Cheltenham Borough Council
Cabinet –6th December 2016
Waste & Recycling Service Redesign and Routes Optimisation

Accountable member	**Cllr Chris Coleman, Cabinet Member - Clean & Green Environment**
Accountable officer	**Martin Stacy, Lead Commissioner Housing Services**
Ward(s) affected	**All**
Key/Significant Decision	**Yes**
Executive summary	In 2011 the Council introduced new refuse and recycling collection services in Cheltenham which resulted in recycling performance increasing and waste to landfill decreasing. The vehicles which were purchased to support that change are now approaching the end of their usable life and so there is another opportunity to improve the services as part of the new vehicle purchase. This report sets out the work which has been completed to assess and shortlist the service options available and the consultation work completed to gauge residents support. The report recommends Option 2a be approved by Cabinet for implementation in 2017.
Recommendations	**That Cabinet approves;** **a) Option 2a (Option A as shown in 2nd consultation) with routes optimisation be approved and a recommendation be given to Full Council for formal approval of the associated budget required for implementation** **b) Subject to Full Council approval of the finances to support option 2a, an order be placed for new recycling collection vehicles** **c) A Cabinet Member Working Group be set-up to oversee Phase II (implementation) of the project** **d) That the Cabinet Member in consultation with the Cabinet Member Working Group be given delegated authority to approve the additional recyclables to be collected i.e. cartons, textiles, batteries or small waste electricals (WEEE) subject to being within the new service budget**

Financial implications	The Medium Term Financial Strategy (MTFS), approved by Cabinet in October 2016, estimated additional costs associated with implementing a new waste and recycling service for the Borough (see paragraphs 4.16 and 4.17 of the MTFS). Due to the necessity to replace the recycling vehicles there is an additional structural cost arising of £146,500 which has been built into the provisional base budget in 2017/18. Consideration of how to offset these additional costs over the course of the MTFS will be considered by the Cabinet and may include increasing green waste charges and reviewing the effectiveness of the bring sites and household recycling centre. **Contact officer: Paul Jones** **paul.jones@cheltenham.gov.uk, 01242 775154**

Legal implications	Section 13 of The Waste (England and Wales) Regulations 2011 (amended 2012) require the Council to collect waste paper, metal, plastic or glass by way of separate collection where "13(4)(a) it is necessary to ensure that waste undergoes recovery operations…and to facilitate or improve recovery; and (b) is technically, environmentally and economically practicable." Option 2(a) fulfils the requirements of paragraph 13(4)(a) of the Regulations as it will lead to an increase of nearly 2% of recycling performance and will also lead to an increase in the type of recyclables collected (as detailed in para 5.1 of this report). The modelling and analysis described in paragraphs 2 -5 of the report establish that option 2a is technically, environmentally and economically practicable. With regard to the latter criteria the Council should be confident that it can fund the selected option up to the level of the worst case cost (£305,426) The Council has duties to consult under both section 3(2) of the Local Government Act 1999 (as updated by revised Best Value Guidance Statutory Guidance of March 2015) and the Equality Act 2010 (as subsequently interpreted by case law and guidance). There is no need to undertake separate consultations in respect of both duties but any consultation exercise must fulfil the following requirements for the respective duties: Best Value guidance states that consultation should take place "at all stages of the commissioning cycle." Thus it is entirely correct for the Council to consult in the manner described in paragraph 8 of this report, in both seeking views on the waste and recycling service and then the modelled options. In practical terms the consultation should be sufficient to reach the consultees specified in the guidance i.e. "representatives of council tax payers, those who use or are likely to use services provided by the authority, and those appearing to the authority to have an interest in any area within which the authority carries out functions. Authorities should include local voluntary and community organisations and small businesses in such consultation." In terms of the Equality Act 2010 the Council has to bear in mind its wider Public Sector Equality Duty (PSED) when proposing service changes i.e. the duty to "(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this (Equality) Act; (b)advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; (c)foster good relations between persons who share a relevant protected characteristic and persons who do not share it." "protected characteristics" are: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

	Again, in practical terms, the PSED requires any consultation regarding service change to be at the earliest opportunity, with persons possessing a protected characteristic who may be affected, be clear who it may affect and how, and give them the opportunity to express their views. The Council should be satisfied that the consultation exercises meet the requirements discussed in sub-paragraphs above. The procurement of the new vehicles will be carried out in accordance with the Council's own Contract Procedure rules, and, given the likely value of the fleet, the Public Contracts Regulations 2015. **Contact officer: Linden Dunham** **Linden.dunham@tewkesbury.gov.uk, 01684 272065**
HR implications (including learning and organisational development)	Having reviewed the recommendations within this report, as the service, and way in which waste and recyclables are collected are not changing significantly under Option 2a, there are no HR implications which need to be highlighted **Contact officer: Deborah Bainbridge** **Deborah.Bainbridge@cotswold.gov.uk, 01285 623148**
Key risks	**The current risks are shown at Appendix 1 of this report.**
Corporate and community plan Implications	The new waste and recycling service would contribute to the Councils 'Cheltenham's environmental quality and heritage is protected, maintained and enhanced' outcome.
Environmental and climate change implications	Each of the 3 shortlisted service options (2a, 5b & 8a) shows an anticipated increase in recycling performance and waste diversion from landfill. In order to manage the large current and planned increases in housing developments across Cheltenham, the authority intends to undertake a collection rounds route optimisation no-matter which option is selected which will involve collection day changes for a proportion of households. This will have the benefit of not only managing the collections from the increased numbers of properties to service in the short and medium term and the associated additional costs, but will also ensure that the waste and recycling rounds are operating efficiently therefore better managing the amount of fuel being used. Environmental performance will be an important consideration in the purchase of any new recycling collection vehicles. **Contact officer: Gill Morris** **Gill.morris@cheltenham.gov.uk 01242 264229**
Property/Asset Implications	There are no property or asset implications associated with this report. **Contact officer: David Roberts** **David.roberts@cheltenham.gov.uk 01242 264151**

1. Background

1.1 Cheltenham Borough Council (CBC) revised its waste and recycling collection service in 2011 and this resulted in refuse collections moving to: a fortnightly frequency, food waste being collected separately on a weekly basis, a charge made to residents for the fortnightly collection of garden waste, and plastic bottles & kitchen card being added to the range of materials collected for recycling by way of a kerbside sort method on a fortnightly basis.

1.2 New recycling collection vehicles were purchased in 2010 to support this service change and these are now approaching the end of their useable life, with the majority reaching their 7 year anniversary in July 2017. It is now therefore the appropriate time to review the service options again in preparation for purchasing replacement vehicles and potentially making changes to the service.

1.3 The changes made in 2011 resulted in the authority achieving a 46% combined recycling rate which was higher than anticipated (42%) and has resulted in additional operational strain being put on the existing kerbside recycling service fleet.

1.4 There have also been a number of large scale property developments during the last 5 years which have increased the total property numbers and diluted the efficiency of the collection services. With more development to come, a routes optimisation exercise has to be undertaken which will have the benefit in limiting the amount of budget growth required. This exercise will result in collection day changes for a large part of the borough – so, no-matter which service option is supported collection day changes will be needed in order to limit the budgetary growth required, so far as is possible.

1.5 In addition, the current types of vehicle used for the kerbside sort recycling collections are 18 tonne Terberg – “Kerbsiders”. However, these types of vehicle are no longer in production. Ubico Ltd (Ubico) have experienced difficulties over the past couple of years in sourcing replacements when there is downtime with the current fleet i.e. vehicle servicing or breakdowns, so even if the recycling service stays broadly the same, then the costs are likely to change as a result of having to procure an alternative type of recycling collection vehicle.

1.6 Earlier this year Ubico and the Joint Waste Team (JWT) were asked to undertake an appraisal of the recycling collection service options available CBC from next year (2017), when the current fleet of recycling vehicles reach the end of their usable life.

1.7 In addition, the Council is keen to improve its recycling rate, increase the amount of residual waste diverted from landfill and, so far as possible, improve the recycling service for residents with as a minimum enhancement - the addition of mixed plastics and heavy cardboard being collected from the kerbside.

1.8 However, with continuing pressures on the authority’s budget, any changes to the service need to strike the right balance between improvement and affordability.

1.9 In order to gauge residents opinion, two separate consultation exercises have been completed and the results are presented within this report and shown at Appendix 7 & 8.

2. Service Options

2.1 The project team started off by considering all of the possible service options which totalled 20 and are shown under ‘Original & Shortlisted Service Options’ at Appendix 2.

2.2 It would have been impractical to model all 20 options, so these were then individually critiqued which saw the list reduced to 7 which are shown highlighted in green at Appendix 2.

2.3 Ubico, using the assumptions shown at Appendix 3, completed high level modelling on these 7 options and on 19 April, it was agreed, in consultation with the lead member, Councillor Chris Coleman that options 2a, 5b and 8a would go forward for in-depth modelling.

3. In-Depth Modelling

3.1 In consultation with the lead member those out of the 7 shortlisted options which didn't strike the appropriate balance between cost and performance were discounted. The project team was left with the following options to have further in-depth modelling work completed on them:

Option 2a (option A shown in 2nd consultation)

- Weekly food waste collection, with fortnightly chargeable garden waste, fortnightly refuse and with the addition of OCC (brown corrugated) cardboard and PTT (plastic – pots, tubs and trays) being added to the fortnightly kerbside sort recycling collections. Opportunity for other smaller quantity materials to also be collected i.e. Textiles, Cartons, Batteries or Small Waste Electricals.

Option 5b (option B shown in 2nd consultation)

- Weekly food waste collection, with fortnightly chargeable garden waste, three weekly refuse and with the addition of OCC (brown corrugated) cardboard and PTT (plastic – pots, tubs and trays) being added to the kerbside sort recycling collections on a weekly collection frequency. Opportunity for other smaller quantity materials to also be collected i.e. Textiles, Cartons, Batteries or Small Waste Electricals.

Option 8a (option C shown in 2nd consultation)

- Weekly food waste collection, with fortnightly chargeable garden waste, fortnightly refuse and with the addition of OCC (brown corrugated) cardboard and PTT (plastic – pots, tubs and trays) being added to the fortnightly kerbside recycling collection service on a co-mingled collection basis. Opportunity for other smaller quantity materials to also be collected i.e. Cartons and Foil.

3.2 Ubico undertook in-depth modelling on the three options to establish the likely cost and performance of each based on assumptions around fuel prices, recycling material values, gate fees associated with using a Materials Recycling Facility (MRF) for co-mingled recyclate and the potential costs of procuring new vehicles and containers. In addition to the three options (2a, 5b & 8a), Ubico also tested option 8b:

Option 8b

- Weekly food waste collection, with fortnightly chargeable garden waste, three weekly refuse and with the addition of OCC (brown corrugated) cardboard and PTT (plastic – pots, tubs and trays) being added to the fortnightly kerbside recycling collection service on a co-mingled collection basis.

3.3 Recycling materials under options 2a & 5b would be sorted at the kerbside and collected by way of Resource Recovery Vehicles (RRV) similar to the type used in the Forest of Dean as shown below;

3.4 Recycling materials under options 8a & 8b would be mixed together (with the exception of glass bottles and jars) and collected by standard Rear Compaction Vehicles (RCV) similar to the type used for refuse collections in Cheltenham as shown below;

4. Independent Review of In-Depth Modelling

4.1 Once Ubico had completed the in-depth modelling stage of the now 4 options, the Project Board commissioned an independent review to test the modelling and soundness of the assumptions used, verify the anticipated resources required for each option, and ultimately compare the likely costs against known information from within the waste management industry.

4.2 Bruce Carpenter from the Somerset Waste Partnership (SWP) undertook this task. Bruce has extensive knowledge and experience (35 years) within the waste management industry and, after running the Somerset Collection Contract under secondment for four years has undertaken similar reviews for Tewkesbury Borough Council and Gloucester City Council and is currently supporting West Oxfordshire District Council in a similar capacity.

4.3 Bruce used the assumptions made and background data including property numbers in Cheltenham and the current rates of pay for the resources supplied by Ubico, together with a range of industry information including recycling material values, likely capture rates, costs of new vehicles and containers, and included the costs of communicating change.

