	<p><b>ACTION TAKEN UNDER DELEGATED POWERS BY OFFICER</b> <b>30 November 2015</b></p>
<p><b>Title</b></p>	<p><b>Restructuring of the SEN Referral and Assessment team (to be renamed the SEN Assessment, Placements, Planning and Resources team)</b></p>
<p><b>Report of</b></p>	<p>Ian Harrison, Education and Skills Director</p>
<p><b>Wards</b></p>	<p>All</p>
<p><b>Status</b></p>	<p>Public</p>
<p><b>Enclosures</b></p>	<p>Appendix A – current structure Appendix B – new structure Appendix C - Proposed specification for a Transport Brokerage function to be located in the Education and Skills Delivery Unit</p>
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## Summary

The report sets out proposals for restructuring the SEN Referral and Assessment team. The main changes are:

- The creation of a post-16 SEN casework team to take over the work currently contracted out to Prospects, whose contract ended on 30 September.
- The creation of a Transport Brokering service, which the council's Strategic Commissioning Board (SCB) has agreed should now be established within the Education and Skills service.
- To create some additional capacity to enable the Referral and Assessment team to cope with the volume and complexity of work and of decision-making involved in carrying out the statutory functions required by the recent SEN reforms. The report establishes additional posts, which will be funded through the SEND Reform Grant in 2015/16 and in the following two years through an underwriting of this grant by council as agreed by SCB on 18 August 2015.

## **Decisions**

**1. To amend the structure of the SEN Referral and Assessment from the structure set out in Appendix A (the current structure) to the new structure set out in Appendix B with effect from 1 November 2015.**

**2. To agree to establish the following additional posts:**

- 1 Post-16 SEN Manager
- 3 Post-16 SEN Caseworkers (2.6 FTEs)
- 1 SEN Caseworker
- 1 SEN Appeal Support Officer
- 4 SEN Case Support Officers – 3 of these fixed-term until 31 July 2016
- 1 Transport Brokering Team Manager
- 1 Transport Solutions Co-ordinator
- 1 Transport Brokering Systems Co-ordinator
- 1 Transport Contracts Management Co-ordinator
- 1 Senior Support Officer

**3. To agree to the following changes**

- One post of SEN Casework Manager to be re-designated Senior SEN Casework Manager (to deputise for the Head of SEN Assessment and Placements)
- The existing post of SEN post-16 co-ordinator to be re-designated as a post-16 SEN Caseworker
- The Transport Officer post (vacant) to be deleted
- SEN Strategic and Statutory Processes Manager to be re-graded as SCP 47-50 (from 45-48)
- SEN Information, Placement and Data Support Officer (regraded as SCP 26–29 - replaces the vacant post-16 Finance & Information Co-ordinator role)
- SEND Tribunal Manager (regraded as SCP 42-45 - the renamed SEN Appeal Officer/OOA, OOB & Appeal Officer role)
- Senior Support Officer (formerly a temporary post with additional increment) regraded as SCP 23-26

## **1. WHY THIS REPORT IS NEEDED**

The report is needed so there is an appropriate record of the rationale for the changes in the structure and the financial assessment underpinning these changes.

## **2. REASONS FOR DECISIONS**

### **Rationale**

New SEND reforms were introduced by the Children and Families Act 2014, which came into effect from September 2014. The new requirements included:

- Conversion by March 2018 of about 1750 existing SEN statements into Education, Health and Care Plans (in addition to processing the 200 or so new statements/plans we have to produce every year)
- Develop Education, Health and Care Plans for a proportion of the 165 young people aged between 16 and 19 in Further Education who have had a Learning Disability Assessment and are funded for additional support.
- The new requirement to produce EHC plans for post-16 students with SEN in education but not at school up to the age of 25
- An expected increase in the number and complexity of Tribunal cases as parents challenge placements under the new system, and of other approaches to resolve complaints such as statutory mediation meetings and statutory meetings (where required) following the issue of proposed plans.
- The development and drafting of EHC Plans that typically take three times as long as the case for statements of SEN, and which require a more intense and dynamic interaction with parents and young people.
- Maintaining and updating the Local Offer for children and young people with SEND, including coordinating the information across a range of partner organisations.

After 12 months of implementing the SEND reforms it has become necessary to restructure the SEN Referral and Assessment team for three reasons:

- New posts are required as a result of the decision to terminate the contract with Prospects in relation to Learning Disability Assessments and to integrate the work they carried out into the Referral and Assessment team, taking account of the fact that the SEND Reforms mean that 16 to 25 year olds with SEND/disabilities attending college courses are also now eligible for the new Education, Health and Care plans.
- New posts are required as part of the Transport Brokering service, which the council's Strategic Commissioning Board (SCB) has agreed should now be established within the Education and Skills service. The benefit of having a separate brokerage service is that it achieves the split between

commissioning of services and delivery of services that are the cornerstone of Barnet's commissioning council model. It will mean:

- The specification of transport requirements and safe travel plans for individual pupils and other clients is made by the service responsible for ensuring statutory requirements and children's and other users' needs are met.
- Greater attention on providing forms of travel assistance which do not require the Council to provide direct transport, e.g. independent travel training and personal budgets.
- Improved performance oversight of the delivery of services, including health and safety and safeguarding matters, through improved accountability to the brokerage team by the transport service providers
- A more competitive approach to the delivery of transport by separating out the brokerage and contract management functions from the delivery function and ending the situation where the main delivery body also determines which routes and services are provided in-house and which are tendered.
- It is clear that some additional capacity is required to enable the Referral and Assessment team to cope with the volume and complexity of work and of decision-making involved in carrying out the statutory functions required by the new legislation. The report establishes additional posts, which will be funded through the SEND Reform Grant in 2015/16 and in the following two years through an underwriting of this grant by council as agreed by SCB on 18 August 2015.

To reflect its actual functions, the team will be re-named as the SEN Assessment, Placements, Planning and Resources team.

### **3. ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

- 3.1 The option of extending or re-tendering the contract with Prospects was considered and rejected because the nature of the work they were contracted to undertake has changed significantly. The Learning Disabilities Assessments they undertook are no longer required and it is necessary to integrate the assessment of needs of young people with SEND/disabilities over 16 attending colleges with the processes developed in response to the SEND reforms for children up to the age of 16.
- 3.2 The option of not establishing a transport brokering team in the Education and Skills service was considered by SCB on 18<sup>th</sup> August and was rejected, as it would mean that the brokerage and contract management functions would remain within the same Delivery Unit (Streetscene) that is responsible for the delivery of transport operations and the benefits of establishing a separate brokerage service described in section 2 above would not be achieved.
- 3.3 The option of not changing the structure and increasing capacity was considered and rejected because it is clear from the workload and complexity of the SEND assessment arrangements that, if these changes are not made, the council will be at risk of not meeting its statutory obligations to complete assessments within agreed time limits and to convert SEN statements to Education, Health and Care Plans in line with regulations.

### **4. POST DECISION IMPLEMENTATION**

- 4.1 The new structure will be implemented. Vacant posts will be filled through a recruitment process. Posts that are currently filled on a temporary basis by seconded staff or staff on fixed-term contracts, including agency staff, will be ring-fenced to existing staff and agency workers in the first instance.
- 4.2 The Senior SEN Casework Manager role will be ring-fenced to the two existing SEN Casework Managers.
- 4.3 New posts in the transport brokering team that overlap with existing posts in the Passenger Transport Service (Streetscene Delivery Unit) will be ring-fenced to affected staff in the first instance.
- 4.4 TUPE requirements applied to the 2.6 permanent staff employed by Prospects. As a result they transferred to the council's employment on 1 October 2015. The new post-16 SEN Caseworker posts will be ring-fenced to those staff in the first instance. Consultation with staff who transferred under TUPE began in early October.

### **5. IMPLICATIONS OF DECISION**

#### **5.1 Corporate Priorities and Performance**

- 5.1.1 The proposals in this report are designed to contribute to the council's

corporate priority that 'Young people with special educational needs or disabilities and their families are able to plan for their future and enable Growth'.

5.1.2 The proposals also support the following commissioning intentions for the Education and Skills service:

- All eligible children and young people have a personalised, outcome focused Education, Health and Care Plan that is regularly reviewed. This should result in better coordinated plans that more effectively achieve the identified outcomes for children and young people
- Reduce the demand for SEN transport through better enabling work and reduce the cost through more efficient and effective service delivery.

## 5.2 **Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

5.2.1 The Referral and Assessment Team budget has been enhanced through various virements from budget lines that have previously underspent or which are more logically located with the Referral and Assessment team budget. The most significant virements were those from the Post-16 Education and Skills team in relation to functions that have transferred from that team to the Referral and Assessment Team i.e. assessment and placements of post-16 young people with SEND/disabilities. With the addition of the transport brokering function, the total budget will be £1,295,414. This budget, together with the SEN Reform Grant funds available this year and underwritten by the council for the next two years (see 5.2.3 below), is sufficient to fund the new staffing structure, albeit that it will be necessary to reduce spending by 2019/20, once the SEN Reform Grant funds and the council underwriting of these ends in two years time.

