

# Local Authority & Service Providers



## Case Study #9 Passenger Transport

Incorporating

Visualising Transformation™

# Case Study #9

## Passenger Transport

### Summary

SSD were engaged to help improve a Passenger Transport (PT) service dealing with special services for the elderly and children, including concessions & SEN (special education needs) via buses and taxis.

This PT service was under constant pressure to ensure they maintained a high quality 'Safe door to door' service, which arrived on time for those who qualified for free transport. e.g. under 10's living >2 miles from school and over 10's >3 miles from school. This PT service had a high budget. Cost's were £34M while only £4M was being generated across the county. The net budget needed to be reduced.

Taxi's were utilised where buses couldn't go, or where a Social Services 'SEN child assessment', deemed it necessary to use a taxi to provide the required service and care.

### Challenges

Transportation needs can be numerous and detailed ranging from a personnel attendant, specific vehicle type, specified sitting position, gender of the driver, special equipment needs, etc. These needs can change monthly or even weekly.

Another service requirement is 'one-off' journeys. These are one-time events which require a taxi picks up a person upon the request of social services.

Operationally, the challenges were as much 'in the office' as out on the road and largely revolved around systems and data being poorly utilised by a highly stressed team. Due to attrition over time, few were trained in the correct use of the systems at their disposal, seeing additional paperwork generated to cope with many aspects of the job which didn't require external paper based solutions.

These paper-based 'work-arounds', created in the absence of adequate training was generating much more work than necessary to achieve reduced results. This applied in respect to the use of GIS data, their Routewise system and the use of a non-integrated 3<sup>rd</sup> party software solution called Mappoint.

One of the biggest issues and complaints from Staff was the sheer volume of Invoices being processed, which, it transpired, were a by-product of the complex system they had created to fill the gaps in their systems knowledge.

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### Results

With all key stakeholders present, alongside specialists from the 'Routewise' software company, a workshop was arranged and facilitated by SSD to look at the following key areas;

- Invoice processing
- Mainstream & concessions
- Contract admin
- Petrol & oil reimbursement
- Others

Due to time and resource issues not all areas were addressed, but from the work done, the following achievements were realised;

- It was identified that 91% of all 'apparent' incorrect invoices were 'correct at source' and the mistakes were internal. Initial reports showed PT received 110 incorrect invoices from finance per month (approx. 10% of all invoices received).
- Each incorrect invoice could take up to 30mins to rectify and return for secondary processing.
- The error rate from finance was reduced to approx. 1% drastically reducing time, cost and FTE roles by 2.5..
- Subsequently a consolidated invoice process was developed reducing approx. 13,000 Invoices Per Annum (IPA) to 3,500 IPA
- The potential to better procure SEN Taxis using GIS data identified an approx. 18% saving across contracts ≈ £600,000 a year saving.
- Following a 're-classification' of 'Parent payments' to work around the limitations within the SAP system, a new 'oil and petrol payment scheme' was introduced to action £100,000 a year identified savings.
- A latter crossover with Fleet to use spare capacity from Mini-buses and MPV's also saved an additional £300,000 a year.