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Dear Councillor

## **SOUTH HAMS EXECUTIVE - THURSDAY, 17TH DECEMBER, 2020**

I refer to the agenda for the above meeting and attach papers in connection with the following item(s).

<b>Agenda No</b>	<b>Item</b>
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2.	<b><u>Urgent Business</u> (Pages 1 - 18)</b>
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	New Recycling Service Update
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Yours sincerely

Darryl White  
Democratic Services Manager

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Report to: **Executive Committee**

Date: **17<sup>th</sup> December 2020**

Title: **New Recycling Service Update**

Portfolio Area: **Cllr Keith Baldry, Executive Lead Member for Environment**

Wards Affected: **all**

Urgent Decision: **Y** Approval and clearance obtained: **Y**

Date next steps can be taken:

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## **Recommendations:**

That the Executive Committee is recommended to:

1. Consider FCC's proposal for a phased roll-out of the new Recycling Service from March 8<sup>th</sup> 2021 and approve the proposal subject to evidence of FCC's improved performance to the agreed contracted levels.
2. Note the additional costs of £84,000 that will be incurred as a result of adopting a phased approach and the mitigating actions underway to minimise the impact on the Council's budgetary position.
3. Delegate to the Executive Lead Member for Environment in consultation with the Director of Customer Service Delivery to conduct a review and to strengthen the performance monitoring, governance and oversight of the partnership and contract.

## **1. Executive summary**

- 1.1 The purpose of this report is to enable the Executive to assess FCC's proposal for delivering the new recycling service taking into account the disruption that some residents experienced to their waste collection service as a result of the recent round changes implemented in October.

- 1.2 The Executive will want to consider the proposals from FCC in the light of the dip in performance following the round changes, the recent upturn in performance, and the learning FCC has taken from that and is now applying to the service changes.
- 1.3 Appendix A is the proposal written by FCC which highlights the lessons learnt from the round changes and suggests a phased implementation (1 round at a time) starting with the delivery of recycling containers beginning week commencing 8<sup>th</sup> March and residents then moving to the new service week commencing 15<sup>th</sup> March. The contractor would then halt the roll-out during the Easter period and resume the roll-out during April.
- 1.4 The main benefits of a phased approach are that the service will be introduced round by round, meaning that only one fifth of the district is affected with each phase. This will allow FCC management to respond quickly to any issues, and apply learning throughout the process therefore limiting potential disruption to residents.
- 1.5 One disadvantage of this approach is that the Council has communicated to many of the towns and parishes that the new service is starting across the district from March and many residents are looking forward to being able to increase their recycling. This has been a long-held aspiration for the Council.
- 1.6 It is proposed that there should be a review of the current governance arrangements of the Partnership so that there is clarity and accountability for both the Council, FCC and the residents of the District. This should include all aspects of the contract, performance management and reporting of the operation, policy and service development.

## **2. Background**

- 2.1. The contract with FCC is worth over £48 million in total over the initial period of 8 years (over £30 million in South Hams) and covers both South Hams and West Devon Councils with separate requirements for each. As such the documentation is extensive and detailed. As of April 2021 there will be 6 years remaining on the contract.
- 2.2. Key drivers for outsourcing the service included; modernisation of the service, driving value for money and improving service delivery. At the time of contract award, the financial savings were stated as follows;
  - A saving of £286,000 per annum in the first 18 months of the contract, increasing to an annual saving of £424,000 per annum over the remaining 6.5 years of the contract term (on moving to the Devon aligned service at September 2020)

against the current services and equivalent future aligned service.

- The contract is a joint contract with West Devon. The award of a shared service with West Devon resulted in additional savings for West Devon and an additional saving for South Hams of £107,000 per annum.
  - A total saving of £3.19 million over the 8 year contract term. This figure includes the shared saving.
- 2.3. The contract is overseen by the Partnership Board which includes 3 Members of the Executive and 3 Members from West Devon. The Board meets on a quarterly basis and is presented with performance indicators, health and safety information, partnership activities, and service development updates.
- 2.4. FCC submitted their first year annual report in August 2020 and the findings of this were included in the performance report to the Executive on 22 October 2020. The Executive report provided evidence that FCC were meeting the contract's key objectives with acknowledgement of opportunities for improvement in the areas of litter/dog bin and bank collections. The annual review formed part of the quarterly client/contractor meetings where performance is benchmarked in the context of continuous improvement, efficiency and innovation.
- 2.5. There are also monthly operational meetings with the contractor along with frequent ad hoc meetings as required and progress in these areas forms part of the agendas.
- 2.6. Data is collated continuously to capture performance, such as the number of missed bins, and toilet inspection information as defined in the contract. It should be noted that due to certain officers being redeployed as a result of Covid-19, not all information was captured in as much detail as previously, however performance continued to be monitored by qualitative assessment. An example of this, is when public toilets inspections were curtailed, cleanliness was monitored through a review of any issues reported.

