

OUTLINE BID FOR WEEKLY COLLECTION SUPPORT SCHEME

To: Community and Environment Sub-Committee

Date: 25 April 2012

From: Liz Knox, Head of Environmental Services

[L349]

1.0 ISSUE

1.1 Members to agree the outline bid for the weekly collection support scheme available through Department for Communities and Local Government (DCLG).

2.0 RECOMMENDATIONS

2.1 That Members recommend to Strategic Policy and Resources Committee that the outline bid is agreed and submitted to DCLG.

3.0 BACKGROUND/OPTIONS

3.1 The Coalition Government's Review of Waste Policy in England 2011 set out the Government's commitment to work with local authorities to increase the frequency and quality of waste collection and make it easier to recycle. The Weekly Collection Support Scheme is designed to help authorities introduce, reinstate or retain weekly collection of household waste.

3.2 The scheme is worth up to £250 million over the spending review period (£50 million in 2012/13, £100 million in 2013/14 and £100 million in 2014/15). The scheme will begin paying money to authorities from the 2012/13 financial year.

3.3 Local authorities may bid for up to 100% of costs, the fund is finite, therefore, it is suggested within the guidance that there is a limited scope to consider many large scale bids (e.g. £5 million plus).

3.4 The funding can be applied for as appropriate over the 3 year period. The scheme will award funding to local authorities that commit to weekly collections for a minimum of five years from 2012/13 or the first year of the bid.

3.5 The three core criteria which the bid must satisfy are:

- Deliver a weekly collection of residential household waste to residents and in addition recyclables, or, where an authority already operates a fortnightly collection or residual household waste and they can credibly demonstrate this represents the preference of local people the addition of a weekly food waste collection.
- Deliver value for money.

- Deliver an environmental benefit over current performance.

3.6 The process and timetable for the submission of the bid is provided in the table below:

Expression of Interest (Eol) Appendix 1	16 March 2012
Outline Bid Appendix 2	11 May 2012
Feedback on bid Council decide whether they wish to complete and submit a final bid	22 June 2012
Final bid This bid must be approved in accordance with the Council's internal process as well as the Council's Section 151 Officer	17 August 2012
Successful bid announced	October 2012

4.0 CONCLUSION

4.1 The Council have been undertaking a review of the Waste, Recycling and Street Cleansing service. The aims of the review are to look at options available to the Council to improve the performance of the service and ensure that it meets future requirements of this EU Waste Framework directive.

4.2 The Weekly Collection Support Scheme launched by the Coalition Government provides the Council with an opportunity to improve environmental performance, reduce waste to landfill by increasing the materials collected for dry recycling at kerbside and introducing a method of collection which makes it easier for residents to use, but still retaining a weekly residual waste collection.

4.3 The proposed changes to service delivery will align collection methods of dry recycling and organic (garden and food waste) with neighbouring authorities, which could provide opportunities for efficiency savings in the future.

5.0 FINANCE

5.1 The Council have appointed consultants Eunomia to assist in the submission of the bid at a cost of £5,000.00.

5.2 The additional revenue cost to the authority is still to be finalised and will be included in the final bid, which will be brought to committee in July.

5.3 Equality Impact Assessment (INRA) is not required at this stage. To be completed with the final bid.

6.0 APPENDICES

6.1 Appendix 1 – Expression of Interest (Eol)

6.2 Appendix 2 – Outline bid – to be circulated subsequent to the agenda dispatch.

<u>Background Documents</u>	<u>Location</u>	<u>Contact Officer</u>
DCLG Supporting Weekly Collections	Room SF201 The Grange Ely	Liz Knox Head of Environmental Services (01353) 665555 liz.knox@eastcambs.gov.uk
Prospectus and bidding form for application		

Weekly Collection Support
Scheme Policy Team
Department for Communities
and Local Government
3 J/2 Eland House
Bressenden Place
London SW1E 5DU

***The Grange
Nutholt Lane
Ely
Cambridgeshire
CB7 4EE***

Weekly Collection Support Scheme - Expression of Interest Form for East Cambridgeshire District Council

East Cambridgeshire District Council is interested in bidding for funding from the WCSS. As the primary contact within our authority, I have provided some information about the project we are proposing to develop into an outline bid below;

