

Wigan Council Waste Collection Service

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Context

- 9TH largest Metropolitan Council
- 4 star authority
- Population 303,800 (2003)
- Properties 138,300
- Tonnages 159,844 tonnes (Municipal)
- Current recycling rate 26.31% (2007-08)
- Number of vehicles 43



Undertook a best value review of Refuse Collection in Dec 2006

- Wigan costs for waste collection were significantly higher than other Councils
- Customer satisfaction with the service had reduced
- Concerns around performance
- Transport costs were too high



Key drivers of change

- Threat of the service going out to tender
- Customer satisfaction had dropped to 76%
- Sickness absence was at 14%
- Culture change within the service
- Communication barriers between management and operational staff

Route efficiency and area based working

- Rounds to decrease from 20.6 to 19 per week
- Spare vehicles have been reduced from 5 to 3
- Significant transport savings
- Weekly target to increase from 6,800 to 7,250 per week
- Team taking ownership of their “own patch”
- On Board computers

Morale

- Multi-skilling
- Stand-in supervisors
- HGV Training
- Reduction in agency staff
- 42 operational posts created
- Computer skills
- NVQ II in Waste Management



Management restructure

- Customer Relations Officer
- Technical Officer
- Introduction of highly visible service vehicles (mobile offices)
- Introduction of flexible working

Communication

- Open door policy
- Employee Newsletters
- Monthly focus groups
- Informal / Formal One to Ones with all staff



Summary of Improvements

- Saving on labour due to the bonus withdrawal and productivity gains £811,874
- Saving on transport cost through reorganisation and route efficiency £200,000
- Saving on Management restructure £75,000
- Saving on sickness absence £ 98,469
- Improved customer relations (hidden costs)
- Morale of workforce now rising (hidden costs)

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