

CABINET

15 JANUARY 2013

GATEWAY 5 PROCUREMENT CONTRACT MANAGEMENT REPORT: HOUSEHOLD WASTE RECYCLING CENTRES ANNUAL REPORT

Portfolio Holder: Councillor Phil Filmer, Front Line Services
Report from: Robin Cooper, Regeneration, Community and Culture
Author: Sarah Dagwell, Head of Waste Services

Summary

This report provides Cabinet with the review of progress of the Household Waste Recycling Centre (HWRC) contract currently delivered FCC Environment (formerly Waste Recycling Group – WRG).

This is based upon the procurement process that was undertaken during 2009-2010 and which led to an award of contract by Cabinet on 20 July 2010 for service commencement on 1 October 2010.

The commencement and delivery of this procurement requirement was approved by Cabinet at Procurement Gateway 1 on 26 January 2010 and subsequent approval for contract award was provided by the Cabinet at Procurement Gateway 3 on 20 July 2010.

Approved Procurement Gateway 1, 3 and 4 Reports relating to this Gateway 5 report are available upon request.

This Procurement Gateway 5 report has been approved for submission to the Cabinet after review and discussion with Regeneration, Community and Culture Directorate Management Team meeting on 5 December 2012 and Procurement Board on 19 December 2012.

1. Budget and Policy Framework

1.1 Post Project Appraisal / Contract Management

This procurement post project appraisal and its subsequent review is within the Council's policy and budget framework and ties in with all the identified Core Values, Strategic Priorities, Strategic Council Obligations

and Departmental/Directorate service plans as highlighted within the Procurement Gateway 1 Report.

2. Background

2.1 Contract Details

This contract is a services contract.

2.1.1 Supplier Details

This Gateway 5 Report relates to the HWRC contract currently delivered by FCC Environment (Fomento de Construcciones y Contratas, previously known as Waste Recycling Group - WRG) covering the management of the Council's three sites located at Ambley Road, off Hoath Way, Gillingham; Shawstead Road, Capstone; Chatham and Sundridge Hill, Cuxton.

2.1.2 Contract Description

The HWRC contract broadly consists of the following elements:

- The management of three HWRC's detailed above;
- The haulage of all materials arising at the sites with the exception of Waste electrical and electronic equipment (WEEE) and household batteries, which are covered by producer compliance schemes (PCS);
- The marketing and sale of materials arising at the sites with the exception of residual waste, wood waste, and those detailed above;
- Achievement of a 50% recycling rate target at each site in the first 12 months after commencement, and 60% for each following 12 month period;
- The provision and maintenance of containers necessary to provide the service to supplement those provided by the Council;
- The provision of all plant and equipment necessary to provide the service including remote access to the CCTV system, an electronic data management system, and an automatic number plate reader (ANPR) system at each site.

This contract follows the Council's core values to ensure we have services that put our customers at the heart of everything we do at the same time as giving value for money and fits with the strategic priority of a clean and green environment.

Such services need to support the Council's waste strategy that in turn provides the basis for targets in performance and community plans. The primary objectives are to:

- Ensure compliance with statutory duties.
- Meet statutory performance targets.
- Ensure continuity of a front line service.
- Provide services within agreed budgets.
- Meet requirements to achieve efficiency gains.
- Provide environmentally sustainable services.

2.2 Permissions Required

This report provides Cabinet with a post project appraisal and recommends the Council continue this termed contract for remainder of the contract duration (from October 2010 – September 2017) with the inclusion of further Gateway 5 reporting requirements.

This request is on the basis that this contract has delivered all bare one of the objects set out in the contract (they narrowly missed - by less than 0.7% - the year 2 60% target at one of the three HWRC's; however FCC exceeded the 60% at the other two sites); the contract is still considered high risk and there are further target requirements that are yet to be met by the contractor in years 3-7.

3. Options

In arriving at the preferred option as identified within Section 4.1 'Preferred Option', the following options have been considered with their respective advantages and disadvantages.

3.1 Conclude Current Contract and Provide Action Plan

The option of concluding the contract with immediate effect on the basis that the contract is a termed contract with provisions within the terms and conditions to cancel contractual arrangements for supplier non-performance and providing an action plan for future projects is not a viable option because this is a new contract for a period of 7 (plus 2) years, of which we are only at the end of year one and to break the contract would cost the council several million pounds.

3.2 Continue With Current Contract and Negate Any Further Gateway 5 Reporting Requirements

The option of continuing with the current contract for the remainder of the contract term and negating any further Gateway 5 requirements is not a viable option because this is

- a high risk procurement
- is a high value contract
- has direct front line service provision implications
- is of strategic importance to the authority.

3.3 Continue With Current Contract and Subject Contract to Further Gateway 5 Reporting Requirements

The option of continuing with the current contract for the remainder of the contract term and subjecting the contract to further Gateway 5 requirements has been considered and below are the advantages and disadvantages of this option:

Advantages

The contract is based on bonus payments for exceeding recycling targets over 60% at each site and penalties for underperformance. In year two

FCC Environment exceeded 60% at two of the three sites; the third site was slightly under performing and incurred a penalty. By continuing with the Gateway 5 reporting, this will enable the council to scrutinise this contract to ensure standards are achieved in future.

Additionally negotiations are underway regarding uptake of the 2 year extension which, if successful and efficiencies can be realised, would require a further Gateway 5 report.

Disadvantages

None identified

3.4 Other alternative options

No alternative options have been identified.

4. Advice and analysis

4.1 Preferred Option

Further to an extensive review of procurement options as highlighted within Section 3 'Options' above, the following preferred option is recommended to Cabinet including justification for this.

Option 3.3 Continue With Current Contract and Subject Contract to Further Gateway 5 Reporting Requirements

This option will provide Medway with the best value for money and help to ensure the contract continues to perform to standard.

4.1.1 Procurement Project Outputs / Outcomes

The following procurement outcomes/outputs identified as important at Gateway 1 to the delivery of this procurement requirement and identified as justification for awarding the contract at Gateway 3, have been appraised in the table below to demonstrate how the procurement contract and corresponding supplier has delivered said outcomes/outputs.

Additionally, the annual report from FCC Environment has been included at Appendix 1.

