



Environment and Community Panel
Wednesday, 23rd March, 2016 at 6.00 pm
**in the Research Room, Town Hall, Saturday Market
Place**

**Reports marked to follow on the Agenda and/or Supplementary
Documents**

4. **Urgent Business** (Pages 2 - 17)

To consider any business which, by reason of special circumstances, the Chairman proposed to accept as urgent under Section 100(b)(4)(b) of the Local Government Act, 1972.

Contact

Democratic Services
Borough Council of King's Lynn and West Norfolk
King's Court
Chapel Street
King's Lynn
Norfolk
PE30 1EX
Tel: 01553 616394
Email: democratic.services@west-norfolk.gov.uk

Environment, Development and Transport Committee

Item No. 7

Report title:	Residual Waste Services for 2016 to 2020 – Moving Towards Zero Waste
Date of meeting:	20 November 2015
Responsible Chief Officer:	Tom McCabe - Executive Director, Community and Environmental Services
Strategic impact	
<p>The procurement exercise is to secure residual waste services for the period 2016 to 2020 using existing facilities. This is to ensure Norfolk County Council can properly deal with the left over rubbish collected by local authorities that it is responsible for in its statutory role as a Waste Disposal Authority. The procurement has been run to ensure that outcomes are in line with the County Council's approved waste policies, support its Zero Waste ambitions and its corporate goals under the Re-imagining Norfolk programme. The procurement of services at local delivery points to secure an efficient waste distribution network contributes to the County Council's priority of securing good infrastructure in the county.</p>	

Executive summary

1. The report explains the outcome of a procurement to treat approximately 160,000 tonnes a year of Norfolk's residual municipal waste at facilities that are already up and running (this procurement does not include existing arrangements with Suffolk County Council for treating 40,000 tonnes of waste at the Great Blakenham energy from waste plant that extend up to 2020).
2. The report recommends that Members make decisions to award contracts so that the services can start from April 2016 (when existing contracts expire) and run until 2020, when the longer term waste management arrangements are expected to be in place.
3. If contracts are awarded, it would mean:
 - a) Zero waste from Norfolk residents' is sent directly to landfill.
 - b) All of Norfolk's left over waste would be used to generate energy, with around 160,000 tonnes being used as a fuel at Combined Heat and Power facilities in the Netherlands or Germany after local processing at existing transfer stations operated by different companies at Costessey, Rackheath and Wisbech.
 - c) More recycling, with metal items being removed at local processing facilities as well as more metals and aggregate recovered from the fuel.
 - d) Based on existing tonnages Norfolk would save around £2m a year on its waste management costs.
4. The services would make a major contribution to delivering the County Council's Zero Waste strategy ambitions and are in line with its agreed 20 waste policies, in particular by moving left over waste up the waste hierarchy by ending the use of landfill in Norfolk and turning waste into valuable resources like power and more recyclables.
5. A network of local delivery points (waste transfer stations) is required which is convenient for local authorities to take the waste they have collected, where it is then

bulked up and re-distributed to processing and treatment destinations. These delivery points are required alongside those already secured via arrangements with NEWS.

Recommendations

EDT Committee is asked to:

- 1. Make a decision to provisionally award contracts for treatment and disposal services from 2016 to 2020 to the following:**
 - **FCC, accepting waste at Costessey Transfer Station to use as a fuel at a facility in the Netherlands.**
 - **Frimstone, accepting waste at Wisbech Transfer Station to use as fuel at a facility in the Netherlands or Germany.**
 - **Seneca, accepting waste at Rackheath Transfer Station to use as a fuel at a facility in the Netherlands.**
- 2. To confirm that a decision to award any contracts required for transfer station services from a framework agreement with FCC can be delegated to the Executive Director in consultation with the Chair and Vice Chair of this Committee.**
- 3. Note that under current arrangements in 2015/16 it is expected that approximately 53,054 tonnes of waste will be incinerated to generate electricity at facilities in Kent and Suffolk and 47,000 tonnes of waste will be turned in to a fuel in Norfolk and exported to be incinerated to generate electricity and heat at a facility in the Netherlands.**

