



Council name	COTSWOLD DISTRICT COUNCIL
Name and date of Committee	CABINET - 2ND SEPTEMBER 2019
Report Number	AGENDA ITEM (14)
Subject	LAUNCH DATE FOR WASTE SERVICE
Wards affected	All
Accountable member	Cllr. Andrew Doherty - Cabinet Member for Waste, Flooding and Environmental Health Email: andrew.doherty@cotswold.gov.uk
Accountable officer	Claire Locke - Group Manager - Commissioning Tel: 01285 623427 Email: Claire.locke@publicagroup.uk
Summary/Purpose	To manage the risks associated with launching a new waste service.
Annexes	None
Recommendation/s	That Cabinet considers the risks and benefits associated with delaying the planned launch date for the waste service from 4th November until March 2020, and agrees to this delay.
Corporate priorities	To meet customers' needs, provide a high level of service, and protect the environment through waste reduction and maximising recycling.
Key Decision	No
Exempt	No
Consultees/ Consultation	Ubico Limited Gloucestershire County Council as Waste Disposal Authority

1. BACKGROUND

In December 2018 Council agreed to a new waste service, which was embedded in the MTFs, with some amendments to service design in February 2019. The new service will include:

- Retained weekly food waste collection
- Retained fortnightly refuse collection
- Change to separated food and garden waste collection
- Change from a weekly to a fortnightly garden waste service
- Addition of materials that can be recycled at the kerbside
- Provision of new cardboard recycling sack and additional large food waste caddy.

2. MAIN POINTS

- 2.1. Initially a launch date of 4th November 2019 was planned which provided for launch as soon as possible to replace rapidly deteriorating recycling fleet, allowed for the anticipated lead time for new vehicles and was sufficiently in advance of Christmas to avoid bank holiday disruption.
- 2.2. Due to some delays in test vehicles being available from manufacturers there were delays in a decision on the type of vehicle which would be the most efficient and safe for the planned operation. There were then further delays in procurement to ensure the correct vehicle specification was ordered. Whilst it is anticipated new recycling vehicles will be received before 4th November, current lead times suggest the food waste vehicles will be delayed by 2 weeks, which means they would not be ready operationally until 4 - 5 weeks after service launch.
- 2.3. Contingencies have been considered and whilst it is unlikely that 7.5t food waste vehicles would be available for hire, alternative vehicles could be used; however, this will be less efficient and may result in food being tipped and then shoveled at the transfer station which is not ideal but is feasible in the short term.
- 2.4. There is a strong desire from both the Council and Ubico to have an in-cab system installed and operational in advance of any new service launch. This type of system will dramatically reduce the likelihood of missed collections and allow any service problems to be quickly logged and corrected which will greatly improve the service to customers. Experience on other contracts has shown that a launch without this type of system can lead to high levels of missed collections and prolonged service failures. An in-cab system is now being procured, the specification for which has been agreed jointly by the other Ubico partner Councils. This should provide economies of scale and means that should the other Councils wish to procure the system Ubico will be engaged with the same system across all contracts, not multiple systems which would be inefficient. Due to the time involved in gaining consensus across multiple partners and delays in procurement due to workload, there is a risk the in-cab system will not be in place for a November launch date.
- 2.5. Changes to the service will incorporate current and planned property growth and a rebalancing of rounds, to ensure rounds can be completed on a daily basis. This will require some day changes for some customers. This round rezoning needs to

be loaded onto the Council's Bartec system so that customer services can view the collection days for each customer. This is a considerable amount of work. If the launch is delayed it is feasible that Salesforce can be further developed to hold this information removing the need for the Bartec system. This would avoid the need for the Bartec system to be uploaded now and then the information to be transferred at a later date to Salesforce.

- 2.6. There have been concerns raised about the lack of planning and resources for the communication of the new service. A delay in launch will enable more time to appropriately resource and plan essential communications to residents.
- 2.7. A delay in launch would be beneficial as it would eliminate or greatly reduce the risks highlighted above. A delay into the winter months is not advised as there is a further risk of disruption from bank holidays around Christmas, challenges from the excess waste presented immediately after Christmas and an increased risk of service disruption from snow and ice. A delay until March is therefore recommended and would coincide with Garden waste licence renewal.

Some risks of a delayed launch have been identified and are summarized below:

- 2.8. Feasibility - the separated collection of food and garden waste enabled GCC to change the processing contracts for these materials. Dialogue with GCC has confirmed that both the transfer and processing of combined waste materials can now continue until the end of March at the County Council's cost.
- 2.9. Container orders - food caddies have already been ordered and, unfortunately, despite enquiries these cannot be stopped. Caddies were due to be stickered and have leaflets placed inside them by the manufacturer. This will not now be feasible as the caddies will need to be stored through the winter and leaflets and stickers will deteriorate. Alternatives are being explored but this will increase costs by up to £15,000.
- 2.10. Overall cost to delay service - the significant impact is the continued provision of a weekly garden waste service. However, continuing to collect food and garden waste combined mitigates the cost increase. The Council is currently experiencing increased costs predominantly from an aging refuse fleet and a risk will remain that costs are higher than predicted until new vehicles are received. New recycling vehicles can be utilised as soon as they are delivered so this will mitigate the risk from the deteriorating existing fleet.

3. FINANCIAL IMPLICATIONS

The 2019/20 budget for the Ubico contract is £6 million, including £236,000 to reflect additional costs in relation to the aging vehicle fleet. Ubico have considered the impact of the delay and forecast that services can be delivered within the existing £6 million budget envelope. The 2019/20 budget is also expected to be sufficient to fund the additional £15,000 as set out in paragraph 2.9.

4. LEGAL IMPLICATIONS

- 4.1. None

5. RISK ASSESSMENT

- 5.1. The delay in launch significantly reduces the project risks, whilst launching in November presents significant risks of service disruption, and consequent negative impacts on the customer and the reputation of the Council.
- 5.2. The delay should result in a service which is within budget; however, failure to delay launch may result in additional costs such as overtime and additional fleet hire, which exceed current budget allocations.

6. EQUALITIES IMPACT (IF REQUIRED)

Not relevant.

7. CLIMATE CHANGE IMPLICATIONS (IF REQUIRED)

- 7.1. Whilst there will be a continued weekly collection of garden waste, the impact of this is mitigated as there will be no requirement for separate food waste collections between November - March. The continued combined processing of food and garden waste does not offer the environmental benefits of separated processing but this is short term and must be weighed against the risks set out in this report.

8. ALTERNATIVE OPTIONS

- 8.1. The Council could decide to retain the original launch date of 4th November and accept the risks.

9. BACKGROUND PAPERS

- 9.1. None

(END)