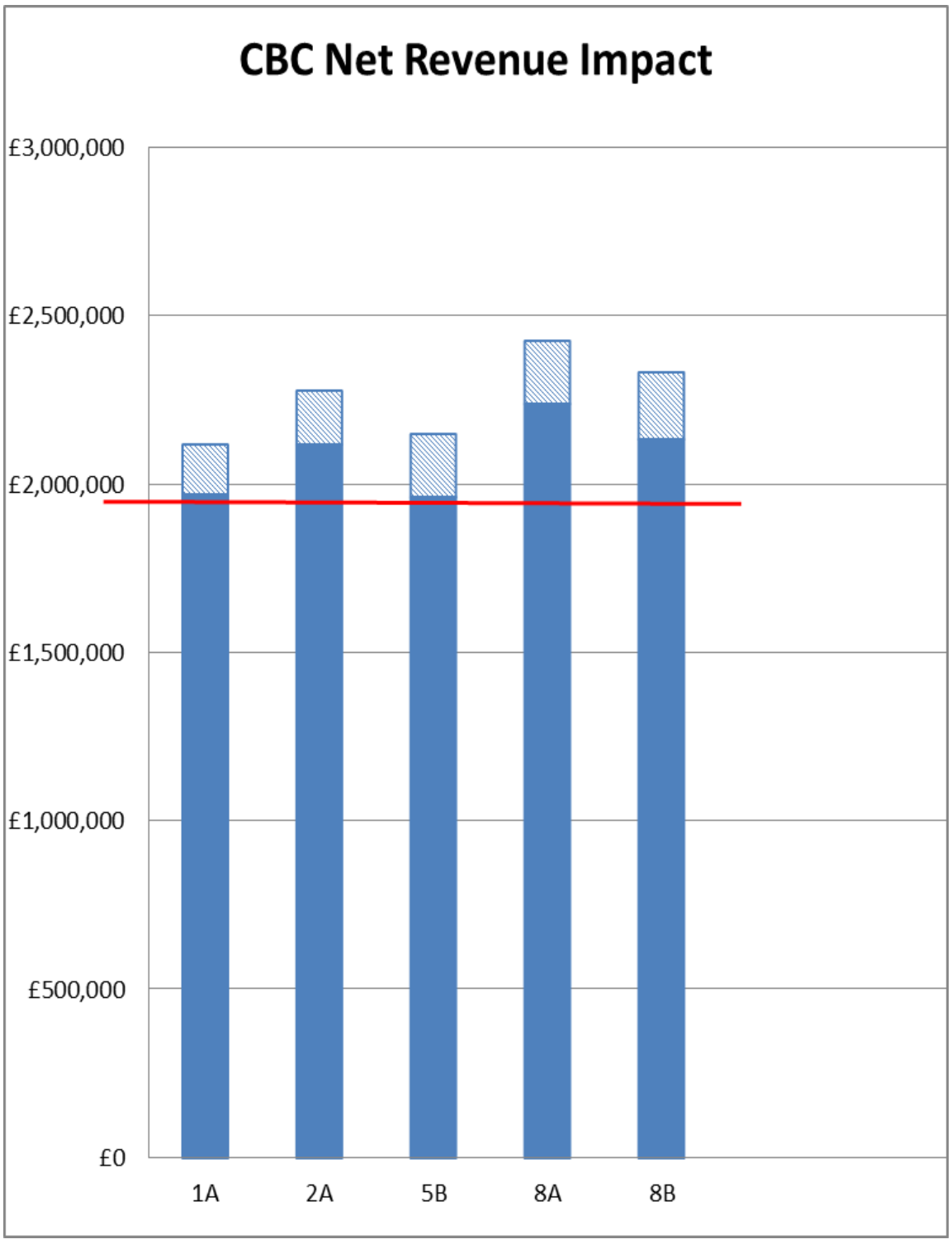
4.4 This was modelled to estimate a cost and performance range for each of options (2a, 5b, 8a & 8b) and can been seen at Appendix 4, with a summary shown below;

Options	**1A**	**2A**	**5B**	**8A**	**8B**
	AS IS	Enhanced Fortnightly Recycling (#OCC, PTT & other streams)	Enhanced Weekly recycling (including #), 3 weekly refuse	Dual Stream Co-mingled (including #)	Dual stream Co-mingled (including #) with 3 weekly refuse
Anticipated Performanc e	**45.34%**	**47.21%**	**52.03%**	**48.65%**	**51.44%**
Best case estimate of cost	£ 1,972,000	£ 2,118,535	£ 1,963,542	£ 2,239,403	£ 2,136,246
Potential variance range due to assumptions	£ 148,201	£ 158,891	£ 186,168	£ 187,132	£ 197,271
Worst case estimate of cost	£ 2,120,201	£ 2,277,426	£ 2,149,710	£ 2,426,535	£ 2,333,517

4.5 The 'AS IS' option is included for the benefit of comparing the current service costs to the four options however, given that the current vehicles used for recycling collection are not available in the future, option 1a is in effect the standstill position and shows the anticipated cost range for the current service using new vehicles;

4.6 As detailed in the assumptions, each option allows for known property development over the next 3-5 years within Cheltenham and is based on a collection round optimisation including day changes.

 # OCC = Brown Cardboard, PTT = Plastic Pots, Tubs & Trays, Other Streams = Items which could also be collected but which haven't yet been confirmed such as Textiles, Shoes, Cartons, Batteries or Small Waste Electricals (WEEE)



- The red line shows the current costs of the waste and recycling service
- The solid blue bars show the lower cost threshold of each option
- The hatched blue bars show the upper cost threshold of each option and takes account of the uncontrolled factors such as material values and fuel prices

5. Modelling and Independent Review Conclusions

5.1 Following the in-depth modelling undertaken by Ubico and the independent review completed

by Bruce Carpenter, the following conclusions were drawn:

Option	
Option 2a – (A) • Weekly food waste collection • Fortnightly chargeable garden waste • **Fortnightly refuse** • **Fortnightly kerbside sort** recycling collections. • Addition of OCC (brown corrugated) cardboard and PTT (plastic – pots, tubs and trays) plus other recyclables yet to be confirmed.	• Using new recycling vehicles which have greater capacity, there should be the opportunity available to collect other smaller quantity recycling materials such as textiles, cartons and batteries. • This option should deliver a small recycling performance increase of nearly 2% and will cost an estimated £146,535 more in the best case and £305,426 more in the worst case to deliver.
Option 5b – (B) • Weekly food waste collection • Fortnightly chargeable garden waste • **Three weekly refuse** • **Weekly kerbside sort** recycling collections. • Addition of OCC (brown corrugated) cardboard and PTT (plastic – pots, tubs and trays) plus other recyclables yet to be confirmed.	• Using new recycling vehicles which have greater capacity, there should be the opportunity available to collect other smaller quantity recycling materials such as textiles, cartons and batteries. • This option should deliver the largest recycling performance increase of nearly 7% and will cost an estimated £8,458 less in the best case and £177,710 more in the worst case to deliver. • The likely costs of this option under the worst case scenario are only marginally more expensive than the best case costs of options 8a & 8b however, there would likely be some opposition to three weekly refuse collections from certain residents.
Option 8a – (C) • Weekly food waste collection • Forrtnightly chargeable garden waste, • **Fortnightly refuse** • **Fortnightly kerbside co-minged recycling collection service** • Addition of OCC (brown corrugated) cardboard and PTT (plastic – pots, tubs and trays plus other recyclables yet to be confirmed.	• This is likely to be the most expensive option and should only deliver a small recycling performance increase of just over 3%. The costs are estimated to be £267,403 more in the best case and £454,535 more in the worst case to deliver. • The additional cost is primarily associated with the authority losing any income from material value and having to pay a gate fee at a MRF, and the cost of changing from a kerbside box to procuring and delivering new wheeled bins for all households.
Option 8b • weekly food waste collection, • fortnightly chargeable garden	• This option should deliver a significant recycling performance increase of just over 6% and will cost an estimated £164,246

waste • **three weekly refuse** • **Fortnightly kerbside co-minged** recycling collection service • addition of OCC (brown corrugated) cardboard and PTT (plastic – pots, tubs and trays) plus other recyclables yet to be confirmed being added to the fortnightly kerbside recycling collection service on a co-mingled collection basis.	more in the best case and £361,517 more in the worst case to deliver. • The additional cost is primarily associated with the authority losing any income from material value and having to pay a gate fee at a MRF, and the cost of changing from a kerbside box to procuring and delivering new wheeled bins for all households. • There would likely be some opposition to three weekly refuse collections from certain residents.

5.2 Other more rural authorities have changed their waste collection service recently and to afford the increased budget required, have removed/reduced the bring site service - for example weekly recycling has been offered in the Forest of Dean and the savings on reducing the number of bring sites has gone towards the additional costs. FoD consulted the public and there was support to close the bring sites with the improved service offered at the kerbside however, the net costs of the FoD bring site service were far more than the Cheltenham service principally because of the greater distances involved. A brief review of the current CBC bring site service, together with what happens elsewhere in the County is attached at Appendix 5.

5.3 As part of the 2nd Consultation exercise as shown at Appendix 8, although the anticipated savings from removing the bring site service would be smaller in Cheltenham, the authority has included it as an option to go towards funding any service improvements at the kerbside.

6. Recycling Material Commodities

6.1 Recycling material commodities (paper, glass, cardboard, cans and plastics) play an important part in generating income which the Council receives directly and which goes towards offsetting some of the costs of collection.

6.2 Under options 2a & 5b the Council would still continue to receive recycling material income however under option 8a, all income would be retained by the MRF.

6.3 Commodity prices fluctuate and to show how they've been affected over time the JWT presented a report to the Joint Waste Committee (JWC) in October this year as shown at Appendix 6.

7. Swindon Road Household Recycling Centre

7.1 Household Recycling Centres (HRC) are traditionally operated by County Council's throughout the UK.

7.2 The Swindon Road HRC is one of only two sites where a district/borough authority owns/operates independently of the County Council – the other being in Wellingborough although that facility is far smaller with a net annual cost of approximately £100,000.

7.3 The Cheltenham facility is well used by residents and achieves over 70% combined recycling and composting performance per annum, which counts towards the authorities overall performance.

7.4 However, the facility is a discretionary service and is a net cost to the authority to provide of

approximately £400,000 per annum.

7.5 In order to finance a change to a co-mingled recycling collection service (option 8a) it would have been necessary to make significant savings elsewhere. To gauge public appetite, the option of permanently closing the Swindon Road HRC was included as part of the 2nd consultation.

8. Consultation and feedback

8.1 In July this year, the Council ran a first consultation exercise to learn the views of residents on the waste and recycling service being received and opinion on areas of potential improvement, the results of which can be found at Appendix 7.

8.2 In summary, the Council received c1,900 responses and the results showed that recycling in Cheltenham is popular amongst residents with the majority welcoming the ability to recycle a greater selection of materials from home in the future. It also gave a clear indication of the areas where people were happy with and those which could be improved.

8.3 Having tested options 2a, 5b, 8a & 8b by way of the in-depth and independent modelling, and discounted option 8b because it didn't strike the appropriate balance between cost and performance, options 2a, 5b & 8a were put forward and residents were invited to choose their preferred option for waste and recycling collections, as part of the second consultation which ran during October and November, the results of which are shown at Appendix 8.

8.4 For clarity option 2a is shown as option A, option 5b is shown as option B and option 8a is shown as option C.

8.5 The Council received c3200 responses and the results show that the majority of residents favour option 2a (option A as shown in consultation) as being the preferred waste and recycling service option for Cheltenham and that there is little support in permanently closing the Swindon Road HRC.

#Both consultations used a dedicated page on the Councils website together with paper copies being available at Council and County Council buildings. The consultations were heavily publicised using the Gloucestershire Echo, Council website, and through Facebook and Twitter.

9. Conclusions

9.1 The Project Board & Team made up of officers from the Council, Ubico and the JWT have used a methodical approach in reviewing the waste and recycling service options available, shortlisting those options, independently testing them and then consulting with residents.

9.2 These actions have enabled the Project Board & Team, in consultation with the Cabinet Member, to conclude that Option 2a (option A in the 2nd consultation) is the recommended waste and recycling service for Cheltenham from 2017.

9.3 Shown at Appendix 9 is a Community Impact Assessment based on option 2a (option A in the 2nd consultation).

9.4 Even if the recommendation on the new service model isn't approved, then a waste and recycling collection rounds route optimisation exercise will have to be undertaken to manage the significant property development currently underway and planned for the next 3-5 years.

10. Performance management – monitoring and review

10.1 Once introduced, the new service will be monitored by the JWT with opportunity for Council officers and the Cabinet Lead to review as part of the imbedded contract monitoring and

management processes already undertaken.

11. Reasons for recommendations

11.1 The pre-requisite for the waste and recycling service redesign is to introduce improvements which strike the correct balance between affordability and performance and as a minimum aspiration, to introduce mixed plastics and heavy cardboard recycling at the kerbside.

11.2 Option 2a (A in the 2nd consultation), is affordable based on the Councils current financial constraints and allows for the introduction of mixed plastics and heavy cardboard, with the opportunity to introduce some other smaller volume materials as well.

11.3 It allows the opportunity to improve performance and doesn't require the removal of other well used services i.e. the Swindon Road HRC to fund it.

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Appendices	1. Risk Assessment 2. Original & Shortlisted Service Options 3. Modelling Assumptions used by Ubico 4. Independent Modelling Results 5. Cost of providing recycling banks in Cheltenham Borough 6. Recycling Material Commodity Values 7. 1st Consultation Exercise 8. 2nd Consultation Exercise 9. Community Impact Assessment

Risk Assessment

Appendix 1

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likeli-hood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
R001	If the implementation of the new waste and recycling service is delayed then there will be additional costs associated with the hire of vehicles to compensate for the deteriorating fleet.	Martin Stacy	20.4.16	3	4	12	Reduce	Cabinet and Council approval of new service proposals will trigger the implementation phase of the project. Cabinet Member Working Group will oversee implementation by the Project Board. Project Board will monitor the procurement, build and delivery timeline to ensure that it meets the September 2017 service launch aspiration and provide monthly progress reports to the Council's senior leadership team.	Sept 17	Steve Read / Scott Williams	
R002	If availability of suitable new recycling vehicles is outside of project implementation timescale, then	Martin Stacy	18.05.16	3	4	12	Reduce	Maintain awareness of delivery times for Romaquip and follow development of Terberg vehicle. Enquiries to Colin White Services (CWS) and look into whether	Sept 17	Scott Williams / Beth Boughton	

	the project might be delayed - Romaquip quote 12 month lead in time - Terberg do not have a similar model on the market yet.							CWS vehicles can be obtained short term if needed Commence tender process upon approval by Council. Build in delivery date for vehicles in tender specification and include a penalty clause for late delivery.			
R003	If Ubico does not have the capacity to resource phase 2 of the project then implementation may be delayed or not completed satisfactorily.	Martin Stacy	03.03.16	4	2	8	Reduce	Ubico to advise / give early warning of issues to Project Team Phase 2 project plan to be agreed shortly which will identify pinch points and pieces of work which may require increased resourcing.	Sept 17	Beth Boughton	
R004	If vehicles for preferred option are more expensive than assumed this could distort the conclusions supporting the recommended best option.	Martin Stacy	04.08.16	4	2	8	Reduce	Modelling has been independently verified using industry specific information including vehicle costs. Maintain dialogue with manufacturers, early warning, place into budget and seek to identify savings/income generation opportunities within waste and recycling service if required	Mar 17	Steve Read / Scott Williams / Paul Jones / Beth Boughton	

