



WIN Focus 9 - November 2010

Collection contracts: Variations & mid-term improvement opportunities

This document provides support & information for councils who are considering changes & improvements to their waste, recycling and associated services during the lifetime of an existing collection contract. WIN (the Waste Improvement Network) has spoken to a number of councils who have recently undergone similar processes and has brought together some of the information required to embark on such a project. WIN presents the circumstances in which collection contracts may need to be re-visited, varied, re-negotiated or in some cases re-tendered. WIN also explores the associated issues including Public Contracts Regulations; when to re-tender; legal lessons and examples of waste procurement damages. Also includes sections on where to go for support; effective contract management and procurement Training.

A supporting document is also available to download:

WIN Case Study November 2010 [Collection contracts: Variations & mid-term improvement opportunities](#)

This document presents a collection of case studies, providing real examples of local authorities who have made significant changes and improvements to their waste, recycling and associated services during the lifetime of an existing collection contract. WIN explores the reasons behind the change; the process of delivery; pros & cons; top tips; lessons learnt and a useful checklist of considerations for councils who find themselves in this position. Also presented are the resulting benefits to customer and supplier including service improvements; significant efficiency and £££ savings as well as impressive leaps in performance.

For further information on how to deliver efficiencies please contact [IESE](#) through [WIN](#) Email win@southeastiep.gov.uk

Contents

1.0 [Summary](#)

2.0 [Jargon buster](#)

3.0 [Quick contracts checklist for councils](#)

4.0 [Collection contract variations & mid-term changes:](#)

4.1 [Frequently Asked Questions](#)

4.1.1 How far can we go in changing our contract before risking a procurement challenge or a re-tender?

4.1.2 What allowances are there under the Public Contracts Regulations for negotiating variations to existing contracts?

5.0 [Financial penalties, legal lessons and waste procurement damages](#)

6.0 [Making the most of your contract:- Opportunities, Support and Successful Contract Management](#)

6.1 [Seeking improvement opportunities and getting the right support](#)

6.1.1 Building opportunities for change into your contract / Seeking improvements

6.1.2 Managing change

6.1.3 IESE Waste Services Benchmark: Identify key areas for improvement using sector-led support

6.1.4 IESE FREE Mentoring for service improvement

6.1.5 IESE Waste Services Health Check: Identify where your authority could improve

6.1.6 IESE Best Deals Portal & Best Deals Service

6.1.7 OGC Contracts Database

6.1.8 WRAP / ROTATE Local Authority Support

6.2 [Effective contract management](#)

6.3 [Training for contract procurement & contract management](#)

6.3.1 Training for Improvement & Efficiency (TIE)

6.3.2 South East Region Procurement Training and Skills Development Service

6.4 [Procuring & managing waste services – health & safety considerations](#)

7.0 [Contacts & Links](#)

1.0 Summary

In a time of increasing financial pressures and uncertainty, many local authorities are actively seeking to create efficiencies, generate savings and achieve better value for money within their waste, recycling and associated services. Waste management services are one of the biggest spend areas for local authorities, therefore it is vital that these services and the contracts associated with them are managed effectively, with robust systems and processes in place to help ensure value for money; quality of service; a degree of flexibility in response to shifts in policy and legislation and an element of adaptability for future innovation or service improvements.

Letting collection contracts is not a frequent activity; seven year contract terms are common and many councils find themselves in a situation whereby service changes or improvements are desired yet the current contract terms do not allow the flexibility for those changes to be made.

It is important that potential changes or improvements that are identified during the lifetime of a contract should not be overlooked. There are often opportunities for significant benefits to be sought throughout the contract period as innovative solutions and new technology offer better ways of working. Implementing such changes often requires, by law, an existing contract to be re-considered. This may mean that the contract is re-visited, varied, or re-negotiated and in some cases novated and re-tendered entirely.

This may sound a daunting process but in many cases changes can be made and agreed with both supplier and customer gaining advantages, achieving savings and improving working practices throughout the process and without reducing the contractor's profit margin. WIN (Waste Improvement Network) recognises that issues such as a lack of resources or concerns regarding exposing the council to legal challenge can sometimes complicate or delay the decision making process and may even prevent local authorities from seeking to make desired changes to their services.

To help councils who find themselves in this situation, WIN has produced two documents which provide a reference and a starting point for local authorities who wish to review and re-visit existing collection contracts.

