

SCHOOL TRIPS PLACE MANAGEMENT PROCEDURE

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1. OVERVIEW

1.1 ANNUAL TRIP SCHEDULE

Calthorpe Park facilitates dozens of trips, with multiple opportunities for students to participate throughout their time at school. At the end of Summer Term, a **Special Trip Bulletin** will be published, enabling parents to make decisions in advance about the types of trips their child(ren) may wish to participate in and to plan financially for any outgoings that may be required. The Place Management Procedure is available on the school website and as a link on most trip related communications.

Publication of planned or provisional trips in the Special Trip Bulletin should not be taken as a guarantee or commitment on the part of the school. Trips and trip arrangements are subject to change.

1.2 TRIP CYCLES / OUT OF TRIP CYCLES

The school operates six planned Trip Cycles each year, one per half-term. Most trips will 'launch' during one of these six cycles. Please refer to [Section 4](#) for further detail regarding the sequence of events.

Throughout the year, opportunities may arise for the school to become involved in additional local activities or to purchase late-release tickets for special events or productions, resulting in unplanned or short-notice trips. The nature of these irregular trips means that it may not be possible to anticipate any prerequisites or who the potential audience may be. In this instance, the school will endeavour to be as flexible as possible regarding timescales and payment deadlines.

1.3 TRIP INFORMATION PAGES (TIP)

Each trip will have an information page on the website so that parents can consider and discuss the opportunities that are available in advance of trips taking place.

The page will include, but is not limited to, information about any activities, experiences, accommodation (if applicable), an estimate of cost (including any first instalment commitment) and the duration of the trip. This information is for illustration purposes only and is usually taken from previous year's trips. It is subject to change.

Dates are not normally included on a TIP. These are confirmed in the appropriate half-termly Trip Bulletin, when a trip is due to Open for Applications/Registration and in the Trip Confirmation Letter. Specific arrangements regarding departure and return times, and any requirements such as lunch or equipment are also provided in the Trip Confirmation Letter.

1.4 TRIP BULLETIN

At the end of every half term a **Trip Bulletin** is emailed to the whole school with a list of trips that will Open for Application/Registration after the break. Similarly, a '**Trips This Term**' poster is circulated to Tutor Groups for display throughout the first week of a half term. The Trip Bulletin links directly to the relevant TIP on the school website.

1.5 ELIGIBILITY

Student eligibility is determined by the Trip Leader (TL) who specifies both the target audience and the purpose and benefit of the trip. The invited audience may be restricted to a selected group of individuals, open to specific classes/subjects, whole year groups or the whole school.

Parents will be made aware of their child's eligibility for a trip via:

- The whole school 'Trip Bulletin' sent at the end of every half term
- Edulink¹ message advising when a trip opens on ScoPay, prompting for payment (if appropriate) and consent.
- A reminder ScoPay message, sent the same morning as the day the trip closes.

Students will be notified of trips that are open for application via:

- Tutor Time, by referencing the 'Trips This Term' poster
- In-class communication by relevant subject teachers as appropriate

¹ An Edulink message also generates a parental email

- A launch assembly (Residential Trips only)
- Conversations at home with parents (prompted upon receipt of the parental Edulink message)

1.6 EDULINK & SCOPAY

Two digital tools facilitate the organisation of trips. Edulink is the primary method of communication, used to issue Trip Bulletins, advise parents of trips opening for application or registration and provide updates on place allocation. Trip Leaders use Edulink to contact parents with additional details (if required) nearer the date of the trip. ScoPay is the system used to take payments, issue payment reminders, acquire parental consent and capture any other specific details required by the Trip Leader.

2. TRIP TYPES

2.1 DAY TRIPS

Any trip that does not require an overnight stay is classified as a Day Trip. This includes trips that depart before the school day and arrive late in the evening or, on occasion, after midnight.

2.1.1 OPTIONAL (ENRICHMENT) DAY TRIPS

Where a trip is classified as optional, this will be indicated on the Trip Bulletin. Students will be required to apply for a place on any trip that is classified as optional. The trip will usually be open to an eligible group (a year group / subject cohort), but places may be limited.

Optional trips are only possible because of parental contributions. If there are insufficient contributions to cover the overall costs, the trip may have to be cancelled. The Finance Team are always available for parental enquiries relating to financial assistance, payment plans, or to discuss financial difficulties or extenuating circumstances.

