

**Action Plan in Response to Independent Review Report**

**Independent Review Report**  
**High Level Action Plan**  
**Co-produced by PACC and Brighton and Hove City Council**

**Recommendations from the Independent Review into HTST**

1. Clear, consistent and urgent communication to all stakeholders (parents, carers, schools and settings etc) about stability in the Home to School Transport (HTST) arrangements from this point onwards. September 2020 must not be a repeat of 2019. The council should acknowledge the pressure on the base budget and that significant savings are unrealistic in the near future.
2. Rebuild trust with schools and settings, parents/carers, VCS, members and officers from other departments. The council should consider having a SEND charter and agreed co-production policy (which includes HTST), between parents/ carers and the Council, setting out clear roles, responsibilities and expectations.
3. The HTST policy (2015) needs to be updated with an emphasis on planning and training for independent travel, including an associated budget and sustainable strategy. It should also include a personal travel budget policy developed with parent/ carers. This should be a consistent independent travel training offer across the local authority. The team found there were some examples of good practice in children's social care. The updated policy needs to integrate with the Special Educational Needs and Disabilities strand and should be used to re-engage and seek best practice.
4. Review the HTST processes and streamline them. After initial agreement that travel arrangements are required, the council should remove the requirement for parents to complete transport requests for each year and consider introduction of a system as part of the ECHCP annual review to discuss and review travel. The annual review paperwork should be revised to ensure there is clear discussion about travel requirements, supporting the planning and training needed for independence and preparation for adulthood. The pupil information sheets, risk information, annual review and eligibility documents could be combined into single travel plan to save duplication and aid clarity.
5. The SEND team and HTST team must work together to share more information, reducing the burden on parents to repeatedly provide the same information. Operational managers across departments need to work collaboratively to strengthen relationships between HTST and SEND. The newly strengthened Directorate Team need to work together more closely to encourage and facilitate this.

6. The Council should ensure there is standardised and consistent training and performance expectations of drivers and VPAs with monitoring. Drivers and VPAs should complete comprehensive training to ensure that they meet the needs of each child or young person for whom they are responsible. Training should include at least basic first aid and disability awareness. In addition, identification badges and high visibility jackets need to be worn consistently by drivers and vehicle passenger assistants.
7. Review governance arrangements for projects and programmes so that all significant change projects go to the Modernisation Board. The reviews should include simplifying governance arrangements, ensuring clear lines of accountability and decision-making with a clear audit trail.
8. Programme management needs to be strengthened to ensure that any significant changes to Council services are based on a full business case, that there are realistic timelines and clear lines of accountability. The Council needs to allow adequate time to undertake transformational change in a service. Business cases should be used for significant change and savings, as well as spending proposals.
9. More support and oversight are needed from senior managers when significant changes are being made to council services. Senior managers should also place more value on the professional advice of specialists within the Council, such as procurement, legal, communications and health and safety.
10. The council should consider strengthening contract management going forward and ensuring all contracts with suppliers of HTST are signed and returned before a service starts. The council cannot continue to rely on implied terms and conditions for the remaining contractors who have not signed contracts.

## **Success Criteria for the Action Plan**

### By 31 October 2020:

1. Parent/carer satisfaction via survey shows at least 80% trust and confidence in the service
2. New 'tell it once' online form for parent/carers in use, combining application, pupil information and risk assessment
3. Service response times to communications with and from parent/carers are met at least 90% of the time
4. 100% of new transport staff have undertaken training as appropriate in relation to safeguarding and SEND awareness
5. 100% of all Transport Panels have a trained Amaze parent/carer worker present to represent parents' viewpoint
6. 100% of all interviews for staff in HTST are conducted with a representative of PACC on the interview panel
7. 95% of all spot checks and compliance monitoring passed and any breaches corrected within 24 hours
8. Long term leadership and capacity of HTST team established.

By 31 March 2021

9. A quality independent travel training option is available to all families for whom independent travel is an option
10. A fully revised and updated HTST policy is published, following co-production between the council and PACC and Amaze.
11. 100% of existing transport staff have booked onto refresher training and extended training as appropriate.
12. Further survey of parental satisfaction indicates 85%+ trust and confidence in the service.
13. All recommendations from independent review have been completed.

