



Report to Cabinet

Date: 21st April 2020

Title: HOUSEHOLD RECYCLING CENTRE (HRC) SERVICE - PROCUREMENT PROJECT

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Ward(s) affected: All

There is a confidential appendix to this report, which is exempt by virtue of paragraph 3 of Schedule 12A of the Local Government (Access to Information) (Variation) Order 2006 because it contains information relating to the financial or business affairs of a particular person.

Recommendations:

1. To agree to proceed with Option C and to carry out a procurement process for the provision of a Household Recycling Centre service.
2. That authority be delegated to the Service Director for Neighbourhood Services, following consultation with the Cabinet Member for Environment, to take all necessary actions to agree the procurement strategy for the future Household Recycling Centre Service contract.

Reason for decision:

Buckinghamshire Council undertakes the provision of Household Recycling Services to discharge its statutory obligations as set out in the Environmental Protection Act (EPA) 1990.

In addition the spend values of the HRC service contract means there is a compliance requirement related to Public Contracts Regulations 2015.

The options available for consideration are:

- a. The 'Do nothing' option is not recommended as no service arrangements will be in place upon expiry of the existing contract on 31st March 2022.
- b. The in-house option for the HRC service, including the management of all waste materials, is not recommended as the cost benefit analysis modelling shows it does not provide clear value for money for the Council at this time.
- c. The outsourcing option for the HRC service is deliverable and is considered an affordable option. These arrangements would include a minimum of nine HRC sites, continued weekday closures, retention of the charging scheme for construction and demolition waste and a contract term of five years plus five years or part thereof (total term up to ten years). However, any reward/risk sharing mechanism would need to reflect market appetite and negotiations during the procurement. The ability to include flexibility for any future betterment and/or policy changes over the contract term will be a key consideration.

Option C, outsourcing the HRC service, is the recommended option.

1.1.Executive summary

- 1.11 The HRC Service is not only business critical but a legal duty to undertake. This report seeks to ensure the Council makes decisions enabling the continuity of that duty. An options appraisal has been undertaken and considered a high level assessment of the benefits/risks associated with providing the HRC service, including betterment and policy changes, as a result an outsourced contract with a third party provider compared to an in-house service is the recommended option.

1.2.Content of report

- 1.21 Buckinghamshire County Council awarded a service contract for the Household Recycling Centre (HRC) service to FCC Environment, which commenced from 1st April 2012 to 31st March 2019. The contract was then extended for up to a further three years until 31st March 2022 (all extension periods have been utilised). The current scope of service is set out in Appendix 1.
- 1.22 As part of the extension, and in order to manage some significant financial pressures associated with, among other things recycle income risks, major service changes were approved by the former Buckinghamshire County Council's Cabinet in January 2019, which were subsequently reviewed and considered on 9th September 2019. These changes, which included closing one site (Bledlow Ridge), charging for construction and demolition waste and a reduction in opening days at three sites (Aylesbury, Chesham and Burnham HRCs) has gone towards covering the c. £1.2m service pressure.

- 1.23 New service provision needs to be in place for the Council by 1st April 2022 and to facilitate the provision of a new service a budget of £300k was agreed in the 2018/19 MTFP process. This budget was to enable a simple procurement procedure and does not allow for an in-house service.
- 1.24 An options appraisal has been undertaken and considered a high level assessment of the benefits/risks associated with providing the HRC service, including betterment and policy changes, as an outsourced contract with a third party provider compared to an in-house service. There are a number of options available for service betterment and/or policy changes, which could include increasing the number of HRC sites to meet future housing growth demands, replace existing HRC sites that are operationally constrained, re-provide a seven day service at all sites and not charging for construction and demolition waste. The in-house and outsourced models will be flexible enough to allow any future betterment or policy changes that Members may want over the coming years, but the Council would need to make significant capital and revenue investments in order to deliver them.
- 1.25 Where Members may wish to provide a steer on areas of the existing service they would wish to see betterment i.e. new sites or policy changes, these would then need to feature as part of the future Medium Term Financial Plan process of Buckinghamshire Council.
- 1.26 Based on the assumptions used in the options appraisal, the cost benefit analysis does not clearly demonstrate value for money (VfM) for the Council of an in-house service. The procurement of an outsourced contract for the HRC service does demonstrate VfM and also aligns well for any potential future waste optimisation opportunities. Therefore it is suggested that an outsourced contract is put in place from April 2022 onwards.
- 1.27 If the outsourced option is supported by the Council then procurement activity will need to commence during July 2020 (to enable contract drafting to occur in advance), with the contract award during autumn 2021. This would also provide sufficient lead in time to demobilise and mobilise a front line service in a planned approach in readiness for April 2022.
- 1.28 If the option to bring the HRC service in-house is taken during April 2020, including the provision of sufficient funding to proceed accordingly, there is sufficient lead in time to manage this in a planned approach for April 2022.
- 1.29 A decision from Members is needed on whether the service is preferred to be outsourced or brought in-house, this is so that the required lead-in time is available to the project team to deliver either option.
- 1.30 In today's waste and resource management sector there is uncertainty related to how Covid-19 will continue to impact the sector well beyond the current national emergency. In addition there remains uncertainty related to national government