2.1.2 RECOMMENDED DAY TRIPS

Where a trip is classified as an essential part of a student's studies this will be indicated on the Trip Bulletin. Students are strongly advised to participate in these trips. Where there are difficulties in doing so, parents are encouraged to contact the school to discuss options. Students are required to register for a place on any trip classified as recommended. The trip will usually be open to an eligible group such as a subject cohort.

Recommended trips are only possible because of voluntary parental contributions. If a contribution is not possible, parents should contact Finance in the first instance. The school will endeavour to support a student's participation wherever possible. However, if there are insufficient contributions to cover the overall costs, the trip may have to be cancelled.

2.2 OPTIONAL (ENRICHMENT) RESIDENTIAL TRIPS

Any trip that requires an overnight stay is classified as a Residential Trip. This includes trips that depart and return during the school week/term and trips that depart and return outside of the school week/term. A residential trip is always optional and categorised as enrichment. Students will be required to apply for a place on a residential trip.

2.3 IRREGULAR TRIPS

Occasionally, opportunities arise with little advance notice from the trip provider. In these circumstances a trip may fall outside of the standard trip timeline. All other elements of the Place Management Procedure will be adhered to wherever possible.

2.4 SCHEMES (Duke of Edinburgh or similar)

Schemes such as the Duke of Edinburgh Award will normally comprise of two elements:

1. Scheme: Application, Payment & Consent and subsequently (once the date is confirmed)
2. Residential component: Registration and consent

3 CONSENT WITH APPLICATION &/ REGISTRATION

3.1 CONSENT TO PARTICIPATE

By making an application or registering for a place on a trip, a parent is consenting to their child's participation. This consent is confirmed by completion of a checkbox on ScoPay. Parental consent is given on making an application or registering for a place on a trip. It is the responsibility of the applicant to ensure that the consent of any other person who has parental responsibility has also been given.

3.2 MEDICAL STATEMENT OF CONSENT

By making and completing an application or registering for a place on a trip, a parent is consenting to the following Medical Statement of Consent:

1. The school has the most up to date information about my child's medical needs.
2. In the event of an accident or illness during this trip, I consent to any necessary medical treatment, which might include the use of anaesthetics.
3. Should my child require any medication to be administered during the trip, I will ensure it is given to the First Aider on the trip along with the [Medication Consent](#) Form (available to download from the school website) and clear instructions on administration. I take full responsibility for ensuring that any medication I give to the First Aider is in-date and in its original packaging. Any prescribed medication will include the pharmacy label with my child's name, instructions for administration, dosage and storage clearly labelled and legible.
4. With the exception of prescribed asthma inhalers, insulin and EPIPEN, I understand that my child is not permitted to and will not carry any medication on their persons.

It is a parent's responsibility to contact the **School Health and Welfare Officers** at shwo@cps.hants.sch.uk to discuss any medical concerns/needs or medication for their child whilst on a school trip.

It is the parent's responsibility to ensure that the school is notified in writing if any of the above information changes.

By making an application or registering for a place on a trip, a parent is confirming that they have read and fully accept the medical statement of consent including their responsibilities, their child's responsibilities and that permissions is given for all scenarios and decisions as described in the above statement, including confirmation that their child is in good health and capable of participating in the activities of the given trip.

Students are unable to participate in a trip without this consent in place.

3.3 OPEN FOR APPLICATION, CONSENT & PAYMENT: OPTIONAL TRIPS ONLY

Optional Trips generally have limited spaces and will require an application. Parents will be notified by Edulink if their child is eligible to make an Application for a place on an Optional Trip. Optional trips Open for Application on the first Tuesday of a half-term and close the following Monday at 9pm. Strict deadlines apply. Applications received after the closing date will not be entered into any ballot for places but will be added to the bottom of any Waiting List that is subsequently initiated.

Deposit payment is requested upon Application as an indication of intent (the school reserves the right to request full payment upon application if deemed necessary). The final and confirmed trip cost will be communicated to parents either through a separate email or in the Place Confirmation Letter.

Where an application form has been completed but no payment has been received, parents can expect to receive a final reminder via email, with an invitation to speak to the school about extenuating circumstances or financial difficulties. Subsequent non-payment may result in their child's removal from a trip. This does not apply to Recommended Trips. Refunds are offered only in the event that an application is unsuccessful or in exceptional circumstances.