### **3. Covid-19 Impact**

- 3.1. As lockdown came into force in late March, FCC saw a 20% reduction of staff available for work due to self-isolation. There was a rise in domestic waste being presented due to the combination of people being confined mainly to the home and a change in shopping habits. Recycling banks were also used more heavily than usual with a 60% increase in tonnage reported in June compared to the same period last year. Despite the dual challenge of fewer staff and more waste to collect, and unlike many other areas across the country, all services were maintained with the exception of bulky waste collections which

had to be suspended due to Devon County Council's decision to close the Recycling Centres.

- 3.2. Despite the impacts of Covid-19, contract operations between April to September 2020, largely remained above the Key Performance Indicators (KPIs). We agreed to suspend applying points for missed domestic collections due to the number of contractor staff self-isolating and the excessive amount of waste being presented. During July, August and September, the number of missed bins were slightly over the 80 per 100,000 target by 16, 16, and 26 respectively.
- 3.3. During this time officers met FCC on a weekly basis and increased provision for emptying of banks. The Waste Partnership Board thanked FCC for performance during this period including the relatively low level of missed bins.
- 3.4. When lockdown measures were relaxed in July, the coastal towns were flooded with visitor numbers far in excess of the usual peak season. It became apparent that there was excessive pressure on litter/dog bin and recycling bank rounds from misuse by additional rented properties, along with traditional indoor eating establishments switching to take away services.
- 3.5. During this period, the specialist team was forced to focus on immediate operational issues and also localities were unable to carry out extensive contract monitoring. FCC whilst initially overwhelmed like ourselves, reacted to our requests for more resources and during August had addressed the majority of the street-scene issues.
- 3.6. At this time problems with supply chains forced the decision to delay the introduction of the new service. This in turn led FCC to propose splitting the round changes from the new service introduction to reduce risk by allowing contingency for any further Covid-19 related interruptions. This change and accompanying timings were relayed to Members at Informal All Member Briefing on 10<sup>th</sup> September 2020.

#### **4. Implementation of the Round Review**

- 4.1. FCC have acknowledged problems arising from the recent round review, and in particular concerns raised by the Council and residents regarding incomplete rounds, missed bins and repeat misses.
- 4.2. The round review impacted 2/3 of properties in the District. Within the Council, planning included employment of temporary staff to handle the anticipated rise in calls and supplement case management and the number of temps was considered correct. Letter templates for affected properties were prepared well in advance of the changes. Different templates were required

depending on the current frequency of collections, and the length of time between the last collection and the next on the new round structure. For those residents that had to wait over 15 days for a collection, these properties were given the option of presenting side waste. For those that had a 20 day delay, these properties were given an additional collection. Provision was arranged with FCC to run shunt vehicles and mop up crews to assist the new routes and provide capacity for the additional side waste from those properties that had an extended collection time.

- 4.3. After a round change it is usual for disruption to last between 6 – 8 weeks as crews get used to new rounds. As each fortnightly collection is completed, the number of missed collections should fall. The changes started on 5<sup>th</sup> October and officers met FCC local managers on a daily basis to monitor missed bin numbers and resolve issues. Weekend crews were brought in to support the collection of the missed waste. The Partnership Board met during week 2 and it was reported that figures for missed collections were broadly in line with expectations.
- 4.4. In weeks 3-4 it became evident that performance was not showing any sign of improvement. The Council escalated to higher management at FCC including the UK Operations Manager. An additional vehicle was brought in with the aim of ensuring collections were completed on scheduled collection days and the new Area Manager became involved in the daily and supplementary meetings.
- 4.5. Within a few days, it was clear that a single vehicle was not resolving the issue, and FCC responded quickly to the Council by re-examining the data and skimming properties from the worst performing rounds and putting these properties onto further additional rounds.
- 4.6. FCC have been asked to attend the January 14<sup>th</sup> Overview and Scrutiny Panel to enable members to understand the issues that FCC encountered, the impact on residents and the remedial action the Officers and FCC put in place.

