

Home To School Transport - Update

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Making a positive difference every day to people's lives



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Review of past experiences

In September 2021 we did not deliver the level of service that our children and young people should expect. We fell short in a number of areas, which are consolidated into the following.

- 1. Our data was poor and unreliable:** Route planning was based on inconsistent and outdated information. We sent letters to deceased pupils and held inaccurate records of pupil needs.
- 2. We started planning too late:** We didn't monitor correct data until July and were unable to react to variations in children's journeys.
- 3. Change Control and Governance:** Change control processes were not applied to the routes, impacting operational delivery and tracking costs, and there was a lack of consistent DBS checks.
- 4. Children and young people were not at the centre of everything we do.** Our processes were cumbersome, our communications were lacking and we didn't listen to the concerns and views of parents and carers.

Mitigations for September 2022

Significant progress has been made to mitigate the issues of last year.

1. Data: We are integrating an interim solution, including Phase 1 of our Transport Management System. We are consolidating supplier information and introducing an improved invoicing process.
2. Data: We are developing a full suite of Key Performance Indicators (KPI's) to measure against targets and maintain focus on service delivery.
3. Planning: Planning for September 2022 is advanced. Over a third of schools have already submitted data and we are routing accordingly. We've undertaken extensive resource planning and can react to late changes in requirements or new additions.
4. Change Control and Governance: Change control processes are being applied in all areas. This will improve route delivery, bringing financial efficiencies, and will enhance the governance around DBS checks.
5. Our children are at the heart of our service. With a new structure, clear lines of responsibility, the combination of approval services, and a clear communications plan, we are listening to the views of our children and their families and are building a service around that. This was recently demonstrated when acting on feedback from a child who requires Aerosol Generating Procedures (AGP).

Transformation - Digital, Data, Technology, People and Finance

- **What are we doing**

- Implementing transformational digital, data, and technology solutions to improve the management and delivery of the H2ST service
- Ensuring there is an accurate flow of information between all stakeholders to ensure operational delivery.
- Creating a data-led performance management framework to drive improvement
- Having the right organisation design, key roles, responsibilities, target culture, and leadership.
- Ensuring the right mechanisms are in place to communicate more effectively with children, parents, carers, schools, and staff.

- **What have we done**

- Transformation programme underway. Project workstreams were initiated to deliver better routing, contractual agreements, and data flow.
- Decision to implement a Transport Management System (in 2 phases)
- Data mapping being produced to better understand flows and dependencies
- Completed Org chart for all workstreams and operational teams. Strengthened the management team, and aligned processes to work together more effectively.
- Building better ways to communicate, and creating focus groups and feedback loops to co-create with children, parents, carers, and suppliers.

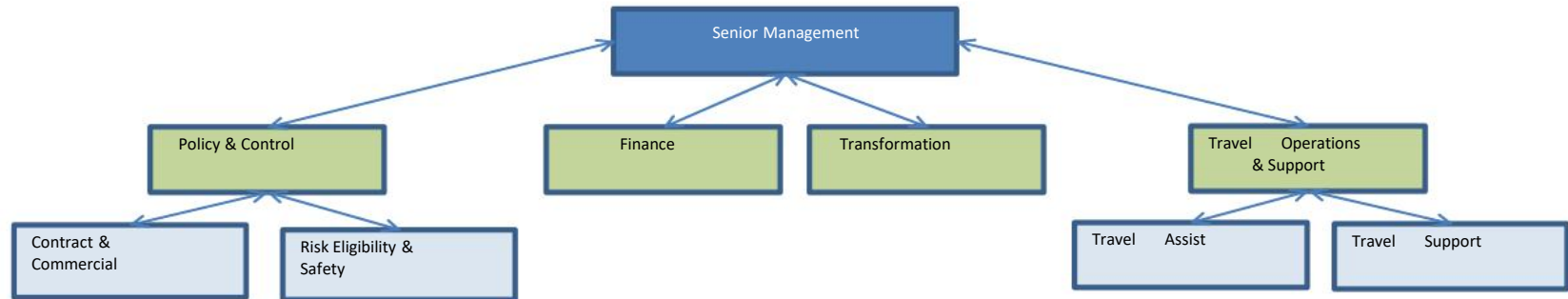
SMT Structure & Function Map

An essential part of the transformation is the creation of an operational structure fit to serve the children and families of Birmingham

Bringing together Policy Control and Safety, including Contract Management, Risk Assessment, Eligibility and Safeguarding ensures better data flow and will provide a better customer experience for parents and carers.

Our Operational team has 2 work streams comprising Travel support (Guides, Drivers, Mentors & Independent Travel Training) and Travel Assist

This is our temporary structure but will be the basis of our proposed permanent structure with a move to FTC replacing interim staff, and perm staff replacing those FTC in the future.



Travel Support

- A new element to the service introduces Travel Support. Travel Support will bring the support parts of the service together. This includes Guides (irrespective of employer), Drivers, Independent Travel Training, and the introduction of Travel Mentors.
- Through appropriate training and support, we can introduce voluntary Independent Travel Training. Providing travel gives us an opportunity to support our young people to learn vital life skills and promote independence. Preparing all young people for all life opportunities and allowing young people to reach their full potential.
- Travel support enables us to support the individual needs of the young person. Working in partnership with schools, the NHS, and other agencies we will ensure that everyone working with our young people have the required level of training to meet the needs of the young people.
- The introduction of travel mentors will increase the opportunities to promote the independence of our young people around the city and reduce the amount of transport required.

Preparation for Sept 2022

- Our immediate target is to have transparency of every child's application for transport and to understand at what stage that application is at any given time. This will enable the transfer of front-line contact to the contact centre and allow better use of service resources
- A SharePoint-based Interim Solution has been developed alongside 365 Response and means that we now have a single record that captures all service users irrespective of service type, Bus Pass, PTB or Operator-based service delivery. We are currently developing the tool further and this will provide greater automation of services, as well as significantly improved dashboards to demonstrate that SLA targets are being met
- The data captured from schools for the new school year is on schedule. Regular, and early, correspondence has been sent to schools to understand new requirements and changes, allowing routing to start and inset days and out-of-term time contacts to be captured.
- The biggest risk surrounds the procurement of routes currently provided by HATS, and ensuring that the Optimisation work is completed in a timely manner, allowing routing activities to be undertaken alongside the commencement of Meet & Greet services. This risk is being actively managed and stakeholders kept informed.

Who are we?

- Recent changes within the Children and Families directorate were made to reflect our customers and the people we serve more accurately.
- We have recognised the same requirement for this clarity in the Home to School Transport service.
- This is not simply a service that transports children from home to school. We must be more than that. We recognise our responsibility to use travel as a medium to improve the wellbeing and life experience of the children and young people that we serve. We must strive to be and deliver our best, Inclusive of all, transparent to all, we must be bold and it cannot just be words
- Accordingly, and with your permission we will rebrand the service as the “Children and Young People Travel Service” with effect from 1st July 2022.
- In addition, with the service rebrand, we have an opportunity to create a line in the sand and put historical issues behind us. Bringing fresh impetus to the transformation of our service and its relationship with its stake holders.