1. Background

- 1.1 On 13 March this Committee directed officers to start procurement processes using approved evaluation principles to secure services to:
 - a) Treat and dispose of Norfolk's residual municipal waste.
 - b) Secure local delivery points where this waste could be taken by local authorities.
- 1.2 Committee decisions in March also helped define the scope of the procurements:
 - As the Suffolk agreement for 40,000 tonnes has been extended to 2020, as agreed, this meant that this procurement was to provide treatment and disposal services for around 160,000 tonnes.
 - Additional waste transfer stations were required as local delivery points to provide a service alongside sites that NEWS is able to provide.
- 1.3 At its meeting on 11 November the Waste Advisory Group had the opportunity to consider the procurement process in detail and raise any issues before Committee made any decisions.
- 1.4 The County Council's waste policies require that current arrangements for incineration of waste outside Norfolk is provided each year for review by Committee. Current arrangements for residual waste are that in 2015/16 approximately:
 - a) 53,054 tonnes of waste will be incinerated to generate electricity at facilities in Kent and Suffolk:
 - i) 40,000 tonnes at Great Blakenham via an agreement with Suffolk County Council

that extends to 2020.

- ii) 10,000 tonnes at Great Blakenham via an agreement with NEWS that ends in 2016.
 - iii) 3,054 tonnes at Allington, Kent via a contract with FCC that ends in 2016.
- b) 47,000 tonnes of waste will be turned in to a fuel at Costessey Transfer Station in Norfolk and exported to a facility at Rotterdam in the Netherlands for incineration at a combined heat and power facility via a contract with FCC.

It is also expected that 98,233 tonnes will be sent to landfill and 3,347 tonnes of metals and 18,546 tonnes of aggregate will be recovered from the residual waste. Other materials such as street sweepings are treated separately.

2. Treatment and Disposal Services for 2016 to 2020

2.1 Approach

Pre-qualification questionnaires were invited from interested parties. Those that met the requirements were invited to submit outline proposals which could be discussed in detail before final bids were submitted.

This process is called 'Competitive Dialogue' and bids received were evaluated using the approach and weightings approved by Committee in March as detailed in Appendix A. In summary these are 80% cost and 20% quality, with areas such as carbon footprint also looked at in detail.

This process involved external technical consultants, and internal procurement, financial, legal, health and safety and waste specialists.

- 2.2 Prices per tonne for each year were requested in tonnage bands allowing for the best prices for each band to be provided. This is so that when contracts are awarded the price paid will be the price bid in the band corresponding to the tonnage which is then effective across all tonnages.
- 2.3 To achieve better prices, contractors do require some guarantee on tonnage and in combination across the treatment and disposal bids this has been kept at around 80% of waste covered by the bids, allowing for the effect of increased waste reduction and recycling initiatives or other solutions to be pursued.
- 2.4 If the first placed bidder is unable to handle all of Norfolk's waste treatment requirements due to capacity constraints, waste is also allocated to the second placed bidder. In the event that the second placed bidder is unable to handle all the remaining requirements, waste is allocated to the third placed bidder, and so on, until the entire quantity of waste is allocated.

2.5 Outcome

Following the evaluation process the outcome was that these solutions should be taken forward:

- a) FCC, accepting waste for processing at its existing transfer station in Costessey, before it is exported for use as a fuel at an R1 rated combined heat and power facility in the Netherlands (R1 means a facility is classified as a recovery, rather than disposal facility, under EU legislation).
- b) Frimstone, accepting waste for processing at its existing transfer station in Wisbech, before it is exported for use as a fuel at an R1 rated combined heat and power facility in the Netherlands or Germany.
- c) Seneca, accepting waste for processing at its existing transfer station in Rackheath,

before it is exported for use as a fuel at an R1 rated combined heat and power facility in the Netherlands.

- 2.6 Refuse Derived Fuel (RDF) is fuel generated from waste collected from householders which has been pre-treated to include shredding and the removal of recyclable metals before it is wrapped in bales and bulk transported to a treatment facility in the UK or abroad.

In the proposals above this fuel is used to generate electricity and heat in a Combined Heat and Power facility, meaning that whilst electricity is generated steam is also used in district heating schemes and or industrial processes. Metals are recovered for recycling from the bottom ash that is left over and the ash itself used to generate an aggregate. Residues from the process to clean up emissions can also be recycled and emissions are controlled by legislation and regulators.