## **5. Governance and Oversight of the Contract**

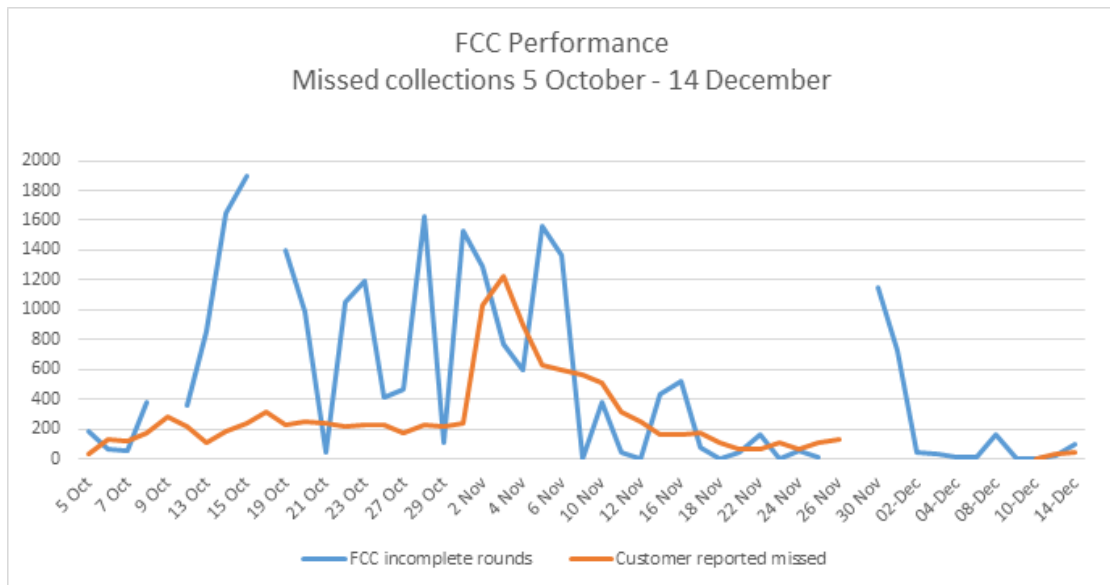
- 5.1. The governance of the contract and performance monitoring is set out in the contract, however the mechanism for members and officers to manage this need further clarity. There are a number of different Officer and Member groups with responsibility for this. The Council needs a structure that enables;
  - Overall contract monitoring
  - Performance / Service monitoring

- Policy Development
- Service Development and Improvement

5.2. The proposed review of the localities service and further IT enhancements will ensure robust performance monitoring and early resolution to any service issues.

## 6. Current Performance

6.1. Once the additional resources were put in as reported in 4.5, performance over missed collections improved significantly as the graph below illustrates:



Please note information from FCC was not available on 27<sup>th</sup> November as local management were dealing with the Covid-19 event detailed in 6.2. The ability for customers to report missed collections was suspended between 2-16 December whilst crews were isolating and agency staff were collecting. During this period, any potential missed collections were advised that side waste would be collected on the next scheduled collection day.

6.2. On 27 November, FCC reported a positive case of Covid-19 which resulted in the self-isolation of 27 members of FCC staff, including local management and a high proportion of drivers. At very short notice, FCC recruited replacement/agency drivers and crews and all rounds were able to operate by the following working day, 30 November. This was not the case in a neighbouring Authority who have also been affected by a local outbreak of the virus and where collections were temporarily suspended.



- 6.3. The graph also shows performance from 30 November. The number of scheduled collections missed on that date were high totalling 728, however it should be noted that this was the first day on the job for many drivers and crew who all required training and induction. The graph shows that performance improves from the following day.
- 6.4. On 14<sup>th</sup> December, a vehicle puncture incident was reported accounting for the slight increase on that day. Incidents such as these keep a vehicle off the road for a minimum of 2.5 hours. Under normal circumstances there is enough capacity in the total fleet to be able to redeploy another vehicle to complete the round. Currently, whilst the new rounds are still settling, this is not the case and FCC have agreed to bring in a further vehicle to cover this gap to prevent future breakdowns from resulting in rounds not being completed.
- 6.5. **Repeat missed bins.** There have been a number of properties that have been repeatedly missed. There are a number of reasons cited for these frustrating episodes, including some households that crews historically treated as assisted but never reported officially so weren't on the new round lists. The total number of households that have been repeatedly missed has reduced significantly and we are now monitoring around 109 households of the 45,170 households in the South Hams to ensure no further issues. Officers are also examining the data to see if there is any link between the number of repeatedly missed collections and specific rounds.

