

REGENERATION, COMMUNITY AND CULTURE OVERVIEW AND SCRUTINY

28 JANUARY 2016

ANNUAL REVIEW OF WASTE CONTRACTS

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Summary

This report provides an update on the activity carried out by the following contractors to Medway Council:

- Veolia Environmental Services - providing waste and recycling collection, waste disposal and street cleansing services
- FCC (formerly Waste Recycling Group) – providing management of the three household waste recycling centres.

1. Budget and Policy Framework

- 1.1 This contract update 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 detailed below.
- 1.2 These contracts follow 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 fit with the strategic priority of a clean and green environment.
- 1.3 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.

- 1.4 The overall recycling rate for Medway has steadily increased since the inception of current collection, disposal and HWRC contracts and has reached the target set by the Council's Waste Strategy of 45% by 2015.

Financial year	Verified recycling rate
2010/11	36.3%
2011/12	37.9%
2012/13	41%
2013/14	41.2%
2014/15	46.1%

2. **Veolia - waste and recycling collection, street cleansing services and waste disposal**

- 2.1 These contracts cover:

- Waste collection and street cleansing services (kerbside collection of residual waste, recycling and food/garden waste, bring sites, processing and sale of recyclables and cleansing of Medway's streets).
- Disposal of residual waste via a combination of landfill and energy from waste, ensuring the Council meets as a minimum, its landfill diversion targets as originally set down by Government prior to contract inception.

- 2.2 Both contracts started on 4 October 2010. The waste collection and street cleansing contract is for 9 years (the option to extend 2 years was agreed at Cabinet on 17 January 2012, decision number 8/2012) and the disposal contract is for the duration of 25 years.

- 2.3 Following Medway's successful bid to the DCLG for £14 million-worth of funding under their Weekly Collections Support Fund, a variation to the collection and street cleansing contract was agreed to facilitate weekly collections of food/garden waste and recycling as from 28 of October 2013 until contract expiry, 30th September 2019.

- 2.4 The contracts require Veolia to provide an annual report detailing the operation of the contracts.

- 2.5 Representatives from Veolia and the Council's Waste Services Team will be present at the meeting to provide any additional information or clarification that is required. The annual report is attached at Appendix 1.

3. **Key contract achievements**

- 3.1 Ensure compliance with statutory duties

The Council has a statutory duty to:

- Arrange for the collection of household waste from all properties (section 45 Environmental Protection Act 1990) and

- Arrange for the collection of at least two types of recyclable waste from all households via kerbside collections (section 45A Environmental Protection Act 1990)
- Arrange for cleaning of streets to keep them free from litter and refuse (section 89 Environmental Protection Act 1990)

These are measured via

- Monthly contract meetings
- Annual report to Overview and Scrutiny Committee
- Monthly corporate monitoring via Covalent returns
- National waste dataflow returns
- National flycapture reporting
- Maintaining NI195 inspections despite this no longer being a formal reportable target to DEFRA

All collection and disposal services have been delivered to meet the council's statutory duties.

3.2 Ensure continuity of a front line service

Service continuity has been maintained since the start of these contracts and severe weather did not cause a break in service during the winter of 2014/15.

3.3 Provide services within agreed budgets

Monthly budget monitoring is undertaken by the Head of Service and Corporate Finance Officer, which supports the corporate-wide budget monitoring rounds reported to the Directorate Management Team, Corporate Management Team and Cabinet.

3.4 Provide environmentally sustainable services

Undertaking recycling is a key feature of sustainable waste practices. The introduction of weekly recycling in October 2013 has helped Medway achieve an overall recycling rate of 46.1% for 2014/15, up from 41.2% in 2013/14.

3.5 Partnership working

3.5.1 Working together, Medway Council and Veolia have carried out an audit of every block of flats to ascertain the provision of mixed recycling services currently being provided. This has resulted in identifying a further 80 blocks of flats suitable for the service.

3.5.2 Veolia has been working with the Safer Communities team to increase the response time for the investigation and removal of fly tipped waste. Veolia have inducted Medway council staff so that they can safely access and utilise the Whitewall Road Transfer Station. Enforcement officers can investigate fly tips and remove the waste for local disposal.

3.5.3 Veolia and Waste Services have worked together to replace individual canine and litter bins with dual purpose ones where they were in close proximity to each

other. This has provided contract savings while also reducing the amount of street furniture on the highway, improving the street scene.

3.5.4 Two Waste Services monitoring officers joined Veolia's supervisors for training and qualification as T1 traffic management operatives.

