

## Appendix 1

# Denbighshire County Council

# Waste Service Remodel Strategy

**Version 2 (FINAL)**

**Author:** Lowri Roberts, Project Manager

**Document Contributors:** DCC Waste Services

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## Background

In December 2018 Cabinet approved a business case to undertake a significant service change for Denbighshire County Councils waste service. The business case outlined a proposal to implement the Welsh Government’s recycling kerbside sort blueprint. The project is made up of two key stages, the development of a new purpose-built Waste Transfer Station (depot) and a mobilisation programme to implement the new ways of working.

The project will impact all Denbighshire residents, this strategy details how residents will be impacted and what the new service offer will be. Currently all recycling waste is collected fortnightly within a comingled 240-litre blue bin. Residual waste is also collected fortnightly in a 140-litre black bin to alternate with the recycling collection.

At the point of implementation in March 2024 residents will switch from the comingled blue bin to a kerbside sort system with a trolley box separation unit for dry recycling. Recycling will be collected weekly instead of fortnightly, residual waste will move to a 4-weekly collection.

Residents with an existing 240-litre blue recycling bin will be able keep this container, this will become their residual bin from Summer 2024. Any household (who has their residual waste collected in a bin) will have a 240-litre bin (our standard service) following the service change.

Food waste will remain a weekly collection and a new weekly Absorbent Hygiene Product (AHP) service will also be introduced from September 2023 for residents who require this service. There will also be an extended textile service, small electrical collection (WEEE) service and battery collection introduced as part of the service change.



## 1. Timelines

The dry recycling kerbside sort model will take effect as of the **4<sup>th</sup> of March 2024**. There will be a grace period between the switch to kerbside sort and the introduction of the 4 weekly residual collection. The residual collection change will take effect from **Summer 2024**.

The new AHP service will be introduced prior to the recycling and residual change, this is planned for the **11<sup>th</sup> of September 2023**.

This document provides further breakdown of key activities to be completed to enable the service change. A detailed Mobilisation Project Plan, Critical Path and Work Breakdown Structure also underpins this.

## 2. Waste Service Overview

There are approximately 46,000 households in Denbighshire who receive our waste services. The makeup of waste collection by property type is as follows:

Property Type	Approx No.
Wheelie Bin Collection (residual & recycling)	44609
Sack Service	2,483
Communal	1000
Trade	313
Micro Trade	74
Garden Waste Collection*	17914
Assisted Collections	2671

*\*Not included in overall total absorbed in property types above  
Data in table included as of October 2022*

*Future Growth: The new LDP is under review currently for the period 2021 – 2033. The proposed preferred option for household growth per annum is 218 ([Draft Preferred LDP Strategy](#), section 5.1.10)*

Some of the data and intelligence is difficult to ascertain due to historical data collation issues. However, a new In-Cab system is being implemented as part of the service change which will result in improved data collection and intelligence.

### 3. Recycling Waste: Kerbside Sort System

The switch to the kerbside sort recycling model weekly collections will take place on the 4<sup>th</sup> of March 2024. Approximately 44,000 kerbside sort trolley box systems will be required to be assembled and delivered to each eligible household across the County.

The roll out of the containers will be a significant undertaking for the service. Based on a go live date of 4<sup>th</sup> March 2024 the assembly and delivery of the trolley boxes will commence in November 2023.

Delivery to households will commence on the 20<sup>th</sup> of November 2023, approximately 4,000 units will be delivered per week, an average daily rate of 800 units will be distributed to residents. The key activities required to enable the change with timelines are set out below:

Recycling Roll Out – March 2024	
Activity	Dates
Recruitment Tranche 1 (6 x Operatives)	September - 2023
Recruitment Tranche 2 (7 x Operatives)	November- 2023
Recruitment Tranche 3 (9 x Operatives)	January - 2024
Recruitment of Depot Staff x 6	November to February 2024
Prepare Delivery & Assembly Area	6 <sup>th</sup> of November to 10 <sup>th</sup> of November 2023
Delivery 1 <sup>st</sup> Batch	13 <sup>th</sup> November to 17 <sup>th</sup> of November 2023
Assembly and Plan	16 <sup>th</sup> of November 2023
Trolley Box Deliveries Week One	20 <sup>th</sup> of November to 24 <sup>th</sup> November 2023
Trolley Box Deliveries Week Two	27 <sup>th</sup> of November to 1 <sup>st</sup> December 2023
Trolley Box Deliveries Week Three	4 <sup>th</sup> of December to 8 <sup>th</sup> of December 2023
Trolley Box Deliveries Week Four	11 <sup>th</sup> of December to 15 <sup>th</sup> December 2023
Trolley Box Deliveries Week Five	18 <sup>th</sup> of December to 22 <sup>nd</sup> December 2023
Trolley Box Deliveries Week Six (STOP)	25 <sup>th</sup> of December to 29 <sup>th</sup> of December 2023
Trolley Box Deliveries Week Seven	1 <sup>st</sup> January to 5 <sup>th</sup> of January 2024
Trolley Box Deliveries Week Eight	8 <sup>th</sup> of January to 12 <sup>th</sup> January 2024
Trolley Box Deliveries Week Nine	15 <sup>th</sup> of January to 19 <sup>th</sup> of January 2024
Trolley Box Deliveries Week Ten	22 <sup>nd</sup> of January to 26 <sup>th</sup> of January 2024
Trolley Box Deliveries Week Eleven	29 <sup>th</sup> of January 2024 to 2 <sup>nd</sup> of February 2024
Trolley Box Deliveries Week Twelve	12 <sup>th</sup> of February to 16 <sup>th</sup> of February 2024
Mop Up Period	19 <sup>th</sup> of February to 1 <sup>st</sup> of March 2024
Go Live	4 <sup>th</sup> of March 2024

#### Delivery Schedules

Using the updated routing and rounds for the recycling service, detailed daily maps for the delivery of the trolley box containers will be developed by the waste services' Mobilisation Lead. This will include a daily breakdown of activity by area. Residents will be informed of the days they will receive their new trolley box units, although they will not be able to use these until March 2024.

Deliveries to households will cease for the week commencing the 25<sup>th</sup> of December, and for the 1<sup>st</sup> of January for one day. The delivery schedule is currently Monday to Friday only, no

weekend deliveries are currently planned but they can be used as contingency in the event the delivery schedule slips due to unforeseen circumstances (adverse weather etc.).

### **Assembly**

It is approximated that around 1,200 trolley box units can be prepared each day, and this will be phased over the duration of the roll out to keep space to a premium at the new transfer station. This includes the assembly of the main unit and including the additional items such as the hessian sack, battery pouch and leaflets.

A dedicated assembly space is required for the crews who will be assembling the units, as part of the detailed planning consideration needs to be given to the following:

- Procurement / sourcing of items such as fold up tables for the assembly crew (WRAP advised).
- Agreed delivery schedule from the supplier so that the flow of assembly and deliveries is streamlined, and a plentiful supply of boxes is available for delivery.
- The delivery of units will generate a high volume of waste including bulky items such as card and pallets. A process for frequent removal of the waste needs to be agreed and arrangements made.

## **4. Residual Waste Collection**

Following the change to the kerbside sort system, the 4-weekly collection of residual waste will take place Summer 2024. Although there is a risk that in an interim period the additional capacity might be misused this is for an approximate 12-week period only

At the outset of the project the standard service was agreed as a trolley box for dry recycling with a cardboard sack, a 240-litre residual black bin, a food waste caddy and the option to sign up for the new AHP service.

The 240-litre residual bin capacity is to address the change in the residual collection which will become 4-weekly. Most standard residual bins currently in circulation are 180-litre with exceptions for larger households or those with the need for additional capacity. It is worth noting that one of the current drivers for the extra residual capacity is due to AHP waste; this waste will, from September 2023, be collected via a separate service.

It was initially proposed that all blue recycling bins would be 'rolled in' once households received their trolley box system, as would any of the 140-litre and 180-litre residual black bins in use. There would also be a full 'roll out' of a new 240-litre residual black bin to most standard households who did not already have a 240-litre black bin. The 'roll in' and 'roll out' activities are resource intensive which would be costly for the authority. Therefore, the project team has proposed that the existing 240-litre blue recycling bins already in circulation for most households become the new residual 240-litre bin in place of rolling out all new 240-litre black bins.