## **7. Implementation of the new Devon Aligned Service (DAS) and additional costs**

- 7.1. FCC need to demonstrate that they;
- Have a robust deliverable plan that will deliver the new service with the absolute minimum disruption to residents.
  - Have sufficient management and supervision oversight
  - Ensure sufficient staff training and commitment
  - Have appropriate contingency in place
- 7.2. FCC's senior team have produced a paper which is attached as Appendix A outlining their approach to satisfying the above issues.
- 7.3. As result of the phased approach, it is estimated that the Council will incur additional costs of approximately £84,000 (£42,000 per month of delay in March and April). It should also be noted that

FCC are also financially impacted by the delay in moving to the Devon Aligned Service, as the new service contract price is higher than the existing service price.

- 7.4. The Chief Executive and Director of Service Delivery have commenced negotiations with FCC regarding the additional financial burden that a phased approach confers on the Council including consideration of the 3 month 'no penalty' period.

## 8. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	The Council has a duty to arrange for the collection of household waste within its area. The arrangements must include the collection of at least two types of recyclable waste. The contract with FCC sets out those arrangements. Performance monitoring is undertaken in accordance with the terms of the contract and is explained in paragraph 5.1 of the main report.
Financial implications to include reference to value for money	Y	As result of the phased approach, it is estimated that the Council could incur additional costs of approximately £84,000 (£42,000 per month of delay for March and April).  It would be reasonable for FCC to pick up the burden of some, if not all, of these costs. It should be noted that FCC are also financially impacted by the delay in moving to the Devon Aligned Service, as the Devon Aligned Service contract price is a higher contract price than prior to going live with the new service. The Chief Executive and Director of Service Delivery have already asked FCC to consider funding our additional costs and a further meeting is to be arranged.
Risk	Y	FCC's proposal in Appendix A looks to mitigate the risks of service disruption and further reputational harm to the Council by adopting a phased approach.
Supporting Corporate Strategy	Y	Moving to Devon aligned service recycling model
Climate Change - Carbon / Biodiversity Impact	Y	Improved recycling and a reduction in residual waste.

Comprehensive Impact Assessment Implications		
Equality and Diversity		Non as a direct impact of this report
Safeguarding		None as a direct impact of this report
Community Safety, Crime and Disorder		None as a direct impact of the report
Health, Safety and Wellbeing		None as a direct impact of the report
Other implications		None

**Supporting Information**

**Appendices:**

**Appendix A – FCC’s proposal to implement the new Devon Aligned Services (DAS)**

**Background Papers: Not Applicable**

**Approval and clearance of report**

<b>Process checklist</b>	<b>Completed</b>
Portfolio Holder briefed/sign off	<b>Yes</b>
SLT Rep briefed/sign off	<b>Yes</b>
Relevant Heads of Practice sign off (draft)	<b>Yes</b>
Data protection issues considered	<b>Yes</b>
Accessibility checked	<b>Yes</b>

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## South Hams – Re Route Learning and approach for DAS

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### Rationale for Re Route

**Preparation for the Devon Aligned Service, (DAS)** - In order to shape rounds for the Devon Aligned Service the re-route all of the rounds in South Hams was necessary. Changing routes and rounds at the same as introducing the new service would have exacerbated natural service change issues.

**Route optimisation** - was also a key driver in necessitating the new routes.

**Aligning crews to service cycles** - When introducing the re-route it was decided to also move over to alternate weekly cycles meaning that crews continued on the same service but by definition it also meant that no round was fully conversant with what they were doing previously, the long term benefit of this approach is that refuse and recycling rounds mirrored.

**Ivybridge base for new recycling collection vehicles and crews** - Additional reasoning was to enable recycling rounds to be based at Ivybridge and refuse and organics at Torr Quarry. This has been implemented in part. When moving to the new service this does make sense operationally as once the Resource Recovery Vehicles, (RRVs) are in operation, recycling rounds have been set up to accommodate the tipping of recyclate at Ivybridge.

### Learning from issues experienced during round changes

Following the recent re-route, FCC acknowledge the issues and the concerns raised by the Authority and residents regarding; incomplete rounds, missed bins, and repeat misses. Whilst it is normal to experience some disruption from such a change, it is acknowledged that these rounds are taking longer than expected to 'bed-in'. The reasons behind this are multifaceted, with the following issues identified;

**Limited spare fleet capacity to rectify issues** - As the fleet was fully utilised to deliver the round changes, when it became apparent that the rounds weren't improving, the decision was taken to hire in x2 extra vehicles to create further support rounds on refuse and recycling to enable the rounds complete every day. This has resulted in a reduced amount of incomplete rounds and allowed the local management team to concentrate on resolving other issues, (repeat misses and assisted misses).