waste policy/legislation. The direction of travel is unclear, however any changes would be relevant for either an in-house or outsourced HRC service.

Request for information day with the market - summary

1.31 A request for information day with the market was undertaken during January 2020. The key headlines for the Council to consider for any future outsourced arrangements are set out below:

- There is market interest in bidding for a future contract.
- The contract term of five years plus five years or part thereof (total term up to ten years) has market interest.
- Commodity reward/risk appetite differs. The market is indicating differing reward/risk approaches to the treatment, haulage and disposal of over 30 different waste streams. The potential change in reward/risk sharing between the Council and the contractor could result in additional costs for the provision of the service should the value of recyclates (metals, glass, paper, card and textiles) reduce and/or the volume of the waste increases. Conversely the cost for the service could reduce should the value of materials increase and/or the volume of waste decreases.
- It is considered positive that the Council owns fleet, plant and containers - the proposed contract term suits lifecycle replacements.
- The proposed future contract term will continue to offer better VfM if the Council considers funding the replacement of its plant and equipment.
- Incentives for front line staff (staff working on sites) are important and might have future cost implications.
- Since the request for information day there is a known national emergency due to Covid-19. This may well influence medium to longer term commodity reward/risk market appetite. This risk would apply for both an outsourced or in-house HRC service.

HRC Service options

1.32 During the winter of 2019-20, an options appraisal was completed to provide the Council with an assessment of betterment opportunities, any policy changes and the benefits/risks associated with providing either an outsourced or in-house HRC service. These are detailed further in the confidential Appendix 2 Table 1a, as well as 1b below:

Table 1b: A summary of the Capital Investment required to bring the HRC service in-house

Description	Estimated Cost (£,000)
IT Infrastructure purchase	£50,000
Contract Office and welfare facilities	£100,000
Reuse Shop, storage containers, chemical bins etc.	£368,000
Sub-total	£518,000
Optimism Bias @ 20%	£103,600
Total Capital Investment required	£622,000


- 1.33 The modelling assumptions indicate that there could be a potential ongoing saving to the Council by bringing the service in-house once the initial investment of £1.262m (£640k revenue, cost of transitional project team, and £622k capital) is provided from April 2020 and going forward. It should be recognised that this benefit is marginal in terms of the overall cost of providing this service and the payback on the investment would only be recognised after six to eight years. There are, however, known risks which could increase costs such as: commodity reward/risk (Covid-19 may well exacerbate cost risk further); waste volume changes; and managing additional material streams which have associated costs (green, furniture (wood), residual and garden chemicals). Also as a result of Covid-19 issues it would be very difficult to implement and mobilise an in-house service model.
- 1.34 One of the key benefits of outsourcing this service is the transfer of reward and risk in relation to recycle values and managing the cost of multiple waste streams which would require more regular procurements (HRC service deals with the treatment and management of c.30 waste streams).
- 1.35 As a result of the market testing and analysis it has been forecast that the outsourced service costs will increase in 2022/23 by an additional £220k to £2.1m, which is within the MTFP budget envelope. This is the benchmark cost of service used to assess against the in-house service model.
- 1.36 There are limited saving opportunities at present, mainly due to market factors around recycle values but an outsourced contract of five years (plus up to a further five years) would allow a range of opportunities to be considered in the future when market volatility and policy impacts may have settled and/or are clearer. This means that a whole system review of waste can take place allowing consideration of wider waste management arrangements within the county, including integration in to a larger contract and/or bespoke contract arrangements to achieve better VfM.
- 1.37 Tables 2 and 3 below provide details of the non-quantifiable risks and benefits of an in-house and outsourced HRC Service.

