

## CABINET

**14 APRIL 2015**

### **GATEWAY 5 REPORT: HOUSEHOLD WASTE RECYCLING CENTRES**

Portfolio Holder: Councillor Phil Filmer, Front Line Services

Report from: Robin Cooper, Director of Regeneration, Community and Culture

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#### **SUMMARY**

This report seeks permission from the Cabinet to review the progress of the contract currently delivered through FCC.

The contract is delivered by the incumbent, FCC Environmental, previously known as Waste Recycling Group – WRG.

This Gateway 5 Report has been approved for submission to the Cabinet after review and discussion at RCC Directorate Management Team meeting on 12 February 2015 and Procurement Board on 26 February 2015.

## **1. BACKGROUND INFORMATION**

### **1.1 Budget & Policy Framework**

1.1.1 This procurement post project appraisal and its subsequent review is within the Council's policy and budget framework and accords with all the identified Core Values, Strategic Priorities, Strategic Council Obligations and Departmental/Directorate service plans as highlighted within the Procurement Gateway 1 Report.

### **1.2 Contract Background Information**

1.2.1 The Household Waste Recycling Centre (HWRC) Management Contract broadly consists of the following elements:

- The management of three HWRC; Capstone, Cuxton & Hoath Way

- The haulage of all materials arising at the sites with the exception of 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 (RRT) 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; and
- 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

### **1.3 Funding/Engagement From External Sources**

1.3.1 There has been no external funding/engagement associated with this contract.

## **2. STATUTORY/LEGAL OBLIGATIONS**

### **2.1 Statutory/Legal Obligations**

2.1.1 The provision and hence management of the household waste recycling centres is a statutory duty for the waste disposal authority of an area. Medway as a unitary authority is responsible for fulfilling this duty.

### 3. BUSINESS CASE

#### 3.1 Procurement Project Outputs / Outcomes

3.1.1 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(s) has delivered said outcomes/outputs.

Outputs / Outcomes	How was success measured?	Who measured success of outputs/ outcomes	When was success measured?	How has contract award delivered outputs/outcomes?
<b>1. Ensure compliance with statutory duties</b>	Our Statutory duty is:  The Environmental Protection Act 1990 requires waste disposal authorities to provide free-to-use household waste recycling centres for their residents to dispose of household waste.	Head of Service  Annual report to Overview & Scrutiny Committee  Corporate monitoring via Covalent returns  National Waste Dataflow returns	Monthly contract meetings  Annual report to Overview & Scrutiny Committee  Monthly corporate monitoring via Covalent returns  National Waste Dataflow returns quarterly	During the contract year, Medway has maintained the three sites open to all residents of Medway to dispose/recycle/deposit for reuse 'household' waste free of charge.
<b>2. Meet contract performance targets</b>	Target of recycling a minim of 60% during this contract year.	Head of Service  Annual report to Overview & Scrutiny Committee	Monthly contract meetings  Annual report to Overview & Scrutiny Committee  Monthly corporate	By increasing the recycling rate the sites have managed to lower the amount of residual waste collected and this has contributed to Medway diverting less waste to landfill. The tonnage of residual waste has

		<p>Corporate monitoring via Covalent returns</p> <p>National Waste Dataflow returns</p>	<p>monitoring via Covalent returns</p> <p>National Waste Dataflow returns quarterly</p>	<p>decreased year on year from:</p> <ul style="list-style-type: none"> <li>• 10,041 tonnes in the first contract year (Oct 2010 to Sept 2011)</li> <li>• To 7,438 tonnes in the second contract year (Oct 2011 – Sept 2012)</li> <li>• To 7,429 tonnes in year three (Oct 2012 – Sept 2013)</li> <li>• To 7,060 tonnes in year four (Oct 2013 – Sept 2014)</li> </ul> <p>The recycling rate at the three sites is:</p> <p>Capstone: 69.72%</p> <p>Cuxton: 64.94%</p> <p>Hoath Way: 64.34%</p> <p>Giving an overall rate of 66.3% for this contract year.</p>
<b>3. Ensure continuity of a front line service</b>	<p>Days service running</p> <p>Public satisfaction with service delivery</p>	<p>Head of Service</p> <p>Annual report to Overview &amp; Scrutiny Committee</p>	<p>Monthly contract meetings</p> <p>Annual report to Overview &amp; Scrutiny Committee</p>	<p>Service continuity has been maintained, as there were no major changes in contractors or contractor during 2013/2014, there were no major breaks in service due to extreme weather</p> <p>Measures of public satisfaction were also taken via surveys at the three sites in April and August, showing 97% of residents using the site were very or fairly satisfied with the facilities (79% being very satisfied) and services offered. This is a slight reduction on the previous years results (Year three</p>

				98% of residents using the site were very or fairly satisfied with the facilities with 83% being very satisfied). The reduction is most apparent at the Cuxton site where there has been increased staff activity questioning customers and asking them to recycle.
<b>4. Provide service within agreed budgets</b>	Regular monitoring of service costs against budget	Head of Service and Corporate Finance Officer	<p>Monitored monthly at a local level by the Assistant Director and quarterly at Department Management Team, Corporate Management Team &amp; Cabinet.</p> <p>The contracts are subject to RPI/Baxter indices uplifts each year</p> <p>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 of the sites.</p>	<p>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 offset the running costs for these sites.</p>
<b>5. Meet requirement to achieve efficiency gains</b>	Prudent contract procurement practices, including negotiations for efficiencies during	Head of Service Annual report to Overview & Scrutiny Committee	<p>Monthly contract meetings</p> <p>Annual report to Overview &amp; Scrutiny Committee</p>	<p>The tendering of this contract realised savings in excess of £600,000 per year.</p> <p>Discussions are underway with FCC</p>

	discussions on service improvements and possible contract extension.	Corporate monitoring via Covalent returns	Monthly corporate monitoring via Covalent returns	regarding the possibility of taking up the 2-year contract extension (from 2017 to 2019) and hence achieving efficiency.
<b>6. Provide environmentally sustainable services</b>	<p>Undertaking recycling is a key feature of sustainable waste practices.</p> <p>A reduction to landfill waste will be realised through an increase in recycling and reuse of bulky items that would have been landfill previously.</p>	<p>Head of Service</p> <p>Annual report to Overview &amp; Scrutiny Committee</p>	<p>Monthly contract meetings</p> <p>Annual report to Overview &amp; Scrutiny Committee</p> <p>Monthly corporate monitoring via Covalent returns</p>	<p>Percentage of recycled materials are increasing annually (see point 1 above).</p> <p>Percentage of landfilled waste are decreasing annually (see point 2 above).</p>

## 4. RISK MANAGEMENT

4.1 **Risk Categorisation** – The following risk categories have been identified as having a linkage to the procurement contract at this Gateway 5 stage. There are no risks associated with this procurement contract at this Gateway 5 stage.

<b>1. Risk Category: Contractual Delivery</b>	<b>Likelihood: D</b>	<b>Impact: II</b>
<b>Outline Description:</b> Default by Contractor needing emergency action		
<b>Plans to Mitigate:</b> Contractor to provide and/or pay for alternative action		
<b>2. Risk Category: Contractual Delivery</b>	<b>Likelihood: D</b>	<b>Impact: II</b>
<b>Outline Description:</b> Termination of contract due to default by contractor		
<b>Plans to Mitigate:</b> Adequate contract provision to enable the Council to take effective action when necessary. Clause in contract to enable Medway to reclaim losses		
<b>3. Risk Category: Contractual Delivery</b>	<b>Likelihood: C</b>	<b>Impact: II</b>
<b>Outline Description:</b> Volume of waste less than or greater than anticipated		
<b>Plans to Mitigate:</b> Allowance made for this in Contract		
<b>4. Risk Category: Service Delivery</b>	<b>Likelihood: E</b>	<b>Impact: II</b>
<b>Outline Description:</b> Closure of plant or inability to provide Service due to Force Majeure or relief events		
<b>Plans to Mitigate:</b> Shared responsibility under contract conditions		

5. Risk Category: Service Delivery	Likelihood: D	Impact: II
<b>Outline Description:</b> Failure of waste management services contractor to meet contract standards to service delivery to the Council		
<b>Plans to Mitigate:</b> KPI & default system in place for financial compensation. Adequate contract monitoring and enforcement in relation to operations. In appropriate cases by including provision in the contract for deductions where these standards are not met		
6. Risk Category: Service Delivery	Likelihood: C	Impact: II
<b>Outline Description:</b> Interruption of availability of some facilities		
<b>Plans to Mitigate:</b> 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		
7. Risk Category: Service Delivery	Likelihood: C	Impact: III
<b>Outline Description:</b> Non-household waste entering MSW waste stream or waste incorrectly dealt with according to its category		
<b>Plans to Mitigate:</b> 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		
8. Risk Category: Health & Safety	Likelihood: D	Impact: I
<b>Outline Description:</b> Serious injury/death of staff or public whilst services are in operation		
<b>Plans to Mitigate:</b> Robust health & safety monitoring procedures in place; the HWRC's in Medway are regularly audited by the HSE as part of their routine inspections.		

