

Systems Thinking in Integrated Transport 'Right First Time'

23rd September 2015



Presentation to APSE Maintenance and Transport Advisory Group

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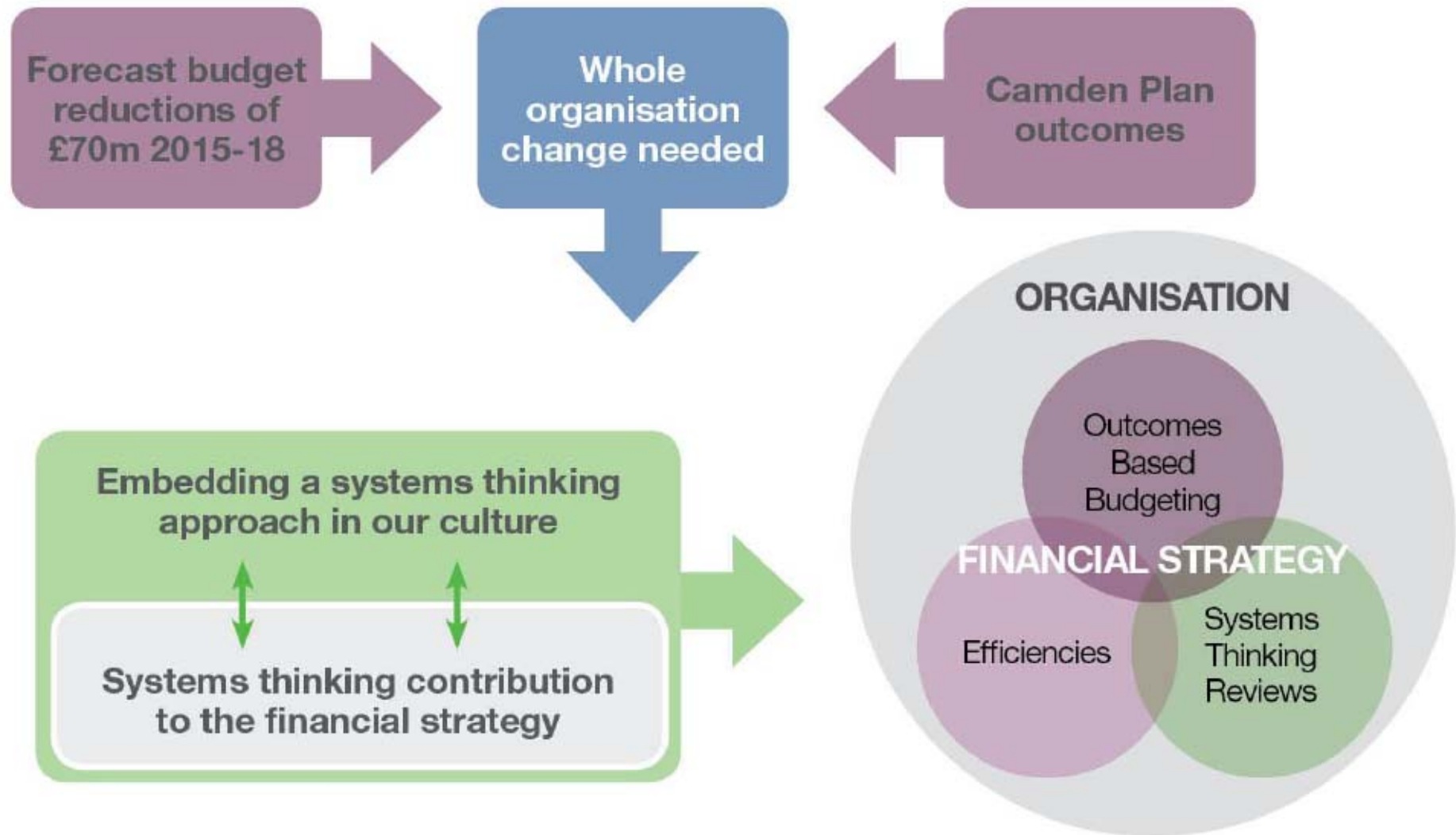
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LB Camden



An opportunity to become a more "intelligent" organisation?



Why review our transport services?

1. Bring together a range of customer focussed transport services
2. Identify efficiencies – deliver a service fit for purpose and responsive to changing needs.
3. Need to focus on understanding ‘What Matters’ to our customers
4. Understanding our business – how the ‘work works’.
5. Need to procure new greener fleet and reduce harmful emissions