R005	If the service costs more than anticipated and budgeted, then there will be an overspend against the revenue budget. The modelling has provided a lowest cost best estimate and a highest cost best estimate. For the purpose of building the additional budget into the MTFS, the lowest budgeted cost under option 2a has been used.	Martin Stacy	16.11.16	3	2	6	Reduce	The project team have used Ubico's experience of the current Cheltenham services to do the modelling which has then been independently verified against industry specific factors to arrive at the anticipated cost. The project team will keep a close eye on the delivery and revenue budget requirements as part of the implementation and any anticipated variances will be reported to the Cabinet Lead and Section 151 officer. A further review of garden waste charges could be undertaken along with looking at potential savings from the bring sites and household recycling centre services in addition to increasing service related fees and charges subject to relevant approvals.	Sept 17	Steve Read / Scott Williams / Paul Jones / Beth Boughton	

Original & Shortlisted Service Options **Appendix 2**

OPTION					A	B
	Recycling		**Food**		**Refuse**	
1	Current Service Fortnightly - Paper, Cans, Glass, Plastic Bottles & Kitchen Card		Weekly		Fortnightly	3 Weekly
2	Current Service Fortnightly with the addition of Mixed Plastics and Cardboard		Weekly		Fortnightly	3 Weekly
3	Current Service Fortnightly with the addition of Mixed Plastics, Cardboard & other recyclables (Cartons, Textiles, Batteries & Small WEEE)		Weekly		Fortnightly	3 Weekly
4	Current Service Weekly - Paper, Cans, Glass, Plastic Bottles & Kitchen Card		Weekly		Fortnightly	3 Weekly
5	Current Service Weekly with the addition of Mixed Plastics and Cardboard		Weekly		Fortnightly	3 Weekly
6	Current Service Weekly with the addition of Mixed Plastics, Cardboard & other recyclables (Cartons, Textiles, Batteries & Small WEEE)		Weekly		Fortnightly	3 Weekly
7	Co-mingled Fortnightly including Glass		Weekly		Fortnightly	3 Weekly
8	Co-mingled Fortnightly with Glass collected separately		Weekly		Fortnightly	3 Weekly
9	Co-mingled Weekly including Glass		Weekly		Fortnightly	3 Weekly
10	Co-mingled Weekly with Glass collected separately		Weekly		Fortnightly	3 Weekly

Shortlisted Options to Model
Discounted Options following initial review

Option	Rationale
1a	Current Service to give baseline based on model used
2a	Add mixed plastics & cardboard - no other changes - to give indication of (presumed) extra cost in isolation of other factors
3b	Very enhanced kerbside recycling (still fortnightly) with three weekly refuse to balance (presumed) extra cost and/or provide savings
5b	Enhanced kerbside recycling weekly but with three weekly refuse to balance (presumed) extra cost and/or savings
6b	Very enhanced kerbside recycling weekly but with three weekly refuse to balance (presumed) extra cost
8a	Co-mingled alternating week model - Glass out method on basis of Waste Regulations compliance
8b	Co-mingled fortnightly with refuse 3 weekly - Glass out method on basis of Waste Regulations compliance

Modelling Assumptions used by Ubico **Appendix 3**

1. Fuel prices based on £1.15 per litre
2. Current CBC depot location used
3. Current tipping locations used – for separate food waste collections it has been modelled on tipping directly at An-digestion
4. All vehicles purchased from new
5. Weights of collection rounds gained from June and July 2015
6. Pick rates gained from crew finishing times in June and July 2015
7. Based on Ubico terms and conditions for staff – includes NI and Ubico Super
8. Includes over time for bank holidays and agency cover for holidays and sickness – based on working 8 Saturdays and 35 days agency cover per person
9. Operatives uniform costs included – based on £400 per person – gained from Ubico CDC
10. Spare vehicles not included
11. Cost of vehicles deprecating over a period of 7 years
12. Does include MRF disposal fees
13. Does include income
14. Does not take into consideration the bin delivery service, bring sites and CA site
15. Does include purchase and distribution of receptacles
16. Does take into consideration communications and monitoring costs of a scheme change
17. Does take into consideration the following housing developments:

- Circa Cheltenham/Tommy Taylors Road
- Guinevere Road
- Gabell Road and Delancey Crescent
- Old Farm Drive
- Festival Way
- Starvehall Farm/New Barn Lane
- Saxon Quarter
- Shurdington Road development, Leckhampton

18. Does not take into consideration proposed North East Cheltenham development
19. For the semi comingled recycling options, pick rates based on what the current refuse crews pic rates are
20. For the semi comingled options, yields based on the Tewkesbury pick rates
21. Kerbside sort options based on using either Romaquip or Terberg 12 tonne Resource Recovery Vehicles
22. For the kerbside sort options yields of new materials based on the Cotswolds data
23. For the weekly recycling options, food waste to be collected by the recycling crews
24. For the enhanced kerbside sort recycling system with 3 weekly refuse, modelling was based on consultation with Somerset Waste Partnership and what they have found out in their trials and also on what Eunomia have found – This area needs further investigation to properly quantify resources required. A lot of councils who have looked at this option have undertaken trials

Independent Modelling Results

Appendix 4

OPTION			KERBSIDE SORT			Comingled	
			1A	2A	5B	8A	8B
			AS IS	Enhanced KS	Weekly recycling, 3 weekly refuse	Dual Stream	Dual stream with 3 weekly refuse
Service Configuration			Existing Kerbsider service	Enhanced KS service using RRVs	Enhanced KS service, 3 weekly refuse	FN Comingled recycling with separate glass, AWC refuse	FN Comingled recycling with separate glass, 3 weekly refuse
Recycling							
Paper							
Cardboard							
Mixed cans							
Plastic bottles							
PTT							
Textiles							
Others: SWEEE, batteries, cartons, foil etc							
Glass							
Food							
Refuse			180	180	180	180	180
Garden Waste			CHARGED	CHARGED	CHARGED	CHARGED	CHARGED
Front line vehicle configuration	Dry recycling		Kerbsider	RRV	RRV	S/B RCV	S/B RCV
	Food		FWV/Kerbsider	RRV/FWV		FWV	FWV
	Refuse		RCV	RCV	RCV	RCV	RCV
	Garden		RCV	RCV	RCV	RCV	RCV
UBICO Collection costs 2017/18							
Refuse			£ 809,532	£ 809,532	£ 635,932	£ 809,532	£ 635,932
Food			£ 330,260	£ 458,863	£ 38,016	£ 458,863	£ 458,863
Garden - just overhead			£ 50,031	£ 50,031	£ 50,031	£ 50,031	£ 50,031
Recycling			£ 1,374,510	£ 1,462,414	£ 2,016,899	£ 1,040,648	£ 1,073,330
Bring sites			*£ 130,000*	*£ 130,000*	*£ 130,000*	*£ 130,000*	*£ 130,000*
Collections Sub-Total	£	2,728,155	**£ 2,694,333**	**£ 2,910,840**	**£ 2,870,878**	**£ 2,489,074**	**£ 2,348,156**
Other services (clinical, bulky etc)							
MRF gate fees			£ 19,920	£ 19,920	£ 19,920	£ 229,740	£ 245,962
Materials handling costs			£ 172,200	£ 172,200	£ 172,200	£ 40,200	£ 40,200
Annualised container cost (over 10 years)			£ -	£ -	£ -	£ 107,638	£ 107,638
Communications			£ -	£ -	£ -	£ -	£ -
Additional client support (on-going)			£ -	£ -	£ 25,000	£ -	£ 25,000
Material Value	-£	201,200	-£ 401,320	-£ 441,302	-£ 521,766	-£ 65,345	-£ 65,345
Recycling Credits	-£	364,800	-£ 416,752	-£ 466,144	-£ 542,960	-£ 485,324	-£ 508,035
landfill avoidance incentive	-£	77,000	-£ 77,000	-£ 77,000	-£ 100,000	-£ 77,000	-£ 100,000
Garden waste revenue			£ -	£ -	£ -	£ -	£ -
CBC Net Revenue impact	£	2,085,155	**£ 1,991,381**	**£ 2,118,514**	**£ 1,923,272**	**£ 2,238,983**	**£ 2,093,576**
Variance from existing			-£ 93,774	£ 33,359	-£ 161,883	£ 153,828	£ 8,421
Cost index			0.96	1.02	0.92	1.07	1.00
WDA Additional Revenue impacts			£ -	-£ 52,038	-£ 262,116	-£ 151,136	-£ 303,851
Total whole system cost			**£ 1,991,381**	**£ 2,066,476**	**£ 1,661,156**	**£ 2,087,847**	**£ 1,789,725**
Capital items/One off costs							
Vehicles			£ 2,090,407	£ 2,486,407	£ 2,708,047	£ 2,266,407	£ 2,160,047
New Containers inc. delivery			£ -	£ -	£ -	£ 1,076,375	£ 1,076,375
Communications			£ -	£ 27,250	£ 54,500	£ 27,250	£ 54,500
Additional client support (year 1)					£ 25,000		£ 25,000
Total capital/one off costs			**£ 2,090,407**	**£ 2,513,657**	**£ 2,762,547**	**£ 3,370,032**	**£ 3,290,922**
PERFORMANCE							
Annual Material Tonnages	**CBC 15/16**						
Refuse	**20624**		**20624**	**19742**	**17047**	**18714**	**16988**
CA Residual	2163		2163	2163	2163	2163	2163
Litter	2889		2889	2889	2889	2889	2889
Food	**2747**		**2747**	**2747**	**3173**	**2747**	**3173**
Garden	**4639**		**4639**	**4639**	**4639**	**4639**	**4639**
CA Green	2298		2298	2298	2298	2298	2298
Dry recycling	**6296**		**6296**	**7178**	**8550**	**8207**	**8612**
Bring sites	**1146**		**1146**	**1146**	**1146**	**460**	**460**
3rd parties	222		222	222	222	222	222
CA Recycling	3370		3370	3370	3370	3370	3370
Reuse	576		576	576	576	576	576
Total waste arisings	**46970**		**46970**	**46970**	**46073**	**46284**	**45390**
Recycling rate	**45.3%**		**45.3%**	**47.2%**	**52.0%**	**48.7%**	**51.4%**

Cost of providing recycling banks in Cheltenham Borough **Appendix 5**

Tonnage and cost figures in this appendix are provisional but are believed to be correct.

CBC - Current Service
There are 13 sites in the Borough, all located in Council or Supermarket Car Parks.

The banks are all provided and serviced by Ubico except for textiles (Devizes Textiles) and foil (Oakley Resource Centre). No supermarkets or other organisations are providing bring banks (a small number of "rogue" unauthorized textile banks have recently been removed).

The range of materials collected is standard across all sites except for the High St. Car Park which is smaller and only contains banks for Textiles and Glass/Cans. At the other 12 sites the materials are:-

- Paper
- Cans
- Glass
- Mixed Plastic
- Card
- Textiles
- Foil (some sites only)

The banks are serviced by Ubico using two, driver only, skip vehicles. These are fully deployed on this service. On this basis the only efficient options would be to either reduce the number of sites by half or cease the service provided by Ubico altogether.

The *gross* annual cost of providing the service is £130K pa, most of which is due to running the vehicles (JWC estimate approx. £100k pa) and handling of material and a small amount of overhead. The materials marketing is undertaken as part of the role of the JWT and not split out, however in reality there is no extra cost as the material from kerbside collection is already / will be marketed.

Total tonnage was 978T in 2015/16.

The income from sale of materials is around £50K at current prices and income from Recycling Credits is around £55K. It should be noted that the banks are probably heavily used by small businesses as a free outlet and, technically, Recycling Credits should only be paid on household material. However the difficulty of accounting for household versus commercial sourced material is accepted by the County Council and Credits are paid on the full amount.

It is reasonable to assume that a proportion of this material would not switch to the kerbside should banks be withdrawn, thus reducing the overall income to CBC and also adversely affecting the CBC recycling rate. If, say, 50% of material from the banks was from commercial sources and was not diverted to the kerbside service, the CBC recycling rate would reduce by around 1.1% (all else being equal).

The net cost of the service is around £25Kpa or £25K/T which is highly cost effective.

Other Gloucestershire Authorities

FoDDC
A key aim of the FoDDC Review in 2015 was to provide cardboard and plastic bottle collection from the kerbside. In order to achieve this, consideration was given to removing bring banks across the District to make savings to implement the kerbside collection.

Banks at FoDDC fell into two main categories:-

- 5 sites with very large 26 yard banks for cardboard and plastics bottles only. These were at a net cost of £121k per annum.
- 34 sites with 1100ltr recycling banks for plastic bottles, paper, glass, cans, serving "difficult to access" properties. These are serviced at a net cost of £132k per annum.

FoDDC resolved to remove the large banks as part of the new service model as cardboard and plastic bottles would be collected at the kerbside. The 34 smaller sites are remaining.

The saving from withdrawing the large recycling banks is a factor in facilitating the new weekly recycling service without extra cost. Other offsetting factors include additional income from sale of material (at FoDDC's risk), additional Recycling Credits and the food waste supply agreement.

Stroud
Stroud are understood to have reduced the number of bring sites in recent years with a further tranche of removals as part of their new service model commencing in November 2016. Further details are awaited.

Gloucester City
Gloucester City operate four large bring sites for card and mixed plastic only at major supermarkets at a net cost of around £50Kpa. While not able to provide a definitive position, JWT understands that GCC are not intending to make any changes to bring banks as part of their current service review.

Cotswold
Cotswold reviewed their bring banks provision at the end of 2015 and, following consultation with members, have decided to withdraw from a number of smaller sites which are infrequently used and increase the range of materials at the larger sites. These changes, once implemented will mean that there are still over 20 bring sites in operation. Bring sites will be considered again as part of the Cotswold service review commencing in 2017/2018.

Tewkesbury
Prior to 2010 TBC collected glass, cans and plastic bottles across around 55 sites (community centres, pubs etc) and cardboard at 5 large supermarket / council car park sites. Material was delivered to Printwaste.