9. Risk Category: Legal	Likelihood: C	Impact: II
<b>Outline Description:</b> Changes in government regulations/law		
<b>Plans to Mitigate:</b> Incorporated into the contract 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		
10. Risk Category: Financial	Likelihood: B	Impact: II
<b>Outline Description:</b> budgeted net expenditure exceeded		
<b>Plans to Mitigate:</b> 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		
11. Risk Category: Financials	Likelihood: E	Impact: III
<b>Outline Description:</b> Overpayment to contractor		
<b>Plans to Mitigate:</b> Robust contract procedures for checking contracts, validating invoices and recovering any overpayments. Staff training. Regular internal audit inspections		
12. Risk Category: Financial	Likelihood: E	Impact: II
<b>Outline Description:</b> Contractor/employee fraud or corruption		
<b>Plans to Mitigate:</b> Robust contract provisions for controlling payments and assets. Adequate supervision and transparency for contract management and negotiations. Staff training. Regular internal audit inspections		

## **5. CONTRACT APPRAISAL/PERMISSIONS REQUIRED**

### **5.1 Contract Appraisal**

5.1.1 To continue with the current contracts for the remainder of the contract terms and subjecting the contracts to further Gateway 5 requirements:-

- Ongoing reporting to Procurement Board/Cabinet to enable a clear auditable trail of contract monitoring
- Opportunity for the contracts to be examined and reviewed on an annual basis.

### **5.2 Permissions Required**

5.2.1 This report provides Cabinet with a post project appraisal. The Council will continue this termed contract for remainder of the contract duration of 7 + 2 years (from October 2010-September 2019) with the inclusion of further Gateway 5 reports.

## **6. CONTRACT MANAGEMENT**

### **6.1 Contract Management**

6.1.1 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.

6.1.2 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.

6.1.3 The relationship between the client department and the service is strong, and is described as 'excellent'.

6.1.4 The FCC Medway HWRC Contract Year 4 Annual Service Report 2013 / 2014 is attached at Appendix 1 to the report.

## **7. CONSULTATION**

### **7.1 Internal (Medway) Stakeholder Consultation**

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

- Department Management Team.

## **7.2 External Stakeholder Consultation**

7.2.1 In preparing the waste strategy there was extensive consultation with the public, industry and special groups; these are detailed in the waste strategy. A questionnaire to 5,000 members of the public was organised and evaluated by an external agency and members of the citizens' panel were involved in reviewing and commenting on waste disposal options.

7.2.2 As part of this on-going procurement contract management, no external stakeholder consultation is required unless changes to services are needed at some later date.

## **8. PROCUREMENT BOARD**

8.1 The Procurement Board considered this report on 26 February 2015 and supported the recommendation in paragraph 10 below.

## **9. SERVICE COMMENTS**

### **9.1 Finance Comments**

9.1.1 The procurement requirement and its associated delivery (as per the recommendations at Section 11) will be funded from existing revenue budgets.

9.1.2 Further detail is contained within the Financial Analysis of the Exempt Appendix.

### **9.2 Legal Comments**

9.2.1 As this is a High Risk Procurement, a Gateway 5 report must be made to Cabinet pursuant to Contract Procedure Rule 2.4.6. The Procurement Board may make recommendations to Cabinet to inform the Cabinet decision.

9.2.2 The provision, and hence management, of household waste recycling centres ("HWRCs") is a statutory duty for the waste disposal authority of an area, in this case Medway Council. The duty is imposed by section 51 Environmental Protection Act 1990 and requires the Council make arrangements for HWRCs to be provided which are reasonably accessible to persons resident in its area. HWRCs must be available for the deposit of waste at all reasonable times (including at least one period on the Saturday or following day of each week except a week in which the Saturday is 25 December or 1 January), and each HWRC must be available for the deposit of household waste free of charge by persons resident in the area.

### **9.3 TUPE Comments**

9.3.1 TUPE did apply to this procurement process for 9 site staff and 4 drivers transferred from the old contractor to FCC. There are no further TUPE issues or requirements.

### **9.4 Procurement Comments**

9.4.1 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 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.

9.4.2 Category Management team advises Procurement Board 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.

### **9.5 ICT Comments**

9.5.1 There are no ICT implications.

## **10. OTHER INFORMATION**

### **10.1 Other Information**

10.1 The procurement project management will need to be reviewed to commence processes for the next HWRC to start in 2017 (or 2019) depending if the 2 year extension period is undertaken at a later stage.

## **11. RECOMMENDATION**

11.1 The Cabinet is recommended to agree that the Council continue this termed contract for remainder of the contract duration of 7 + 2 years (from October 2010-September 2019) with the inclusion of further Gateway 5 reports.

## **12. SUGGESTED REASONS FOR DECISION**

12.1 The recommendation contained within Section 11 'Recommendations' above are provided on the basis that this contract is providing value for money and, that FCC have exceeded their year on target of a 60% recycling rate 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
Cabinet Gateway 5 report and decision	<a href="http://democracy.medway.gov.uk/mglIssueHistoryHome.aspx?Id=11861">http://democracy.medway.gov.uk/mglIssueHistoryHome.aspx?Id=11861</a>	17 Dec 2013
Cabinet Gateway 5 report and decision	<a href="http://democracy.medway.gov.uk/mglIssueHistoryHome.aspx?Id=10018">http://democracy.medway.gov.uk/mglIssueHistoryHome.aspx?Id=10018</a>	15 Jan 2013
Cabinet Gateway 4 report and decision	<a href="http://democracy.medway.gov.uk/mglIssueHistoryHome.aspx?Id=7893">http://democracy.medway.gov.uk/mglIssueHistoryHome.aspx?Id=7893</a>	17 Jan 2012
Cabinet Gateway 3 report and decision:	<a href="http://democracy.medway.gov.uk/mglIssueHistoryHome.aspx?Id=4954">http://democracy.medway.gov.uk/mglIssueHistoryHome.aspx?Id=4954</a>	20 July 2010
Cabinet Gateway 1 report and decision:	<a href="http://democracy.medway.gov.uk/mglIssueHistoryHome.aspx?Id=4078">http://democracy.medway.gov.uk/mglIssueHistoryHome.aspx?Id=4078</a>	20 Jan 2010



## APPENDIX 1

# Medway HWRC Contract Year 4 Annual Service Report 2013 / 2014

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## 1. Executive Summary

The Annual Service Report (ASR) provides a detailed review of the performance of the Medway Council / FCC Environment (FCC) Contract over the previous twelve months. This is the 4<sup>th</sup> ASR following commencement of the Contract on the 1<sup>st</sup> October 2010. The intention of this report is to provide details on the historical performance of the contract and to set new targets and growth plans for the coming contract year October 2014 to September 2015.

The ASR aims to concentrate the information requirements of the Contract Specification with the tender submission into a single report, providing a comprehensive overview of all aspects of the HWRC service. It is our intention through 2014/15 for the ASR to become a working document, complimented by a monthly 'dashboard' of key contract requirements which can be tracked through the year, allowing greater visibility of our contract management, self-monitoring and reporting processes with the aim 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 covers the Contract.