Firstly – this (current) Focus document

WIN Focus November 2010 Collection contracts: Variations & mid-term improvement opportunities

This document brings together some of the information required to embark on the process of amending an existing contract. WIN presents the circumstances in which collection contracts may need to be re-visited, varied, re-negotiated or in some cases re-tendered. WIN also explores the associated issues including Public Contracts Regulations; when to re-tender; legal lessons and examples of waste procurement damages. Also includes sections on where to go for support; effective contract management and procurement Training.

And secondly a collection of Case Studies (*click link below to access*);

WIN Case Study November 2010 [Collection contracts: Variations & mid-term improvement opportunities](#)

In this document, WIN presents a collection of case studies, providing real examples of local authorities who have made significant changes and improvements to their waste, recycling and associated services during the lifetime of an existing collection contract.

WIN has spoken to councils who have recently undergone similar processes and has brought together examples of where collection contracts were re-visited, varied, re-negotiated or extended. WIN presents the reasons behind the change; the process of delivery; pros & cons; top tips; lessons learnt and a useful checklist of considerations for councils who find themselves in this position. Also presented are the resulting benefits to customer and supplier including service improvements; significant efficiency and £££ savings and impressive leaps in performance.

For further information on how to deliver efficiencies please contact [IESE](#) through [WIN](#) Email win@southeastiep.gov.uk

2.0 Jargon buster

There are a number of procurement jargon busters available on the internet. The table below concentrates on some of the most common terms and those contained within this document.

Table 1 – Procurement jargon buster

Term	Description
Competitive Dialogue (CD)	The competitive dialogue (CD) procedure is for use in the award of contracts where there is a need for a contracting authority to discuss all aspects of a proposed contract with candidates; enabling a structured negotiated procedure to take place.
Competitive Tender	Bidding process that is open to all qualified bidders and where the sealed bids are opened usually in public for scrutiny and are chosen on the basis of price and quality. Also called open tender or public tender.
Contract Variation	Any alteration, modification, addition to or deletion of any requirement of the contract terms or specification
E-Procurement	Initially meant procurement functions performed by electronic means, i.e. using IT- but now the 'e' also stands for 'Efficient and 'Effective'. The use of an electronic system to acquire goods, works and services and payments from third parties.
Framework Agreements	An agreement with suppliers which set out terms and conditions under which specific call-offs (purchases) can be made throughout the term of the agreement.
Novation	The substitution of a new contract for an old one. The new agreement extinguishes the rights and obligations that were in effect under the old agreement.
OJEU	Formerly OJEC (Official Journal of the European Community). Contracts that fall within the EU threshold values and are not exempt categories must be advertised for tender by placing a notice in the OJEU.
Tender	Document submitted by an organisation including business questionnaire, instructions to Tenderers, contract conditions, specification, pricing document, form of Tender and Tenderers' responses for the delivery of supplies, services or works in response to an invitation to tender This normally involves submission of the offer in a sealed envelope to a specified address by a specified time and date

3.0 Quick Contracts Checklist for councils

Issue	Considerations	Further information
<p>1. We would like to make service changes but our contract is mid-term. Where do we start?</p>	<p>Opportunities to make changes which increase efficiency and improve the service should not be overlooked but councils should be aware of the rules and public contracts regulations which will need to be consulted.</p>	<p>See section 4.0 and FAQ section 4.1 for information about how to accommodate changes into an existing contract and how far changes can go before risking a procurement challenge.</p>
<p>2. How have other councils managed changes to their contracts?</p>	<p>Many local authorities have successfully made variations and changes to existing contracts which have led to huge efficiency gains, cash savings and an improved service. Maintaining a good working relationship with your supplier, getting the right people on board and carrying out a risk analysis prior to entering into negotiations are all key to success.</p>	<p>Read our four local authority case studies in WIN's document WIN Case Study November 2010 Collection contracts: Variations & mid-term improvement to find out how other councils have managed the process, who was involved and what they achieved.</p>
<p>3. If we have to pay financial penalties, will it be worth us breaking the terms of our contract?</p>	<p>Costs involved in breaking the terms of a contract or changing provider are likely to be high and contractual realities may make this option highly unattractive. An analysis and review will need to be conducted to show the best financial options against any savings and efficiencies which may be realised through changing provider and or contract.</p>	<p>See section 5.0 for links to information on waste procurement damages. Also see section 6.2 on successful contract management. Good negotiations and communications between supplier and customer can often go a long way to resolving issues.</p>
<p>4. Could we be prosecuted if we break the terms of our contract?</p>	<p>Yes. Suppliers are increasingly more likely to prosecute if they feel that public bodies have not followed the proper legal procedures</p>	<p>See section 5.0 for links to an interesting article on waste procurement damages.</p>
<p>5. When we are extending our existing contract or looking to procure a new contract, how do we improve our terms and build in more flexibility for the future?</p>	<p>Local authorities can and should identify areas for improvement and future flexibility both at the procurement stage and during the lifetime of a contract.</p>	<p>See section 6.1.1 for help in identifying where improvements can be made. Also sections 6.1.2 – 6.1.5 to ways to access free support.</p>