When the current service was introduced in 2010 the majority of banks were removed, leaving just 5 council operated sites with co-mingled banks for (1) plastics, glass, cartons and cans and (2) flattened card and paper. These are serviced by the recycling collection RCVs and the collections are scheduled in with the recycling collections in those areas. The detail of the total saving from 2010 is being researched.

Conclusion
CBC bring site provision is quite comprehensive compared to other partners and sites are well used, bringing in around 1000T of material per annum.

The service is efficient in terms of cost per tonne recycled but runs at a relatively small deficit (£25kpa) at current income levels. If material prices recover in the future the service could break even or better.

Assuming the bank service was completely withdrawn, and only 50% of material from the banks was diverted to the kerbside service, the CBC recycling rate would reduce by around 1.1% (all else being equal).

Recycling Material Commodity Values **Appendix 6**

	Overview of Market Conditions for Recyclable Materials
Committee	Gloucestershire Joint Waste Committee
Committee Date	**4 October 2016**
Decision?	No
Responsible Officers	Steve Read, Head of Service, Gloucestershire Joint Waste Team (01823 625707; steve.read@gloucestershire.gov.uk);
Main Consultees	None
Purpose of Report	To present an overview of trading conditions in the recyclable materials market
Recommend-ations	***It is recommended that the Committee:*** Notes the contents of the report
Resource Implications	None

1. Background

1.1 At the Joint Waste Committee (JWC) meeting on 21st June 2016, members requested a briefing paper explaining the recycling materials commodity market, particularly with regard to market price variations over time.

1.2 The purpose of this report is to present an overview of how recycling commodities are managed by each of the JWC partner authorities, explain the role of macro-economic and industry-specific factors and detail how commodity prices have risen and fallen over recent years.

1.3 It is important to note that income received from sale of materials and (separately, from recycling credits paid by Gloucestershire County Council to collection authorities) cover only a fraction of the costs of collecting the material. Household recycling in the UK has developed as result of targets, statutory duty and financial instruments (principally Landfill Tax). Recycling Services remain a significant net cost to collection authorities.

1.4 Each of the partner authorities has its own arrangements for managing recycling commodities as presented below;

Partner	Contractual Arrangements	Income	Benefits/Risks
Cheltenham Borough Council	Has contracts in place directly with recycling material re-processors	Receives income directly	Able to secure high end of available prices but takes risk of market variations
Cotswold District Council	Has a contract in place with a single recycling materials broker	Receives income directly	Able to secure good prices but takes risk of market variations
Forest of Dean District Council	Biffa markets materials on behalf of the council in consultation with JWT officers	Receives income via Biffa	Able to secure high end of available prices but takes risk of market variations (Note: Biffa takes all income for textiles and WEEE under the new

			service / contract extension arrangements)
Tewkesbury Borough Council	Co-mingled materials are delivered to the Grundon Materials Recycling Facility (MRF) and TBC pay a gate fee per tonne for processing. Grundons market the material derived	Income retained by MRF to offset some of the processing costs	Market and quality risk is taken by the contractor. The new contract currently out to tender will involve a risk/reward sharing formula to vary the gate fee according to market price variations
Gloucestershire County Council	Has new contracts in place directly with recycling material re-processors	Receives income directly	Able to secure high end of available prices but takes risk of market variations.

1.5 In summary, Cheltenham Borough Council, Cotswold District Council and Forest of Dean District Council have contracts in place with recycling re-processors/recycling material handlers (brokers) or their contactor and receive income derived from the recycling materials.

1.6 Tewkesbury Borough Council pays a gate fee to deliver into a Materials Recycling Facility (MRF), so the value of the material goes to offset some of the MRF operator's costs. This meant that the contractor took the full risk of variations in materials prices. This was no longer sustainable for them and therefore the contract will not be extended and is now out to tender.

1.7 Under Gloucestershire County Council's recently expired Household Recyclable Centre (HRC) contract with Kier, the contractor was responsible for marketing recyclable material brought to HRCs and retained all income to offset their costs. This also meant that the contractor took the full risk of variations in materials prices. This was no longer sustainable for them and Kier sought to negotiate a contract extension on the basis of a higher contract price to recoup loss of income. JWT undertook an options appraisal and the decision was taken by the County Council to join Ubico to enable them to provide the service.

1.8 Ubico took over the contract on 7th August 2016 on the basis that this would provide a net saving in overall service cost, albeit the JWT now arranges the contracts with off-takers and GCC retains all income. This exposes the County Council to both upside and downside risks. The level of risk was accepted by GCC after a sensitivity analysis of market variations.

2. Macro-economic and Industry-specific Drivers

2.1 The market for recyclable materials has seen high growth in volumes over the last 20 years as recycling schemes have been rolled out in the household and commercial sectors. There have been a number of “bubbles” when rising demand outstripped supply resulting in high prices followed by a rapid slump in prices as supply came into balance with demand. An early example occurred in the paper market in the late 1990s. This was not as a result of changes in the global economy but down to instability in an immature market.

2.2 A relatively stable period followed but since 2008, the recycling commodity market was affected by the global slowdown and the value of some material has not recovered to pre 2008 levels.

2.3 The recycling industry is to a degree an indicator of how the economy is doing as the supply and demand depend on the consumption of goods, and the willingness to invest in new processes and facilities which could stimulate demand and provide new outlets for secondary materials.

2.4 Commodity prices recovered slightly after 2008 but then fell in 2012 and again in 2013 by about 10%, although they were still generally higher than immediately before the crash. Recent trends have been towards less volatility but remaining lower than the heady days of the mid 2000s when a number of businesses built their business model around sustained buoyancy.

2.5 It should be noted that each of the materials predominantly has its own separate market and may be affected by industry specific issues so prices may rise and fall due to both macro and industry-specific factors. An example of the latter occurred in February 2015 when one of the three large newspaper mills in the UK (Aylesford, Kent) went into receivership without warning. This was in itself a reflection of reduced demand for newsprint, part of the declining role of printed media in society. The resultant glut of recycled newspapers and magazines caused a drop in prices and also allowed the two remaining UK mills to be more picky about which material they took in. This also illustrated that kerbside sorted material has higher security of offtake as cleaner kerbside sorted material was taken in preference to much ex-MRF material. A further industry-specific example occurred in the cardboard sector at the end of 2015 when a number of smaller and middle-sized mills in China bought less or nothing at all as they were waiting for import licences.

2.6 Exports to China have firmed up again as a result of the licensing arrangements being resolved. In the UK Smurfit Kappa opened a new lightweight board manufacturing machine at Snodland, Kent in February this year. These have had a positive impact on demand and contributed to the price of brown cardboard improving in 2016.

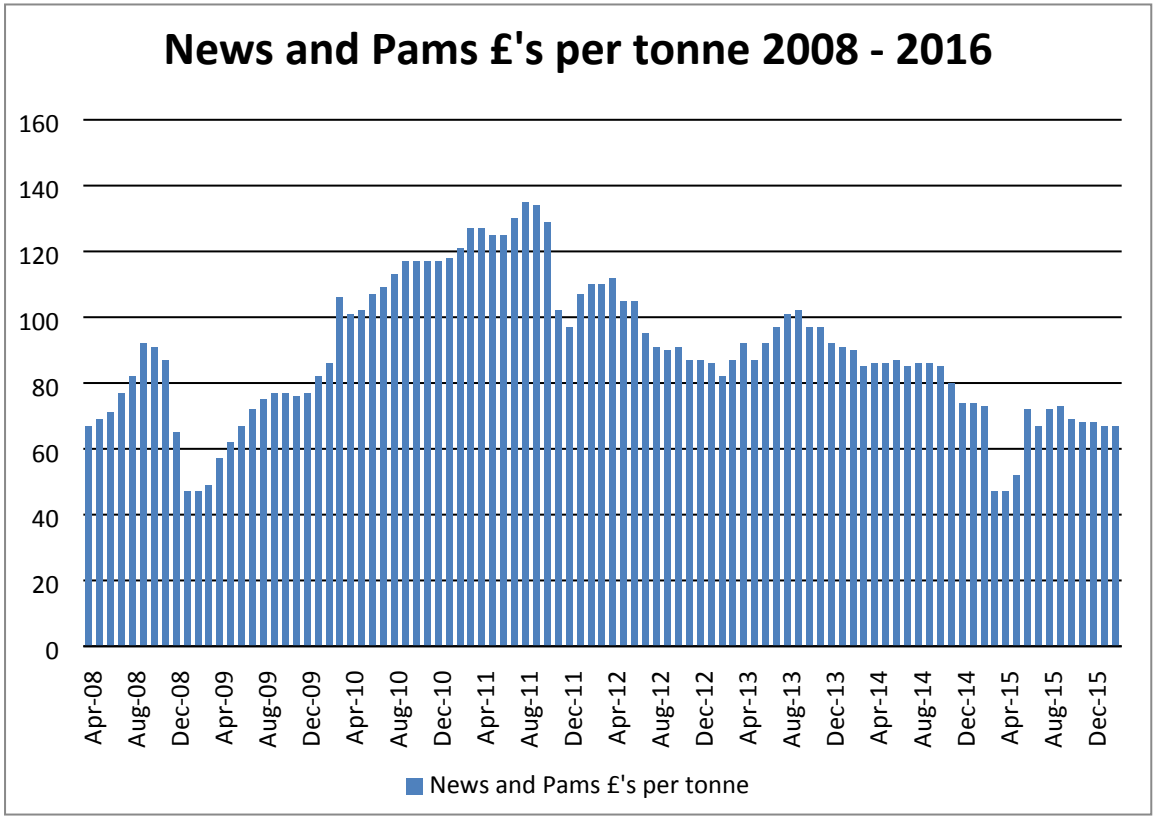
2.7 However the outlook for mixed fibre grades is less positive. Mixed paper usually consists of grey board, and lower grade papers after newspapers, magazines, pamphlets and office grade paper have been largely removed. Again the quality of the material is a factor: the higher the level of contamination, the more pre-processing is needed to clean it up, which adds cost to the manufacturing process, so prices are lower accordingly. Another factor which the recovered paper / cardboard sector is having to take on board is moisture content. Unsurprisingly re-processors do not wish to pay for water and several exporters to China are now imposing penalty charges on material that is wet. More stringent tests are being imposed and buyers are adopting a stricter approach.

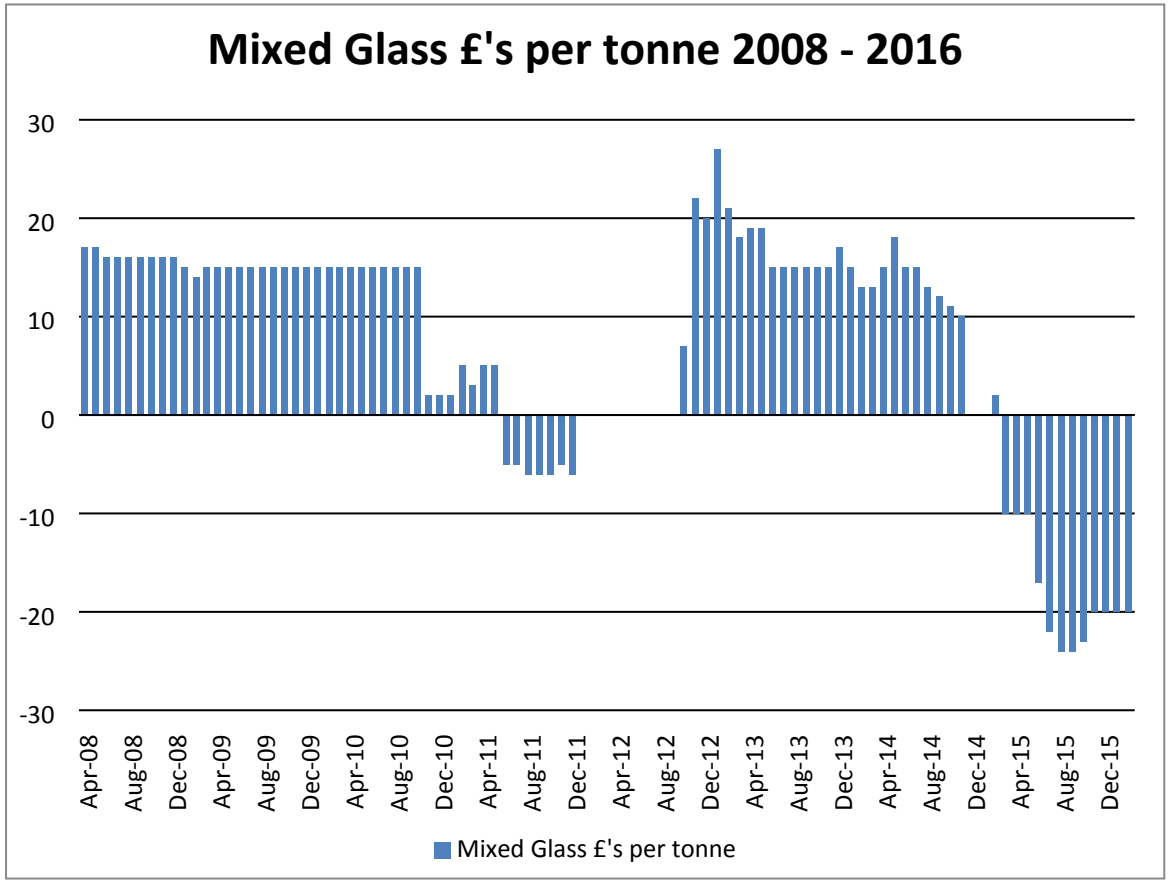
2.8 The Vote to leave the EU has weakened the pound which has made exports from the UK more attractive. Early signs are that this has had a positive impact on commodity prices. The long term impact on aspects such as confidence to invest in new and replacement plant in the UK is, of course, still to be determined.