In Scope: Passenger, Accessible Transport and Fleet



Social Care 330



SEN 280

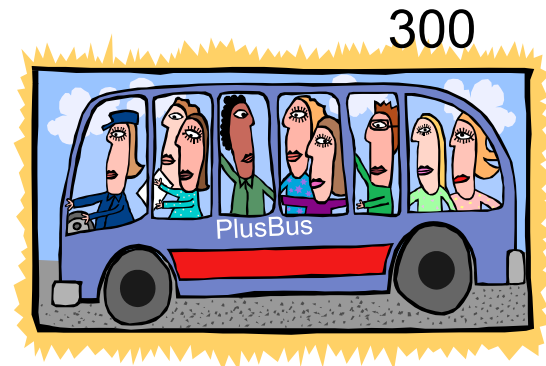


6000 combined



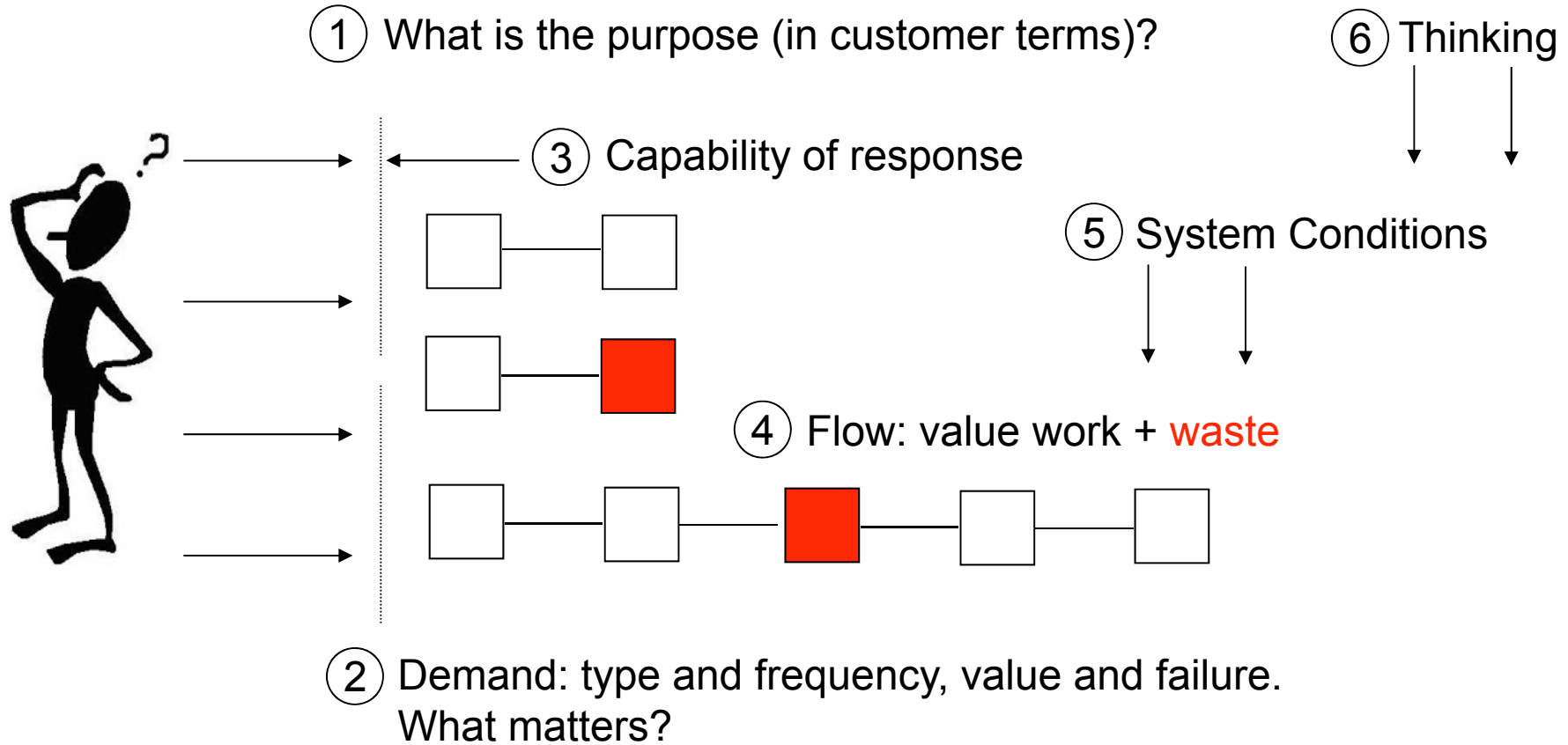
Blue
Badge

Green
Badge



Camden
Fleet
270

Approach: The Vanguard Model for Check



Understanding `Purpose' from Customers' perspective

New Blue Badge/Freedom Pass

'Tell me if I can have a blue badge as soon as possible and if so get it to me when I need it'

Passenger Transport

Get me from A to B safely as arranged

(part of helping me to have a good day and supporting me to live my life)

Enable me to book cost effective transport as quickly and easily as possible.

Fleet and Workshops

To supply and maintain vehicles that are fit for purpose, in a cost effective way.

What is Demand?

VALUE Demand

Meets the 'purpose' from the customers' point of view.

Getting what they need (access to learning, day centres, healthcare, social interaction and the community)



FAILURE Demand

The visits/calls we don't want/caused by failure to do something for the customer or to get it right for the customer

e.g. Call chasing progress.



WASTE

Anything not of value to the customer

- Duplication
- Authorisations
- Re-work>Returns
- Hand Offs
- Batching

Demand example– What are customers asking?