Key achievements for contract year 2013/2014 are as follows and further detailed in the report below:-

- Recycling has increased from 62.99% in 2012/2013 to 66.30% in 2013/2014, against a contract target of 60%.
- Waste sent for disposal has reduced from 7428t in 2012/2013 to 7059t in 2013/2014, a reduction of 369t. With a change in process at site to maximise diversion of tonnage from landfill to recovery (EFW).
- Introduced Sue Ryder Charity to improve re-use, increasing tonnage from 11.75 t in 2012/2013 to 56.30t in 2013/2014. There will be a financial benefit to Medway Council, by way of a discount on the Management Fee.
- Introduction of new scheme to recycle push bikes with Abacus charity and Rochester prison has been very successful, with over 378 bikes collected so far. .
- Cuxton site has been re-designed to accommodate an additional bulky container, allowing bulky and black bag waste can be segregated - thus reducing waste sent to landfill.
- Customer satisfaction surveys were completed during April and Aug , the results for overall satisfaction remain high at 97% for the year.

- Accidents and incidents reduced during 2013/2014 with 31 recorded incidents (2012/2013 – 48 incidents). Details of all incidents and accidents are available in the dashboard report.
- Medway sites received an award for customer service in the FCC internal ABCD Awards (Above and Beyond the Call of Duty), several people from the sites attended the awards lunch, and had the opportunity to meet up with their colleagues from within the business. It was great to bring an award back for the team!
- Introduced 12 additional rollon/off containers, for additional capacity during busy periods.

## **2. Report on progress for the Contract year 2013/14**

FCC has built upon the overall service and previous years successes by continuing to increase recycling levels across the HWRC facilities. An overall recycling of 66.30% was achieved for the Contract as a whole.

In addition to these improvements, FCC has provided the Council with a high quality service with exceptionally high levels of customer service and satisfaction. FCC continued the reuse service partnership with the local charity Abacus and introduced two new reuse schemes, one with Sue Ryder and the other refurbishing push bikes in partnership with Rochester prison and Abacus charity. The intention is to further expand on this success in 2015.

We are also continuing to investigate the potential and viability for alternate mattress recycling facilities, which includes discussions with correctional institutions and commercial enterprise.

The Health and Safety of our clients, customers and staff are of paramount importance to FCC and to this end we have been rigorous in our approach to Health and Safety Management. In 2014, after analysis of companywide near miss reporting data and identifying that customers had high incidents of avoidable minor accidents such as trips due to poor choice of footwear, minor cuts grazes to hands and others, FCC decided to launch a safety campaign directed at members of the public. The campaign consisted of site signage and a small pocket hand out which was also included on the Medway website. This 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 provides an overview of FCC's performance of the Contract during 2013/14. This includes performance against recycling 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 2014 / 2015.

### 3.1. Overall Waste Input / Output Analysis

Section 3.2 of the Contract Specification sets out the minimum recycling levels to be achieved by the HWRC contractor:

Contract Year	Contract Recycling Target
2010 / 2011	>50%
2012 / 2017	>60%

Table 1: Recycling Rate Targets

### 3.2. Analysis of Overall Waste Inputs

Table 2 sets out the total tonnage received at each site and for the contract as a whole as a comparison against the tonnage sent for recycling or composting:

The total tonnage recycled excludes hardcore and soils, and does not include difficult waste which is reported separately.

Site	Total Tonnage received (t)	Materials recycled (t) <sup>1</sup>	Recycling percentage (%)
Capstone	6733.12	4694.55	69.72
Cuxton	8220.85	5338.50	64.94
Hoath Way	5993.68	3854.80	64.34
Contract Total	20947.65	13887.86	
Overall Performance			66.30

Table 2 Performance against Contracted Targets

The table below shows the percentage of materials segregated for reuse recycling and disposal at the sites in the year 2013/14:

All	Percentage composition
Car Batteries	0.22
Fluro Tubes (D-WEEE)	0.01
Fridges/Freezers (B-WEEE)	0.68
Garden Waste	5.39
Gas Bottles	0.28
Glass Mixed	0.44
Household Batteries	0.02
LDA (A-WEEE)	0.30
Metal (Ferrous)	4.59
Metal (Non Ferrous)	0.04
Plasterboard	1.28
SDA (E-WEEE)	2.60
Televisions (C-WEEE)	1.11
Textiles	0.86
Tyres	0.20
Waste Oil	0.16
Wood	20.43
Paper & Card	3.23
Rigid Plastic	2.12
Cooking Oil	0.01
Mattresses	2.06
Print Cartridges	0.01
Re-use	0.20
Re-use Bikes	0.03
Co-mingled Recycling	0.73
Landfill	25.41
Hardcore	24.35
Asbestos	0.26
Total Waste	100%

All material movements on behalf of the HWRC service are managed by FCC and designed so as to allow the sites to operate with the least disruption as possible to the general public. Containers are moved during non-operational

and operational hours. During operational hours, containers are moved by following 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 to the site users is kept to a minimum and if they are held up, we communicate the approximate time of reopening to reduce conflict and confrontation.

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

The table below identifies the tonnages of materials that have been collected across the HWRC service over the last Contract year and the destinations of where these materials have been sent for processing.

Material	Total Tonnage	Destination	Process	Contract Basis
Cardboard & Paper	897.26	Kemsley Mill, Sittingbourne	Reprocessed	Long-term National
Soil & Hardcore	6,764.31	Soil Remediation, Strood	Reprocessed	Ad-hoc agreement
Glass (mixed)	122.26	Berrymans, Ridham Docks, Sittingbourne & Tilbury INGs Environment Knottingly	Reprocessed	Ad-hoc agreement
Green Waste	2,331.69	FCC Dunbrik, Country Style Group Ridham Docks	Re-use	Internal, Ad-Hoc Disposal
Wood	5,675.42	Countrystyle, Ridham	Treatment	Medway contract
Batteries (auto)	60.07	EMR, Biggleswade	Reprocessed	National contract
Metal Ferrous	1,275.11	EMR / Van Dalen	Reprocessed	National / Ad-hoc
Florescent tubes	3.53	Mercury Recycling	Disposal/Re-use	Ad-hoc contract
Fridges	187.72	Waste Recycling via Light Bro's.	Reprocessed	Veolia contract via Medway
Gas bottles	77.42	Roud Recycling	Re-use	Ad-hoc contract
Mixed Recycling (MDR)	203.61	Viridor, Crayford	Reprocessed	FCC Contract
Textiles	238.74	LMB Textiles, London	Reprocessed	Ad-hoc contract
Tyres	55.55	S&P Tyres, Sittingbourne Pountney Tyres, Worthing	Reprocessed	Ad-hoc contract
WEEE (small)	722.88	Sweep, Sittingbourne	Repro'd/Re-used	Veolia contract Via Medway
WEEE (large)	82.06	Sweep, Sittingbourne	Repro'd/Re-used	Veolia contract Via Medway
Televisions	307.32	Waste Recycling via Light Bros.	Repro'd/Re-used	Veolia contract via Medway
Plasterboard	356.12	Countrystyle, Ridham Dock	Reprocessed	Ad-hoc contract
Oil – Motor	44.25	Eco-Oil, Kingsnorth	Reprocessed	Ad-hoc contract
Household Batteries	5.53	Waste Care, Manchester	Reprocessed	Ad-hoc contract
Rigid Plastics	589.26	EMR Ridham Docks	Reprocessed	Ad-hoc contract
Mattresses	571.94	Eco-Matt, Ashford	Reprocessed	Ad-hoc contract
Printer Cartridges	2.70	Take Back, Norfolk	Repro'd/Re-used	Ad-hoc contract
Re-Use	56.30	Abacus Charity, Sue Ryder Charity	Re Sold	Contract Pending
Bikes	7.01	Abacus And Rochester correctional facility	Resold	Contract
Cooking Oil	3.98	Living fuels	Reprocessed	National / Ad Hoc
Metal Non-Ferrous	10.09	EMR / Van Dalen	Reprocessed	National / Ad-hoc

Table 3 Recyclate streams, volumes, outlets and contract terms

The only Long-term contract currently in place is for the supply of news and pams (Severnside). 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. FCC continually re-evaluates our off-takers, auditing their operations so as to ensure that we always provide our customers with the highest quality of service whilst minimising our impact on the environment.

### 3.4. Analysis of Overall Recycling Performance

During the year 2013/14 FCC has consistently strived to improve the level of recycling achieved at each of the HWRC's. The table below shows the levels in recycling achieved at each site along with the overall increase in recycling achieved across this Contract.