<p>Would your bid be an individual one or as part of a group or consortium with other authorities and/or third parties?</p>	<p>Individual</p>
<p>An outline in very brief terms of what the bid is and how it will meet the criteria (eg weekly collections for X households and X increase in environmental benefits)</p>	<p>Residual waste - Retention of existing weekly black sack service.</p> <p>Dry Recycling - change from kerbside sort of paper glass & cans using a single 55 litre box to comingled collection using a 240 litre wheeled bin. This includes expansion of materials accepted to include mixed plastics, cartons & cardboard. Fortnightly collection retained.</p> <p>Organics - change from paper sack service for food, garden waste & cardboard to a 240 litre wheeled bin. Fortnightly collection retained. Cardboard transferred to dry recycling.</p> <p>This proposal will retain a weekly refuse service for 36000 households (approximately 99% of households within the district), whilst increasing capacity and range of materials collected for dry recyclables. It is also expected to increase food waste composting by providing a more</p>

	<p>suitable container.</p> <p>It is predicted that the change will increase recycling from 37% to 45-50%.</p> <p>Current services have shown no improvement in recycling rate since 2008/9 & improvement is not expected without significant service changes that could be delivered through this funding opportunity.</p> <p>New vehicles meeting Euro 6 emissions standards, rescheduling of rounds to reduce miles travelled & use of fuel monitoring software are expected to achieve carbon reductions.</p>
<p>What would the funding deliver and approximately how much would it cost (NB: costing information will not be considered binding in any way, so it's fine if the eventual bid ends up being for a smaller or greater amount)</p>	<p>The funding would deliver:</p> <p>Wheeled bins for dry recycling and organics collections to all suitable households.</p> <p>A new fleet of vehicles to support these services.</p> <p>Funding of additional contractual costs for running the new service format, which would require additional vehicles and crew.</p> <p>Additional staff to prepare operationally for introduction of the new services & assist with smooth introduction of changes.</p> <p>Publicity & promotion materials to raise awareness and understanding of service changes.</p> <p>It is estimated that the total funding requirement will be in the region of £4,900,000. This would be split as follows:</p> <p>Year 1 - £20,000 Year 2 - £4,200,000 Year 3 - £700,000</p>
<p>Will this underpin weekly collections (as defined in</p>	<p>Yes, the Council will commit to retention of weekly residual waste collections for a</p>

<p>Section One)? Please explain.</p>	<p>minimum period of 5 years if this bid is successful.</p> <p>If this enables achievement of the European Waste Framework Directive's 50% recycling target, & higher collection costs can be accommodated, the Council will have the opportunity of retaining weekly refuse collections beyond this time.</p> <p>In preparation for the end of its current waste contract in 2015, The Council has recently evaluated likely costs for a range of replacement service options. Currently the favoured option is alternate weekly collections from wheeled bins for all services. A successful bid through this fund would offset the additional costs of retaining a weekly refuse service, making the option more viable.</p>
<p>Does your bid demonstrate environmental benefits? Please explain.</p>	<p>It is anticipated that the provision of additional dry recycling capacity, expansion of the range of acceptable materials, and provision of a more suitable container for organics collections will increase the Council's recycling rate from 37% to between 45-50%. This would divert up to an additional 5500 tonnes of waste from disposal each year.</p> <p>The use of new fuel efficient, low emission vehicles together with round rescheduling & better fuel management monitoring will reduce fuel use and emissions.</p>
<p>Does your bid demonstrate value for money? Please explain.</p>	<p>Savings to the Council if it receives this funding will enable it to guarantee to fund the additional costs of weekly refuse collections for the minimum 5 year period required.</p> <p>The grant will enable improvements to dry recycling and organics services that may achieve the EU Waste Framework Directive target of 50% by 2020, and will achieve the target to have kerbside recycling collections of paper, glass, metal & plastic by January 2015.</p>

