



Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Resources and Council Services)

Date: 5th December 2011

Subject: Waste Management Process Review Project

Are specific electoral Wards affected?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, name(s) of Ward(s):		
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, Access to Information Procedure Rule number:		
Appendix number:		

Summary of main issues

1. The Scrutiny Board (Resources and Council Services), Contact Centre Working Group is keeping a watching brief on the end to end improvement work which is looking at reporting of missed bins .
2. The Customer Access Programme has commissioned a project to look at the end to end process for missed bins. The key objective of this project is to deliver efficiencies in the resources required to support process activity, by reviewing and improving the way customer enquiries are currently handled. It will facilitate simple and convenient access to service, designed around the needs of customers. Duplication will be reduced and administration will be improved. The workflow of service requests will be rationalised. The production and completion of worksheets will be reviewed and standardised.

The scope of the project includes:

- *Identify and introduce a defined process for all service requests.*
- *Identify and introduce a defined process for all complaints.*
- *Introduce electronic service delivery channels for self service.*

- *Improve and join up communication within the Waste Management Service and Customer Services.*
- *Integration of systems to provide unmediated, transactional self service access channels and reduce and/or replace manual intervention.*
- *Review service standards.*

Project Outcomes:

- *Provide customers with a range of appropriate access channels through which to make a request for service or report a service failure.*
 - *Deliver a better customer experience by managing customer expectations and keeping the customer informed of service interruptions.*
 - *Provide a robust, streamlined process for receiving, managing service requests that will both enable front and back office staff to operate more efficiently.*
3. In addition to the above, there is a project underway which will seek to procure a new Integrated Waste Management System (IWMS). This will improve the efficiency in the service and offer greater visibility of the completion of the routes.

Observations and Conclusions from the working groups

Current Processes

The Scrutiny working group in September 2011 made the following comments

"The working group believe that the systems/processes currently in place within waste management for dealing with missed bins are doing the service a disservice.

Observations reveal, Waste Management are operating an antiquated, paper driven system which includes a number of systems and operating processes (a 20 year old system called Superbase and numerous excel spreadsheets). Processes are labour intensive, paper based and could be prone to human error.

The lack of a single contact point for reporting missed bins exacerbates the problem and has resulted in an inequity of service. The speed in which a matter is dealt with will be determined by how the issue was reported, i.e. through the complaints system, via a councillor, through the contact centre or directly to a depot manager. This lack of a single and managed entry has resulted in managers being swamped by admin work, diverting already limited resources away from operational management.

The lack of a single contact point also results in unrecorded complaints thus distorting operating statistics making the situation look better than it probably is.

Initial solutions

The working group believes there is an urgency to put some order into the current, overloaded and creaking system. There is a real need for the rationalisation of existing systems and technologies, streamlining current processes, providing customers with clearer information and improving communication between Waste Management and Customer Services.

The working group supports the proposed work to be carried out under the Customer Access Programme, whereby Siebel will replace elements of the current process within the Waste Management Service and dovetail with Superbase.

We recommend that a single contact point is established to be used by all (Including elected Members).

In providing a single contact point we support the introduction of multiple contact channels, e.g. on line self services access identified by the Customer Access Programme.

Long Term solutions

A long terms solution must be the introduction of 'in cab' technology. Whilst perhaps ground breaking for Leeds, 'in cab' technology is not new. A number of other authorities have introduced it and have presumably resolved those issues sometimes cited as obstacles to its introduction, i.e. resistance from driver and unions, public fears over the use of bin micro chips.

The service must be in a position sooner rather than later where the back office can see in real time bins being collected and to be able to send messages back to the cab, in real time, when bins are being missed.

An in cab technology pilot has now ended and the findings from that are now forming the basis of a proposal.

Waste Management were unable at this early stage to give a figure on how much the introduction of in cab technology would cost. In terms of the actual in cab unit a 'guesstimate' figure of £1800 - £2000 per vehicle was given. However this was likely to be the smallest of the overall costs. Other costs would need to be factored in such as the overall system and processing costs.

It was also noted that a significant amount of work would need to be undertaken to draw up a specification that would service a district the size of Leeds."

Waste Management Process Review Project Update

4. Officers involved in the Waste Management Process Review Project have been invited to today's meeting to update Members on the progress of the project.

Recommendations

5. Members are asked to:

- a) Receive a progress report on the Waste Management Process Review Project and offer any comment.
- b) Consider the proposed action as described by the project

Background documents

6. None used