

**WASTE, RECYCLING AND STREETSCENE INSPECTION  
ROCHFORD DISTRICT COUNCIL 2005  
SELF ASSESSMENT**

## **SETTING THE SCENE**

Rochford District Council has an administrative area of approx. 65 square miles, has a population of approx. 78,900 and provides services to 33,534 households. More information on the demographics of the District, are detailed on page 2.1 of the Performance Plan. The Council employs 227 full time equivalent staff, which appears a reasonably low figure, due primarily to the fact that there is no direct services organisation and all its main service contracts are provided by the private sector i.e. refuse collection, recycling, street cleansing, grounds maintenance and leisure management.

The Council's staff structure is headed by the Chief Executive and supported by two Corporate Directors, each of whom has three / four Heads of Service leading the management of particular service areas.

On a political basis, the Council has 39 elected Members and is run by a Conservative administration, with the detailed breakdown as follows:

- 32 Conservative, 4 Liberal Democrat, 1 Labour, 2 Independent

The Council operates on a Committee basis rather than the Cabinet style system with Environmental Services Committee being the parent Committee for the services under this review and complemented by an Overview and Scrutiny Committee. The Council has recognised the importance of issues in this service area by also setting up a specific Waste Management & Recycling Sub Committee to consider in greater depth areas such as future kerbside recycling expansion and the emerging Essex wide waste management situation.

The Environmental Services that the Council provide sit within the Contracted Services division, under the control of the Corporate Director, Finance & External Services. Within this section and in relation to the scope of this review, the following services are provided and managed:

- |                              |  |
|------------------------------|--|
| ▪ Refuse Collection          | ▪ Street Cleansing                     |
| ▪ Grounds Maintenance        | ▪ Abandoned Vehicles                   |
| ▪ Waste Management Strategy  | ▪ Recycling – kerbside/bring/education |
| ▪ General Environment Issues |  |

The Council has adopted six principle aims that will assist it in achieving its vision of “making Rochford the place of choice in the County to live, work and visit.” These aims then form the basis of a number of strategy documents and in particular the Community Strategy, which was launched in June 2004 and highlights a number of key targets in its action plan, that relate to this review's scope of service.

The six principle aims are listed below, with nos. 1, 3 and 5 being particularly relevant to the services in this review.

1. To provide quality cost effective services
2. To work towards a safer and more caring community
3. To promote a green and sustainable environment
4. To encourage thriving economy
5. To improve the quality of life for people in the District
6. To maintain and enhance the local heritage and culture.

The key themes that run through the Community Strategy are detailed below and in this list, “looking after our environment” is obviously the key theme.

- Feeling safe
- Looking after our environment
- A good education, good skills and good jobs

- Healthy living
- Getting around
- An inclusive community

Targets and aims identified here are then cascaded through the Council's Performance Plan and Budget Strategy, culminating in detailed specific service action plans. Potential outcomes / achievements are then incorporated into the Council's performance indicator target setting process.

As mentioned earlier, the main services are carried out by a private contractor, in this case Serviceteam Ltd (part of Cleanaway), with the refuse collection, street cleansing and grounds maintenance contracts, on seven year contracts due to expire 31 March 2008 and kerbside recycling contract that commenced 2004, also due to expire on the same date, as does the paid for Green Waste Service Collection with Greens of Maldon that commenced in July 2005.

In addition to the Council providing the "client" side of the operation, its Officers in the Waste Management section also undertake a range of roles, including recycling promotional work, implementing the specific environmental campaigns and ensuring an effective response to emerging legislation and directives.

Within the service area, there are many challenges that the Council faces, both now and in the short and long term. As a waste collection authority in a two-tier area, the Council is only "responsible" for "half" the waste management process. However, it has recognised the need to work in partnership with not only the County Council but also other Essex District / Borough Councils, in order to maximise opportunities / economies of scale and to deliver the most appropriate and value for money waste management solution in the future.

In order to achieve this objective, Officers and Members are active in a number of county-wide or smaller area groups that are meeting to progress both the Essex Joint Municipal Waste Management Strategy and the subsequent Essex Joint Waste Procurement project. These groups include the Essex Waste Management Advisory Board and the Thames Gateway Waste Management Joint Committee.

Whilst the Council met its 2003/4 standard for the percentage of waste recycled, it acknowledges that the standards are higher for 2005/6, future targets will almost certainly be more stretching again and therefore, with developing legislation and directives, the Council needs to ensure that a strategy of continuous improvement / expansion is in place to meet these objectives.