2013/14 contract year has seen all sites increase the recycling percentages.

HWRC	Recycling % in Contract Year 2010/11	Recycling % in Contract Year 2011/12	Recycling % in Contract 2012/13	Recycling % in Contract 2013/14	Percentage Increase from Contract Year 2012/13 to 2013/14
Capstone	51.37%	61.69%	65.19%	69.72%	4.53%
Cuxton	50.67%	59.38%	62.18%	64.94%	2.76%
Hoath	55.72%	63.72%	61.61%	64.31%	2.70%
Overall	52.23%	61.53%	62.99%	66.30%	3.31%

The considerable improvement in recycling performance achieved in year 1 of the Contract has been continued into year 4 with an increasing trend resulting in an overall performance improvement of 3.31% recycling on the previous year's figures.

### 3.5. Waste Input / Output Analysis by Site (individual HWRC)

Appendix A of this report contains a spreadsheet which provides details of all materials recycled over the Contract on a by site basis.

### 3.6.Recycling Performance by Material Type

Below is a summary of Recycling percentages by site and by material.

Material Type	Hoath	Capstone	Cuxton
Car Batteries	0.20%	0.20%	0.24%
Fluro tubes (D-WEEE)	0.01%	0.01%	0.02%
Fridges/Freezers (B-WEEE)	0.62%	0.64%	0.75%
Garden Waste	6.98%	9.17%	8.81%
Gas Bottles	0.31%	0.28%	0.25%
Glass Mixed	0.30%	0.42%	0.56%
Household batteries	0.02%	0.02%	0.02%
LDA (A-WEEE)	0.09%	0.27%	0.47%
Metal (Ferrous)	4.60%	4.39%	4.74%
Metal (Non Ferrous)	0.04%	0.04%	0.03%
Plasterboard	0.00%	2.35%	1.36%
SDA (E-WEEE)	3.09%	2.46%	2.35%
Televisions (C-WEEE)	1.22%	1.01%	1.10%
Textiles	0.96%	0.85%	0.79%
Tyres	0.00%	0.63%	0.00%
Waste Oil	0.15%	0.20%	0.14%
Wood	21.16%	21.34%	19.12%
Paper & Card	3.14%	3.22%	3.31%
Rigid Plastic	1.63%	2.39%	2.27%
Cooking Oil	0.01%	0.02%	0.01%
Mattresses	2.23%	1.88%	2.08%
Print Cartridges	0.01%	0.01%	0.01%
Re-use	0.23%	0.21%	0.18%
Re-use Bikes	0.04%	0.01%	0.03%
Co-mingled Recycling	0.55%	0.85%	0.77%

Table 4 Recycling Performance by Material

### 3.7.Report on Handling of Hazardous Wastes

Two Hazardous Waste streams are managed at the sites; Asbestos on all three Recycling centres and Household / garden chemicals at Cuxton recycling centre. During 2013 / 2014 72.88 tonnes of asbestos has been received via members of the public or Veolia collections of fly tipped material at the 3 HWRC's and sent to Pindens for safe disposal.

Our hazardous chemicals disposal company has collected 0.32 tonnes of various chemicals from Cuxton recycling centre.

Details of types and quantities of Hazardous chemical wastes received at Cuxton recycling centre.

Chemical Description	Qty	Size
Adhesive	1	5lt
Castrol Oil	1	5lt
Caustic Soda	1	500g
Creosote	1	5lt
Drain Cleaner	1	1lt
Grease	1	5kg
Grace Construction Cementitious	1	5kg
Lighter Fluid	1	1lt
Lighting Gel	2	1lt
Model Engine Fuel	1	2.5lt
Nitromors	1	1lt
Paint	3	5lt
Paint Stripper	1	1lt
Thinner	1	5lt
Waxoyl	1	1lt
Weed Killer	1	5lt
White Spirit	1	1lt
White Spirit	2	2lt
Wood Preserver	2	5lt
Thinner	3	25lt
Chlorine Granules	1	2.5kg
Battery Acid	4	1lt
Chlorine Granules - Sodium	1	5kg
Dichloroisocyanurate		
1 5 Kg Lab Smalls	1	5kg
FICHLor	1	3kg
Glass Etching Fluid - Sulphuric Acid	3	2.5lt
Industrial Methylated Spirit	1	2.5lt
Morrells Coating	1	1lt
Paint Brush Cleaner	1	500ml
Path & Drive Sealer - Trimethylbenzene		
Solvent Naptha		
Cont'd.....		

Chemical Description	Qty	Size
1 5 L Lab Smalls	1	5lt
PH Reducer - Sodium Bisulphite	1	7kg
Ph Balancer - Sodium Carbonate	1	5kg
Ph Down - Phosphoric Acid	1	1lt
pH plus - Sodium Carbonate	1	5kg
Pool Sanitizer - Sodium	1	5kg
Dichloroisocyanurate		
1 2.4 Kg Lab Smalls	1	2.4kg
Pool Sanitizer - Sodium	1	5lt
Dichloroisocyanurate		
1 500 g Lab Smalls	1	500g
PVCU Solvent	1	1lt
Silicone	1	1kg
Sodium Hydroxide	1	200ml
SPAS - Pentapotassium Bisulphite	1	1.5kg
Spirit Based Aqueous	1	5lt
Superwarm Fuel - Kerosene	3	4 lt
Toluene	1	2.5lt
Weber Tec EP Tag Hardener -		
Hexamethylene Diamine		
4 200 ml Lab Smalls	4	200ml
Weber Tec EP Tag Resin	1	2.5lt
White Spirit	2	750mm
White Spirit	5	2lt
Wood Preserver	1	5lt
Active XLS - Sodium Hydroxide	1	25lt
Oil Based Aqueous Liquid	2	25lt
Biokil Crown - Potassium Methyl		
Siliconate		
1 25 L Drum	1	25lt
60% Hydrofluoric Acid	1	25lt
Thinner	3	20lt
Xtraseal	1	20lt

### 3.8.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.

One of the key challenges relating to Trade Waste abuse at the sites is identifying the traders using the sites. We are monitoring the ANPR data to identify regular users and then if appropriate targeting suspected trade abusers. Suspected trades people are proving difficult to discourage and deter as, when challenged, staff are confronted with aggressive and abusive behaviour from these customers, putting the site staff in potentially stressful and in some cases dangerous situations. FCC and Medway waste services are working together to come up with new initiatives to further tackle trade abuse. These initiatives include the use of personal recording devices and possible restrictions on trailer size and on the quantity of material allowed in a single trip.

FCC is currently putting together a proposal for a trade facility at Capstone recycling centre.

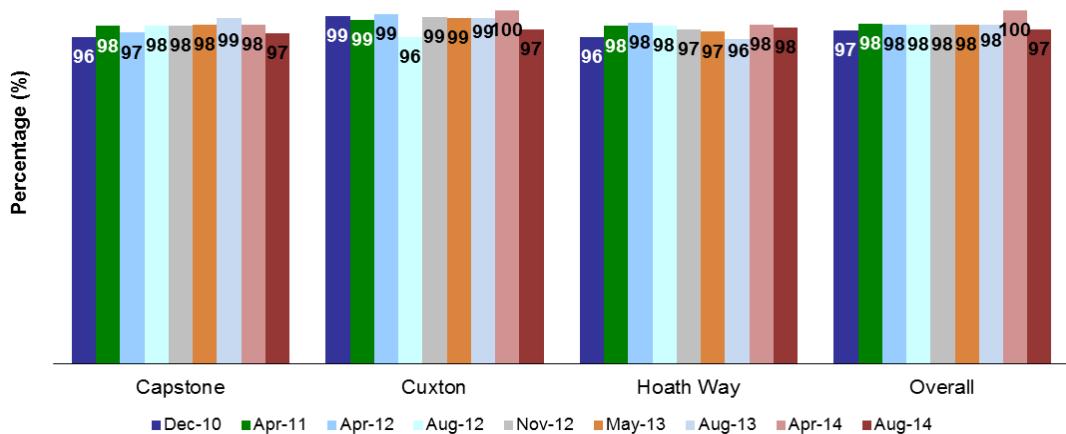
### 3.9. Reporting of Monitoring and Achievement of Performance Standards

	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14
Contract Performance deductions	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0

### 4. Customer Satisfaction / Site Surveys

The most recent Customer Satisfaction Survey was undertaken in August 2014. .