An advantage of RDF is that it can provide a flexible treatment route rather than requiring long-term guaranteed tonnages of waste or provision of all waste from an authority.

- 2.7 Exporting RDF requires tracking of waste through Trans-Frontier Shipment certificates. A national study by the consultants 'Eunomia' published in August 2015 (RDF Export - Analysis of the Legal, Economic and Environmental Rationales) established that exports from the UK have increased from just 0.01 million tonnes in 2010 to 2.6 million tonnes in 2014, with the Netherlands receiving the largest quantity of waste although the proportion of waste going to Sweden and Germany is increasing year-on-year.

Transport is a very minor contributor to total carbon dioxide emissions of treating waste as an RDF and Eunomia established that whilst the emissions from transport are four times greater in the export scenarios (than in the UK scenarios), these still only account for just 3% of total emissions.

Even when the shipping distance is increased by 1,700 miles, Eunomia identified that total emissions for the export scenarios only rise by 1%, whilst hauling RDF using space in returning ships that would otherwise be empty means that total emissions from transport can fall to less than 1%.

3. Local Delivery Point Services

3.1 Approach

Local authority vehicles that collect waste need local delivery points where they can empty their loads. Some local processing facilities can also act as local delivery points as identified above. A wider network of transfer stations is required and bids for these were established through a two stage process. This used the approach and weightings approved by Committee in March, as detailed in Appendix A.

3.2 Outcome

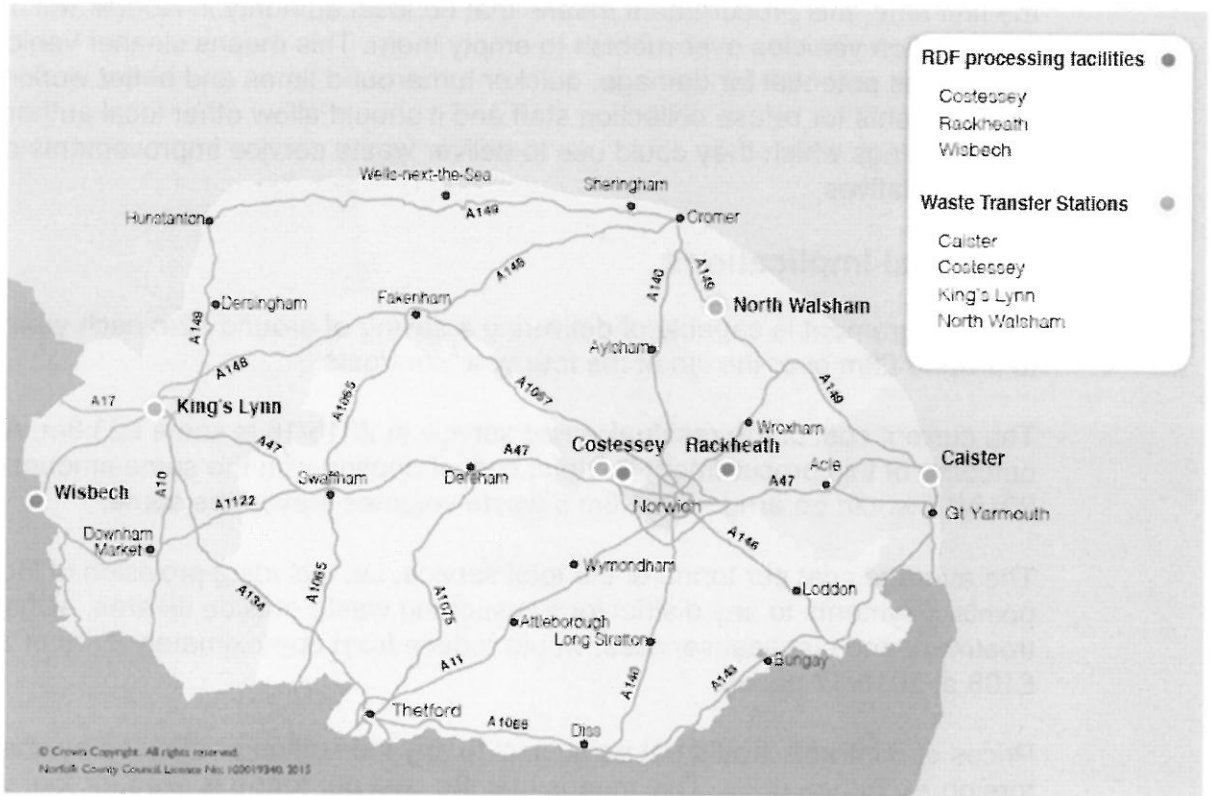
Following the first stage FCC, was appointed to a framework. It is suggested that any decision to award contracts required for transfer station services from this framework agreement with FCC can be delegated to the Executive Director in consultation with the Chair and Vice Chair of this Committee.