3.6 Waste collection contract

3.6.1 Tonnages of waste, recycling and street arisings

Recycling tonnages	Total tonnes
Oct 2010 – Sept 2011	21,404
Oct 2011 – Sept 2012	18,342
Oct 2012 – Sept 2013	17,406
Oct 2013 - Sept 2014 (1 st year of weekly recycling collections)	18,555
Oct 2014 – Sept 2015	19,173

Refuse	Total tonnes
Oct 2010 – Sept 2011	56,371
Oct 2011 – Sept 2012	56,731
Oct 2012 – Sept 2013	56,778
Oct 2013 – Sept 2014	55,037
Oct 2014 – Sept 2015	55,985

Bulky Waste	Total tonnes
Oct 2010 – Sept 2011	762
Oct 2011 – Sept 2012	781
Oct 2012 – Sept 2013	824
Oct 2013 – Sept 2014	976
Oct 2014 – Sept 2015	1,052

Food & Garden waste	Total tonnes
Oct 2010 – Sept 2011	15,703
Oct 2011 – Sept 2012	16,313
Oct 2012 – Sept 2013	16,224
Oct 2013 – Sept 2014	23,639
Oct 2014 – Sept 2015	21,018

Bring Site glass	Clear	Mixed	Total tonnes
Oct 2011 – Sept 2012	306	386	692
Oct 2012 – Sept 2013	292	354	646
Oct 2013 – Sept 2014	248	278	526
Oct 2014 – Sept 2015	301	794	1,095

Street cleansing tonnage	Litter	Mechanical sweepings	Fly tipping	Total tonnes
Oct 2011 – Sep 2012	1212	1324	283	2,819
Oct 2012 – Sep 2013	1286	3507	295	5,088
Oct 2013 – Sep 2014	1382	3947	372	5,701
Oct 2014 – Sep 2015	1504	2151	462	4,117

3.6.2 In the absence of statutory recycling and street cleansing targets, Medway set local aspirations for the level of customer satisfaction. Measures of public satisfaction, assessed by the Council's corporate bi-annual Tracker Survey for 2014/15, are detailed below:

	Satisfaction Target	Satisfaction Achieved
Refuse Collection	91%	96%
Recycling	85%	89%
Street Cleaning	75%	72%

3.6.3 In the contract year 2014/15, street cleansing crews have:

- removed 562 dead animals from the public highway.
- removed 2,575 fly tips from public areas
- attended 96 locations to remove needles & syringes from public areas.

During the contract year 2014 / 2015 Medway Council monitoring officers have carried out over 3,000 street inspections as part of their contract monitoring duties, to ensure Veolia is complying with the contract and maintaining good standards. The inspections are graded as prescribed by the Government's 'Code of Practice on Litter and Refuse, 2005' with a good standard being reflected by grades A or B.

Service	Number of inspections (good standard)
Mixed recycling collections	795
Organic collections	770
Refuse	810
Litter and canine bin emptying	400
Health and safety	363

3.6.4 The total number of individual refuse, recycling and food/garden waste collections carried out was approximately 16.5 million. The number of individual collections reported as missed was 2,798, which equates to 0.00017% of all collections made.

An additional 919 new build homes have been added to collection schedules this year.

Service	Approx number of collections	Number of missed collections
Refuse collection	5,772,000	1,177

Organic Collections	4,940,000	846
Mixed Recycling	5,772,000	775

- 3.6.5 Co-mingled kerbside recyclable materials (cans/plastics and glass) are currently taken to Southwark MRF (Materials Recycling Facility).
- 3.6.6 Paper and cardboard are delivered to UPM at Dartford for sorting and processing.
- 3.6.7 Securing end users for recycling continues to be a challenge for the market. The value of many materials has fallen significantly and the costs of processing it have increased. Veolia retain the value of all paper, metal, plastic and glass collected at kerbside while the Council pays a fixed processing fee for the co-mingled tonnage.

3.7 Waste Disposal Contract

- 3.7.1 All mechanical street cleansing arisings are sent for processing rather than landfill with 95% being recycled and cost savings being passed to the Council. The materials recovered include:

- Black filter cake – treated and used in land reclamation and restoration
- Sand – washed and used in concrete
- Organic waste – treated and used in land reclamation and restoration
- Screened litter – hand sorted and 100% diverted from landfill
- Oil & concentrates from separation – reprocessed for production of heavy oils
- Reusable aggregates
- Grey water – used to wash aggregates on site

- 3.7.2 In addition to SELCHP (South East London Combined Heat & Power) energy from waste facility in South London, Veolia has now opened a RDF (Refuse Derived Fuel) plant near Canterbury. It is scheduled to accept up to 25,000 tonnes of residual waste per annum from the Medway contract and will provide an additional facility for Veolia to reduce waste to landfill whilst limiting the reliance on third party disposal facilities.

- 3.7.3 Shift patterns have been changed to ensure more staff are available to sort materials delivered into the Transfer Station to further increase recycling and reduce landfill tonnage.

- 3.7.4 Total tonnage into Rochester Transfer Station

2012/2013	104,106 tonnes
2013/2014	126,977 tonnes
2014/2015	110,100 tonnes

4. FCC Environment (formally known as Waste Recycling Group -WRG) - management of the three household waste recycling centres (HWRC)

4.1 The HWRC contract broadly consists of the following elements:

- The management of three HWRC's;
- 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.

4.2 The contract started on 1 October 2010 for the duration of seven years with the possibility of extension by two years with mutual agreement.

4.3 The contract requires FCC to provide an annual report detailing the operation of the contract.

4.4 Representatives from FCC and the Council's Waste Services will be present at the meeting to provide any additional information or clarification that is required. The annual report is attached at Appendix 2.