Issue	Considerations	Further information
6. We need help with contract management!	Once a contract has been let, in order to achieve a consistently high quality service, whereby all parties (including council, contractor and customers) get the best possible service outcomes, contracts have to be actively managed and cannot simply be 'left to run'. During a long term relationship, communications, honesty and a joint approach are essential.	See section 6.2 for further information on effective contract management and for links to more in depth information from OGC.
7. How do we manage the changes?	Change is easier to manage if it is planned for. Joint planning where risks and expectations are identified and objectives are shared is vital if a successful outcome is to be achieved.	See section 6.1.2 . Also read our four local authority case studies in WIN's document: WIN Case Study November 2010 Collection contracts: Variations & mid-term improvement to find out how other councils have managed the process, who was involved and what they achieved.
8. How can we get the right people on board and people with the right skills for the job?	The skills required to undertake major work such as a contract review or contract procurement extend far beyond Waste management and into areas of Finance, Law, Audit and Procurement. Getting the right people on board and ensuring that training is available where there are gaps in skills is essential to a successful outcome.	See sections 6.1.3 and section 6.3 for details of how to identify what skill sets are required and for information on where to get help and support for procurement training.
9. How can we improve our approach to health and safety through procurement processes?	The Health and Safety Executive (HSE) offer guidance to local authorities who are procuring and subsequently managing waste, recycling and associated environmental services. The guidance includes case study examples and demonstrates how good management practice can be applied to the design, selection and management of waste service delivery.	See section 6.4 for more information and for links to the HSE guidance.

4.0 Collection contract variations and mid-term changes

Opportunities for mid-term contract changes should not be overlooked by councils. There are many circumstances whereby both supplier and customer can re-negotiate terms to allow for services changes and improvements, and in some cases this can create a 'win-win' situation. Examples may range from the introduction of alternate weekly collections; route optimisation; changes to staff terms & conditions - for example removal of 'task & finish' or contractual overtime; introduction of new services such as food waste collection or incentive schemes or the extension or improvement of existing services.

In section 4.1, WIN presents some Frequently Asked Questions which help to explain the circumstances in which contractual arrangements need to be considered.

4.1 Frequently Asked Questions

4.1.1 How far can we go in changing our contract before risking a procurement challenge or a re-tender?

Depending upon the nature of the variation(s) there may be a requirement to re-tender if the value exceeds 50% of the initial contract value or if the requirements are substantially different from those originally advertised. Questions to consider might include:-

- Are the new provisions / variations materially different in character from the original contract?
- Do the essential terms of the contract need to be re-negotiated?
- Would other tenderers have been interested in the contract if it had included such conditions?
- Have services been included that were not initially covered?
- Has the economic balance of the contract shifted in favour of the contractor in a manner which was not provided for in the terms of the initial contract?
- Do the existing terms permit changes to the contract?
- What did the original OJEU contract notice say regarding scope and value?

If some of the aspects above apply to your situation, you may need to look towards a re-tender process. As a general rule, the further the scope moves away from the original agreement, the more likely it is that a new contract will be needed.

Source: www.localgovernmentlawyer.co.uk [In Search of Value for Money](#) Article (May 2010)

4.1.2 What allowances are there under the Public Contracts Regulations for negotiating variations to existing contracts?

There are two caveated provisions for negotiation of variations to existing contracts without the requirement for publication of a contract notice in the OJEU.

1. Additional works or services which through unforeseen circumstances have become necessary

If the local authority wishes the contractor to carry out additional work or works or provide additional services which were not included in the original contract but which through unforeseen circumstances have become necessary.

However the caveats do limit the potential scope of such changes, including the requirement that the additional contract consideration **must not be greater than 50% of the value of the consideration** payable under the original contract.

2. Additional works or services which are a repetition of works or services which are in accordance with the project for the purpose of which the first contract was entered into.

