S15.3)	£46,660
Total funding secured	£46,660
Variance	£0
Variance commentary: N/A	

2.7 Key Risks and Issues

There is project RAID (Appendix D), administered and managed by the project manager – this holds project cross-cutting risks and issues. Any project level risks featured in the RAID that need to be escalated are included as part of monthly Third Party Spend Programme Board highlight reporting.

Standard change portfolio issue and exception reports will be used for the project where necessary.

Key risks identified:

ID	Risk / Issue	Mitigation	Rag Rating
R001	Market position is challenging with high competition due to shortage of drivers across the region. This means that we currently compete for sufficiency. Suppliers may not have the resource or skill to complete a different	Conduct market conditions assurance prior to tender process in collaboration with Licensing team. Allow sufficient time as outlined in project plan to support and complete the tender process and alert the market to the expected timescales with workshops to engage with and support suppliers.	

	tender process than they are used to which could result in a lack of competition.		
R002	If we do not re-commission the framework, we risk business failure and we will certainly continue to incur rising costs.	Endorsement to commission the new framework will mitigate business failure risk and rising costs by enabling more capacity and therefore more competitive fixed rates. Engage support for micro businesses when tendering for the DPS to increase competition and help reduce the risk of an increase in price	
R003	Post Covid caution means independent travel training is strongly challenged	Ensure a full plan developed to include Bristol Parent Carer Forum to help understand key issues and reduce any resistance to change with full engagement on plans in collaboration with SEND. Any options will be shaped in collaboration with parents and carers before proposals are made.	
R004	Cost avoidance is not achieved through new contract negotiation due to increased rates influenced by competitive market at tender stage.	Conduct market review with licensing and detailed planning for procurement approach and the contract terms will help to avoid rates increasing. E.g. incentives for suppliers, option to do price per mile cap, set prices for x4 years and open framework encourages competition and supports supplier expansion. Route optimisation and mapping will support the Service to ensure routes are as efficient as possible while still meeting needs. As well as use of a digital tool to produce thorough analysis of driving routes to quantify the accuracy of timing, cost and scenario planning. We will plan workshops with suppliers to support them through the process and give enough time for suppliers awarded routes to engage with passengers and parents prior to commencement for a smooth transition. Train administrator of the DPS early on to develop an efficient process.	
R005	Transitioning to the new framework all in one go rather than phased approach holds risk of delay if any element does not function. Cost avoidance takes longer to realise, and Service disrupted.	Learning for Home to School Travel team is being built into the mobilisation plan to allow for trials and testing by the Service. The time of year for transition is also going to be aligned with Service operational capacity. If the project is delayed the old framework can be relied upon to cover the interim period.	

2.7.1 Risk Impact Analysis

Of the key risks and issues identified R001 and R004 are the most complex and key priorities to mitigate further through the outlined approach for procurement.

Where risks or issues cause the project status to be red or amber fortnightly project team meetings will be used to assess and where necessary escalate to the Sponsor's weekly meetings or Programme Board.

2.8 Contingency Planning

Overall, there is 75% confidence levels in the project, breaking down as follows:

- One-off costs for delivery (total £46,660):
 - 75% confidence;
- Delivery timeline: 75% confidence
- Benefits Delivery
 - Cost avoidance in 22/23 and ongoing: 5% (due to market demand position)

Optimism bias towards cost avoidance has been challenged by the Programme Board and Programme Manager, with cost avoidance in the business case pitched in the lower end of the scale provided by workstream lead.

3. Delivery Approach

3.1 Implementation Approach

A predictive plan based approach is intended with the following principles in place to manage project delivery:

- Project plan is based on lessons learned from previous frameworks and delivery progress is reviewed every 2 weeks with project team;
- Regular progress updates with Third Party Spend Programme Board ensure work is moving forward and prioritised.
- 'Go live' assumption - all in one go approach is necessary due to the travel system requirements. The mobilisation phase of the plan is developed further so there is sufficient time to trial and implement in a controlled way.

3.2 Benefits Realisation Approach

Roles:

- Project lead is responsible for cost avoidance quantification and delivery relating to target of 5% efficiency saving £284,000 as outlined in 22/23 corporate budget setting.
- Project Manager tracks the cost avoidance quantification, associated delivery actions and reports to programme board via a monthly dashboard.
- The process for capturing cost avoidance is managed in monthly benefits realisation meeting between SRO, Project Lead, Programme Manager and Finance Business Partner.
- Once the Third Party Spend Programme closes in April 2022. Benefits realisation responsibilities (monitoring and realisation) will be transferred to the Service or other relevant programme.