The roll outs and roll ins are resource intensive for the service and have cost implications, the option for households to retain the existing 240-litre blue bin reduces the amount of roll out and roll in activities as there will be no 240-litre black bin roll out. This will avoid the cost

of a county wide roll out activity. Any existing smaller 140-litre and 180-litre black bins will be collected, along with any second 240-litre or 360-litre blue bins in circulation.

The service change for residual can also happen sooner with this option, this will help maximise recycling in financial year 24/25 to help towards meeting WG 70% recycling target and reduce the risk of any potential fines related to the target.

Retaining the blue bins also addresses the issue of not having a sufficient supply of 240-litre black bins for each household. We currently have c. 29,000 units in storage. A further 5,000 bins have been budgeted for at a cost of £125k but this would still not be enough to provide every standard service household with a new 240-litre black bin. Procurement of further residual bins would cost approximately £287k to provide sufficient bins for each household at a rate of £23.95 per unit (approx. 12,000 additional units).

The current additional budget allocation of £125K for purchase of additional 240-litre black bins would not be needed and could offset pressures elsewhere in the project budget. The stock of 240-litre black bins we already have purchased can be used for several years to replenish 240-litre bins in circulation which would reduce the ongoing revenue costs to the service for ordering replacements or spares.

It is therefore proposed that there is strong case for households to retain the 240-litre blue bin and this will become the 'new' residual bin. This has a number of benefits as already noted, including the recycling/reuse of current existing stock, removes the need to roll in all the existing 240-litre blue bins, removes the need to purchase further 240-litre black bins and leaves a stock of 240-litre bins for replenishment for a number of years.

This option does mean there will be a mix of both blue and black bins in circulation for a period of time. The communication campaign will be strengthened to ensure residents are aware of the change in use of the bins and to ensure they have the correct capacity of bin. There may be a requirement to extend the storage agreement at Mostyn until stock is run down and manageable at a DCC site. This is reflected in the projects risk register.

## **5. Absorbent Hygiene Products**

The Absorbent Hygiene Products Service (AHP) is a new service delivery for the Council. The AHP service is for the collection of the following types of non-infectious waste only:

- Dressings/swabs and bandages
- Disposable bedding
- Used disposable bed pans and liners
- Incontinence pads
- Disposable nappies
- Wipes and gloves
- Stoma bags
- Empty urine containers where there is no risk of blood contamination

AHP waste will be collected weekly. In 2019 the initial plan was a fortnightly collection however, concerns have been raised over manual handling as the waste can be heavy even in smaller caddies due to the nature of the waste.

Applications are considered for families with children in disposable nappies, or from households where regular disposal of the above Absorbent Hygiene Products listed above is required.

Each application will be individually assessed, and the Council reserves the right to verify the information provided by contacting applicants either by telephone, a visit or utilising records such as the Electoral Register.

This assessment may include an on-site waste audit, to assess that an applicant is fully utilising the Council's recycling services. Applicants will be advised in writing within 15 working days of the outcome of their request.

### **Service Demand and Request**

The AHP service is new for the authority, the demand is a relative unknown. Modelling has estimated that approximately 20% of residents across all Local Authorities could be potential users of an AHP service. As displayed in the table below no LA has reached this demand, Denbighshire are estimating a potential take up of around 8%. The first tranche will be capped at 1,500 residents. Assuming an 8% take up of the new service this would see approximately 3,680 households using the AHP service.

### **AHP Rates in Welsh Local Authorities**

LA	Total No. Households	AHP No.	AHP %
Ynys Mon	31,000	1,632	5%
Blaenau Gwent	33,000	4,177	12%
Bridgend	64,029	9,290	14%
Gwynedd	61,762	2,673	4%
RCT	112,000	9,500	8%
Conwy	57,000	3,513	6%
Pembrokeshire	61,727	5,316	8%

It is important to note that for the above LAs these numbers have built over time with an AHP service in place for several years. Demographic make-up of individual counties will also impact the AHP service volumes.