5. FCC - key contract achievements

5.1 Ensure compliance with statutory duties.

5.1.1 The provision, and hence management, of the household waste recycling centre's is a statutory duty for the waste disposal authority of an area, of which Medway as a unitary authority holds this duty. The duty is imposed by section 51 Environmental Protection Act 1990 and requires the Council to 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).

The success of this contract is measured via

- Monthly contract meetings,
- Annual report to Overview and Scrutiny Committee
- Monthly corporate monitoring via Covalent returns
- National Waste Dataflow returns

This contract has been delivered to meet our statutory duties.

5.2 Meet statutory performance targets.

5.2.1 By increasing the recycling rate the sites have managed to lower the amount of residual waste collected and has contributed to Medway diverting less waste to landfill. The tonnage has decreased year on year 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)
- To 7,429 tonnes in year three (Oct 2012 – Sept 2013)
- To 7,060 tonnes in year four (Oct 2013 – Sept 2014)

Waste levels nationally have began to rise again and Medway's residual waste deposited at its HWRCs reached 7,368 tonnes between October 2014 and September 2015

2014/15 Contract Year Performance by Site	Total Tonnage received (t)	Materials recycled (t)¹	Recycling percentage (%)
Capstone	6161	4136	67%
Cuxton	7862	4718	60%
Hoath Way	5646	3448	61%
Contract Total	19669	12301	
Overall Performance			63%

5.2.2 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 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.

5.3 Ensure continuity of a front line service

5.3.1 Service continuity has been maintained to date there has been no incidents of severe weather to impact on services

5.4 Provide services within agreed budgets.

5.4.1 Monthly budget monitoring is undertaken by the Head of Service and Corporate Finance Officer, which supports the corporate-wide budget monitoring rounds reported to the Directorate Management Team, Corporate Management Team and Cabinet.

- 5.4.2 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.

- 5.5 Meet requirements to achieve efficiency gains.

 - 5.5.1 The tendering of this contract realised savings in excess of £600,000 per year.
 - 5.5.2 Discussions have commenced with FCC regarding the possibility of taking up the 2-year contract extension (from 2017 to 2019) if efficiencies can be found. This is still under review with options being explored

- 5.6 Provide environmentally sustainable services

 - 5.6.1 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.

6. Risk management

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>E</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>E</p> <p>D</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>Interruption of availability of some facilities</p> <p>Non-household waste entering MSW waste stream or waste incorrectly dealt with according to its category.</p>	<p>C</p> <p>C</p>	<p>II</p> <p>III</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> <p>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.</p>
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; Medway's waste collection service was satisfactorily audited by the HSE in 2013.
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. Especially for the 25 year waste disposal contract. 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.

7. Consultation

- 7.1 Consultation was undertaken as part of the procurement process and in development of the waste strategy. Additional stakeholder consultation will only be required if significant changes in services are needed at some later date.

8. Financial and legal implications

- 8.1 As part of the terms and conditions of contract, each of the contractors are required to provide an annual report on their performance. The legal basis for the various statutory duties is set out in the body of the report.
- 8.2 There are no financial implications to this report.

9. Recommendations

- 9.1 The committee is requested to note the content of this report including the annual service updates provided by the two contractors in Appendices 1 and 2.

Lead officer contact

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Appendices

Appendix 1 Veolia Annual Service Report
Appendix 2 FCC Annual Report

Background papers

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

Description of document	Location	Date
Options Appraisal for Waste Collection Services	http://democracy.medway.gov.uk/ie/DecisionDetails.aspx?ID=742	20 February 2007
	and	
Options Appraisal for Waste Collection Services	http://democracy.medway.gov.uk/ie/DecisionDetails.aspx?ID=932	5 August 2008
Waste Collection Services and Waste Disposal Services: Award of Contracts	http://democracy.medway.gov.uk/m/glIssueHistoryHome.aspx?IId=3321	14 Jul 2009
Contracts for the Collection and Disposal of Waste Update	http://democracy.medway.gov.uk/m/glIssueHistoryHome.aspx?IId=3351	22 Sep 2009
Gateway1 Options Appraisal:	http://democracy.medway.gov.uk/m	26 January

Management of Household Waste Recycling Centres	glssueHistoryHome.aspx?IId=4078	2010
Gateway 3 Contract Award: Household Waste Collection and Disposal Contracts	http://democracy.medway.gov.uk/ie/DecisionDetails.aspx?ID=1818	30 March 2010
Gateway 3 Contract Award: Household Waste Recycling Centres	http://democracy.medway.gov.uk/m/glssueHistoryHome.aspx?IId=4954	20 July 2010
Recycling Clear Bags report	http://democracy.medway.gov.uk/m/gConvert2PDF.aspx?ID=8523	4 October 2011
Annual Review of Waste Contracts: Year 1	http://democracy.medway.gov.uk/m/gconvert2pdf.aspx?id=9016	13 December 2011
Gateway 4 Procurement Post Project Completion Review: Household Waste Recycling Centres	http://democracy.medway.gov.uk/m/gconvert2pdf.aspx?id=9264	17 January 2012
Gateway 4 Procurement Post Project Completion Review: Waste Collection And Disposal Contracts	http://democracy.medway.gov.uk/m/gconvert2pdf.aspx?id=9262	17 January 2012
Gateway 4 Procurement Post Project Completion Review: Organic Waste (Garden And Kitchen) Processing	http://democracy.medway.gov.uk/m/gconvert2pdf.aspx?id=9260	17 January 2012
DCLG Weekly Collection Support Fund – Medway's Bid	http://democracy.medway.gov.uk/m/gconvert2pdf.aspx?id=16104	28 June 2012
Gateway 5 Procurement Contract Management Report: DCLG Weekly Collections Support Fund (Medway Weekly Bid)	http://democracy.medway.gov.uk/m/gConvert2PDF.aspx?id=18307	27 November 2012
Gateway 5 Procurement Contract Management Report: Waste Collection and Disposal, Household Waste Recycling Centres, Tree Maintenance and Highways Minor Works	http://democracy.medway.gov.uk/m/gconvert2pdf.aspx?id=22113	17 December 2013

