BUSINESS CASE FOR ENVIRONMENTAL SERVICES MANAGEMENT SYSTEM WITH IN-CAB TECHNOLOGY

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This document requires the following approvals:

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Contents

Executive summary

Cotswold District Council has a contract in place with Ubico Ltd to provide all of the environmental services on behalf of the authority – these include waste, recycling, food and garden waste collection, street cleansing and container deliveries.

The services are currently operated, managed and monitored using a number of independent systems;

Salesforce (CRM) - customer services
Bartec - back office
Webaspex – Ubico collection round writing and optimisation
Excel workbooks & Files - Ubico, with a heavy requirement on manual manipulation and duplication of effort

Officers have identified In-Cab Technology as a solution that will improve the service to the Councils residents, reduce costs and improve efficiency. The purpose of this business case is to present the costs, benefits and risks of procuring a single system that can be used by both the Council, Publica and delivery partners (Ubico) in managing and monitoring all aspects of the Councils environmental services.

In addition, it is intended that any system procured will be able to fully integrate with other local authorities using Ubico as their environmental service provider and therefore the system specification has been developed in consultation with officers from West Oxfordshire, Stroud, Cheltenham and Tewkesbury Councils. Forest of Dean already has a basic In-Cab system which is provided by Biffa called Biffanet however, this system is not as advanced nor does it offer the same abilities/benefits as the Yotta system.

It is intended that this business case will also act as a template to be used by those associated district partners in securing the necessary funding for the procurement of the system for their authorities.

Recommendation

That Cabinet and Council supports the capital allocation of up to £220,000 to be funded from the Invest-to-Save earmarked reserve for the procurement of the In-Cab technology and back-office environmental services system provided by Yotta, for Cotswold District Council.

Background, strategic context and purpose

Waste services are delivered in the Cotswolds by Ubico, which also provides environmental services for six other partner Councils. At present the waste and recycling collection crews do not have any technology available to them within the vehicles, which guides them along their collection rounds or which enables them to record problems whilst out on the rounds. This business case highlights the benefits to efficiency and productivity that In-Cab Technology will provide and the associated improvements to customer service and reduction in costs.

The Council with its partners has embarked on a comprehensive transformation project to improve efficiency and deliver excellent services to the Council's residents and customers. Work has commenced on a customer services system called 'Salesforce' to be used across the partnership. This will enable the facilitation of customer interactions which are easy to access, with accessible services and systems in place to efficiently ensure the exchange of information from the first point of contact to the delivery of service, in a streamlined, quick and responsive way.

Salesforce has been launched in Cotswold and some benefits are already being seen, these include;

Single view of customer and their interactions with us allowing for -

•   Standardised working practises

•   Shared working and integrated services

•   Communication enhancements

•   Improved analytical data

•   Automation of manual tasks

The Waste service generates the largest proportion of calls to the council. It is therefore critical that we reduce the need for the customer to contact the council (reduce service failure) and that we make any customer interaction efficient.

Shown at Appendix C, is a list of all of the waste related customer call interactions for the Council during 2018, which is also summarised below;

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Total number of calls	4923	6324	4422	4634	4129	4135	3179	3717	2882	3343	2993	2418	47099

In-Cab Technology

In-Cab Technology is a widely used system available on the market which allows live data to be viewed and updated by teams involved in delivering environmental services. A description of the benefits of such a system seen by Cambridge City and South Cambridgeshire councils can be found at Appendix B.

The driver of a waste collection round would use a touch-screen display with clear, simple icons to view everything the crew needed to know about their route. The built-in GPS provides vehicle tracking and also ensures the display shows only the premises/jobs of immediate interest. The round each crew collects from is pre-loaded onto the system and the crew then have to click to confirm they have completed collections from each location.

Each individual property is listed, i.e. houses 1 – 20 on The High Street using the Local Land Property Gazetteer (LLPG) unique property reference numbers, which enables crews to indicate if a property has not presented

waste, a bin is contaminated, side waste has been left etc.

