

Report on Customer Access Programme

Report to Scrutiny Board (Resources and Council Services)

Date: 5th March 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 Project work to date

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 .

The Customer Access Programme commissioned a project to look at the end to end process for missed bins, this project has delivered changes as part of its 'first phase'. 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. To this end process changes have been made and training delivered to those involved in the delivery of this service to customers.

The revised processes will facilitate reduced duplication with administration of information flow from Customer Services to Waste Management will be improved. The scope of the projects first phase included:

- *Identify and introduce a defined process for all service requests.*
- *Identify and introduce a defined process for all complaints.*

- *Improve and join up communication within the Waste Management Service and Customer Services.*
- *Review service standards.*

Project Outcomes:

- *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.*

The above have been delivered through a range of changes delivered by the project. These changes have been informed by the work of the Scrutiny Working Group who published a series of observations in September 2011.

A summary of the key changes:

- Delivery of a consistent single point of contact. All telephone calls will go via the contact centre allowing Waste Management colleagues to focus on 'the day job'. Calls received by staff in the Waste Management Service will be redirected to the contact centre to enable officers to focus on collection activity.
- Development of an enhanced 'dashboard reporting tool' – a new improved way for Waste Management to review service requests from customers and identify recovery actions required. This identifies priority actions, and can be filtered to provide information, for example on routes, bin types and those on assisted collections.
- Utilisation of Siebel / CRM case management – all contacts and actions will be recorded in Siebel, reducing duplication and will provide a clear history of all contacts, as well as actions taken by the service.
- Development of consistent and reliable advice on recovery actions informed by service updates on Siebel - meaning customers don't have to call us again to 'chase up'. The 'back office' updates to Siebel will allow more bespoke advice to be provided to customers, currently advice is largely based on generic timescales, this can leave customers frustrated and feeling that they need to 'chase up' their enquiry. Reducing this avoidable contact will reduce resource being used to manage those calls.
- Development of the dedicated emails service for members. These will be managed via Siebel – this allows effective monitoring of responses across shifts for service managers and supervisors and also provides case histories for enquiries – so the service can quickly and easily track repeat cases.

- Establishment of a dedicated line for Members to telephone the contact centre to make service requests. This ensures consistency in the logging of these enquiries and ensures that we avoid the 'different levels of service' that were identified by the Scrutiny Working Group.
- Use of 'Tags' to identify heavy and contaminated wheeled bins – these will provide customers with the information they need to ensure their next collection.
- Advice cards for customers when bulky collections cannot be completed, providing the customer with details of their next steps.
- Bulky collection crews will be expected to update their managers via mobile phones in real time where there are issues preventing collections from being completed. This will enable managers to plan actions to complete collections.

The above changes are expected to tackle the observations of the Scrutiny Working Group, such as the finding that; *'Waste Management are operating an antiquated, paper driven system which includes a number of systems and operating processes'* and *'The lack of a single contact point for reporting missed bins exacerbates the problem and has resulted in an inequity of service.'*

Additionally the group found that the *'... lack of a single and managed entry has resulted in managers being swamped by admin work, diverting already limited resources away from operational management.* This led to the proposal by Scrutiny Working Group that *'We recommend that a single contact point is established to be used by all (Including elected Members).'*

This first phase of the project establishes the foundation for a further and significant piece of work to deliver long term enhancements to the service. These will include additional access channels for customers – such as on line self service and ultimately the delivery of integrated 'In cab' technology. These further phases will be delivered under the Customer Access Programme. These future phases are dependent upon the programmes Business Case being signed off by the Executive Board in May 2012. Delivery of the new technologies will incorporate a procurement exercise.

Waste Management Process Review Project Update

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

3. Members are asked to:
 - a) Receive the progress report on the Waste Management Process Review Project and offer any comment.

Background documents

4. None used