Appendix 1 Veolia Annual Service Report

ANNUAL SERVICE REPORT

- Medway Council's Refuse/Recycling/Street Cleansing and Disposal contract were awarded to Veolia and commenced on the 4 October 2010 until 2017 with an option to extend for 2 years which has already been agreed, this enabled full depreciation of the existing vehicles providing Medway Council with a saving of £260,000 for Collections and Street Cleansing
- The Disposal contract is for 25 years (2010-2035)
- The award of this contract builds upon the already strong relationship between the two organisations since the previous contract from 2002 to 2009 and extended until September 2010.
- The Annual Service Report is an integral part of the contract that exists between Veolia Environmental Services and Medway Council in so far as it is the agreed mechanism for the delivery of continuous improvement and is fundamental to the contracts performance management framework.
- Following the successful bid of 14.5 million from the DCLG fund on the 28 October 2013 both the Recycling and Garden/food waste service moved from fortnightly to weekly the same as Refuse collections. The primary aim of the service change was to increase recycling and subsequently reduce the amount of Refuse being collected providing Medway Council with cost savings from reduction in waste to landfill, replace the existing fleet.

Recycling tonnages	Total tonnage <i>(increase or decrease from previous contract year)</i>
Oct 2010 – Sept 2011	21404 tonnes
Oct 2011 – Sept 2012	18342 <i>(down by 3062)</i>
Oct 2012 – Sept 2013	17406 <i>(down by 936)</i>
Oct 2013 - Sept 2014 (DCLG 1 st year)	18555 <i>(up by 1149)</i>
Oct 2014 – Sep 2015	19173 <i>(up by 618)</i>

Refuse	Total tonnage <i>(increase or decrease from previous contract year)</i>
Oct 2010 – Sept 2011	56371
Oct 2011 – Sept 2012	56731 <i>(up by 360)</i>
Oct 2012 – Sept 2013	56778 <i>(up by 47)</i>
Oct 2013 – Sept 2014 (DCLG 1 st year)	55037 <i>(down by 1741)</i>
Oct 2014 – Sept 2015	55985 <i>(up by 948)</i>

Bulky Waste	Total tonnage <i>(increase or decrease from previous contract year)</i>
Oct 2010 – Sept 2011	762
Oct 2011 – Sept 2012	781 <i>(up by 19)</i>
Oct 2012 – Sept 2013	824 <i>(up by 43)</i>
Oct 2013 – Sept 2014	976 <i>(up by 152)</i>
Oct 2014 – Sep 2015	1052 <i>(up by 76)</i>

Garden & food waste	Total tonnage (<i>increase or decrease from previous contract year</i>)
Oct 2010 – Sept 2011	15703
Oct 2011 – Sept 2012	16313 (<i>up by 610</i>)
Oct 2012 – Sept 2013	16224 (<i>down by 89</i>)
Oct 2013 – Sept 2014 (DCLG 1 st year)	23639 (<i>up by 7415</i>)
Oct 2014 – Sep 2015	21018 (<i>down by 2621</i>)

Glass tonnages (Bring Sites)	Clear	Mixed	Total tonnage (<i>increase or decrease from previous contract year</i>)
Oct 2011 – Sept 2012	306	386	692
Oct 2012 – Sept 2013	292	354	646 (<i>down by 46</i>)
Oct 2013 – Sept 2014	248	278	526 (<i>down by 120</i>)
Oct 2014 – Sep 2015	301	794	569 (<i>up by 43</i>)

Veolia WEEE Compliance Scheme

Due to commercial pressures for outlets of the WEEE this project will be ending in November 2015, the collections of the bulky WEEE items will revert to the contract arrangement and be collected on the same day as refuse and normal bulky items.