In driving the service, particular legislation / directives that the Council has identified and need to address are the Household Waste Recycling Act, Clean Neighbourhoods and Environment Act and in the context of the overall two tier approach, the Landfill Allowances Trading Scheme (LATS).

From the consultation carried out in respect of the Community Strategy, residents were of the view that it was necessary to maintain the cleanliness of the District with particular emphasis on litter, graffiti and vandalism with fly tipping kept to a minimum across the District. There was also a desire to increase recycling.

These wishes led to specific actions outlined in our performance plan.

During 2004/5 we rolled out kerbside recycling to 83% of the District.

For 2005/6 we are:-

- Expanding kerbside recycling to encompass 95% of the District.
- Increasing the proportion of waste recycled or composted to 18%.
- Introducing the "buy-in" green waste initiative (July 2005).
- Introducing an environmental campaign (September) in relating to weed control, grass verges, fly tipping and graffiti.
- Providing information and services to promote increased recycling by local businesses.

With regard to kerbside recycling and green waste service, in excess of £400,000 of external funding has been achieved.

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## **HOW GOOD IS THE SERVICE**

### **What has the service aimed to achieve?**

#### Specific Service Provision

In relation to the scope of the review, the detailed list below outlines the extent of services provided to the District's residents and also highlights specific areas of work that are significant to both the current and future levels of service.

- To provide an efficient and value for money refuse collection service.
- To ensure the district remains clean, litter is controlled and high environmental standards are achieved.
- To deal effectively with associated areas such as fly tipping, abandoned vehicles, dog fouling and graffiti.
- To provide a kerbside recycling service to all residents in the district and to implement in a way that meets Government standards and strives to produce a culture of continuous improvement.
- To promote / educate on recycling issues and to generally increase public awareness and participation.
- To work with partners (ECC and other district / borough councils in Essex) to pursue an overall long term waste management solution for the area, on an integrated basis.

On a more detailed basis, the following points explain and put into context what the Council has aimed to achieve.

- The Council has been an active partner with all the other Essex Authorities, including the County Council, on the creation and consultation for a Joint Municipal Waste Management Strategy for Essex and this was formally adopted by Council's Environmental Services Committee on 9.11.04. This particular committee also agreed to be part of the formal procurement process, considering fully integrated waste management contracts, agreed their share of the procurement costs and to establishing an Area Joint Waste Committee. The Strategy places priorities on achieving high recycling rates (aspirational target 60%) and also addressing the issue of waste minimisation.
- Officers and Members have regularly attended a range of meetings and specifically the Thames Gateway Waste Management Joint Committee, which has progressed the Essex Procurement project to the stage of agreeing a detailed procurement approach covering collection, recycling / composting and disposal infrastructure.
- The Council in 2004, reviewed its current kerbside recycling schemes against a number of criteria. These included increasing recycling targets, the need to provide consistency of service across the District, providing a value for money service and considering the advantages and disadvantages of previous schemes in line with public consultation that had been carried out.

As a result, a new kerbside recycling scheme was launched in November 2004 to approx. 83% of the District's households, replacing the previous scheme that reached only 19% of the households. The remaining households are made up of hard to reach properties and mobile home parks, which are due to join the scheme in January 2006, just leaving flatted accommodation. In order to achieve stretch targets on recycling, the Essex County Council is coordinating an Essex-wide consultancy project that is looking into best practice / alternatives for recycling in such areas. Following the conclusion of this research, the Council will bring in recycling for those residents residing in flats.

- A green waste scheme was launched in July 2005 on an optional buy-into basis operated by a private contractor but supported and subsidised by the District Council. At present over 1000 households have currently enrolled onto the scheme. The contractor also provides a Bring Service for outlying areas of the District.
- The Council operates a comprehensive bring-bank recycling service that consists of 57 sites located all around the District that accepts a range of materials, including paper, cans, glass, textiles and plastic bottles.
- The Council has recently implemented a new initiative in relation to graffiti whereby a contractor makes a monthly visit and removes all pre-identified items from around the District.
- Voluntary / community groups becoming involved in litter picking.
- Education carried out in partnership with schools and the Council's holiday activities through arts development e.g Yellow Woods Challenge.

#### Local and National Priorities

- The Council has been involved with the creation of and formally adopting (9.11.04) a Joint Municipal Waste Management Strategy for Essex, in line with guidelines for Authorities working in two-tier area.
- The Council is part of an Essex-wide Joint Procurement project, looking at the implementation of an integrated solution for long term waste management in Essex. This project has already "modelled" a number of procurement methods and infrastructure options and will encompass the potential benefits of both horizontal and vertical integration in order to achieve the optimum best value solution, whilst meeting key drivers such as LATS allowances and increased recycling targets.
- The services provided meet local aims and performance targets in relation to the Council's Corporate Performance Plan and more specific service action plans.