An application will not guarantee a place, but making an application is a commitment to occupying a place if one is offered. In the event of over-subscription places will be allocated randomly. Where a trip is undersubscribed, the viability of proceeding will be assessed. Applicants will be notified of a cancellation, and refunds will be processed automatically.

Successful applicants will receive a Trip Confirmation Letter by email two weeks after the closing date. Unsuccessful applicants will be added to a Waiting List and notified by email two weeks after the closing date. Please refer to [Section 7.2 - Waiting List Management](#).

3.4 OPEN FOR REGISTRATION, CONSENT & PAYMENT: RECOMMENDED TRIPS ONLY

Recommended trips are planned with enough places for all eligible/invited students. Students are required to register for a place on a Recommended Trip. Recommended trips Open for Registration on the first Tuesday of a half-term and close the following Monday at 9pm. Strict deadlines apply.

Eligible students who have not registered for a trip by the deadline may be contacted by the Head of Department or a member of the Senior Leadership Team to discuss the importance of participation and to identify any potential obstacles.

Full payment² (refundable only in exceptional circumstances) is requested upon Registration. In the unlikely event that a trip is undersubscribed, the viability of proceeding will be assessed. Registered participants will be notified of a cancellation, and refunds will be processed automatically.

3.5 COMMITMENT & INTENT

3.5.1 GENERAL PRINCIPLES

By applying or registering for a place on any trip, parents are:

- confirming that they have read both the Trip Information Page, the Place Management Procedure *and*
- consenting to their child's participation and the Medical Statement of Consent
- confirming that they intend to make full use of a space, once confirmed *and*
- committing to paying:
 - 1 The trip balance in full³ (See footnote as exceptions may apply) upon application for Optional Trips *or*
 - 2 The requested first instalment at the time of application for Residential Trips *and*
 - 3 Any outstanding balance for Residential Trips by the date indicated in the Trip Confirmation Letter.

3.5.2 THE PUPIL PREMIUM SCHEME

By applying for a place on any trip, parents of students eligible for support under the Pupil Premium Scheme are:

- confirming that they have read the Trip Information Page, the Place Management Procedure *and*
- consenting to their child's participation and the Medical Statement of Consent
- confirming that intend to make full use of a space, once confirmed *and*
- committing to paying:
 1. The requested first instalment¹ (See footnote as exceptions may apply) upon application for Residential Trips *and*
 2. Any outstanding balance for Residential Trips (after a Pupil Premium adjustment has been applied on ScoPay) by the date indicated in the Trip Confirmation Letter.

4. SPECIFIC TRIP COMMUNICATIONS

4.1 SEQUENCE OF EVENTS: STANDARD TRIP CYCLE

WEEK ONE - OPTIONAL & RECOMMENDED TRIPS

Tuesday: Optional Trips Open for Application, Consent & Payment

Recommended Trips Open for Registration, Consent & Payment with Trip Confirmation Letter

Trips promoted all week via various routes with assembly for residential trips – if applicable

WEEK TWO - OPTIONAL & RECOMMENDED TRIPS

Monday: Reminder Email sent to parents about application closing at 9pm. Trip closes.

WEEK TWO (Tuesday) to WEEK FOUR (Monday) - OPTIONAL TRIPS ONLY

INTERNAL REVIEW: Trip viability is assessed in school. Nil replies are removed.

WEEK FOUR (Tuesday) to WEEK FIVE (Monday 5pm) - OPTIONAL TRIPS ONLY

Parents and students are advised whether the trip has been cancelled or if they have been:

Allocated a place and issued with a Trip Confirmation Letter *or*

Added to a [Waiting List](#) - for over-subscribed trips or [Unsuccessful](#) in gaining a place on the trip

WEEK FIVE (Tuesday) to WEEK SIX (Monday) - OPTIONAL TRIPS ONLY

INTERNAL REVIEW: Waiting List management: promotions/demotion & parent updates

² Please refer to [Section 5.1](#) for those who may wish to discuss flexible payment arrangements or financial difficulties

4.2 CLOSING DATES & DEADLINES

Application & registration forms will remain open for a period of one-week only and will close at 9pm on a Monday. Closing dates are communicated clearly on the Edulink message, notifying parents of an open trip. **To ensure effective and fair management of our waiting lists and to ensure the school can plan, book and pay for spaces based on reliable information, these timescales cannot be extended.** Exceptional circumstances requesting special consideration should be emailed to trips@cps.hants.sch.uk Enquiries received after the deadline may not be acknowledged, will not be entered into any ballot for places but will be automatically added to the end of any Waiting List that is instigated.