Street cleansing

The teams have collected 562 dead animals from highway areas

Dealt with 2575 reports of fly tipping

Removed 96 Needles & syringes

Street cleansing tonnage	Litter	Mechanical Arisings	Fly- tipping	Total tonnage
Oct 2011 – Sep 2012	1212	1324	283	2819
Oct 2012 – Sep 2013	1286	3507	295	5088
Oct 2013 – Sep 2014	1382	3947	372	5701
Oct 2014 – Sep 2015	1504	2151	462	4117

Disposal Contract

- All mechanical street cleansing arisings are sent for processing rather than landfill with 95% being recycled.
- Black filter cake – treated and used in land reclamation and restoration
- Recovered sand – rewashed for use in concrete
- Organic waste – treated and used in land reclamation and restoration
- Screened litter – hand sorted and 100% diverted from landfill
- Oil & concentrates from separation – reprocessed for use in production of heavy oils
- Grey water – used as aggregate wash on site
- in addition to production of aggregate for re-use the
- Veolia have now opened a RDF (Refuse Derived Fuel) plant near Canterbury this is scheduled to accept up to 25,000 tonnes of waste per annum from the Medway contract, providing an additional facility for Veolia to reduce waste to landfill and the

use of third party facilities. This is addition to the SELCHP ERF facility in South London.

- Shift patterns have been changed to ensure more staff are available to sort materials
- delivered into the Transfer Station to further increase recycling and further reduce landfill tonnage.
- Co-mingled kerbside recyclable materials (cans/plastics and glass) are currently taken to our Soutwark MRF (Materials Recycling Facility).
- Paper and cardboard are delivered to UPM at Dartford for sorting and process.
- Disposal outlets continue to be challenging with increased processing costs for recyclable materials, especially paper, plastics and glass. Mattress recycling schemes have resulted in increased use of Pitsea.

Total tonnage into Rochester Transfer Station

2012/2013 104,106 tonnes

2013/2014 126,977 tonnes

2014/2015 110,100 tonnes

Recycling performance

- 2010/11 Target: 36% Achieved: 37%
- 2011/12 Target: 40% Achieved: 37%
- 2012/13 Target: 41% Achieved: 38%
- 2013/14 Target: 39% Achieved: 40%
- 2014/15 Target: 44% Achieved: 46%

Street cleansing Inspections (% of roads satisfactory)

Litter

- 2010/11 Target: 95% Achieved: 97%
- 2011/12 Target: 95% Achieved: 96%
- 2012/13 Target : 95% Achieved: 96%
- 2013/14 Target: 95% Achieved: 97%
- 2014/15 Target: 95 % Achieved: 97%

Detritus

- 2010/11 Target: 92% Achieved: 95%
- 2011/12 Target: 92% Achieved: 95%
- 2012/13 Target: 92 % Achieved :95.3%
- 2013/14 Target: 92% Achieved: 96.5%
- 2014/15 Target: Achieved: 97 % there is no longer a corporate target for detritus, however waste services do still record inspection results.

Public satisfaction

Measures of public satisfaction (taken via the Corporate quarterly tracker and annual Residents Opinion Poll) for Contract Year 2014/2015

Refuse collection

- Target 91%

- Achieved: 96%

Recycling

- Target 85%
- Achieved: 89%

Street cleansing

- Target 75%
- Achieved: 72%

During the contract year Medway Council monitoring officers conduct pro active monitoring inspections to ensure that Veolia are meeting the contract requirements

From October 2014 to September 2015 Officers have carried out over 3000 street cleansing inspections that have given a positive result of the standard being achieved as A/B grade as detailed by the code of practice on litter and refuse 2005.

Collections

The following are the numbers of inspections relating to the collection services carried out by Medway Council Monitoring officers to ensure Veolia is complying with the collection contract and a high standard is being achieved.

Dry recycling 795
Organics 770
Refuse 810
Litter and canine bin emptying 400
Health and safety compliance 363

Missed Collections during the contract year

Veolia have serviced 112, 063 properties throughout the year. The following numbers of missed collections were reported:

1177 missed refuse collections
846 missed organic collections
775 missed recycling collections

Veolia has collected residual waste from an additional 919 new developments Working with Medway Council Veolia has carried out an audit of the provision of mixed recycling services to flats across Medway and had increased these services to include a further 80 blocks of flats.

Partnership working

During the contract year Veolia has been working with Medway Councils safer communities team to increase the response time for the investigation and removal of fly tipped waste.

By utilising the Whitewall Road transfer station, enforcement officers can investigate fly tips and remove the waste where possible from the scene and deposit it for disposal.

Veolia and Waste Services have worked together to identify sites where it is possible to reduce the number of litter and canine bins that are placed on the highway. This reduces on street clutter and has saved costs. We have introduced a combined litter and dog waste bin that enables residents to use the one bin for both waste types.

Veolia Company Information

Our values for all staff

Customers

Truth

Focus

Deliver

Teamwork

Empowerment

Measure

Innovate

We are no longer just a waste management company, with the integration of Energy and Water and the constant drive for new technologies to turn waste into a resource. There is a huge amount of knowledge and resources investing in latest technologies for the benefit of all of our customers while maintaining our commitment to improving the quality of life for local communities,.

Pro Grow brand continues to expand and we are part of the largest composting company within the UK and now offer an increased range of products, soil conditioner, multi-purpose compost, lawn conditioner, bark chips, wood chip mulch, top soil. Other products now available are Pro Salt in handy 25kg bags and caddy liners and even a children's story book Munch and the Funny Tummy aimed at 5-7 year olds to teach the importance of recycling.

