

South Hams – Re Route Learning and approach for DAS

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

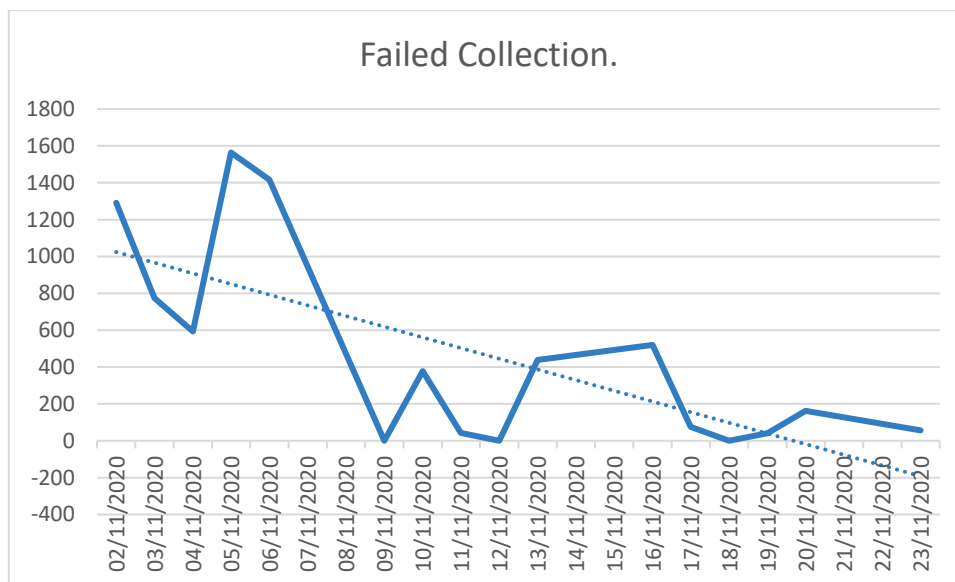
Notified Misses – Incomplete Collections

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 9th 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).



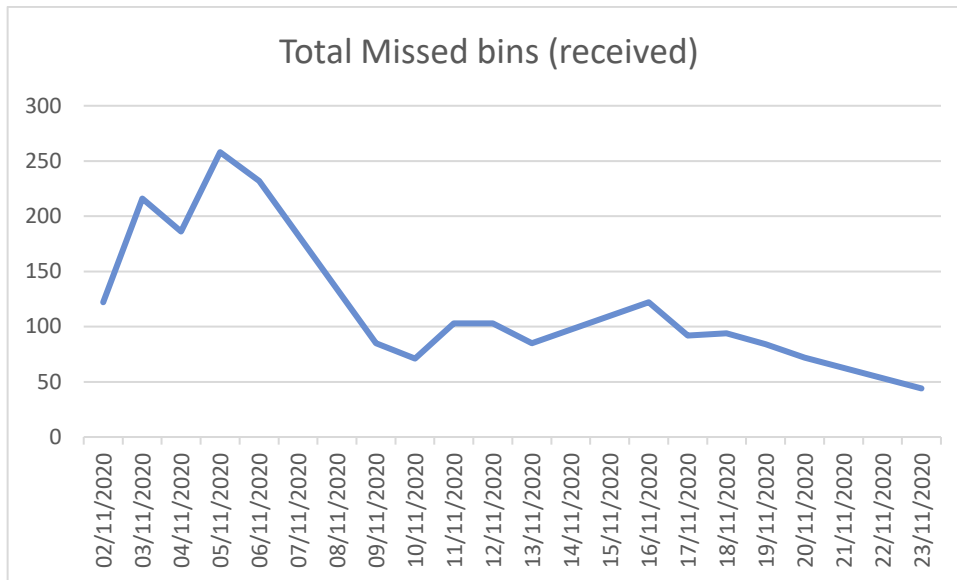
The additional resource has been committed by FCC to remain on the contract until such time as both FCC and the authority are happy it can be removed. During this time the local management team will be assessing the existing rounds and where possible reallocating works back onto these core rounds, as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

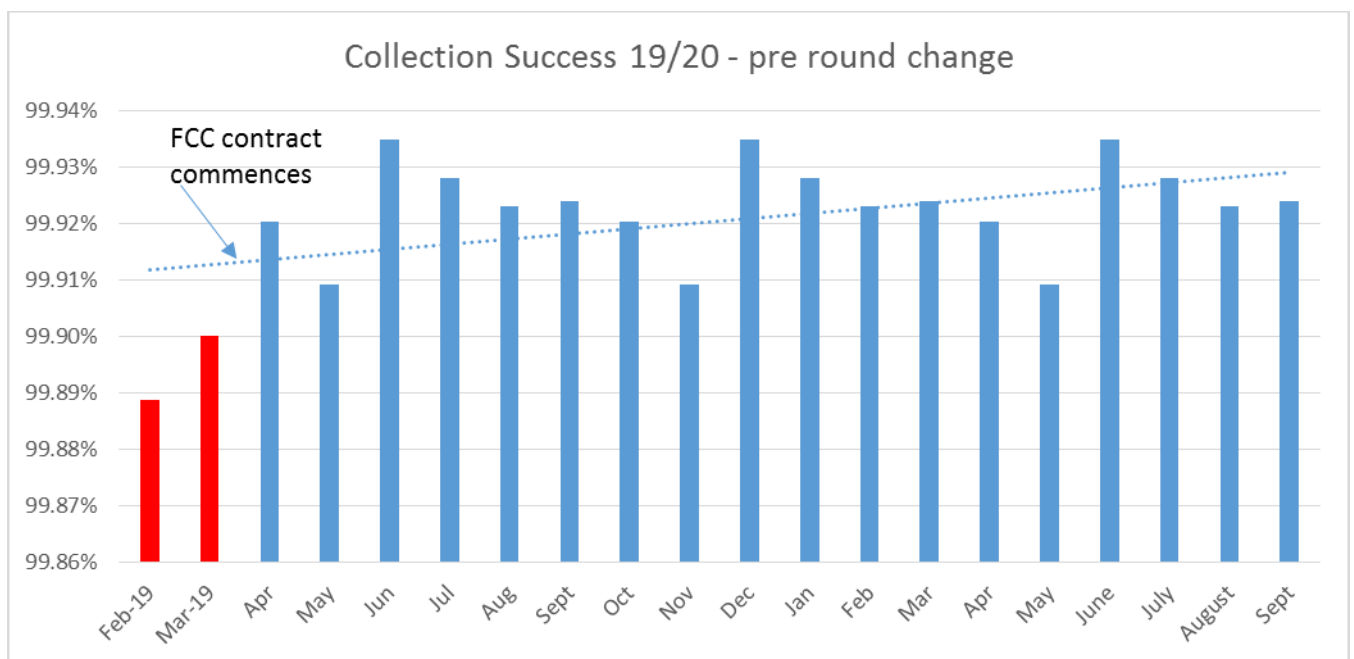
Missed bins.

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 30th November 2020 recommendation was that we started this on the 5th 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 2nd – 5th 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:

- 8th March Delivery of containers to commence – 15th March collections commence.
- 15th March delivery of containers to commence – 22nd 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 15th 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 18th 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.