**Route planning local engagement** – In designing the routes, local restrictions were factored, it is however accepted that more detailed local engagement with the Authority and contract team should have taken place.

**Lost local knowledge and map feature on whitespace** - Operationally the rounds prior to the re-route had been in place since around 2016 so crews had built up a good local knowledge. As crews moved to align with waste services, some of this knowledge was lost,

which caused some of the issues experienced with regards repeat misses. The restricted/difficult access detail was uploaded to Whitespace and crews were being encouraged to use the maps feature on Whitespace, this was not however working due to technical compatibility issues which have now been rectified.

**Supervision** – Both relevant South Hams supervisors are actually on phased returns following absence. At the point of round change FCC have had to utilise charge-hands in addition to utilising supervisory resource from West Devon, which wasn't ideal in managing the rectification of misses. Moving forward FCC commit to bolstering the supervision to ensure identified issues can be controlled and managed effectively.

**IT related issues** – A number of technology related issues have been identified during the round change implementation, which meant that some of the data required in the field wasn't available. The following issues have been resolved during the implementation of the round changes;

- There was a mapping compatibility issue with the business application used on the contract, which is now resolved.
- Assisted collection upload of data, caused notifications dating back to 2017 to be uploaded, so crews were inundated with notifications. This resulted in the local team and area management manually removing jobs that were no longer relevant. It has now been accepted by the business application service provider and measures are now in place to ensure this won't repeat.
- There was a job confirmation glitch in the system that once identified has been resolved.
- Mobile data coverage in South Hams has caused issues with the hand held devices and the routes/mapping, as a result service provider has now been changed to one with greater coverage.

## Returning to Business as Usual

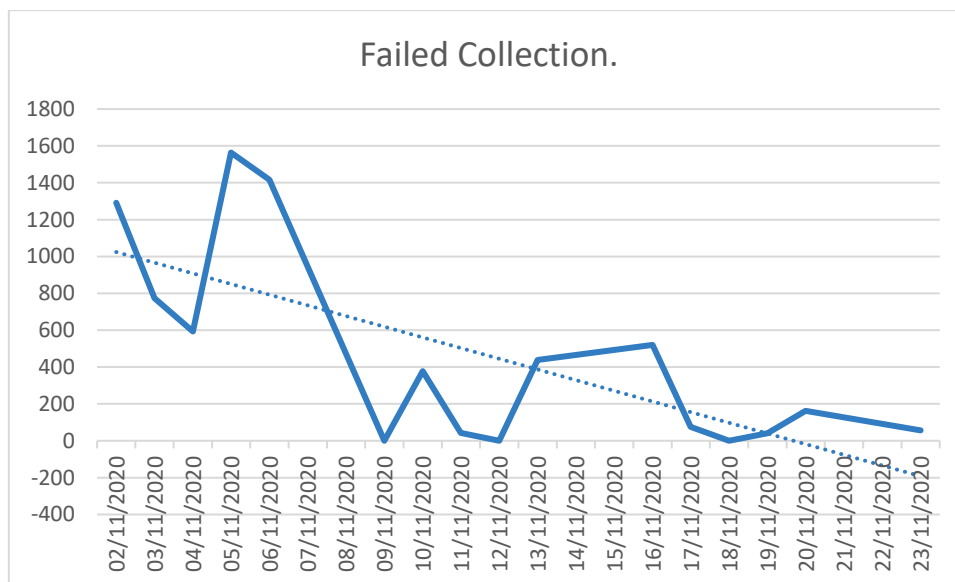
### **Notified Misses – Incomplete Collections**

Following the new rounds introduced at the beginning of October it became obvious to FCC and South Hams that the rounds were going to take longer to settle than would normally be the case for a round change. Accepting that there will always be disruption with any round change.

This was a mixture of both the rounds changing and staff being moved to align with specific collection services, (as a precursor for that necessary separation when the DAS commences). The impact of this meant that local knowledge surrounding the nuances of collection from some parts of the district was temporarily not available. Whilst there was additional support in terms of resource from the outset which had been factored, (as stated there will always be a level of service disruption following such a change) this wasn't sufficient

to deal with the magnitude of the issues, which became apparent after the implementation of the round changes.

