

Mandate



A. PROJECT SUMMARY INFORMATION

Programme Name:	Third Party Spend
Workstream Name:	Home to School Travel
Cabinet Member:	Asher Craig
Lead Officer (Sponsor):	Ann James
Directorate(s):	People
Associated service areas:	Children's Social Care
Report lead author(s):	Gail Rogers, Head of Children's Commissioning
Report recipients:	Third Party Spend Programme Board

B. ORGANISATIONAL CONTEXT

Alignment to corporate theme(s):	<ul style="list-style-type: none"> • Empowering and Caring • Fair and inclusive • Well connected • wellbeing 												
Project category:	<input type="checkbox"/> Saving delivery <input checked="" type="checkbox"/> Compliance / Statutory <input checked="" type="checkbox"/> Risk reduction <input checked="" type="checkbox"/> Cost avoidance <input checked="" type="checkbox"/> Improved outcomes <input checked="" type="checkbox"/> Enabling <Other>												
Council Budget saving delivery:	<p>Budget reference: N/A</p> <p>Savings description: No cashable savings due to market and increased demand. Proposal will deliver efficiencies and cost avoidance from Sept 2022 (full year effect in 23/24 £46,000 - £146,000); depending on option developed within full business case. Low risk overall</p> <table border="1"> <thead> <tr> <th></th> <th>21/22</th> <th>22/23</th> <th>23/24</th> </tr> <tr> <th></th> <th>£'000s</th> <th>£'000s</th> <th>£'000s</th> </tr> </thead> <tbody> <tr> <td>Saving</td> <td>-</td> <td>£31,250</td> <td>£45,000</td> </tr> </tbody> </table>		21/22	22/23	23/24		£'000s	£'000s	£'000s	Saving	-	£31,250	£45,000
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Saving	-	£31,250	£45,000										

C. DOCUMENT CONTROL

Document status:	<input type="checkbox"/> Draft <input checked="" type="checkbox"/> Final
Document owner:	Gail Rogers

Version	Author(s)	Description	Date
V00_01	G Rogers	First draft	15-10-2021
V00_02	H Haggi	Comments/Amendments	22/10/2021
V00_03	H Haggi / G Rogers	Clarification of cost	25/10/2021
V1_00	H Haggi	FINAL SIGNED OFF VERSION	28/10/2021

EXECUTIVE SUMMARY: DECISION REQUIRED

Decisions requested for Mandate sign-off (inc. any resource and/or funding requests):

We are seeking from Programme Board today:

1. Approval to proceed with developing business case to recommission DPS process and implementation of independent travel training that will deliver efficiencies
2. Approval to drawdown £46,660 of Third Party Spend Programme funding over 2021/22 and 2022/23 to deliver workstream.
3. **Decision Making Board:** Third Party Spend Board

Recommended tolerances for sign-off:

The tolerances in the table below indicate the amount of movement in anticipated timescale and dates to complete the OBC. Your confidence levels in sections 5 & 6 of your Mandate and available budget will help to inform this.

Tolerance areas	Suggested tolerance	Escalation board / officer
Time +/- amounts of time on target completion for the FBC	+/- 4 weeks	Third Party Spend Programme Board
Cost +/- amounts of planned budget to complete	+/- 10%	Third Party Spend Programme Board

The Service Area Lead prioritising availability to support the progress of the next phase of work is Gail Rogers

This proposal seeks to deliver:

1. **A new DPS to open transport tenders up to more providers with the potential for cost savings.**
2. **Recommendations for future service delivery based on modelling of children and their needs attending different settings**
3. **A clear review system accompanied with independent travel training for young people able to achieve greater independence**
4. **Clear link between Home to School Travel planning and SEND operations to better predict service demand and the drivers of service demand.**

Estimated potential annual net recurring benefits:

£0 cashable savings at this stage

Up to **£100K** per annum net savings

£100K - £499K per annum net savings

> £500K per annum net savings

Estimated total investment needed to pay for the project:

< £100K new costs

£100-499K new costs

£500K - £1m* of new costs

> £1m* of new costs

*Cabinet decision to spend will be required

Estimate of timescale for full project delivery from point of Mandate approval (assuming resource is immediately available):

