

Arun District Council

Project Documentation

**Outline rationale for
internalisation of garden waste subscriber service**

Date:	9/1/24
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Document Name:	Internalisation of Garden Waste Subscriber Administration Service

Approvals

This document requires the following approvals:

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Distribution

A final copy of this document will be distributed to:

Name
Those named in approvals above plus the Environment Committee as part of report 19.03.24

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1.0 Purpose of Document

The purpose of this document is to outline the anticipated benefits to be gained from the Council delivering the administration of subscriber services for garden waste collections.

This is an “outline” document and the detail will be confirmed as part of the project delivery phase of the project.

The purpose of this document is to identify the potential benefit to the authority of taking the direct control of these services ‘in house’ and the next steps in the process.

2.0 Reasons & Changes

The service known currently as ‘the green waste club’ was set up and managed by the incumbent contractor on behalf of the Council since the beginning of the original combined cleansing services contract in 2003.

The contractor bore the financial risk of the initial set up, establishment and growth of the service. The service provides a fortnightly subscriber based kerbside collection of garden waste from a 240 litre. As it was a new service it was considered a financial risk to the Council. The contractor provided and invested in the resources to grow the service and manage all complaints and issues associated with the provision of the service. The Contractor also had a proven model and systems with which to operate the service which was working very successfully in other local authority contracts at this time.

However, with the end of the current contract on 31st January 2026 and the procurement/start of a new contract, it offers the Council the legal and contractual opportunity to have direct control of the customer base and deliver the service directly. The aim is to provide a high level of customer service, receive income directly from the customer base and control the cost of providing the service.

This option will transition the new contract to a clearer cost modelling approach, where each element of the contract is clear in its cost and offers greater opportunity to control services in alignment with future shifts in legislation and/or Council priorities.

3.0 Benefits Summary

1. Direct control over the customer base, communications and first point of contact customer services. This aligns with other collection services provided under this contract. It represents a customer first service approach rather than a business first approach.

2. Linking garden waste customer services to the Council's own website, contact centre and Cloud 9 app technology
3. Direct control over revenue and fees setting for the service
4. Direct control over service contingency, service disruptions and future changes i.e. driver shortages

5.0 Timescales

Following committee endorsing the principle, the project will be initiated in earnest over the next 6 months. The aim is to ensure a seamless transition as from the start of the new contract from 1st February 2026. A suitable Customer Relationship Management (CRM) system will be required at least 6 months to the new contract start to ensure transfer of the data from the current incumbent contractor is completed successfully and the CRM system works in conjunction with the contract management system and is fully tested.

Website set up and customer communications will also be a key requirement in the 6-12 months prior to February 2026.

6.0 Costs

Costs will be fully established as part of the project management phase. Capital Costs will include the provision of a CRM system. Revenue costs will include project management costs, management resource/customer services, bin replacement contingencies and communications material.

Costs for the collection service to be provided by the contractor will not be known until the contract has been awarded based on the prices outlined in the successful tenderers bid.

Income will be dependent on the level at which customer fees are set for this service. Once fully explored, details of the costs and revenues anticipated for this initiative and subscriber fees will form part of a future budgetary approval report to committee.

Individual Benefits List

Customer Benefits
1. Improved value for money
2. Direct contact with the Council who own the service
3. Improved service levels as Council can direct contractor to resolve issues in a more efficient way
4. Transparency of service issues
5. Provide a customer focused service

ADC Benefits

6. Increase in revenue stream to support wider cleansing services
7. Direct control over customer base, communications with customers
8. Transparency of costs and known cost of operation via the contract
9. Ability to make changes that are customer driven