This is so that appropriate services can be secured to provide points that would work alongside local delivery points provided by:

- News at Caister, Costessey, King's Lynn and North Walsham transfer stations.
- FCC at Costessey, Frimstone at Wisbech and Seneca at Rackheath subject to the

award of contracts for treatment and disposal services as identified above.

- 3.3 The map below shows the proposed integrated waste management network of local services that could be secured through this procurement, i.e. the three RDF processing facilities at existing waste transfer stations and the existing network of waste transfer stations that NEWS is able to provide which could deliver waste to these. Additional local delivery points could be secured from the framework agreement as required.



4. Performance and Moving Towards Zero Waste

4.1 The County Council's waste policies have an aspiration of moving towards zero waste, where less waste is generated and more material is reused or recycled and left over rubbish only occurs as a last resort. Putting in place suitable arrangements to deal with left over rubbish is a part of this.

4.2 The outcome of this procurement would see:

- Zero waste direct to landfill.
- Recycling increase.
- More material recovered for use as aggregate.
- More heat generated from left over rubbish.
- More electricity generated from left over rubbish.

These are all key parts of moving toward zero waste and in line with the County Council's waste policies. In addition to improved performance a significant reduction in the costs is also possible.

Based on the outcome of the procurement, in combination with existing arrangements with Suffolk for residual waste:

Year	2015/16 existing arrangements	2016/17 new arrangements
Recycled as metals	3,224t	Estimated +5,000t

Recovered for use as aggregates	18,546t	Estimated +40,000t
Used to generate heat and electricity	47,000t	160,000t
Used to generate electricity	53,054t	40,000t
Disposed of directly to landfill	98,223t	0t

- 4.3 The procurement also allows delivery of an improved service to other local authorities in Norfolk. As well as ensuring that all local authorities can have a local delivery point, for the first time, this procurement means that no local authority in Norfolk will have to drive its collection vehicles over rubbish to empty them. This means cleaner vehicles all round, less potential for damage, quicker turnaround times and better working environments for refuse collection staff and it should allow other local authorities to make savings which they could use to deliver waste service improvements or fund new waste initiatives.

5. Financial Implications

- 5.1 The procurement is capable of delivering a saving of around £2m each year equivalent to around £8m over the life of the four year contracts.

The current cost of the residual waste service in 2015/16 is some £23.8m. As an outcome of this procurement the total cost of dealing with the same amount of waste for 2016/17 would be around £21.8m if waste volumes stayed the same.

The average cost per tonne of the total service, i.e. including provision of local delivery points, payments to any district for transporting waste outside its area, all haulage and treatment and disposal services, would reduce from approximately £118 in 2015/16 to £108 at 2016/17 prices.

Prices of contracts would not be subject to any indexation or affected by changes in foreign exchange rates. This means that the cost per tonne is fixed for four years in advance.

Costs of the procurement process were as expected, with costs of around £5,000 for specialist technical input and modest costs for meeting arrangements covered by existing provisions.

6. Issues, Risks and Innovation

6.1 Innovation

For the first time local delivery points have been procured separately from processing and treatment services. This innovation has encouraged more competition in the treatment services which are the higher cost element of the service and also made it easier for small to medium sized enterprises to engage in the process. This approach has worked and it should be considered whether this can be refined further in the future.

The approach of using tonnage bands for prices has allowed the flexibility required by the County Council for the development of future recycling, agreements with other authorities or development of alternative solutions whilst also allowing for increases in waste as well.