Assisted collections can be highlighted and where there have been problems i.e. a repeat missed collection, an address can be flagged and crews can be required to positively mark that they have collected from that property before the screen allows them to move onto the next location.

Crews benefit from faster round completion by having an on screen map of roads & properties to collect from, which is particularly useful for drivers/crew members who are unfamiliar with the round and/or agency staff covering holidays/sickness. The system reduces the need for local knowledge and prevents a large amount of human error which results in recalls for missed collections decreasing. In addition, the system eliminates large amounts of paperwork having to be completed by drivers such as vehicle check sheets and round problem sheets, as everything can be done using the tablets.

Back-office staff see information reported from the In-Cab tablets in real time, not needing to wait until the end of day when round problem sheet paperwork is returned and entered on to the system manually. This means that they can respond quickly to customer services and provide feedback on customer requests or complaints, a stage that is frequently missing at present. Customers receive a much improved level of service, missed collections significantly reduce which lowers call volumes and as a result, costs to the Council are also significantly reduced.

Using bespoke software designed for domestic waste and street cleansing duties, crews can view and complete their daily work, job by job. Changes to a crew's work plan can be made "on the fly" allowing jobs to be quickly reassigned from crew to crew during times of vehicle breakdown for example.

On screen information is also available about gate access codes, multiple bins other special arrangements and important health and safety guidance. This is all linked in real time to the back office system which has in built navigation, complete with low bridge, weight/width restrictions alerts, guides the crew through their working day to tipping points, depots and other key locations.

Crews can quickly record completed work, service exceptions such as bins not out, contamination, blocked access to streets/premises and this is relayed straight to the Salesforce system at the Council and the Ubico depot. This is as opposed to the current method of recording everything manually on problem sheets which are handed in at the end of the day.

Pre-set and ad-hoc messages can be sent between the crews from the In-Cab computer to the back office team and vice versa.

In addition to information being recorded about the service, vehicle safety inspections can be completed and the crew can electronically record minor and major defects and log rectification times. They can also record start and end of day time and mileage readings to assist with periodic rounds optimisation initiatives.

The waste, recycling and cleansing contract utilises over forty operational vehicles, most of which would benefit from using an In-Cab system. The system is web-based and customer services teams can see live data, see where crews are and the time they were at each location (with usually just a

short delay).

The Council experiences ongoing issues with missed collections, due in part to the rural nature of the district. It is in the process of procuring new vehicles to support the waste and recycling service redesign and the implementation of In-Cab technology system would be timely and would significantly reduce the likelihood of additional missed collections and service disruption which are commonly high during any new service roll out.

Financial Implications - Potential Savings & System Costs

We can factor in a saving on the number of return journeys to recorded missed collections. Ubico has provided an estimate of their likely costs associated with missed collections as shown below;

The operational cost to collect misses will vary depending on location. Collection days and the rounds are designed to enable return the following day to an address that is relatively close by but this isn't always feasible and crews do sometimes have to go out from the depot specifically to return to a missed collection. In lieu of accurate data on mileage and hours spent on missed collections, the following estimates have been produced:

South Cerney to Cirencester (Round Trip of 8 Miles) = £38.98

South Cerney to Mickleton (Round Trip of 76 Miles) = £155.92

The average of the above is = £97.45

These figures would suggest misses could cost the Council up to £7,308/week however, this is inflated as most misses will be collected whilst crews are already out collecting. The most significant cost will be fuel, with wear and tear on vehicles also a financial factor.

Taking a conservative estimate of each missed collection costing the Council £15 and on the basis that the majority will be prevented, it would equate to a saving of approximately £82,890 p.a.

By comparison, if the In-Cab system were to result in 50% of missed collection return journeys being eliminated, then the saving would be approximately £41,445 p.a.

The cost of the provision of this technology solution (including contingency) is estimated at £220,000.

Using this whole-life system cost including contingency (£220,000) and offsetting the anticipated savings (£82,890), the estimated payback period of procuring the Yotta system would be approximately 2-3 years. Using the comparison anticipated saving of £41,445 (based on reducing return journeys to missed collections by 50%) the estimated payback period would be 5-6 years.