Outputs / Outcomes	How has success been measured? Who has measured success of outputs/ outcomes? When was success measured? How has procurement contract delivered outputs/outcomes?
1. Ensure compliance with statutory duties.	<p>The provision, and hence management, of the household waste recycling centres is a statutory duty for the waste disposal authority of an area, of which Medway as a unitary authority holds this duty.</p> <p>The success of this contract is measured via</p> <ul style="list-style-type: none"> – Monthly contract meetings, – Annual report to Overview and Scrutiny committee – Monthly corporate monitoring via Covalent returns – National Waste Dataflow returns <p>This contract has been delivered to meet our statutory duties.</p>
2. Meet statutory performance targets.	<p>By increasing the recycling rate the sites have managed to lower the amount of residual waste collected, from 10,041 tonnes in the first contract year (Oct 2010 to Sept 2011) to 7,438 tonnes in the second contract year (Oct 2011 – Sept 2012) and hence have contributed to Medway diverting less waste to landfill and the surplus of landfill allowances as reported in the GW 5 report on waste collection/disposal.</p> <p>During the second year of this contract (October 2011 – Sept 2012) a recycling target of 60% was set. This represented a significant challenge for in coming contractor as it meant a rise from circa 50% to 60% within 12 months. Medway is pleased to report FCC Environment achieved this target at two of the three sites, narrowly missing it at the third site.</p>

Site	Total Tonnage	Recycled (T)	% Recycled
Capstone	6780.33	4180.35	61.65%
Cuxton	8009.85	4753.07	59.34%
Hoath Way	6050.33	3851.61	63.66%
Overall Performance			61.35%

Measures of public satisfaction were also taken via surveys at the three sites in April and August, showing 97.5% of residents using the site were satisfied with the facilities and services offered.

3. Ensure continuity of a front line service.

Service continuity has been maintained, despite a change in contractor. During the last year there have not been any breaks in service due to extreme weather.

4. Provide services within agreed budgets.

Monthly monitoring undertaken by Head of Service and Corporate Finance Officer This is monitored monthly at a local level by the Assistant Director and quarterly at Departmental Management Team, Corporate Management Team and Cabinet.

This contract is operating within the agreed budget and is subject to RPI/Baxter indices uplifts each year. An income is derived from KCC for allowing access by their residents to our sites. This has generated an income and offset the running costs for these sites.

Details of contract costing/income are in the exempt appendix.

<p>5. Meet requirements to achieve efficiency gains.</p>	<p>The tendering of this contract realised saving in excess of £600k pa as detailed in the exempt appendix.</p> <p>Discussions are underway with FCC Environment regarding the possibility of taking up the 2-year contract extension and hence achieving efficiency gains and a further Gateway report will be presented as/when these negotiations are completed.</p>
<p>6. Provide environmentally sustainable services</p>	<p>Undertaking recycling is a key feature of sustainable waste practices. Each year reports of energy and fuel usage are submitted to Medway as well as robust internal process for auditing their energy usage.</p>

4.1.2 Procurement Project Management

This procurement project will be taken through the remainder of the Gateway Procurement Process through the utilisation of the following project resources and skills:

- Head of Waste Services supported by the Category Management (Place) team.

4.1.3 Post Contract Award Contract Management

The contract management of this contract will continue to be resourced for the remainder of the term through the following contract management strategy:

- Client management: These contracts are managed by the Waste Service team within Front Line Services (FLS). Additionally support is provided by the Community Officers under Safer Communities within FLS who act as the eyes and ears with local residents and, in particular weekends, health and safety and contract monitoring inspections of the three sites.
- Contract management: The structure of FCC Environment contract management has not changed since last years reporting.

Waste Services has daily contact with FCC Environment and holds regular monthly meeting to discuss service delivery, health and safety, financial issues and recycling/customer services statistics.

4.1.4 Other Issues

There has been 1 rectification notice applied in the last contract year for: SO1.7 - Failure to provide information to enable the council to fulfill its statutory reporting requirements

4.1.5 TUPE Issues

Further to guidance from Legal Services, Human Resources and the Strategic Procurement Team, it was identified at Gateway 1 that as this is a services related procurement contract, TUPE did apply to this procurement process.

The recommended contract award at Gateway 3 resulted in 9 site staff and 4 drivers being affected by TUPE and transferring as a result from the old contractor not being successful as part of the procurement tender process.

Further to this, there are no further TUPE issues to consider at this stage.

4.2 Other Information

The procurement project management will need to be reviewed within the next 4 years to commence processes for the next HWRC to start in

2017 (or 2019 - depending if the 2 year extension period undertaken at a later stage). The Category Management, Place & Projects, team will support the service with the procurement aspects of the review.

5. Risk Management

5.1 Risk Categorisation

The following risk categories have been identified as having a linkage to this procurement contract at this Gateway 4 Stage

Contractual delivery	X	Health & Safety	X
Service delivery	X	Legal	X
Financial	X		

For each of the risks identified above, further information has been provided below.

Risk Categories	Outline Description	Risk Likelihood A=Very High B=High C=Significant D=Low E=Very Low F=Almost Impossible	Risk Impact I=Catastrophic II=Critical III=Marginal IV=negligible Impact	Plans To Mitigate Risk
a) Contractual delivery	<p>Default by Contractor needing emergency action</p> <p>Termination of Contract due to default by Contractor</p> <p>Volume of waste less than or greater than anticipated</p>	<p>D</p> <p>D</p> <p>C</p>	<p>II</p> <p>II</p> <p>III</p>	<p>Contractor to provide and/or pay for alternative action</p> <p>Adequate contract provision to enable the Council to take effective action when necessary. Clause in contract to enable Medway to reclaim losses.</p> <p>Allowance made for this in Contract conditions.</p>
b) Service delivery	<p>Closure of plant or inability to provide Service due to Force Majeure or relief events</p> <p>Failure of waste management services contractor to meet contract standards for service delivery to the Council.</p> <p>Interruption of availability of some facilities</p>	<p>E</p> <p>D</p> <p>C</p>	<p>II</p> <p>II</p> <p>II</p>	<p>Shared responsibility under Contract conditions.</p> <p>KPI & default system in place for financial compensation. Adequate contract monitoring and enforcement in relation to operations. In appropriate cases by including provisions in the contract for deductions where these standards are not met.</p> <p>Adequate contract monitoring and enforcement in relation to maintenance, security, health and safety, staff training. Contractual provision of back-up equipment and facilities. Fire insurance. In appropriate cases by including provisions in the contract for deductions where such interruptions occur</p>

	Non-household waste entering MSW waste stream or waste incorrectly dealt with according to its category.	C	III	Robust monitoring arrangements should be undertaken as part of Contract management for checking/validating wastes and issuing appropriate defaults. Failure will have significant financial implications.
c) Health & Safety	Serious injury/death of staff or public while services are in operation	D	I	Robust health and safety monitoring procedures in place; the waste services contracts in Medway is due to be audited by the HSE in 2011/12 as part of their routine inspections.
d) Legal	Changes in government regulations/law	C	II	Incorporated into the contract that which is likely to be a known change. Clear ground rules have been incorporated into the contract conditions for negotiating future changes in law. However waste industry is likely to be affected substantially in future. The impact of these would be subject to review at the time of establishing whether the financial implications are the responsibility of the Council or shared.
e) Financial	Budgeted net expenditure exceeded	B	II	Prudent budgeting. Robust arrangements for management within budget. Prompt and accurate assessment of unbudgeted proposals and developments. Early negotiations undertaken with contractor when impacts of budget pressures are apparent.
	Overpayment to contractor	E	III	Robust contract procedures for checking contracts, validating invoices and recovering any overpayments. Staff training. Regular internal audit inspections.
	Contractor/employee fraud or corruption	E	II	Robust contract provisions for controlling payments and assets. Adequate supervision and transparency for contract management and negotiations. Staff training. Regular Internal audit inspections.