Cost avoidance quantification:

- Cost avoidance calculations are based on corporate budget setting target.
- To avoid double counting in this programme with others 'claiming' similar benefits outside programme, the programme manager liaises with several programmes and savings initiatives; MTFP and programme savings tracker must be checked to minimise counting the same saving twice.
- The principle of 'Spend tops budget' in calculations – if recurrent spend takes place in a service the saving will be taken from that service regardless of whether the service spends over its budget (I.e. budget overspends are not off-set against savings achieved through the programme without agreement by S151 officer);

3.3 Procurement Approach

It's the Commissioning and Procurement Group's recommendation to implement a Dynamic Purchasing Systems (DPS) framework for the provision of Home to School Transport and Ad-Hoc services via an open tender. The term should be for at least four years with the option to extend for a further two years (1+1). A DPS agreement will bring us in line with other neighbouring authorities contract for this service and offer flexibility not currently being provided by the current approach.

Further rationale below:

- The DPS encourages competition making it is easier for local suppliers to join the DPS at any time through the life of the contract. This could encourage innovation and saving opportunities.
- Unlimited numbers of suppliers and unrestricted access to smaller suppliers.
- A DPS is not limited to a maximum term of four years.
- Suppliers can apply for additional lots throughout the life of the DPS should their business expand into new areas.
- The flexibility of keeping a DPS agreement open to new suppliers enables BCC to promote potential 'calls for competition' under the DPS in their geographical region. This provides the opportunity to engage with local suppliers and supports policy of working with local businesses for economic growth.

Other procurement options were considered to appoint a managed service, appoint a contract with a single or consortium of operators for a contract per school or geographical area and deliver part of the service in house. Following review, a DPS framework was recommended because it has the most potential to provide value, improve quality and capacity of the Service, while also being aligned to the strategic direction of the Service.

3.4 Communications and Engagement Approach

A detailed consultation plan will be developed to gather feedback from key stakeholders on the travel policy and independent travel training programme. When proposals have been developed following this engagement work, we will ask for stakeholder views on those specific proposals before they are put in place. An outline engagement plan is detailed in Appendix B.

3.5 Timeline and Key Milestones

Preferred Option A: Key Milestones	Target Date
Full Business Case sign off	01/03/2022
Product Delivery & Transition Complete	31/08/2022
Benefits realisation tracking initiated	01/09/2022
Project closed	01/09/2022
Benefits Delivered/Financial Benefits Realised	02/01/2023

4. Project governance for implementation

The project has the following governance structure based on the Third Party Spend Programme. The programme is scheduled to close at the end of April and at that point any project delivery with on-going

delivery requirements will be transferred to relevant category management, service teams or relevant change programmes.

Project Role	Name	Job Title
Sponsor	Denise Murray	S151 Officer
Project Executive	Lee Hannan	interim Head of Procurement & Supplier Management
Project User(s)	Gail Rogers	Head of Children's Commissioning
Project Supplier(s)	Gina Smalley	Procurement Category Manager
Project Supplier(s)	Tom Allen	Procurement Officer
Project Manager	Helen Haggi	Project Manager

Project Board meeting regularly? Yes – regular updates at monthly Programme Board and fortnightly meetings with project team.

Project Board ToR's agreed and relevant? Yes - as per Third Party Spend Programme Board ToR

The following meetings cycle supports the governance:

- Programme board meetings take place monthly;
- SRO & Programme manager – meet weekly to review progress, risks and issues;
- Sponsor meets with SRO & Programme manager weekly – for escalation of any issues prior to board;
- Projects leads meet with SRO & programme manager on delivery & savings every 2 weeks
- Benefits realisation meetings (with finance) take place monthly.

4.1 Project Tolerances & Controls

Tolerance areas	Project level tolerance	Escalation route	Control & tracking document(s)
Time +/- amounts of time on target completion	+ 1 month from baseline closure 01/09/2022	Third Party Spend Programme Board (to flag/ discuss risk of tolerance breach)	Project Plan Programme Highlight Report Project FBC
Cost +/- amounts of planned budget	+ £5,000 in line with additional month delivery (if required)	Third Party Spend Programme Board (to flag/discuss risk of tolerance breach, and agree to release funds within contingency specified)	Project Plan Programme Highlight Report Project FBC and financials
Quality Defining quality targets in terms of ranges	Non-negotiable due to Service user	Third Party Spend Programme Board (to flag/ discuss risk of tolerance breach)	Requirements outline in tender documentation Product Description