Once understood, the additional resource requirement was resolved on the 9<sup>th</sup> November when FCC created two additional support rounds, one on refuse and one on recycling, to ensure that we started to complete rounds every day. This had the immediate effect of reducing these ‘notified misses’ significantly. The progress has in part been interrupted by COVID isolations at Ivybridge, but from the data received since the staff returned believe we are close to expected levels. We have every expectation that we will be completing every round, every day, through to end of December, (accepting that increased volumes related to COVID 19 and Christmas catch up put additional pressure on these services at this time of year).



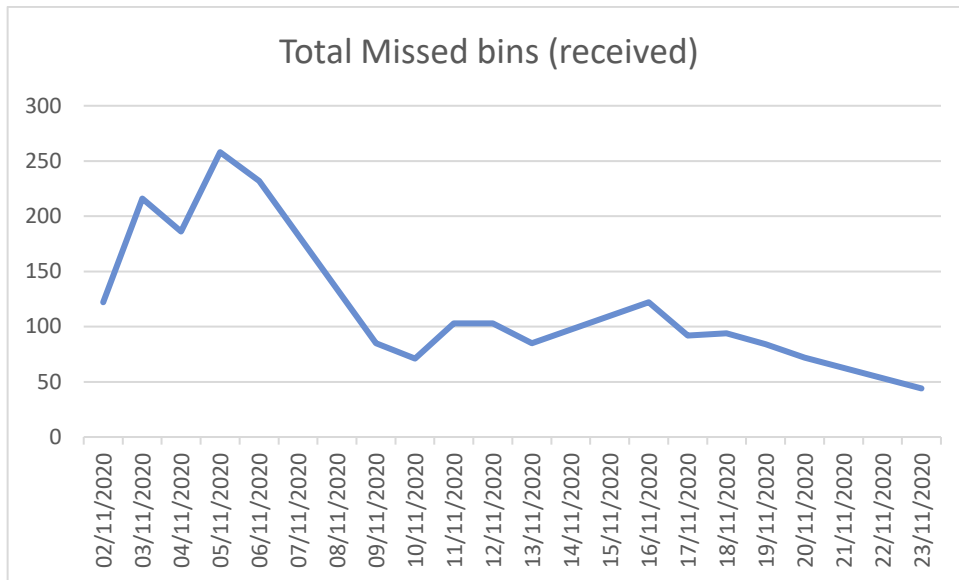
The additional resource has been committed by FCC to remain on the contract until such time as both FCC and the authority are happy it can be removed. During this time the local management team will be assessing the existing rounds and where possible reallocating works back onto these core rounds, as per the original plan.

Following the improvement detailed above, the failures that we are experiencing now tend to be as a result of vehicle issues, (which can be something as simple as a puncture). This is a problem because with all the additional resource deployed to cover there wasn't sufficient spare capacity in the fleet. FCC are working with various service providers to keep this disruption to a minimum and have identified locally where there is a need for hiring in additional support over the Christmas period and beyond.