Blue Badges

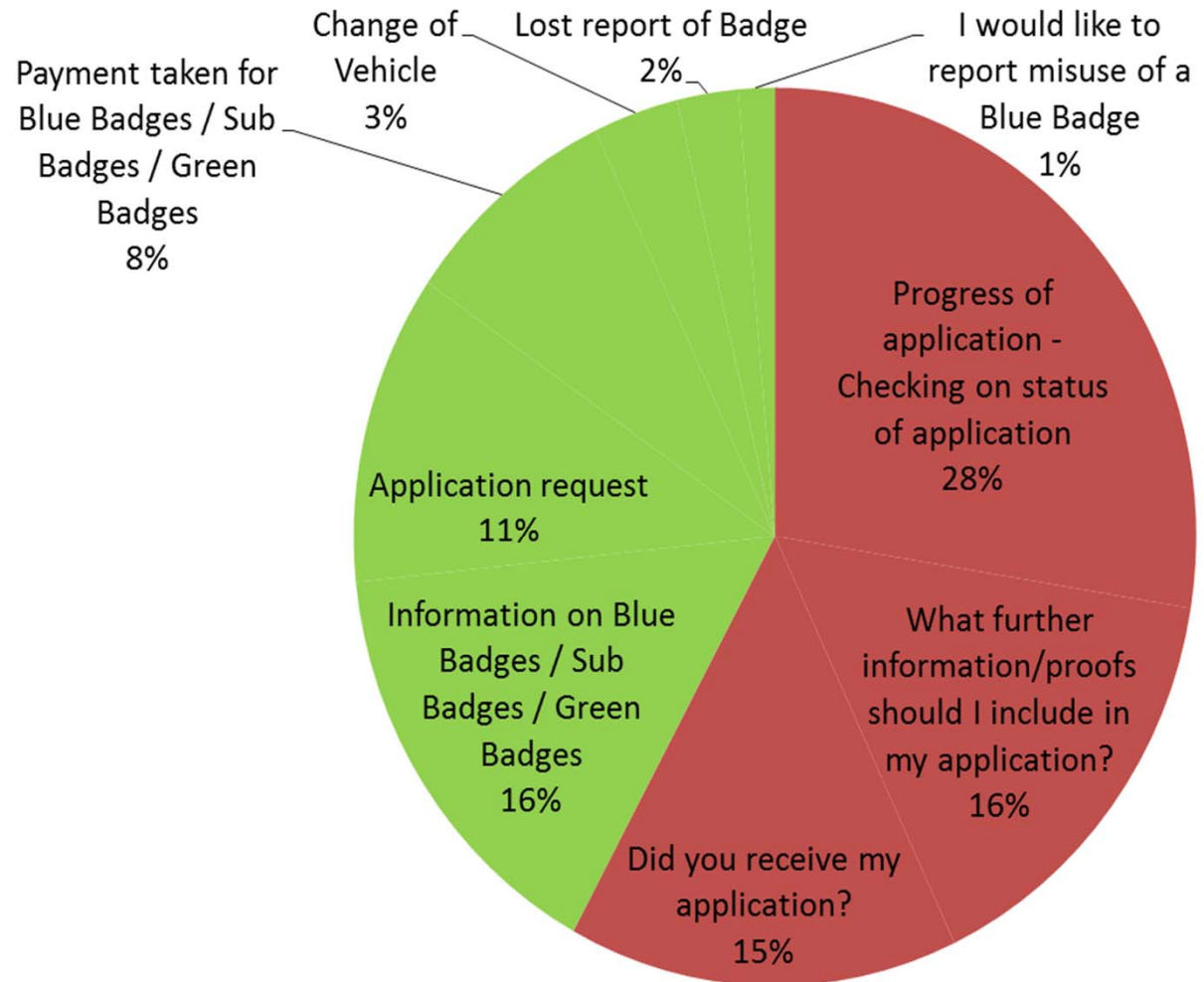
Top 3:

28% - Checking Progress of Application
FAILURE

16% - What further information do I need to provide? **FAILURE**

16% - Information on the scheme **VALUE**

214 demands out of 464 recorded

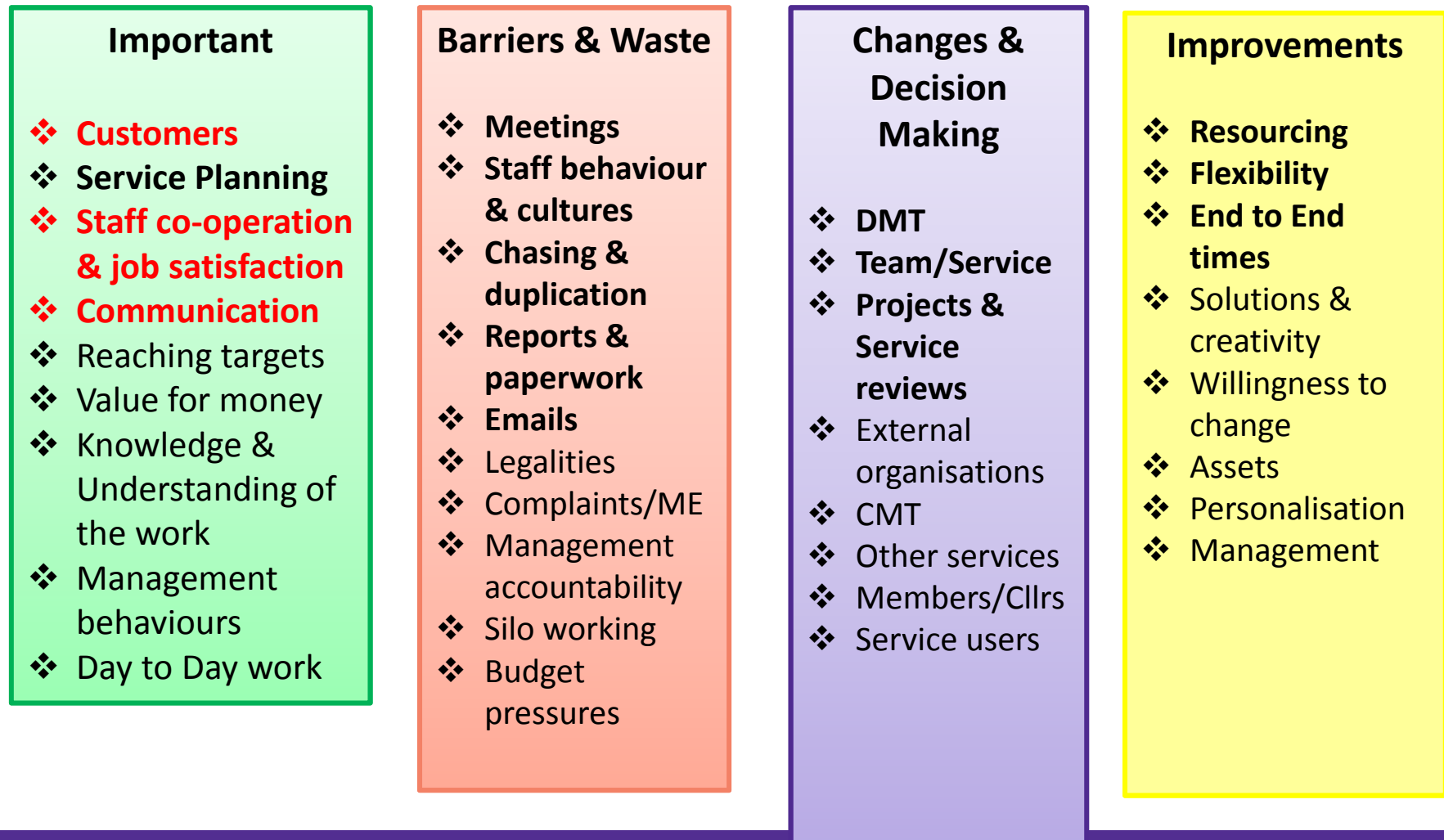


What did we learn?

- We found out what ***really*** matters to customers
- We are often unaware of the end to end customer journey, which can be considerable due to silo working
- Significant time, effort and resources spent on work that is not of VALUE from a customer's perspective.
- System's Thinking terms this '**Waste**'.
- There are a lot of steps/hoops before a customer gets what they want/need.
- Managers think 'the work' works one way, frontline staff think another.

Senior Management Thinking

(from Management questionnaires)



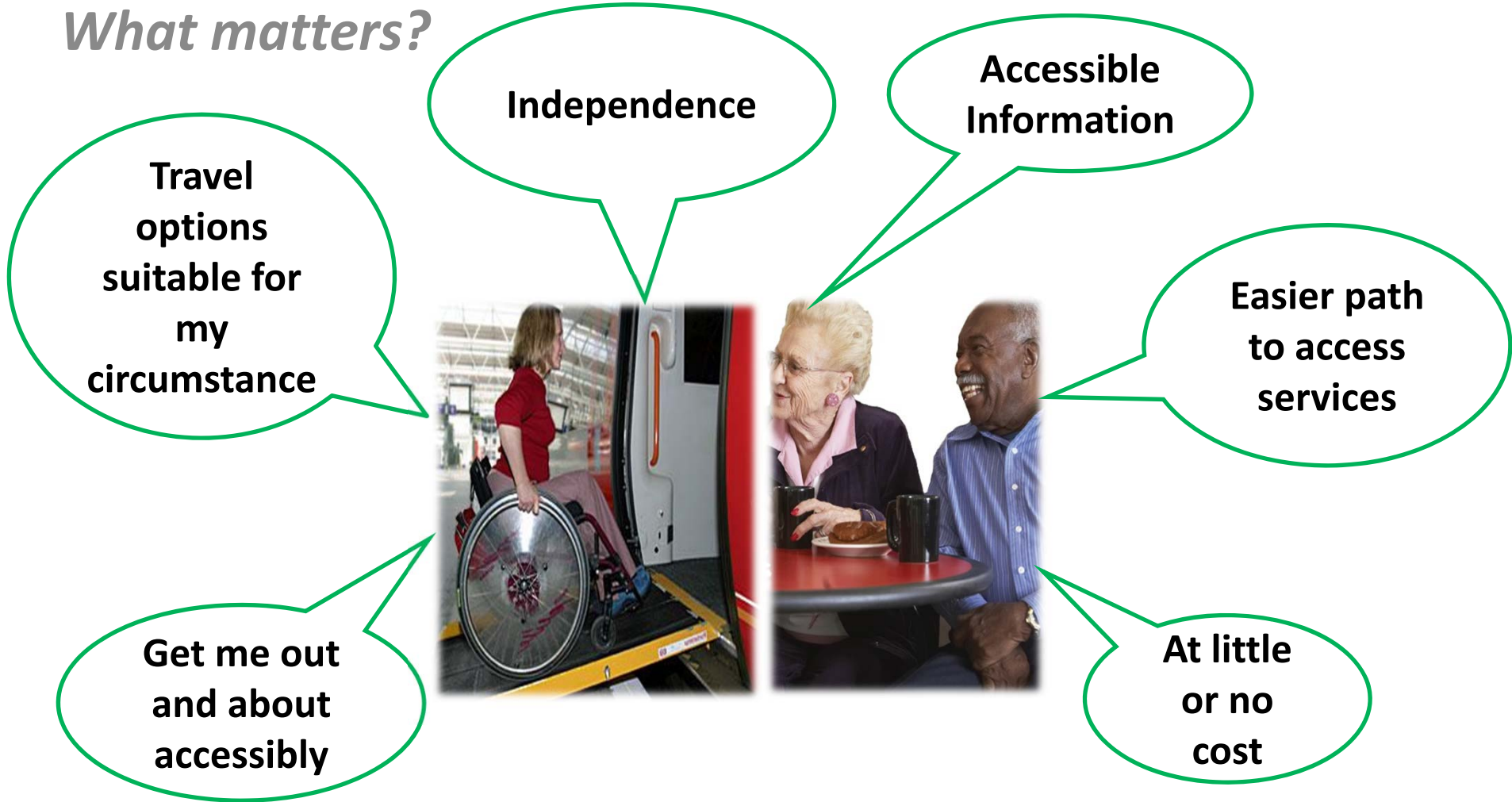
Frontline Staff Thinking – What Matters

(from Consultants- `Invigor8' Staff listening sessions)