5.2.2 All the following posts can be funded from this revised core budget:

- Assistant Director, SEND and Inclusion
- Head of SEN Assessment and Placements (established through summary DPR dated 25 August 2015)
- SEN Strategic and Statutory Processes Manager
- Placement, financial strategy and SEN Information co-ordinator
- SEN Financial and Information Co-ordinator
- 2 SEN Casework Managers (one of them now a Senior SEN Casework Manager)
- SEN Appeals Officer
- SEN Caseworker – 7.1 FTEs
- SEN Support Officers – 2.8 FTEs
- Post-16 SEN Manager (a new post)

- Post-16 SEN Caseworkers – 3.6 FTEs (2.6 new posts)

5.2.3 At its meeting on 18<sup>th</sup> August the Strategic Commissioning Board (SCB) agreed to allocate £236,000 in 2016/17 and again in 2017/18 as a project budget for 'implementation of the SEN Reforms' (subject to the government requirement to implement the reforms still being in place) noting that it is possible that this amount or a smaller amount may be allocated to the council as a continuation of the SEN Reform Grant arrangements, but it may be that this grant funding will cease and thus the transitional costs will fall to the council. As a result the following additional posts can be funded this year and for the next two years from the SEN Reform Grant and/or the council's provision that underwrites it:

- 1 SEN Caseworker
- 1 SEN Appeals Support Officer
- 1 Senior SEN Casework Support Officer
- 3 SEN Support Officers – fixed-term until 31 July 2016.

#### 5.2.4 Job-evaluation grades)

The post-16 case-workers will be on the same grade as existing caseworkers. The other two new posts have been evaluated as follows:

- Post-16 SEN Manager (now named Preparing for Adulthood SEN Manager): scp 45-48
- Assistant SEND Tribunal Officer: scp 28-31
- An existing post, SEN Strategic and Statutory Processes Manager, was re-graded as a result of role profile adjustment to fit new responsibilities within the new structure: scp 47-50.

5.2.5 The remainder of the SEN Reform Grant will be used to fund:

- The Baker-Small contract – this is an arrangement to build knowledge, understanding and application of legal concepts and processes into the management of SEN casework, especially that which presents as complicated and challenging, so that decisions are more robust, placement cost is managed appropriately and in compliance with the legal framework, and officers develop a greater sophistication in early identification of areas where disagreements may arise and lead to challenge. As well as the core contract (£45,000 a year) it is anticipated that up to £30,000 will be spent on the 'draw down' element of the contract, where Baker-Small provides direct support for individual complex cases, including attending Tribunal hearings with SEN officers.
- A consultant to carry out the function of Statutory Process Adviser so that the significantly increased legal framework that deals with the old system, the new system and transitional provisions, can be reliably applied through the very many different casework scenarios.
- Other temporary posts and consultancy as necessary, to carry out casework co-ordination and management, casework support roles or

support for Tribunal hearings.

- 5.2.4 At its meeting on 18<sup>th</sup> August SCB approved additional funding of £100,000 a year towards the cost of the new Transport Brokering Team. It has been agreed that a further £50,000 will be provided through a reduction in the management fee that the Passenger Transport Service in Streetscene charges for their management of transport operations for pupils eligible for SEN travel support. The balance of the funding for the new team will be provided through the deletion of the current, vacant Transport Officer post
- 5.2.5 Provision of desks for the additional staff has been factored into existing plans for accommodating the Education and Skills service in North London Business Park Building 2.
- 5.2.6 IT and other non-staffing costs associated with the new posts can be met from existing budgets.

### **5.3 Legal and Constitutional References**

- 5.3.1 Under the Scheme of Delegation the Education and Skills Director has the delegated power to sign off establishment list changes within the financial envelope.

### **5.4 Risk Management**

- 5.4.1 There is a risk that statutory deadlines and requirements will not be met unless a suitably skilled and experienced team of staff are appointed to carry out the work required in relation to young people aged 16 to 25 with SEND.

### **5.5 Equalities and Diversity**

- 5.5.1 The SEND and Disability service provides support for children and young people with special educational needs and disabilities. Appropriate staffing of the service is needed to ensure statutory duties towards this disadvantaged group are met.

### **5.6 Consultation and Engagement**

- 5.6.1 A consultation document describing and explaining the proposed structure and the proposed arrangements for filling vacant posts was published and issued to all affected staff and relevant trade unions on 27 August 2015. Meetings were held in August for both staff and unions and further meetings were held shortly before the end date for consultation on 27 September 2015. Comments from staff and unions have been incorporated in this final version of the proposals.
- 5.6.2 Staff employed by Prospects who were deployed to provide services for SEN pupils have now transferred to the council under TUPE. Consultation with these staff on their future has taken place.



## 6. BACKGROUND PAPERS

6.1 A DPR was approved on 3 April 2014, which authorised the restructuring of the SEN Referral and Assessment team to ensure the team could fulfil the range of current and new statutory tasks in the light of the Children and Families Act and associated changes to regulations and funding schemes. The restructuring involved:

- The deletion of the vacant SEN Inclusion Manager post
- The creation of the following new/additional posts:
  - 1 Statutory and Strategic Processes Manager
  - 1 Placement, financial strategy and SEN Information co-ordinator
  - 1 Out of Authority, Out of Borough, Appeals, Complaints and Annual Review Co-ordinator
  - 1 SEN Transport Officer
  - The establishment of the following posts on a fixed-term basis:
    - 2 SEN Casework Officers (fixed-term)
    - 2 SEN Support Officers (fixed-term)

6.2 A Summary DPR was approved on 25 August 2015 to establish the post of Head of SEN Assessment and Placements on Hay band 201 – 204 and to amend the grade of the following post to SCP 26-29: SEN Information, Placement & Data Support Officer.

## 7. DECISION TAKER'S STATEMENT

7.1 *I have the required powers to make the decision documented in this report. I am responsible for the report's content and am satisfied that all relevant advice has been sought in the preparation of this report and that it is compliant with the decision making framework of the organisation which includes Constitution, Scheme of Delegation, Budget and Policy Framework and Legal issues including Equalities obligations.*