The outcome has also led to a reduction to zero of waste disposed of direct to landfill for the first time and moved more waste up the waste hierarchy as discussed above. Furthermore the approach to securing local delivery points will remove the potential for bad weather to directly interrupt service provision to other local authorities as has been the case with landfill services and for the first time no local authority waste collection vehicles will have to drive over waste to empty loads.

6.2 Risk

The greatest risk is that overall residual waste tonnages in Norfolk will increase, for instance linked to increases in the number of households, economic growth, climate change and weather patterns or an expansion of trade waste services by other local authorities. It should also be noted that it is not just the overall growth in housing that creates a risk, but the pattern of that growth. This is because if growth occurs in an area with a higher local price the effect of the growth is compounded. Growth can also lead to waste having to be moved, at cost, to an alternative facility if growth in one area has exceeded local capacity.

To achieve better prices, contractors do require some guarantee on tonnage. However to address a potential drop in waste volumes this has been kept at 80% of waste covered by bids to allow for waste reduction, increases in recycling and to retain flexibility to pursue other options,

Change in law and recycling market collapse could also lead to increases in left over rubbish.

The risks of indexation increases and foreign exchange effects do not sit with the County Council, meaning the unit costs are fixed in advance.

The risk of business interruption due to weather effects is now reduced. Business interruption of contractors' activities, for example during periods of planned maintenance, is addressed by the requirement for the provision of contingency plans as well as the fact that the outcome of the procurement does not lead to a reliance on one sole provider. A positive and flexible relationship with NEWS means the County Council is also in a good position to respond quickly to changing needs and opportunities where required.

7. Background

7.1. Why is the County Council doing this?

The Environmental Protection Act 1990 requires that as a Waste Disposal Authority the County Council must put in place arrangements for all the left over rubbish collected by local authorities in its area, i.e. the City, Borough and District Councils as well as left over rubbish from its own Recycling Centres.

Legislation requires that places are to be provided either within the area of the collection authority or close to it and the County Council can direct other authorities to those places it has arranged. If the place is unreasonably far from any authority the County Council has to make a reasonable contribution to the costs of transport, often referred to as a tipping away payment.

7.2 What is Residual Waste?

The contracts are for the receipt, processing and treatment of residual waste, i.e. left over rubbish from householders in Norfolk and the commercial customers of local authorities. As such it is to be expected that any further recycling or composting of this material will be difficult.

Residual municipal solid waste includes: waste collected from household, trade waste collected by Waste Collection Authorities (including some from schools and hospitals), tyres, electrical and electronic equipment, fly tipped waste, residual waste from Recycling Centres, street sweepings and beach cleansing material.

Services are also required to process other items that may be classed as hazardous,

such as fridges and freezers, cathode ray tubes and to deal with other non-key services, for example asbestos or clinical waste.

Municipal waste is all waste collected by local authorities and household waste is the majority of this.

- 7.3 For several successive years up to 2011/12 the amount of waste generated by Norfolk households was decreasing while the percentage of waste being reused, recycled and composted was increasing. The result of this was a continued fall in the amount of residual waste the County Council had to deal with each year. However, from 2012/13 overall household waste levels have been increasing while the percentage of waste reused, recycled and composted has been relatively flat meaning that the amount of residual waste has been increasing.

Early indications for 2015/16 suggest that residual waste levels may reduce slightly compared to the previous year, i.e. by around a couple of thousand tonnes, but this may be subject to change due to the range of influencing factors that affect waste volumes over a year, for instance weather patterns or consumer confidence linked to the economy.

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

Officer name : Joel Hull

Tel No. : 01603 223374

Email address : joel.hull@norfolk.gov.uk



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A1. Committee Approved Evaluation Criteria and Weightings

Committee in March agreed the evaluation criteria and weightings to be applied in determining the most economically advantageous tenders to which contracts should be awarded. These are set out below for the treatment and disposal services as well as for the provision of local delivery points.

The overall score from the evaluation for each bid is a percentage score which allows the bids to be ranked. The overall score is made up of a cost and quality score which in turn are composite scores of questions that were asked of each solution. The tables below present each criteria as a percentage of the *overall* score.