	<p>If these targets can be achieved through grant funding it is possible that the additional cost of weekly refuse collections could be funded beyond the minimum required period.</p> <p>It is proposed to purchase good quality wheeled bins with a minimum guaranteed lifespan of 10 years, & vehicles purchased are expected to have working life of 7 years.</p> <p>Additional promotional activity will help to raise awareness & improve understanding of services provided. Expected increases in participation levels and capture rates for recycling schemes will improve prospects of achieving 50% recycling without changes to residual waste collections.</p> <p>The purpose of the bid is to employ the `carrot' approach by improving recycling services & waste awareness rather than the `stick' of restrictions on residual waste, and to prove if this is a viable alternative.</p>
<p>Will procurement or planning permissions be required?</p>	<p>Procurement of wheeled bins & vehicles will be through an established purchasing framework organisation. Neighbouring authorities will be given the opportunity of joint purchasing to increase the value of contracts & create potential savings.</p> <p>Procurement of Material Recycling Facility processing services will be by EU tender. Options for joint procurement with neighbouring authorities will be explored.</p> <p>Other goods & services will be procured in accordance to the Council's purchasing policy.</p> <p>Planning permission will not be required.</p>
<p>Are there likely to be any state aid considerations?</p>	<p>No</p>
<p>Are there any particular</p>	<p>The Council is taking legal advice as to</p>

<p>barriers or challenges to bidding that central Government could address ahead of outline bids being submitted?</p>	<p>whether proposed changes to its waste contract will require it to be retendered, which would be a major hurdle to proceeding with the bid. It is difficult to see how this barrier can be removed in the timescale available, but it is a significant issue to be addressed.</p>
<p>Additional Comments</p>	<p>It is anticipated that the proposed change to services would increase customer satisfaction with waste services by providing a simpler, more user-friendly service and additional capacity for recyclable materials.</p> <p>The last Place Survey for East Cambridgeshire in 2009 showed a satisfaction rating of 64% for the Council's kerbside recycling services, lower than any other Cambridgeshire district. It is anticipated that the proposed changes will achieve a significant improvement on this result.</p> <p>The Council would ideally wish to convert its refuse service to wheeled bins (weekly collection) through this bid. This has not been proposed as it would take the bid above £5,000,000 and guidance suggests there is limited capacity within the fund for bids above this threshold. If funds could be made available, the Council would be interested in expanding its bid to include this change.</p>

This Expression of Interest is non-binding. I understand that the Department for Communities and Local Government will use this information to assess and prepare for the volume and range of bids that the Scheme might receive, and help local authorities refine and improve their bids.

Name of officer: David White
 Position: Waste strategy Team Leader
 Date: 13 March 2012
 Contact email: dave.white@eastcambs.gov.uk
 Contact telephone number: 01353 616232

C – APPENDIX 2 to report to Community & Environment Sub-Committee

East Cambridgeshire DC

DCLG Weekly Collection Scheme Outline Bid Draft

The purpose of this document is to allow for development of draft content for the Outline Bid associated with the Council's bid for funding under the DCLG Weekly Collection Scheme.

The Outline Bid form required by DCLG is a protected word document which does not lend itself for drafting documents. Therefore this document will be used to agree the content for the Outline Bid which, once signed off by the Council, will be pasted into the DCLG bid document ready for submitting via Email by the deadline 11th May 2012.

Each heading in this document relates to a question in the DCLG Outline Bid Template.

1. Name of Bidding Organisation

East Cambridgeshire District Council

2. Name of Contact

David White, Waste Strategy Team Leader

3. Contact Details

email: dave.white@eastcamb.gov.uk

telephone:01353 616232

4. If you are the lead bidding authority, please name those organisations you are bidding on behalf of

N/A

5. If you are submitting other bids, please list all other bids

N/A

6. Please describe in 150 words your current collection pattern

Household collection is contracted to Veolia (expires 2015). Current collection pattern:

Refuse: Collected weekly in 60 litre black sacks from 36,000 households using four RCVs (driver + 3), one RCV (driver + 2) and one 3.5 tonne truck, (driver + 1).

Recycling: Collected fortnightly using 55 litre box for the following materials: paper, container glass, food & drinks cans. Glass & cans must be separated using plastic bags. Using one kerbsider vehicle (driver +2), two kerbsider vehicles (driver + 1) and one caged vehicle (50% use driver +1).