Scope Permitted variation of the scope of a project solution	Increases/additions are permitted only if these can be delivered within the base funding and base timeline of the programme, and clear alignment to the overarching vision.	Third Party Spend Programme Board (for requests for changes to scope). Decisions to expand within the terms described can be agreed by the Board.	Project Plan Project Business Case Programme Highlight Report
Benefits +/- amounts of planned benefit delivery	£0k tolerance against 22/23 saving efficiency target.	Programme Board Delivery Executive (for savings)	Project Business Case & financials Programme Highlight Report
Risk Limit on aggregated value of threats and any individual threat (e.g. threat to operational service versus threat to organisation)	All/any individual Red or purple risks Where aggregate scale of risks faced by project cumulatively of concern to any team/Board member	Third Party Spend Programme Board to review all RED/purple risks. Programme Board to escalate to Directorate or Corporate risk register in line with standard risk processes	RAID Log Contingency Plan Programme Highlight Report

4.2 Project Team Resource Requirements

Funding for full delivery and mobilisation of the DPS framework has been secured as part of the Third Party Spend Programme FBC that went to CLB on 12th October. The below provides a summary of how the funding will be used to deliver the project by September 2022. The Project Manager, Service Lead and Procurement Officer, BG7 and Travel Analyst are already identified and planned in for delivery.

Role	What they will do	Days needed	Cost per day	Total cost	Opportunity or New Cost	Funding source(s)
Project Manager	Produce detailed plan to co-ordinate development of the Full Business Case Manage delivery of activities in the plan for Cabinet approval Establish Project meetings & begin regular project reporting Support mobilisation of new framework once tender awarded, with a view to putting in place by September 2022.	36	£256	£9,216	N	Third party spend programme
Service Area Lead	Provide service areas expertise advice, guidance and insight to the project Enable access to service-related data and information Support the releasing of key staff to the project team	24	£387	£9,288	O	CS budget

	Support change delivery and mobilisation planning of framework					
Procurement business planning	Full business case	6	£500	£3,000	N	Third party spend programme
Legal	Finalise DPS	4	£770	£3,080	N	Third party spend programme
Travel analyst	Migrate to new DPS on travel system and provide route optimisation reporting and support	7	£350	£2,450	N	Third Party spend programme
Procurement delivery	To deliver DPS tender	15	£500	£7,500	N	Third party spend programme
BG7 0.5	Embed review process and support with independent travel programme	130	£102	£13,260	N	Third party spend programme
Communications Team	Contingency for engagement and communications support for travel policy and independent travel training	-	-	£8,154	N	Third party spend programme

Total opportunity costs	£9,288
Total new costs	£46,660
Total resource costs	£55,948
Total funding being sought	N/A
% Confidence in these figures	75% - high, any change will only be a minor adjustment

5. Equalities Impact Assessment (EqIA) Summary of Impact and Key Mitigation

A project EqIA has been prepared (Appendix E) and reviewed by the Equalities Team, which sets out how the programme will coordinate and manage the equalities actions. We have not identified any significant negative impact at this stage. Overall, the project and associated potential savings seeks to minimise and manage any unintended consequences of procurement activities and improve capacity in the Service. This is reflected in the EqIA content to date.

6. Climate and Environment Impact Assessment Summary of Impact and Key Mitigation

As outlined in the Eco Impact Assessment (Appendix F) transport and vehicles as part of the home to school travel framework have an impact on our carbon footprint. We need to ensure that vehicles are future proofed to be compliant with Bristol Climate Strategies and the potential requirements of the Bristol Clean Air Zone (CAZ).

The proposals include the following measures to mitigate any impact:

As part of the procurement process to establish a new framework we can make climate strategy and CAZ requirements part of the specification for certain lots. These can be scored against with priority given to Ultra Low Emission Vehicles where appropriate, moving towards mandating compliance within the next two years as part of the framework.

Optimisation of the Service will also be looked at in terms of more efficient route mapping for the Service.

The net effects of the proposals are positive as they will lead to an overall reduction in the carbon footprint of this service provision. Increasing demand will very likely be offset by the replacement of existing ICE vehicles with ULEV and Electric Vehicles through the tender process.

7. Privacy-Impact Assessment Summary of Impact and Key Mitigation

A Privacy Impact Assessment has been completed (Appendix G). Impact considered low by the Information Governance Team who confirmed that they do not feel that this processing would meet the requirement for a mandatory DPIA to be completed. There are no further Data Protection concerns as no high-risk data or personal data is being processed in order to tender for the framework.