4.3 ENQUIRIES & EMAILS

The Trip Team can receive several hundred email enquiries throughout a Trip Cycle. An automatic reply will regularly be implemented during high-traffic windows and responses may not be issued if the enquiry has already been addressed during previous communications or in the automatic reply. In all trip communications, parents are asked to direct their communication to the appropriate contact, which is usually one of four options:

- ScoPay system and payment enquiries: Finance@cps.hants.sch.uk
- Edulink login enquiries: J.Hale@cps.hants.sch.uk
- Trip content, itinerary or audience eligibility: Trip Leader (See Trip Information Page)
- Trip communications, withdrawals & cancellations: Trips@cps.hants.sch.uk

Parents should raise any queries as early as possible, always include their child's name, form and the name of the trip and allow 2-3 days turnaround for a response. A student will not be disadvantaged where a delayed response from the school results in a missed a deadline.

5. FINANCE

5.1 FINANCIAL ASSISTANCE / PUPIL PREMIUM SCHEME

For some trips, under the Government's Pupil Premium Scheme, there may be financial assistance for those who are eligible. Any entitlement is automatically applied on our on-line payment system, ScoPay. Queries about the Pupil Premium Scheme should be directed to the Finance Office any time on Finance@cps.hants.sch.uk.

School trips are only possible because of parental contributions. However, the school recognises that certain circumstances may make this difficult or a cause for concern. The Finance Team are always available for parental enquiries relating to financial assistance, payment plans, or to discuss financial difficulties or extenuating circumstances.

5.2 PAYMENTS

The **Trip Information Page** provides an estimated cost for a trip and an indication of whether full payment or an initial instalment is required upon application or registration.

By applying for a place on any trip, parents are committing to pay for the trip in full (or the amended amount for those eligible under the Pupil Premium Scheme) as per Section 3.1 and 3.2.

If the timescales are prohibitive, refer to [Section 5.1](#). Payment plans with extended timescales can be arranged.

Historically, the school has not actively pursued payment for trips where applications have been made and students have subsequently withdrawn or where a student has participated but a balance on the account remains unpaid.

Non-payment, withdrawals and cancellations are monitored by the school. An observed increase in the number of withdrawals both post application and pre-departure have made this level of flexibility unsustainable. The school reserves the right to request full payments (in the event of a withdrawal), withdraw a student from the residential trip (if there is an unpaid/ outstanding balance after the final payment reminder has been sent following the payment deadline), decline future applications and implement changes to the Place Management Procedure to reduce the level of risk currently assumed by the school when organising trips.

5.3 DEFAULT PAYMENTS

The estimated cost of a trip is provided on the Trip Information Page. By applying for a place on any trip, parents are committing to pay for the trip in full (or the amended amount for those eligible under the Pupil Premium Scheme) prior to the date of departure.

Any parent aware of an outstanding balance against their child's name who wishes to discuss any difficulties which may delay full payment should contact the Finance Office. In the event that contact is not made, the Finance office will:

- attempt to make contact by email in the first instance
- make a second attempt to make contact by telephone, followed by a confirmatory message on Edulink
- send a letter via recorded delivery if the above two attempts have been unsuccessful
- Refer the outstanding balance to Hampshire County Council legal team to progress

If the school does not receive a response to these enquiries, the school reserves the right to decline any further applications for a place on subsequent optional trips for a member of the same family.

6 WITHDRAWALS & CANCELLATIONS

6.1 WITHDRAWALS – INSTIGATED BY PARENT/STUDENT

By applying for a place on any trip, parents are committing to pay for the trip in full (or the amended amount for those eligible under the Pupil Premium Scheme). The application/registration window is open for a period of one-week. Parents may change their mind about an application and request a **WITHDRAWAL** of their application by emailing Trips@cps.hants.sch.uk at any time up until the Application/Registration deadline. There is no commitment or requirement to make a payment following a withdrawal, in these circumstances.