6. Consultation

6.1 Internal (Medway) Stakeholder Consultation

As part of this ongoing procurement contract management, the following mandatory internal stakeholder consultation is required:

- Departmental Management Team

6.2 External Stakeholder Consultation

As part of this ongoing procurement contract management, no external stakeholder consultation is required unless changes in services are needed at some later date.

7 Procurement Board

- 7.1 The Procurement Board considered this report on 19 December 2012 and supported the recommendations set out in paragraph 9 below.

8. Financial, legal, procurement and ICT implications

8.1 Financial Implications

- 8.1.1 Detailed finance and whole-life costing information is contained within Section 2.1 Finance and Whole-Life Costing of the Exempt Appendix at the end of this report.

8.2 Legal Implications

- 8.2.1 The collection contract, under Clause 3.1.2, states:

If the Council determines that it would be beneficial to the provision of Collection Services and the Street Cleansing Service in the Contract Area to extend the Contract, the Council shall serve a written notice upon the Contractor at least six (6) months before the Initial Expiry Date the effect of which shall be to extend the Contract Period by up to two (2) years from the Initial Expiry Date (the "Extended Expiry Date").

- 8.2.2 Medway Council can take up the option of the contract extension at any time earlier than 6 months before the initial expiry date of 31 September 2017. This option is being explored with FCC Environment and will be subject to a further gateway 5 report as and when negotiations are complete.

8.3 Procurement Implications

- 8.3.1 This procurement contract and its associated delivery as per the preferred option highlighted at Section 4.1 'Preferred Option' and the recommendations at Section 9, has no further procurement implications which Cabinet must consider.

- 8.3.2 The contract has delivered against the objectives set out as part of the original tender specification and as part of the Gateway 3 contract award process. The supplier, through a robust internal contract management process, continues to provide the service in line with the contract terms and conditions and continues to deliver to the appropriate key performance indicators. This demonstrates that that

the Gateway 3 contract award decision was both correct and based upon a robust procurement process that has enabled the contract to be delivered effectively.

8.3.3 In line with Contract Procedure Rules, Cabinet must decide whether any further Gateway 5 reports are required for this contract during the remainder of the contract term. Any future contract variations shall automatically require a Gateway 5 report to be presented to Cabinet for a decision to be made. Category Management advises Cabinet to appraise this contract through a minimum of one Gateway 5 per annum to ensure that the contract, which is considered of strategic importance to the Council, continues to deliver effectively throughout the contract term.

8.4 ICT Implications

8.4.1 This procurement does not have any ICT implications.

9 Recommendation

9.1 Cabinet is requested to:

- Note the progress made to date with the collection and disposal contracts
- Endorse the preferred Option 3.3 'Continue With Current Contract and Subject Contract to Further Gateway 5 Reporting Requirements' as/ negotiations with the contractor regarding 2-year extension and efficiencies are completed.

10 Suggested reasons for decision(s)

10.1 The recommendations contained within Section 9 'Recommendations' above are provided on the basis that this contract is providing value for money, and that FCC Environment has achieved their year two target of a 60% recycling rate at two of the three sites, narrowly missing it by less than 0.7% at the third site, while delivering high quality services for the residents of Medway with high satisfaction levels recorded.

Lead officer contact

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Background papers

The following documents have been relied upon in the preparation of this report:

Description of document	Location	Date
Gateway1 Options Appraisal:	http://democracy.med	26 January

Management of Household Waste Recycling Centres	way.gov.uk/mgIssueHistoryHome.aspx?IId=4078	2010
Gateway 3 Contract Award: Household Waste Recycling Centres	http://democracy.medway.gov.uk/mgIssueHistoryHome.aspx?IId=4954	20 July 2010
Gateway 4 Procurement Post Project Completion Review: Household Waste Recycling Centres	http://democracy.medway.gov.uk/mgconvert2pdf.aspx?id=9264	17 th January 2012

Appendix 1: FCC Environment Annual Report - Year 2

Annual Service Report 2011 / 2012

1. Executive Summary

The Annual Service Report (ASR) provides a detailed review of the performance of the Medway Council / FCC Environment (formerly known as Waste Recycling Group) contract over the previous twelve months.

This is the 2nd ASR following commencement of the Contract on the 1st October 2010, and the intention of this report is not only to provide historical contract performance data but to set targets and plans for continuous improvement over the next year.

The Annual Service Report aims to harmonise the information requirements of the Contract Specification with the tender submission from FCC Environment (FCC), in order to provide a comprehensive overview of all aspects of the service. It is intended that the ASR becomes a working document, increasing the requirement for self-monitoring of the services provided and bringing a culture of continuous improvement to the Contract.

The requirement to provide the Annual Service Plan is detailed in clause 16.2 of the specification, schedule 4, and reference in the specification and method statements section 4.2.3. This Plan is for the Contract year 2011/2012

2. Report on progress for the Contract year 2011/12

The service that FCC has provided the Council has built on the previous years successes with increases in the amount of waste recycled at each of the HWRC's. An overall recycling rate in excess of 60% was achieved for this Contract year.

In addition to the increased recycling rate, FCC have provided a high quality service with exceptionally high levels of customer satisfaction.

FCC have also commenced the development of a reuse service in partnership with a local reuse charity, Abacus, and we hope to further develop this service over the coming years.

The Health and Safety of our clients, customers and our staff is of paramount importance to FCC and to this end we have been rigorous in our approach to Health and Safety Management which has resulted in the provision of a safe and efficient service for the Council and users of the sites.

3. Summary of Performance

This report gives an overview of the performance of the contract for the year 2011/12 including, performance against targets, performance against the service delivery plan and the target material streams. It is also intended to give an overview of how the contract is managed by FCC Environment, together with a look forward and target setting for the contract year 2012 / 2013.

