

## Stirling Council (Stirling, Scotland) Waste Management Division



### Customer Profile

**Website:** [www.stirling.gov.uk](http://www.stirling.gov.uk)

- Leading provider in UK Municipal Services Industry
  - Waste Management
  - Roads
  - Education
  - Housing
- Located in Central Scotland
- 88,190 customers
- 848 square miles of service area

### Waste Management Statistics

- 38,869 customer premises served
- Domestic collections per month:
  - 168,000 bins
  - 3,130 tonnes
- 46% of household waste composted or recycled

### Key Management Challenge

Stirling Council has long since been recognized globally as one of the leading service providers in the UK Municipal Services Sector. With that status has come a commitment to continuous performance improvement, innovation, and the delivery of “best in class” customer and community service. And as more improvements are made, finding the next incremental source of value is almost always more difficult than the last.

In the waste management area, new legislation has also added to the challenge. The European Union Landfill Directive set out the targets for the reduction of Landfill, requiring a 25% reduction from the 1995 baseline by 2010, rising to a 50% reduction by 2013 and a 65% reduction by 2020. This was underscored by the Landfill Allowances Scheme set up by the Scottish Executive (Scottish Parliament) that progressively reduced the allowances available to Authorities allied to increasing levels of penalty, rising from £50/tonne in FY 07/08 to £150/tonne in subsequent years. These factors have made the importance of increasing performance paramount within the Council.

Stirling Council engaged UMS Group to assist them in developing a performance management system that would:

- Ensure that key measures are in place to assess progress against key objectives and council requirements.
- Provide “early warning” and leading indication of performance gaps and trends.
- Tie key initiatives and investments to the achievement of the firms key measurements.
- Make performance information more transparent internally and externally.
- Encourage and reinforce a culture of accountability and commitment across all council employees and business functions.

### The Solution

Starting in late 2007 and continuing into early 2008, Stirling Council implemented a comprehensive performance management system within the Waste Management organization, one of the largest and most visible customer facing functions within the Council.

#### *Stage I – Establishing the Strategic Architecture*

UMS worked closely with top executives to affirm and align the team on the organization’s core strategy and underlying values, objectives and strategic goals. Although the organization had most of the content and thinking already defined in its business plans and operating reports, this step was essential in both documenting and aligning executives collectively on the foundation from which downstream measurements would flow. It also established the portal through which future modifications and evolution of its strategy will be documented and housed.



### *Stage II – Developing Key Measurements*

Once the top-level strategy and objectives were in place, UMS facilitated a number of Stirling workgroups through a process of identifying key performance indicators that would adequately reflect progress against each strategic objective. In some cases, this involved a completely new measurement, but in most cases all that was required was strengthening an existing indicator so that it was more meaningful, measurable and reflective of actual business performance. At the conclusion of this stage, the organization possessed a complete portfolio of measurements, as well as key targets for upcoming reporting periods.

### *Stage III – Detailed Design and Integration*

During this stage, UMS Group worked with the client to define all key data and sources to effectively generate reports and supply information to accountable managers and employees, as well as power the required downstream analysis. Key in this step was the definition of all critical data elements along with the determination of which analyses would likely be required. This will ultimately aid in automating the data feeds during later reporting cycles.

### *Stage IV – Installation and Mobilization*

SAP Strategy Management was selected by Stirling Council to provide the desktop technology and integration necessary in delivering performance data to management in a truly online and on-demand environment. Working with UMS, ISSEL, SAP's technology integrators, quickly installed the system, and constructed the required data frameworks and data entry processes. Following the technology integration and testing, key users and managers were trained and coached in using the system.

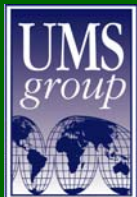
### *Stage V – Ongoing User Support*

Following the initial deployment of the system, UMS Group continued to work with managers to refine key measurements as issues arose, and facilitated many of the early review sessions between executive and operating management, with the smooth handoff to internal staff which followed in short order.

## **Results**

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- A clear view of the full picture of performance at a glance highlighting areas requiring attention.
- Cleaner and more accurate performance data.
- On demand management reports with critical measurements and statistics.
- More transparency between management, employees, and external stakeholders.
- Shorter cycle time for performance reporting.
- More efficiency in back office processing and analysis.
- A heightened focus on achievement towards the desired outcomes rather than concentration on activity and the mechanics of statistics creation.
- Enhanced coordination of initiatives and visibility of progress status.
- A catalyst to stimulate creative thinking about performance improvement and goal setting.



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