2.9 Whilst not having the ability to directly affect the market, authorities stand the best chance in being able to secure competitive prices and having guaranteed outlets for materials collected by providing good quality recycling materials.

3. Material Specific Trends

3.1 The graphs below show how prices have varied on a product by product basis during the period April 2008 to March 2016. In the main, the prices have an upper and lower threshold and re-processors use this as a guide when offering prices to the market. We have taken the mid-point where there is an upper and lower threshold.


News and Pams £'s per tonne 2008 - 2016
160
140
120
100
80
60
40
20
0
Apr-08
Aug-08
Dec-08
Apr-09
Aug-09
Dec-09
Apr-10
Aug-10
Dec-10
Apr-11
Aug-11
Dec-11
Apr-12
Aug-12
Dec-12
Apr-13
Aug-13
Dec-13
Apr-14
Aug-14
Dec-14
Apr-15
Aug-15
Dec-15
News and Pams £'s per tonne


Mixed Glass £'s per tonne 2008 - 2016
30
20
10
0
-10
-20
-30
Apr-08
Aug-08
Dec-08
Apr-09
Aug-09
Dec-09
Apr-10
Aug-10
Dec-10
Apr-11
Aug-11
Dec-11
Apr-12
Aug-12
Dec-12
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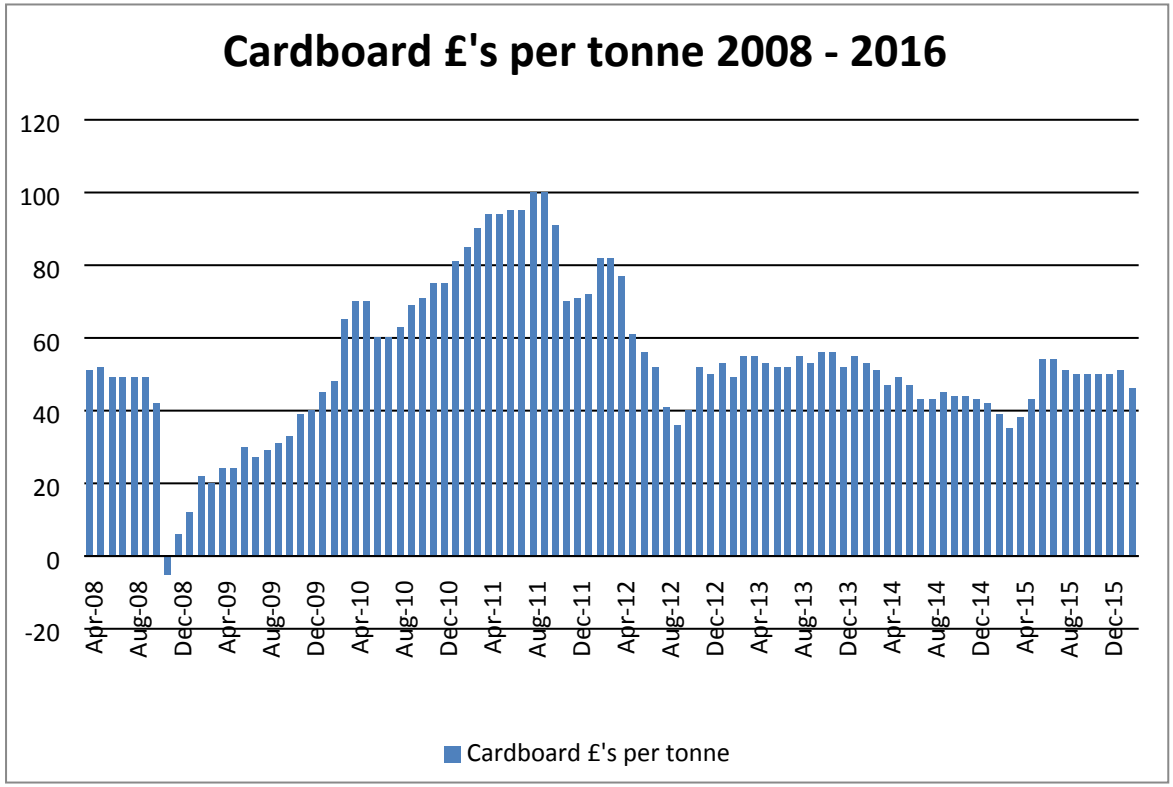
Apr-14
Aug-14
Dec-14
Apr-15
Aug-15
Dec-15
Mixed Glass £'s per tonne


Cardboard £'s per tonne 2008 - 2016
120
100
80
60
40
20
0
-20
Apr-08
Aug-08
Dec-08
Apr-09
Aug-09
Dec-09
Apr-10
Aug-10
Dec-10
Apr-11
Aug-11
Dec-11
Apr-12
Aug-12
Dec-12
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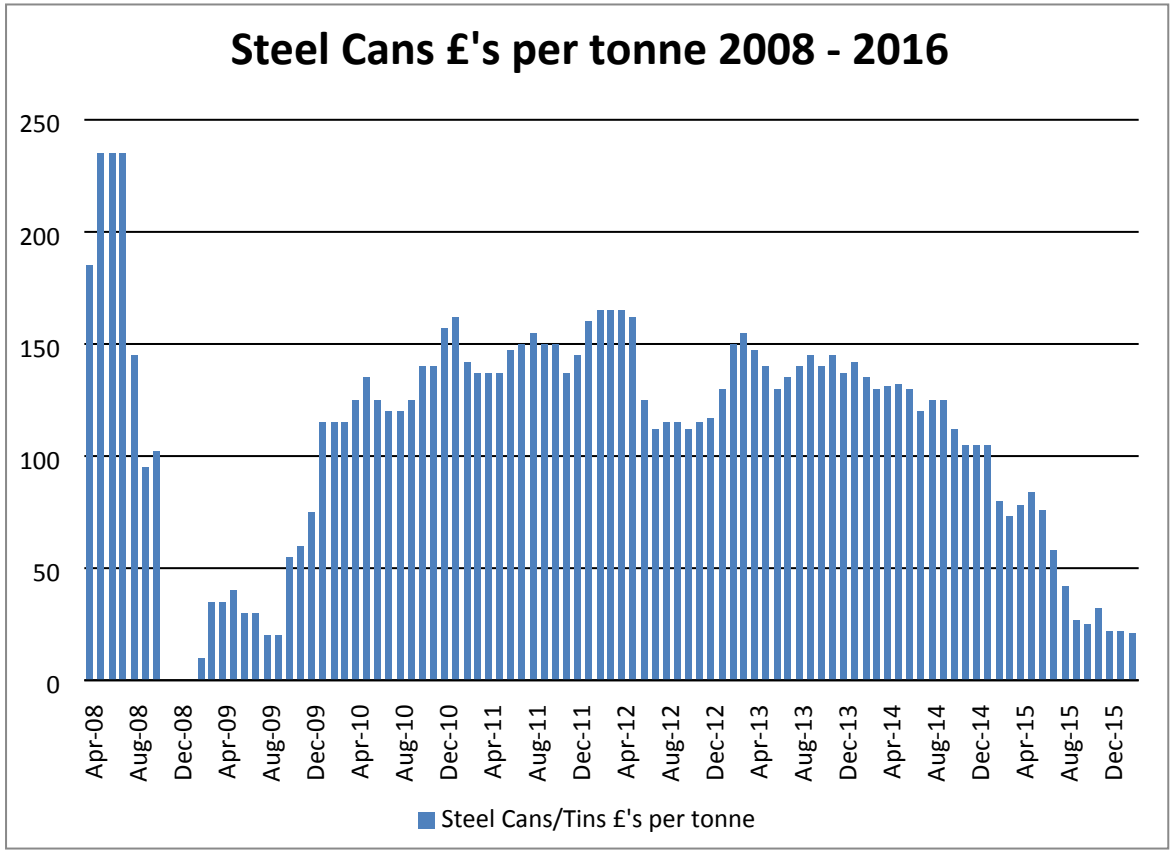
Apr-14
Aug-14
Dec-14
Apr-15
Aug-15
Dec-15
Cardboard £'s per tonne


Steel Cans £'s per tonne 2008 - 2016
250
200
150
100
50
0
Apr-08
Aug-08
Dec-08
Apr-09
Aug-09
Dec-09
Apr-10
Aug-10
Dec-10
Apr-11
Aug-11
Dec-11
Apr-12
Aug-12
Dec-12
Apr-13
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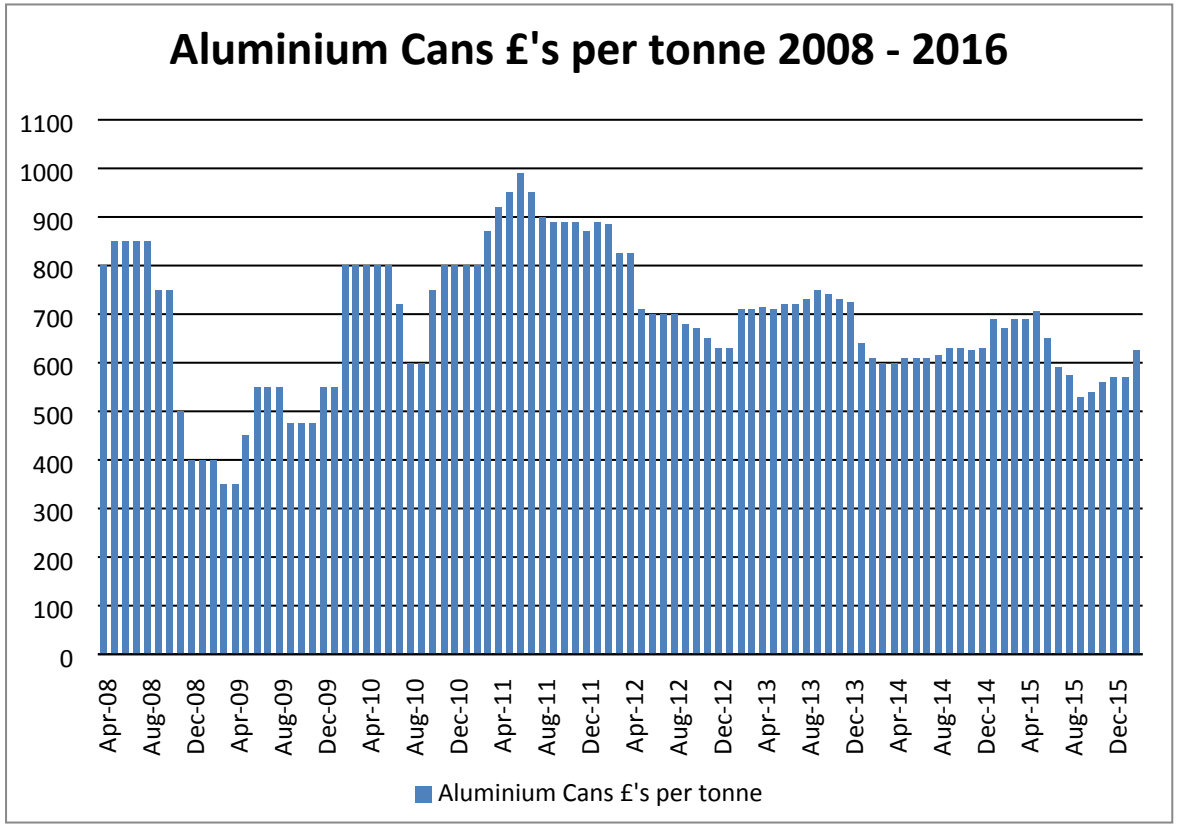
Apr-14
Aug-14
Dec-14
Apr-15
Aug-15
Dec-15
Steel Cans/Tins £'s per tonne


Aluminium Cans £'s per tonne 2008 - 2016
1100
1000
900
800
700
600
500
400
300
200
100
0
Apr-08
Aug-08
Dec-08
Apr-09
Aug-09
Dec-09
Apr-10
Aug-10
Dec-10
Apr-11
Aug-11
Dec-11
Apr-12
Aug-12
Dec-12
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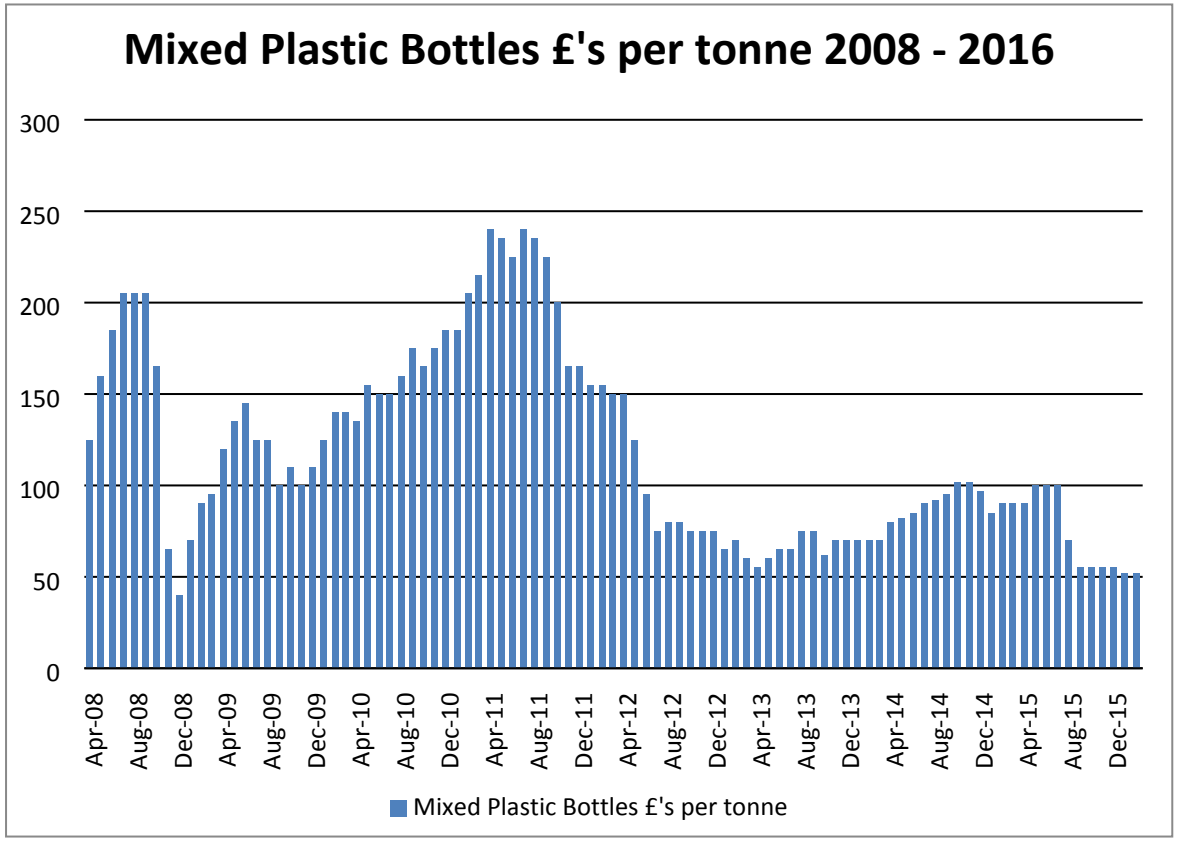
Apr-14
Aug-14
Dec-14
Apr-15
Aug-15
Dec-15
Aluminium Cans £'s per tonne