Overall Site Rating (% Very/Fairly Satisfied)



Results of the survey indicate that overall user satisfaction for the service has fluctuated slightly by 1% but still remains fairly constant. The last survey in Aug 2014 gave a figure of 97% of customers being very or fairly satisfied overall, continuing on the good work already achieved from contract commencement in 2011. The tables below show the user satisfaction levels as given in the Customer Satisfaction Report for Aug 2014:

Site	Satisfaction levels	May-13		Aug-13		Apr-14		Aug-14	
		Count	%	Count	%	Count	%	Count	%
Capstone	Overall satisfaction	1220	98	1576	99	1023	98	914	96
	Very satisfied	707	57	1354	85	929	89	797	84
	Fairly satisfied	513	41	222	14	94	9	117	12
Cuxton	Overall satisfaction	878	99	1074	99	1136	100	1340	97
	Very satisfied	615	69	1046	96	979	86	1107	80
	Fairly satisfied	263	30	28	3	157	14	233	17
Hoath Way	Overall satisfaction	1371	97	1154	96	1088	98	1429	97
	Very satisfied	1087	77	821	69	795	72	1086	74
	Fairly satisfied	284	20	333	28	293	26	343	23
Overall	Overall satisfaction	3469	98	3804	98	3247	99	3683	97
	Very satisfied	2409	68	3221	83	2703	82	2990	79
	Fairly satisfied	1060	30	583	15	544	17	693	18

The following conclusions were drawn from the latest Customer Satisfaction Survey:

The most common users of the sites were white males, between the ages of 45 and 54 who have no disabilities. This remains similar to the previous year's customer surveys.

The most recent customer survey completed in August 2014 indicates that overall satisfaction has seen a slight reduction from in April 2014 figure to 97% in August 2014 the decrease was most apparent at the Cuxton facility. This could be due to increased staff activity questioning customers and asking them to recycle items but overall customer satisfaction still remains high.

The August 2014 customer survey figures for the top % type of waste delivered to site was as follows: - general bin waste 32%, DIY/General decorating waste 23% and green garden waste 20%.

69% of customers came from the Medway area during the August 2014 survey. The most common area for those coming from outside of the Medway Area was Tonbridge and Malling Borough Council (11%) and Gravesham (3%).

The survey also highlighted that Cuxton only had 57% from the Medway district with 24% from Tonbridge and Malling.

13% of customers from all three site surveys either refused or gave incorrect post codes.

A full copy of the survey has been provided to the Medway waste team.

Any complaints received regarding the HWRC service against us, the operator, or any of our sub-contractors are handled in line with Medway Council policies.

Wherever possible, complaints are handled close to source in order to avoid escalation, but if necessary the complainant is contacted by the FCC Contract Manager to try to resolve.

## 5. Environmental and Other Considerations

### 5.1. Environmental Agency (EA) Inspections

During 2013/14 the EA undertook 3 Site Inspections one at each site.

Cuxton Report ID: 10004/0209826 date 29/05/2014 no issues raised

Hoath Report ID: 19415/0209831 date 29/05/2014 no issues raised

Capstone Report ID 19409/0216785 date 12/08/2014 Containment of stored materials C3 Score received

There was one minor breach for storage of gas cylinders outside the caged area. This was resolved whilst the inspector was on site. A collection had been ordered previously but had been delayed for logistical reasons.

Extract from report received. Gas bottles were observed being stored outside of their locked metal container. This is a permit breach; however, a collection of bottles was made during the site visit. Please ensure that a larger cage is brought onto site or additional collections are made in the future.

There is no set routine to EA visits they call in to carry out sporadic site audits and usually audit the sites against the license conditions.

### 5.2. Audits

No Environment Agency Audits were conducted this Contract year.

### 5.3. Site Security and Related Issues

All three HWRC sites continue to be monitored by Onwatch Security during both operational and non operational hours. The security system includes the use of infrared and motion detection which, if triggered, notifies the control centre who automatically inform the local police and FCC. Any intruders found guilty of trespass and theft shall be dealt with in accordance to the law.

The Medway facilities have only suffered from minor trespass and theft mostly on the Cuxton site. FCC has dealt with this by removing items of value to locked storage.

### 5.4. Health and Safety, and Environmental Compliance

HWRC Name	Number of near misses in Contract Year 2013/2014	Number of accidents in Contract Year 2013/2014	Number of Incidents in Contract Year 2013/2014
Capstone HWRC	245	12	4
Cuxton HWRC	80	8	3
Hoath Way HWRC	56	7	3
<b>TOTAL</b>	<b>381</b>	<b>27</b>	<b>10</b>

No RIDDORS occurred on any of the sites during 2013/14. There is a proactive culture of reporting both near misses and accidents/incidents on this contract, which enables FCC to monitor and act on trends. FCC carried out a nationwide publicity campaign to make the public aware of the risks on HWRC's and what they can do to ensure their visit is safe and incident free. This included site signage and a leaflet. Medway waste services also uploaded the safety leaflet onto the Medway website.

Accidents, incidents and near misses are reported to the contract manager who investigates, and records findings on FCCs internal recording system. Each report is investigated, however important, with the findings reported back in monthly team meetings. This feedback ensures staff are made aware of actions being taken to resolve issues raised.

Although the number of near miss reports seems to indicate that the sites are a very hazardous and unsafe this is not the case. If used correctly the sites are very safe; FCC actively encourage reporting, however small or whatever the issues, this way we encourage and capture the important near misses that could prevent injury or worse a fatality.

Capstone, Cuxton, and Hoath Way HWRC, provided under this Contract, continue to be operated to ISO14001:2004 standard under FCC's Integrated Management System (IMS) and ISO 9001:2008 for its Quality Management Systems.

All aspects of the HWRC Service are assessed for risks to ensure that any hazards that are identified can be removed where possible or mitigated to keep the task safe. This task is recorded with the completion of a risk assessment and a safe working procedure detailing the specific issues and how the work should be managed.

All staff undertaking operational tasks are continually trained on the risk assessments and work instructions related to their roles. Each employee has a signed training log which 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. Any non-conformances or actions are addressed as soon as practicably possible. The following audits were undertaken during Contract year 2013/14

- Integrated Management System (IMS) audit Internal Cuxton 18/09/2014 80.39%, a revisit will be completed within three months to ensure the non-compliant aspects are in place
- Internal H&S audit carried out by FCC H&S Manager and Regional Operations Manager at Hoath way scoring 95% with only minor infringements
- Capstone no audits completed this year

Full copies of the reports can be made available to Council officers should copies be of interest.

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 to the council via the dashboard reported monthly.

FCC very much encourages near miss reporting, they are 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.

During the Contract Year 2013/14, over 381 near misses were reported by site staff for a variety of issues ranging from non conforming waste (asbestos), MOP throwing items in bins, speeding on site to name but a few. Near misses are actioned by the Contract Manager and are logged with FCC Safety, Health and Environment department.

## **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.

The Assessments are available for the Council to inspect at any of the three HWRC sites.

## **5.6.Staffing and Welfare**

Day to day management of the Contract falls under contract manager Dave Harling. The contract manager is supported by site based supervisors, team leaders and site staff.

The contract transport is managed by Pepperhill based Kent transport manager Richard Frater.

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

Current staffing levels are as proposed in the initial SDP with the structure slightly changed

- Contract manager
- Admin
- Senior supervisor
- Two supervisor

- Three team leaders
- Six fixed site staff
- Two floating staff
- Additional staff hired from agency pool as required

## 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 Medway council waste team.

Prior to FCC raising a monthly invoice, the data is agreed with the Council, and supporting information provided.

The annual bonus for year 4 of the contract is currently being calculated and agreed.

The annual indexation is to be reviewed.

There is further ongoing investigation on FCC providing a live portal for Medway to access recycling and waste data.

## 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 2013/14, including fixed and mobile plant and site infrastructure. 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.

Two compactors have had major work to replace wear parts on the compaction system in 2013/2014.