Table 2: Non-quantifiable risks and benefits associated with an in-house HRC service

Non-quantifiable risks of insourcing	Non-quantifiable benefits of insourcing
Suitable transition arrangements would need to be put in place and communicated with stakeholders	Greater flexibility to manage the service for example to deploy staff to cover sickness and/or national emergencies
Transfer of staff and the need to ensure robust processes are put in place including suitable and timely communications with staff and unions	More control over service provision (control over material handling processes) for example mattresses and hard plastics
Additional 80% of the (current) risk associated with recycling income/disposal cost would be borne by the Council over the contract life	Ability to make changes to service provision in order to manage demand
No performance framework would be in place, so service failures would be a cost to the Council	May facilitate staff recruitment due to Local Government pay rates (especially with drivers) and attracting both site staff and the monitoring/management functions as the Council can be seen as a positive employer
Transferring in of staff - financial risk of long-term sickness	
Service integration – requirement for Council officers with the experience of integrating and then managing an in-house service	
Managing multiple waste streams which will require more regular procurements (HRC service deals with the treatment /disposal of c.30 waste streams)	

Table 3: Non-quantifiable risks and benefits associated with outsourcing an HRC service

Non-quantifiable risks of outsourcing	Non-quantifiable benefits of outsourcing
Suitable transition arrangements would need to be put in place and communicated with stakeholders	Commodity management provided to a single principle contractor to broker using their experience can leverage across multiple other contracts to provide VfM
TUPE transfer of staff applies. Need to ensure smooth transition is in place including suitable and timely communications with suppliers and site staff to manage morale	Workforce competition and ability to adjust more quickly to attract the right resources/skill set
Council ultimately retains residual cost risks related to contracted services e.g. rebasing a contract, market volatility and assets	Enables the Council to demonstrate performance, competition, business continuity plans and VfM
In order to manage changing demands the Council requires a skilled negotiating and contract management team	Supplier experience and knowledge to keep track of changing environments, including commodities, policy and legislation
Service performance requirements need to be clear for suppliers	Better use of Council staff resources (including back office support), reduced time spent on procurement activities and negotiating multiple contracts for commodities

