

John Stevens

IMPROVING TRANSPORT SERVICES



Where We Are



At the heart of London's east end

Pop: approx 235,000

Area: 19.7 square kilometres

Our Borough

- Ethnically diverse: 49% minority ethnic, 33% Bangladeshi (GLA Projections 2009)
- Young population: 20% under 15 (London 18%, England 18%) 37% aged 20-34 (London 27%, England 20%)
- High unemployment: 14.4% of over 16s (London 7.8%)
- High number living in social housing: 58% (England 18%, London 25%)
- High social deprivation – 3rd most deprived borough (from 354 in England), 55% eligible for free school meals (England 15%)
- Among the highest growth targets for housing and jobs in the UK

Structure

- 51 elected members: 33 Labour, 8 Conservative, 6 Respect, 4 Lib Dem - 3 per ward, 4 year term
- Mayor is first citizen, 'figurehead', apolitical post
- Leader and Cabinet model
- Officers: Chief Executive and Corporate Directors
- 10,500 staff, including schools (4,700 ex schools)

Tower Hamlets' Service Delivery

- Waste Collection, Recycling and Street Cleansing – external
- Housing – all transferred to RSLs
- Parks Maintenance – external
- Street and Street Light Maintenance – external
- Transport Services – internal
- Catering – MOW/Schools – internal

Managing in London

- London Mayor's air quality policies – 1000 public authority electric vehicles by 2015
- Transport for London (TfL) managed Main Roads – Red Route traffic priorities
- TfL Congestion Charging Zone
- TfL London LEZ (Low Emission Zone)
- Borough is a total Parking Zone Area
- Traffic Calming/Traffic Management solutions

Transport Service Unit

Zero-Based Budgeting Trading Account
operating:

- Passenger Transport (managing and scheduling both in-house and partner operations)
- Fleet Management
- Fleet Maintenance
- Specialist Refuse Collection Service (URS)

Specialist Refuse Service (URS)



URS in Action



Improving today, shaping tomorrow

Fleet Management and Maintenance

- Fleet of about 200 vehicles
 - Passenger Transport
 - Environmental Health
 - Catering
 - Facilities Management
 - Parking Service
 - Plus another 30 schools/RSLs/Other Departments
- Public MOT Bay (Class 4 & 7)

Staff Complement

- **Fleet Management – 3**
(all functions incl. fleet compliance)
- **Vehicle Workshop – 7 (5 technicians)**
(open stores + local factors/main dealers for parts support + local tyre supplier and range of electricians specialists etc.)
- **Passenger Transport – 3 depots – 46 in-house routes - schools first then adults - 124 front-line staff, 4 supervisors, 4 customer access/admin./scheduling staff – plus 100 daily routes by external providers**
- **Other Management and Accounts Admin. - 3**

How did we improve ?

- Improved our Sickness Management
- Linked our service delivery to the Council's key priorities
- Improved our Staff Development and Training
- Improved our Accident Management/Compliance
- Got to know our customers better – attained “Chartermark” standard for Excellent Public Services

Human Resources/People Management

- All staff have 6-monthly PDRs linked to the Unit's Annual Service Plan ("the golden thread")
- Funded Routine Training Programme in place for menu of tasks plus additional training identified from individual PDRs (at least 2 days pppa)
- Health and Safety Management system in place (very similar to Quality Management system) supported by routine audits
- Sickness over 5 days now attracts first-day certification

Accident Management/Workshop Bookings

- Improved Database now identifies individuals/type of collision/blameworthy etc.
- £150 excess charged to sections for each blameworthy collision (additional to premium)
- Users notified one month in advance of date due in workshop – they are able to re-adjust within 5 day window – except for MOTs
- Pit-stop process for Passenger Vehicle inspections (undertaken between 11am and 2pm)

Good practice and consultation

Delivering Customer Service Excellence (CSE):

- Understanding your Customers and their needs
- Showing a customer-focussed culture in the organisation
- Informing and listening to customers and service users
- Delivering consistently against agreed performance levels and consistently monitoring the quality of the service being delivered

Understanding your Customers

- What are their general characteristics/individual requirements?
- How do they want to contact you?
- How do they want you to contact them?
- Do you consult with them in the most appropriate way for them?
- Are they involved in service development?
- Do you use customer feedback to inform service improvement as well as customer service improvement?
- Do you use staff feedback to improve customer service?
- Do you delegate customer service responsibility to contractors or provide a single point of contact?

Equalities and Diversity

- Equalities Impact Assessment of all services
- Workforce to reflect the Community – example: Encouraging Bengali women into the workplace for 1st time through working with a local community organisation
- Single point of contact for users with multi-lingual staff on telephones
- Satellite tracking with text service to advise late running

Workforce to reflect the Community



Improving today, shaping tomorrow

But – the bottom line is important !!

We benchmark with:

- APSE PERFORMANCE NETWORKS and
- ALTO (Association of London Transport Officers) for statutory passenger transport costs

And all our operations are subject to:

- ISO 9001:2000 Quality Management Processes

Questions ? - and Contact Details

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Customer Service Excellence (CSE)

<http://www.cse.cabinetoffice.gov.uk>