Veolia can deliver the benefits of district heating through the use of a centralised energy plant to provide heat and potentially electricity and cooling for groups of buildings - ranging from private developments, social housing, community, educational and commercial buildings, campuses or even whole cities. Veolia can also manage the distribution network installation and scheme management through a dedicated Energy Services Company (ESCO) arrangement

Typical applications include housing, business parks, and hospital sites.

Veolia Environmental Trust

Over 261 projects have received funding between January 2014 – March 2015 of £8.5 million pounds (£5.9 million from Veolia Landfill Tax credits) including :-

Ranscombe Farm Reserve nr Rochester

This rare and valuable chalk grassland habitat has been protected and restored through the establishment of a grazing regime on a large wildflower meadow.

To make the site suitable for grazing, a water supply, fencing and a pen were installed as well as visitor signage. Local volunteers were trained in animal welfare and handling so they could look after the health and wellbeing of the livestock on a daily basis.

The field is now a high-quality, species-rich grassland thanks to sheep eating the grass and making more room for flowers to grow and multiply.

Our services touch the lives of nearly one third of the UK'S population, which puts us in an excellent position to work with all of our Municipal & Commercial customers to identify ways to reduce waste, increase recycling and work on both small and large innovative projects such as district heating schemes.

- Veolia are one of the largest employers nationally with 14000 staff (globally over 200,000), this provides an ideal opportunity to provide local employment where we have contracts. Currently circa 285 staff on the Medway Contract.
- Veolia has the 2nd largest HGV fleet in the UK and a total fleet of 7200 vehicles, there are 95 vehicles on the Medway Contract – not including plant.
- We use 22,000 litres of diesel every week

Staff development

- Veolia continue to provide our HGV driver scheme to encourage promotion within the contract/company and increase the staff skills
- CPC driver training is also being delivered to allow drivers to retain/achieve their 7.5 tonne licence
- All staff have been offered the chance to complete the Skills for Life training with our in-house Campus providing one to one support for staff to improve their literacy and numeracy skills.

Health & Safety & Staff Welfare

- Simply Health - provides benefits to staff for dental, medical and optical insurance
- Back in Action physiotherapy services – weekly clinic with on-site Physiotherapist
- Health Management – occupational health
- Medway Council Workplace Health site visits
- Employee Assistance Programme – free-phone confidential service on all aspects of life from Debt, Health, Bereavement, Divorce etc.
- Online Health Matters portal for all staff
- Smoking cessation materials

ACCIDENT TOTAL	Days since a Lost Time Accident (23.10.2015)
34	486

No RIDDOR reportable injuries in the last Contract year.

New H & S initiatives

New induction pack to be delivered to all staff minimum every 2 years

All manual handling minimum every 2 years

After DCLG

Increased training has been delivered to all staff to ensure consistent standards

Changes have made to the Supervisory structure to increase staff knowledge and ability to manage a variety of tasks.

More staff than ever have been trained to multi skill

CPC driver training has been delivered to all 7.5 tonne and above

T1 Highway training delivered to staff and Council Officers

Charities

Wear it Pink – Breast Cancer – Medway raised over £300

Wisdom Hospice – following the death of one of HGV drivers earlier in the year

Appendix 2: FCC Annual Report

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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 5th ASR, following the commencement of the Contract on the 1 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 2015 to September 2016.

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. The ASR is a working document which is 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.

Key achievements for contract year 2014/2015 are as follows and further detailed in the report below:-

- Received National Recycling award for best partnership project with Medway, FCC , HMP Rochester and Abacus Charity for the Push Bike recycling initiative.
- Continuing the success of the Sue Ryder Charity to improve re-use - increasing tonnage from 56.3t in 2013/2014 to 62.26t in 2014/2015. Medway Council receive a financial benefit for the scheme, by way of a discount on the management fee.
- Customer satisfaction surveys were completed during April and Sept, the results for overall satisfaction remain high at 96% for the year.
- Accidents and incidents reduced from 31 incidents in 2013/2014 down to 15 recorded incidents during 2014/2015. Details of all incidents and accidents are available in the dashboard report.
- Medway site staff received an award for recycling in the FCC internal ABCD Awards. The CEO of FCC Environment, Paul Taylor attended all three sites to present the awards to site staff, along with representatives from Medway waste team.

Report on progress for the Contract year 2014/15

FCC has continued to strive to increase recycling on the three Medway sites over the past twelve months, due to the type and quality of material being brought into sites this has proven difficult. However we have continued to exceed the contractual recycling rate of 60%. Overall recycling rate for 2014/2015 is 62.54%.

Due to the economical climate, and reduced end market users, the market for recyclates has proven very challenging resulting in limited off taking opportunities to move the material onward.

FCC has continued to strive to increase the recycling at all the sites, this has proven difficult at times due to the financial markets for recycling materials dropping in value. This is an international / national issue which has affected recycling rates over the country. However FCC have continued to achieve the contracted recycling rate and have exceeded the national target of 50 % by 2020 by ensuring that our staff sort through the waste materials entering the site and directing the public to the correct recycling container where applicable. We have also invested in new containers and signage making it easier to determine what can be recycled and which container to place the waste into. Working with Medway Council we have introduced a site map so that customers are provided with directions of where the recycling containers are located at each site. This is advertised on Medway Council's web site.