Organics: Collected fortnightly in paper sacks [RG1]for food, garden waste and cardboard. Up to 4 replacement sacks issued per collection, additional can be purchased from local retailers. Excess cardboard can be flattened & bundled. Using three RCVs (driver +1) and one caged vehicle (50% use driver +1)

Remote properties: 400 properties receive alternate weekly collection of refuse, organics and recycling.

7. What is the level of grant sought?

A total grant of £4,808,608.54 is sought. A breakdown of this figure by year is as follows:

Year	Capital	Revenue	Total
2012/13	£0	£17,444.07	£17,444.07
2013/14	£3,461,238.54	£565,524.63	£4,086,763.17
2014/15	£78,166.56	£686,234.74	£764,401.30
Total	£3,599,405.10	£1,269,203.44	£4,868,608.54*

** The Council would like to update its refuse service to wheeled bins. To keep the bid below £5 million this has currently been excluded, but if additional funds were available the Council would like to include this element in its Final Bid.*

8. Please describe any other external sources of funding (private or central government) that will help meet project costs and whether these are essential to delivery of the project

No other external sources of funding will be used to help meet project costs.

9. Please describe your bid in 500 words^[RG2]

This bid seeks funding over three years from 2012/13 to 2014/15. It would allow for the retention of weekly residual waste collections for approximately 36,000 households (99% of the District), whilst improving recycling services. Proposals aim to make services more user friendly, and deliver environmental benefits, primarily through increasing recycling.

In addition to retaining weekly black sack residual waste collections, funding will allow replacement of the current fortnightly kerbside box dry recycling service with a fortnightly comingled dry recycling service using 240 litre wheeled bins. The range of materials accepted will be expanded to include mixed plastics, cartons and cardboard diverting more waste from landfill and improving customer satisfaction.

Funding will also allow improvements to the organics collection service, switching from a paper sack service for food, garden waste and cardboard to a 240 litre wheeled bin for food and garden waste (with cardboard transferred to the dry recycling service). Fortnightly collections will be retained. This change is expected to significantly increase the volume of food waste collected for composting. Moving cardboard from organics to recycling will allow for a higher value use, and help to meet increasing quality requirements for composting output.

These changes are anticipated to increase the recycling rate from 37% to between 45% and 50% by 2014/15.

Purchasing the new vehicles required will help the Council to reduce additional costs when its services are retendered for a new contract in April 2015 as vehicles will have a remaining lifespan of approximately 5 years at this point. This saving will increase the viability of retaining weekly refuse collections beyond the required 5 year period. Currently vehicles are owned by the contractor, and will need replacing at the end of the contract period.

The changes will allow for the optimisation of collection rounds, along with the use of fuel management software, reducing miles travelled and fuel used - reducing carbon and air quality impacts.

Additional staffing will provide resilience and capacity to support the service changes and will enable a district survey to identify properties unable to accommodate the new service due to access or space issues. In addition

planned promotional work will help to increase awareness and participation in recycling schemes, and capture rate for materials collected. Linked to the provision of increased capacity for recycling & more customer-friendly organics containers, this will help to significantly increase recycling performance. Widening the range of dry recyclables collected will enable compliance with the EU Waste Framework Directive by providing kerbside recycling collections including plastic by 2015.

In summary the bid will allow:

- Retention of a weekly refuse service;
- Increased understanding and use of enhanced recycling services by residents;
- Increased capacity and range of materials collected for dry recycling, diverting waste from landfill and achieving an estimated increase in recycling rate from 37% to between 45% and 50% by 2014/15;
- Reduced carbon emissions through use of new vehicles meeting Euro 6 emissions standards, rescheduling of rounds to reduce miles travelled and the use of fuel monitoring software.

10. Additionality - Please describe (in 250 words) what is likely to happen to your waste and recycling collections services if your bid is unsuccessful. [RG3]

The Council is currently undertaking a waste services review in preparation for completion of its current contract on 31st March 2015. The review aim is to choose the preferred service format, and delivery method beyond this time. A number of alternative service configurations have been considered, including;

- Retention of existing service;
- Alternate weekly wheeled bin service;
- Weekly refuse collection using 140 litre bins and fortnightly 240 litre wheeled bin organics and dry recycling services.