Mixed Plastic Bottles £'s per tonne 2008 - 2016
300
250
200
150
100
50
0
Apr-08
Aug-08
Dec-08
Apr-09
Aug-09
Dec-09
Apr-10
Aug-10
Dec-10
Apr-11
Aug-11
Dec-11
Apr-12
Aug-12
Dec-12
Apr-13
Aug-13
Dec-13
Apr-14
Aug-14
Dec-14
Apr-15
Aug-15
Dec-15
Mixed Plastic Bottles £'s per tonne

Appendix 1 – Published Commodity Prices 2008/9 to 2015/16 (source = letsrecycle.com)

Lets Recycle Commodity Prices

2008/09	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
News and Pams £'s per tonne	65 - 70	67 - 72	70 - 72	75 - 80	80 - 85	85 - 100	85 - 98	80 - 95	60 - 70	45 - 50	45 - 50	47 - 52
Mixed Glass £'s per tonne	15 - 20	15 - 20	14 - 19	14 - 18	13 - 21	13 - 20	13 - 19	13 - 19	13 - 19	13 - 18	13 - 16	13 - 17
Cardboard £'s per tonne	48 - 55	50 - 55	48 - 50	48 - 50	48 - 50	48 - 50	40 - 45	0 - 10	5 - 8	10 - 15	20 - 25	15 - 25
Steel Cans/Tins £'s per tonne	185	235	235	235	145	95	95 - 110	0	0	0	10	25 - 45
Aluminium Cans £'s per tonne	800	850	850	850	850	750	750	500	400	400	400	350
Mixed Plastic Bottles £'s per tonne	100 - 155	130 - 200	140 - 230	180 - 230	180 - 230	180 - 230	150 - 180	40 - 90	40	40 - 100	60 - 120	70 - 120

2009/10	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
News and Pams £'s per tonne	55 - 60	60 - 65	65 - 70	70 - 75	70 - 80	75 - 80	75 - 80	72 - 80	75 - 80	80 - 85	85 - 87	103 - 110
Mixed Glass £'s per tonne	13 - 17	13 - 17	13 - 17	13 - 17	13 - 18	13 - 18	13 - 18	13 - 18	13 - 18	13 - 18	13 - 18	13 - 18
Cardboard £'s per tonne	22 - 27	22 - 27	23 - 38	25 - 30	27 - 32	29 - 34	30 - 36	37 - 42	38 - 43	40 - 50	42 - 55	60 - 70
Steel Cans/Tins £'s per tonne	25 - 45	30 - 50	20 - 40	20 - 40	10 - 30	10 - 30	40 - 70	45 - 75	70 - 80	100 - 130	100 - 130	100 - 130
Aluminium Cans £'s per tonne	350	450	550	550	550	475	475	475	550	550	800	800
Mixed Plastic Bottles £'s per tonne	90 - 150	110 - 160	130 - 160	100 - 150	100 - 150	70 - 130	80 - 140	60 - 140	80 - 140	100 - 150	120 - 160	120 - 160

2010/11	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
News and Pams £'s per tonne	98 - 105	98 - 106	105 - 110	107 - 112	112 - 115	115 - 120	115 - 120	115 - 120	115 - 120	116 - 122	119 - 125	125 - 130
Mixed Glass £'s per tonne	13 - 18	13 - 18	13 - 18	13 - 18	13 - 18	13 - 16	13 - 16	0 - 5	0 - 5	0 - 5	0 - 10	0 - 7
Cardboard £'s per tonne	65 - 75	65 - 75	55 - 65	55 - 65	60 - 67	65 - 73	67 - 75	70 - 80	70 - 80	75 - 87	80 - 90	85 - 95
Steel Cans/Tins £'s per tonne	110 - 140	120 - 150	110 - 140	110 - 130	110 - 130	110 - 140	130 - 150	130 - 150	150 - 165	150 - 175	130 - 155	125 - 150
Aluminium Cans £'s per tonne	800	800	800	720	600	600	750	800	800	800	800	870
Mixed Plastic Bottles £'s per tonne	110 - 160	130 - 180	130 - 170	130 - 170	140 - 180	160 - 190	150 - 180	160 - 190	160 - 210	160 - 210	180 - 230	190 - 240

2011/12	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
News and Pams £'s per tonne	125 - 130	120 - 130	120 - 130	125 - 135	130 - 140	129 - 139	123 - 135	100 - 105	95 - 100	105 - 110	105 - 115	105 - 115
Mixed Glass £'s per tonne	0 - 10	0 - 10	-5	-5	-6	-6	-6	-5	-6	0	0	0
Cardboard £'s per tonne	88 - 100	88 - 100	90 - 100	90 - 101	95 - 105	95 - 105	88 - 95	65 - 75	67 - 75	70 - 75	80 - 85	80 - 85
Steel Cans/Tins £'s per tonne	125 - 150	120 - 155	130 - 165	135 - 165	135 - 175	130 - 170	135 - 165	120 - 155	130 - 160	145 - 175	150 - 180	165
Aluminium Cans £'s per tonne	920	950	990	950	900	890	890	890	870	890	885	825
Mixed Plastic Bottles £'s per tonne	210 - 270	200 - 270	180 - 270	210 - 270	200 - 270	180 - 270	160 - 240	120 - 210	120 - 210	110 - 200	110 - 200	110 - 190

2012/13	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
News and Pams £'s per tonne	110 - 115	100 - 110	100 - 110	90 - 100	86 - 96	85 - 95	87 - 95	85 - 90	85 - 90	82 - 90	80 - 85	85 - 90
Mixed Glass £'s per tonne	0	0	0	0	0	0	5 - 10	10 - 35	5 - 35	20 - 35	15 - 28	12 - 25
Cardboard £'s per tonne	75 - 80	58 - 65	53 - 60	50 - 55	35 - 48	30 - 43	35 - 45	45 - 60	45 - 55	48 - 58	38 - 60	48 - 62
Steel Cans/Tins £'s per tonne	165	150 - 175	110 - 140	100 - 125	105 - 125	105 - 125	105 - 120	110 - 120	110 - 125	125 - 135	145 - 155	150 - 160
Aluminium Cans £'s per tonne	825	710	700	700	700	680	670	650	630	630	710	710
Mixed Plastic Bottles £'s per tonne	110 - 190	80 - 170	50 - 140	30 - 120	30 - 130	30 - 130	25 - 125	25 - 125	25 - 125	15 - 115	20 - 120	20 - 100

2013/14	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
News and Pams £'s per tonne	90 - 95	85 - 90	90 - 95	95 - 100	98 - 103	100 - 105	95 - 100	95 - 100	90 - 95	90 - 93	88 - 93	83 - 88
Mixed Glass £'s per tonne	12 - 27	9 - 30	5 - 25	5 - 26	5 - 25	5 - 25	5 - 25	5 - 25	8 - 27	5 - 25	4 - 23	2 -24
Cardboard £'s per tonne	45 - 65	47 - 60	45 - 60	47 - 60	50 - 60	45 - 62	45 - 68	43 - 70	40 - 65	45 - 65	45 - 61	45 - 57
Steel Cans/Tins £'s per tonne	140 - 155	135 - 145	125 - 135	130 - 140	135 - 145	140 - 150	135 - 145	140 - 150	130 - 145	135 - 150	130 - 140	125 - 135
Aluminium Cans £'s per tonne	715	710	720	720	730	750	740	730	725	640	610	600
Mixed Plastic Bottles £'s per tonne	20 - 90	30 - 90	30 - 100	30 - 100	40 - 110	30 - 100	30 - 95	40 - 100	40 - 100	40 - 100	40 - 100	40 - 100

2014/15	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
News and Pams £'s per tonne	83 - 90	83 - 90	85 - 90	80 - 90	82 - 90	82 - 90	80 - 90	75 - 85	69 - 80	69 - 79	69 - 77	45 - 50
Mixed Glass £'s per tonne	2 - 28	8 - 28	5 - 25	5 - 25	5 - 22	5 - 20	5 - 18	5 - 15	-10 - 10	0	-15 - 10	-30 - 10
Cardboard £'s per tonne	38 - 57	43 - 56	42 - 53	35 - 52	34 - 52	35 - 55	33 - 55	36 - 53	33 - 53	35 - 50	32 - 47	25 - 45
Steel Cans/Tins £'s per tonne	125 - 137	125 - 139	125 - 135	115 - 125	120 - 130	120 - 130	105 - 120	100 - 110	100 - 110	100 - 110	75 - 85	68 - 78
Aluminium Cans £'s per tonne	600	610	610	610	615	630	630	625	630	690	670	690
Mixed Plastic Bottles £'s per tonne	50 - 110	50 - 115	50 - 120	55 - 125	60 - 125	65 - 125	70 - 135	70 - 135	65 - 130	65 - 105	70 - 110	70 - 110

2015/16	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
News and Pams £'s per tonne	45 - 50	50 - 55	70 - 75	65 - 75	68 - 79	68 - 79	64 - 74	64 - 72	65 - 72	65 - 70	65 - 70	68 - 73
Mixed Glass £'s per tonne	-30 - 10	-30 - 10	-25 - 10	-30 - 15	-33 - 15	-33 - 15	-35 - 11	-31 - 9	-30 - 10	-30 - -10	-31 - -10	-31 - -10
Cardboard £'s per tonne	28 - 48	32 - 54	46 - 60	46 - 60	45 - 57	45 - 56	45 - 55	45 - 55	46 - 56	47 - 55	40 - 52	43 - 54
Steel Cans/Tins £'s per tonne	73 - 83	78 - 90	70 - 82	52 - 65	35 - 50	20 - 35	20 - 30	30 - 35	15 - 30	15 - 30	15 - 27	15 - 27
Aluminium Cans £'s per tonne	690	705	650	590	575	530	540	560	570	570	625	650
Mixed Plastic Bottles £'s per tonne	70 - 110	80 - 120	80 - 120	80 - 120	50 - 90	35 - 75	35 - 75	35 - 75	35 - 75	30 - 75	30 - 75	35 - 80

1st Consultation Exercise **Appendix 7**

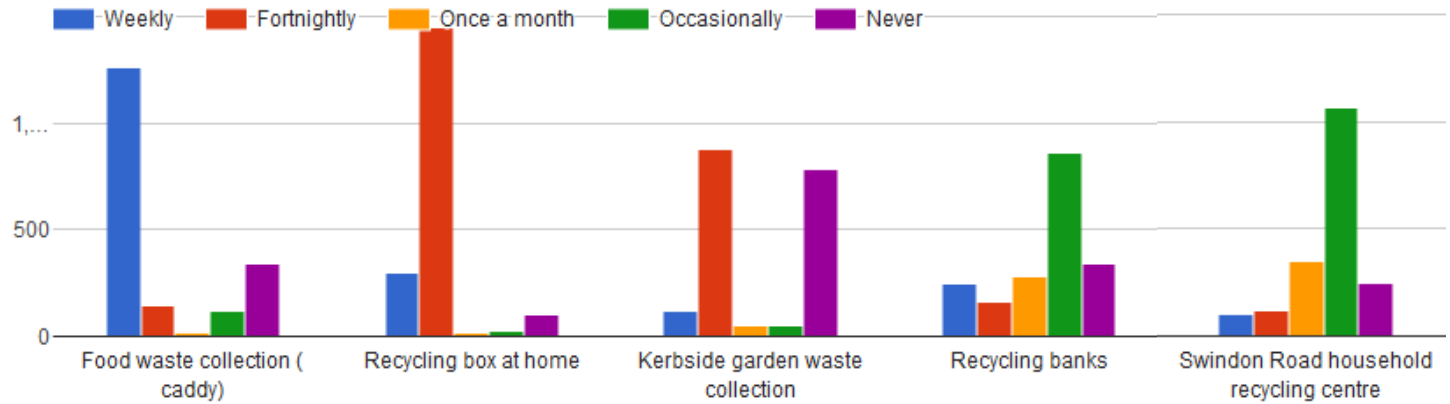
QUESTIONS RESPONSES 1893

Part 1: Your current services

Which of these statements best describes how much you recycle?