In addition, it's likely that additional savings could be made by realising process efficiencies and which would benefit in accelerating the payback period or providing additional savings in time/resources.

As shown at Appendix C, CDC received 5,526 calls in 2018 relating to missed collections. The approximate average cost per interaction at CDC is £2.83 equating to an estimated cost of £15,638 p.a. to the authority for customer services dealing with missed collections.

Using 5,526 calls per year divided by 261 working days = 22 calls per day.

If the majority of these calls were significantly reduced as a result of the implementation of an In-Cab environmental service system, then there may be the opportunity to reduce the FTE (full time equivalent) resourcing levels in the Front of House (Customer Services) team or transfer other duties to generate further savings. The salary and on costs for a permanent member of staff are currently £26,000 p.a.

It is important to acknowledge that savings have already been identified as part of the transformation project and introduction of Salesforce, so for the purposes of this business case, any additional savings as a result of reducing Customer Service FTE's have not been included.

Procurement

A procurement exercise has been completed using a weighting of 40% cost and 60% quality with the following criteria and method statements being requested from bidders;

System Benefits – please outline the main benefits of your system and how it compares to other solutions available on the market?

Improvement/Evolution – please explain what improvements have been made to your system, over what timeframe and what impact has this had on your existing customers?

Project Management – please explain what resources and expertise you will make available to manage the project?

Training – please confirm what training you will provide, to who, how it will be delivered, and when this will be completed?

Phased Implementations – please provide evidence of how you have implemented your system using a phased approach?

Working with Multiple Partners – please provide evidence of where you have worked with multiple partners and how you have overcome differing/competing requirements?

Submissions were received from 4 bidders, Bartec, Whitespace, CMS Supertrak and Yotta which were reviewed and scored by an evaluation panel.

The scores for price and quality are shown below;

			Bartec	Weighted Score	super track	Weighted Score	whitespace	Weighted Score	yotta CDL	Weighted Score
	Price		£ 145,190.45	40.00	£ 197,710.10	29.37	£163,331.91	35.56	£ 197,316.00	29.43
	Quality									
Evaluation criteria Q1	System Benefits – please outline the main benefits of your system and how it compares to other solutions available on the market?	10%	2 Bid didn't highlight the benefits compared to other systems. Outlined main benefits, but not much else.	4	3 Demonstrates how they compare through awards and working with other manufacturers. Good detail but didn't show a comparison with others in the market. Located in Swindon. Answer wasn't clear to anyone without understanding of the product.	6	2 No reference to how the system compared to others. Did mention benefits, but no much else. Didn't feel that the response was tailored to CDC.	4	4 Highlighted innovation and how their system compares to competitors. Like open API and use of apps.	8
Evaluation criteria Q2	Improvement/Evolution – please explain what improvements have been made to your system, over what timeframe and what impact has this had on your existing customers?	10%	2 Like the customer view element, but stated that CDC was the first to use the garden waste module but this isn't correct.	4	3 Clearly demonstrates improvements and over what timeframe. Seems like the improvements are basic functions and should have been included as part of the system in any case.	6	2 No evidence to benefits or impact to customer, but did describe benefits. Good demonstration of developments made but a bit vague.	4	5 Very clear submission showing how the product would develop over the life of the contract. Work using AGILE principles. Actively look for customer feedback. Look to have big plans and reference other Councils. Customer Advisory Group - CAB.	10
Evaluation criteria Q3	Project Management – please explain what resources and expertise you will make available to manage the project?	10%	2 Not much detaile on project management. No examples given, a lot of irrelavent information and didn't concentrate on answering the questions posed in detail.	4	3 Roles explained along with PRINCE2 methodology. Clear cut and paste with reference to Blackpool Council.	6	2 No reference of PRINCE2 or other project management tools. Didn't go into detail on how they would project management.	4	4 Great level of detail, roles and responsibilities. Talking the right language using PRINCE2 methology. Have to be able to deliver Councils priorities	8
Evaluation criteria Q4	Training – please confirm what training you will provide, to who, how it will be delivered, and when this will be completed?	10%	3 Like train the trainer, training set out but no timescales set. A bit one dimensional, unexciting with only one trainer mentioned.	6	2 Not a great level of detail, six training days factored in would be beneficial, but it didn't explain what this was made up of. 24/7 self serve but not help desk. Plan isnt clear.	4	2 No detail on length of training provided. Reliance on self serve training which may create issues in being able to answer queries/questions. Limited accountability for the training.	4	4 Good level of detail and more than was asked for. Clearly sets out training programme and how it supports the implementation. Where and why with varied training methods.	8
Evaluation criteria Q5	Phased Implementations – please provide evidence of how you have implemented your system using a phased approach?	10%	3 Reasonable level of detail, phase implementation example given.	6	2 Very brief, not given examples but did show phased approach. No evidence provided as stated in question.	4	3 limited detail, not given any depth in examples.	6	4 Liked the flexibility, good examples of phased implementations. Weekly breakdowns.	8
Evaluation criteria Q6	Working with Multiple Partners – please provide evidence of where you have worked with multiple partners and how you have overcome differing/competing requirements?	10%	3 No evidence of overcoming competing priorities. Did reference working with partners, but no detail.	6	2 No evidence or working with multiple parterns. Not enough detail or experience shown. Didn't seem to understand or answer the question.	4	3 Not enough detail or recognition of different partners aspirations or priorities. No examples given of working with different organisations.	6	4 Recognised complications with competing priorites. Good understanding of types of problems which could be faced. Looked to take account of differing partners aspirations. Working in partnership.	8
	Total Score			70.00		59.37		63.56		79.43

