

Overview of a Commissioning Approach for Travel Assist

1. Outline Timescales and Phases

DEFINE AND DESIGN - June to October 2018 – establish programme, develop the commissioning strategy, initial supply market testing and Cabinet approval

DEVELOP – October to March 2019 – Pre-procurement: modelling, specification, supply market development and invitation to tender

DEPLOY – Start March 2019 – procurement (assuming a 6 month OJEU procurement following the restricted procedure, Supplier Qualification, tender and evaluation, preferred supplier, agree contract terms and contract award)

DELIVER – Start November 2019 - mobilisation and implementation, stabilise into BAU.

2. Outline Plan – Define and Design

Establish the programme and governance (programme board) and key workstreams/ subject matter experts for:

- The **SRO/ Business Lead**
- **Programme Management**
- **HR-potential TUPE** implications and to oversee consultation and union engagement
- **Communications and Engagement**-internally and with partners, the voice of the child, parent and school
- **Commissioning/procurement**-pre procurement market testing/engagement, stimulation and development, manage the full procurement process, assess and mitigate residual impacts of any services that may stop and/or move to the supplier and/or specify any BCC services that the supplier will be reliant upon
- **Contract Management** – review and update existing contracts to ensure fit for purpose for continuing delivery and maintain on-going service improvements
- **New policy development and approvals**-will require full consultation
- **Data Modelling**-service demand now and in the future and profile of demand based on current locations, children and schools

- **Buildings and School Planning**-part of demand/data modelling based on current locations of schools and where they should ideally be in the future. Explore potential invest to save opportunities. Link to the SEND/Inclusion and Placement strategies
- **Finance**-service modelling, evaluation of suppliers, opportunities for invest to save
- **Legal**-legal compliance with statutory duties, new policy and procedures and new contract
- **Equality Assessment**
- **ICT**-for any technology changes, including applications
- **Mobilisation/implementation**-to include establishing the **Intelligent Client Function** (contract management).
- **Green Agenda/Air Quality**

Modelling of the Service:

- Options Appraisal including “do nothing” or “de minimus” using the evidence base
- Evaluation of best practice elsewhere
- Links to the existing SEND, Inclusion and Placement Strategies
- Understanding the current baseline demand and performance of the service
- Future (next 3-5 years and 10yrs+) projected demands and performance (based on assumptions of what will be changing in the future)
- Opportunities for joint working, for example with neighbouring local authorities
- Design and development of the performance KPIs for the service
- Assess risks and retain a robust register with appropriate mitigations through the commissioning and procurement life-cycle

3. Develop

- Supply market evaluation, development and stimulation to ensure a broad supply base and not a reliance on a single supplier (or if there is one main supplier then it is a hybrid delivery with other parties and partners involved in delivery) to seek innovative solutions to meet our outcomes.
- Mitigation of the risk that the existing supplier will be the only tender submitted for this service (and validation of their capacity, capability, safety and financial soundness).
- Produce (and agree) Service Specification and Invitation to Tender (procurement) documentation

4. Proposed principles for the Commissioning process

1. A 5-7 year contract with the supplier (or suppliers) rather than 2 years, allowing provider(s) to invest in new, cleaner vehicles

2. Must be in line with the SEND and Inclusion Strategy and the Admissions Strategy
3. In the future more children will travel independently
4. There will be shorter assisted journeys (in terms of distance and time) with children being placed in schools as near to their home and community as possible
5. Demand for the service will reduce over time (as more children travel independently and the SEND/Inclusion and Placements strategies are implemented)
6. The service will deliver within budget and the cost per child will reduce over time
7. We will have a hybrid delivery model which will ensure:
 - No reliance on a single supplier
 - Introduce flexibility so one supplier can cover for another
 - No single supplier can overstretch and not deliver
 - The quality and reliability of the service will improve
8. There will be joined up delivery options with partners, providing economy of scale but also opportunities to work differently with partners. For example, health, other local authorities, Combined Authority, adults and the Children's Trust
9. We will have a supplier (or suppliers) and service which can deliver to an agreed set of performance measures around:
 - Capacity
 - Quality (reliability)
 - Safety
 - Being, and remaining, financially sound
 - Improved efficiency and performance
10. A service designed which can meet the current and future demand and will flex to meet the projected profile and needs of families and their children in the future
11. Subject to full consultation, there will be a revised and modernised policy for evaluation of what the service provides and the appeals process:
 - It will create a service that is clear and transparent, with consistent approvals and appeals processes (that everyone can understand)
 - The new policy will support the modelling of the numbers of children using the service and enable effective demand profiling & management
 - A broader range of provision will be included – taking into account the new models (in-house; school-led; school to pick-up)
 - It will be underpinned by an extended Independent Travel Training programme
12. The contract will ensure delivery of the Council's Social Value Policy through:
 - Pre-market engagement to determine the social value opportunities
 - Adherence to the Birmingham Business Charter for Social Responsibility

- Adoption of the Birmingham Living Wage by the supply chain

13. There will be compliance with the green agenda and delivery options which ensure ongoing compliance