#### Community and User Needs

- The recycling service is now provided across the majority of the District, with further expansion due in 2006 and therefore provides a much greater consistency of service to residents.
- A consultation exercise carried out in 2003 in relation to recycling services has informed decisions on future provision e.g. return to weekly collection of residual waste and receptacles to be used on kerbside recycling scheme.
- The customer satisfaction survey of October 2003 produced a "positive" outcome for waste collection, recycling and cleanliness, whilst consultation in August 2003 as part of the Public Regulation Service Review produced a "positive" outcome for graffiti, dog fouling, abandoned vehicles, litter and dumped rubbish.
- Regular extensive coverage of environmental issues is reported in the Council's official newspaper, "Rochford District Matters" (RDC) which is delivered to every household in the District on a quarterly basis.

## **Is the service meeting the needs of the local community and users.**

Are the needs of citizens and users at the heart of the design and delivery of the service now and in the future?

- The design and delivery of the service has been implemented in a way that aims to provide as wide a range of services as possible that meets a diversity of needs e.g. kerbside recycling scheme complemented by a comprehensive bring bank system, that attempts as far as possible, to cater for materials not included at the kerbside.
- Recycling consultations during April to June 2005, using Essex Taskforces have influenced future decisions in relation to refuse collection and recycling e.g. type of receptacle linked to recycling scheme.
- In formulating the Community Plan, consultation with residents highlighted desires for the Council to deal with graffiti removal, fly tipping, chewing gum and abandoned vehicles and as a result, £40,000 has been allocated this year to the Council's new Environmental Campaign. This campaign has encouraged residents to assist in identifying "hot spots" within the District. Additional cleansing and poster campaign has been carried out at the "hot spots". Two local church groups and Riverwatch have become involved in community cleansing projects.

## Is the service accessible, responsive and based on a robust understanding of local need?

- A range of information relating to both refuse collection and recycling is available on the Council's website.
- A facility is available on-line via email, for reporting either complaints or issues of graffiti, fly tipping, abandoned vehicles etc.
- Communications received either by letter or email are passed to the relevant section for action and / or response back to the resident.
- A comprehensive complaints system is in use, which management consider on a regular basis, with a view to service improvement.

## Are service standards clear and comprehensive?

- Within the contract specifications there are clear standards relating to collection of missed bins, positioning of bins, bulky waste, excess waste etc.
- The street cleansing contract ensures the District conforms to EPA standards.
- Notification of bank holiday collections were previously left with the bin. Following adverse comments on this practice, we now hand deliver an annual refuse and recycling and information collection card. This has reduced calls from the public on refuse collection issues. Details are also published in RDM and on the website.

Does the delivery of the service embrace equality, diversity and human rights and ensure that all users and potential users have fair and equal access?

- Corporate Equality and Diversity Policy in place.
- The Council has a corporate equalities training course that is attended by all members of staff at all levels within the organisation.
- Assisted collections are provided free of charge to those less able residents in the District, for both refuse and recycling collections.
- Smaller refuse bins (120 litre instead of 240 litre) are available to those residents who prefer and request this alternative.
- Refuse is collected from any traveller sites.
- Bulky items collection service is provided free of charge. Charitable recycling / re-use of furniture is encouraged through articles in RDM, the annual refuse information card and staff when bulk collections are requested.
- A bag collection service is provided to those households (approx. 8%) where bins are not appropriate. In these cases, bags are provided free of charge.
- Information on the services provided is available on request in alternative languages and Braille.

Is the organisation delivering what it promised to?

- Kerbside recycling scheme available across the majority of the District.
- Green waste buy-into scheme available to residents.
- Bulky waste and white goods are collected free of charge.
- Recycling targets are being met.
- Maintaining the high standards of street cleanliness that already exist in relation to the code of practice and performance indicator targets, of which Rochford is in the top quartile for BVPI 89.

Is the organisation delivering the a quality service from the view point of users?