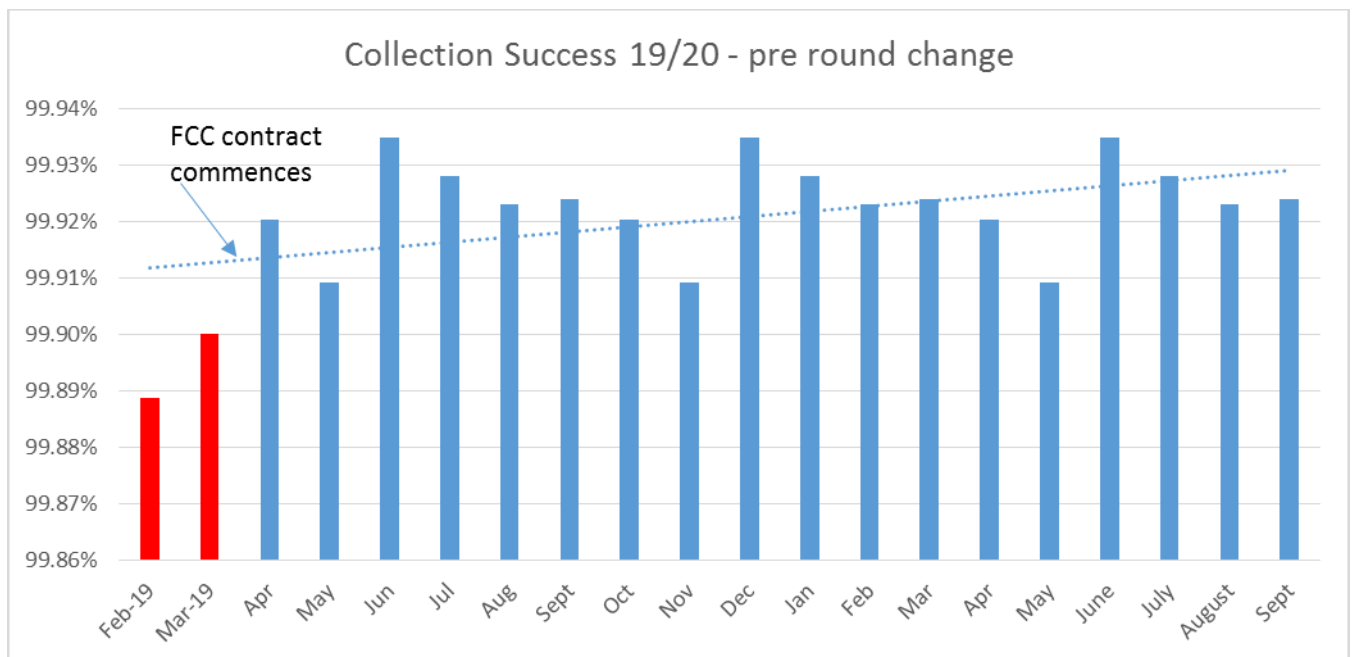
**Missed bins.**

Missed bins are a typical performance measure of any collection contract, these misses typically relate to misses on rounds that have completed. As a result of the round change they initially increased because of the aforementioned stretch in resources. They are now back

down to normal performance levels as a result of the additional resource deployed. FCC have had and will continue to have mop-up rounds out every day to ensure these are collected within the contractual timescales.



Whilst we acknowledge that no level of failure is desirable it has to be recognised that there will always be misses, justified or otherwise on waste collection contracts. As mentioned the levels are beginning to return back to pre-round change levels. In the graphic below, it can be seen how the collection success improved when FCC commenced the contract with the trend continuing to the point of the round change.





FCC will continue to work on this performance, it is always our commitment to bring misses down to an absolute minimum and certainly within contractual requirements.

### **Priority and repeat Misses**

Throughout October and November the Authority have been identifying properties that have had regular repeat misses. The contract continues to draw together data for aiding the crews in identifying these properties to specifically identify where these bins are located.

This work was initially hampered by the local knowledge and as these properties were identified we tried to ensure that details were entered into the I-pads. Due to a technical issue with the business application some of this data was lost. We are currently in the process of updating all the PDA's to a newer version of the Whitespace Application, (which contains all the information the crews need in the field) which we have been assured will resolve all of these issues with regards to the information needed to complete the job.

From the end of January and in preparation for the introduction of the new DAS, FCC will have a specific resource, (to be trained up on an FCC collections contract with the same Whitespace system, in order not to detract the focus of the local team in getting back to business as usual in the meantime). Once deployed in South Hams, they will spend time with the local contract team and crews understanding and familiarising with the local areas of challenge. Moving forward this resource will be dedicated to identifying these properties and ensuring that they are not missed by the new rounds. This new person will closely and constantly monitor the progress on priority and repeat misses, it will be their sole responsibility to check with the crews, carry out spot checks etc. to ensure all collections are completed. The crews will also be required to confirm on the PDA that these have been done, a double check.

### **FCC Recommendation- Phased and slightly delayed roll-out of DAS**

#### **Risk with current implementation date and approach.**

With the current situation regarding the re-routed rounds, now further exacerbated by the recent COVID self-isolations in Ivybridge, FCC believe that the approach and timing of the DAS needs to be re-evaluated. We consider the risks below of continuation to the current timetable;

- The delay in bedding in current rounds has diluted already stretched supervisory and management resources, so whilst significant improvement has been made, there is still further effort required to settle the rounds, before full focus on the new service rollout at a local level. One of the identified issues in the learning from the current reroute was earlier engagement with local contract and client teams, a slight delay would allow this engagement.