Cuxton overhead electrical cable was renewed.

### 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). This contingency plan remains the same as for previous years.

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

Table 5 Contingency facilities

## 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. Invoicing

Below table of invoicing in 2013/2014 contract year

Invoice ID	Invoice Date	Invoice Description	Net Value
28483	01/10/2013	Medway Capstone HWRC October 2013	£ 23,807.33
28484	01/10/2013	Medway Cuxton HWRC October 2013	£ 23,471.07
28485	01/10/2013	Medway Hoath Way HWRC October 2013	£ 23,321.41
29808	01/11/2013	Medway Capstone HWRC November 2013	£ 23,699.28
29809	01/11/2013	Medway Cuxton HWRC November 2013	£ 23,433.01
29810	01/11/2013	Medway Hoath Way HWRC November 2013	£ 23,347.50
29001	19/11/2013	Medway HWRC Fly tipped asbestos	£ 621.28
30951	18/12/2013	Medway Capstone HWRC December 2013	£ 23,588.46
30952	18/12/2013	Medway Cuxton HWRC December 2013	£ 23,090.15
30953	18/12/2013	Medway Hoath Way HWRC December 2013	£ 23,160.30
31132	01/01/2014	Medway Bonus Oct 12 to Sept 13	£ 18,940.60
32386	22/01/2014	Medway Capstone HWRC January 2014	£ 23,704.82
32387	22/01/2014	Medway Cuxton HWRC January 2014	£ 23,439.49
32388	22/01/2014	Medway Hoath Way HWRC January 2014	£ 23,278.28
32298	05/02/2014	Medway HWRC Fly tipped asbestos	£ 153.64
34025	25/02/2014	Medway Capstone HWRC February 2014	£ 23,770.12
34026	25/02/2014	Medway Cuxton HWRC February 2014	£ 23,376.36
34027	25/02/2014	Medway Hoath Way HWRC February 2014	£ 23,330.89
35211	18/03/2014	Medway Capstone HWRC March 2014	£ 24,097.14
35212	21/03/2014	Medway Cuxton HWRC March 2014	£ 23,866.50
35213	21/03/2014	Medway Hoath Way HWRC March 2014	£ 23,546.77
39464	04/07/2014	Medway Capstone HWRC April 2014	£ 24,771.72
39465	04/07/2014	Medway Cuxton HWRC April 2014	£ 24,534.21
39466	04/07/2014	Medway Hoath Way HWRC April 2014	£ 24,216.25
39457	04/07/2014	Medway Capstone HWRC May 2014	£ 24,662.83
39458	04/07/2014	Medway Cuxton HWRC May 2014	£ 24,480.17
39459	04/07/2014	Medway Hoath Way HWRC May 2014	£ 24,214.63
39509	07/07/2014	Medway Capstone HWRC June 2014	£ 24,690.91
39510	07/07/2014	Medway Cuxton HWRC June 2014	£ 24,314.98
39511	07/07/2014	Medway Hoath Way HWRC June 2014	£ 24,166.49
40746	14/07/2014	Medway Capstone HWRC July 2014	£ 24,532.98
40747	14/07/2014	Medway Cuxton HWRC July 2014	£ 24,374.50
40748	14/07/2014	Medway Hoath Way HWRC July 2014	£ 24,138.52
42259	14/08/2014	Medway Capstone HWRC August 2014	£ 24,696.54
42260	14/08/2014	Medway Cuxton HWRC August 2014	£ 24,360.20
42261	14/08/2014	Medway Hoath Way HWRC August 2014	£ 24,201.45
41732	26/08/2014	Medway HWRC Fly tipped asbestos	£ 134.93
42473	10/09/2014	Rates Recharge Oct 2013-Sept 2014	£ 43,187.63
43308	24/09/2014	Medway HWRC Fly tipped asbestos	£ 430.50
43323	29/09/2014	Medway HWRC Fly tipped asbestos	£ 120.97
43517	30/09/2014	Medway Capstone HWRC September 2014	£ 24,533.55
43518	30/09/2014	Medway Cuxton HWRC September 2014	£ 24,192.59
43519	30/09/2014	Medway Hoath Way HWRC September 2014	£ 24,102.41

## 9. Amendments to SDP

### Meet and greet cabin

The original proposal was to have a dedicated meet and greet at the main gate, however we have found it to be more beneficial to utilise the resources available at the individual drop off areas to maximise recycling, and reduce queuing. This is supported by increased recycling levels and customer satisfaction surveys.

### Community planting event

Not completed to date, to be discussed and agreed with client.

### Traversing roller packer at Hoath Way

Machine has been purchased. Installation is not possible until site redesign is completed.

### Hoath way redesign

FCC have carried out several surveys and produced plans and costing to affect the redesign of the site.

There are several factors to be considered to allow the progression of this initiative.

- Survey completed of proposed location of Roller Packer shown that the hard standing is not of sufficient quality to support structure and requires installation of new pad
- Auto track was completed on the design for HGV vehicles highlighting additional areas that would require substantial engineering works to allow vehicles to access and exit the facility safely without interfering with the flow of customers using the facility
- Health and safety dictated that we would require 3 pedestrian crossing, removing 50% of the additional parking bays created
- The amount quoted to complete the engineering has now escalated to a budgeted cost of circa 250k

### Shared Web based contraction and monitoring system

Following discussions with the client it has been agreed that a weekly report can be uploaded onto a portal. This is in conjunction with the monthly dashboard that is submitted.

## 10. Status of actions from previous reports

- To develop the re-use arrangements with charity sector to help increase scope of reuse opportunities at site  
Introduced Sue Ryder collecting and auctioning re-use items from the site has trebled the amount in the second half of the contract year  
New initiative with Abacus charity and Rochester prison recycling push bikes in place
- To work with the council to introduce initiatives to minimise trade waste abuse at sites , especially in light of policy changes introduced by Kent CC  
Discussed on a regular basis with the council about introducing limits on materials being bought to site  
Requested trade enforcement to have a regular presence on site  
ANPR data scrutinised for regular visitors to site and then questioned on the arising of waste.  
Investigation the possibility of a trade waste facility at Capstone site
- To work with the council to limit service cuts and ensure value for money  
Discussion held on initiatives to reduce costs but no actions taken
- To assist the council with their communications and education strategy including publicity for landfill diversion initiatives and re-uses  
Ongoing work with new signage for highlighting the current re-use schemes, Medway matters article for bike refurbishment initiative
- Introduce staff newsletter to improve communications and to support staff engagement  
FCC produce a monthly communication called Chevron this is an excellent tool that keeps staff aware of various information such as Health and safety , new initiatives in recycling , new business and also a portal for staff to ask questions and suggestions.

## 11. Aims for 2014/2015

### 11.1. Report on Recycling Bonus Incentive Scheme

FCC will continue to use a staff incentive scheme, paid quarterly, to help maintain and improve recycling performance.

Other initiatives to increase recycling will include;

Review and improve signage as necessary.

Continue to encourage and educate members of the public who bring in black bags and un-segregated waste/recyclables.

Build on the current re-use schemes in place at present and continue investigating further possibilities and innovative ideas for recycling materials.

### **11.2. Infrastructure improvements and routine maintenance**

#### **Hoath way**

Alterations to site layout in order to reducing queuing on the public highway and improve customer experience but during detailed investigations and surveys it has become obvious that the site is just too small. The inconvenience, upheaval for additional compaction and minimal increase in parking would not have given the desired effect of decreasing vehicles from queuing on the highway or improving the customers experience whilst on site.

Currently seeking planning permission to install site office in order to improve welfare facility's on office space on site capital secured.

Purchased two 50yard containers to aid recycling and busy periods

Purchased one 15yard container replacement for scrap container

#### **Cuxton**

The railings have been replaced to accommodate the new bulky waste container and a new gantry purchased to further decrease materials going to landfill.