- 2003/4 recycling standard was met (BVPI 82)
- Kerbside recycling is available to 83% of households (95% by end of January 2006) (BVPI 91)
- Fly tipping is removed in an average of 1.15 days compared to a target of 2 days.
- 91% of abandoned vehicles are removed within 24 hours of being legally able to remove the vehicle.
- 99% of streets in shopping areas meet the code of practice standards of cleanliness.  
91% of streets in residential areas meet the code of practice standards of cleanliness.  
73% of streets in rural areas meet the code of practice standards of cleanliness.  
These figures refer to local indicator RDC 5.2 and in all 3 cases, have increased from last year.
- BVPI 199(a) has a figure of 22% against the local target and national average of 25%.

## Is the service delivering value for money?

How do the organisation's costs compare to others, allowing for local context, performance and policy choice?

- BVPI 86 cost of waste collection per household was £34.40 in 2004/5 against a target of £35.49. In 2003/4 this figure was £30.99 and was the fourth lowest of all the authorities in Essex.
- Our overall level of performance is improving, with 50% of our performance indicators in the top two quartiles for 2003/4.

How is value for money managed, including through partnership and procurement and taking a long term view?

- Services outsourced to Serviceteam via a competitive tendering process, with the current contract of 7 years duration 1.4.01 – 31.3.08. The procurement process involved adapting the previous specification to meet current needs, discussing contract requirements with interested bidders and receiving presentations of their bids by the contractors and undertaking detailed evaluation.

The new recycling contract that commenced November 2004 was again implemented via a competitive tendering process. Contractors were encouraged to put forward their best proposals that achieved quality service, value for money and increased recycling rates. The scheme became district-wide, took on board views from the 2003 recycling consultation around the previous fortnightly collection of residual waste and returned this aspect of the service to weekly collections.

The contract provided for a profit share when recycling tonnages reached a specified level. The annual recycling tonnage threshold was met after the first 32 weeks of the new scheme.

This contract was let on a comparatively short term basis, as was the Green Waste contract with Greens of Maldon, but with specific reason that the expiry date of 31.3.08 coincided with the other contracts and therefore ensuring that future procurement was not made overly complex, with a range of different contract renewal dates. This timescale has also been set in order to dovetail into the Essex Waste Management Procurement process and therefore make the possibility easier of entering into future integrated contracts either horizontally or vertically.

In addition to ongoing monitoring of the contractor's performance, Serviceteam are required to report to the Council's Environmental O/S committee on a twice yearly basis, in order to report their progress.

Operational management meetings are held monthly and more strategic partnership meetings to discuss broader development issues are held quarterly between the Council and Serviceteam on a regular basis.

- By being part of the Essex procurement process, one of the intended outcomes is that there is increased value for money as a result of the economies of scale that can be derived from both horizontally and vertically integrated contracts.
- The Council has an on-line procurement system and is also a member of the Procurement Agency for Essex.
- The Council led on a county-wide negotiation to ensure a fair cost allocation in respect of collection and disposal costs of abandoned vehicles. The agreement was introduced county-wide in April 2003 which achieved financial benefits for all Essex Districts.

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**WHAT ARE THE PROSPECTS FOR IMPROVEMENT?**

**What is the service track record in delivering improvement**

Can the service evidence a record of effectively implementing change that has led to improvements in services delivery?

- New kerbside recycling scheme that was launched in November 2004 was on a district-wide basis replacing the limited previous scheme that only carried a few selected collection rounds.
- Reviewed the paper bring bank contracts that then produced a financial saving that was used for the implementation of bring banks for plastic bottles. This is not a material collected on the kerbside scheme and therefore demonstrates a systematic approach to linking the range of recycling facilities in a way that provides as comprehensive a service as possible, within reasonable / available resource.
- Current recycling schemes have been implemented, taking into account industry knowledge and tendered proposals but also residents' views that have been received via various consultation processes. This has resulted in a changed frequency of residual waste collection and informed decisions around types of receptacle to be used on the kerbside recycling scheme.
- When the current refuse collection contract was relet in 2001, it opened up the flexibility to introduce appropriate recycling schemes through the duration of the contract, in order to meet changing and increasing levels of legislation and recycling rates.
- Reviewing and rescheduling of the refuse collection and recycling rounds, in conjunction with the contractor, has resulted in a much greater consistency of service, increasing reliability in the completion of scheduled rounds and enabling crews to provide a higher quality service.
- As part of the Environmental Campaign "Hot Spots" have been targeted with only a minor increase in cost from the service provider.
- In response to residents' concerns, an extra collection service for fly tipped waste in communal bin areas has been implemented, which has resulted in an overall cost saving to the Council.
- Notification of bank holiday collections were previously left with the bin. Following adverse comments on this practice, we now hand deliver an annual refuse and recycling and information collection card. This has reduced calls from the public on refuse collection issues. Details are also published in RDM and on the website.