If the local authority wishes the contractor to carry out new work or works or provide new services which are a repetition of the work or works carried out or the services provided under the original contract and which are in accordance with the project for the purpose of which the first contract was entered into.

Again, check out the caveats carefully as this provision includes a requirement to have included the possibility of such repetition in your original OJEU contract notice.

Source: www.localgovernmentlawyer.co.uk [In Search of Value for Money](#) Article (May 2010)

5.0 Financial penalties, legal lessons and waste procurement damages

Waste Procurement Damages

In an article, written for the CIPFA Performance Improvement Network (PIN) newsletter on 5 March 2010, recent court cases involving public sector contracts were looked at. These have highlighted the fact that suppliers are increasingly more likely to prosecute if they feel that public bodies have not followed the proper legal procedures.

Download the CIPFA: Waste Procurement article – (March 2010) [Waste Procurement feature \(PDF file, 2 pages, 437 KB\)](#)

6.0 Making the most of your contract:- Opportunities, Support and Successful Contract Management

6.1 Seeking improvement opportunities and getting the right support

Local authorities can identify areas for improvement at the procurement stage **and** during the lifetime of a contract. Read on for some of the ways in which councils can help themselves and seek help from others.

6.1.1 Building opportunities for change into your contract / Seeking improvements

The chance to 'build in' and maximise opportunities for changes and improvements may be present at several stages during the process of contract procurement or during the lifetime of a contract. For example when reviewing the progress and performance of existing contracts; at procurement planning stages; during the procurement process and also within the on-going day to day management of a contract.

If councils can shape, steer or build-in contract reviews or take advantage of existing clauses there is likely be a much greater opportunity for flexibility, innovation, new ideas and approaches which may in turn give rise to service improvements, cashable savings and efficiencies.

Ideally, the requirement for improvement should be embodied in the original terms of the contract and types of improvement could range from simple cost or turnaround targets to encouraging innovation in the way services are delivered. Seeking improvements should concern both service provider and customer and should involve joint working in order to achieve a better quality of service, value for money and improved performance in such as way that benefits both parties. If prices are fixed, it is very likely that the supplier will be continually seeking ways in which to streamline their services, improve efficiency and increase profit margins. The improvement process and terms of the contract should seek to align objectives so that both supplier and customer are working towards the same goals. There are a number of options for seeking improvements including incentives; continuous improvement; benefits based payment and added value. For more information on seeking improvements, see the OGC document [Contract Management Guidelines](#) (section 6)

6.1.2 Managing change

Managed change can be an excellent opportunity to alter or improve the service. However, the implications of such changes may alter the scope and viability of contracts and the impacts for both parties should not be underestimated. Joint planning where risks and expectations are identified and objectives are shared is vital if a successful outcome is to be achieved. Changes are always easier to manage if they are planned for. For more information on Managing changes, see the OGC document [Contract Management Guidelines](#) (section 7)

6.1.3 IESE Waste Services Benchmark: Identify key areas for improvement using sector-led support

[WIN \(Waste Improvement Network\)](#) has designed an innovative online service that allows local authorities to self-assess themselves across a wide range of waste and streetscene & open space services. The benchmark includes self assessment sections on Procurement and Contract Management covering a range of issues from procurement strategy and capacity to deliver to management expertise and change mechanisms.

The benchmarking service has been developed in close consultation with local government, for local government – it allows local authorities to identify areas for improvement through self-assessment, leading to an improved service and increased efficiencies for the council. All councils and waste partnerships in England can access their own account by visiting www.wastebenchmarkservices.org.uk

6.1.4 IESE FREE Mentoring for service improvement

Local authorities that identify areas for improvement through WIN's Waste Services Benchmark are able to apply for up to £1000 worth of FREE service improvement mentoring. Through a range of methods, you will be able to access an accredited mentor who will help you meet your specific improvement needs. Visit WIN's Waste Services Benchmark [Mentoring](#) page for more details and to find out how to apply.