Treatment and Disposal Evaluation Model		
Top Tier	Middle Tier	Lower Tier
Cost (80%)	Cost comparison with benchmark (80%)	Bid cost and cost of transfer and delivery (80%)
Quality (20%)	Environmental (10%)	Carbon Footprint Analysis (4%)
		Recycling (3%)
		Landfill Diversion (3%)
	Technical (10%)	Contract and Service Management (6%)
		Cost Robustness (3%)
Planning, permits and property (1%)		

Local Delivery Point Evaluation Model		
Top Tier	Middle Tier	Lower Tier
Cost (70%)	Cost comparison with benchmark (70%)	Adjusted bid cost and haulage rate (70%)
Quality (30%)	Technical (21%)	Waste Collection Authorities (8.4%)
		Contract and Service Management (6.3%)
		Cost Robustness (4.2%)
		Planning, permits and property (2.1%)
	Environmental (9%)	Reuse and Recycling (9%)

A2. How Scores Are Established

The evaluation teams, which included external technical consultants, District Council officers as well as internal procurement, health and safety, legal, financial and waste specialist applied a score out of ten to each lowest level criterion as detailed in the table below based on the information provided.

Descriptor	Score
No response or is of such poor standard as to provide no confidence that the Applicant meets the requirements. If any question receives a score of '0', the entire submission is rejected.	0
Such a poor standard as to provide little confidence that it meets the requirements. Shows many or all of the issues listed at score 3-4. If any question receives a score of '1', the entire submission is rejected.	1-2
Some clear strengths but giving some concern, because some of the following apply: a) The question is only answered in part. b) The approach described appears to only partially meet the requirement. c) The approach described appears not to deliver expected levels of (as appropriate) functionality, performance, environmental performance, outcome, ease of use or other relevant characteristics. d) The approach does not reflect accepted good practice. e) The response is insufficiently specific. f) The supporting documents (where requested) are of insufficient quality, depth or relevance.	3-4
Acceptable response, with some degree of weakness but where the weakness does not cause fundamental concerns and is outweighed by the strengths.	5-6
Good response where the strengths clearly outweigh any minor weakness(es), and the majority of aspects below apply: a) All aspects of the question are fully answered. b) The approach described fully meets the requirement. c) The approach reflects accepted good practice. d) The response is tailored to the requirement and, where relevant, to specific circumstances. e) The approach offers good levels of (as appropriate) functionality, performance, environmental performance, outcomes, ease of use and other relevant characteristics. f) The supporting documents (where requested) are of good quality, relevant and of sufficient depth.	7-8
Excellent response with all relevant bullet points from a mark of 7-8 applying.	9-10

A3. Minimum Requirements

A bid would have to score more than one for each of the lower level criterion, and 50% or more of the available marks for each middle tier criterion otherwise it could be rejected, notwithstanding its overall score and ranking. There were also pass/fail criteria for key requirements like healthy and safety and financial standing.

Site visits were used to check that the submitted proposal for receipt of waste was able to meet requirements, for example in relation to health and safety, planning or permitting with reasons or evidence suggesting the required minimum standards would not be met leading to a rejection.

A4. How Cost Is Evaluated

Prices per tonne for each year were requested in tonnage bands, allowing for the best prices for each band to be provided and allowing bidders to improve prices for increased quantities of waste without compromising any bids for small volumes. A mean average cost per tonne over the four years was established.

Evaluation was based on a total cost to the County Council rather than just the price bid and details of how this was established and evaluated are provided below.

Prices were also requested for dealing with items of ad hoc waste such as electrical items, tyres and plasterboard and for additional opening hours for local delivery points. These rates were not taken in to account when calculating the cost score but would form part of the contract and may be used as required during the term of the contract.

Rates for haulage could be established either linked to the provision of the treatment and disposal service or the local delivery points.

A4.1 How Cost for Treatment and Disposal Services Is Evaluated

For those that passed the qualification process and were invited to bid where required the bid cost was adjusted to also include:

- £10 per tonne for using a local transfer station.
- £0.25 per tonne per mile as an assumed cost of hauling the waste to the point of treatment or disposal of (bidders having the opportunity to also bid their own haulage solution at a lower rate).

This enabled the costs involved with hauling waste over relatively short distances or relatively long distances to be taken in to account appropriately from pre-determined points in each Waste Collection Authority area, e.g. local authority depots or transfer stations available via NEWS. Each solution was then evaluated against each Waste Collection Authority area.