## 8. OFFICER'S DECISION

**I authorise the following action**

8.1

Signed

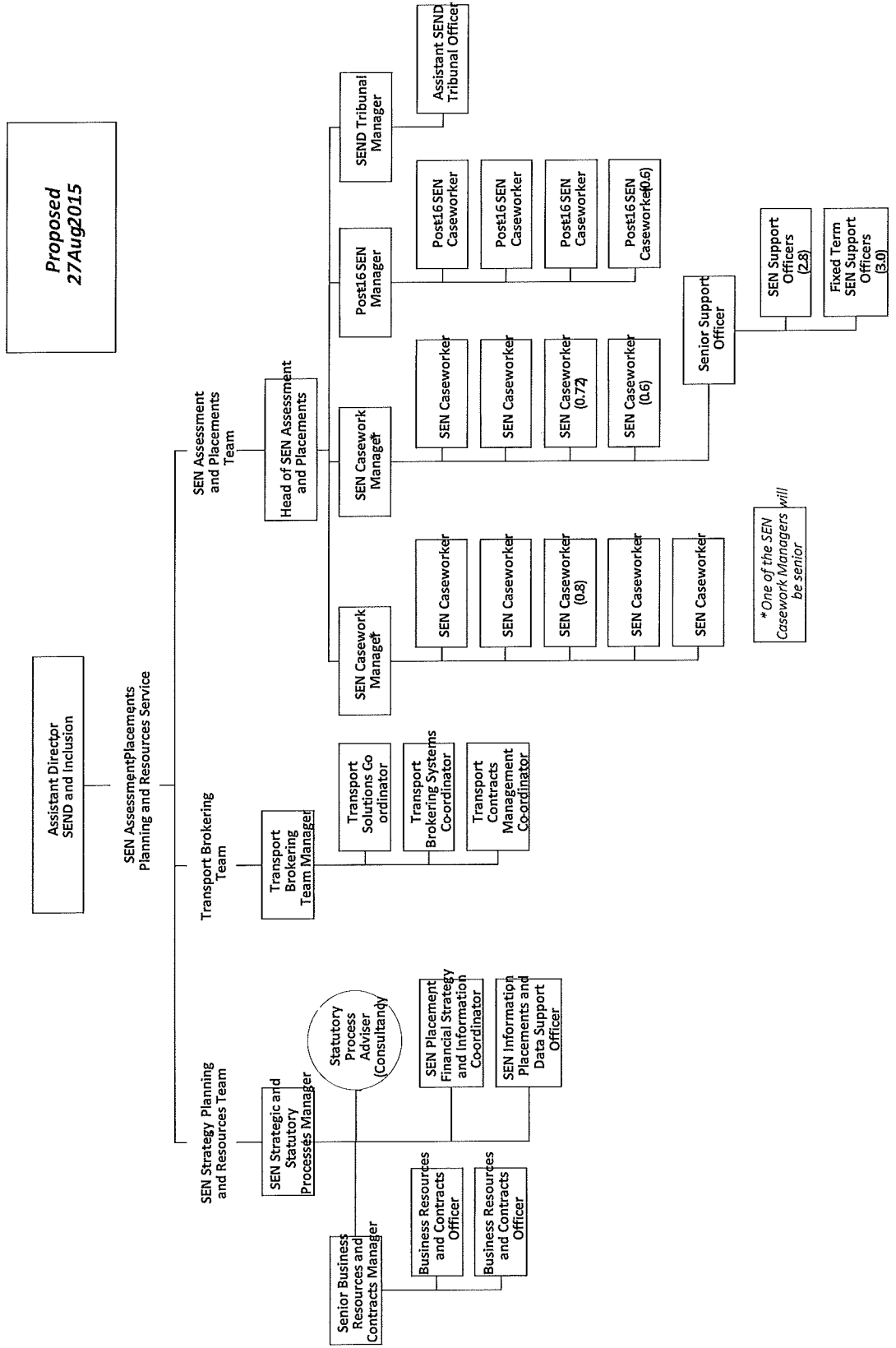
Ian Harrison



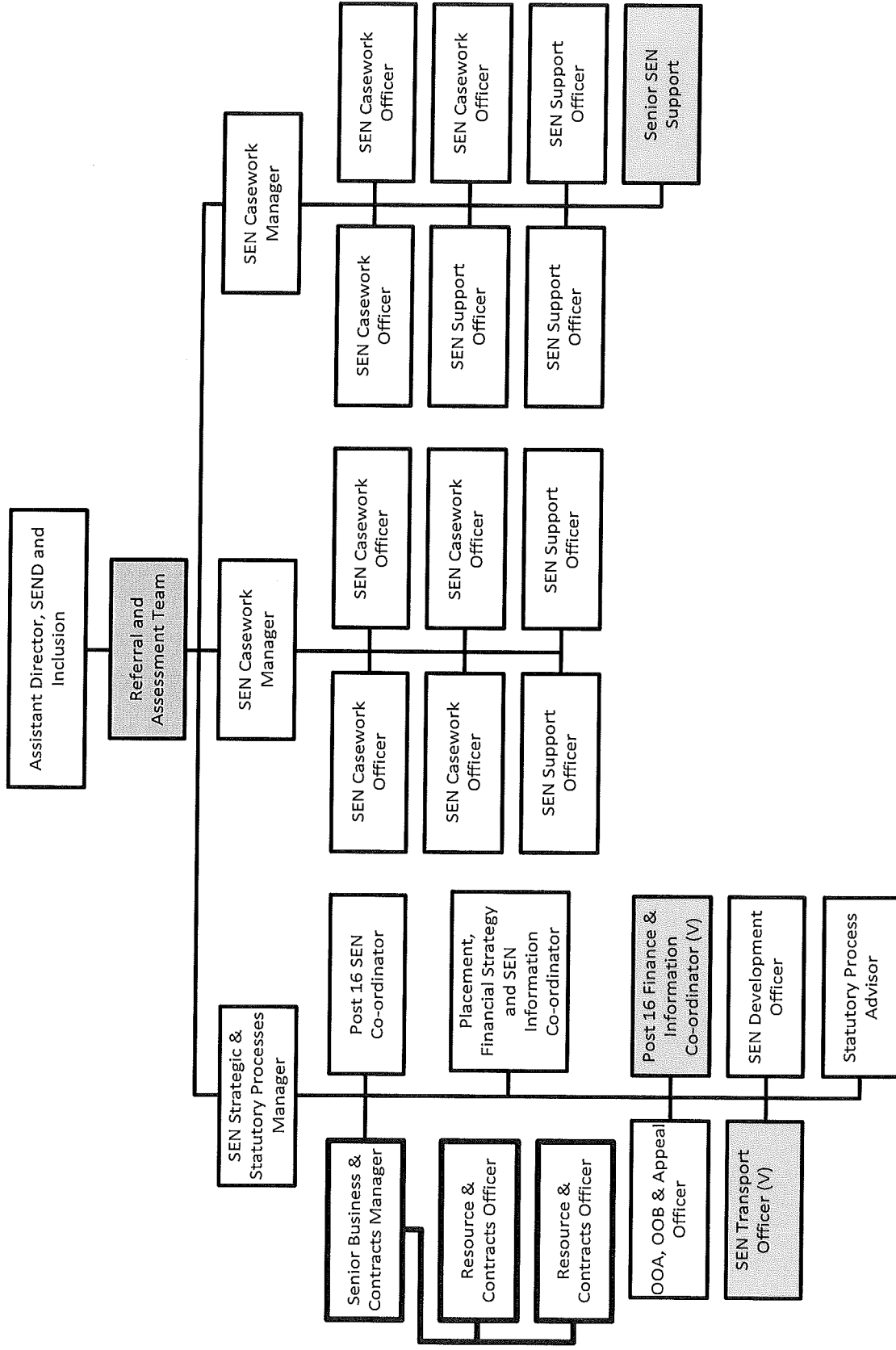
Date

30.11.15

# Appendix B – New Structure of the SEN Referral and Assessment Team – renamed the SEN Assessment, Placements, Planning and Resources team



# Appendix A – Current Structure of the SEN Referral and Assessment Team



**Appendix C – Restructure of SEN Referral and Assessment Team**

Proposed specification for a Transport Brokerage function to be located in the Education and Skills Delivery Unit

*Draft – 20.7.15*

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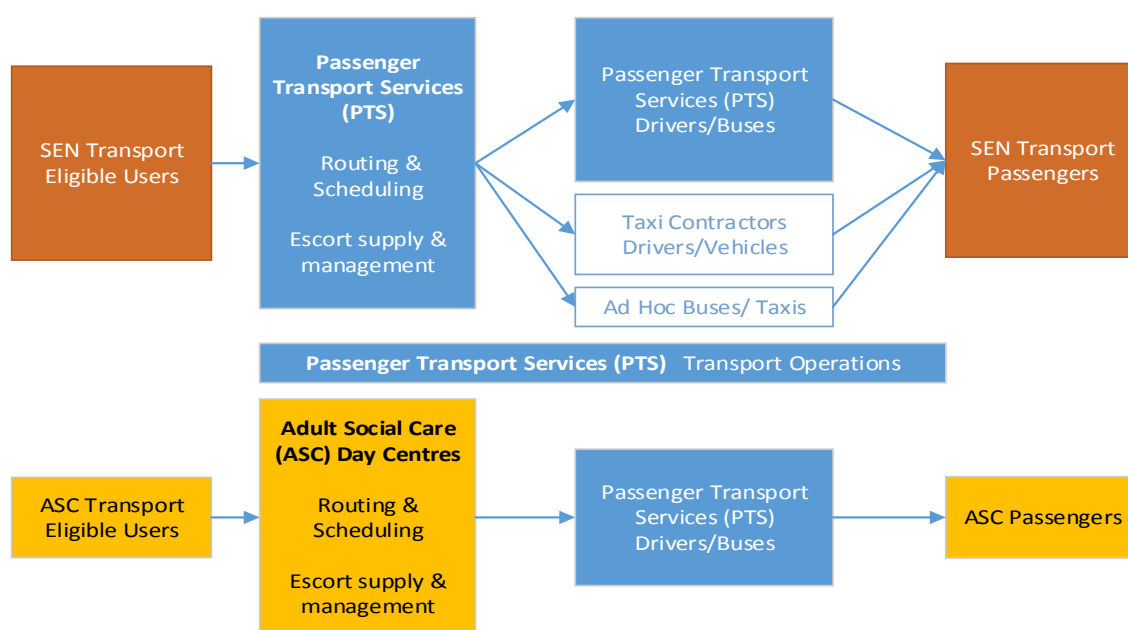
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# 1 Introduction and Strategic Context

Barnet Council’s statutory home to school transport services for Special Educational Needs (SEN) and Adult Social Care (ASC) are managed operationally by Passenger Transport Services (PTS) in the Street Scene Delivery Unit.

Currently SEN and ASC operate transport services differently, as illustrated below:

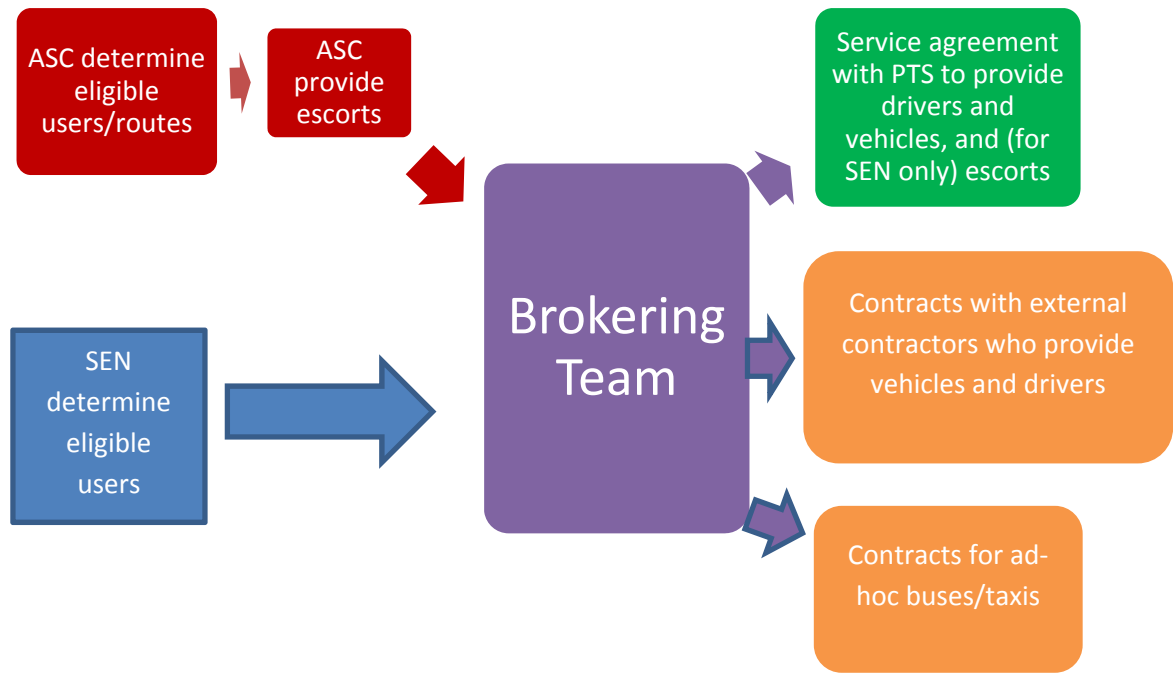
- PTS coordinates all transport operations for SEN;
- ASC coordinates routing, scheduling and the supply and management of ASC escorts;
- The remainder of all ASC transport operations is coordinated by PTS.
- 



*Colour coding denotes the delivery unit accountable for that particular transport element.*

Owing to much greater usage of PTS by SEN compared to ASC, (PTS carries approximately 950 SEN passengers and 190 ASC each school day), it is proposed that the brokering function should be hosted within Education and Skills.