6.1.5 IESE Waste Services Health check: Identify where your authority could improve

[IESE \(Improvement & Efficiency South East\)](#) offers a waste services health check to local authorities in the south east. The purpose of the health check is to identify where cost savings, efficiencies and service quality improvements could be made, where strategic decisions need to be considered in order to achieve service improvement/cost efficiencies and how the service compares with other Local Authority providers. To find out more and to access this support contact Christine.Batty@southeastiep.gov.uk

6.1.6 IESE Best Deals Portal and Best Deals Service

Improvement and Efficiency South East (IESE) has partnered with EGS in a landmark project to open up the world of public sector procurement. Details of hundreds of supplier catalogues and best-value contracts let by public sector buying consortia – worth millions of pounds annually – are to be made accessible via a dedicated web portal to all 74 local authorities in the South East of England. Details of catalogues and contracts will be available free of charge on a view-only basis to every council via a secure log-in. Councils will have the added advantage of being able to download catalogues, which will be managed and maintained by EGS. The Best Deals Portal can be found on this secure link:

<https://www.sourcingintelligence.co.uk> To register your interest please contact Momtaz on momtaz.islam@southeastiep.gov.uk

[The Best Deals Service](#) is an essential information sharing tool for local authorities across the south east helping them to become more aware of existing contractual opportunities when deciding on how best to use their resources. Ultimately the Best Deals Service enables local authorities to make potential cashable and non-cashable savings in terms of time and money. If you would like to know more about the Best Deals Service or be involved in any of the evaluations please email manaza.qasam@southeastiep.gov.uk

6.1.7 OGC Contracts Database

The OGC Contracts Database is an easy to use online tool developed to help you find public sector contracts for the goods and services you want to buy. All the agreements on the database have been competitively tendered and are open to a range of public sector organisations. There are also links to regional contract databases. These databases have been developed to help councils and their partners identify public sector contracts which are specific to each region. These websites also offer further support and guidance on procurement, specific to each region. New contracts are added weekly. [OGC Contracts Database](#)

6.1.8 WRAP / ROTATE Local Authority Support

WRAP's support to local authorities is delivered through the Recycling and Organics Technical Advisory Team (ROTATE), WRAP's local communications team and WRAP's Waste Reduction Advisers. This integrated support includes advice on a range of issues including procurement of collection services and variations to services. The advisory service is fully funded and support is customised to the specific needs of individual local authorities. In the first instance, authorities are asked to complete an application form. WRAP will follow up applications with discussions to identify the appropriate types of support. Visit WRAP's [Support and Funding](#) pages to find out more and to apply. Also read case study examples of support in practice such as WRAP's recent work supporting [West Oxfordshire District Council](#)

6.2 Effective Contract Management

Once a contract has been let, in order to achieve a consistently high quality service, whereby all parties (including council, contractor and customers) get the best possible service outcomes, contracts have to be actively managed and cannot simply be 'left to run'. Contractual arrangements often mean that organisations are committed to one provider for a long period. Inevitably, this involves a degree of dependency. Costs involved in changing provider are likely to be high and, in any case, contractual realities may make it highly unattractive. It is in the organisation's own interests to make the relationship work. Contract management should therefore be an integral and continuing part of service delivery and terms of management should be considered at the procurement process or earlier.

An important element to effective contract management is successfully managing the relationship between customer and supplier. Relationships encompass commercial concerns (value for money for customer and adequate profit for supplier); contractual aspects (delivery of services that meet requirements) as well as relationship between the parties involved (the communication between the individuals or teams) – all aspects are equally important to ensure a successful arrangement.

Three key factors identified for success in relationship management are:-

- Mutual trust and understanding
- Openness and excellent communications
- A joint approach to managing delivery.

Source: OGC document [Contract Management Guidelines](#)

Benefits of the above are far reaching and might include for the customer:-

- Supplier having a better understanding of the customers business, often resulting in more proactive suggestions / contributions and ultimately an improved more efficient service delivery.
- More supplier confidence for future investments for example in training, infrastructure etc.
- A focus of contract management to the areas where improvement is most needed

Openness and consistency in communication; shared goals and objectives; consistency in culture and behaviour; and a structured and managed approach are all key factors in achieving successful contract management.

For more information see the OGC document [Contract Management Guidelines](#) (in particular sections 4, 6 & 7)

6.3 Training for Contract Procurement & Contract Management

As waste, recycling and related services strive to become ever more efficient, the staff who work to procure, manage and deliver such services are often required to adapt and diversify their skills, knowledge and competencies to meet new and emerging challenges. For those working within this sector, having the right qualifications and access to appropriate training and specialist knowledge is key to a successful outcome. The skills required to undertake major work such as a contract review or contract procurement extend far beyond waste management and into areas of finance, law, audit and procurement.