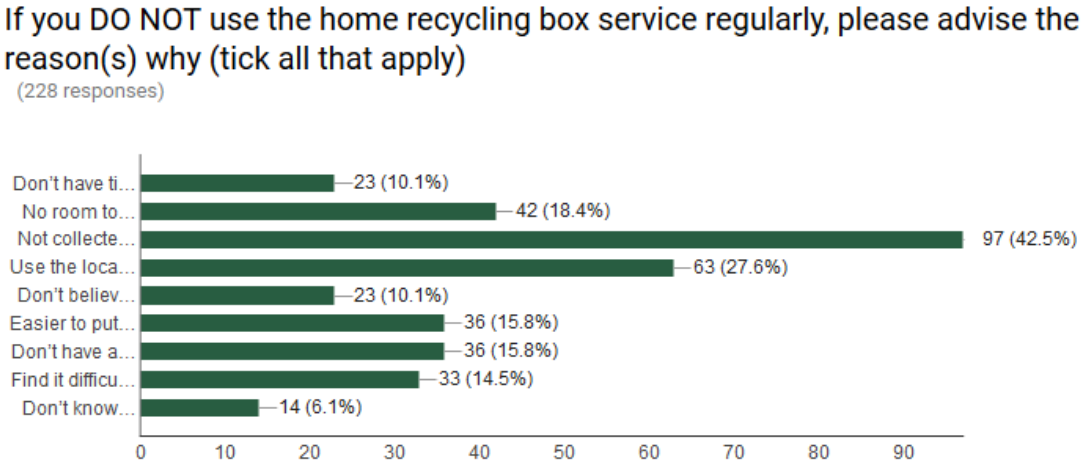
(1887 responses)

If you do recycle, which services do you use and how often?

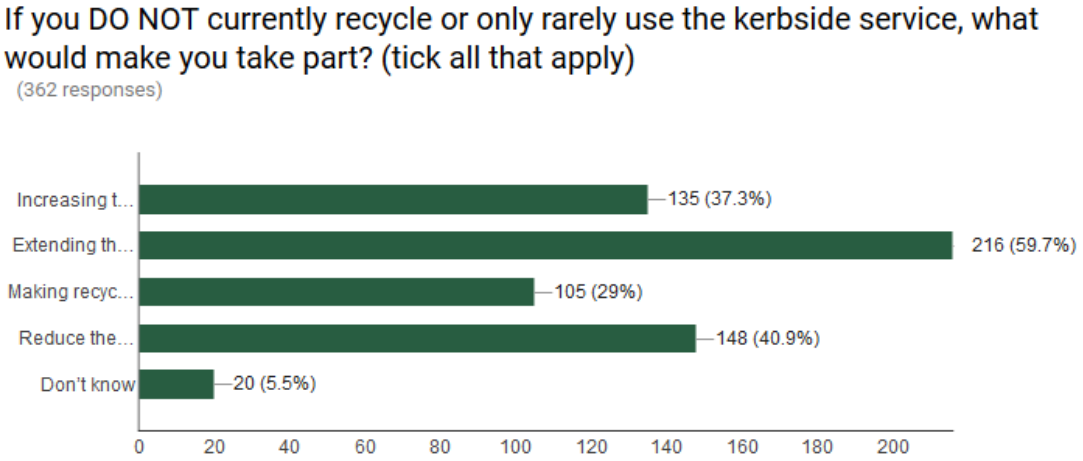


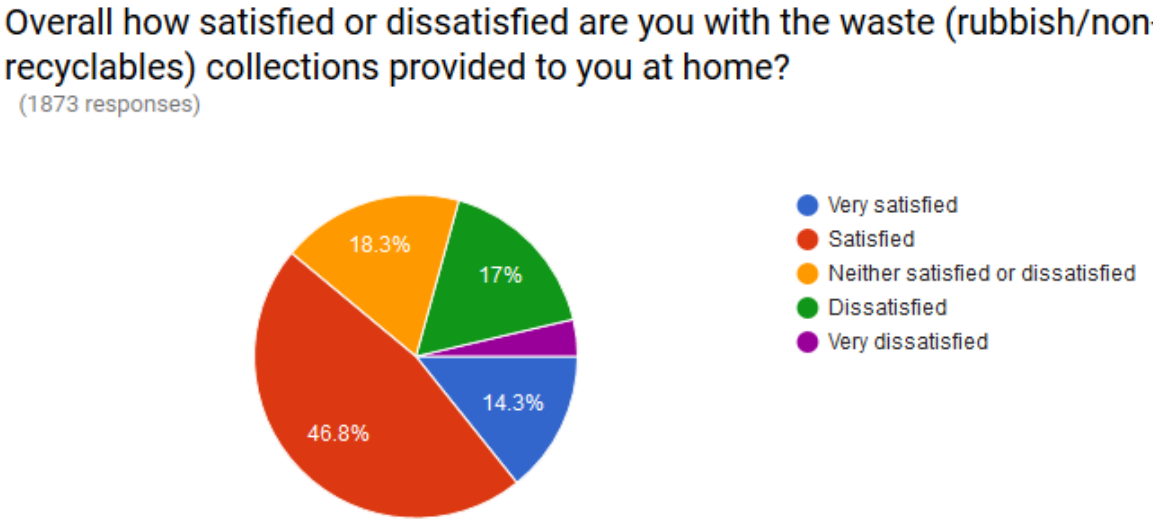
Don't have time to sort materials.
No room to store box.
Not collected frequently enough.
Use the local recycling bank sites/household recycling centre.
Don't believe that items are recycled.

Easier to put in my wheeled bin.
Don't have a box.
Find it difficult to take my box to the kerbside.
Don't know when my collections are due.



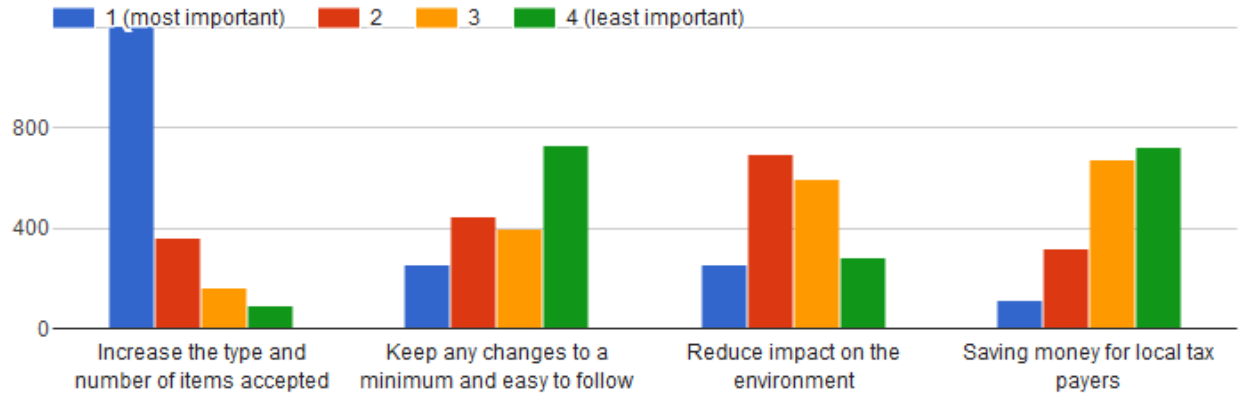
Increasing the frequency of the recycling service.
Extending the range of materials collected at the kerbside.
Making recycling at home easier to do.
Reduce the need to separate recyclables.
Don't know.





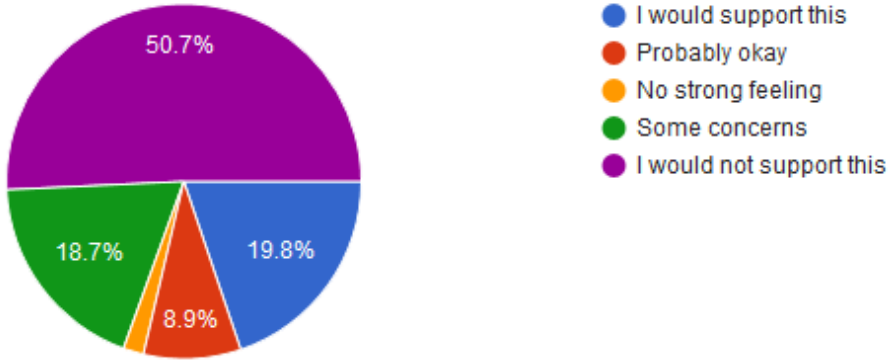
Part 2: Service improvements

When the council makes changes to its waste and recycling service, what do you think is most important? Please rank in order – 1 being most important and 4 being least important



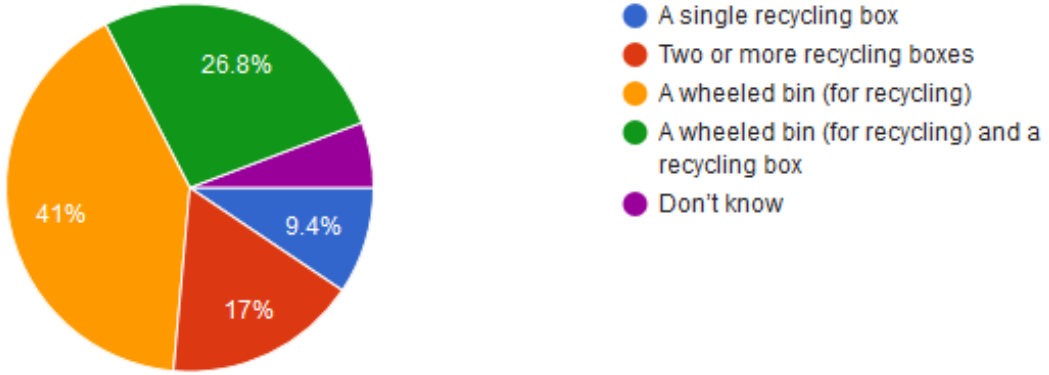
If we could increase the range of materials to include mixed plastic and brown cardboard, this should result in householders having less waste (rubbish/non-recyclables). If these services were offered, how would you feel about a three weekly waste collection?

(1884 responses)



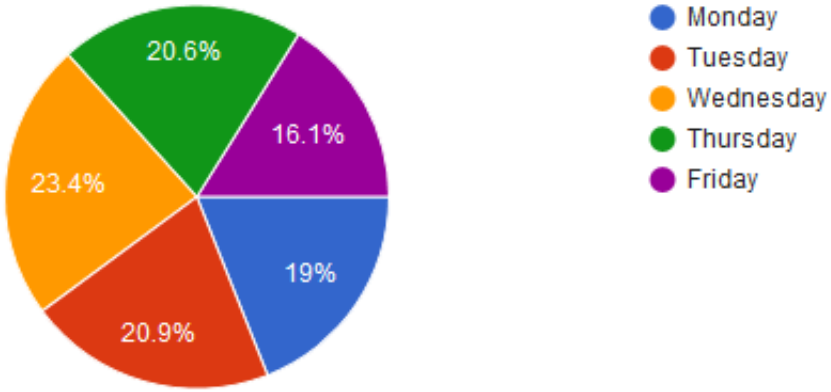
If we were able to offer an expanded recycling service what types of recycling container(s) would you have space for, in addition to your current green wheeled bin?

(1859 responses)

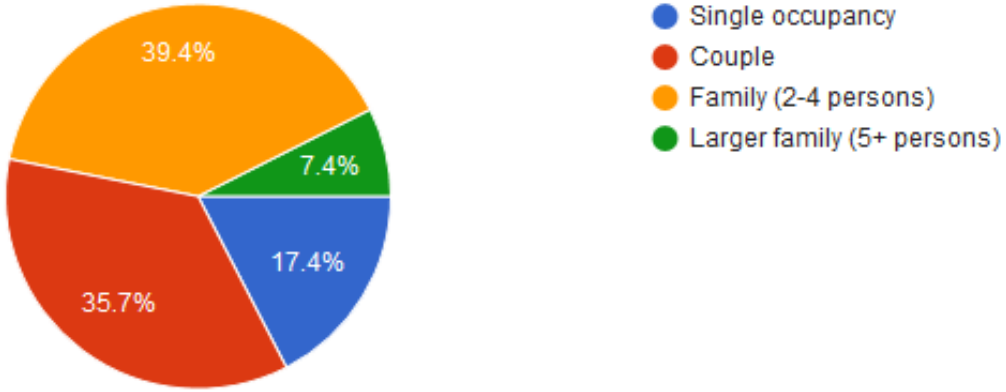


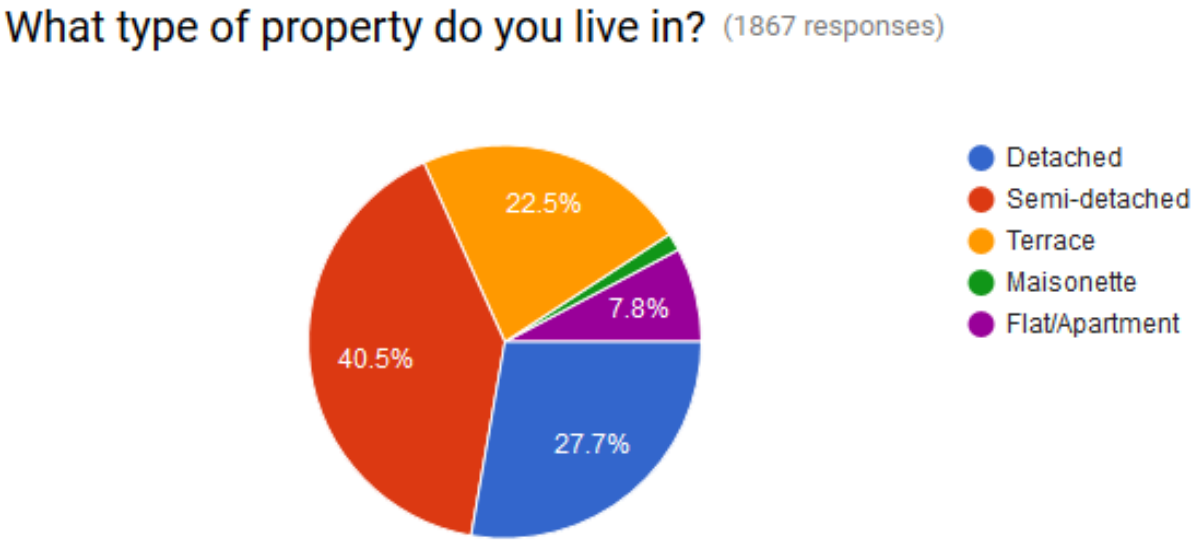
Part 3: You and your household

What day do you have your waste collection? (1869 responses)