- 1.38 The main alternative option to the in-house model is to continue with an outsourced service. The Council needs to be mindful of its reward/risk share, which may increase from the current 20% to the Council, in relation to recyclate value/material costs. Any reward/risk sharing mechanism would need to reflect market appetite and negotiations during the procurement phase.
- 1.39 The Council needs to consider a number of factors in any future contracting arrangements in relation to reward and risk (supplier will consider the same aspects). These include when tonnage volumes increase potentially higher recycling income could be generated from the sale of the recyclates. However, when the tonnage volumes decrease and/or the recyclable material value decreases the risk exposure increases and therefore costs increase. In addition, future business continuity planning requirements may also increase costs.
- 1.40 Through the modelling work undertaken an outsourced service with varying reward/risk sharing mechanism provides better VfM.
- 1.41 Due to the uncertainty on recyclate value as well as the flexibility and betterment/policy changes the Council requires going forward, a more complex procurement procedure is required (a competitive dialogue procedure).
- 1.42 For an outsourced service, a future contract term of five years plus up to five years may allow the Council to continue to consider wider opportunities for the management of waste in Buckinghamshire. The potential extension period could be taken as an additional five years or a shorter period of time (with a total term up to ten years). This proposed contract term allows the Council to consider future capital funding for the provision of any new HRC sites. If the Council requires a supplier to fund the building of any new sites and/or plant and equipment (due to lifecycle replacements), then a longer contract term would be needed (15 years or more).
- 1.43 As the HRC service is a frontline service no significant change should be considered for day one, however any new betterment and/or policy changes could be planned to follow during the first year of the new contract. This approach would allow the management of reputational risks and enable the effective mobilisation of the service. The Council needs to consider making decisions during April 2020 to enable lead in time for an in-house or outsourced service to be delivered for April 2022. It should be noted that this is a challenging timeframe. For both in-house and outsourced options key steps and details can be found in Section 1.7.
- 1.44 Future HRC changes could be considered thereafter in a planned and managed way, including any 'Bucks Card' project, whenever established, however, there may be benefit/cost implications which will become apparent as the Bucks Card project develops. This element could be rolled out before the start of a new service, but this would require discussions/negotiations with FCC Environment as part of the existing contract. The service will continue to engage with the Bucks Card project to consider opportunities going forward.
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- 1.45 If the Council moves forward with an in-house HRC service, then additional investment funding of £1.262m (split as £640k revenue cost of transitional project team and £622k capital investment) needs to be considered from April 2020 and going forward, as it does not form part of the Council's approved MTFP.
- 1.46 Also there are a number of other frontline waste service contracts being procured and mobilised, including the Southern collection contract and the contract to manage the County's management and treatment of green, food, bulky and wood waste, which will continue to put a significant pressure on resources to deliver an in-house HRC service. Consideration to move to an in-house HRC service may be appropriate to be delayed until 2024 or beyond. This allows the Council to consider waste harmonisation opportunities aligned with key contract dates therefore enabling full potential benefits to be maximised (see Section 1.55 for further details).
- 1.47 There is an opportunity for Members to consider what, if any, betterment opportunities and/or policy changes could be brought in during the new service provision from April 2022. A number of these options have been modelled and are set out below in Table 4. All of the options set out in the Table 4 do however have a revenue or capital cost implication that is not yet in an approved budget and would need to feature in the forthcoming MTFP budget setting process of the new Council.
- 1.48 Previous HRC strategy work, undertaken during 2017/18, showed some of the HRCs are not in the optimal locations to meet future demand and housing growth in accordance with local plans (please refer to Appendix 3). Betterment and/or policy changes options include increasing the number of HRC sites to ten which requires both capital and revenue investment. The options include a proposed site replacement for the existing Buckingham HRC and potentially an additional site in order to meet future housing growth demands.
- 1.49 From experience, typical lead in times to deliver a new HRC is three to four years with capital costs ranging from £10m - £12m per site (this includes land acquisition, planning process and construction). These costs would change to reflect the year of construction and annual inflation, as well as any abnormal site development cost (use of brownfield sites usually also involves decontamination).
- 1.50 From April 2019, the inclusion of charging for construction and demolition waste helped the Council to maintain a high HRC network coverage and meet budget pressures. The reversal of charging for construction and demolition waste would result in significant loss of both income and avoided costs.
- 1.51 Members are also asked to consider what level of betterment and/or policy changes, if any, are sought for the future HRC Service. This is not affected by the in-house or outsourced provision approach but any betterment and/or policy changes

will require additional funding and would then need to feature as part of the forthcoming MTFP process of Buckinghamshire Council.

Table 4: Betterment and policy change options for the HRC Service

HRC Service	Option 1 (10 sites)	Option 2 (9 sites)
Network Betterment (Capital Investment for the provision of new HRC sites from 2024/25) <i>Note: Any new sites would include potential expansion of reuse. All capital investment is assumed as a one off cost and includes plant and equipment</i>	£20m - £24m for replacement of Buckingham and build of a new site to meet future housing growth demands	£10 - £12m for replacement of Buckingham
Network Betterment (New HRC sites assumed revenue costs from 2024/25 onwards) <i>Note: This assumes additional staffing costs</i>	£153,000 per annum	n/a
Network Betterment (Capital Investment for reuse expansion at some or all sites from 2022/23) <i>Note: All capital investment is assumed as a one off cost</i>	Up to £3.2m (£320,000 per site)	Up to £2.88m (£320,000 per site)
Removal of Charges for Construction and Demolition Waste (from 2022/23) e.g. rubble, soil, asbestos, plasterboard, tyres, kitchen cupboards, baths etc. <i>Note: Loss of income and avoided waste cost benefit. All customers, including Buckinghamshire residents</i>	£976,000 per annum	£976,000 per annum
Removal of Weekday Closures – all sites to open seven days a week (from 2022/23) <i>Note: Aylesbury, Chesham and Burnham HRCs to operate seven days a week</i>	£360,000 per annum	£360,000 per annum
Budget pressure	High	High
Do the changes deliver a saving?	No	No

1.3. Other options considered

- a. **Do nothing** – This option is not recommended as no service arrangements will be in place upon expiry of the existing contract on 31st March 2022. In addition the spend values of the HRC service contract means there is a compliance requirement related to Public Contracts Regulations 2015.