Indicative prices have been obtained for each option, including extension of the existing contract on an annual basis for up to 4 years. Prices suggest a significant cost increase for all options. The cheapest option is to extend the existing contract to its full duration, but it is accepted that this would not achieve further improvement in recycling performance or public satisfaction with services. The District's recycling rate has remained at approximately 37% for the last 4 years, and there is no likelihood of improvement without service changes. Pressure to meet the EU Waste Framework Directive target of 50% recycling by 2020, whilst minimising cost to the Council means that extending the current contract (and service configuration) has been ruled out as an option.

Without this funding, retaining a weekly refuse collection is prohibitively costly and therefore, were this bid to be unsuccessful an alternate weekly collection (AWC) using wheeled bins from 2015 would be the likely result.

Council meeting minutes pertaining to this review are attached by way of supporting evidence at Appendix 1. [RG4]

11. Commitment to Weekly Collections

		Current	With successful bid	Without bid
No. of hhlds with weekly collection pattern* ^[RG5] (Cambs county Council Dwelling Stock assumptions for 2011)	In LA	36,050 weekly refuse and fortnightly mixed food and garden	36,050 weekly refuse and fortnightly mixed food and garden	0 (from April 2015) AWC and fortnightly mixed food and garden
	In area of benefit (if different, i.e. if your project is not intended to deliver service improvements across the whole of your area)	N/A	N/A	N/A
Please describe the recycle collection patterns that you operate, identifying number of hhlds served, materials collected, frequency and method of collection (i.e. kerbside sort, co-mingled, separate containers)		<p>Recycling - Fortnightly kerbside sort of paper, glass and cans.</p> <p>Organics - fortnightly sack collection of mixed food, garden waste and cardboard.</p> <p>Both services to 36,450 households</p>	<p>Recycling - Fortnightly Co-mingled collection. Materials as current, but with addition of plastic, cartons and cardboard.</p> <p>Organics – Fortnightly wheeled bin collection of food & garden waste</p> <p>Both services to 36,450 households</p>	Services as current to March 2015, then as with successful bid. Both services to 36,450 households
Details of public consultations on matters dealt with in proposal. Also	The proposed change of services will be consulted on through questionnaires in local papers, roadshows, neighbourhood panel meetings, the Council's Register of Consultees & through the Council's 'Shape Your Place'			

details for publicising	website (enables on-line polls). Partner organisations including Parish Councils and neighbouring Collection Authorities will also be consulted. Publicity for the proposed change will be through newspaper adverts, the Council's website, static displays, posters & leaflets.
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12. Cost Effectiveness

See excel sheet[RG6]

13. Environmental Benefits

See excel sheet[RG7]

14. Innovation^[RG8]

Through this bid, East Cambridgeshire District Council is working closely in partnership with its commercial service provider to bring about improvements to services within the current contract period. The service provider is supportive of the bid & has been fully involved in decisions regarding resource requirements for the proposed service change, providing cost & performance estimates.

By purchasing vehicles and wheeled bins through grant funding, the Council will achieve savings against its current contract, and retain use of these assets following contract expiry in 2015, helping to reduce anticipated service cost increases.

Purchase of vehicles and bins will be carried out through existing procurement frameworks, minimising procurement timescales and cost. The Council will investigate options for joint procurement with neighbouring authorities in order to achieve further cost reductions. The Council will purchase containers of sufficient quality to maximise asset-life and reduce on-going replacement costs.

Use of a computerised fuel management system in collection vehicles will help to reduce fuel costs and emissions over the lifetime of vehicles, whilst encouraging economical and safe driving practices.

Through its proposed service format, the Council is seeking to bring about behavioural change by improving recycling services without imposing restrictions on residual waste. It is anticipated that increasing the capacity available for recyclables and making the service easier to use will increase participation and capture rates, encouraging residents to divert materials from refuse to recycling and organics services. The Council is keen to retain weekly refuse services, and by employing the proposed format the Council will have done all that it can to achieve recycling targets without moving to fortnightly refuse collections.