- This time pressure is further enhanced by the Ivybridge COVID 19 self-isolation impact, essentially adding a two week pause in the improvement that was being made. Once we address the current situation and get back to a full complement of operatives, we have to pick up from where we left off and ensure that the rounds continue to improve on the prior trajectory.
- In addition and as part of the original plan, FCC were intending to start to deploy the South Hams collection operatives in a phased manor to West Devon train on the Kerbside sort vehicles for training on the new collection methodology.
- From a contingency perspective the effect of COVID post-Christmas, (risk of a further spike or increased restrictions) is also causing us some concern with regards to our ability to deliver an effective rollout in the original planned timescale.
- Additional planning time following the lessons learned from the route changes will ensure a smoother transition to the new service.
- Going straight from Christmas catch up in January into a new service rollout adds risk to the delivery of a successful rollout.
- A rollout, followed by a district wide 'big bang' start as originally proposed would increase the risk of failures and the ability of FCC to address in a timely fashion. The reality is, with any round change or service introduction, particularly one which is a significant change for the operation of the crews there will be issues. Learning from the round changes has lead FCC to recommend that incremental management of these issues would be preferred as opposed to dealing with them district wide at the same time.

### **Recommended approach for South Hams consideration**

FCC believe it would be to the benefit of all parties to agree a slight delay and a phased introduction to mitigate the above risks. Subject to approval from the Authority, FCC would develop a detailed implementation plan.

In a paper provided to the Council on 30<sup>th</sup> November 2020 recommendation was that we started this on the 5<sup>th</sup> April. Following discussion with authority officers and members, FCC have considered that in order to comply with a March commencement our recommendation could be adjusted to accommodate, on the basis that a phased approach can be adopted.

In considering a March start and with Easter falling over the weekend of 2<sup>nd</sup> – 5<sup>th</sup> April there would be advantages in commencing deliveries of the equipment/containers earlier, (in March) to allow for a full, uninterrupted week of collections before the disruption of catch-up following Easter, the two options are:

- 8<sup>th</sup> March Delivery of containers to commence – 15<sup>th</sup> March collections commence.
- 15<sup>th</sup> March delivery of containers to commence – 22<sup>nd</sup> March collections to commence.

Please note the above proposed dates assume rollout would be on a round by round basis, the basis of this approach means that the containers are rolled out the week before collections

start. This makes the communication much simpler and significantly more live/current to the resident than messaging in January. The best approach is delivery of containers as close to collection as possible, the new phased approach allows for better control.

It would also allow for contingency, following the first phase of the rollout, the subsequent phase would only commence once both FCC and SHDC officers are satisfied that the prior roll-out has been a success. Once this has been agreed the remaining deliveries will be completed, deliver one week collect the next until complete.

FCC preference would be to commence deliveries on the 15<sup>th</sup> March 2021, (phased approach). Taking from the learning from the round change in South Hams, we are of the view that starting a mass rollout on 18<sup>th</sup> January would add significant risk to a successful rollout of the DAS. With the phased approach it would be the intention to be fully rolled out by the end of May 2021, (allowing for the contingency mentioned in resolving round issues as required). FCC have also committed to discuss with the authority the 'no penalty' period in relation to the phased approach if approved by the authority.

## Implementation of Lessons Learned for DAS

In taking the learning from the round changes, FCC have and will factor the following in preparation for the new DAS;

- Accountability of round/route planning to sit under new Area Manager and run as a formal project.
- Verify walk order of new rounds with local crews early to iron out any local issues/concerns.
- Focused supervision and dedicated resource to chase through to rectification any repeat or assisted misses.
- Early and continuous engagement with local contract team, (management and operatives) to highlight local issues.
- Early and continuous engagement with client on round detail to highlight local issues.
- Ensure local knowledge is spread in so far as possible across new recycling rounds.
- Ensure additional fleet and resource available to support in early implementation phase of new rounds.
- Ensure productivity expectations of rounds are deliverable, factoring the unique geography in South Hams and the large number of tracks, un-adopted roads and difficult access areas.
- Consult workforce early on changes to working patterns and expectations. Particularly important for new DAS service to ensure training and expectations are understood, in an attempt to retain morale.
- To mitigate issues experienced in the round change, implement new rounds on a week, by week basis in a more controlled approach. Will enable more focused supervision and management.
- Ensure IT preparedness for management of issues and rectifications which will also be heightened at the outset of changes. We believe most of these issues have been identified and resolved as part of the round change, so risk is minimised.

## Detailed implementation plan

FCC are currently making preparation and plans for the DAS, which will flow from the changes already implemented with the new rounds. Subject to approval for a revised implementation approach from South Hams, FCC propose to produce, share and agree a detailed implementation plan for the March rollout with the authority no later than January 15th 2021.