



Exeter
City Council

**Exeter residents
have a poor sister**

Who is using mobile?

IN CAB DEVICES

- 13 domestic refuse and recycling vehicles
- 2 domestic garden vehicles – paid for service
- 3 trade refuse and recycling vehicles (limping)

HAND-HELD DEVICES

- Fly tipping, graffiti, housing, domestic bin deliveries, bulky collections

End-to-end digital service so far.....

- When is my bin due for collection / digital calendars
- Reporting missed bins – 3 easy steps
- Ordering, paying for and receiving delivery of refuse and recycling bins

End-to-end digital service - what's next?

- Ordering, renewing, paying for and receiving delivery/removal of garden bins and sacks
- Booking and paying for bulky collections
- Reporting fly tipping

Mobile can help you be more efficient at doing the wrong thing

We had to

- learn to plan ahead and stop acting randomly
- change the way we work – from fag packet to process based operations
- allow enough time to get comfortable with the mobile system before we built end-to-end digital services

Issues we have experienced

- Letting go of old habits – memories & paper
- Frequent breakdown of old in-cab units. New units 10x faster and breakdowns infrequent
- Hand-held units expensive and unreliable
- Network black spots – lengthened communication gaps
- Getting crews to use the mobile system – log out, report events, round order planning – too lenient / not enough discipline
- More missed garden bins and assisted collections because of continued reliance on memory rather than in-cab device
- Getting customer advisors and customers to trust what the crews were reporting
- Getting the drivers to trust that we would back them up provided they reported in the cab

Benefits of mobile and digital services

- Great customer experience 24/7 – 40% of residents self-serve
- Fairness and consistency of service brought back – returns for missed bins down by two-thirds (saving c.£6/return)
- Crews able to react to their environment while they do scheduled work
- Very short communication chain between customer and ‘service provider’
- Able to do more with our assets – absorbing 10,000 new homes
- Evidence to dispute phony insurance claims
- Managers and supervisors able to keep finger on the ‘operational pulse’
- More finely-tuned performance monitoring



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Who is this poor sister?



Trade Waste

Poor sister has a dream

Our Waste Service Manager wants to be more competitive in a tough market by:

- Attracting more customers by allowing them to pay for actual usage
- Removing the waste transfer note headache for customers and staff
- Giving customers access to digital services 24/7
- Providing rapid responses to changing customer requirements
- Retraining administrators to become account managers
- Using assets more effectively and efficiently to meet customer demand
- Encouraging customers to recycle more through pricing differentials
- Keeping his finger on the pulse by having more up-to-date and finely-tuned performance data

What's blocking the dream?

It is not the lack of available technology in the market place..... It's people

Lack of understanding of what it means to be 'more business like' – everything viewed as a cost cutting exercise, no investment or belief in the future

- No clear vision – Why are we in this business? Who is our customer? What will make us competitive?
- Management inertia - no recognition or commitment to the need to change
- Inability to understand the business case for funding mobile technology / digital service development