What is the direction of travel of key performance indicators over the last three years of this and comparable services?

The direction of travel has been positive over the last three years. Whilst the Council's recycling rates are still by no means the highest, there has been an improvement year on year that has resulted in the Council meeting its 2003/4 Government target a year early and is now moving towards its 2005/6 Standard. Examples of the progress made in some of the key performance indicators are detailed below:



<b>BVPI</b>	<b>2002/3</b>	<b>2003/4</b>	<b>2004/5</b>	<b>2005/6 2 Quarters</b>
BVPI 82 – overall recycling rate	11.15%	10.31%	12.31%	15-16%
BVPI 91 – percentage of population served by a kerbside recycling collection	17.4%	18.9%	83.4%	95% (By Jan.06)
RDC 5.1 – number of missed bins per 100,000 collections	114	94	110	82
RDC 5.2 - percentage of streets meeting Code of Practice cleanliness standards in -				
Shopping Areas	96%	97%	99%	99.6%
Residential Areas	90%	88%	89%	91.3%
Rural Areas	99%	*64%	*68%	*73.2%
RDC 5.5 - average time taken to remove fly tips (no. of days)	1.75	0.98	1.15	0.82

\* The target for rural areas in 2002/3 was to reach Grade C of the EPA. This was no longer challenging and in the drive to improve service, the Grade B is now regarded as an acceptable level.

#### Does the capacity and track record demonstrate improving value for money over time?

- The main service contracts have all been let via a competitive tendering process, with alternative bids demonstrating that the successful bid has been value for money, and has been supported by detailed method statements, enabling an effective evaluation of service standards.
- Whilst the Council has increased its annual expenditure on recycling, with the implementation of the current scheme, this extra amount is far outweighed by the fact that an additional 64% of the District's households now receive a kerbside service, with a further 12% due on the scheme in January 2006.

#### How well does the service manage performance?

##### How good are the services improvement planning?

- In respect of future refuse collection and recycling services, the Council's vision is intrinsically linked to the Essex Waste Strategy and the emerging Joint Procurement project. Expiry dates of all the current contracts fit neatly into the timescales associated with the Essex Procurement and will also involve stand alone bids for each individual Authority and therefore provide a "fall back" option, if the integrated proposals do not prove to be beneficial in terms of the nature of the service to be provided and/or, value for money.
- The potential aims to be achieved from the procurement process are:
  - That the Council maximises its value for money through economies of scale from working with partner Authorities.
  - That higher recycling rates are achievable and affordable, as a result of effective system integration between collection and disposal.
  - That the nature of the services will encompass best practice, utilising modern technology and methodology.
- In respect of other environmental issues, the Council is striving to maintain a culture of continuous improvement through the setting of challenging but realistic performance indicator targets, in relation to street cleansing, recycling, fly tipping and abandoned vehicles.
- To assist in meeting the above mentioned aim, the Council is adopting a pro-active approach to these issues, which is demonstrated by the recent Environmental Campaign that was implemented and resourced with £40,000.

### Are there arrangements and a culture in place to support continuous improvement?

- There are high expectations from elected Members, Officers and the general public, around the quality of the services provided. This has been demonstrated in a number of previous contract procurements, whereby quality of service has been weighted heavily in the evaluations, albeit not at the expense of receiving value for money e.g. Leisure Management contract was not the cheapest proposal received but provided greater justification of quality / investment to be provided.
- Members have been regular attendees for a number of years on the key bodies that are driving the Essex Waste Strategy and Procurement process i.e. Essex Waste Management Advisory Board and Thames Gateway Waste Management Joint Committee (of which Rochford is now Vice Chairman).
- The draft Essex Waste Strategy has been formally adopted by the Council, in addition to formal agreement to be part of the procurement process and commitment to a share of the associated costs.
- Members have chosen to set up a Waste Management & Recycling Sub Committee, to meet on a regular basis specifically to keep aware of and progress issues around the Council's own refuse and recycling service and the Essex Waste project.

Regular reports are provided by Officers to this Committee, breeding a culture of ownership and understanding of what is a very complex project.

The Council's contractor is also involved with discussions with Members and Officers, around possibilities of future short term development of the kerbside recycling service.

### Are effective performance management arrangements in place to drive and monitor progress, review impact and drive and deliver improved value for money?

