

CLEANSING & AMENITIES SOFTWARE PROJECT
IMPLEMENTING WHITESPACE POWER DEPOT

Introduction.

Cleansing & Amenities (C&A) is the authority's most customer facing activity. It empties their bins, cleans their streets and helps to maintain their environment.

C&A was subject to a best value review in late 2005 which identified that its software systems were no longer fit for purpose. The systems they currently use are:

- ◆ Disparate - They do not interface with each other or the new corporate systems such as Lagan CRM, the Property Gazetteer and the Geographical Information System (GIS).
- ◆ Totally lacking Management Information on C&A services.
- ◆ They are functionally poor. They are inflexible and unable to improve the levels of customer service expected.
- ◆ They are incapable of development. They cannot be developed to even come close to the rich functionality required for C&A to move forward.
- ◆ They are labour intensive. There is a large amount of duplication, and the resultant errors of this activity.
- ◆ They are unreliable and risky. Major databases have failed due to size limitations; other databases are duplicated with variations leading to confusion as to which one is which. The non-rounds work control system is now so old it is unsupported and requires specialist software to 'fool it' into working. A failure would be terminal.

This project aims to deliver to C&A and Customer Services a reliable, unified, functionally rich modern package that will give them the tools to:

- ◆ Link, both ways, to the authority's Customer Relationship Manager (CRM) seamlessly.
- ◆ Acquire customer address information from the Corporate Gazetteer.
- ◆ Link to the authority's financial systems.
- ◆ Manage the plethora of C&A services from a single package:
 - ◆ Trade waste collection.
 - ◆ Domestic waste collection.
 - ◆ Streetscene
 - ◆ Grounds maintenance
 - ◆ Bulky waste collection
 - ◆ Recycling
- ◆ Define, measure and improve upon the services they offer.
- ◆ Add new services if the demand is identified.
- ◆ Pave the way for possible future developments:
 - ◆ Alternate Weekly Collections.
 - ◆ Pay as you throw.
 - ◆ Unitary Status.
 - ◆ Mobile working on, for example, fly tipping investigations or emergency re-direction of the small works gang to another tasking.
 - ◆ Refuse collection management from the freighter cab.

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- ◆ We can start to work more closely with other organisations, such as Hills Recycling to enable a seamless quality recycling facility. As an example, we are likely to get calls complaining of overfull recycling skips. We can raise a work request for Hills to get those skips emptied, or have the information that they are due to be emptied the next day on our system ready to tell the customer.
- ◆ Considering unitary status, we can potentially start to provide support for other areas of Wiltshire. For example providing refuse freighter coverage of an area that Kennet DC can't get too easily because of staff shortages or severe weather.

The implementation of the software is planned to be done in qualified partnership with Salisbury DC who have also purchased Power Depot. The qualifications placed on this partnership will be that no one side should significantly delay the other and that cross costing should be kept to a bare minimum. However, the end results will be:

- ◆ That we will have common processes. This means that the way we deliver a new/replacement bin will be the same or that the way we schedule and collect a bulky waste collection will be the same.
- ◆ Largely matching service levels. Given the constraints of population, topography etc. that each service has to deal with, our service levels will be the same.
- ◆ The ability to learn from the others problems during implementations.
- ◆ The benefits of new ideas and new ways of working.

Power Depot from a company called Whitespace was one of two products short-listed as best able to meet our business requirements.

The C&A Service Improvement Board and the Wiltshire County IT group have approved Power Depot selection as the preferred supplier for the C&A package.

1. What is involved in the Project?

There is no way around the issue; there is a large mass of work to do.

We cannot just pop in a new software package, press a green button and away we go.

1.1 The Data.

C&A's software has been long overdue for replacement and this has led to a mass of 'dirty data'. A related project, the Refuse Management System (RMS) developed in house and the Gazetteer project has gone a long way in acquiring and cleaning address information. However, the other data needs a lot of attention to make it fit for purpose. Also a significant amount of data required by the new package will have to be manually created, as it isn't in electronic format.

1.2 The Processes.

To get the best out of this new package C&A must have the processes it uses designed, documented and agreed, so that these process flows can be built into the package. These processes must be matched by service level agreements. We can then see clearly, how well C&A are performing now and can then plan improvements, funding and resources based on facts and figures.

1.3 The Staff.

The staff at C&A will need to be trained in the new package so that they can get the best out of it. The staff at the customer contact centre will also need training, both in the new package and its interface with Lagan CRM so that they can provide the best levels of customer service.

This requires clear and robust resource plans for C&A. Who will be doing what? Who will manage which service?

1.4 The Plan.

We have decided to phase the implementation of this package into three. The first phase involves Trade Waste, the second phase will be the Domestic Rounds and the third phase will be Streetscene, Grounds Maintenance and other services.

The thinking behind this is to break a massive project up into more digestible chunks.

The Trade Waste customer base is relatively small. This makes it more suited to the first implementation, because it is more manage-able and the people involved can learn from it and that brings efficiency benefits to the following phases. There are also several tasks involved in the first phase that is required in the following phases, so should reduce the workload and timescales for these phases.

2.5 Planning the Trade Waste implementation.

The trade waste phase has been planned in some detail. Because of the many unknowns there are two project plans. The best case scenario and the worst case scenario. Attached to this document are these plans and the expected resource requirements from the authority.

In an attempt to refine these plans a meeting has been scheduled with Salisbury District Council late in October where we will be discussing the issues, resources, timescales and unexpected events that they required in their trade waste implementation. The feedback from this meeting will be added to our project plan.

It should be borne in mind that these discussions may lead to extended timescales rather than shrinking them.

The feedback will also be fed into a risk and issues log so that mitigating actions can be identified where possible.

We will also be looking at the possibility of seconding experts in implementing Power Depot from Salisbury DC. This is so that we can get the maximum benefit of their experience as well as alleviating some of the backfill that will be required by C&A when some of its key members are working on the project.