It is proposed that the Brokering Service and transport operations operate as follows:



## 2 Specification for the Brokering Team

### 2.1 Outline Responsibilities

	<b>The Brokering Team</b>	<b>PTS and Other Travel Providers</b>
<b>Offer of travel assistance</b>	<ul style="list-style-type: none"> <li>- Prepares STP for individual clients, using generic specifications for standard level needs or bespoke specifications where required</li> <li>-Determines appropriate form of travel assistance</li> <li>- Consults with parents and schools on STPs and travel assistance arrangements</li> <li>- Monitors contractors' delivery of STP requirements</li> </ul>	<ul style="list-style-type: none"> <li>- Ensures requirements of STPs are met</li> </ul>
<b>Health &amp; Safety</b>	<ul style="list-style-type: none"> <li>- Monitor contractor adherence to Health and Safety requirements</li> <li>- Issuing enforcement notices as required</li> <li>-Consult with schools &amp; other service providers on health &amp; safety requirements for users</li> </ul>	<ul style="list-style-type: none"> <li>- Ensure staff meet all appropriate standards for employment</li> <li>- Ensure vehicles meet all appropriate standards for vehicular legislation standards</li> </ul>
<b>Performance Management</b>	<ul style="list-style-type: none"> <li>- Collate and analyse performance information from travel providers and take necessary corrective action</li> </ul>	<ul style="list-style-type: none"> <li>- Provide specified performance management information</li> </ul>
<b>Contracts</b>	<ul style="list-style-type: none"> <li>- Contract specification</li> <li>- Tendering and procurement</li> <li>- Monitoring Compliance</li> <li>- Market development</li> </ul>	
<b>Finance</b>	<ul style="list-style-type: none"> <li>- Ensure accuracy of estimates for travel costs as requested by SEN</li> <li>- Paying travel providers and charging appropriate clients</li> </ul>	



	<b>The Brokering Team</b>	<b>PTS and Other Travel Providers</b>
<b>Incidents</b>	<ul style="list-style-type: none"> <li>- Oversight of incident situation and ensuring contractors are acting appropriately</li> <li>- Wider communications with involved parties</li> <li>- Investigation and reporting</li> <li>- Ensuring measures in place to ensure non re-occurrence</li> </ul>	<ul style="list-style-type: none"> <li>-Emergency communication to emergency services, parents, Brokering Team</li> <li>- On the ground situation management</li> </ul>
<b>HR</b>	<ul style="list-style-type: none"> <li>- Audit of employment checks for all service user facing staff</li> <li>- Overseeing follow up of complaints and feedback</li> </ul>	<ul style="list-style-type: none"> <li>- Employment of qualified service user facing staff</li> <li>- Carry out employment checks for all service user facing staff</li> </ul>
<b>Training</b>	<ul style="list-style-type: none"> <li>- Define training requirements</li> <li>-Consult with schools and or other service providers with relevant skills and experience to deliver appropriate training</li> <li>- Hold overview of qualification levels and training completed by PTS and other providers' staff</li> </ul>	<ul style="list-style-type: none"> <li>- Training scheduling management and adherence</li> <li>- Release service user facing staff for training</li> <li>-Complete returns regarding participation in training</li> </ul>
<b>Service User Reviews</b>	<ul style="list-style-type: none"> <li>-Review travel assistance options for Service Users to agreed schedule</li> </ul>	

## 2.2 General Responsibilities

### 2.2.1 Safeguarding

All agencies involved will ensure that passengers are protected from threats to their wellbeing. The Brokering Team will require all contractors to ensure all staff involved in the provision of the travel contracts have undergone DBS checks. All contractors will allow the Brokering Team to audit the performance of DBS checks.

The Brokering Team will require from contractors a written statement setting out any previous convictions of staff of which they are aware or of which they are notified. The

Brokering Team will also require contractors to sign an agreement to allow Barnet Council the right to search police records and such personal details as necessary for the Council to satisfy its safeguarding obligations.

The Brokering Team will require all contractors to ensure that the transportation of passengers is in accordance with legislation and protects any vulnerable adult, young person or child from cruel and abusive treatment through the implementation of best practice guidance, such as the London Safeguarding Children Board Guidance as set out in the following publication:

[www.education.gov.uk/publications/standard/publicationDetail/Page1/DCSF-00374-2009](http://www.education.gov.uk/publications/standard/publicationDetail/Page1/DCSF-00374-2009)

The Brokering Team will require that all contractors must ensure that their staff are informed of the six competencies for effective safeguarding of children and young people.

These competencies are:

1. Knowing how a healthy child or young person presents and behaves – so that the professional can recognise signs of distress and impaired development and intervene as early as possible to protect and promote wellbeing;
2. Listening to children and taking what they say seriously – so that their distress can be understood
3. Knowing how to undertake a really good holistic assessment. Depending on the circumstances the assessment can be brief or in-depth, but it must address all three Assessment Framework domains in order not to miss a key factor;
4. Cultural competence – so that the professional is self-aware enough not to alienate the child or family and avoids being blinded or prejudiced by faith or cultural practices (and loses sight of harm or potential harm to the child);
5. Knowing, learning about or seeking expert advice on the particular culture and/or faith by which the child and family lives their daily life;
6. Knowing about and using services available locally to provide relevant cultural and faith-related input to prevention, support and rehabilitation services for the child and his/her family.

All staff who interact with vulnerable adults, children and young people must comply with these competencies at a level appropriate to their responsibilities.

In all instances where the contractor has a safeguarding related concern they must notify the Brokering Team immediately.

The Brokering Team will reserve the right to instruct contractors not to use particular members of staff for the execution of transport services without prejudice and is not required to give the reason for such exclusion. The Brokering Team may require contractors to provide an alternative member of staff in the place of anyone rejected by them.

### 2.2.2 Contracting Vehicles and Drivers

For coaches, minibuses and taxis the Brokering Team will commission the Council's Passenger Transport Service (PTS) or contract an external company directly to make the arrangements. The team will not ask PTS to manage external contracts with suppliers.

The Brokering Team will adopt procedures approved by the council in respect of:

- Maintaining an approved list of contractors
- Tendering procedures
- Tender evaluation and contract award.

The Brokering Team will develop and manage the

- Specification documentation
- Approved list
- Contract award.

The Brokering Team will review regularly, and at least annually, the process for issuing tenders and awarding contracts in accordance with Barnet's commissioning policy, procurement procedures and Constitution.

The Brokering Team will establish and maintain systems to monitor each contractor's conformity to all specifications set out in the contracts for the provision of transport.

The Brokering Team will verify and authorise payments of accounts.

The Brokering Team will prepare documents and arrange the competitive tendering process within agreed timelines.

### 2.2.3 Performance Monitoring of Contractors

The Brokering Team will require contractors to monitor regularly the mechanical condition of all vehicles. This will include daily checks to ensure compliance with legislation, manufacturers' recommendations, and council policies and procedures with particular regard to the provision of suitable seating, safety and restraint equipment, accessibility and restraint for wheelchairs, heating and ventilation.

The Brokering Team will reserve the right to reject a vehicle provided by contractors for the execution of the service at its discretion, if it considers that the vehicle does not meet these requirements.

The Brokering Team will be responsible for ensuring that contractors comply with and maintain the following aspects of vehicle management and provision:-

- a) Insurance cover and appropriate licensing
- b) Refuelling safety procedures

- c) Statutory inspections, scheduled preventative maintenance, breakdowns and non-scheduled maintenance
- d) The provision of suitable replacement vehicles
- e) Accident reporting procedures.

The Brokering Team will require all contractors to comply with the statutory and contractual requirements regarding the employment of staff, including currency of appropriate driving qualifications and licences, insurances, DBS checks, etc.

The Brokering Team require all contractors to report any personal injury accident involving a vehicle operating the service, or passenger travelling in, boarding on or alighting from a vehicle operating the service, as soon as possible by contacting the agreed emergency telephone number. The Contractor will be required to provide a written report of any such accident to the Council within four days.

#### 2.2.4 Emergency Cover

The Brokering Team will ensure that a full time manager or competent deputy duly authorised to act on his/her behalf is provided Monday to Friday between the hours of 0700 and 1700, who will have the authority to instruct and direct the Council's employees in both the Brokering Team and PTS in the performance of this agreement. They must ensure this person is also available to respond effectively to telephone messages from parents, teachers or other responsible persons involved in the transportation of pupils.

The Brokering Team will ensure that a twenty four hour out of hour's service is provided in case of emergencies while passengers, escorts, drivers and vehicles are in transit. They must ensure this service is covered by a manager or competent deputy duly authorised to act on his/her behalf that has the authority to instruct and direct the Council's employees in both the Brokering Team and PTS in the performance of this agreement. They will monitor the contractor's management of the emergency and also be available to respond effectively to telephone messages from parents/carers, teachers or other responsible persons involved in the transportation of passengers.