### **Timelines and Key Activities**

The below provides a timeline of activities for the launch of the new AHP service in September 2023:

Activity	Dates
Agree Dates for Service Roll Out	October / November 2022
Project Board Approval for AHP	December 2022
Procurement of Caddies, Bins, Liners & Lids	January / February 2023
Back End Business Process Developed and Agreed	April 2023
Officer Resource for Management Agreed	April 2023
Online Form Developed and Agreed	May 2023

<b>Tranche 1 Applications Open</b>	1 <sup>st</sup> of June 2023 to 14 <sup>th</sup> of July 2023
<b>Routing of AHP Service and Delivery Rounds</b>	17 <sup>th</sup> of July 2023 to 4 <sup>th</sup> of August 2023
<b>Allocate / Agree Resources for AHP Container Delivery</b>	July 2023
<b>Container Delivery to Households Tranche 1</b>	7 <sup>th</sup> of August 2023 to 8 <sup>th</sup> of September 2023
<b>Tranche 1 Go Live</b>	11 <sup>th</sup> of September 2023
<b>AHP Service Review of Roll Out / Lessons Learnt</b>	25 <sup>th</sup> September to 29 <sup>th</sup> of September 2023
<b>Tranche 2 Launch</b>	October 2023

The new AHP service will go live on the **11<sup>th</sup> of September 2023**. In June and July 2023, the first tranche of applications will open for residents to sign up to the AHP service. The first tranche will close in July, this allows the service the required time frame to route the AHP service and to deliver the caddies and liners to the households that have signed up. The first tranche of applications will be capped at 1,500 households.

The 1,500-household cap is subject to a permit amendment being obtained for Lon Parcwr. If the alternative option, which is a direct tip each day to Parc Adfer, has to be used in the event the permit amendment cannot be achieved the cap will need to reduce to approximately 1,000 households as the rounds would not be manageable with daily direct tips.

If initial applications are over 1,500 then the applicant will be informed that they will receive AHP from a later date once the service has bedded in. Residents will be automatically signed up for two years, they will be informed and need to reapply at the end of the two years to continue receiving the service. Non responders will be removed from the AHP collection rounds.

Initially from September 2023 the AHP service will use a spare RCV to collect the AHP waste, in some rural areas in the South of the County a split cage vehicle will be utilised. Households eligible for AHP collection will be provided with a standard 40-litre caddy bin and liners Households can also apply for a 140-litre bin dependent on need. Should there be a proven need a second caddy may be provided by the service. The caddies are required to be 40-litre due to the manual handling element of the waste collection.

### **Permit Amendment**

There are permit constraints on the treatment of AHP waste, for DCC to launch the new AHP service in September 2023 a permit amendment for Lon Parcwr will be required. A permit amendment can incur a cost, however without the correct permit the AHP cannot be collected and disposed of by DCC. The other option is for a direct tip to Parc Adfer, this again would incur a cost. DCC are pursuing the option to have a permit amendment to treat AHP waste. Approval of the permit is a constraint and risk to the AHP work stream and will be closely monitored. Once the new depot is operational the AHP waste will be treated at the Denbigh WTS as the activity will be included within the permit.

### **Vehicles**

3 vehicles have been purchased in 2021 for AHP collections, these vehicles are currently being used for collection of food waste. If the service is rolled out earlier these vehicles are not available. The service has confirmed a spare RCV from September 2023 to Spring 2024. Once the main service change takes place in Spring 2024 food waste will be collected on

RRVs, therefore the 3 vehicles purchased specifically for AHP will become available to collect AHP and the new model has allowed for 2 AHP collection teams from the point of the service change.

### **Waste Disposal**

During the interim period of introducing the new AHP service in September, the preferred option will be to tip AHP waste at Ruthin or Kinmel depots, this is pending a permit variation with NRW. If this cannot be done in time, waste will be directly tipped to Parc Adfer with a reduced number of households able to sign up during the first tranche. Once the new depot is operational the AHP waste will be treated at the Denbigh WTS as the activity will be included within the permit.

### **Communications**

The AHP service will be a sign-up service, a communications campaign will be required in June / July 2023 to raise awareness of the new service and to publicise the sign-up process. It is recommended, as reflected in the project plan, that there is a cut-off date for residents to apply whilst the first tranche is rolled out. Once that is complete and the service is live the applications can restart. This is to minimise risk to the roll out and for the service to bed in the process. The pause period would be minimal but would allow a period to iron out any issues.