Yotta has scored highest following the evaluation and the system would cost a quoted £197,316 over the 4 year contract period.

This cost is made up of a one-off capital cost of £118,602.00 in year 1 for the hardware and software needed to set the system up and then £26,238.00 revenue for each of the following 3 years to operate the system.

These costs are based on 30 mobile devices which can be transferred between vehicles using assumptions regarding the total number of vehicles which would be required to use the system, and so the figures may change if the requirement is greater than that estimated as part of the procurement process and therefore a contingency is proposed for the project budget.

Funding is sought from the Council as the lead partner, to enable the procurement of the system however, the Project Manager would seek to establish commitment from any other partners wishing to enter into contract with Yotta by way of this procurement and Publica would look to gain a contribution from those partners for a suitable proportion of the applicable setup costs, reducing the overall costs for the Council.

Benefits

This technology provides the following benefits:

Customer	Fewer missed collections.
	Fewer missed collections for vulnerable residents with health or mobility issues on assisted collections, which will be specifically identified on the system
	Customer services can immediately advise the customer:
	If a collection has been missed ("I saw them drive past") and notify the crew, requiring them to return while they are still in the area. Reducing the time taken to return for a missed collection and the travel time/fuel and therefore cost involved in returning for a missed collection.
	If Crews are out collecting but have not reached the property yet and reasons for that i.e. have returned to tip waste before they continue with the round or have experienced a breakdown.
	The reason their bin was not collected i.e. bin not presented, bin contaminated etc. reducing the number of missed collections logged and the costs to return when Ubico were not at fault. The bin was damaged/lost into the vehicle and a replacement has been ordered.
	The Customer receives improved service delivery with a quicker response to their enquiry or service request, there is no need for Customer services to contact Ubico and then telephone the customer back, the

	information can be seen live and the customer updated.
Ubico	Gives the crews accurate up to date information on collections, issues and special requirements such as Assisted collections or coded access for communal bin stores, greatly reducing the risk of a missed collection occurring.

Location of each vehicle can be tracked identifying the nearest vehicles to the location of any required work.

More efficient allocation and control of operational staff time and duties.