### 2.3 SEN Home to School Transport

#### 2.3.1 Determining eligibility

Applications for travel assistance will be considered initially by the SEN Referral and Assessment Team (RAT) in accordance with the eligibility criteria in the SEN travel assistance policy. If an application is not approved, RAT will inform the parents of their right of appeal.

When an application is approved, RAT will inform the Brokering Team of the locations and times of the travel assistance agreed, the personal details and any details of the SEN and disability that are required to develop individual Safe Travel Plans (STPs).

The Brokering Team will provide provisional transport costs, when requested, to be considered by the Complex Needs Panel as part of the decision making process for the placement and transport arrangements of pupils with special educational needs.

### 2.3.2 The travel solution

Where assistance is agreed, the Brokering Team will consider how the pupil will travel to school. The offer of assistance will take account of the needs of the child, the distance from home to school, the suitability and availability of public transport, whether there is already transport going to the named school, and the efficient use of Council resources.

In addition, the Brokering Team will seek options that promote independence and the well-being of pupils including, for example, encouraging a healthy lifestyle by walking a reasonable distance where the pupil is mobile and the route is safe.

Travel options will be appropriate for the needs of the child and considered in the following order:

- Walking to school, accompanied as necessary by the parent/carer
- Walking bus organised by the school
- Travel pass/Oyster Card for the pupil to travel unaccompanied
- Travel pass/Oyster Card for the parent/carer to accompany the pupil
- Personal Travel Budget to assist with the cost when the parent/carer agrees to take full responsibility for getting the child to school
- Funding for an escort to accompany the child, either walking or by public transport
- A seat on a shared school coach or minibus arranged by the Council
- Exceptionally, a seat on a hired car (taxi) arranged by the Council

The Brokering Team will work with schools to support the development of independent travel training in the curriculum for pupils that can benefit from training. The purpose of the training is so that as many pupils as possible are able to travel on public transport.

The Brokering Team will be responsible for the specification of independent travel training services, tendering for such services, and the award of the contract.

### 2.3.3 Personal Travel Budgets and mileage allowances

The Brokering Team will offer a personal travel budget to the parents of eligible children in lieu of other assistance. The Brokering Team will arrange for a regular cash amount to be paid into the parents' nominated bank account each month. The parent takes full responsibility for ensuring the child's regular attendance at school, but otherwise does not have to account for how the money is spent. Receipts for fares, taxi journeys or fuel purchases are not required.

Attendance will be monitored by the Brokering Team. The personal travel budget may be amended or withdrawn if attendance is not satisfactory.

### 2.3.4 Reviewing and re-applying for travel assistance

Since most children will have an ongoing need, requiring everyone to re-apply for assistance each year would be unnecessarily burdensome for both parents and officers. The Brokering Team will therefore conduct reviews using the following criteria:

<b>Criterion for review</b>	<b>Type of review</b>
Pupils at a point of transition, e.g. starting school, moving between schools, or transferring from school to college.	Treat as a new application - parent/carer will be asked to complete an application form.  College students to apply annually because assistance is agreed for a maximum of one year at a time.
Pupils being transported by parents receiving personal travel budgets or a mileage allowance.	Contact parents annually to re-confirm continuing arrangements.
Annual Review of SEND statement/EHCP indicates changed circumstances, e.g. possibility of independent travel.	Contact school and parents to confirm position and, if appropriate, initiate new transport arrangements.
All other pupils.	Officer-level review – RAT and Brokering Team to meet annually to check and confirm continuing arrangements.

### 2.3.5 Transport in Other Local Authority Areas

Where transport arrangements are made in other boroughs, e.g. for looked after children for whom Barnet is responsible, the Brokering Team will liaise with the local Council to arrange a service from a contractor approved by them, provided their approved list covers broadly the same criteria as applied by Barnet Council.

### 2.3.6 Safe Travel Plans

The Brokering Team, when commissioning travel assistance for a service user, will carry out a risk assessment resulting in a Safe Travel Plan. Safe Travel Plans will be generic for the majority of service users. However, where a service user has particular medical or other requirement, this will need to be identified in their individual safe travel plan. Safe Travel Plans will be shared with schools and contractors and reviewed and updated as appropriate.

The Brokering Team will review regularly its operational Health and Safety arrangements in conjunction with the Council's Health and Safety advisor. This will include identifying the training needs of key personnel within the Brokering Team to undertake risk assessments in relation to the safe transportation of passengers with a wide range of physical, medical and educational needs.

Emergency procedures for specific pupils to be undertaken by the escort (and driver if appropriate) will be included in Safe Travel Plans that will be shared with the contractors. Any special requirements for individual passengers (e.g. wheelchairs, harnesses or special seats) will be set out in the individual Safe Travel Plan.

The Brokering Team will require contractors to follow the emergency instructions as outlined in STPs. This may mean that, in the case of an emergency, escorts (trained in the specific medical intervention set out, such as epi-pens) will be required to administer medication or give paramedics the medication for administering. In these circumstances, the Brokering Team will arrange with parents/carers and the school for the contractor to be allowed to carry permitted medication in line with the Education and Health Care Plan. All medication will be collected at the beginning of each journey from the school/parents/carers and handed over at journey's end to the designated adult (school/parents/carers).

### 2.3.7 Determining provision of escorts

The provision of escorts is covered by the general requirement on Local Authorities when arranging transport to take account of the needs of the individual child. There is no automatic statutory entitlement to an escort.

The Brokering Team will undertake an individual risk assessment to determine whether an escort is required for particular journeys. Examples of situations when an escort will normally be provided include:

- Where there are five or more pupils travelling in the same vehicle. For larger groups or where individual pupils have severe physical or behavioural difficulties, more than one escort may be required;
- Where the pupil's behavioural difficulties present a hazard for the driver if no other adult is present;
- For children aged seven and under;
- Where the pupil has severe communication difficulties.

The Brokering Team will determine which routes require escorts and inform PTS, who will provide and manage the escorts.

The Brokering Team will keep the provision of escorts under regular review.

#### 2.3.8 Parental appeals and complaints

Queries or concerns about the day-to-day operation of the SEN travel assistance arrangements should be the responsibility of individual contractors. If they are raised with the Council, the Brokering Team will be the point of contact.

From time to time situations will arise where parents/carers disagree with decisions by officers on the interpretation or application of the travel transport policy. The Brokering Team will assist the Referral and Assessment Team Manager in providing information relevant to such appeals/complaints.

#### 2.3.9 Sanctions to support the efficient running of the SEND transport service

A very small number of parents fail to meet their obligations as set out in the Council's Home to School transport policy, thereby adversely affecting the journeys of other children and possibly impacting on the education of their own child.

The Brokering Team may take the following steps to support the efficient running of the SEN transport service. Where sanctions are necessary, they will not be applied in isolation - the child's headteacher will always be consulted in case the parent is also in dispute with the school and some form of joint action is appropriate, e.g. as part of a broader home-school "contract". The normal hierarchy of actions is as follows:

- when parents are first notified of the arrangements by the Brokering Team, they will receive a service level agreement, a copy of which they sign and return to accept the terms and conditions;



- as soon as a pattern of non-compliance begins to emerge, the driver/escort will give an informal oral warning to the parent saying that future compliance will be monitored and if there is no improvement the information will be passed to the Brokering Team who will contact the school;
- if non-compliance continues, and after consulting the school and, where appropriate the school attendance officer, the Brokering Team will send a formal warning letter setting out the incidents that have been noted and asking for compliance;
- further non-compliance will be met by the temporary withdrawal of assistance until the parent comes to a meeting with the Brokering Team, the outcome of which would be an action plan for improvement built into a “contract” similar to a home-school contract;
- continued non-compliance will lead to a longer-term withdrawal of assistance. The Brokering Team will inform the school attendance officer of any such withdrawal.

#### 2.3.10 Route planning

The Brokering Team will determine operational matters such as routes, pick-up/drop-off times and locations. These will be notified by the Brokering Team to parents/carers in advance in writing. Pupils will share transport arrangements with other children unless there are clear educational, safety or medical reasons for an individual vehicle.

In determining the travel solution, the Brokering Team will take account of the following principles:

- The safety and welfare of pupils are paramount.
- The Council is required to take account of the efficient use of public funds and provide a travel solution that offers best value for money.
- For transport to Barnet special schools, routes will be planned so that the maximum journey time under normal traffic conditions should be no more than 45 minutes for primary aged children and 1 hour 15 minutes for older pupils. Actual journey times may be longer depending on traffic conditions or other operational difficulties such as non-availability of vehicles or staff on the day. Journey times to schools outside Barnet including journeys to residential schools are likely to be longer, in which case appropriate stops may be made en route.
- Pupils may be picked up/dropped off from their home address, or at a safe stopping point within a reasonable distance from the home.

While recognising the importance of stability, the Brokering Team will reserve the right to change routes and pick-up times during the school year as demand for seats changes. This

will follow consultation with schools affected. The Brokering Team will give parents reasonable notice of in-year changes.

The Brokering Team will undertake a full review of routes at the end of each school year.

The Brokering Team will ensure that all arrangements and changes to arrangements are confirmed in writing to the parents.

The Brokering Team will ensure that contractors and schools are issued with route sheets comprising names and contact details of passengers, destination, pick-up points, pick-up times, and names and contact details of appropriate responsible persons at each destination point.