Purchased two 50yard containers to aid recycling and busy periods

Compactor to be refurbished capital secured

#### **Capstone**

Purchased two 50yard containers to aid recycling and busy periods

Compactor to be refurbished capital secured

Investigating the engineering requirements for installation of trade facility

### **11.3. Action Plan for 2014/15**

Subject to further discussion and agreement, the targets for 2014/ 2015 are:

- Continue to develop the re-use arrangements with the charity sector to help increase the scope of reuse opportunities at the sites
- Work with the Council to introduce initiatives to minimise trade waste abuse at the sites,
- Work with the Council to ensure value for money
- Review the off-takers for all materials to ensure value for money
- Assist the Council with their communications and education strategy including publicity for landfill diversion initiatives and re use
- Continue to explore opportunities for a contract extension
- Investigate the possibility of producing a leaflet showing information on the end use of recycled materials
- Further investigate installing a live web based portal for access of waste/ recycled materials information
- Implement the community planting programme
- Develop the plan to install a trade waste facility at Capstone facility

## Appendix A. Recycling Performance and Tonnage

Cuxton	October	November	December	January	February	March	April	May	June	July	August	September	TOTAL
<b>Car Batteries</b>	1.81	1.48	1.27	2.46	1.55	1.68	3.96	3.10	2.58	2.76	1.62	1.82	<b>26.08</b>
<b>Fluro tubes (D-WEEE)</b>	0.32	0.00	0.25	0.00	0.20	0.00	0.26	0.23	0.00	0.00	0.20	0.20	<b>1.65</b>
<b>Fridges/Freezers (B-WEEE)</b>	3.56	5.76	4.28	6.43	4.20	5.80	8.04	12.72	9.66	9.69	6.40	4.40	<b>80.94</b>
<b>Garden Waste</b>	87.44	61.96	35.24	39.62	33.64	100.90	97.98	116.50	114.26	80.62	80.88	102.83	<b>951.87</b>
<b>Gas Bottles</b>	2.57	2.64	0.00	2.06	1.92	2.40	3.81	2.60	1.85	1.64	1.92	3.89	<b>27.28</b>
<b>Glass Mixed</b>	5.70	5.90	0.00	11.70	0.00	5.92	5.94	5.86	5.82	0.00	6.58	6.74	<b>60.16</b>
<b>Household batteries</b>	0.24	0.00	0.22	0.44	0.40	0.00	0.21	0.34	0.00	0.00	0.40	0.00	<b>2.26</b>
<b>LDA (A-WEEE)</b>	3.00	5.96	2.94	6.80	3.26	3.34	6.98	5.52	3.04	3.22	6.84	0.00	<b>50.90</b>
<b>Metal (Ferrous)</b>	36.26	31.16	22.02	42.50	31.54	54.96	47.04	53.46	48.06	49.15	49.28	47.18	<b>512.61</b>
<b>Metal (Non Ferrous)</b>	0.44	0.00	0.45	0.00	0.68	0.50	0.00	0.66	0.00	0.00	0.00	0.00	<b>2.73</b>
<b>Plasterboard</b>	16.14	9.04	8.62	11.60	13.44	10.42	17.10	15.04	10.12	14.10	8.10	13.48	<b>147.20</b>
<b>SDA (E-WEEE)</b>	20.76	27.00	13.94	22.50	17.40	20.64	23.24	24.44	21.74	20.76	24.20	17.66	<b>254.28</b>
<b>Televisions (C-WEEE)</b>	11.46	5.46	11.64	14.84	9.54	8.44	9.34	12.02	7.40	8.12	10.52	10.44	<b>119.22</b>
<b>Textiles</b>	8.00	8.12	6.78	5.80	6.28	6.60	8.54	5.92	5.42	9.14	7.06	7.74	<b>85.40</b>
<b>Tyres</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	<b>0.00</b>
<b>Waste Oil</b>	0.79	1.41	0.62	1.41	0.44	1.15	1.68	1.76	1.23	1.50	1.32	1.50	<b>14.80</b>
<b>Wood</b>	157.60	150.76	96.16	152.34	146.38	209.96	213.92	210.68	179.80	195.14	188.64	164.96	<b>2066.34</b>
<b>Cardboard &amp; paper</b>	26.10	36.52	27.00	34.06	25.60	35.72	29.40	24.86	30.96	27.46	33.34	26.18	<b>357.20</b>
<b>Rigid Plastics</b>	18.76	15.80	11.06	19.70	17.10	24.90	22.54	27.18	15.82	22.60	27.58	21.84	<b>244.88</b>
<b>Cooking Oil</b>	0.65	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.74	0.00	0.00	0.00	<b>1.39</b>
<b>Mattresses</b>	20.88	18.00	15.48	23.52	14.48	18.24	21.00	16.96	18.54	17.20	19.64	20.44	<b>224.38</b>
<b>Print Cartridges</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.08	0.01	0.08	0.20	0.00	0.60	<b>0.97</b>
<b>Re-use</b>	0.40	0.00			0.00	0.00	0.00	3.85	2.98	2.89	5.15	2.40	<b>1.72</b>
<b>Re-use Bikes</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.89	0.63	0.16	0.23	<b>2.89</b>
<b>Co-mingled Recycling</b>	6.18	9.08	7.76	13.08	5.50	7.94	6.06	6.27	6.42	5.38	5.58	4.42	<b>83.67</b>
<b>Hardcore</b>	170.00	150.00	100.00	120.00	130.00	240.00	280.00	250.00	300.00	290.00	280.00	250.00	<b>2560.00</b>
<b>Asbestos</b>	1.82	1.16	1.24	0.00	1.24	3.48	2.60	1.48	6.10	0.00	3.56	1.96	<b>24.64</b>
<b>Landfill</b>	<b>213.58</b>	<b>218.36</b>	<b>214.12</b>	<b>214.30</b>	<b>186.34</b>	<b>280.98</b>	<b>282.18</b>	<b>243.64</b>	<b>273.76</b>	<b>252.94</b>	<b>262.78</b>	239.37	<b>2882.35</b>
<b>Sub-Total</b>	<b>429.06</b>	<b>396.05</b>	<b>265.74</b>	<b>410.85</b>	<b>333.55</b>	<b>519.51</b>	<b>530.97</b>	<b>549.10</b>	<b>488.32</b>	<b>474.45</b>	<b>482.66</b>	<b>458.26</b>	<b>5338.50</b>
<b>CONTRACT RECYCLING %</b>													
Total Waste	642.64	614.41	479.86	625.15	519.89	800.49	813.15	792.74	762.08	727.39	745.44	697.62	<b>8220.85</b>
Recycling Rate	66.77%	64.46%	55.38%	65.72%	64.16%	64.90%	65.30%	69.27%	64.08%	65.23%	64.75%	65.69%	<b>64.94%</b>

