

## APPENDIX 2: Lessons Learnt – Perry Barr Wheelie Bin Roll Out

Area	Lesson Learnt – Successes and areas for improvement	Action	Current Status	RAG
Back Office	GIS mapping – Earlier sign off required as was close to go live for Perry Barr	GIS have started this work earlier and will run iterations until there is a suitable split.		A
Back Office	Cross matching customer enquiries with missing RFIDs - Doing this had helped to quickly identify those residents that required bins.	Repeat for Lifford	27/07/15 - This is planned in for Lifford stabilisation	A
Back Office	Quality checks - Carried out late for Perry Barr.	Timeline for quality check to be added to the plan.  Extra checks to be carried out for Lifford due to the complexities of the pilot wards and the student pilot.	01/09/15 – Commence 7/9/15	A
Back Office	Some uncertainty on processes and procedures for jobs.	Processes to be developed for all for each type of job. E.g. Wrong number of bins, damage bins etc. Some of these may have already been done.	01/09/15 – Discussed with KV. KV drafting processes for each job type once bins start to be delivered.	A
Back Office	Garden waste cycle changes.	There will be no changes to the cycle for garden waste collections as there will only be one collection left. Recommended that garden waste collections are removed from the calendar, as per the Redfern roll out.	01/09/15 – remaining garden collection for 2015 has been removed from Lifford calendars which will be issued to residents.	G
Comms	The red card collateral was posted in envelopes. This was seen as positive and there were a lot fewer returns than previous roll outs.	Repeat for Lifford	01/09/15 – complete – larger number of returns received for Lifford, but this is due to larger number of properties which have been demolished since property assessments completed.	G

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Comms	Pollywrap clearly marked “important information”. It was felt that this had made residents more aware to read the contained info.	Repeat for Lifford	01/09/15 – completed will be included in polywrap pack	G
Comms	Reminder campaign via social media etc. Not sure of the success of this. However, it is simple to do.	Repeat for Lifford		G
Comms	Residents putting out sacks on their first week of collection on their old day and their bins out on their new day.	Make clear on the calendar when the last sack collections will take place.	01/09/15 – calendar amended – with sentence which says “there will be no further collections of sacks or recycling boxes from your property after 16 <sup>th</sup> November 2015”.	G
Comms	Schools competition - Fitting of the artwork was very close to go live.	This has been started earlier due to the summer holidays. An undercover location is required for the fitting of vinyls.	01/09/15 – winners chosen, with Get It Sorted to produce the artwork.	G
Comms	White labels - Issues with the label order due to company ceasing trading.	a. Contingency plan to be put in place in the event of the company going bust. b. DG to carry out a stocktake of labels at Small Heath. c. Stronger label stock control to be put in place at Small Heath d. Check delivery amount matches order amount before signing for deliveries.	b. 27/07/15 - Done & new order placed 01/09/15 – order placed for 170,000. A&D already have 25,000 in stock. c. 27/07/15 - Planned (plus better communication with all involved to ensure deliveries ordered are received) d. 27/07/15 - As above 01/09/15 – DG has been reminded that when delivery is made numbers delivered are confirmed against order before drivers is allowed to leave.	G

