

FUTURE COUNCIL

SEN transport: Enacting sustainable behavioural change- saving money

iMPOWER

The challenge

- ➔ Unprecedented cuts imposed on central & local government.
- ➔ Legacy of over-spend and waste in Special Educational Needs (SEN) transport.
- ➔ Opportunities to increase the independence of children and young people- which will serve them well into later life, bringing further savings for Adult services- are currently being lost.
- ➔ SEN transport overspend is often perceived as *too difficult to solve* due to the limitations imposed by statutory requirements and the political sensitivity of the target client group.
- ➔ Sustainable behavioural change is difficult due to entrenched dependency of parents accustomed to receiving full provision.

The opportunity

*“The single biggest item of expenditure by authorities in the UK is on home-to-school transport, half of which goes on transporting children with special needs... **we can do better for less**”*

Lord Adonis: Royal Society of Arts (RSA) Conference- November 9th, 2010

Our approach: How to get ‘better for less’?

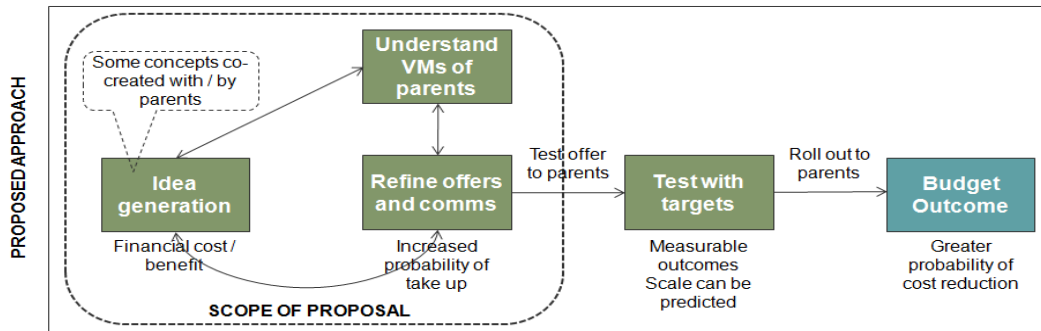
iMPOWER is proposing to combine:

- ➔ A **rigorous financial opportunity assessment** of the SEN transport budget, looking at a range of methods for reducing costs including demand management, investigating supply arrangements and identifying where there are blockages to better practice.
- ➔ The use of a methodology called Values Modes (working with Cultural Dynamics) to **understand the motivations of different groups of parents** and their likely responses to different methods of transporting their children to and from school.

Value Modes help us understand how people think- what inspires them and what discourages or dissuades them. Different people respond to different communication styles, offers and packages of support. ‘Value modes’ analysis provides a simple, easy-to-understand and practical insight into any group which can then be used to tailor your council’s key offers and messages. ‘Value modes’ uses a quick survey to analyse and categorise respondents into three personality types:

“Settlers”	“Prospectors”	“Pioneers”
<p>Characteristics</p> <ul style="list-style-type: none">➔ Traditional.➔ Like ‘top-down’ messages.➔ Naturally conservative and risk averse.➔ Driven by unmet need for safety, identity, belonging.➔ Wary of change/ nostalgic about past.➔ Low sense of ability to effect change. <p>Typical behaviours</p> <ul style="list-style-type: none">➔ ‘Follow the crowd’.➔ Least empathy of the three groups.➔ More likely to get family (often extended family) to help out with some tasks.➔ Can be inflamed by threats.➔ Pessimistic about future.	<p>Characteristics</p> <ul style="list-style-type: none">➔ Guided by external influences (e.g. people, money, status, power).➔ Status oriented – do things because they are cool/ fashionable/ clever.➔ Draw esteem from others.➔ Interested in an improved experience or situation for them selves, not others. <p>Typical behaviours</p> <ul style="list-style-type: none">➔ Smarter dressed.➔ “Don’t want to look stupid”.➔ “All about me- how does it affect me?”➔ Unlikely to come up with ideas.➔ “Keeping up with the Jones”	<p>Characteristics</p> <ul style="list-style-type: none">➔ Guided by their own sense of ‘right’ & ‘wrong’. This is deeply emotional and informs rational decisions.➔ Strong ‘Self-efficacy’.➔ Less worried about others’ perceptions of them.➔ More creative.➔ Most empathetic. <p>Typical behaviours</p> <ul style="list-style-type: none">➔ More likely to volunteer.➔ ‘If the rules don’t let me do it, change the rules’.➔ Issues that concern them are local/ within control.➔ Come up with ideas/ solutions.

Our partnership with Cultural Dynamics will help you to understand SEN transport consumers better and unlock the potential within that group, encouraging parents to engage more actively in the process and helping your council save money by re-balancing responsibility and helping parents to do more. In doing so, we will help your council **redefine the relationship between the council and citizen...**



The results: Coventry case-study

Client's problem

- ➔ Coventry CC had a projected SEN transport overspend of 20% of 2010/11 budget.
- ➔ Little discussion with parents on transport options.
- ➔ The legacy of Coventry's traditional, one-size-fits all transport policy meant that parents entering the system expected full transport provision for all children in special schools as standard.

Our approach

- ➔ Rigorous mapping of current system, work-to-date and an audit and analysis of accounts.
- ➔ Analysis and categorisation of a random sample of parents by their different behavioural styles & what motivates them.
- ➔ Delivery of three, 'value modes'-specific focus groups to consult with like-minded parents, gather their views and opinions and test specific SEN transport ideas.

What we delivered

As well as identifying potential supply side savings that equalled projected overspend for 2010/11 (approximately 18% of total forecast spend), we also identified a longer-term strategy focusing on interaction with parents which:

- ⇒ Radically changes 'First Contact' with parents and young people by mapping a new customer pathway and controlling communications and messages far more tightly.
- ⇒ Gathers improved 'customer intelligence', helping Coventry to understand the motivations of parents better.

iMPower is now working with Coventry to deliver the savings we identified.

Testimony

"iMPower brought a new approach to an old problem. They quickly got to grips with the challenges we had in Coventry, and by working with parents as well as the SEN transport service they identified a number of savings opportunities in how we might manage demand which we would not otherwise have found. We are now planning the implementation. We are excited about testing these new approaches with our parents, and as a result changing their expectations, and our relationship with them."

Colin Green, DCS
Coventry City Council

Where do we begin?

We would be happy to meet to start the conversation about how we can help you realise your goals of delivering a **better SEN transport service for less**. Please contact Jon Ainger at jainger@impower.co.uk or at 020 7017 8030.