FCC continues the reuse service with the local charity's Abacus and Sue Ryder.

The success of the push bike recycling scheme partnership with Medway, FCC, Abacus and HMP Rochester resulted in the prestigious Materials Recycling national award for best partnership project.

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 2015 FCC introduced a new reporting and recording system called safeguard for incidents, accidents, and near misses across all our operational facilities. This has resulted in an improved ability to monitor, analyse in order that we can better spot trends so that we can introduce procedures in order to reduce the risks on sites.

Summary of Performance

This report provides an overview of FCC's performance of the Contract during 2014/15. 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 2015 / 2016.

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

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.

Have rounded the figures below

Site	Total Tonnage received (t)	Materials recycled (t) ¹	Recycling percentage (%)
Capstone	6161	4136	67%
Cuxton	7862	4718	60%
Hoath Way	5646	3448	61%
Contract Total	19669	12301	
Overall Performance			63%

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 2014/15:

All sites	Expressed as a %
Landfill	28.07%
Hardcore	24.80%
Wood	20.90%
Garden Waste	6.67%
Metal (Ferrous)	5.09%
Paper & Card	3.15%
SDA	2.75%
Plasterboard	1.39%
Mattresses	1.11%
Televisions	1.04%
Textiles	0.91%
Rigid Plastic	0.86%
Fridges/Freezers	0.65%
LDA	0.40%
Glass Mixed	0.38%
Co-mingled Recycling	0.35%
Gas Bottles	0.33%
Asbestos	0.27%
Re-use	0.17%
Car Batteries	0.17%
Tyres	0.16%
Waste Oil	0.16%
Re-use Sue Ryder	0.07%
Metal (Non Ferrous)	0.05%
Re-use Bikes	0.04%
Household batteries	0.02%
Cooking Oil	0.02%
Print Cartridges	0.02%
Fluro tubes	0.02%

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.

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	825.90	Kemsley Mill, Sittingbourne	Reprocessed	Long-term National
Soil & Hardcore	6510	Soil Remediation, Strood	Reprocessed	Ad-hoc agreement
Glass (mixed)	99.68	Countrystyle Ridham, Docks, Sittingbourne, Kent, ME9 8	Reprocessed	Ad-hoc agreement
Green Waste	1750.67	FCC Dunbrik, Tamar Organics Swanley	Re-use	Internal, Ad-Hoc Disposal
Wood	5486.04	Countrystyle, Ridham	Treatment	Medway contract
Batteries (auto)	43.31	EMR, Biggleswade	Reprocessed	National contract
Metal Ferrous	1335.06	EMR / Van Dalen	Reprocessed	National / Ad-hoc
Florescent tubes	4.16	Mercury Recycling	Disposal/Re-use	Ad-hoc contract
Fridges	170.91	Waste Recycling via Light Bro's.	Reprocessed	Veolia contract via Medway
Gas bottles	86.31	Roud Recycling	Re-use	Ad-hoc contract
Mixed Recycling (MDR)	90.92	Viridor, Crayford	Reprocessed	FCC Contract
Textiles	237.82	LMB Textiles, London	Reprocessed	Ad-hoc contract
Tyres	42.66	Pountney tyres, Worthing	Reprocessed	Ad-hoc contract
WEEE (small)	721.10	Sweep, Sittingbourne	Repro'd/Re-used	Veolia contract Via Medway
WEEE (large)	104.86	Sweep, Sittingbourne	Repro'd/Re-used	Veolia contract Via Medway
Televisions	272.52	Sweep, Sittingbourne	Repro'd/Re-used	Veolia contract via Medway
Plasterboard	366.08	Countrystyle, Ridham Dock	Reprocessed	Ad-hoc contract
Oil – Motor	40.76	Eco-Oil, Kingsnorth	Reprocessed	Ad-hoc contract
Household Batteries	5.80	Waste Care, Manchester	Reprocessed	Ad-hoc contract
Rigid Plastics	226.9	EMR Ridham Docks	Reprocessed	Ad-hoc contract
Mattresses	292.59	Matt UK	Reprocessed	Ad-hoc contract
Printer Cartridges	4.30	Take Back, Norfolk	Repro'd/Re-used	Ad-hoc contract
Re-Use	62.26	Abacus Charity, Sue Ryder Charity	Re Sold	Contract Pending
Bikes	10.79	Abacus And Rochester correctional facility	Resold	Contract
Cooking Oil	5.68	Living fuels	Reprocessed	National /Ad Hoc
Metal Non-Ferrous	13.75	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 (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. 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.

Analysis of Overall Recycling Performance

During the year 2014/15 FCC has consistently strived to improve the level of recycling achieved at each of the HWRC's. Unfortunately due to current market conditions, we have seen a downturn in recycling rates due to many outlets introducing stringent acceptance criteria's and even refusing to accept materials from the HWRC. Despite these challenging times FCC have still managed to achieve the target for recycling at the sites. .

2014/15 contract year has seen the recycling percentages decrease at three sites.