3.1 Overall Waste Input/Output Analysis

The targets set out in the contract specification document, section 3.2 and as shown in Table 1 below, are as follows:

1st Year (2010/11)	2nd and Subsequent Years
Overall Recycling Target	Overall Recycling Target
50%	60%

Table 1: Contracted Targets

3.2 Analysis of overall Waste inputs.

Table 2 below sets out the percentage and tonnage of materials recycled by site in year 2:

Site	Total Tonnage	Recycled (T)	% Recycled
Capstone	6780.33	4180.35	
Cuxton	8009.85	4753.07	
Hoath Way	6050.33	3851.61	
Overall Performance			61.35%

Table 2 Performance against Contracted Targets

The total tonnage recycled excludes hardcore and soils, chemicals and asbestos. The tables in Appendix 1 show the tonnage of materials segregated for reuse, recycling and disposal at the sites in the year 2011/12.

The sites layouts have been reconfigured to maximise recycling and reuse, i.e. the residual bins are the last containers customers will arrive at. All staff have been trained to divert as much material from the residual waste stream as possible. They are encouraged to engage with residents to educate on the wide range of recycling facilities the sites have to offer and how they can better manage their waste to ensure we can recycle a higher proportion.

3.3 Details of Waste Outputs, Destination; Treatment, Reprocessing, Re-use or Disposal.

The table below identifies the tonnages and destination of the materials separated at the three HWRC sites.

Material	Total Tonnage	Destination	Process	Contract Basis
Cardboard & Paper	971.76	Kemsley Mill, Sittingbourne	Reprocessed	Long-term National
Soil & Hardcore	5959.44	Soil Remediation, Strood	Reprocessed	Ad-hoc agreement
Glass (mixed)	171.62	Berrymans, Ridham Docks, Sittingbourne	Reprocessed	Ad-hoc agreement
Green waste	2495.79	FCC Dunbrik, Country style Group Ridham Docks	Composting	Internal, Ad-Hoc Disposal
Wood	4762.98	Countrystyle, Ridham	Treatment	Medway contract
Batteries (auto)	54.53	EMR, Biggleswade	Reprocessed	National contract
Metal	1029.50	EMR / Van Dalen	Reprocessed	National / Ad-hoc
Florescent tubes	2.88	Mercury Recycling	Reprocessed	Ad-hoc contract

Fridges	98.56	Waste Recycling via Light Bro's.	Reprocessed	Veolia contract via Medway
Gas bottles	76.68	Roud Recycling	Re- used	Ad-hoc contract
Mixed Recycling (MDR)	270.00	Viridor, Medway	Reprocessed	FCC Contract
Textiles	196.03	L&B Textiles London	Reprocessed	Ad-hoc contract
Tyres	54.90	S&P Tyres, Sittingbourne	Reprocessed	Ad-hoc contract
WEEE (small)	677.00	Sweep, Sittingbourne	Reprocessed	Veolia contract Via Medway
WEEE (large)	144.82	Sweep, Sittingbourne	Reprocessed	Veolia contract Via Medway
Televisions	479.56	Waste Recycling via Light Bros.	Reprocessed	Veolia contract via Medway
Plasterboard	304.08	Countrystyle, Ridham Dock	Reprocessed	Ad-hoc contract
Oil – Motor	54.55	Eco-Oil, Kingsnorth	Reprocessed	Ad-hoc contract
Household batteries	5.30	Waste Care, Manchester	Reprocessed	Veolia contract via Medway
Rigid Plastics	458.24	EMR Ridham Docks	Reprocessed	Ad-hoc contract

Mattresses	466.82	Eco-Matt, Ashford	Reprocessed	Ad-hoc contract
Printer Cartridges	1.16	Take Back Norfolk	Reprocessed/ Re-used	Ad-hoc contract
Re-Use	0.99	Abacus Charity	Re-used	Contract Pending

Table 3 Recyclate streams, volumes, outlets and contract terms

FCC continually re-evaluate our off-takers so as to ensure that we always provide our customers with the highest quality of service whilst minimising our impact on the environment. The only long-term contract currently in place is for the supply of news and pams (Sevenside). All other materials are sold into re-processors on annual or ad-hoc contracts in order to minimise transport, maximise revenues and guarantee quality off-takers with high service levels.

3.4 Analysis of overall Recycling performance.

During the year 2011/12 FCC has consistently improved the level of recycling achieved at each of the HWRC's. The table below shows the level increase in recycling achieved at each site along with the overall increase in recycling achieved across this Contract. The considerable improvement in recycling performance achieved in year 1 of the Contract has been continued into year 2 with an overall increase of over 10% in recycling across all 3 sites.

HWRC	Recycling Percentage for Contract Year 2010/11	Recycling Percentage for Contract Year 2011/12	Percentage Increase from Contract Year 2010/11 to 2011/12
Capstone	50.12%	61.65%	11.53%
Cuxton	49.65%	59.34%	9.69%
Hoath Way	54.68%	63.66%	8.98%
Overall	51.17%	61.35%	10.18%

Table 4 Level of increase in recycling achieved at each site

The challenge for the contract year 2012/13 will be to take this performance forward and FCC are committed to achieving a minimum of 65% recycling and reuse. This will be achieved by continued staff training, customer education, the implementation of enhanced services such as reuse, investigation into markets for new materials and by continually assessing the site layouts and design to encourage maximum diversion of materials.

3.5 Recycling Performance by Material

The table below shows the percentage of materials segregated for reuse recycling and disposal at the sites in the year 2011/12:

TOTAL SITES	TOTAL	PERCENTAGE RECYCLED
Car Batteries	54.53	0.3%
Fluro tubes	2.88	0.0%
Fridges/Freezers	98.56	0.5%
Garden Waste	2495.79	12.0%
Gas Bottles	76.68	0.4%
Glass Mixed	171.62	0.8%
Household batteries	5.30	0.0%
LDA (B stream WEEE)	144.82	0.7%
Metal (Ferrous)	994.70	4.8%
Metal (Non Ferrous)	34.80	0.2%
Plasterboard	304.08	1.5%
SDA (A stream WEEE)	677.00	3.2%
Televisions	479.56	2.3%
Textiles	196.03	0.9%
Tyres	54.90	0.3%
Waste Oil	54.55	0.3%
Wood	4762.98	22.9%
Cardboard	971.76	4.7%
Rigid Plastics	458.24	2.2%
Cooking Oil	7.27	0.0%
Mattresses	466.82	2.2%
Print cartridges	1.16	0.0%
Re-use	0.99	0.0%

Co-mingled Recycling	270.00	1.3%
Sub-Total	12792.94	61.35%

Table 5 Recycling Performance by Material

3.6 Report on Handling of Hazardous Wastes

The only hazardous waste managed at all the sites is asbestos. During 2011/12, 74.13 tonnes were received at the three HWRC's and sent to Pindens for safe disposal.