#### 2.3.11 Contract Monitoring and Reporting

The Brokering Team will monitor the quality of service provided to ensure that it complies with current national and Council standards.

A Brokering Team Executive Summary Report will be provided to an agreed schedule and will consist of a summary of the following information:

- Key issues for the previous period;
- Financial summary that includes predicted total spend for that period and predicted spend for the financial year for vehicles and escorts. It will also provide an analysis of transport costs that includes cost per passenger, variations from the previous period and variations from previous years.
- Statistical analysis to include: number of SEN pupils transported in borough with/without escorts; number of SEN pupils transported out borough with/without escorts; number of routes; contractor share of market.

#### 2.3.12 Incident Reporting

The Brokering Team will require contractors to provide a monthly report of incidents and complaints including drivers' behaviour, escort behaviour and customer complaints. This should incorporate a summary of the resulting actions and a monthly and cumulative analysis of the response time. All forms regarding serious incidents will be reviewed and signed off by the head of the brokering team.

### 2.4 Adult Social Care Responsibilities

The Brokering Team will arrange with suitable contractors for the provision of vehicles and drivers as specified by Adult Social Care. Adult Social Care will specify their requirements in

terms of vehicles and drivers to be provided. Eligibility, route planning and provision of escorts will be undertaken by Adult Social Care.

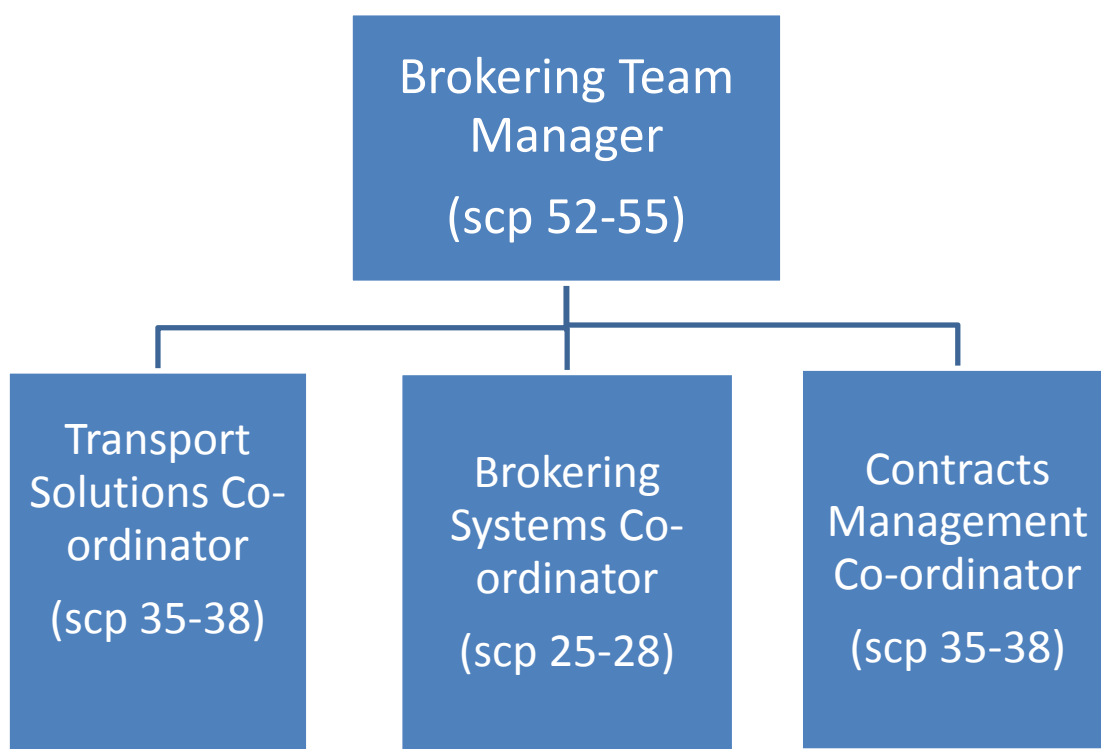
The Brokering Team will provide details of costs charged to the ASC transport accounts on a monthly basis.

## 2.5 Other Responsibilities

Other officers from Barnet Council may, in exceptional circumstances, require the assistance of the Brokering Team in the arrangement of ad-hoc bus or taxi services. The Brokering Team will arrange with suitable contractors for the provision of vehicles and drivers as specified in accordance with Section 2 of this specification. The cost of providing this service will be charged to the Council Department concerned.

### 3 Proposed Structure of Brokering Team

The diagram below details a proposed Brokering Team structure and the division of responsibilities. This includes headline tasks and does not take into account the management of escorts, which remains with PTS. It is estimated that a team of four FTE posts will be required to deliver the volume of tasks deriving from the specification.



BROKERING TEAM MANAGER		
Line management of team Review and maintain transport policy Liaison with schools, Day centres and clients Determining provision of escorts Budget management and reporting Review and maintain contracts framework Developing strategy for market development Reporting team and contractor performance		
<b>TRANSPORT SOLUTIONS CO-ORDINATOR</b>	<b>BROKERING SYSTEMS CO-ORDINATOR</b>	<b>CONTRACTS MANAGEMENT CO- ORDINATOR</b>
Review and maintain travel options list	Maintain Management Information Systems	Route planning and review

<p>Determine appropriate travel assistance</p> <p>Liaise with parents, schools and SEN RAT</p> <p>Arrange Independent Travel Training</p> <p>Create and maintain Safe Travel Plans</p>	<p>Arrange and monitor Personal Travel Budgets</p> <p>Data management and reporting</p> <p>Approval and payment of invoices</p> <p>Assisting other teams as required</p>	<p>Tendering for vehicles and awarding contracts</p> <p>Monitoring contract compliance by contractors</p> <p>Incident management and reporting</p> <p>Spot hire of vehicles</p> <p>Development of local transport provider supply base</p>
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## 4 Costs of Transport Brokering Team

The salary bands for the proposed four posts indicated in Section 3 would suggest the team would cost between £180-190,000.

POST	Minimum				
	SCP	Salary	NI	Pension	Total
Brokering Team Manager	52	47,535	4,281	12,264	64,080
Transport Solutions Co-ordinator	35	31,986	2,488	8,252	42,727
Contracts Management Co-ordinator	35	31,986	2,488	8,252	42,727
Brokering Systems Co-ordinator	25	24,027	1,661	6,199	31,887
<b>TOTAL</b>		<b>135,534</b>	<b>10,918</b>	<b>34,968</b>	<b>181,419</b>

POST	Maximum				
	SCP	Salary	NI	Pension	Total
Brokering Team Manager	55	50,451	4,683	13,016	68,150
Transport Solutions Co-ordinator	38	34,590	2,759	8,924	46,273
Contracts Management Co-ordinator	38	34,590	2,759	8,924	46,273
Brokering Systems Co-ordinator	28	26,277	1,895	6,779	34,951
<b>TOTAL</b>		<b>145,908</b>	<b>12,096</b>	<b>37,644</b>	<b>195,648</b>

One of the scp35-38 posts is equivalent to the vacant post of SEN Transport Officer within the Education & Skills Delivery Unit. The level of resource that could be transferred from existing PTS staffing has yet to be identified, but it is likely there will be a gap to be made up.

## 5 Job Descriptions

### 5.1 Brokering Team Manager

<b>Service:</b>	<b>Education &amp; Skills Delivery Unit</b>
<b>Location:</b>	<b>North London Business Park</b>
<b>Job Title:</b>	<b>Transport Brokering Team Manager</b>
<b>Grade:</b>	<b>SCP 52-55</b>
<b>Post No.:</b>	
<b>Reports to:</b>	<b>Assistant Director, Inclusion &amp; Skills</b>

#### 1. Purpose of Job:

The Brokering Team Manager is responsible for the delivery of efficient and economic travel solutions for eligible users as determined by internal clients within Barnet Council. In the main, these will be the provision of home to school travel assistance for the Education & Skills Delivery Unit and for day centres managed by Adult Social Care.

#### 2. Key accountabilities/duties/responsibilities:

The Brokering Team Manager is responsible for:

- The management of the Brokering Team
- Keeping the Home to School Travel policy up to date, including the publication of policy documents as required
- Liaison with schools, Day centres and other locations involved in transporting users
- Liaison with Council client departments, including regular client liaison meetings, providing management reports as agreed
- Budget management and reporting
- identifying savings and growth requirements through the continual review process to contribute to the corporate budget setting processes
- Maintaining and reviewing the contracts and tendering framework, including approved supplier lists, specifications, issuing of tenders process, tender appraisal and award processes
- Developing compliance and performance monitoring systems for contracted transport providers
- Ensuring contractors abide by the Council's Safeguarding requirements
- Determining the provision of escorts
- Defining the qualification and training requirements for contractors' staff

- Consulting with schools and or other service providers with relevant skills and experience to deliver appropriate training
- Maintaining and reviewing the framework for Safe Travel Plans
- Developing a strategy to ensure a competitive market of transport providers in the Borough
- Ensuring cover within the team in accordance with the out of hours Emergency procedures
- Reporting team and contractor performance

### **3. Promotion of Corporate Values**

To ensure that customer care is maintained to the agreed standards according to the council's values. To ensure that a high level of confidentiality is maintained in all aspects of work.

### **4. Flexibility**

The jobholder may be required to carry out other reasonable duties commensurate with the grade, as requested by line manager.

This job description is not exhaustive and may change as the post or the needs of the Council develop. Such changes will be subject to consultation between the post holder and their manager and, if necessary, further job evaluation.