## **6. Container Procurement, Delivery and Storage**

Procurement of the required containers for the service change (including recycling, residual, AHP and associated items such as liners) is a significant undertaking. The table below provides an overview of the core items to be procured and the current procurement status:

<b>Item</b>	<b>Quantity</b>	<b>Status</b>
240L Residual	31,000	Delivered
Trolleyboxes	47,000	Procured
45L Paper Box	3,500	Procured
55L Glass Box	3,500	Procured
70L Plastic/Cans Box	3,500	Procured
Flaps	5,000	Procured
Lids	3,500	Procured
Wheels	1000	Procured
Communal Bins	3,414	Not Procured
Cardboard Sack	50,000	Not Procured
Gull Proof Recycling Sacks	15,000	Not Procured
Gull Proof Residual Sacks	5,000	Not Procured
AHP Caddies 40Litre	8,299	Not Procured
AHP Liners	10,000	Not Procured
Food Waste Caddies	12,000	Delivered
Food Waste Caddies Internal	12,000	Delivered
Food Waste Liners	1248000	Delivered
Textile Sacks	200,000	Not Procured
Pink Residual Liners	10,000	Not Procured
Battery Pouch	45,000	Delivered

There is a total budget of £3.4million for all containers and related items for the service change. It is imperative that due to the current climate and inflationary costs that the outstanding items are procured. There are storage issues with some of the bulky items however some suppliers have longer lead-in times meaning delivery of items can be staggered wherever possible.

There is a saving to be made with the re-purposing of the blue bins for residual collections, a budget of £125k was reserved for the purchase of a further 5,000 240litre black bins which are no longer required.

It is expected the depot programme of works will complete in Autumn 2023. The site could then be used as the central dispersal location for the new containers, avoiding the need for renting an alternative site / unit for the assembly and dispersal of the trolley box units. Due to the service change not taking place until March 2024 it is proposed that the trolley box deliveries are made to the new depot in Denbigh. An area can be made available for the assembly and collection of trolley boxes to be assembled and delivered across the county.

Current planning indicates a presumed date of assembly in November 2023, the delivery and assembly area will need to be ready by this date, any preparatory works need to be completed by the 10<sup>th</sup> of November 2023. This will include sourcing any additional items needed to support the assembly such as fold up tables etc.

## **7. Disposal of Redundant Containers**

As outlined in the earlier section for residual, the project team is proposing that residents utilise their existing 240-litre blue bin instead of receiving a 240-litre black bin. The 180-litre black bins will be rolled in and sold to the market. This is the only roll in exercise that is required. The redundant bins have formed a discount for the trolley box items and have consequently been sold back to the market.

## **8. Monitoring and Reporting: Roll Out**

The Mobilisation Lead will be responsible for the daily monitoring and reporting of the roll out, this will include developing and issuing the timetables, and the subsequent monitoring of the daily progress. This is to ensure issues arising are dealt with in a timely manner, additionally the project team and board are provided with assurances as to the progress of the roll out.

‘Sprint’ calls should be held twice daily in the first few days of the roll out (AM and PM) with key project and service team members. A dashboard should be developed based on the roll out programme to update the team daily. The monitoring must be inclusive of the delivery rates by area, issues raised, issues rectified and call / email correspondence via the Customer Call Centre.

A detailed implementation / go live plan is to be developed with WRAP as part of the detailed planning for the roll out.

## **9. Textile Collection**

Co-options currently collect textiles from some areas of the County, this offer to be extended as part of the main service change. Co-options have received DCC funding for vehicles so can extend the offer, but they are concerned about their ability to deliver a county wide service. Initial discussions have taken place; a further meeting is due Jan 2023 to explore the possibility of a county wide service This is DCC's preference as the kerbside RRVs will not have a specific compartment for textiles. For co-options to have any chance of collecting at the south of the county, a new system will have to be looked at to optimise collections. This may be in the form of booking rather than a timed collection round.

## **10. In-Cab System Implementation**

The In-Cab system is vital to the success of the roll out of the new waste containers as well as for all the new waste collection rounds. Owing to the removal of the north-south divide within Denbighshire, we have been able to maximise the efficiency of the collection rounds. Owing to this, all collection rounds have changed. The use of the in-cab system will not only allow drivers/operatives to be guided on the rounds, it will also show real-time traffic management for the rounds, and will show the most fuel and time efficient route, based on the current road conditions. This not only will save time, but also reduce the carbon impact of the council, for diesel vehicles.