3.7 Commercial (Trade) Waste

The control of trade waste inputs to the sites continues to present FCC with challenges. FCC is proactively managing trade waste abuse and has worked closely with council officers in the development of a protocol for dealing with traders. Currently Medway Council's policy restricts vehicles used for trade purposes such as large vans from the sites. Where staff suspect any customer of depositing trade waste they will be asked to fill in a 'Declaration of non trade waste'. These are then passed to the council for investigation by the Environmental Enforcement Team. To date all reports, upon investigation, have shown that the waste was from a domestic source.

During August this year Kent introduced material restrictions and vehicle bans at their sites.

This includes,

- a limit on trailer sizes,
- a limit on rubble and hardcore (90kg per visit),
- a charge and limit on asbestos (1 sack per visit at £5),
- a charge and limit on car tyres (2 tyres per visit at £5),
- asbestos and car tyres only accepted at KCC transfer stations (Medway's nearest is Pepper Hill) and
- a complete ban on vehicles over 2 metres high unless the resident applies for a permit.

It is unclear at the time that this report as to the exact impact that these changes will have on the Medway sites, however it is possible that we will experience greater occurrences of Trade Waste abuse at the sites in the coming years. The impact of KCC's HWRC policy changes is being closely monitored through tonnage analysis and the results of HWRC surveys.

4. Customer satisfaction/site surveys

Three customer surveys were undertaken during April, August and November of this contract year.

The surveys undertaken indicated that the overall user satisfaction for the site has increased from the very high level already achieved in 2011.

The tables below show the user satisfaction levels as given in the customer satisfaction report of 2012:

Site	Satisfaction levels	Dec-10	Apr-11	Apr-12	Aug-12	Nov-12
Capstone	Overall satisfaction	96	98	97	98	98
	Very satisfied	73	58	70	76	78
	Fairly satisfied	23	40	27	22	20
Cuxton	Overall satisfaction	99	99	99	96	99
	Very satisfied	88	75	99	96	92
	Fairly satisfied	11	24	0	0	7
Hoath Way	Overall satisfaction	96	98	98	98	97
	Very satisfied	65	62	82	81	83
	Fairly satisfied	31	36	16	17	14
Overall	Overall satisfaction	97	98	98	98	98
	Very satisfied	75	65	83	84	83
	Fairly satisfied	22	33	15	14	15

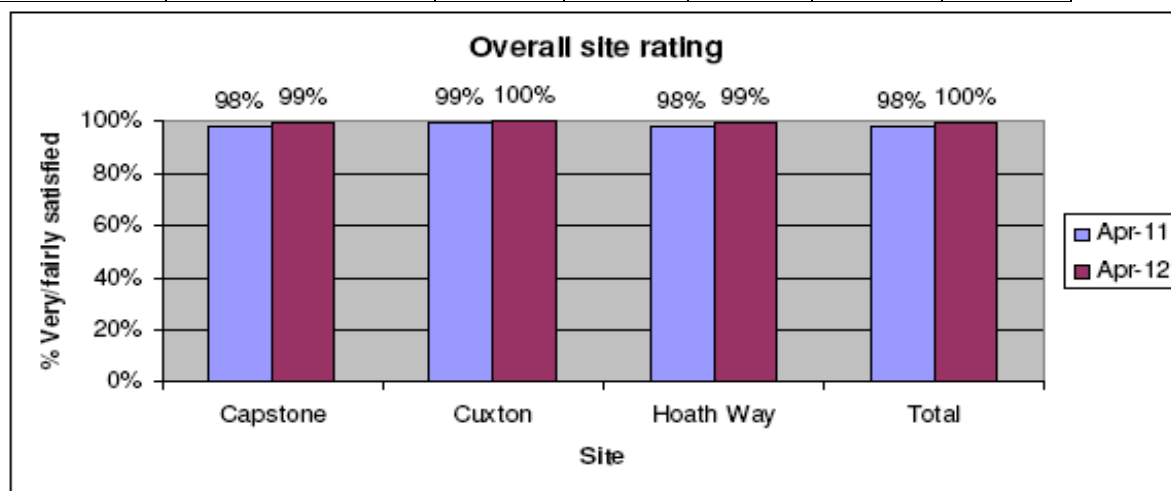


Figure 15 % of respondents very/ fairly satisfied overall with the site

The following conclusions were drawn from the 2012 customer satisfaction survey:

- The most common users of the sites were male between the ages of 45 and 54 and have no disabilities.
- The majority of respondents (60%) use the sites at least once per month.
- The most common material brought to the sites was general dustbin waste (46%), DIY decorating waste (27%, mixed paper and card (23%) and green waste.

- Customer satisfaction is improving with all sites achieving an overall satisfaction rate greater than 90%.
 - 76% of Customers came from the Medway Area. The most common area for those coming from outside of the Medway Area was Tonbridge and Malling Borough Council (13%)

Complaints regarding the service, FCC or its sub-contractors at the HWRCs are handled in line with Medway and FCC Customer complaints policy.

5. Environmental and other considerations

5.1 Environmental Agency (EA) inspections

The Environment Agency carry out random site inspections to check for breaches in license operating conditions. These checks cover a variety of things such as health and safety, site management and the correct use of waste documentation.

During 2011/12 the EA inspected all 3 sites. No breaches were found against the site license operating conditions, operational or quality standards.

5.2 Audits

A traffic management audit was undertaken by the FCC's Regional Business Manager and Regional Health and Safety Manager. All actions noted during these audits have been actioned in line with company procedure.

The audit was based upon site risk assessments and training, staff understanding of the traffic management plan and it's importance.

5.3 Site security and related issues

All three HWRC's are monitored by Onwatch Security during both operational and non operational hours. The site security system's include closed circuit television monitoring, infra red and motion detection. If these are triggered the control centre automatically informs the local police and FCC. Where intruders are caught onsite they are dealt with in accordance with the law if found guilty of trespass and theft.

5.4 Health and Safety, and Environmental Compliance

All bulk waste movements are managed by FCC and designed so as to allow the sites to operate without disruption to the general public. Where ever possible containers are moved during operational hours with safe systems of work such as the use of barriers to segregate the general public from the collection operation being used.