The time each vehicle was at a location can be audited. This assists with health and safety monitoring and round risk assessment data can be displayed, so risks are flagged on the screen as crews arrive at a location. It will also support incident investigation, make claims regarding vehicle or property damage clearer, as there will be data to show whether the vehicle was in the location at the time the damage occurred (this will be further supported by the use of cameras on the vehicles).

Enables comprehensive vehicle usage reports to be produced, ensuring efficiency is maximised and rounds evenly balanced.

The introduction of an In-Cab system would reduce the mileage required to be completed by the Ubico because it would guide the crew around their collection route and would largely eliminate mistakes. This would have a direct benefit in reducing the fuel used and associated carbon usage.

In addition, it's likely that the Council would see missed collections largely be eradicated meaning that return journeys to collection areas would not need to be made which would again contribute in lowering the fuel and carbon usage. |
| Council | Reduced missed collections – increasing customer satisfaction and reducing the significant operational cost (staff time, fuel etc) of returning for missed collections.

Reduced customer services and administration costs, fewer calls and a more responsive system avoiding multiple calls to resolve one issue.

Improved quality data capture to inform service design, identify operational issues and respond proactively. |

	Delivering on the Councils priority to provide high quality services at the lowest possible cost to Council Taxpayers

Partners

West Oxfordshire experienced significant problems during the waste service operational and contract changes in October 2017, which highlighted the need to track services and effectively manage missed collections. Whilst services have improved there since that implementation, an In-Cab system provides the opportunity to further improve service standards and there is appetite from the Council to procure a system as a result.

There are a number of other Ubico partner districts who are also interested in In-Cab technology, specifically Cheltenham, Stroud and Tewkesbury. Systems could be retrospectively fitted to vehicles in other districts.

There has shown to be a significant benefit in designing and procuring the In-Cab system with multiple partners which include:

* Shared cost in project development, procurement and implementation.

* Cost savings through economies of scale during procurement

* Greater resilience – web based common system which can be utilised from remote sites i.e. if CDC offices could not be accessed.

* Opportunities for greater sharing and efficiencies in service delivery.

Taking account of this, CDC, Publica and Ubico are all named on the tender document and therefore we have built in an element of futureproofing so that other partners can join in the future.

Ubico deliver grounds maintenance services in the Forest of Dean but waste collection and street cleansing is delivered under contract by Biffa who do have an effective, if basic In-Cab system.

Alternatives

The Council can choose to either:

Option 1 – Invest in the Yotta In-Cab technology system to realise the identified benefits

or

Option 2 – Continue to deliver waste services without this technology using a manual approach with the associated service failures

Project Scope

A project team was set up in early 2019 to progress the work required in support of this project, with the following scope being agreed;

- Identify potential local authority partners.

- Develop specification in consultation with Stakeholders, ensuring compatibility with Salesforce and all elements of transformation and service design being reviewed by Publica.

- Define required system specification and agree with partner authorities.

- Support procurement of In-Cab system.

- Gain approval of business case and associated allocation of budget.

- Manage contract award.

- Coordinate Testing, Implementation and Training associated with In-Cab system.

Project Resourcing

A Project Board has now been formed made up of officers from Publica (Commissioning, Customer services, ICT, Finance and Business support) and Ubico to oversee the implementation of this project subject to approval of the business case by stakeholders.

Risks

The risks needing to be considered by the Council are shown in Appendix A below:

High level implementation plan

- Procurement exercise for In-Cab System – July 2019
- Review of submitted bids – August 2019
- Project Board Inception – September 2019
- Sign off business case by Technical Design Authority and Joint Management Team – September/October 2019
- Approval of business case and budget allocation by CDC Cabinet and Council – November 2019
- Contract Award – December 2019
- In-Cab System installation and user training – January/February 2020
- System Go-live – March 2020