1. Commitment to customers
2. Taking professional pride
3. Job security/Satisfaction
4. Receptive to 'stepped' change
5. Communication – getting to all staff
6. 121's, Feedback, Accountability and transparency
7. Understanding roles, remit and line management
8. Staff want more management visibility and the sense that they know their staff

Freedom Passes and Blue Badges

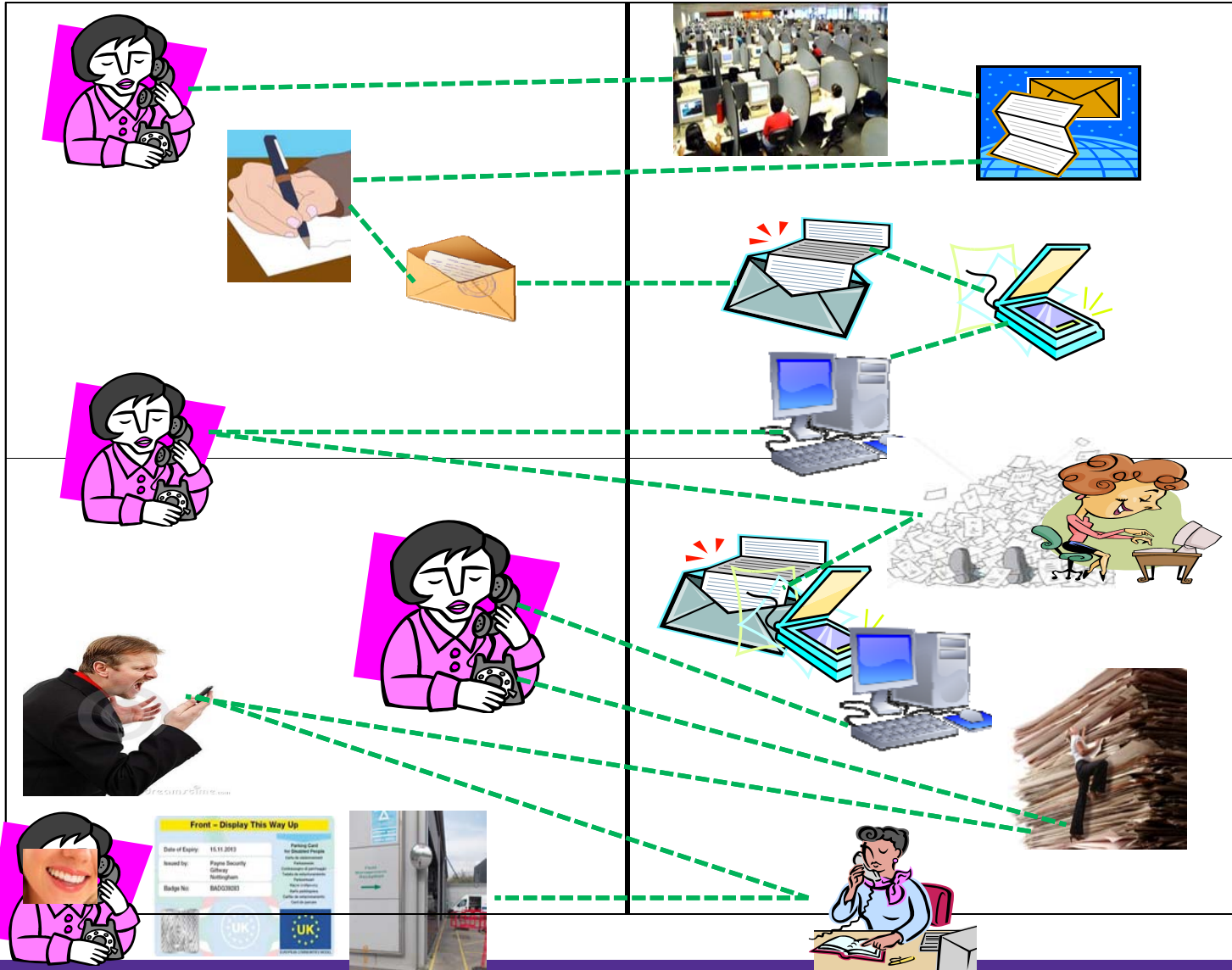
What matters?



'I would like to apply for a badge/pass'...