FCC has strict guidelines and procedures that consider the health and safety of the general public and our workforce at all times. In the event that we consider it unsafe to collect a container with the site open, we close the site for the shortest possible time, and deploy one of our staff to advise the waiting cars of the anticipated closure time. This ensures that inconvenience is kept to a minimum and reduces conflict and confrontation.

No RIDDORS occurred on any of the sites during the Contract year and all COSHH data is up to date and available at all three sites.

Capstone, Cuxton, and Hoath Way HWRC, provided under this Contract, continue to be operated to ISO14001:2004 standard under the FCC's Integrated Management System (IMS).

All aspects of operational sites are risk assessed to ensure that any hazards identified are removed where possible or mitigated to keep the task safe. Work instructions (attached to the end of the Risk Assessments) detail any specific issues associated with the tasks and how the work should be managed. All staff undertaking operational tasks are trained on the Risk Assessments and Work Instructions related to their role and a signed training log is kept with the Risk Assessment to show that operatives understand the activity.

The sites are audited by both Internal Auditors (for the IMS) and external bodies such as the Environment Agency and any non-conformances are addressed as soon as practicably possible.

In 2010, FCC achieved compliance with ISO 9001:2008 for its Quality Management Systems relating to both central functions and on-site waste management activities.

The health and safety of all staff and visitors to the sites is of paramount importance to FCC. FCC operates a 'Near Miss' reporting system, which helps to identify unsafe

practices and address them before they become incidents. These near misses are reported and resolutions discussed on a regular basis with Medway Council at Contract Meetings. During the Contract Year 2011/12, over a hundred near misses were reported by site staff for a variety of issues ranging from a lack of PPE to using mobile phones whilst driving and unsafe containers or road surfaces. Near misses are actioned by the Contract Manager and are logged with FCC's Safety, Health and Environment department. Near miss reporting is an excellent tool that shows staff on site are identifying minor problems and issues, that can be dealt with and safe systems/ training can be completed before minor problems and issues progress into larger issues and possibly cause harm to members of staff or members of the public, contractors or Council members.

5.5 Risk Assessments

All operational activities that are undertaken as part of the Contract are subject to Risk Assessment, a process that establishes the hazards and risks associated with a particular activity and aims to reduce the risk by taking mitigating or preventative action. Risk Assessments are reviewed annually and any change of process or new activities are assessed prior to being implemented.

During the Contract Year 2011/12 all site activities' risk assessments were reviewed and updated. The Assessments are available for the Council to inspect at any of the three HWRC sites.

5.6 Staffing and Welfare

As from the 3rd December 2012, each site will have it's own dedicated team of FCC employees. There will be four full time staff and one dedicated supervisor per site, taking away the need for staff to interchange between the sites and reduces the need to employ agency staff. This gives the sites and the staff the continuity they need, and in turn will have a positive effect on the customers using the sites as there will be familiar faces greeting them at each visit.

Day to day management of the Contract continues from dedicated offices at the Pepperhill Transfer Station. Both the Contract Manager and Senior Supervisor are contactable by mobile phone 24 hours a day, 7 days a week. Each provides holiday cover for the other.

The Contract Manager (Neil Jones) has over 18 years experience within the waste industry and has 3 COTC's including Level 4 for Hazardous Waste Treatment and Transfer, Bio Waste Transfer and Landfill LS4. FCC Site Supervisor have all achieved CoTC Level 4 in Waste Transfer.

All permanent and agency staff receive induction and ongoing training to allow them to fulfil their roles effectively.

6. Review of administration of service

The provision of data provided by FCC to the Council is regularly discussed and reviewed as part of the Contract Meeting held with the Council Officers. Prior to FCC raising a monthly invoice, the data is agreed with the Council, and supporting information provided.

7. Infrastructure, plant and equipment maintenance

7.1 Routine maintenance

All facilities used in the service of the Contract were maintained to a high standard during 2011/12; maintaining infrastructure and fixed plant. Good planned maintenance ensured that plant down-time was minimal through the year with little or no disruption to Medway or the general public. Maintenance records are available for inspection by Medway upon request.

7.2 Business Continuity

Local Authorities are coming under increasing pressure to have robust business continuity systems in place to protect their major services. The waste management service provided by FCC under this Contract is one such contract and therefore contingency arrangements are vital to ensure continuation of service in the event of business interruption. The table below shows the contingency facilities in place in case of severe business interruption (e.g. major fire or flood or long-term plant unavailability).

Facility	Waste Types	Contingency 1	Contingency 2
Capstone HWRC	MDR and Residual waste	Hoath Way HWRC	Cuxton HWRC
Cuxton	MDR and Residual waste	Capstone	Hoath Way

HWRC		HWRC	HWRC
Hoath Way HWRC	MDR and Residual waste	Capstone HWRC	Cuxton HWRC

Table 6 Contingency facilities

7.3 Fixed and Mobile Plant

Service and maintenance agreements are in place for all mobile and fixed plant on the sites. This reduces the likelihood of failure and guaranteeing the attendance of an engineer the same working day to commence repairs. In the event of a more substantial mobile plant failure, a hire machine can be brought onto site the same day.

8. Aims for forthcoming year

8.1 Report on recycling bonus incentive scheme.

As part of all FCC staff contracts of employment, there is an opportunity for all staff to earn up to 12% of their annual salary, this is based on recycling targets set out by FCC to run in line with the actual contract to which they are employed, this is analysed and paid quarterly if the set targets are achieved.

8.2 Infrastructure improvements and routine maintenance

Hoath Way

Alterations to site layout are planned for 2012/13 in order to reducing queuing on the public highway, increase the range of materials that can be recycled and improve customer experience.

Cuxton

Medway are reviewing the site access to decrease on road queuing and improving health and safety of the general public this in turn would be marshalled on site by FCC Staff.

Capstone

Investigate the viability for the provision of shop to sell 'reused' items. It is envisaged that the shop would be run on behalf of FCC by a local charity such as Abacus.

8.3 Action Plan for 2012

The targets for 2012 / 2013 are;

- To develop the arrangements with the local charity Abacus to help increase reuse opportunities at the sites.
- To develop and agree with Abacus a long-term reuse solution that will provide customers with a outlet where they can buy goods collected for reuse at the sites. It is hoped that this will lead to the provision of a reuse shop at one of the HWRC's within Medway.
- To work with the Council to minimise trade waste abuse at the sites.
- Continued improvement to the layout of the HWRC's to maximise use-ability and improve the public's perception of the service;
- Review the off-takers for all materials to ensure value for money;
- Review the haulage for the HWRC's and internalise fully if possible, in order to improve the emptying of containers at the HWRC.
- To assist Medway where possible to achieve defined cost-savings by improving service efficiencies, broadening the range of recyclables separated at the HWRC's and providing more timely management information.
- To assist Medway with their communications and education strategy including publicity for landfill diversion initiatives and re use.
- To continue to explore opportunities for a contract extension.