Appendix A - Risk Assessment

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likeli-hood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
1	CDC being able to procure a system which can be successfully implemented within the short timeframe	CL	05.09.19	2	3	6	Manage implementation	Work with supplier to implement basic system prior to service launch on 18th Mar 2020	18.03.20	Project Team	
2	System costs being higher than budgeted	CL	05.09.19	3	2	6	Manage contract award	Bid has been reviewed by project team and compared to 3 competitors. Whilst costs may increase marginally dependant on the number of vehicles required to use the system, this isn't anticipated to be significant.	30.03.20	Scott Williams	
3	Integration with Salesforce CRM complex	CL	06.09.19	1	4	4	Manage implementation	If Salesforce integration is not completed in time for the go live, the FOH	18.03.20	Caroline Ballinger	

								staff can login to Yotta separately with links to the system embedded into the knowledge articles			
4	Round Data Imports	CL	06.09.19	4	3	12	Manage implementation	Ubico to provide route webaspex output as soon as possible ahead of contract award. Work with Supplier to reformat and import. Ensure no changes are made to the round data once signed off. Confirmation on the responsibility of who conducts this work will need to be sought and the necessary resource identified.	31.12.19	Ian Bourton	
5	Savings not being realised to offset costs of the system.	CL	06.09.19	4	2	8	Manage implementation	Monitor fuel usage prior to, during and following on from implementation of the In-Cab system to immediately identify direct savings being achieved.	30.06.20	Ian Bourton	

6	Any changes in process may impact upon teams working for the Council/Publica which may result in increased costs elsewhere in the business.	CL	04.10.19	2	2	4	Manage implementation	Work with supplier and project team to identify areas of change in process for Council/Publica teams and associated increases in cost as a result of implementation of In-Cab system. Project Board will monitor as part of project overview responsibilities.	30.03.20	Project Team	
7											

Appendix B – Yotta System Benefits

Cambridge City and South Cambridgeshire councils received 4,500 fewer phone calls within the ten months of going live with online self-service bin queries

As part of a wider transformation programme, Cambridge City and South Cambridgeshire decided to bring together their existing IT systems - including the in-cab technology used by their fleet of bin lorries - to improve their waste management service.
In line with the councils' 'digital by default' drive, the aim was to create a seamless end-to-end service, enable residents to self-serve, deliver a better service for citizens and the councils whilst making the best use of technology and reducing inefficiencies.
With the new service, residents would be able to go online to report missed bins, or request new ones, rather than contacting the customer services team by phone. For citizens to receive a response to queries in real time, integration between the online self-service and the back-office system and in-cab technology was essential. As well as this, a new online calendar was developed to provide interactive information on their next waste collection dates.
Rebecca Weymouth-Wood, waste policy manager for the Greater Cambridge Waste Service, explains: "We wanted to rethink how we delivered our waste services across the two districts to make them more efficient and responsive. This included enabling residents to self-serve at any time of the day or night and we wanted one solution to manage the district councils' collection rounds with a back office to match it – our borders were going to disappear!"

Collaboration building on in-house skills
The project was managed internally by Weymouth-Wood and Tony Allen, senior project manager for 3C ICT, the shared ICT service between Cambridge, Huntingdonshire and South Cambridgeshire councils. Together they worked with IEG4 to introduce the new online bin forms using eDesigner to build them. From the outset, Allen was clear that the success of the forms depended upon his team and IEG4 working closely with the service team, led by Weymouth-Wood.

"We wanted to replace the conversation a resident would have with a customer advisor regarding a missed bin collection, for example and distil it into an online 'conversation'. So, we needed to understand the councils' waste collection policy inside out - collection days, types of bins, size of bins, colour of bins and the terminology that residents understand and use.
"Through regular meetings, taking an iterative approach, we were able to develop the forms exactly how we wanted them before going live," Allen says.
User testing was done by Weymouth-Wood's team, customer service advisors and then other council departments to ensure the forms were 'ticking all the boxes and doing all the desired permeations'.
"We spent hours and hours testing the forms to make sure all angles were covered. The time we spent paid off. We had a successful launch and only had minor tweaks to do once the forms went live," Weymouth-Wood says.
Go live – and success
Cambridge City and South Cambridgeshire district councils provide refuse and recycling services to nearly 120,000 homes. Like most councils, they received a high volume of calls regarding bins which represented one of their highest volumes of calls.
The new system went live in July 2018 and in the first ten months of going live, the team received 4,500 fewer calls as residents turned to self-serve.