## Review and evaluation arrangements

**Green\*** = very good progress    **Green** = good progress    **Amber** = need to accelerate  
**Red** = progress weak

- This plan to be reviewed at each monthly meeting of the HTST Governance Board
- Progress reports to CYPS Committee in June 2020, November 2020 and a final report on March 2021

## Action Plan

No.	Recommendation	Actions	Completion date	RAG
1.	Establish clear consistent communication with all stakeholders	<ol style="list-style-type: none"> <li>1 Agree and publish a co-production policy</li> <li>2. Ensure all policy is co-produced with PACC, including consultation with PACC</li> <li>3. Establish regular updates with parents and carers via the PACC and Amaze websites and via HTST service email links</li> </ol>	June 2020	
2.	Re-build trust and confident between the council and families and all partners, including schools, VCS and transport providers	<ol style="list-style-type: none"> <li>1. Establish regular partnership meetings with PACC, including PACC Connects and with transport operators, schools and other stakeholders (Governance Board, PACC Connects, termly meetings with PACC reps, schools and transport providers)</li> <li>2. Establish principles of co-production in all new and revised policy and</li> </ol>	April 2020	

No.	Recommendation	Actions	Completion date	RAG
		<p>operational practice</p> <p>3.All transport panels to have a trained Amaze parent/carer worker to represent parental viewpoint</p> <p>4. All interview panels for HTST staff to have a PACC representative</p> <p>5. Team resources and capacity to be increased as necessary, so there is adequate leadership to drive and embed improvements, and sufficient staff to ensure response times can be met, including at times of peak demand</p> <p>6. Establish yearly parental surveys and intermediate means for parents to feedback on proposed changes and specific issues</p>	<p>July 2020</p> <p>March 2021 and then annually</p>	
3., 4 and 5	<p>Update and improve HTST policy</p> <p>Review all HTS transport processes and streamline in conjunction with SEND team and families</p>	<p>1.Establish a team of stakeholders across PACC/Amaze, schools, and the SEND and HTST teams to co-produce a revised HTST policy</p> <p>2. Create/ review policies/ protocols on:</p> <ul style="list-style-type: none"> <li>a. Independent travel training</li> <li>b. Personal payments to families who wish for them</li> <li>c. Reassurance for families on contractual compliance</li> <li>d. Application process</li> <li>e. Pupil information transfer and risk assessment</li> <li>f. Ratios of VPAs</li> <li>g. Response to medical needs</li> <li>h. Final agreement on transfer of pupils from vehicles in and out of school, including resolution of insurance issues</li> </ul> <p>Ensure strong links between HTST and SEND teams and link HTST eligibility and needs assessment to the EHC plan annual review process</p>	<p>October 2020</p> <p>March 2021</p> <p>October 2020</p>	

6. and 10.	Enforce performance expectations of transport providers and staff, including with training	Establish and resource: <ul style="list-style-type: none"> <li>• Termly contract reviews</li> <li>• Monthly compliance checks at operators' offices</li> <li>• Weekly 'spot checks' on school sites</li> <li>• Specific checks on completion of training by drivers and VPAs</li> <li>• Robust protocols for any contractual breaches</li> </ul>	Oct 2020	
7.	Ensure robust governance arrangements	<ol style="list-style-type: none"> <li>1. Establish the governance structure</li> <li>2. Ensure links between the various key groups – CYPS Committee, Members' Policy Panel and HTST Governance Board work well</li> <li>3. Establish a Governance Board with agreed terms of reference</li> </ol>	April 2020	
8. and 9.	Strengthen programme management processes and oversight	<ol style="list-style-type: none"> <li>1. ensure HTST is registered as a corporate risk with key actions and mitigations, as well as regular reviews</li> <li>2. establish links to the corporate modernisation board in terms of any costs associated with the development of the service and review of resources needed to secure improvements</li> <li>3. ensure strong collegiate working across council services relevant to service improvements</li> </ol>	April 2020	