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Comms	Promotion of the roll out through community groups.	Consideration to be given to the groups that will be communicated through e.g. religious groups, student guild, landlords etc. for Lifford.	01/09/15 – Completed 31/7/15. Poster issued to Depot and distributed to equality and community engagement team for distribution.	G
Comms	Pilot ward communications - Consideration to be given to comms for pilot wards to advise of change in collection day	Suggested that these areas have a pack delivered as part of the roll out by Driveline.	01/09/15 – student roads – liaison through student union. Day not changing. Brandwood and Harborne – will receive information pack / calendar through post.	A
Contact Centre	Go live of Garden waste service at the same time - This had an impact on wait times due to the high level of calls for the garden waste service.	First collections commence on the 16 <sup>th</sup> November in Lifford. Sales for the 2016 garden waste service will commence on the 1 <sup>st</sup> December. Staffing levels to be taken into consideration for this time.	<p>24.07.15 - The Contact Centre Resource &amp; Planning team have been provided with go live date to schedule against.</p> <p>A key confirmation needed at the Contact Centre concerns any intention to run a December early bird for Green Waste. The early bird drives an increased volume of calls over a short period of time. An essential consideration is the current room capacity at the council house. Currently the maximum advisor positions available would be 18, the peak of early bird requires 22 advisor positions.</p> <p>We require confirmation on this by mid-September.</p> <p>01/09/15 –Decision paper going to Programme Board in September.</p>	A
Contact Centre	Faster flagging of issues by advisors e.g. problems with wrong calendars delivered. This issue was quickly flagged by advisors and quickly resolved by the service as a result.	Repeat for Lifford.	24.07.15 - Resolution Champions are embedded in the Contact Centre operation and will identify such issues on a day 2 day basis	G

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Contact Centre	Resolution champions - Helpful central point for advisors to flag issues to and communicate messages from. Proved to be successful	Repeat for Lifford.	24.07.15 - Resolution Champions are embedded in the Contact Centre operation and will identify such issues on a day 2 day basis	G
Contact Centre	Delivery schedule provided to advisors – very helpful for advisors when dealing with queries	Repeat for Lifford.	31.07.15 – Delivery schedules will become available in September	A
Contact Centre	IVR / website messages - Messages to be pre-prepared and website to be reviewed for clarity.	D Wood and B Hogg to meet to take forward. FAQs to be developed for Brandwood and Harborne pilot areas and the student area.	<p>24.07.15 - Currently work in progress, amendment have been made for August to reflect assessment cards. Meeting with BH / DW to take place on 28<sup>th</sup> July to discuss post August.</p> <p>Briefing being issued to Contact Centre on 27<sup>th</sup> July to cover assessment cards and differential points for Brandwood &amp; Harborne.</p> <p>31.07.15 – Meeting took place with Dawn on 28<sup>th</sup> July. A walkthrough of key roll out dates / events was undertaken in order to plan updates and refreshes to the web pages. BH will now meet with the Customer Services web team to scope out the requirements / plan.</p> <p>There needs to be further consideration in the use of IVR to defect high demand in relation to compliance with the Birmingham Promise.</p> <p>14.08.2015 – Agreed in the via the Customer Services Monthly Meeting on the 3<sup>rd</sup> August. Future IVR use should not inform customers when we will be round to collect. Instead it should take an approach to say – “We are experiencing high demand at present, if you are</p>	A

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			reporting a missed collection please go online”	

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Delivery	Recording of Postcodes - Some issues with legibility of handwriting meant that the wrong postcode was recorded as completed.	Clearer recording of completed postcodes required	27/07/15 - Planned as part of agency training pre-Lifford	A
Delivery	Presentation point letters - These are to be posted out in the Lifford roll out.	There were concerns that there may be an increase in calls as pilots were not door knocking with the delivery of presentation point letters to answer any queries.	31.07.15 – Letter due to be sent out W/C 7 <sup>th</sup> September 01/09/15 – On track.	A
Delivery	Scanner errors - Better training for driveline staff was put in place. Deliveries were completed ahead of schedule due to better scanners and the support of A Bright and A Brown.	Continue for Lifford. Also spend time with Driveline staff before roll out to carry out training and stress that errors should be rectified, such as bins scanned as the wrong type. It should be made clear that they will not be paid for missing RFIDs.	27/07/15 - Planned pre roll-out	A
Delivery	Anomalies – properties incorrectly recorded as demolished.	Checks could be carried out in advance on google earth to see whether correctly recorded.	27/07/15 - Planned as part of the A&D training	A
Delivery	Tranches not completed before starting the next - Calendar shortage had required some pilots to start the next tranche before it had been completed.	Numbers of calendars increased by 12% to prevent this for Lifford.	27/07/15 - Done – 12% ordered	G