8. Full Business Case - sign off

Below is a record of who has received a copy of the Full Business Case ahead of submission for sign-off.

Name	Job Title	Date circulated
Gail Rogers	Head of Children's Commissioning	02/12/2021
Ann James	Director of Children's & Family Services	21/12/2021
Alison Hurley	Director Education & Skills	21/12/2021
People EDM	N/A	05/01/2022
Third Party Spend Programme Board	N/A	27/01/2022

Decision making authority	Cabinet
Date seeking endorsement	03/03/2022

APPENDIX

A. Required commentary and recommended consultation

Recommended bodies/individuals for consultation ahead of submission to the relevant decision making Board:	Commentary (if any)	Date	Version Reviewed
Cabinet Lead Cllr Asher Craig		17/01/2022	V00_05
Executive Director Meeting (EDM)		05/01/2022	V00_04
Professional Views	Commentary	Date	

<p>Finance Business Partner Denise Hunt</p>	<p><u>General commentary:</u></p> <p>: Finance support this project, which seeks to obtain better value for money through the implementation of a Dynamic Purchasing System and reviews of existing processes, transport provision and optimisation of routes. The proposed full contract value of £50m over the full term of 4 years plus two one-year extensions exceeds the current home to school travel budget (£5.6m p.a.). The intention is that other BCC services will be able to access the transport contracts awarded. Contract commitments must not be made without first identifying additional sources of funding to cover these costs. The anticipated 2022/23 saving of £224k will not however result in a balanced home to school travel budget which is currently overspending. The service will need to identify new funding or further improved use of resources if that position is to be realised. The project cost of £47k will be funded from the Change Reserve Fund - Third Party Spend Programme.</p> <p><u>Confirmation of funding source(s):</u></p> <p>15584 - Change Reserve Fund - Third Party Spend Programme</p>	<p>04/01/2022</p>	<p>V00_02</p>
<p>PMO Operations Manager Lee Ford</p>	<p>The resourcing approach proposed in this business case feels reasonable and has no impact on other work in the portfolio.</p> <p>Decision-makers should feel confident in the resourcing elements of this business case.</p>	<p>15/12/2021</p>	<p>V00_03</p>
<p>Head of Service Improvement and Performance Gavin Arbuckle</p>	<p>I can see no implications on IT in regard to this activity.</p>	<p>10/12/2021</p>	<p>V00_02</p>

Information Security View Information.Security@bristol.gov.uk Matthew Reeves	We have reviewed the attached and do not feel that this processing would meet the requirement for a mandatory DPIA to be completed. We have no further Data Protection concerns as there is no high risk data or personal data being processed in order to tender for the framework.	14/12/2021	V00_02
HR Business Partner Lorna Laing	The report seeks to run a tender process to establish a Home to School Travel framework through a new dynamic purchasing system. There are no significant HR arising from this proposal for Bristol City Council employees.	14/12/2021	V00_02
Legal View Husinara Jones	The use of a Dynamic Purchasing System will comply with the Public Contracts Regulations 2015 and the Council's own procurement rules. Legal services will advise and assist officers with regard to the conduct of the procurement process and the resulting contractual arrangements. Officers may also need to seek advice regarding any TUPE implications arising from this proposal.	13/12/2021	V00_02
Commissioning & Procurement View Tom Allen	Recommended procurement approach is compliant with the PCR 2015 as well as the Council's own procurement rules.	10/12/2021	V00_01

B. Mandatory Project Documents

Document Name (& links to templates)	Document Exists? (Yes/ No)	Document Owner	Hyperlink to document
Project Financial Spreadsheet	Y	Helen Haggi	Appendix A.1
RAID Log	Y	Helen Haggi	Appendix D
Project Plan	Y	Helen Haggi	Appendix H
Equality Impact Assessment Form	Y	Helen Haggi	Appendix E

Climate and Environmental Impact Assessment (CEIA) (previously EcoIA)	Y	Helen Haggi	Appendix F
Privacy Impact Assessment template	Y	Helen Haggi	Appendix G
Project Board Terms Of Reference	Y	Helen Haggi	Appendix H.1
End of Stage Financials Capture Sheet	N	N/A	N/A
Solution Design	N	N/A	N/A

C. Timeline of approvals and any associated conditions

#	Meeting	Date	Action / Decision / Condition	Date for completion (If applicable)	Owner
1	People EDM	05/01/2022	Endorse ask for Cabinet pathway	n/a	GR
2	CMB	17/01/2022	Endorse ask for Cabinet pathway	n/a	GR