The adjusted cost was scored from 0 to 10, marks were awarded around a mid-point of £110 which would score 5.01 points. Adjusted costs lower than £110 score at an additional 0.1 for every £1 reduction, and adjusted costs above £110 scored lower by 0.2 for each £1 increase.

To establish a score out of 80, as required for the total evaluation score, the marks out of ten were multiplied by eight.

Adjusted Cost per tonne	Score range
£60.10 to £70	10 points to 9.01 points
£70.10 to £80	9 points to 8.01 points
£80.10 to £90	8 points to 7.01 points
£90.10 to £100	7 points to 6.01 points
£100.10 to £110	6 points to 5.01 points
£110.10 to £115	5 points to 4.01 points
£115.10 to £120	4 points to 3.01 points
£120.10 to £125	3 points to 2.01 points
£125.10 to £130	2 points to 1.01 points
£130.10 to £135	1 point to 0.01 points
> £135	0 points

A4.2 How Costs for Local Delivery Points Were Evaluated

For those that passed the minimum requirements and were invited to bid prices an adjusted cost is established by adding the effect of tipping away payments, which are made by the County Council to any Waste Collection Authority sent five miles or further outside of its area. For the purpose of the evaluation a rate of £0.50 per mile was used to represent the out of district cost of return journeys. The price adjustment for tipping away to the proposed waste transfer station was calculated for routes from the town centre of predetermined waste generating areas in each Authority and the cost were added to the prices to assist in determining the most appropriate sites for the waste for each Waste Collection Authority.

The adjusted price is scored from 0 to 10, with marks awarded around a midpoint of £11 which would score 5.01 points. Adjusted costs lower than £11 per tonne score one additional point for every £1 reduction and adjusted costs above £11 score one less point for every additional £0.50.

To establish a score out of 70, as required for the total evaluation score, the marks out of ten are multiplied by seven.

Adjusted Cost per tonne	Score range
£6 to £7	10 points to 9.01
£7.01 to £8	9 points to 8.01
£8.01 to £9	8 points to 7.01
£9.01 to £10	7 points to 6.01
£10.01 to £11	6 points to 5.01
£11.01 to £11.50	5 points to 4.01
£11.51 to £12	4 points to 3.01
£12.01 to £12.50	3 points to 2.01
£12.51 to £13	2 points to 1.01
£13.01 to £13.50	1 point to 0.01
> £13.50	0 points

A5. How the Carbon Footprint Was Evaluated

The Environment Agency approved Life Cycle Assessment tool, called Wrate (Waste and Resources Assessment Tool for the Environment), was used to assess the indicative global warming potential over 100 years of the different treatment and disposal process. This takes into account the distance waste would be required to travel from its assumed origin in Norfolk in order to reach its final destination as well as the treatment or disposal process proposed.

Points were awarded based upon the results of the Wrate model according to the tonnage of carbon dioxide equivalent that is 'saved' for 20,000 tonnes of waste compared to the high carbon scenario of landfill. Bidders had to achieve a saving of at least 1,400 tonnes of carbon dioxide equivalent compared to this high carbon scenario to score the minimum requirement of 1 point. Thereafter, 0.1 points were awarded for every 208 tonnes of carbon dioxide equivalent saved up to a maximum of 10 points which was established from a hypothetical idealised low carbon scenario.

Tonnes of carbon dioxide equivalent saved	Score
1,400	1 point
3,478	2 points
5,557	3 points
7,635	4 points
9,714	5 points
11,792	6 points
13,871	7 points
15,949	8 points
18,028	9 points
20,106	10 points

A6. How the County Council Policies Were Taken in to Account

An indication is given below of how a number of the policies agreed by Full Council on 15 December 2015 which relate to residual waste were addressed in the procurement process.