Furthermore, the functionality of the in-cab system will greatly improve the information sharing between the Waste and Recycling Team, (Operatives, Managers and back-office staff), but also other council services, such as; Customer Services (for queries), and Fleet Services (when a vehicle has a break down).

Operatives will be able to report issues from the collection rounds in real-time, such as damaged or missing containers, contamination of bins/boxes and road traffic issues, which can alert other collection rounds of hazards or adverse conditions, all which is shared with Team Leaders/Supervisors, who can also track the progress of the rounds and divert Operatives where needed.

The in-cab system implementation has been delayed due to resource changes within the Waste and Recycling Team, however from November 2022 i back on track. The building of the in-cab database is set to take place in December 2022-January 2023 and be in test in February 2023 by the service. The in-cab unit tests will take place in March 2023. It is now envisaged that due to the integration requirements of Civica's C360 system (CRM) that the full test phase of the in-cab across back office and operational teams, will now take place in June-August 2023, being used for roll out of trolley boxes in November 2023 – March 2024. The system will go fully live across all of Waste and Recycling in March 2024 with the introduction of the new recycling rounds.

## **11. Trade and Communal**

Trade and communal waste services has been included as part of the main service change project, however following project team workshops it has been decided that the trade and

communal work will form its own discreet project outside of the main recycling and residual service change.

This is due to legislative change that is due in 2023 / 2024 (Welsh Government are yet to confirm a firm date for implementation). The issue of trade and communals are interlinked, the service is exploring the option to tender both the trade (not including micro trade sites) and communal collections. The waste service does not have the infrastructure or resource to meet the requirements for single stream collection as set out in the new legislation, it would result in increased costs for the service. There is the option for the depot at Lon Parcwr to be repurposed once the new Denbigh Depot has opened, however this would require investment.

## 12. Workforce and Recruitment

A new staffing structure model is required to support both the operational and back office activities of the new service. Initial modelling was undertaken at the outset of the project in 2018, however with the development of detail as part of the mobilisation work streams this has been revisited during 2022.

There are currently 63.40 collections operatives, this is a mix of Grade 5 and Grade 4 drivers and Grade 2 loaders. There are also 2 Grade 4 depot operatives. The new model requires 86 operatives in total. The new staffing model is as follows (including depot staffing):

Role	Grade	FTE
Driver (over 7.5t)	Grade 5	22
Driver (under 7.5t)	Grade 4	15
Loader	Grade 2	49
Depot Supervisor	Grade 6	2
Plant Drivers	Grade 4	4
Pickers	Grade 2	2

As a result, there is a requirement to recruit 28.60 new staff to support the new model. The table below proposes a high-level recruitment plan for these new recruits who will need to be phased into their roles prior to the main service change in March 2024. Until March 2024 the newly recruited posts to support the roll out of the new containers will be funded via the projects Mobilisation budget. The new recruits will be phased in as follows:

Role	Grade	No.	Months Recruited prior to March 2024*	Cost
Loader (Tranche 1)	G2	6	6	£82,581.60
Loader (Tranche 2)	G2	7	4	£64,230.13
Loader (Tranche 3)	G2	9	2	£41,290.80
Pickers (depot)	G2	2	1	£4,587.87
Plant Drivers (depot)	G4	2	4	£20,163.19

Supervisors / Haulage	G6	2	4	£26,305.56
<b>Total</b>				£239,159.15

*\*These start dates are to be preceded by other recruitment activities which are outlined in the workforce and recruitment project plan*

Until March 2024 the newly recruited posts to support the roll out of the new containers will be funded via the Mobilisation budget. Following March 2024, the new staff will be part of the core staffing budget.

### 13. Communication and Engagement

The communications strategy and plan underpin the service change programme. The agreement of key decision points set out in this strategy will aid in the planning of the communications work stream. A draft communications plan was produced in spring 2022. It is being revisited to reflect the updates to the planned service changes including the rollout dates, as noted in this document, approved by the Project Board in December 2022.

Essentially, there will be two top-line phases of communications, for both residents and staff.

