

Project Name:	Blue Bin Co-Mingled Dry Recycling Project		
Project Sponsor:			
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No.	What Went Well	What Didn't Go Well	Resolution	Recommendations
Decision Making & Development				
1	PFH and Cabinet provided clear strategic lead and defined required service outcomes and objectives,			Strategic and service objectives to be determined at outset
2	All party Member T&F group, with clear remit, operating guidelines and timetable, met throughout 2009 to advise PFH, and to help review, develop and consider service options			Consider use of all party Member T&F group to help develop service and secure political consensus
3	Project evaluation model developed at outset, incorporating comprehensive SMART objectives against which new service would be evaluated and success measured			Develop post project evaluation model at outset, including SMART objectives and success criteria
4		Efficiency assumptions made	Additional round added to	When introducing major

		about required number of vehicles, based on results of limited data/trials, proved overoptimistic.	service, funded through greater than anticipated MRF tender savings	innovative service changes need to be more cautious and challenging about all assumptions made, particularly those based on limited data/trials.
Policy Making				
5	Comprehensive, common sense policies, consistent with existing policies and providing clear policy rationale for service changes, agreed prior to launch of communication plan. Provided sound basis for responses to resident enquiries	Policy gap in relation to charging identified during implementation.	Charging policy reviewed and revised.	Develop sound comprehensive policy base at outset. Ensure consistent with existing policies.
Project Management				
6	Proportionate project management techniques applied – project plan, risk and issues logs. Easy, at a glance, visual project plan, updated as actions completed			Always use proportionate project management tools and techniques to control project
7	Project initiation meeting - multi disciplinary team - members brought in/out at required stages - clearly defined roles, responsibilities, decision-making, governance, control and risk management at outset.	Lack of role clarity over communications lead	Identified soon after project start and lead officer allocated	Project initiation meeting essential at outset – identify skills required, membership, allocate roles, governance, project management tools and techniques
8		Delay in initiation meeting (Jan 2010) after decision (Nov 2009) resulting in loss of momentum, initial slow progress	Programmed project meetings well in advance to make up for initial slow start	Project initiation meeting should take place straight after decision to proceed with project

9	Light touch, but structured, two weekly, project meetings held throughout project – review highlight reports, project plan, risk and issues logs, risks, revised as necessary, Action Points circulated – named individuals.			Need to schedule regular project review meetings well in advance
10	Project plan kept under constant review to identify and respond to issues e.g. leaflet company went bust shortly before production of leaflets, alternative supplier sourced and leaflets produced on time and budget			Constantly review project plan and revise where necessary
11		Tendency for project plan to be implemented sequentially, when actions could have been brought forward to create time contingency		Bring forward any actions that can be done sooner rather than later, creating time contingency that will be required
Procurement				
12	Development innovative MRF tender pricing and evaluation model resulted in extremely competitive tenders that successfully reduced costs and risk to SCDC posed by market volatility			Consider developing innovative, as opposed to standard, pricing and tender evaluation mechanisms to secure value for money and reduce risk.
13	Restrictions within tender e.g. mrf/transfer facilities within X miles of SCDC depot, fully			Need to ensure that any restrictions within tender are fully justified and not

	justified prior to tender. Restriction stood up to robust scrutiny by unsuccessful bidder who was undoubtedly considering challenging result on grounds of anticompetitive restriction			anticompetitive
14	Early development of transparent tender evaluation model reduced risk of post tender challenge based on anti-competitive process			Tender evaluation model must be demonstrably fair and transparent
15	In light of previous experience, contingency built into project plan in case of manufacturing/delivery delays – which did arise but were successfully managed			Build-in time contingencies where activities dependent on 3 rd parties
16	Team prepared detailed responses to all tender questions and enquiries, which significantly reduced risk of post-tender challenge.			Consider and prepare responses to all tender enquires on the basis of “Are there any grounds for challenge? Could we withstand a challenge?”
17		Unrealistic time allocated for drafting and revisions of tender documents, compounded by lack of clarity over key elements of specification.		Agree fundamentals of contract specification at outset, regularly review progress before completion of draft and be more realistic over timescales needed to review/revise complex areas of project e.g. drafting and revisions of contract documentation.
Communications				

18	Dedicated multi-channel communications plan – actively managed, reviewed and revised			Prepare dedicated multi-channel communications plan, which is regularly reviewed and revised
19	Regular training and briefing of Contact Centre timed to pre-empt communications, enabling majority of resident enquiries to be dealt with at first point of contact			Ensure training and briefing of all front-line staff integrated into project plan
20		Could have made far greater use of parish magazines as means of informing residents as part of communication plan		Ensure appropriate groups e.g. parish councils, community groups etc integrated into communications plan
21	Staged approach to release of publicity information successfully managed resident awareness and expectations of scheme			Plan release of suitable information and publicity to accord with project implementation stages
Implementation				
22	Project successfully implemented: knowledgeable and experienced members of project team who had implemented similar major service changes previously e.g. introduction of AWC 2003, plastic bottles 2008			The retention and use of skilled, knowledgeable and experienced team members who have developed and implemented major service changes is essential for the successful delivery of major projects
23		Delay in recruitment of dedicated support staff due to SMT delay in approval, led to subsequent delays in identification of operational issues e.g. property access	Project plan revised	Dedicated support staff need to be in place and suitably briefed in plenty of time. HR issues need to be identified at outset of project

		issues, identification of numbers and marking of new communal bins for flats		
24	Pre-bin delivery flyer advising residents when to expect blue bin delivery great success, very few enquiries indicating resident awareness of timetable			Keep residents appropriately informed of what is going to happen before it happens
25		Revisions to "O" licence (required to operate new enlarged fleet) seen as technical matter and not identified as critical risk on risk register. Delays in new licence application not therefore actively managed by team	New licence issued later than anticipated but before start date	Need to fully understand technical aspects of project and risk manage accordingly. Need to challenge robustly all areas of project plan which show slippage
26	Inclusion of bin delivery contractor and operational teams in project team resulted in issues being identified and dealt with quickly			Ensure contractors and operational staff are fully included in project implementation at appropriate times
27		Delay in reconciling LLPG with Whitespace waste management system to produce accurate round lists resulted in slippage of bin distribution plan, which has to be revised.	Team worked with ICT to overcome LPPG/Whitespace issues. Manufacturing contingency used to make up lost time	Accurate, comprehensive, property database linked to LLPG required, which is regularly updated.
28		Bin stickers for each property not produced in round order, had then to be manually grouped by round	Stickers resorted into round order. Manufacturing contingency used to make up lost time	Think through practical operational issues. Time contingency needs to be built in