Alternative options

- b. **An in-house HRC service option** - including the management of all waste materials, is not recommended as the cost benefit analysis modelling shows it does not provide clear value for money for the Council at this time.
- c. **An outsourced HRC service option** - is deliverable and considered an affordable option. These arrangements would include a minimum of nine HRC sites, continued weekday closures, retention of the charging scheme for construction and demolition waste and a contract term of five years plus five years or part thereof (total term up to ten years). However, any reward/risk sharing mechanism would need to reflect market appetite and negotiations during the procurement. The ability to include flexibility for any future betterment and/or policy changes over the contract term will be a key consideration.

Option C, outsourcing the HRC service, is the recommended option.

1.4. Legal and financial implications

Legal Implications

- 1.41 The Council, as Waste Disposal Authority, has a duty under section 51 of the Environmental Protection Act (EPA) 1990 to arrange for the disposal of household waste collected in its area and also to provide places where residents in the area can deposit their household waste free of charge. The Act requires these places to be situated within the Council's area or otherwise to be reasonably accessible to residents. The places provided by the Council must be available to residents at all reasonable times. The recommendations in this report ensure the continued compliance with these statutory duties.
- 1.42 In addition the spend values of the HRC service contract requires any procurement to be undertaken in compliance with the Public Contracts Regulations 2015 (as amended). Specialist external legal advice is being provided in relation to the procurement of the service contract.
- 1.43 The existing HRC contract is due to expire on 31st March 2022. It has already been extended to its full limit and modified. A modification notice was published in OJEU to confirm that the Council considered that the modification was lawful, as it was largely a rebasing of the original contract to reflect a changing market for recyclates.

Financial Implications

- 1.44 It is accepted that for a new contract the net HRC service cost for 2019/20 of c. £1.7m per annum is a competitive rate. This has been tested against market conditions following service changes undertaken in April 2019. There are other HRC service costs associated with managing additional material streams (e.g. residual

waste, bulky waste etc.); various income streams received by the Council; depreciation costs associated with vehicles and containers owned by the Council; and Business Rates (gross cost of £2.1m per annum). Therefore, when indexed to 2022/23 the net HRC service cost is projected to be £1.8m.

- 1.45 As a result of the market testing and analysis it has been forecast that outsourced service costs will increase in 2022/23 by an additional £220k. This increase has already been factored in the existing MTFP budgets. However there are known risks which could increase costs such as: commodity reward/risk share (Covid-19 may well exacerbate issues further); any betterment and/or policy changes; funding of lifecycle replacements of future plant and equipment; workforce proposals and incentives. In addition there are potential risks related to national government waste policy/legislation from 2024 onwards for the HRC services. The direction of travel and any funding associated with any legislative changes is unclear at present.
- 1.46 Under the existing reward/risk sharing arrangements, the Council has a 20% share of the income, haulage and disposal costs associated with the management of recyclates and other waste streams (and the HRC contractor has 80%). Given the significant adverse variation in recyclate prices over recent years, HRC contractors are now more risk averse and it is possible that they will not accept a similar sharing mechanism. Any increase above the existing 20% reward/risk share would increase the financial exposure for the Council due to any recycling income values increasing or decreasing. In addition any recycling/disposal costs and any tonnage increases or decreases could provide a positive or negative effect. Consequently, if an outsourced service is moved forward one of the key aspects to be dialogued and negotiated as part of the procurement process will be the reward and risk sharing aspect in order to deliver better value for money for the Council.
- 1.47 Under an in-house HRC service option, the Council would accept a 100% of the opportunities and risk of the income (including any exacerbated issues that may continue to be experienced due to Covid-19), haulage and disposal costs associated with the management of recyclates and other waste streams. In addition, the Council will need to fund the upfront costs for delivering the HRC service in-house (£1.262m).
- 1.48 The Project has a budget of £300k to cover a restricted procurement procedure. If the option of outsourcing is taken forward, a more complex procurement procedure is needed and there is a risk costs may increase in the region of £50K. It is proposed this is managed within the service, if the costs increase further these will need to form part of future MTFP proposals. If the option of bringing the services in-house is taken forward, then additional funds of £1.262m (see Confidential Appendix 2 Table 1a and Table 1b in Section 1.32) is anticipated to be needed for the cost of change.