The introduction of the new service has brought financial savings to the council from reduction in calls and means customer service advisors have more time to deal with complex cases or help those residents who can't or don't want to use the online service.

"We are also getting lots of compliments about the new calendar which people are finding easy to use and informative," says Weymouth-Wood.

She explains that establishing whether a bin had truly been missed by the council or that the resident had forgotten to put it out was always a challenge. However, with the in-cab tracking system and the online forms integrating with the back office, residents have up-to-date information in real time.

This functionality was made possible by IEG4 working closely with Connected Asset Management Software and Service provider, Yotta. Gary Woodcock, Director of Sales and Alliances at Yotta says: "Working in partnership with IEG4 enables open APIs to seamlessly integrate, allowing direct communication with the in-cab technology which results in 2Cs delivering an end to end, joined up user experience to their citizens in a service area with high volume demands."

The new service, says Weymouth-Wood, has removed all the uncertainty, as now the resident has an instant response from the web form if the bin has been put out at the wrong time or on the wrong day.

"This led to a small number of complaints in the beginning as residents were surprised that we were being so firm with our missed bins policy. But, it's all about changing the way citizens interact with the council and for them to understand what we do and what their responsibilities are too."

A key driver for the project was to streamline the service overall – creating one main system and one form across both councils.

Allen says: "This has led to improvements in service and efficiency in the operation of the back office. Previously, for example, when we needed to change information on the in-cab devices, this had to be done manually across the systems and could take weeks.

"Now these changes are immediate and go straightaway into the one system across the two districts. We are also doing fewer missed bin collections, so these new ways of working are saving time and making us look how we can reconfigure collection rounds."

Building on success

But this isn't the end of the digital journey.

Cambridge City and South Cambridgeshire both use IEG4's OneVu Customer Engagement System and plan to include the bin request services and bin calendar into the citizen portal. They can also track payments, notify the council of changes from their phone, laptop or tablet device.

In addition, the councils are currently looking at developing eforms for residents who apply for assisted bin collections. These will be built in-house using IEG4's eDesigner and, like the other forms, will integrate into the back-office system. The move follows the expansion of the service reporting a missed bin to include flats, which amount to 25 per cent of homes in Cambridge.

Allen concludes that "due to financial pressure and the desire to provide the best service possible, we will continue to develop and improve the service we provide for residents including the opportunities to self-serve. This is the start of our journey and not the end."

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Waste Services - Call Interactions