1	<p>Any proposed waste treatment facility in Norfolk will reduce dependency on landfill and must be further up the waste hierarchy than incineration</p> <p>This was a mandatory requirement in procuring services. Any solutions that did not comply with this would have been rejected.</p>
2	<p>Incineration of waste or fuel derived from waste is accepted outside Norfolk and any such arrangements should be reviewed by Committee on an annual basis</p> <p>This was clarified as a statement in the procurement process, accepting the approach of exporting waste outside Norfolk. Details about existing arrangements are provided review by the Committee at this meeting.</p>
3	<p>The delivery of area treatment plants to be facilitated by any procurement for residual waste services. Proximity to services should be a part of evaluating solutions</p> <p>Area plants were facilitated by allowing bidders to provide solutions for parts of the total waste tonnage rather than requiring they provide a solution for all of it.</p> <p>The effects of transport were measured with regards to cost and emissions.</p>
4	<p>Waste Collection Authorities should have appropriate local delivery points within or very close to their areas as far as is practical</p> <p>Local delivery points were secured using a framework approach to establish a range of points for Norfolk local authorities to deliver the left over rubbish they collect. This</p>

	<p>was to supplement local delivery points provided by News or that were secured as a part of any treatment solutions.</p> <p>Landfill sites that required waste collection vehicles to drive over waste were not considered appropriate delivery points for local authority Refuse Collection Vehicles. This approach has ensured the County Council is providing a better service to King's Lynn and West Norfolk Borough, South Norfolk District, Great Yarmouth Borough, Breckland and North Norfolk District Councils who should then, to different extents, be able to make savings which they could use to deliver waste service improvements or fund new waste initiatives.</p>
5	<p>Operators of local delivery points should be incentivized to recover material for reuse and recycling from left over rubbish delivered by Waste Collection Authorities</p> <p>This has been achieved by including an incentive in arrangements for delivery points that shares income from any additional recycled material and shares savings from the avoided costs of landfill with the service provider where they are able to provide improved services. Performance regimes will link to deductions for poor performance.</p>
7	<p>The County Council, as a part of the Norfolk Waste Partnership, will work with it in the development of policy, strategy and procurement decisions relating to waste services before they are implemented</p> <p>This was achieved by working with the other authorities of the Norfolk Waste Partnership and through Partnership representatives attending the Waste Advisory Group meetings that led to the development of the procurement. Representatives of the Waste Collection Authorities were involved in the evaluation process and updates were provided to the Norfolk Waste Partnership as appropriate throughout.</p>
8	<p>County Council services and contracts should be developed in a way that would facilitate working as a virtual or actual combined waste authority or authorities</p> <p>This is ensured by putting in place arrangements to provide local delivery points and by securing treatment services in separate tonnage lots and ensuring all contracts can be novated.</p>
11	<p>Services to treat residual waste are to support and allow for an increase in repair, reduction, re-use and recycling of waste</p> <p>This is achieved by not binding the County Council in to a contract for a large tonnage, but instead by securing treatment or disposal services in separate arrangements with effective use of contract minimum tonnages.</p>
12	<p>Processes to treat residual waste are to divert high levels of waste from landfill</p> <p>This was promoted through evaluation, with a minimum level requirement for diversion from landfill for processes that treat waste and higher performance being evaluated more favourably.</p>
17	<p>Processes to treat residual waste must deliver guaranteed reductions in the costs of dealing with left over rubbish</p> <p>By having cost as a major weighting in the overall evaluation of proposals, by the cheapest solutions scoring most highly and seeking suitable guarantees for prices offered.</p>
18	<p>Residual waste processes, including innovative solutions, must satisfy due diligence processes and be capable of securing funding or already operational</p> <p>By requiring bidders to provide detail of plants for evaluation and site visits and</p>

	requiring the provision of evidence of appropriate commitment.
19	<p>The County Council should explore the full range of funding options for the delivery of waste treatment services</p> <p>By not pre-determining the approach to funding any solution, but as expected this did not feature as a theme in this procurement for services to start in 2016.</p>
20	<p>The carbon footprint is to be part of the evaluation of any proposal to treat waste that the County Council is responsible for as a Waste Disposal Authority</p> <p>By evaluating the carbon emission of all proposals including the benefits of recycling and the effects of haulage as well as from the treatment or disposal of waste.</p>

Other policies approved by Full Council have a primary focus on reducing the amount of residual waste. In relation to procuring residual waste services these policies underline the need to ensure that any arrangements for waste that the County Council puts in place need to be flexible enough to allow for significant reductions in the amount of residual waste if this occurs and not just allow for increases.