C
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camden.gov.uk << Some will visit the depot to collect badges



The new Blue Badge Renewal Process

CATS staff do back office eligibility and residency checks



If all OK we send letter to customer to explain new process and ask for payment



Customer calls CATS to make payment – there is also an online payment option



CATS staff order Badge which is sent direct to customer



	Pre-RFT	RFT
Renewed successfully	64%	68.7% (automatically renewed)
Mobility assessment	28%	5.5% (of which 91% were successful)
Inactive	1%	6%
Unsuccessful	8%	0.3% (of which 60% were successful after appealing)
Deceased	N/K	4% (no info sent)
Awaiting response	N/K	15.5%

RFT Freedom Pass Renewal Process 2015

1. We used Council owned and external information sources for mortality and residency checks.
2. Only wrote to those where there was no address match requesting proof of residence (and disability if applicable).
3. Provided new `declaration' form for unusual residency cases- e.g. care homes, hostels, lodgers, no residency in own name (e.g. elderly females), accommodation provided via employer e.g. faith group.
4. Direct links to other services (sensory impairment/learning disability/SEN) and secure link to DWP for DLA checks (Disabled renewals).
5. Able to identify holders moving TO and FROM Camden

Customers Feedback – Feb-April 2015

I have just received your letter of 3rd November, and wanted to say thank you for using your different approach for the renewal of our travel passes. I cannot tell you how much easier this will make things.

Thank you very much for your letter about the renewal of my Freedom Pass which I received today. I would like to say how I really appreciate the efficiency and courtesy with which you have dealt with this. It is so refreshing to find red tape being reduced and process being simplified for the benefit of the end-user. It is very much to your credit and that of your department and, indeed, the whole Council. Congratulations!

BRILLIANT and very well done to Camden for this excellent development!

Many thanks for your recent letter – and more especially for making the process so very easy for us. Well done you, and thank you!

I would just like to say, A very big Thank you, for organising and maintaining my Freedom Pass for which I'm exceptionally grateful. I use mine almost every day and don't know what I would do without it. Thanks to you and all those who work with you for giving the elderly this most wonderful gift for which I will be forever grateful. I wish you all the very best of health, wealth, happiness and love for you, your colleagues and all of your families, now and in the future.

I acknowledge, with thanks, your advice regarding the renewal of my FREEDOM PASS 2015. It is good to know that Camden is "ahead of the game" in the use of today's technology.

Passenger Transport –Social Care and SEN

What matters?

Understand
Passenger
Needs

Pick Me Up at
the Right time
and Place

Keep me
Informed



Keep me
Safe

Consistency
of crew

Old: Passenger Needs Plan (PNP)

- Paper copies were placed in bags for each bus round
- Difficult to update as crew relied on office staff to do it, no ownership of the information.
- Data became static and unhelpful, especially for new staff.
- Client details was completed by Occupational Therapist via home assessment, so not multi-dimensional.
- Contact from bus crew to office could only be made via phone call using outdated and unsophisticated mobile phones.



'TranzApp' Hand held mobile application

Features of the mobile application – designed by frontline staff:

- ***Reporting:*** bus crew can report or capture incidents or concerns about clients directly to the Operations Office for action.
- ***Interactive map:*** Google maps to plan the route and indicate ETA
- ***Seating plan:*** Most clients like to have consistency so assistant can view where clients usually sit and adjust if required.
- ***Communication:*** a message inbox for contact between buses and Operations office (i.e. traffic updates). Can call or text client 5-10 minutes before arrival The app will record when a client has been collected/dropped off or were not picked up which will feed directly into the Operations Office for follow up.
- ***Photos:*** Client photos – to ensure correct passenger needs are delivered and their individual preferences are known. This is especially useful for new staff

MR SAMPLE



New: Customer Information Plans (CIP)

	PASSENGER DETAILS	
	7 York Way, N1C 4BE Telephone: 020 7974 5919 Mobile:	
ROUND:	Tel no:	DAY ATTENDING
Needs/Disability: <i>Physical difficulties</i>		
PERSONAL DETAILS e.g. communication, likes & dislikes		
<i>An explanation of what the person likes/dislikes while they are on the bus, how they communicate and any other important information relevant to passenger</i>		
ACCESS REQUIREMENT DETAILS		
<i>Details of what access requirements are known when collecting and dropping off passengers – for example if they need collecting directly from their home or prefer to come down to the bus themselves</i>		
EMERGENCY DETAILS		
Name: Tel no: - <i>details of the emergency contact</i>		
<i>Place of safety: where the passenger can be dropped off when access to their home cannot be granted</i>		

- The data will be stored in a mobile application
- Crew can make direct changes to client details i.e. update contact information, changes to attendance at School/Centre
- CIPs will be co-created with Occupational Therapists and crew to provide a more rounded view of the client
- Phones - updated to Samsung Galaxy Note 4 to ensure future flexibility re; channels of communication e.g. texting and emails



Fleet and Workshops

What matters?