Training for contract procurement or contract management could take the form of professional qualifications, seminars, refresher days or the use of external consultants to bring officers up to date with the techniques needed for the successful implementation and operation of new and existing contracts. The following information may be helpful to councils in providing links to training opportunities.

6.3.1 Training for Improvement & Efficiency (TIE)

For local authorities, it is vital to first and foremost have an understanding of what skill sets their staff might need in order to carry out contract management, contract procurement and related activities. Through its national platform of the Waste Improvement Network (WIN), Improvement Efficiency South East (IESE) has worked with partners to identify the range of skills, knowledge and competencies required across a waste and LEQ service.

Training for Improvement & Efficiency (TIE) provides a consistent reference point for local authorities to identify the range of skills, knowledge and competencies required across a waste and LEQ service area.

TIE will help to:-

- Introduce a consistency of skills within the sector
- Assist local authorities to identify gaps and training requirements
- Help authorities to identify the capabilities required to deliver a service and highlight where efficiencies can be made
- Act as a gateway to more detailed information on occupational standards and formal qualifications

TIE contains sections which are specific to the skills, underpinning knowledge and competencies that are required for both Contracts Management and Procurement of Contracts / Commissioning of services functions.

To access the TIE documents, please visit our [Training for Improvement & Efficiency \(TIE\)](#) page on WIN.org.uk.

N.B. you will need to be logged into WIN in order to access this information.

6.3.2 South East Region Procurement Training and Skills Development Service

A small group of councils based in the South East region, supported by Improvement & Efficiency South East (IESE), have taken a collaborative approach to developing a new procurement training programme. Led by Hampshire County Council, this four year framework is the first service of its kind and is available for all local authorities in the South East region to access.

The programme has been developed in consultation with Chartered Institute of Purchasing & Supply (CIPS) and aims to help authorities to access training to support appropriately experienced and qualified procurement staff.

The longer term aim is to enable authorities to procure goods, works and services which:

- Achieve value for money
- Are sustainably sourced
- Achieve cashable efficiency savings as a result of open, competitive and compliant procurement processes

The training available will be modular and classroom based and includes a core programme covering the procurement process from end to end in addition to a series of specialist modules. Local authorities will be able to select a bespoke package of training to suit their needs.

Training delivery for Hampshire County Council staff will commence from January 2011 and it is anticipated that training for other authorities based in the South East region will be available shortly afterwards.

For further details see the following document: [LPP Promotion Information \(Oct 10\)](#)

To find out how to get involved contact Alison Riley, Senior Procurement Officer at Hampshire County Council on alison.riley@hants.gov.uk or telephone 01962 826973

6.4 Procuring & Managing Waste Services – Health and Safety considerations

Waste management is an industry with a poor health and safety performance – with fatality rates reaching over ten times the all industry average, and second only to agriculture. Health and safety considerations must be an integral part of the procurement and contract management processes for waste services. In their client role, a local authority has a significant influence on how the service will be delivered, whether they are re-negotiating with an existing supplier or procuring an entirely new contract.

The Health and Safety Executive (HSE) offer guidance to local authorities who are procuring and subsequently managing waste, recycling and associated environmental services. The guidance includes case study examples and demonstrates how good management practice can be applied to the design, selection and management of waste service delivery.

The guidance is accessible from the HSE website using the link below:-

[HSE Procuring and Managing Waste Services Guidance](#)

7.0 Contacts & Links

- [Improvement & Efficiency South East \(IESE\)](#)
- [Waste Improvement Network \(WIN\)](#)
- [WIN Focus Document series](#) Other titles also available:
 - Benchmarking and Comparing Costs in Waste and Recycling
 - Waste communications budgets: business case guidance
 - WIN's guide to saving money in waste & recycling services
 - Waste policy checklist!
 - Reduce waste arisings!
 - Increase dry recycling!
 - Subscription based services: Garden Waste
- [WRAP's Sustainable Procurement pages](#)
- [Chartered Institute of Public Finance & Accountancy \(Cipfa\)](#)
- [Office of Government & Commerce \(OGC\) Procurement pages](#)
OGC Document [Contract Management Guidelines](#)
OGC Document [Good Practice Contract Management Framework](#)
- [Local Government Improvement & Development Procurement Management Resource](#)
- [Health and Safety Executive \(HSE\) Procuring and Managing Waste Services Guidance](#)
- [The Public Contracts \(Amendments\) Regulations 2009](#)
- [In Search of Value for Money Article from Local Government Lawyer May 2010, Elizabeth Cooper](#)