

Appendix 3: Home to school project plan to address current and future budget pressures

	Decision/ area	Background	Scope for savings	Actions
1	Initial decision on eligibility for transport	<p>Home to school transport policy to be reviewed (by May 2020). No changes planned to main eligibility criteria.</p> <p>Possible change to privilege places - look at increasing price and/or making clearer that a child's access can be withdrawn at any time with 4 weeks' notice.</p>	Limited. Exceptional travel reduced from 266 to 84 over 5 years	<p>1a. January, review of who is using privilege places, and whether withdrawing any places could result in revised routes and immediate savings.</p> <p>1b. February/March revised text incorporated into new home to school transport policy.</p>
2	Type of transport offered initially	<p>Currently decision is made either for bus pass or "transport". Home to school transport then means minibus or taxi. Expectation amongst parents that home to school transport = bus/taxi.</p> <p>Concern that we don't have sufficient knowledge/information to decide what is an appropriate transport offer (health forms missing for some children, even where forms provided difficult to translate these into what a child needs in terms of transport).</p> <p>Personal budgets little used, and too low (based on distance) to encourage families to explore different options.</p> <p>Need to develop more options to encourage independence, increase environmental sustainability and reduce costs for some children e.g. travel training leading to walking/traveling by bus; walking bus for part of journey.</p>	Potentially significant	<p>2a. January/February - add new section(s) to revised draft transport policy about how transport may be provided, and the intention to move towards greater independence as the young person moves through their schooling.</p> <p>2b. Explore personal budgets and what flexibility we have to increase these/ use them differently (and how giving more money through personal budgets could affect benefit entitlement) and reflect this in new policy.</p> <p>2c. Consultation with parents' forums, schools and young people and review of best practice to identify additional travel options that can be used for groups of Portsmouth pupils.</p> <p>2d. New process put in place for deciding type of transport that a child needs (including consultation with the school) e.g. whether it needs to be door-to-door, whether they need an escort, how many other children they can travel with - by May 2020.</p> <p>2e. Review communication that goes to parents about travel decisions in line with new policy (May 2020 onwards).</p>

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3	Work to promote greater independence, including through annual review	<p>In theory annual review of EHCP includes review of transport arrangements, but in practice this rarely happens, and once a child is allocated to receive transport support this continues until the end of their compulsory education.</p> <p>Specific options for greater independence for key groups of pupils e.g. travel training + bus passes for Harbour School pupils, introduction of "walking bus" at Redwood Park.</p>	Potentially significant	<p>3a. Consider who/how we can introduce a meaningful review of the type of transport provided at regular intervals i.e. do we do this as part of annual review of EHCP, or is it a separate conversation at key moments e.g. when child's eligibility begins and then in Y3, Y6, Y8 and Y10? (Focusing on specific year groups would mean approx. 200 reviews/year)</p> <p>3b. Headline information about review process incorporated into new policy.</p> <p>3c. Reviews begin June 2020 starting with children moving to secondary school.</p> <p>3d. Review of best practice in more independent travel, including the consultation identified in 2c (Dec - March 2020)</p> <p>3e. Detailed planning with Redwood Park on introduction of walking bus from September 2020 (May-June 2020)</p> <p>3f Review with Harbour School of which pupils could be moved to bus passes and travel training, May 2020, travel training takes place June/July 2020.</p>
4	Route planning and deployment of passenger assistants	<p>Council runs 9 mini-buses with others commissioned from Pete's. Taxi services commissioned from 3 main providers (AMK, Pete's, Aqua), plus handful of very small operators.</p> <p>Same basic routes have been running for many years. Additional taxis commissioned/de-commissioned as needed by phoning one of the providers.</p>	Not yet known	<p>4a. update individual pupil information on Transys software (can only be completed after 2d)</p> <p>4b. Use Transys to generate "ideal" routes for children travelling from September 2020, which would then be sense checked by transport team before putting out to tender via <i>adam</i>.</p> <p>4c. Communication to parents where children's transport arrangements will be changing.</p>

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4	(cont) Route planning and deployment of passenger assistants	<p>Transys route planning software has been purchased but not yet used - information on this system not necessarily up to date.</p> <p>Service supported by 123 passenger assistants who are directly employed by council, significant turnover which affects service provided to children, many on zero hours contracts, have had limited training to deal with sometimes challenging behaviour, challenges with recruitment.</p>	Not yet known	<p>4d Passenger assistants to be consulted on how transport could be reviewed as part of spring review, including seeking views on new travel options</p> <p>4e New training developed for PAs and rolled out during summer term 2020.</p> <p>4f Review of PA role, number needed, balance between permanent and zero hours staff, possible new places for recruitment (university students, staff working in the special schools) - June 2020 onwards.</p>
5	Effective commissioning of transport	<p>Transport currently provided by council run mini-buses, commissioned mini-buses and taxis.</p> <p>Majority of routes are long-standing, with children moved on and off existing routes as they join and leave schools, and agreements based on rolling contracts.</p> <p>Where new transport is needed e.g. two children have been travelling happily together and then need to be separated to keep everyone safe this is organised by calling one of the taxi companies rather than through any formal procurement exercise.</p> <p>Very few routes have been commissioned via Intend with competition between providers.</p>	Not yet known	<p>5a. Complete due diligence and appropriate Gateway process to appoint <i>adam</i> for review work and to support transport commissioning for next two years (December).</p> <p>5b. Implementation period with <i>adam</i> with existing contracts being moved to system so existing providers can get used to new way of working (January - May 2020 with full implementation by 1 June 2020).</p> <p>5c. Routes from Sept 2020 uploaded onto system to commission June - August 2020.</p> <p>5d. Further work to increase market of providers e.g. encouraging smaller taxi companies onto system, looking at whether council/schools could cover more routes (Sept 2020 onwards).</p>

Key risks (draft)

Risk	Likelihood/Severity	Mitigation
Unable to attract additional providers into Portsmouth.	High likelihood (local traffic makes it unlikely providers outside the City will want to drive into City during rush hour for relatively short journeys.)	<i>adam</i> have told us confidently that they expect to be able to increase providers and have done it elsewhere. Proposed contract with <i>adam</i> for initial 2 years rather than 4 in case ongoing savings are not achieved.
Framework approach pushed costs up rather than down, because we don't have competition between providers on routes.	High if we cannot bring new providers into the market.	See above. Also, if costs do increase could look at increasing amount of transport provided directly by council or in partnership with schools.
Insufficient capacity within the transport team to deliver project.	Moderate likelihood, high severity if it occurs.	Transport team looking to re-structure to increase capacity. <i>Adam</i> bring Project management capacity.
Focus on this area creates significant backlash amongst parents and/ or special schools.	Possible changes to SEN transport are likely to cause concern to parents and possibly schools.	Clear communication strategy as part of the plan.