6.2 WITHDRAWALS – INSTIGATED BY SCHOOL

The school may instigate a student withdrawal where an application has been received but no payment has been made or where payment is received but no consent is given, or the final and full payment deadline has been missed, or repayment schedule has not been adhered to. Prior to making such a withdrawal, parents can expect to receive a final reminder from the school.

6.3 CANCELLATIONS – INSTIGATED BY PARENT/STUDENT

Once the application deadline has closed, all applications are considered a commitment to participate. If an applicant no longer wishes to participate, is unable to participate through illness or is removed for reasons relating to behaviour, this is classified as a CANCELLATION. For further information relating specifically to behaviour related withdrawals, please refer to [Section 9](#). Parents and students who cancel are committed to pay any outstanding balance, unless there are extenuating circumstances.

Occasionally, another student may be able to take an available space if the Waiting List is still open or a Reserve List is in place. In such cases, the school would not request payment of any outstanding balance and may consider a refund, where applicable.

If there is no active Waiting List or Reserve List, the school may (in specific circumstances) be able to make an insurance claim for a cancellation where the cost is in excess of £50 per student. Where the claim is successful, the school may be able to offer a partial refund.

6.4 CANCELLATIONS – INSTIGATED BY SCHOOL

Organising a school trip is not without risk, particularly given the climate in recent years. By applying or registering for a place, parents should be aware that should the trip need to be cancelled, or should the school be required to make alterations or restrictions (for example, reducing the number of attendees) which would render the trip impossible, the school will make every effort to acquire a reimbursement for parents. However, the school will only be able to reimburse any costs to parents which have, in turn, been refunded to the school.

6.5 REPEAT CANCELLATIONS

The school monitors cancellations. A third cancellation at any time during a student's time at Calthorpe Park may impact future applications. Subsequent applications on an over-subscribed trip may result in the student being ineligible for the ballot and defaulting to a Waiting List.

7. OVER SUBSCRIBED TRIPS

7.1 BALLOT FOR PLACES PROTOCOL

The school's priority is to ensure fairness of opportunity. Therefore, if a trip is oversubscribed, the names of all students who applied by the deadline will be selected at random. Once the trip is fully subscribed, the remainder will be added to a Waiting List, followed by any late applicants. Parents can contact the Trips Team to request a student be removed from the Waiting List and any payments made (if applicable) will be refunded.

In the event that a 'Whole-Year' Residential Trip is over-subscribed, any student who is unsuccessful may be eligible for priority placement on a subsequent Residential Trip if the school chooses to apply the '**Missed Opportunity Criteria**' as part of the ballot process. The Missed Opportunity Criteria may also, at the school's discretion, apply to Day Trips.

7.2 WAITING LIST MANAGEMENT & RESERVE LISTS

7.2.1 DAY TRIPS

Where a Day Trip is oversubscribed, a Waiting List will be established. Queries received after the closing date will not be entered into the ballot for places but will be added to the end of any Waiting List if established.

The Waiting List will remain open for a period of up to four weeks after the trip originally opened, which normally coincides with the end of the half-term. After this time the Waiting List will close, and any payments made will be refunded.

After the Waiting List closes, the school may choose to create a smaller Reserve List. Parents are invited to remain on the Reserve List with any payments of deposits retained by the school. A parent can withdraw from the Reserve List at any time. The number on the Reserve List may vary but will always be allocated in the same order as the original Waiting List.

If operating a Reserve List, this will close approximately one month before the trip departs, and any remaining deposits are returned. The list of participants is considered final, confirmed with all involved parties (internal and external) and late cancellations will result in an under-capacity trip. Participants who subsequently cancel remain obliged to pay any outstanding balances on their account.

7.2.2 RESIDENTIAL TRIPS

Where a Residential Trip is oversubscribed, a Waiting List will be established. Queries received after the closing date will not be entered into the ballot for places but will be added to the end of any Waiting List if established.

The Waiting List will remain open for a period of up to four weeks after the trip originally opened, which normally coincides with the end of the half-term.

The school will normally instigate a smaller Reserve List. Parents are invited to remain on the Reserve List with any payments of deposits retained by the school. A parent can withdraw from the Reserve List at any time. The number on the Reserved List may vary but will always be allocated in the same order as the original Waiting List.