Which option best describes your household? (1866 responses)



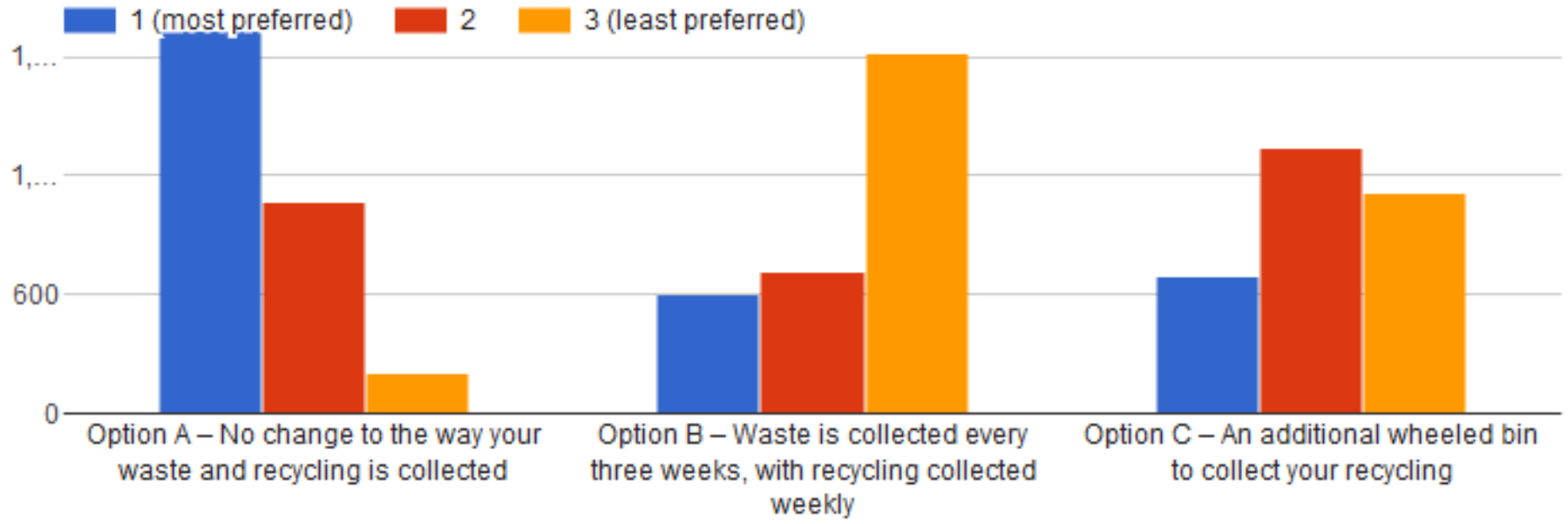

What type of property do you live in? (1867 responses)
22.5%
7.8%
40.5%
27.7%
Detached
Semi-detached
Terrace
Maisonette
Flat/Apartment

2nd Consultation Exercise **Appendix 8**

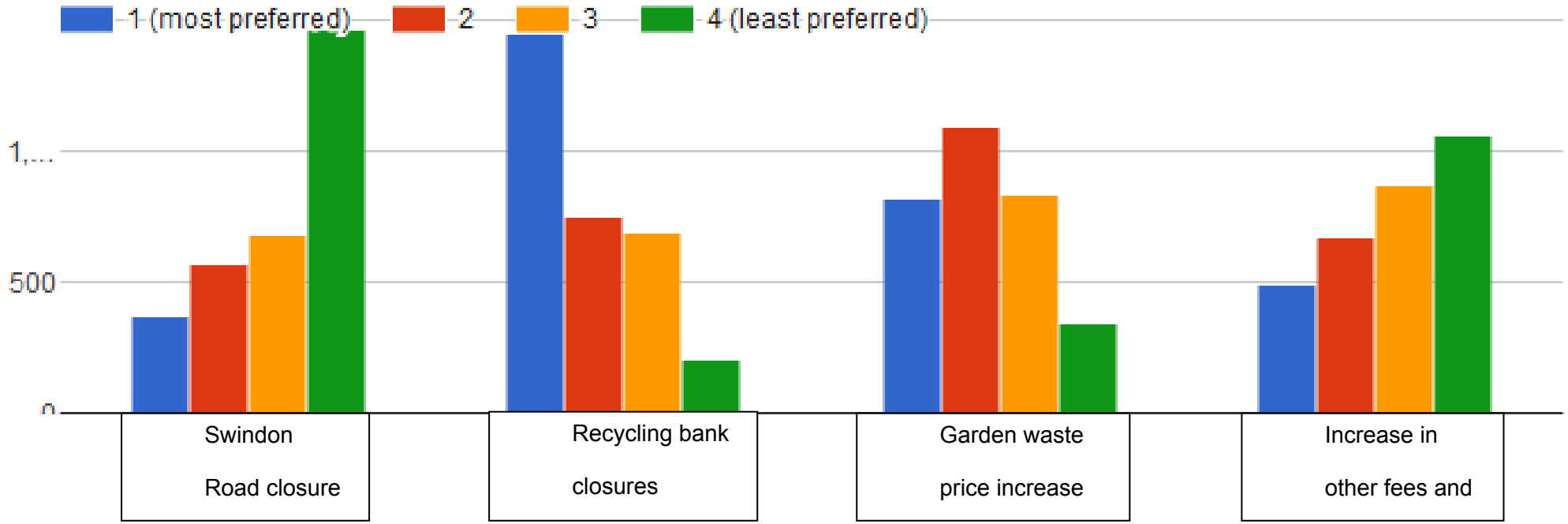
Waste and recycling service options survey – final summary of results

QUESTIONS RESPONSES 3,228

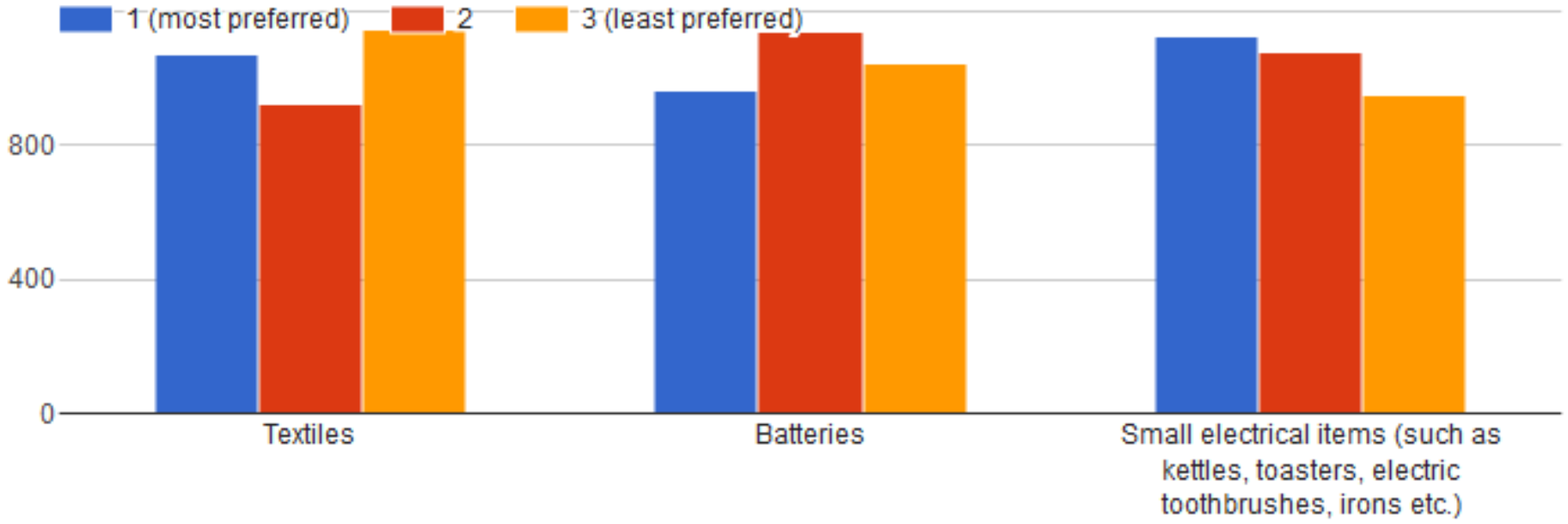
Which of the three options do you prefer? Please rank in order of preference, with 1 being most preferred and 3 being least preferred



To pay for these options, which of the following would you support? Please rank in order of preference, with 1 being the most preferred and 4 being the least preferred



The range of recyclable items to be collected from outside your home will be increased to include all types of plastics (i.e. tubs, pots and trays) and heavy (i.e. brown) cardboard. Please rank in order of preference which other items you would like to see collected from the list below, with 1 being the most preferred and 3 being the least preferred



Community Impact Assessment **Appendix 9**

Community impact assessments – for services, policies and projects

What is a community impact assessment?

A community impact assessment is an important part of our commitment to delivering better services for our communities. The form will help us find out what impact or consequences our functions, policies, procedures and projects have on our communities, as well as employees and potential employees.

By undertaking an impact assessment, we are able to:

- Take into account the needs, experiences and circumstances of those groups of people who use (or don't / can't use) our services.
- Identify any inequalities people may experience.
- Think about the other ways in which we can deliver our services which will not lead to inequalities.
- Develop better policy-making, procedures and services.

Background

Name of service / policy / project and date	**Waste & Recycling and Route Optimisation**
Lead officer	**Martin Stacy**
Other people involved in completing this form	**Sanjay Mistry** **Scott Williams** **Karen Watson**

Step 1 - About the service / policy / project

What is the aim of the service / policy / project and what outcomes is it contributing to	The project has the following priority action: ENV 2 - We will deliver CBC's commitments contained within the Joint Waste Committee plan The objectives of the Project are to: • Identify and evaluate options for future kerbside waste and recycling collection service • Delivery of a Member/Public consultation on the shortlisted options • Provide a recommendation as to a preferred delivery model • Implementation of the preferred delivery model • Ensure that the change process is managed effectively • Delivery of an effective communication strategy to support the change process • Alleviate current and future pressures on vehicle replacement • Delivery of optimised route redesign and implementation The project contributes to the Councils 'Cheltenham's environmental quality and heritage is protected, maintained and enhanced' outcome.
Who are the primary customers of the service / policy / project and how do they / will they benefit	The primary customers of the Waste and Recycling service are the residents residing in the borough of Cheltenham. There are also businesses which operate in the borough that utilise the waste collection service, but this activity is outside the scope of this project. If the recommendations of the project are accepted and implemented they should see improved recycling opportunities and an increase in performance for the authority.
How and where is the service / policy / project implemented	The projects objectives will be delivered to residents within the borough of Cheltenham, by a project team consisting of CBC, UBICO and JWC officers.
What potential barriers might already exist to achieving these outcomes	Residents not taking advantage of the improved recycling services and thereby not contributed to any improvement in performance.

Step 2 – What do you know already about your existing / potential customers

What existing information and data do you have about your existing / potential customers e.g. Statistics, customer feedback, performance	The project has undertaken two stakeholder consultation exercises. The objective of the first exercise was to ascertain views of the current service and identify opportunities for improvement.

information	The second exercise essentially provided participants with an option to select from three different services that had been shortlisted. Each option was presented with its advantages and disadvantages as well as their financial implications.
What does it tell you about who uses your service / policy and those that don't?	The first consultation exercise evidenced that there is a split between those residents who are keen recyclers, those who participate infrequently and those that don't recycle at all. The exercise highlighted the issues contributing to the varying levels of recycling habits, showing in particular an appetite for recycling more if more recyclable material was collected from the kerbside. The geographical spread of the second consultation responses had evidenced that the exercise was representative of the entire borough.
What have you learnt about real barriers to your service from any consultation with customers and any stakeholder groups?	There is an overwhelming lack of support for moving to a three weekly refuse collection change. Participants were also very against the closure of the Swindon Road HRC. There wasn't overwhelming support to move to a co-mingled recycling service.
If not, who do you have plans to consult with about the service / policy / project?	N/A

Step 3 - Assessing community impact

How does your service / policy / project impact on different groups in the community?

Group	What are you already doing to benefit this group	What are you doing that might disadvantage this group	What could you do differently to benefit this group	No impact on this group
People from black and minority ethnic groups				✓
Gender				✓
Gender Reassignment				✓
Older people / children and young people	Assisted collection service.			
People with disabilities and mental health challenges	Assisted collection service.			
Religion or belief				✓
Lesbian, Gay and Bi-sexual people				✓
Marriage and Civil Partnership				✓
Pregnancy & Maternity				✓
Other groups or communities				✓

Step 4 - what are the differences

Are any groups affected in different ways to others as a result of the service / policy / project?	The improved service will be available to all residents.
Does your service / policy / project either directly or indirectly discriminate?	No
If yes, what can be done to improve this?	N/A
Are there any other ways in which the service / project can help support priority communities in Cheltenham?	The Councils waste policy provides assistance to those who are in need of additional support to manage their waste and recycling.

Step 5 – taking things forward

What are the key actions to be carried out and how will they be resourced and monitored?	The primary key action is to implement the improved waste and recycling service. The implementation will be resourced with officer from CBC, JWT and UBICO. CBC will be responsible for the financial resourcing.
Who will play a role in the decision-making process?	Cllr Chris Coleman and the Cabinet Member Working Group. CBC
What are your / the project's learning and development needs?	How to exploit different mediums to maximise the effectiveness of any consultation exercise.
How will you capture these actions in your service / project planning?	A dedicated project manager will utilise PRINCE2 based methodology to capture and manage project actions and overall time and budget management.