The bid also contributes to the delivery of wider strategic objectives through the Cambridgeshire and Peterborough Waste Partnership (RECAP) Advanced Partnership Working Vision and Key Objectives. It does so through contributing to the partnerships development of 'whole system' service delivery across Cambridgeshire, enabling greater harmonisation of waste collection services in Cambridgeshire and therefore access to greater potential efficiencies from cross boundary working and joint procurement. It also supports the partnership's Joint Municipal Waste Strategy by increasing

the Council's recycling performance contributing towards the achievement of up to 60% recycling by 2020.

15. Feasibility

What is the proposed timetable to deliver the project?

A project timeline has been included with this proposal at Appendix 2. This takes account of processes and resources required to introduce the proposed changes outlined in this bid.

Please confirm that you have attached a realistic assessment of the risks and dependencies associated with the project.

We have included a high-level risk register in Appendix 3. This risk register will be developed further for the Final Bid. Dependencies are reflected in the project timeline at Appendix 2. Please note the risk register assumes that this bid is successful.

Please outline here your proposed project governance arrangements.

The project will be managed by Dave White, Waste Strategy Team Leader for East Cambridgeshire District Council. [RG9]

In terms of ownership of assets purchased through grant funding, vehicles and bins will be owned by East Cambridgeshire District Council. Vehicles will be operated by Veolia Environmental Services for the duration of their contract & will be returned to the Council upon completion.

Please confirm that your S151 Officer has approved this bid

S151 officer approval:

– to be added following Committee approval of the bid on 26th April.

Where applicable please outline your procurement strategy

A new contract for household refuse and recycling collection will be procured according to the Public Procurement Regulations 2006. Vehicles, wheeled bins & wheeled bin distribution will be purchased through established procurement frameworks. Materials Recycling Facility services will need to be procured through an EU tender process, and time has been allowed in the project timeline for this purpose. Smaller value items will be procured in accordance with requirements contained within the Council's Constitution.

16. Further Information

Outline of Waste Strategy (plus that of disposal authority if different) and how bid supports delivery of this)

East Cambridgeshire District Council as part of the Cambridgeshire and Peterborough Waste Partnership (RECAP) is working on a project to advance partnership working. At the heart of this project is the development of a 'whole system' approach to delivering waste management in a two-tier authority system, which is being supported by iESE. The partnerships' agreed Advanced Partnership Working objectives are:

- Increased best value for money. Achieving sustained value for money, not at the expense of customer service and satisfaction.
- Increased service improvement. Improving services for local areas based on what local communities say and need.
- Improved environmental performance. Reducing the carbon impact of service delivery and waste management.
- Leveling-up of services. Achieving consistently high quality services across the partnership area.

The RECAP Joint Municipal Waste Management Strategy, covers the period from 2008 to 2022. This includes a stretch target for recycling and composting across Cambridgeshire of between 55-60% by 2020. Other Collection Authorities have made significant progress towards achieving this target, with the best performing authority achieving up to 59%. Through this bid East Cambridgeshire District Council aims to improve its performance, and contribute to achievement of the shared stretch target. This strategy also contains targets for reducing carbon emissions and increasing the diversion of biodegradable waste from landfill, which the proposed service changes would contribute towards.

The Council's Waste Service Plan includes a target to recycle or compost 44% of waste by 2013/14, aiming for a stretch target of 49%. These targets aim to ensure compliance with the Waste Framework Directive target of 50% recycling, and Joint Municipal Waste Management Strategy stretch target of 55-60% by 2020. Implementation of proposed changes in 2013/14 would be expected to enable achievement of the lower of these targets in the following financial year, but still at least one year earlier than under existing proposals (without the bid funding).