1.5. Corporate implications

- 1.51 A multi skilled project team to deliver either an in-house or outsourced HRC service will include representatives from property, legal, procurement, financial, technology services (at the appropriate time) and waste management.
- 1.52 Please see Appendix 4 for the current Equality Impact Assessment for the HRC procurement project.
- 1.53 The recommendations will provide a more acceptable balance between Value for Money and service provision levels, compared with alternative options.
- 1.54 Through the HRC service, waste is managed in a sustainable manner. This includes waste prevention, waste minimisation, collecting, transporting and dealing with the treatment of various waste streams to reduce the amount of natural resources used and the overall impact on the environment. This would apply for both an in-house or outsourced service.

Dependencies

- 1.55 Key dates and contract terms:
- Existing HRC contract expires 31st March 2022 – is a known known
 - Southern collection contract is a ten plus ten year contract – is a known known
 - The current HRC contract has new plant and equipment replacements and the Council is benefiting from reduced revenue spend currently and during the early contract term of a new contract and/or an in house service – is a known known
 - The proposed contract term of five years plus up to five years fits with lifecycle replacements of plant and equipment (c.7 years) – is a known known
 - The procurement of an outsourced contract for the HRC service provides potential future waste optimisation opportunities – is a known known
- 1.56 For an outsourced HRC service of five years plus up to a further five year contract term would also need to continue to interface with existing treatment and disposal contracts (namely the Green, Food, Bulky and Wood waste, inert waste disposal and Energy from Waste contracts) and the Biowaste capital project.
- 1.57 For an in-house HRC service the earliest opportunity that this could occur is April 2022 due to the existing contract expiring in March 2022. A significant lead in time is required for delivering an in-house service in a planned approach (a minimum of two years). This will also allow the Council to plan for any workforce changes, as well as, make any back office resource support needed (customer contact service, ICT, HR, procurement, financial, legal, property). There are a number of decisions that the Council will need to consider, for example: the insourcing approach, this could include direct insourcing into the Council or setting up an appropriate, arms-length company (TECKAL); and the funding required for the upfront costs for insourcing the HRC service.

Key risks

1.58 Should an in-house or outsourcing option be taken forward there are associated risks due to the level of change and uncertainty in today's waste and resource management sector and the establishment of Buckinghamshire Council. These risks are described and discussed below:

Risks	
Risk	Impact (L,M,H)
IF the volatility in the recyclate market continues (global issues such as import bans, more stringent quality standards and Covid-19) THEN this will impact the cost of delivering the HRC service causing budget pressures.	M-H
IF the Council accepts a high reward/risk share associated with income, value of recyclates, haulage and disposal costs associated with the management of recyclates and other waste streams, THEN the overall cost for the HRC service will increase.	M
IF the EU and other global markets lack confidence in future national trading deals THEN this is likely to exacerbate the issues facing the recyclate market further.	L
IF Government's current Resources and Waste Strategy is implemented from 2024 under 'consistency' and minimum service standards THEN this will have cost implications for the HRC service.	L-M
IF local authorities are required to meet the Government's defined minimum service standards for improved quality and consistent services in the future THEN this will have a cost implication to the service.	M

1.6.Consultation and communication

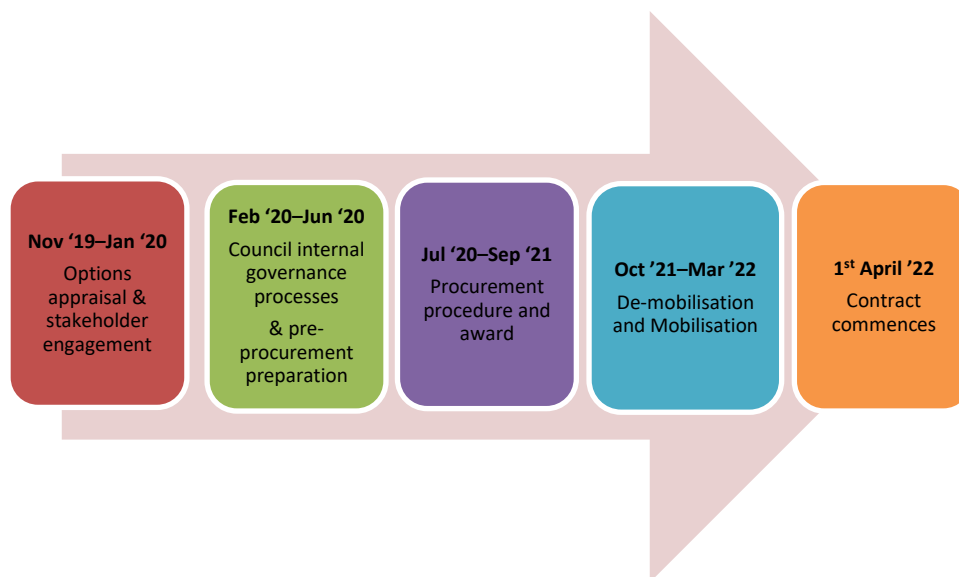
1.61 No consultation is applicable at this stage.