- **Phase 1 – Absorbent Hygiene Products (AHP) collections service launch**
  - Households affected: 49,609 (44,609 ('standard') and 5,000 ('sacks'))
  - Estimated launch date: September 2023
  - Communications preparation and delivery period: May 2023 (4 months)
  
- **Phase 2 – Kerbside sort container deliveries, new service launch, residual container switch**
  - Households affected: 49,609 (44,609 ('standard') and 5,000 ('sacks'))
  - Estimated launch date: March 2024, with some follow-up comms in June/July 2024 re: the residual container switch
  - Communications preparation and delivery period: September 2023 (6 months)

Messaging has previously been considered for each of the phases and is noted in the draft communications plan, but, as noted above, this is being revisited to reflect the updates to the planned service changes including the rollout dates, as noted in this document, approved in December 2023.

Messaging for all phases will essentially be agreed at the start of Phase 1, to ensure we're 'on point' from the beginning, with no clashes or confusion of messaging as each phased change is rolled out.

A production and delivery schedule will be put in place to ensure timely development and delivery of each communications output.

#### **Phase 1 communications outputs will include:**

- A5 promotional flyer for Council-managed offices and spaces, as well as provided to groups that work with and support target audiences
- Post-registration calendar(s) with collection dates and key information
- Contamination sticker/hanger/tag, to be used by collection crews when:

- incorrect material is found in the AHP container, and
- when AHP is found in the container for non-recyclable waste, promoting the AHP collection service as the correct method for disposal
- Targeted email to residents, if possible
- Targeted email to estate agents and lettings agents, if possible
- Targeted email to groups that work with parents of young children
- Targeted email to groups that work with older people
- Targeted email to groups that work with people with disabilities
- Targeted email to landlords, via Rent Smart Wales
- FAQs, for the website and frontline staff including crews and call centre
- Vehicle livery, for AHP collection vehicles
- Website / My Account
- Social media
- 'County Voice' e-newsletter
- Local PR
- Internal communications

Whilst the communications will be self-contained for the initial AHP collections service launch and registration window, this service will be promoted again to residents in Phase 2 communications.

**Phase 2 communications outputs will include:**

- Direct mail, an information pack to be distributed by crews with the trolley box and other containers, to include:
  - Letters x2: one version for 'standard' service users and one version for 'sacks' service users
  - A5 leaflets x2: one version for 'standard' service users and one version for 'sacks' service users
  - A4/A5 calendars x TBC versions
- Bin labels/stickers and/or sack signage, making clear the material collected in each container type
- Contamination prevention stickers/hangers/tags, to be used by collection crews when incorrect material is found in the various containers. Number of versions TBC
- FAQs, for the website and frontline staff including crews and call centre
- Vehicle livery
- Website / My Account
- Social media
- Targeted emails to residents, landlords / managing agents (via Rent Smart Wales), estate agents and lettings agents, and organisations that support vulnerable members in the area
- 'County Voice' e-newsletter
- Local PR
- Internal communications
- Roadshow events, using posters, pull-ups and trailer boards – TBC by DCC
- Door-knocking in deprived/disadvantaged and high non-recyclable waste areas – TBC by DCC, depending on resource available
- For 'standard' service users only: an animation

WRAP Cymru will lead on communications activity by drafting the updated communications plan, providing planning/scheduling guidance, copy writing, translations, design and

print/production services. WRAP also has funding to cover the costs of all essential 'must have' communications outputs, as well as some 'non-essential' outputs, on DCC's behalf. Welsh Government funding permitting, WRAP should be able to cover all the outputs listed in this section.

WRAP Cymru will also support and guide DCC to deliver the elements of the communications plan WRAP Cymru is unable to deliver directly, including:

- website reviews and updating content, including on My Account,
- scheduling and posting of social media content, and managing (recording and responding to) comments received, although WRAP Cymru can provide a suggested social media content plan/schedule,
- emails to residents that have provided their email address, and have opted-in,
- emails to owners and/or managing agents of residential houses (not flats) that are run as private holiday homes / accommodation, such as Airbnb, where DCC has this information
- emails to landlords / managing agents of residential flats, where DCC has this information and via Rent Smart Wales
- emails to estate agents and lettings agents, where DCC has this information
- emails to organisations that support vulnerable members in the area, such as internally or externally managed groups
- content for local authority-managed publications,
- local PR, including press or radio activity,
- any roadshow, events or exhibitions in community areas, including Council-managed community meetings, and
- door-knocking in deprived/disadvantaged and high non-recyclable waste areas.