Estimated <9 months

Estimated 12-18 months

Estimated >18 months

Any decisions / endorsements already secured:

25/08/2021 - Third Party Spend Programme Board decision to produce mandate for wider scope change to Home to School transport to maximise savings and efficiencies

New costs to deliver Outline Business Case (OBC):	£46,297
Opportunity costs to deliver OBC:	£38,700
Funding required:	£46,297
Funding source(s):	Third Party Spend Programme
Est. timescale for OBC to return for sign-off:	January 2022

1. The problem I want to solve / the outcome I want to achieve...:

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 here 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.

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. 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.

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 EHC assessment continues to rise. The framework through which routes are procured was tendered in 2019 with seventeen 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 certainly continue to incur rising costs.

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 to 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. 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.

The HTST service has recently been restructured to include a post which could develop Independent travel training. The post could also develop the use of volunteers, perhaps to undertake walking journeys or initial journeys on the bus with a child. The service is so busy just processing and routing the children who are coming through as eligible, that the team has been unable to shift into new roles. To support this transition and to embed a full review process within the team, there is a request for an additional 0.5 post at BG7 to supplement the 0.5 post currently vacant. This is vacant because we have successfully accommodated a young apprentice under the programme who is now due to leave in December.

2. We will know we have succeeded when...

- A DPS framework is in place that places competition back into the business and therefore delivers **cost effective journeys**.
- An embedded process of review and independent travel training is in place and utilised, ensuring Pathways to Adulthood (PFA) principles **maximise the capabilities of children** now and for their futures.
- Our population of children travelling is fully understood and segmented to enable a **safe and cost effective means of travel**.
- **Travel arrangements are integrated within the EHCP and SEND operations** so that the arrangement of travel does not come as a surprise into the service.

3. Scope

In Scope
<ul style="list-style-type: none"> Home to school travel placements 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).

Out of scope	Any risks/consequences associated with "Out of scope" items
N/A	

4. Dependencies, Constraints and Service Context

4.1 What other work is happening that this connects with or is reliant upon?

SEND capital planning

SEND Time for Change

DSG management plan

4.2 What limitations do you have to work within ?

Market position is challenging with shortage of drivers across the region. This means that we currently compete with each other for sufficiency.

Home to school travel is a statutory duty

4.3 Current contracts relevant to scope

- Transport Framework

4.4 Current technology systems and solutions relevant to scope

Mission GPS

4.5 Learning from previous work

Deep Dive January 2021

5. Resource required to progress to Outline Business Case

Role	What they will do	Days needed	Cost per day	Total cost	Opportunity or New Cost	Funding source(s)
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Project Manager	Produce detailed plan to co-ordinate development of the Outline Business Case Manage the delivery of activities in the plan Establish Project Board & begin regular project reporting	36	£256	£16,740	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 Support change delivery	24	£387	£9,288	O	CS budget
Procurement business planning	Options business case	6	£605	£3,630	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	Support to deliver DPS	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

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

6. Key Milestones

Based on what you currently know about the work to be undertaken

Milestone	Estimated date	H / M / L Confidence in Date
Mandate approval	28/10/2021	H
Full Business Case approval	27/01/2022	M
Procurement complete	31/08/2022	H
Project delivery complete	30/12/2022	H
Project closed	31/12/2021	H

7. Consultation Approach

Engagement with SEND and parents as per standard Children's Services practices.

8. Equalities and Privacy Impact Relevance Check Outcome

Relevance check	Outcome
Equalities	Developed in next phase
Information Governance	Developed in next phase

9. Detail of key stakeholder engagement to date

Key stakeholder	Date(s) of engagement	Nature of engagement
Third Party Spend Programme Board	28/10/2021	To secure approval to proceed with proposal
Executive Director Meeting	03/11/2021	To update on proposal being managed through TPS Programme Board

9. Mandate sign off

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

Name	Job Title	Date circulated
Denise Murray	Project Sponsor	26/10/2021
Lee Hannan	SRO	25/10/2021

Decision making authority	Third Party Spend Programme
Date seeking endorsement	28/10/2021