It is important that residents are able to track your commitment to a weekly collection. Please set out how you intend to promote your commitment

The Council's commitment to weekly refuse collections will be communicated to residents through waste service literature, and through the Council's web site. It will also be included within its Waste Service Plan & Corporate Plan

Please confirm that your disposal authority is aware and supportive of this bid

Cambridgeshire County Council, as East Cambridgeshire's Waste Disposal Authority is supportive of this bid, and Leon Livermore, Head of Supporting Businesses and Communities has provided the following endorsement:

I can confirm that Cambridgeshire County Council as Waste Disposal Authority for East Cambridgeshire is fully supportive of that Council's bid for funding under the Weekly Collection Support Scheme. The bid will assist the County Council in its aims by increasing recycling levels, reducing waste for disposal, and achieving higher quality standards for compost output by moving cardboard from organic waste to recycling collections. This change will also help to align East Cambridgeshire's recycling and organics services to those of other Cambridgeshire councils, resulting in more consistent messages to residents and increasing opportunities for joint promotional activities through the Countywide 'RECAP' waste partnership

Regards

Leon

Leon Livermore

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Support for the bid has also been expressed by the RECAP Waste Partnership, which includes Cambridgeshire County Council and the other Collection Authorities of Cambridgeshire. Chairman of the partnership, Councillor has provided the following endorsement:[RG10]

17. Additional Documentation, e.g. business cases and modelling.[RG11]

A detailed breakdown of project costs has been provided as Appendix 4. This indicates how & when costs occur, also indicating a split between capital and revenue costs over each of the three years of grant funding. As far as possible costs are based on actual estimates provided by the Council's contractor, but where competitive procurement processes are required, indicative costs have been used.

It is difficult to accurately estimate increases in recycling and composting performance with the proposed service format as the bid author is not aware of a directly comparable service being operated in another authority area. Other Cambridgeshire authorities using standard alternate weekly three wheeled bin systems are currently achieving recycling rates of between 44 and 59%. The performance of authorities that most closely reflect the nature of East Cambridgeshire's area are currently at 51% (Fenland DC), 58% (Huntingdon DC) and 59% (South Cambridgeshire DC). Under the proposal East Cambridgeshire would be operating similar recycling and organics collections to these other authorities, but would not be restricting refuse capacity, so some reduction in recycling performance would be expected. For the purposes of this bid, a recycling rate of between 45 and 50% is predicted. If this performance can be achieved, additional recycling would be generated as set out in the following table:

	2010/11 performance	Lower predicted performance	Upper predicted performance
Recycling percentage	37.25%	45%	50%
Tonnes of material recycled or composted	10,659	12,877	14,309
Additional recycling/composting tonnes		2,218	3,650

Appendix 1: Bid Project Plan

	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Mar-15					
Consultation																																			
Preparation																																			
Consultation period																																			
Feedback																																			
staff - Monitoring Officer/Promotions																																			
Officer																																			
JD's/Person spec																																			
Recruitment																																			
Employment (2yrs & 2 months)																																			
Round scheduling, assessment of properties unsuitable for new system & arrangements for communal collection points																																			
Promotion																																			
Consultation promotion																																			
Consultation feedback																																			
Preparation of pre launch publicity																																			
Pre launch publicity																																			
Post launch publicity & monitoring																																			
Vehicles procurement																																			
Production of specification																																			
Procurement process																																			
Vehicle production																																			
MRF procurement																																			
Preparation of spec.																																			
EU process																																			
wheeled bins procurement																																			
Place order																																			
Manufacture/delivery																																			
Distribution																																			
purchase of replacement stock																																			
Scheme Launch																																			