**First Time Fix-
No return!**

**A replacement
vehicle when
mine's off-road**

**Easy and
convenient
for me**

**Trust in the
skill and
knowledge of
the worker**



**Quick
Turnaround**

**Consider
cost of
repair/value**

Procuring Vehicles Fit for Purpose

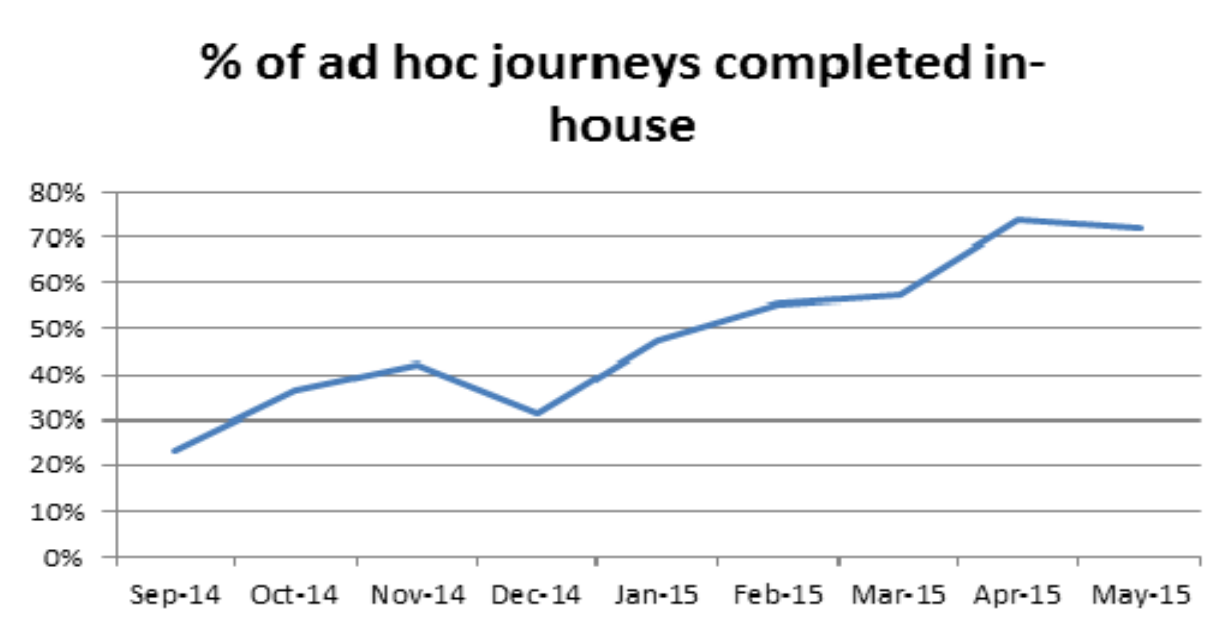
Factors necessitating greener fleet:

- Ultra Low Emission Zone (ULEZ) 2020
- Pollution and EU Court Fine for London in breach of clean air legislation (unlikely to be achieved before 2040)
- Camden's **Green Action for Change** commitments
- Higher parking charges for diesel vehicles
- Duty of Care to residents - social enjoyment of the community.
- Costs to the NHS and LT impacts on health and well-being

Vehicle aids, improvements & performance

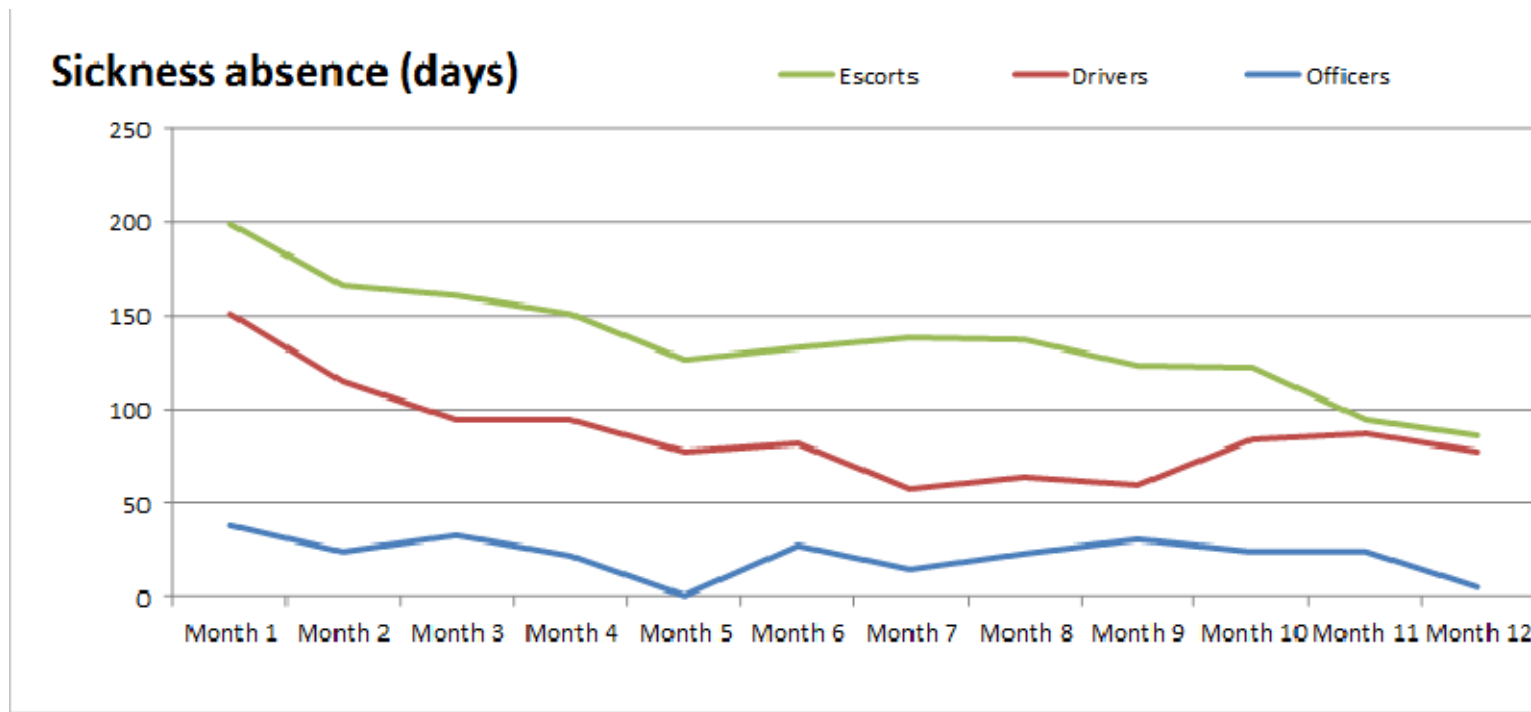
- Investing in training and development
- Telematics (to monitor fuel usage, tracking and compliance)
- Better fault diagnostics and improving maintenance turnaround
- Better Management Information tools
- Building market place e.g. more `green` vehicles and refuelling points
- Empowering the workforce