### **5. The Council's Commitment to Equality**

To deliver the council's commitment to equality of opportunity in the provision of its services. All staff are expected to promote equality in the work place and in the services the council delivers.

#### **PERSON SPECIFICATION**

<b>Service:</b>	Education & Skills Delivery Unit
<b>Location:</b>	North London Business Park
<b>Job Title:</b>	Transport Brokering Team Manager
<b>Grade:</b>	SCP 52-55
<b>Post No.:</b>	



<b>Reports to:</b>	Assistant Director, Inclusion & Skills
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<b>Knowledge, training and experience</b>
<ul style="list-style-type: none"> <li>• Experience of managing a Passenger Transport operation.</li> <li>• Minimum 7 years' experience in a Passenger Transport environment or equivalent.</li> <li>• Knowledge of procurement procedures and management of tendered contracts</li> <li>• Knowledge of Community Transport and Special Education Needs procedures</li> <li>• Proven Customer Care experience.</li> </ul>
<b>Skills</b>
<p><b>Planning, organising and controlling skills</b></p> <ul style="list-style-type: none"> <li>• Proven IT skills to intermediate standards, to develop, implement and maintain effective performance monitoring systems.</li> <li>• Proven numeracy skills, including accounts, and ability to assist in preparing and managing budgets.</li> <li>• Proven management skills to ensure the effective utilisation of human resources within the department and external contractors.</li> <li>• Proven experience in establishing and controlling budgetary demands.</li> </ul> <p><b>Communication and influencing skills</b></p> <ul style="list-style-type: none"> <li>• Excellent telephone skills</li> <li>• Good verbal and written communication skills. Including the ability to assist in preparing and presenting management reports</li> </ul>
<p><b>Initiative and Innovation skills</b></p> <ul style="list-style-type: none"> <li>• Ability to ensure compliance with all legislative and council requirements</li> <li>• Able to deal effectively with confidential and sensitive issues</li> <li>• Knowledge of SEN Home to School Travel Assistance regulations</li> <li>• Knowledge of passenger transport operations and regulations</li> </ul>

**Supplementary Information Form**

<b>Post Title</b>	Transport Brokering Team Manager
<b>Service Area</b>	Education & Skills Delivery Unit
<b>Job Ref Number</b>	
<b>Budget management accountability</b>	Accountable for the management of the SEN travel assistance and escort budgets, currently exceeding £5 million per annum  Accountable for providing accurate cost estimates for transport provision to Council clients
<b>Staff management accountability</b>	Accountable for the management of the Brokering Team (3 staff)  Accountable for ensuring contractors abide by HR requirements, particularly DBS and DVLA checks
<b>Physical effort</b>	Not applicable
<b>Working environment</b>	Ability to work accurately to procedures and to deadlines.  Health & Safety awareness including the duty of care and risk assessments in a Passenger Transport environment.  Operate standby duty cover Monday to Sunday based on 1 in 3 week rota.  To work a 36 hour week between the hours of 07.00 to 18.30 Monday to Friday (based upon a rota).  Subject to satisfactory Enhanced CRB Disclosure  Hold an appropriate full driving licence and use of a car to perform site visits as required.

## 5.2 Transport Solutions Co-ordinator

<b>Service:</b>	<b>Education &amp; Skills Delivery Unit</b>
<b>Location:</b>	<b>North London Business Park</b>
<b>Job Title:</b>	<b>Transport Solutions Co-ordinator</b>
<b>Grade:</b>	<b>SCP 35-38</b>

<b>Post No.:</b>	
<b>Reports to:</b>	<b>Transport Brokering Team Manager</b>

### **1. Purpose of Job:**

The Transport Solutions Co-ordinator is responsible for arranging appropriate travel solutions for eligible users as determined by internal clients within Barnet Council. This will include maintaining and reviewing the appropriateness of the provision offered, completing Safe Travel Plans and keeping these up to date and ensuring that there is sufficient capacity to deliver the travel assistance options.

### **2. Key accountabilities/duties/responsibilities:**

The Transport Solutions Co-ordinator is responsible for:

- The determination of appropriate travel solutions for eligible pupils in accordance with the SEN Travel Assistance Policy
- Drawing up Safe Travel Plans in consultation with parents, including any special requirements
- The communication of Safe Travel Plans to parents, schools and contractors
- The maintenance and up-dating of Safe Travel Plans
- The review of travel solutions offered on a regular basis and the communication of any changes to parents, schools and contractors
- Working with schools to support the development of independent travel training in the curriculum for pupils that can benefit from training
- The specification of independent travel training services, tendering for such services, and the award of the contract
- Offering a personal travel budget to the parents of eligible children in lieu of other assistance
- Conducting reviews of travel solutions using the agreed criteria
- Liaising with the local Council where transport arrangements are made in other boroughs, e.g. for looked after children for whom Barnet is responsible, to arrange a service from a contractor approved by them
- Provide information to SEN RAT team for appeals and complaints
- Implement appropriate sanctions in cases where parents fail to abide by the terms of the travel assistance policy

### **3. Promotion of Corporate Values**

To ensure that customer care is maintained to the agreed standards according to the council's values. To ensure that a high level of confidentiality is maintained in all aspects of work.

#### 4. Flexibility

The jobholder may be required to carry out other reasonable duties commensurate with the grade, as requested by line manager.

This job description is not exhaustive and may change as the post or the needs of the Council develop. Such changes will be subject to consultation between the post holder and their manager and, if necessary, further job evaluation.

#### 5. The Council's Commitment to Equality

To deliver the council's commitment to equality of opportunity in the provision of its services. All staff are expected to promote equality in the work place and in the services the council delivers.

#### PERSON SPECIFICATION

<b>Service:</b>	Education & Skills Delivery Unit
<b>Location:</b>	North London Business Park
<b>Job Title:</b>	Transport Solutions Co-ordinator
<b>Grade:</b>	SCP 35-38
<b>Post No.:</b>	
<b>Reports to:</b>	Transport Brokering Team Manager

<b>Knowledge, training and experience</b>
<ul style="list-style-type: none"><li>• Experience in operational administration and the review of management targets within timescales.</li><li>• Experience in a Passenger Transport environment or equivalent.</li><li>• Proven customer care experience.</li><li>• Knowledge of procurement procedures and management of tendered contracts</li><li>• Knowledge of Community Transport and Special Education Needs procedures</li><li>• Health &amp; Safety awareness including the duty of care and risk assessments in a Passenger Transport environment.</li></ul>
<b>Skills</b>

**Planning, organising and controlling skills**

- Proven IT skills to intermediate standards, to develop, implement and maintain effective performance monitoring systems.
- Proven numeracy skills and ability to assist in preparing and managing budgets.
- Proven management skills to ensure the effective utilisation of human resources within the department and external contractors.
- Proven experience in establishing and controlling budgetary demands.
- Ability to work accurately to procedures and to deadlines.

**Communication and influencing skills**

- Excellent telephone skills
- Good verbal and written communication skills. Including the ability to assist in preparing and presenting management reports

**Initiative and Innovation skills**

- Ability to ensure compliance with all legislative and council requirements
- Able to deal effectively with confidential and sensitive issues
- Highly motivated with a flexible attitude and ability to develop the role.
- Knowledge of SEN and Home to School Travel Assistance regulations

**Supplementary Information Form**

<b>Post Title</b>	Transport Solutions Co-ordinator
<b>Service Area</b>	Education & Skills Delivery Unit
<b>Job Ref Number</b>	
<b>Budget management accountability</b>	Accountable for the management of the Independent Travel Training budget of £50,000 and the Personal Travel Budgets account of c£250,000 (and growing)  Decisions impact on the SEN travel assistance and escort budgets, currently exceeding £5 million per annum  Accountable for providing accurate cost estimates for transport

	provision to Council clients
<b>Staff management accountability</b>	No direct accountability but will share supervision of the Brokering Systems Manager
<b>Physical effort</b>	Not applicable
<b>Working environment</b>	<p>Ability to work accurately to procedures and to deadlines.</p> <p>Health &amp; Safety awareness including the duty of care and risk assessments in a Passenger Transport environment.</p> <p>Operate standby duty cover Monday to Sunday based on 1 in 3 week rota.</p> <p>To work a 36 hour week between the hours of 07.00 to 18.30 Monday to Friday (based upon a rota).</p> <p>Subject to satisfactory Enhanced CRB Disclosure</p> <p>Hold an appropriate full driving licence and use of a car to perform site visits as required.</p>

### 5.3 Contracts Manager Co-ordinator

<b>Service:</b>	<b>Education &amp; Skills Delivery Unit</b>
<b>Location:</b>	<b>North London Business Park</b>
<b>Job Title:</b>	<b>Contracts Manager Co-ordinator</b>
<b>Grade:</b>	<b>SCP 35-38</b>
<b>Post No.:</b>	
<b>Reports to:</b>	<b>Transport Brokering Team Manager</b>

#### 1. Purpose of Job:

The Contracts Management Co-ordinator is responsible for the planning of the most efficient and economic bus and taxi routes for the Council's transport requirements and the commissioning of internal and external contractors to deliver these in accordance with the Council's procurement processes. The Contracts Management Co-ordinator is also

responsible for ensuring that contractors abide by the terms of the contract and re-tendering the contracts in the most efficient way.