Sum of No	Column Labels												
Row Labels	January	February	March	April	May	June	July	August	September	October	November	December	Grand Total
Additional Residual Bin 5+ new	24	19	15	22	11	20	10	18	21	21	18	13	212
Advised where to buy sacks	4	16	6	6	5	4		7	2	1	4	1	56
Application - Assisted collection	17	15	17	19	7	7	8	17	9	14	15	9	154
Application - Bulky waste	344	284	261	319	335	281	222	306	294	299	233	184	3362
Application - Clinical Waste				1		1	3		3	1	2		11
Application - Collection Calendar	53	17	49	84	32	19	37	5					296
Application - Litter or dog poo bin	1	2	2	2	4	3	1		2		2	3	22
Application - New Containers	1714	1463	1195	1286	1311	1665	1518	1428	904	1276	1199	1055	16014
Bank Holiday Collection Dates	180		39	13	30	4	7	8	1	1	4	66	353
Beige sacks - missing from doorstep	43	27	12	14	8	13	6	15	4	7	2	8	159
Bulky Waste advice given	98	79	76	109	98	86	56	82	60	90	77	49	960
Call For	10	6	8	9	10	6	3	5					57
Caller will ring back	27	200	32	34	33	29	19	39	33	31	22	11	510
Cirencester Street Cleaning								1	1				2
Collection Calendars							6	11	9	12	47		85
Collection REMINDER only					18	63	45	71	72	72	75	25	441
collections cancelled - weather	254	7	185	157	44	17	2	5	8	7	11	15	712
Commercial Waste Information	3		2	2	1	1	1	1		2			13
Confirmed GW payment received	4	15	37	38	31	15	6	3	1	4	4		158
Container collection	795	561	460	536	623	617	493	608	431	568	492	385	6569
Cotswold Recycling Guide			3			4	1	2	1		1	1	13
Delivery list					1						1		2
Enquiry - Benefit Discount	10	63	40	18	14	7	1	5	1	1	1		161
Enquiry - Communal property	5	3	4	7	3	8	6	2	2		4	1	45
Enquiry - Grass cutting	1		1		3	4			1	2			12
Enquiry - Hypodermic syringes		1				1		1					3
Enquiry - Kerbside Recycling	19	12	5	17	10	23	32	24	11	13	9	4	179
Enquiry - Recycling Centres	21	20	20	26	11	27	8	18	15	20	18	10	214
Enquiry - Seasonal Cleanup Request	11	33	20	9	3	4	2	3	5			1	91
Fosse Cross opening times	18	13	4	15	16	8	12	18	25	24	12	8	173
General enquiry	6	2	5	1	3	7	1	5		1	4	1	36
Green FAQ	27	37	10	10	14	6	1	21	10	12	4	1	153
Green Waste Chargeable - refund	1	12	7	1	3	1		1					26
GW look up	3	3	3										9
GW payment taken	164	2406	978	662	331	141	72	69	30	25	8		4886
GW portal	2	36	66	150	92	40	12	36	23	23	17	14	511
GW Village Hall sign up		6	2	5	1	2	1	1					18
HRC general enquiry number	38	19	30	20	38	24	17	24	38	33	25	11	317
Issued complaint letter		2			1						1		4
New Home	3	6	6	3	1	2	1	2	1			1	26
Orchard Issues				1	1								2
Payment - Green Waste F2F						1					1		2
Payment - Green Waste Telephone	16	170	66	47	21	6	13	7	12	7	2	1	368
Place of worship		1	3							2			6
Purchase sacks - Garden	18	21	24	56	103	95	32	65	36	36	32	10	528
Purchase sacks - Residual	65	51	58	66	73	48	34	43	49	49	57	39	632
Report - damaged licence	10	5	5	20	21	6	3	8	5	2	6	4	95
Report - Dead animal	9	5	6	10	15	14	6	9	7	11	4	8	104
Report - Dog/litter bin damaged	1	3	2	5		2		3	2	2	2		22
Report - dog/litter bin overflow	8	16	8	16	7	6	11	8	7	9	3	4	103
Report - Fly posting									2				2
Report - Graffiti				2		1							3
Report - Litter	6	2	8	2	7		1	2					28
Report - Missed bin COLLECTION	727	367	431	536	528	551	296	459	505	442	373	311	5526
Report - not received licence	4	2	10	38	23	3	4			1			85
Report - Recycling bank problem	5		1			2			2	9	3		22
Report - Street Cleaning	21	17	12	13	9	6	4	7	4	8	16	12	129
Report - Syringe/Needle	1	1		1	1			1				2	7
Report - UBICO Problem	62	45	38	63	50	70	35	29	44	43	49	26	554
Seasonal Clean Up Complete	1	10	21	24	2	1	1		3	3	2		68
Service Failure					8	56	53						117
Service Failure								65	70	41	38	16	230
Sticker licence explained	26	184	85	98	73	48	25	29	13	11	7	6	605
Tesco recyling banks	3		1								1		5
Ubico Service Criticisms							24	53	37	39	61	34	248
Unhappy with GW payment changes	1	16	9	12		1			1				40
Van/trailer booking	1	2	1					1		5	3		13
Waste FAQ	38	21	33	29	41	58	33	71	58	54	34	14	484
Waste Query									5	12	22	7	46
Grand Total	4923	6324	4422	4634	4129	4135	3179	3717	2882	3343	2993	2418	47099