Passenger Transport- Bringing work in-house



- Must be O' License compliant (Drivers minimum D1 unrestricted license)
- Cost of Overtime has increased, need to ensure trade-off with income
- Staff need to be flexible and responsive
- Work Brought in-House/Savings for the organisation
- We have a RFT work-stream actively looking for new opportunities
- Utilises traditional down-time and increases productivity

Passenger Transport- Achievements so far...

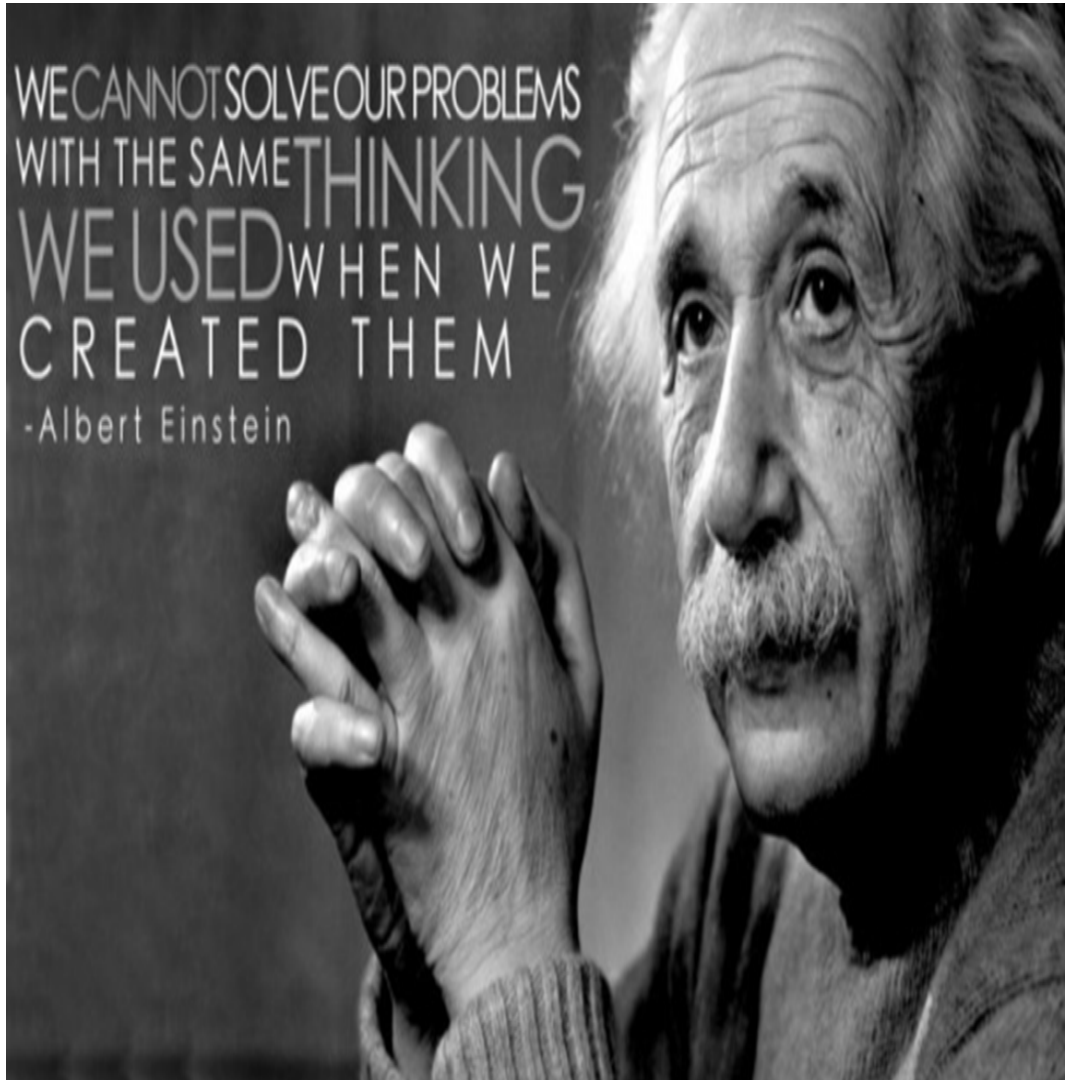


We have halved sickness absence over a 12 month period saving around £5,000 per month in agency cover.

1. We have switched some expensive Private Hire journeys in house which will save us £100,000 per annum on Private Hire services.
2. We have undertaken more of the ad-hoc work that comes in (70%) saving the Council around £5k per month on Private Hire vehicles
3. Staff engagement, moral and satisfaction has improved dramatically as evidenced in an independent survey carried out by Consultants, Invigor8 comparing 2014 to 2015 feedback.

Communication is key...

- Ensure you have a robust communication plan.
- Engage with all stakeholders at an early stage.
- Be responsive to Trade Union concerns as this is predictable.
- Ensure front line staff have the information they need in a format of their choice.
- Be prepared to provide progress regular reports to senior management.
- Be receptive and responsive to feedback, that's part of RFT.



Any
Questions?