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Delivery	Pilots unable to find properties	a. Recommended that pilots call the office when they are unable to find a property as office based staff may be able to locate it easier and advise them. b. Maps to be provided to those properties with names as they are often more difficult to find.	a. 27/07/15 – Planned as part of the A&D training b. 27/07/15 - Planned	A
Delivery	Delivery sheets not displaying properties in numerical order. E.g. Property number 24b displays at the end of the list on that road but property number will be in the correct place in the sequence.	To be explored whether these can be in numerical order.		A
Ops	Flats above shops - Any work on this will be carried out after completion of the citywide roll out. A large number of the enquiries that are being received as due to these types of residents not receiving comms and they are not aware of any changes to the day of collection.	Messages to be made clear to the crews that they are to continue to pick up sacks in these areas.		A
Stores	Traffic Management at Small Heath - Traffic management arrangements on the site were reviewed during the Perry Barr roll out.	The changes were felt to have been positive and will be put in place again for Lifford.	23.07.15 - Concur with the view that changes made a positive difference and will carry on 13.08.15 – New traffic management plan developed for Brinklow Rd. Changes to entrance gate has determined the need for an interim plan. Will revert to original plan when new entrance gate is available to be used.	G
Stores	Control of damaged bins - A number of bins were reported as damaged during the Perry Barr roll out before delivery.	Deliveries of damaged bins need to be flagged sooner. Having MGB (R Evans) on site had been helpful to quickly resolve issues during	23.07.15 - Yes to that but also there needs to be a weekly meeting with BCC / Driveline and MGB / Straights so that the suppliers can review the production schedules to meet the distribution	A

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		the Redfern roll out. It was requested that was put in place again for Lifford.	progress. We do not have spare stock like we did for the Perry Barr roll out 13.08.15 – No meeting to date but needs to happen asap to control numbers of bins and axles going into Brinklow Rd	

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Stores	Flats transition - There were issues with the numbers of bins delivered. Confusion for residents when the bins were taken away.	a. Flats spreadsheet to be revised so that any revisions are made clearer. b. It was recommended that any 1100 containers were left in place if appropriate and clearly labelled that they are for residential use. c. Recycling to be clearly labelled as contamination had been high. d. Crew knowledge about the location of bin stores needs to be recorded and passed on. e. It is not possible to record the exact location of bin stores on the slab in the cab system. However, the number of stores at a location can be recorded.	b. 23.07.15 - Yes, agree with leaving 1100's and 660's in place  c. 23.07.15 - Question, do we need to rethink the logo on the blue lidded bin before they go into production? 01/09/15 – Blue and green lidded recycling bins will have stickers put on them to inform residents what goes into each bin.	A
Stores	MGB deliveries - MGB deliveries need to be properly scheduled and deliveries made as promised.	Better communication required between BCC stores and MGB. This will be supported by having MGB on site. See S02		A
Stores	Thefts - Attempted theft of axels from Small Heath.	During quiet times the axels are being brought into the building and the gates are kept closed.  At the Brinklow Road site, axels will be	23.07.15 - Yes to both of those. I understand that the sheds have been cleared at Brinklow Road a. 27/07/15 - Done/Continuing  13.08.15 – All gates locked when Depot not in use.	A

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		kept in the shed and forklifts will be secured in the container.		
Stores	Reject sticker - This was found to be useful during the Perry Barr roll out to label bins that were not suitable for delivery to residents and the reason why	Repeat for Lifford roll out		A
Vehicles	Due to a number of breakdowns on the first week of go live in Perry Barr the contingency put in place had not been enough.	A stronger contingency plan is required in case of similar issues in Lifford.		A
WPT	Weekend working feedback had been positive.	Repeat for Lifford.	01/09/15 – need to check this is in hand to happen. Advert for staff needs to be issued.	A
WPT	Roadshows - These were seen as positive. It was felt that there would not be the issues with language as had been experienced in other areas.	There are concerns with the capacity of the team to deliver these for Lifford. A plan is being developed.	01/09/15 –complete roadshows held and feedback received from Emma.	G