1.62 Stakeholders have been engaged and involved in considering the options through internal governance processes. As part of this paper a decision is being sort from Cabinet.

1.63 External communications activity with suppliers – a request for information day was held with the market in January 2020 (see section 1.31). This activity was to ensure that the Council is an intelligent client and to inform options, modelling and create interest with the market before any procurement activity commences. This activity was led by the Council's Procurement representative.

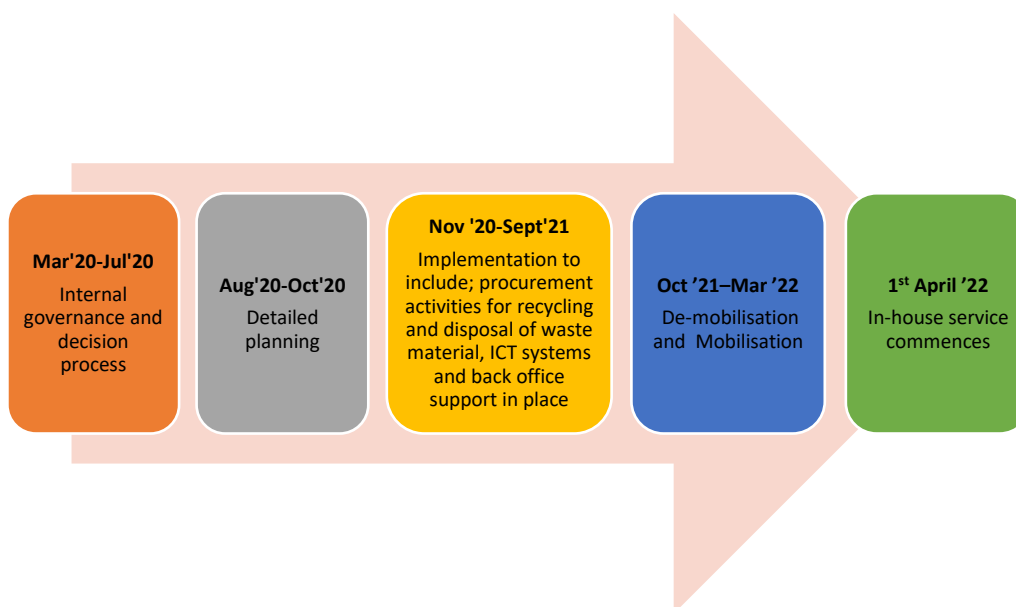
1.7.Next steps and review

The proposed steps for the procurement of an outsourced HRC service are given below:



*All dates and project stages are subject to change depending on key stakeholder steer and approval

The proposed steps for an in-house HRC service are given below:



*All dates and project stages are subject to change depending on key stakeholder steer and approval

1.8. Background papers

Appendix 1: *Current Household Recycling Centre service scope*

Appendix 2: *Table 1a (Confidential) A summary of the options appraisal for an In-house HRC service model (revenue)*

This is a confidential appendix to the report, which is exempt by virtue of paragraph 3 of Schedule 12A of the Local Government (Access to Information) (Variation) Order 2006 because it contains information relating to the financial or business affairs of a particular person.

Appendix 3: A nine site HRC network distribution model and potential future household growth

Appendix 4: Equality Impact Assessment – HRC service procurement project

1.9. Your questions and views (for key decisions)

If you have any questions about the matters contained in this report please get in touch with the author of this report. If you have any views that you would like the cabinet member to consider please inform the Democratic Services team. This can be done by telephone 01296 382343 or email democracy@buckinghamshire.gov.uk