- Corporate Performance Plan details specific targets and required timescales for completion.
- Service action plans have been produced for the key projects, with progress monitored against the set milestones by Management and Members.
- Quarterly performance reports are provided to all Members, which also highlight the best and worst results amongst all the performance indicators, against set targets and future impact on service, together with Management and Chief Executive commentary.
- Update reports are provided to Waste Management & Recycling Sub Committee on kerbside recycling schemes and the Essex Waste project.
- Serviceteam are required to report on a six monthly basis, to Environment Overview and Scrutiny Committee, providing an update on all contract developments and operational issues. Service aspects are scrutinised and performance examined.

### **Does the service have the capacity to improve?**

#### Does the service have access to the appropriate skills, tools and finances to deliver improvement?

- The Council employs two specialist recycling staff that report to the Waste Management Officer and receive clear direction on their work priorities / timescales, which are set within the context of the Personal Development Review (PDR) system that in turn incorporates the key actions laid down in the Corporate Performance Plan and service action plans.
- The Council's Environmental Services Committee is responsible for all decisions related to the service area, supported by the Environment Overview and Scrutiny Committee and the Waste

Management & Recycling Sub Committee. To assist continuity and clarity around strategic roles and knowledge, the Chairman of the Environmental Services Committee is also the Council's Member representative on both the Waste Management Advisory Board (WMAB) and the Thames Gateway Waste Management Joint Committee (TGWMJC), in addition to being on the Waste Management and Recycling Sub Committee. Of the six Members on the Sub Committee, four of them are also on Environmental Services Committee and the Sub Committee chairman is the Substitute Member for the WMAB and TGWMJC.

- The TGWMJC states clearly in its Constitution and First Year Business Plan, the extent and type of decisions that Members can make, with certain areas going back to the individual Authority's parent Committee or Cabinet Member for a decision.

Is there evidence of a effective financial and human resource planning.

- The Council recently received Investors in People status on a Council-wide basis.
- There is a Council-wide Workforce Development Plan in place.
- There is an annual training and development programme in place for elected Members, with a specific session on waste management and recycling given by the appropriate Officer responsible for waste management and strategy.
- Training and development programme for staff linked to the Personal Development Review (PDR) process in place.
- There is a range of training undertaken by Officers in the Waste Management section and the relative administrative support, including courses and workshops around the impact upon Local Authorities of new legislation and also on awareness of any new environmental initiatives / funding etc.
- Staff surveys are undertaken and acted on in addition to the Staff Sounding Board which is now in place.
- Serviceteam has formal training programmes in order for front line staff to achieve NVQ Level 2 in customer care
- Budget setting process involves extensive discussion with elected Members, and Officers are expected to input costings for their particular plans / projects into these discussions / reports. Budgets are then allocated to detailed headings and monitored closely during the year through the Financial Programmes Group. There is a rolling five year strategy that dovetails into the Performance Plan

Is there a robust, modern procurement strategy to apply best practice to achieve improved value for money in priority areas, including working with partners?

- Updated Procurement Strategy in place which complies with the requirements of the National Procurement Strategy.
- Procurement processes are based on best value principles, with quality of services being a very important factor, in addition to the cost of proposals. Lowest cost is not always the deciding factor, as demonstrated earlier with the example of the Leisure Management contract.
- The Council always actively encourages contractors, other than the incumbent company, to bid for new contracts e.g.
  - alternative proposals for the kerbside recycling scheme were received in addition to those of Serviceteam and
  - whilst Serviceteam tendered for the green waste scheme, it was awarded to Greens of Maldon.

Is the service / organisation investing and attracting inward investment appropriately to deliver improvement?

- The Council has increased its expenditure levels on recycling by £34,000 over the last two years, to assist facilitating a district-wide kerbside scheme.
- The Council has received over £410,000 from DEFRA for its recycling service, which has been spent on the purchase of five new kerbsider vehicles, including one narrow bodied vehicle specifically for accessing the hard to reach areas of the District.
- The Council now has a policy whereby all monies gained from the profit share agreement within the kerbside recycling scheme, are re-invested into various recycling initiatives. At present this is estimated to excess £30,000 in a full year.
- The Council has received approx. £39,000 over the last two years from the Waste Performance and Efficiency Grant (WPEG) and is estimated to receive a further £134,000 over the next two years. Funding received to date has assisted the Council in extending kerbside recycling and the green waste initiative. With regard to future funding, discussions are already taking place between Officers, Members and Contractors on developing a plan for how this money is to be allocated, in line with Council priorities, in order to maximise the benefit for the Council's waste management / recycling service and improve its performance against key best value performance indicators.