Appendix 2: Cost Calculations													Total bid costs
Projected household numbers	Year 1 -2012/13				Year 2 -2013/14				Year 3 -20114/15				
	unit cost	requirement	revenue cost	capital cost	unit cost - increase by current RPI - 3.9%	requirement	revenue cost	capital cost	unit cost - increase by current RPI - 3.9%	requirement	revenue cost	capital cost	
	36000				36662				37324				
Staffing													
Monitoring Officer	£29,635.00	0.25	£7,408.75		£29,931.35	1	£29,931.35		£30,529.98	1	£30,529.98		£67,870.08
Promotions Officer	£29,635.00	0.25	£7,408.75		£29,931.35	1	£29,931.35		£30,529.98	1	£30,529.98		£67,870.08
Launch promotions staff					£29,931.35	2	£59,862.70						£59,862.70
Promotion of consultation													
newspaper ads													
Ely Weekly News	£450.00		£450.00										£450.00
Ely Standard	£275.00		£275.00										£275.00
Newmarket Journal	£551.57		£551.57										£551.57
literature			£1,000.00										£1,000.00
Display boards	£350.00		£350.00										£350.00
Launch publicity													
newspaper ads													
Ely Weekly News	£450.00				£467.55				£485.78	4	£1,943.14		£1,943.14
Ely Standard	£275.00				£285.73				£296.87	4	£1,187.47		£1,187.47
Newmarket Journal	£551.57				£573.08				£595.43	4	£2,381.73		£2,381.73
literature production & distribution											£6,000.00		£6,000.00
radio ads											£4,000.00		£4,000.00
promotional hand outs											£2,000.00		£2,000.00
promotion staff clothing											£500.00		£500.00
Wheeled bins													
purchase	£19.40				£20.16	73324	£1,477,962.54		£20.94	3732.4	£78,166.56		£1,556,129.10
Eurobins for communal collection points	£250.00				£259.75	300	£77,925.00		£269.88	50	£13,494.01		£91,419.01
distribution					£5.00	36662	£183,310.00						£183,310.00
Vehicles													
26 tonne RCV's					£160,000.00	10	£1,600,000.00						£1,600,000.00
15 tonne RCV's					£110,000.00	2	£220,000.00						£220,000.00
3.5 tonne cage with bin lift					£38,000.00	2	£76,000.00						£76,000.00
Fuel management system purchase	£750.00				£779.25	12	£9,351.00						£9,351.00
Fuel management system licences	£300.00				£311.70	12	£3,740.40		£323.86	12	£3,886.28		£7,626.68
Round Scheduling													
Software licence					£7,500.00	1	£7,500.00						£7,500.00
Veolia additional costs													
Loss of income from materials	£79,000.00				£82,081.00	0.5	£41,040.50		£85,282.16	1	£85,282.16		£126,322.66
Increased operational costs	£0.00						£210,208.33				£504,500.00		£714,708.33
Total revenue	£17,444.07				£565,524.63				£686,234.74				
Total capital	£0.00				£3,461,238.54				£78,166.56				
Combined total	£17,444.07				£4,026,763.17				£764,401.30				
Bid required													
Total revenue	£1,269,203.44												
Total capital	£3,539,405.10												
Total bid	£4,808,608.54												
Cost breakdown													
Staffing	£195,602.85												
Promotions	£20,638.91												
Bins	£1,830,858.11												
Vehicles	£1,912,977.68												
Round scheduling	£7,500.00												
Additional service costs	£841,030.99												
Total cost	£4,808,608.54												

Risk No.	Risk	Description of Impact	Risk Category	Pre Control Impact	Pre Control Probability	Score	Post Control Impact	Post Control Probability	Score	Control Measures
1	Actual costs of implementing service changes prove to be higher than planned for	Costs exceed funding received and have to be met by the Council through achieving budgetary savings or from reserves.	Financial	Major	Possible	12	Major	Unlikely	8	Formal validation of costs with contractor, agree contractual provisions. Proactive monitoring and control of costs
2	Delay to procurement of vehicles and/or bins	Delay in roll-out of new service, increase in customer queries / complaints, delay in benefits realisation (e.g. recycling rate, disposal costs).	Operational	Moderate	Possible	9	Negligible	Unlikely	2	Detailed project plan developed identifying dependencies
3	Delay to procurement of comingled recycling contract	Delay in implementation of new dry recycling service / requirement for stockpiling of materials	Operational	Moderate	Possible	9	Negligible	Unlikely	2	Detailed project plan developed identifying dependencies
4	Recycling rate does not meet estimate	Failure to meet Council targets, negative impact on RECAP targets, increased disposal costs	Financial	Major	Possible	12	Major	Possible	12	Proactive communication with residents prior to scheme launch, follow-up action with residents to address issues
5	Operational issues with roll-out (e.g. undelivered / missed bins)	Customer complaints and negative press resulting in reputational damage, increased demand on customer contact services.	Reputational	Moderate	Almost Certain	15	Moderate	Unlikely	6	Close liaison with contractor, ECDC customer services and press office to monitor level of risk prior and during impelmentation. Robust approach to reound scheduling and operative training.
			Financial	Major	Likely	16	Moderate	Unlikely	6	
						0			0	