## **2. Key accountabilities/duties/responsibilities:**

The Contracts Management Co-ordinator is responsible for:

- Planning transport routes to meet client requirements in the most cost effective way
- Ensuring that contractors and schools are issued with route sheets comprising names and contact details of passengers, destination, pick-up points, pick-up times, and names and contact details of appropriate responsible persons at each destination point
- Reviewing regularly transport routes to ensure optimisation
- Maintain the approved list of suppliers and contract specifications
- Manage the processes for issuing of tenders, tender evaluation and contract award
- Monitoring of the performance of contracted service providers against agreed standards and KPIs
- Assisting in the development, implementation and maintenance of contract compliance and performance monitoring systems
- Undertaking contract compliance audits at regular intervals, ensuring legal and operational compliance
- Issuing of compliance notices to contracts as required and ensuring measures are implemented
- Assist in the monitoring of financial performance in conjunction with the Transport Brokering Manager
- Assist in identifying savings and growth requirements through the continual review process to contribute to the corporate budget setting processes
- Processing efficiently and effectively enquiries and complaints appertaining to service provision
- Reporting of incidents and undertaking the investigation, completing the incident report form, and where appropriate, meeting with Service Commissioners, schools, day centres, parent/carers and contractors
- Record issues raised and actions taken on the incident reporting form
- Implementing measures to ensure that incidents are not repeated
- Assisting with the preparation and analysis of statistical, financial and service performance reports within timelines and by target dates, as required
- Implementing the strategy for developing a competitive market of transport providers in the Borough
- The provision of vehicles and drivers as required for Adult Social Care's Day centres
- The spot provision of vehicles as may be required by internal Council clients.

## **3. Promotion of Corporate Values**

To ensure that customer care is maintained to the agreed standards according to the council's values. To ensure that a high level of confidentiality is maintained in all aspects of work.

#### 4. Flexibility

The jobholder may be required to carry out other reasonable duties commensurate with the grade, as requested by line manager.

This job description is not exhaustive and may change as the post or the needs of the Council develop. Such changes will be subject to consultation between the post holder and their manager and, if necessary, further job evaluation.

#### 5. The Council's Commitment to Equality

To deliver the council's commitment to equality of opportunity in the provision of its services. All staff are expected to promote equality in the work place and in the services the council delivers.

### PERSON SPECIFICATION

<b>Service:</b>	Education & Skills Delivery Unit
<b>Location:</b>	North London Business Park
<b>Job Title:</b>	Contracts Management Co-ordinator
<b>Grade:</b>	SCP 35-38
<b>Post No.:</b>	
<b>Reports to:</b>	Transport Brokering Team Manager

<b>Knowledge, training and experience</b>
<ul style="list-style-type: none"> <li>● Experience in operational administration and the review of management targets within timescales.</li> <li>● Experience in a Passenger Transport environment or equivalent.</li> <li>● Proven customer care experience.</li> <li>● Knowledge of procurement procedures and management of tendered contracts</li> <li>● Knowledge of Community Transport and Special Education Needs procedures</li> <li>● Health &amp; Safety awareness including the duty of care and risk assessments in a Passenger</li> </ul>



Transport environment.
<b>Skills</b>
<p><b>Planning, organising and controlling skills</b></p> <ul style="list-style-type: none"> <li>• Proven IT skills to intermediate standards, to develop, implement and maintain effective performance monitoring systems.</li> <li>• Proven numeracy skills and ability to assist in preparing and managing budgets.</li> <li>• Proven management skills to ensure the effective utilisation of human resources within the department and external contractors.</li> <li>• Proven experience in establishing and controlling budgetary demands.</li> <li>• Ability to work accurately to procedures and to deadlines.</li> </ul> <p><b>Communication and influencing skills</b></p> <ul style="list-style-type: none"> <li>• Excellent telephone skills</li> <li>• Good verbal and written communication skills. Including the ability to assist in preparing and presenting management reports</li> </ul>
<p><b>Initiative and Innovation skills</b></p> <ul style="list-style-type: none"> <li>• Ability to ensure compliance with all legislative and council requirements</li> <li>• Able to deal effectively with confidential and sensitive issues</li> <li>• Highly motivated with a flexible attitude and ability to develop the role.</li> <li>• Knowledge of passenger transport operations and regulations</li> </ul>

### Supplementary Information Form

<b>Post Title</b>	Transport Brokering Team Manager
<b>Service Area</b>	Contracts Management Co-ordinator
<b>Job Ref Number</b>	
<b>Budget management accountability</b>	Decisions impact on the SEN travel assistance and escort budgets, currently exceeding £5 million per annum  Accountable for providing accurate cost estimates for transport provision to Council clients

<b>Staff management accountability</b>	No direct accountability but will share supervision of the Brokering Systems Manager  Accountable for ensuring contractors abide by HR requirements, particularly DBS and DVLA checks
<b>Physical effort</b>	Not applicable
<b>Working environment</b>	Ability to work accurately to procedures and to deadlines.  Health & Safety awareness including the duty of care and risk assessments in a Passenger Transport environment.  Operate standby duty cover Monday to Sunday based on 1 in 3 week rota.  To work a 36 hour week between the hours of 07.00 to 18.30 Monday to Friday (based upon a rota).  Subject to satisfactory Enhanced CRB Disclosure  Hold an appropriate full driving licence and use of a car to perform site visits as required.

#### 5.4 Brokering Systems Co-ordinator

<b>Service:</b>	<b>Education &amp; Skills Delivery Unit</b>
<b>Location:</b>	<b>North London Business Park</b>
<b>Job Title:</b>	<b>Brokering Systems Co-ordinator</b>
<b>Grade:</b>	<b>SCP 25-28</b>
<b>Post No.:</b>	
<b>Reports to:</b>	<b>Transport Brokering Team Manager</b>

##### 1. Purpose of Job:

The Brokering Systems Co-ordinator is responsible for the maintenance of the Management Information Systems for the Brokering Team, the payment of contractors, payments to parents through Personal Travel Budgets, the collation of data for reporting purposes and assisting the Travel Solutions and Contracts Management Co-ordinators at

peak times of their workload.

## **2. Key accountabilities/duties/responsibilities:**

The Brokering Systems Co-ordinator is responsible for:

- Operating the Passenger Transport Services IT systems, ensuring that data input and reporting is effective and accurate in the line with service needs
- Maintaining accurate and current data records on the computerised and manual information systems, including all operational records appertaining to the service.
- Reviewing basic computerised and manual data and present in a suitable format in the drafting of finance and operational reports
- Supporting the Transport Brokering Manager in providing a regular financial and operational statement on the contracted transport providers performance and delivery of services
- Ensuring accuracy of estimates for travel costs as requested by SEN
- Verifying and processing invoices from travel providers and charging appropriate clients
- Arranging for a regular cash amount to be paid into the parents' nominated bank account each month
- Monitoring attendance of pupils with Personal Budgets
- The preparation of regular statistical analysis to include: number of SEN pupils transported in borough with/without escorts; number of SEN pupils transported out borough with/without escorts; number of routes; contractor share of market
- Taking meeting minutes, preparing correspondence, memoranda and reports to a competent level on behalf of the Transport Brokering Team Manager on a range of issues appertaining to the area of the service
- Assisting the Travel Solutions and Contracts Management Co-ordinators at peak times of their workload

## **3. Promotion of Corporate Values**

To ensure that customer care is maintained to the agreed standards according to the council's values. To ensure that a high level of confidentiality is maintained in all aspects of work.

## **4. Flexibility**

The jobholder may be required to carry out other reasonable duties commensurate with the grade, as requested by line manager.

This job description is not exhaustive and may change as the post or the needs of the Council develop. Such changes will be subject to consultation between the post holder and their manager and, if necessary, further job evaluation.

## 5. The Council's Commitment to Equality

To deliver the council's commitment to equality of opportunity in the provision of its services. All staff are expected to promote equality in the work place and in the services the council delivers.

### PERSON SPECIFICATION

<b>Service:</b>	Education & Skills Delivery Unit
<b>Location:</b>	North London Business Park
<b>Job Title:</b>	Brokering Systems Co-ordinator
<b>Grade:</b>	SCP 25-28
<b>Post No.:</b>	
<b>Reports to:</b>	Transport Brokering Team Manager

<b>Knowledge, training and experience</b>
<ul style="list-style-type: none"> <li>• Experience in operational administration</li> <li>• Experience in the use of management information systems</li> <li>• Proven customer care experience</li> <li>• Knowledge of data management requirements</li> </ul>
<b>Skills</b>

**Planning, organising and controlling skills**

- Proven IT skills to intermediate standards, to develop, implement and maintain effective performance monitoring systems.
- Proven numeracy skills and ability to assist in preparing and managing budgets.
- Proven experience in compiling basic statistical analyses
- Ability to work accurately to procedures and to deadlines.

**Communication and influencing skills**

- Excellent telephone skills
- Good verbal and written communication skills. Including the ability to assist in preparing and presenting management reports

**Initiative and Innovation skills**

- Ability to ensure compliance with all legislative and council requirements
- Able to deal effectively with confidential and sensitive issues
- Highly motivated with a flexible attitude and ability to develop the role

**Supplementary Information Form**

<b>Post Title</b>	Brokering Systems Co-ordinator
<b>Service Area</b>	Education & Skills Delivery Unit
<b>Job Ref Number</b>	
<b>Budget management accountability</b>	Accountable for providing accurate cost estimates for transport provision to Council clients
<b>Staff management accountability</b>	No direct accountability
<b>Physical effort</b>	Not applicable
<b>Working environment</b>	Ability to work accurately to procedures and to deadlines. Subject to satisfactory Enhanced CRB Disclosure