Appendix 1 Summary of year

Capstone	October	November	December	January	February	March	April	May	June	July	August	September	TOTAL
Car Batteries	0.76	1.00	0.95	1.30	0.80	2.40	1.97	1.37	1.94	1.50	0.76	2.13	16.88
Fluro tubes	0.00	0.00	0.00	0.19	0.00	0.00	0.22	0.00	0.33	0.00	0.24	0.00	0.99
Fridges/Freezers	2.90	2.96	2.44	3.04	1.71	3.17	2.41	2.91	2.43	2.44	3.78	2.14	32.34
Garden Waste	51.72	36.58	18.64	22.72	21.64	60.18	43.28	88.72	84.78	101.58	98.64	74.18	702.66
Gas Bottles	0.45	0.75	0.96	1.23	0.69	1.88	2.24	1.71	3.45	2.10	7.86	1.49	24.79
Glass Mixed	5.64	0.00	6.54	6.10	0.00	5.86	5.04	5.00	0.00	6.36	6.04	3.28	49.86
Houshold batteries	0.00	0.00	0.20	0.00	0.40	0.20	0.00	0.20	0.00	0.20	0.00	0.24	1.44
LDA (B stream weee)	2.64	3.04	4.50	0.00	3.40	3.30	2.42	6.74	4.26	3.12	3.54	3.32	40.28
Metal (Ferrous)	23.70	17.76	12.60	23.06	16.62	31.06	25.80	36.92	31.36	30.84	38.56	27.90	316.18
Metal (Non Ferrous)	0.83	0.00	0.00	0.00	0.00	0.45	0.29	0.38	0.00	0.58	0.66	0.00	3.19
Plasterboard	18.38	10.16	9.58	11.44	11.02	16.56	15.36	19.68	10.48	15.28	19.92	13.88	171.74
SDA (A stream weee)	16.80	12.64	9.88	20.82	18.24	16.36	18.32	20.56	18.88	21.32	20.14	17.98	211.94
Televisions	9.78	10.00	12.44	12.66	11.36	14.48	11.70	14.82	15.90	14.00	17.64	14.24	159.02
Textiles	5.70	5.06	3.64	5.12	4.04	6.32	5.20	6.84	5.30	6.20	4.12	4.84	62.38
Tyres	5.02	4.03	1.79	2.56	1.63	4.25	4.47	4.62	5.39	4.24	6.77	3.89	48.68
Waste Oil	1.20	1.30	1.30	0.00	1.80	1.80	2.00	1.60	0.00	2.90	2.60	2.60	19.10
Wood	120.84	107.76	81.88	103.50	106.66	152.96	142.46	173.28	155.36	149.56	178.56	124.68	1597.50
Cardboard	27.26	23.58	24.14	24.02	25.10	25.64	19.54	35.30	21.46	26.36	35.60	27.62	315.62
Rigid Plastic	11.65	6.81	7.21	9.48	10.12	16.72	14.44	18.78	17.68	16.08	18.70	15.52	163.19
Cooking Oil	1.00	0.00	0.00	0.00	0.00	0.00	0.00	1.20	0.00	0.00	0.00	0.77	2.97
Mattresses	11.04	8.24	8.20	15.20	11.48	14.44	11.28	13.32	12.08	14.48	16.58	12.72	149.06
Print Cartridges	0.02	0.04	0.00	0.36	0.00	0.02	0.00	0.00	0.00	0.00	0.00	0.06	0.49
Re-use	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.43	0.43
Co-mingled Recycling	7.08	5.50	8.32	8.50	3.80	6.90	8.32	9.02	7.74	8.78	7.68	8.00	89.64
Sub-Total	324.41	257.21	215.21	271.30	250.52	384.94	336.76	462.97	398.82	427.92	488.38	361.90	4180.35
Landfill	217.70	190.74	167.26	207.58	180.56	240.22	240.60	247.78	221.14	238.34	259.24	188.82	2599.98
Hardcore	228.24	130.72	54.00	100.40	81.00	176.50	151.52	171.00	171.00	153.00	234.00	189.00	1840.38
Total	217.70	190.74	167.26	207.58	180.56	240.22	240.60	247.78	221.14	238.34	259.24	188.82	2599.98
CONTRACT RECYCLING %													
Total Waste	542.11	447.95	382.47	478.88	431.08	625.16	577.36	710.75	619.96	666.26	747.62	550.72	6780.33
Recycling Rate	59.84%	57.42%	56.27%	56.65%	58.11%	61.57%	58.33%	65.14%	64.33%	64.23%	65.32%	65.71%	61.65%