The reserve list for a Residential Trip will close approximately two months before the trip departs (this may be earlier for some Residential Trips), and any remaining deposits are returned. The list of participants is considered final, confirmed with all involved parties (internal and external) and late cancellations will result in an under-capacity trip. Participants who subsequently cancel remain obliged to pay any outstanding balances on their account.

7.3 MISSED OPPORTUNITY CRITERIA APPLIED

The school's priority is to ensure fairness of opportunity. Therefore, at the discretion of the Headteacher, if a Trip is oversubscribed, students who were successfully allocated a place on a previous trip will only be entered into the ballot for places once all other applicants (who were previously unsuccessful or did not apply) have been considered. This protocol may be reviewed at any time.

The Missed Opportunity Criteria does not apply to students who were offered a place and subsequently withdrew or cancelled a place on a previous trip.

8. PRIORITY PLACEMENTS

8.1 YEAR GROUPS, CLUBS & GROUPS

The school reserves the right to implement a priority placement for year groups in exceptional circumstances where:

- A trip is oversubscribed and
- Any future opportunity to participate in the same or similar trip is limited

The school reserves the right to implement priority placement for students whose membership or participation in a particular club or activity gives them knowledge or experience which is a prerequisite for a given trip.

8.2 SIBLINGS

The school does not give priority placement to siblings applying for a place on the same trip.

8.3 FRIENDSHIP GROUPS

Applications should be made on a desire to participate, irrespective of a friend's participation or otherwise. The school does not give priority placement to the friend of a successful applicant.

8.4 HOST SPECIFIED AUDIENCE

The school may implement priority placement for students whose eligibility has been determined by an external agency, where the given trip has been approved by the Senior Leadership Team.

9. BEHAVIOUR

9.1 EXPECTATIONS

At Calthorpe Park School we have high expectations of our students. Students participating in extra-curricular trips are ambassadors for our school and we expect them to demonstrate exemplary behaviour at all times.

9.2 CONDITIONAL OFFER

If a student's behaviour is required to improve before participating in a trip, the Head of House and/ or Trip Leader will have a conversation to agree the terms of a conditional offer.

9.2 REMOVAL FROM TRIPS

The school reserves the right to refuse an application and/or withdraw any student who fails to demonstrate suitable standards of behaviour. A withdrawal may be implemented at any time. Withdrawals will be approved by one of the following: Headteacher, Deputy Head, Assistant Heads, Heads of House

9.3 REFUNDS (BEHAVIOUR)

If the school requires a student be removed for reasons of behaviour, a refund will only be considered if the withdrawal takes place before a Waiting List and/or Reserve List has closed and another student is able to take the available place. Where a refund is declined on account of the above, a parent may make a request in writing directly to the Headteacher.

9.4 BEHAVIOUR WITHIN THE WIDER COMMUNITY

Concerns regarding behaviour are not limited to behaviours exhibited in school. Should school become aware of undesirable behaviours taking place within the wider community, the school reserves the right to withdraw the place at any time. Please note that under these circumstances the participant is not entitled to receive a refund.

9.5 EARLY COLLECTION FROM RESIDENTIAL / DAY TRIPS

In the event of poor behaviour, the school reserves the right to exclude a student mid-trip. In the unlikely event of this situation arising, it is the responsibility of the parent, carer or guardian to travel at his/her own expense to collect the child for whom they are responsible.

In such circumstances, the school will:

- not provide a refund
- request payment of any outstanding balance
- consider a temporary or permanent ban on future trip participation

10. MENTAL HEALTH

10.1 CONSIDERATION

Although reasonable adjustments are made to facilitate students with medical needs participating successfully in a trip, students exhibiting poor mental health and engaging in self-harming behaviours may not be permitted to participate in a trip or activity if concerns exist relating to posing a risk to themselves or others.

10.2 REQUIREMENT

If a student is experiencing mental health challenges and is engaging in self-harming behaviours, the student will not be permitted to participate in any trip or visit without the completion of a thorough risk assessment. Where the trip/activity is residential, there is a requirement that a student does not engage in any episode of self-harm for three months prior to the departure of the trip.

10.3 REFUNDS (MENTAL HEALTH)

Should a trip place need to be rescinded due to poor mental health and self-harming behaviours, please note that a refund is not likely to be given as school insurance does not extend to self-harm and suicidal ideation.