### **Wales Recycles' Be Mighty. Recycle. upcoming food waste recycling campaign**

It should also be noted that WRAP Cymru, as part of its national *Wales Recycles* campaign activity, is planning four 'bursts' of its **Be Mighty. Recycle.** campaign to increase citizen participation in their kerbside recycling collections schemes, between January 2023 and March 2024. Whilst 'bursts' two to four are dependent on Welsh Government approval and funding, the first 'burst' has been approved and is currently being developed. The focus will be on food waste, and the whilst the campaign will be accessible to all Welsh citizens, the target audience is mainly citizens that are already using their food waste collection service but who aren't recycling all they can. Two creative concepts were shared with local authorities at the LA Officers' meeting on 9 November 2022, feedback received has been considered, campaign messaging and creatives developed, and Wales Recycles is soon to carry out citizen testing with support from WRAP's Insights Team, with Welsh Government approval.

This campaign should hopefully encourage DCC's residents to move the food waste they might be putting in their residual bin, into their food waste caddy/bin, reducing the amount of residual waste collected and increasing the amount of food waste collected.

Key dates:

- **Campaign launch date:** Monday 6 to Sunday 19 February 2023 (two weeks)
- **Toolkit of assets launch date:** As usual, WRAP Cymru will share with DCC a Toolkit of digital and printed assets, approx. two weeks before the event, or sooner if

possible. This will include the assets authorities have told us they find most useful, engaging and effective for their channels, including a mix of digital and printed assets. WRAP Cymru will customised all statics assets on DCC's behalf.

## 14. Governance and Change Control Procedure

This document has outlined the agreed approach to the service change, many of the elements of the roll out are interdependent and so this document has sought to thread this together to document the delivery of the service change.

The Project Board is the decision-making authority for the project, ultimately the Project Board are required to sign off the overall approach outlined in this document. Any change to the agreed approach and key decisions made within this strategy must be closely managed. This is to ensure that the scope, cost, time and quality of the project is not adversely impacted.

The change control procedure is linked to the overall governance structure of the project, the Project Board will act as the decision-making authority for change control requests that have a significant impact on the scope, cost, time and quality of the project. Requests that are low impact, not impacting on time, cost or quality can be managed within the Steering Group forum.

The high-level process for the change requests is as follows:

- Change request logged
- Change request assessed (cost, time and quality)
- If change is low impact (no impact on cost, time or quality) can be approve, reject or defer the change via Steering Group
- If change request high impact (cost, time or quality) recommendation made to Project Board to approve, reject or defer the change
- Programme of works and plan updated based on decision
- Implementation of any actions arising from above

The following must be considered as part of the evaluation and approval process for any change requests:

Area of Project	Change Impact
<b>Scope (original objectives)</b>	<i>Does this significantly increase the scope of the project or within scope?</i>
<b>Timelines</b>	<i>Will it impact the delivery or the project and lead to delay?</i>
<b>Resources</b>	<i>Is there sufficient resource or is additional resource required and is the resource available?</i>

<b>Costs</b>	<i>Is this change within budget or can it be absorbed by the contingency? Will there need to be a request for additional funding if significant?</i>
<b>Quality</b>	<i>Will it improve quality or will it be the same or worse?</i>

All requests for change are to be logged within the Change Request Log which will be reviewed at Project Board. Members of the project team who are requesting the change must have completed the above process and undertaken an analysis of the change based on the above areas before formally submitting the request to Board.

## 15. Critical Path and Risk Management

It is imperative to note that there are two critical risks that will require robust monitoring and form the critical path for the project. These are the completion of the depot and the approval of the permit to allow the site to operate. The depot is scheduled for completion in Autumn 2023 and the permit is expected to be approved no later than February 2024. These are the current indicative timescales, issues impacting these key dates could arise.

Resourcing for the project activities to deliver the service change is also key, staff retention and the ability to recruit the number of operatives and depot roles is crucial to the success of the project. In that event the contingency plan for the project would see the service change dates pushed back beyond March and July 2024. The project has a robust risk management procedure, these key risks will be proactively monitored and will be subject to 'Go / No Go' decisions in Summer 2023.