Capstone	October	November	December	January	February	March	April	May	June	July	August	September	TOTAL
Car Batteries	1.68	0.60	1.74	1.62	0.95	1.32	2.56	1.63	1.55	1.75	1.82	0.91	18.13
Fluro tubes (D-WEEE)	0.00	0.15	0.00	0.00	0.20	0.00	0.24	0.00	0.22	0.00	0.00	0.20	1.01
Fridges/Freezers (B-WEEE)	4.78	2.90	2.42	3.04	3.68	4.28	6.84	7.80	6.30	5.50	4.84	4.52	56.90
Garden Waste	50.38	44.54	31.44	24.58	26.12	70.78	123.34	106.52	122.14	68.12	70.30	76.10	814.36
Gas Bottles	3.64	1.00	0.00	1.44	2.03	1.11	3.15	3.12	1.68	3.02	1.74	3.20	25.12
Glass Mixed	0.00	6.44	0.00	10.96	0.00	0.00	6.80	0.00	6.60	0.00	0.00	6.78	37.58
Household batteries	0.40	0.00	0.13	0.00	0.40	0.00	0.17	0.36	0.00	0.00	0.20	0.00	1.65
LDA (A-WEEE)	4.24	3.24	0.00	4.32	0.00	4.98	0.00	0.00	3.82	0.00	3.52	0.00	24.12
Metal (Ferrous)	26.44	23.36	16.92	26.14	23.26	45.52	40.81	41.66	36.08	37.15	35.46	37.00	389.80
Metal (Non Ferrous)	0.50	0.00	0.45	0.00	0.70	0.50	0.00	0.69	0.00	0.00	1.10	0.00	3.94
Plasterboard	16.22	20.40	10.18	13.44	22.48	20.08	19.78	16.74	18.56	17.42	17.88	15.74	208.92
SDA (E-WEEE)	16.92	18.74	9.32	20.16	15.00	23.02	21.82	23.08	18.62	14.78	21.06	15.48	218.00
Televisions (C-WEEE)	10.46	7.18	6.74	10.62	5.58	8.80	6.98	8.38	6.02	5.54	6.46	6.82	89.58
Textiles	6.56	4.70	4.10	6.60	5.30	5.64	8.46	4.86	6.00	7.96	8.00	7.18	75.36
Tyres	5.66	4.19	1.51	2.55	2.88	4.10	4.80	4.78	6.46	5.20	9.81	3.63	55.58
Waste Oil	1.94	1.76	1.15	0.00	1.32	1.59	1.85	0.00	2.03	1.15	2.12	2.47	17.37
Wood	141.90	123.00	104.00	127.46	141.08	196.50	194.01	180.80	190.50	156.52	182.26	156.80	1894.83
Paper & Card	21.52	21.02	27.62	29.84	14.26	26.24	22.62	27.48	19.42	23.56	34.22	17.94	285.74
Rigid Plastic	15.90	11.96	10.50	14.34	13.52	21.26	22.94	19.46	20.74	21.42	20.02	20.32	212.38
Cooking Oil	0.51	0.00	0.00	0.00	0.60	0.00	0.00	0.74	0.00	0.00	0.00	0.00	1.84
Mattresses	14.88	11.88	8.84	17.92	11.68	15.68	14.64	16.88	11.20	16.48	14.76	11.92	166.76
Print Cartridges	0.00	0.03	0.00	0.00	0.00	0.00	0.08	0.08	0.08	0.20	0.00	0.40	0.87
Re-use	0.28	0.25	0.16	0.18	0.02	0.25	4.26	4.77	2.76	1.91	1.78	1.68	18.30
Re-use Bikes	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.04	0.58	0.25	0.32	1.18
Co-mingled Recycling	6.66	4.14	7.28	6.08	6.54	5.58	8.08	5.44	7.64	5.82	6.56	5.40	75.22
Hardcore	150.00	110.00	144.31	90.00	110.00	220.00	220.00	170.00	220.00	280.00	220.00	190.00	2124.31
Asbestos	0.00	2.14	1.56	0.00	0.00	0.00	1.86	2.12	4.18	2.34	4.42	2.52	21.14
Landfill	173.24	159.60	90.00	148.60	131.70	196.74	211.89	195.56	163.98	205.36	197.06	164.84	2038.57

Sub-Total	351.47	311.49	244.50	321.30	297.60	457.22	514.23	475.26	488.46	394.07	444.15	394.81	4694.55
<b>CONTRACT RECYCLING %</b>													
Total Waste	524.71	471.09	334.50	469.90	429.30	653.96	726.12	670.82	652.44	599.43	641.21	559.65	6733.12
Recycling Rate	66.98%	66.12%	73.09%	68.38%	69.32%	69.92%	70.82%	70.85%	74.87%	65.74%	69.27%	70.55%	69.72%

Hoath Way	October	November	December	January	February	March	April	May	June	July	August	September	<b>TOTAL</b>
Car Batteries	1.38	1.48	0.67	1.92	0.66	0.79	2.57	1.99	0.70	2.03	0.76	0.90	<b>15.86</b>
Fluro tubes (D-WEEE)	0.00	0.00	0.26	0.00	0.00	0.20	0.00	0.22	0.00	0.00	0.00	0.20	<b>0.87</b>
Fridges/Freezers (B-WEEE)	2.20	4.70	1.82	4.08	3.36	3.58	4.68	7.26	5.04	4.54	4.16	4.46	<b>49.88</b>
Garden Waste	40.20	40.32	21.98	23.54	19.28	49.62	78.92	73.62	66.38	51.68	47.28	52.64	<b>565.46</b>
Gas Bottles	0.59	5.05	0.00	1.92	1.34	1.86	3.27	3.68	1.07	0.98	2.69	2.58	<b>25.01</b>
Glass Mixed	0.00	4.00	0.00	4.68	0.00	0.00	5.64	0.00	0.00	5.54	0.00	4.66	<b>24.52</b>
Household batteries	0.24	0.00	0.21	0.00	0.20	0.00	0.41	0.16	0.00	0.00	0.40	0.00	<b>1.62</b>
LDA (A-WEEE)	0.00	2.04	1.34	0.00	0.00	2.60	0.00	0.00	1.07	0.00	0.00	0.00	<b>7.04</b>
Metal (Ferrous)	22.90	26.00	17.52	30.98	22.78	33.74	45.22	36.12	34.98	35.42	38.44	28.60	<b>372.70</b>
Metal (Non Ferrous)	0.50	0.00	0.45	0.00	0.68	0.60	0.00	0.69	0.00	0.00	0.00	0.49	<b>3.41</b>
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	<b>0.00</b>
SDA (E-WEEE)	15.90	25.70	18.80	23.12	20.76	23.80	22.80	21.78	19.60	18.76	20.12	19.46	<b>250.60</b>
Televisions (C-WEEE)	8.58	11.06	8.76	8.74	10.02	6.14	6.54	8.66	7.76	8.10	5.54	8.62	<b>98.52</b>
Textiles	7.06	6.22	6.56	6.40	6.12	5.72	7.26	5.70	5.08	6.74	6.68	8.44	<b>77.98</b>
Tyres	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	<b>0.00</b>
Waste Oil	1.41	1.06	0.00	0.97	0.88	1.06	1.06	1.41	0.97	1.32	0.97	0.97	<b>12.08</b>
Wood	116.74	131.11	86.74	117.00	125.92	165.32	172.76	170.36	154.78	153.64	170.80	149.08	<b>1714.25</b>
Paper & Card	18.20	30.74	21.08	23.74	18.86	23.66	17.28	23.46	11.58	23.06	23.84	18.82	<b>254.32</b>
Rigid Plastic	12.22	9.40	5.24	12.80	9.46	11.82	11.22	13.22	9.56	10.68	14.62	11.76	<b>132.00</b>
Cooking Oil	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.75	0.00	0.00	0.00	0.00	<b>0.75</b>
Mattresses	13.48	18.36	12.60	15.36	14.76	14.56	15.28	14.16	10.56	16.44	17.64	17.60	<b>180.80</b>
Print cartridges	0.00	0.02	0.00	0.00	0.00	0.00	0.08	0.08	0.08	0.20	0.00	0.40	<b>0.86</b>
Re-use	0.96	0.34	0.53	0.21	0.11	0.14	3.34	4.09	1.21	3.28	2.20	2.19	<b>18.60</b>
Re-use Bikes	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.80	0.58	0.36	0.20	<b>2.94</b>
Co-mingled Recycling	9.32	3.94	2.82	5.82	0.00	7.24	0.00	6.24	0.00	3.48	0.00	5.86	<b>44.72</b>
Hardcore	140.00	130.00	80.00	90.00	110.00	180.00	210.00	240.00	230.00	250.00	220.00	200.00	<b>2080.00</b>
Asbestos	2.66	2.28	1.36	0.00	2.06	2.14	2.88	1.94	1.88	1.94	5.56	2.40	<b>27.10</b>
Landfill	<b>172.02</b>	<b>154.20</b>	<b>134.44</b>	<b>141.12</b>	<b>167.56</b>	<b>200.10</b>	<b>196.40</b>	<b>201.52</b>	<b>207.16</b>	<b>198.50</b>	<b>190.70</b>	<b>175.16</b>	<b>2138.88</b>

<b>Sub-Total</b>	<b>271.88</b>	<b>321.54</b>	<b>207.39</b>	<b>281.28</b>	<b>255.19</b>	<b>352.45</b>	<b>398.33</b>	<b>393.65</b>	<b>332.22</b>	<b>346.47</b>	<b>356.48</b>	<b>337.93</b>	<b>3854.80</b>
<b>CONTRACT RECYCLING %</b>													
Total Waste	443.90	475.74	341.83	422.40	422.75	552.55	594.73	595.17	539.38	544.97	547.18	513.09	<b>5993.68</b>
Recycling Rate	61.25%	67.59%	60.67%	66.59%	60.36%	63.79%	66.98%	66.14%	61.59%	63.58%	65.15%	65.86%	<b>64.31%</b>