Cuxton	October	November	December	January	February	March	April	May	June	July	August	September	TOTAL
Car Batteries	0.90	0.75	1.85	1.30	0.80	2.80	1.74	1.64	2.88	1.97	1.24	3.17	21.05
Fluro tubes	0.00	0.00	0.00	0.00	0.23	0.26	0.00	0.17	0.00	0.27	0.24	0.00	1.16
Fridges/Freezers	3.45	4.48	1.96	2.93	2.30	4.16	2.80	3.47	2.87	3.42	4.52	2.52	38.89
Garden Waste	90.08	63.86	19.48	36.48	27.90	87.72	70.60	137.92	128.30	159.00	139.66	104.14	1065.14
Gas Bottles	0.57	0.74	1.02	1.94	2.24	1.83	2.66	2.46	3.41	1.67	7.70	1.98	28.20
Glass Mixed	6.06	5.04	12.10	6.26	5.94	4.82	11.06	5.06	5.38	11.42	6.50	5.82	85.46
Household batteries	0.00	0.00	0.50	0.00	0.40	0.12	0.00	0.20	0.00	0.40	0.00	0.40	2.02
LDA (B stream weee)	5.68	6.88	5.68	8.32	4.86	9.08	4.76	6.90	5.04	5.38	3.18	5.16	70.92
Metal (Ferrous)	28.97	20.86	12.64	21.74	19.36	34.84	31.96	41.06	37.46	35.46	46.92	31.28	362.55
Metal (Non Ferrous)	0.49	0.00	0.00	0.00	0.00	0.33	0.22	2.60	1.76	0.64	0.66	0.00	6.69
Plasterboard	7.26	11.30	12.92	7.02	12.26	10.72	13.18	11.50	12.08	9.34	12.14	12.62	132.34
SDA (A stream weee)	17.48	13.88	13.70	21.34	15.06	16.10	18.50	27.82	24.12	25.40	23.80	20.40	237.60
Televisions	9.30	10.76	9.74	18.44	11.36	14.60	11.76	19.18	19.94	22.44	21.72	14.54	183.78
Textiles	7.36	5.40	4.94	6.20	4.20	4.52	4.72	7.58	4.62	6.42	3.24	5.18	64.38
Tyres	5.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.02
Waste Oil	2.00	2.00	1.00	2.00	2.00	1.90	2.00	1.80	2.00	1.25	2.00	1.80	21.75
Wood	116.74	120.90	83.84	99.40	101.68	157.94	144.16	179.14	157.24	168.54	162.00	136.02	1627.60
Cardboard	25.54	23.18	30.74	16.42	18.76	40.74	30.72	27.14	36.90	32.68	34.34	35.06	352.22
Rigid Plastics	12.40	8.94	7.03	13.37	6.83	14.92	15.32	17.28	15.86	16.82	17.02	15.22	161.00
Cooking Oil	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.60	0.00	0.00	0.00	0.47	2.07
Mattresses	11.84	11.16	9.44	15.68	10.12	17.32	12.52	19.04	13.24	17.84	14.99	16.08	169.27
Print Cartridges	0.02	0.03	0.00	0.00	0.00	0.03	0.00	0.00	0.00	0.00	0.00	0.05	0.12
Re-use	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.43	0.43
Co-mingled Recycling	9.62	4.96	7.02	14.48	5.72	12.42	5.68	19.44	6.88	6.30	12.48	8.42	113.42
Sub-Total	361.78	315.12	235.60	293.32	252.00	437.16	384.36	532.00	479.99	526.66	514.34	420.75	4753.07
Landfill	289.46	260.24	212.78	230.64	249.66	323.56	314.36	287.28	263.52	262.52	330.28	232.48	3256.78
Hardcore	286.12	166.84	70.96	142.34	120.78	245.38	261.74	198.00	198.00	198.00	243.00	198.00	2329.16
Total	289.46	260.24	212.78	230.64	249.66	323.56	314.36	287.28	263.52	262.52	330.28	232.48	3256.78
CONTRACT RECYCLING %													
Total Waste	651.24	575.36	448.38	523.96	501.66	760.72	698.72	819.28	743.51	789.18	844.62	653.23	8009.85
Recycling Rate	55.55%	54.77%	52.54%	55.98%	50.23%	57.47%	55.01%	64.93%	64.56%	66.73%	60.90%	64.41%	59.34%

Gillingham	October	November	December	January	February	March	April	May	June	July	August	September	TOTAL
Car Batteries	0.75	1.40	0.56	1.03	0.70	2.30	2.48	0.65	2.25	1.56	1.46	1.47	16.61
Fluro tubes	0.00	0.00	0.00	0.22	0.00	0.00	0.28	0.00	0.00	0.24	0.00	0.00	0.74
Fridges/Freezers	2.06	2.36	1.69	2.20	1.94	3.28	1.88	1.84	1.85	2.44	3.50	2.28	27.33
Garden Waste	67.46	41.13	20.42	24.72	19.22	59.34	46.72	87.24	86.96	95.56	96.90	82.32	727.99
Gas Bottles	0.86	0.60	1.52	1.58	0.74	2.21	2.27	2.04	3.20	1.32	4.67	2.72	23.70
Glass Mixed	0.00	3.66	4.28	0.00	5.30	4.98	0.00	4.80	3.82	0.00	4.66	4.80	36.30
Household batteries	0.00	0.00	0.24	0.00	0.20	0.40	0.00	0.40	0.00	0.20	0.00	0.40	1.84
LDA (B stream weee)	0.00	8.88	2.56	2.14	2.44	2.34	2.44	2.26	4.00	2.38	2.20	1.98	33.62
Metal (Ferrous)	25.52	0.00	13.58	29.30	18.96	36.04	30.22	35.04	30.20	33.79	33.70	29.62	315.97
Metal (Non Ferrous)	0.09	22.14	0.00	0.00	0.00	0.36	0.40	0.64	0.00	0.74	0.56	0.00	24.92
Plasterboard	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
SDA (A stream weee)	15.04	6.66	12.94	19.08	19.88	22.68	19.20	23.90	23.30	22.90	22.04	19.84	227.46
Televisions	3.04	5.82	2.96	6.76	11.86	14.12	15.66	13.14	14.44	17.84	18.34	12.78	136.76
Textiles	6.48	5.78	4.62	6.46	5.54	5.86	4.62	7.14	5.10	6.14	6.98	4.56	69.28
Tyres	1.20	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.20
Waste Oil	1.20	0.00	1.50	1.60	0.00	1.30	1.50	2.00	0.00	1.60	1.20	1.80	13.70
Wood	138.06	97.52	78.04	107.96	107.54	149.68	139.98	161.22	140.28	144.12	145.12	128.36	1537.88
Cardboard	20.12	26.96	16.42	27.82	27.10	25.40	24.16	31.66	23.40	26.34	28.66	25.88	303.92
Rigid Plastic	13.96	4.50	6.49	6.76	8.08	13.96	13.56	14.66	11.92	14.54	13.26	12.36	134.05
Cooking Oil	0.05	1.00	0.56	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.63	2.23
Mattresses	11.28	12.36	9.84	12.04	14.72	13.68	10.72	11.96	12.32	11.52	12.65	15.40	148.49
Print cartridges	0.04	0.00	0.03	0.38	0.00	0.02	0.00	0.00	0.00	0.00	0.00	0.08	0.55
Re-use	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.14	0.14
Co-mingled Recycling	6.38	4.40	3.22	9.98	3.26	7.14	4.62	5.64	6.16	0.00	10.72	5.42	66.94
Sub-Total	313.58	245.17	181.45	260.03	247.48	365.09	320.70	406.23	369.20	383.23	406.63	352.84	3851.61
Landfill	202.36	146.46	152.78	162.10	148.72	180.22	174.12	209.14	190.80	217.00	214.68	200.34	2198.72
Hardcore	173.56	114.70	72.00	90.00	112.46	209.30	189.88	153.00	162.00	162.00	162.00	189.00	1789.90
Total	202.36	146.46	152.78	162.10	148.72	180.22	174.12	209.14	190.80	217.00	214.68	200.34	2198.72
CONTRACT RECYCLING %													
Total Waste	515.94	391.63	334.23	422.13	396.20	545.31	494.82	615.37	560.00	600.23	621.31	553.18	6050.33
Recycling Rate	60.78%	62.60%	54.29%	61.60%	62.46%	66.95%	64.81%	66.01%	65.93%	63.85%	65.45%	63.78%	63.66%