HWRC	Recycling % in Contract Year 2010/11	Recycling % in Contract Year 2011/12	Recycling % in Contract Year 2012/13	Recycling % in Contract year 2013/14	Recycling % In Contract year 2014/2015
Capstone	51.37%	61.69%	65.19%	69.72%	67.13%
Cuxton	50.67%	59.38%	62.18%	64.94%	60.00%
Hoath	55.72%	63.72%	61.61%	64.31%	61.06%
Overall	52.23%	61.53%	62.99%	66.30%	62.54%

Recycling Performance by Material Type

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

Material Type	Hoath	Capstone	Cuxton
Car Batteries	0.16%	0.22%	0.12%
Chemicals	0.00%	0.0%	0.00%
Fluro tubes (D-WEEE)	0.02%	0.02%	0.01%
Fridges/Freezers(B-WEEE)	0.57%	0.64%	0.72%
Garden Waste	5.45%	7.28%	7.15%
Gas Bottles	0.43%	0.29%	0.29%
Glass Mixed	0.16%	0.36%	0.56%
Household batteries	0.03%	0.02%	0.02%
LDA (A-WEEE)	0.18%	0.29%	0.65%
Metal (Ferrous)	5.26%	5.06%	5.02%
Metal (Non Ferrous)	0.04%	0.08%	0.04%

Plasterboard	0.00%	2.54%	1.55%
SDA (E-WEEE)	2.82%	2.81%	2.66%
Televisions (C-WEEE)	1.30%	0.91%	0.95%
Textiles	1.01%	0.97%	0.78%
Tyres	0.00%	0.52%	0.01%
Waste Oil	0.13%	0.22%	0.13%
Wood	21.79%	22.78%	18.91%
Paper & Card	2.93%	3.28%	3.23%
Rigid Plastic	0.74%	0.98%	0.87%
Cooking Oil	0.02%	0.04%	0.01%
Mattresses	0.98%	1.09%	1.24%
Print Cartridges	0.02%	0.02%	0.01%
Re-use	0.18%	0.17%	0.17%
Re-use Sue Ryder	0.08%	0.09%	0.04%
Re-use Bikes	0.04%	0.04%	0.05%
Co Mingled Recycling	0.23%	0.48%	0.33%
Hardcore	27.02%	23.76%	24.13%

Table 4 Recycling Performance by Material

Report on Handling of Hazardous Wastes

Two Hazardous Waste streams are managed at the sites. Asbestos on all three HWRC sites, and garden chemicals at Cuxton.

During 2014/2015 63.36 tonnes of asbestos has been received via members of the public or Veolia's collections of fly tipped material at the 3 HWRC's, this material is disposed off via Pindens.

Our hazardous chemicals disposal company has collected 66 items 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
Brake Cleaner	1	5l
Slug Killer	1	800g
Weed killer	1	500g
Battery acid	1	500ml
Toluene	1	2.5l
Fungicide	1	100ml
Teak oil	1	500ml
White Spirit	1	2l
Caustic soda	1	1kg
Woodworm Killer	1	250ml
Weedkiller	1	1l
Methanol xylene	1	500ml
Insect killer	1	800ml
Weed killer	5	750ml
Weed killer	1	100ml
Weed killer	1	1lt
Silver jewellery cleaner	1	225ml
Weedkiller	8	57g
Battery acid	2	1lt
Methonol Nitomethane	1	4lt
Nitro thinner	1	1lt
Ever green lawn care	4	200g
Cellulose thinners	1	250ml
Ammonia	1	50lt
Ammonia	1	500ml
Lab tube with Mercury	1	1kg
Ambersil fe10 solvent degreaser	1	25kg
Chlorine tablets	2	1kg
PH Minus	2	1kg
Ph plus	2	500g
Epoxy resin	1	10l
Motor Plasticiser	1	5kg
Cont'd.....		

Chemical Description	Qty	Size
Wood Preserver	1	5l
Slug pellets	1	1kg
Lighting Gel	1	500ml
Water Sealent	1	5lt
Gunk degreaser	1	5lt
Solvent cleaner	1	5lt
Engine degreaser	1	5lt
Thinners	1	5lt
Weedkiller	1	5lt
Hydrochloric acid	1	25lt
Creoste	1	25lt
Potassium nitrate	1	700g
White spirit	1	750ml
Acidic solution	1	2.5lt
Fertiliser	1	1lt
White spirit with paint	1	200ml
Paradeg	1	5lt
Patio Cleaner	1	2.5lt
Oil based fluid	1	25lt
Hydrochloric acid	1	5lt
Black Bitumen	1	20lt
Sodium Acetate	1	20kg
Floor paint	1	5lt
Grease	1	3kg
Smoke Cartridges	2	450g
Leigh paint	1	5lt
Sodium hypochlorite	2	5LT
Styrene resin	1	25lt
Hydrochloric acid	2	5lt
Sodium Hypochlorite	1	25lt
Bitumen	1	25lt
Sulphuric acid	1	1lt
8 Hand Flares one smoke	9	

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 sites users, and then where appropriate targeting suspected traders. 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 (body cams) and possible restrictions on trailer size and on the quantity of material allowed in a single trip.

Medway Councils enforcement team also work with both waste services and FCC to take any necessary action, should a trade waste offence occur. Officers will investigate and contact the individual.

FCC is currently working on a proposal for a dedicated trade facility at Capstone recycling centre.

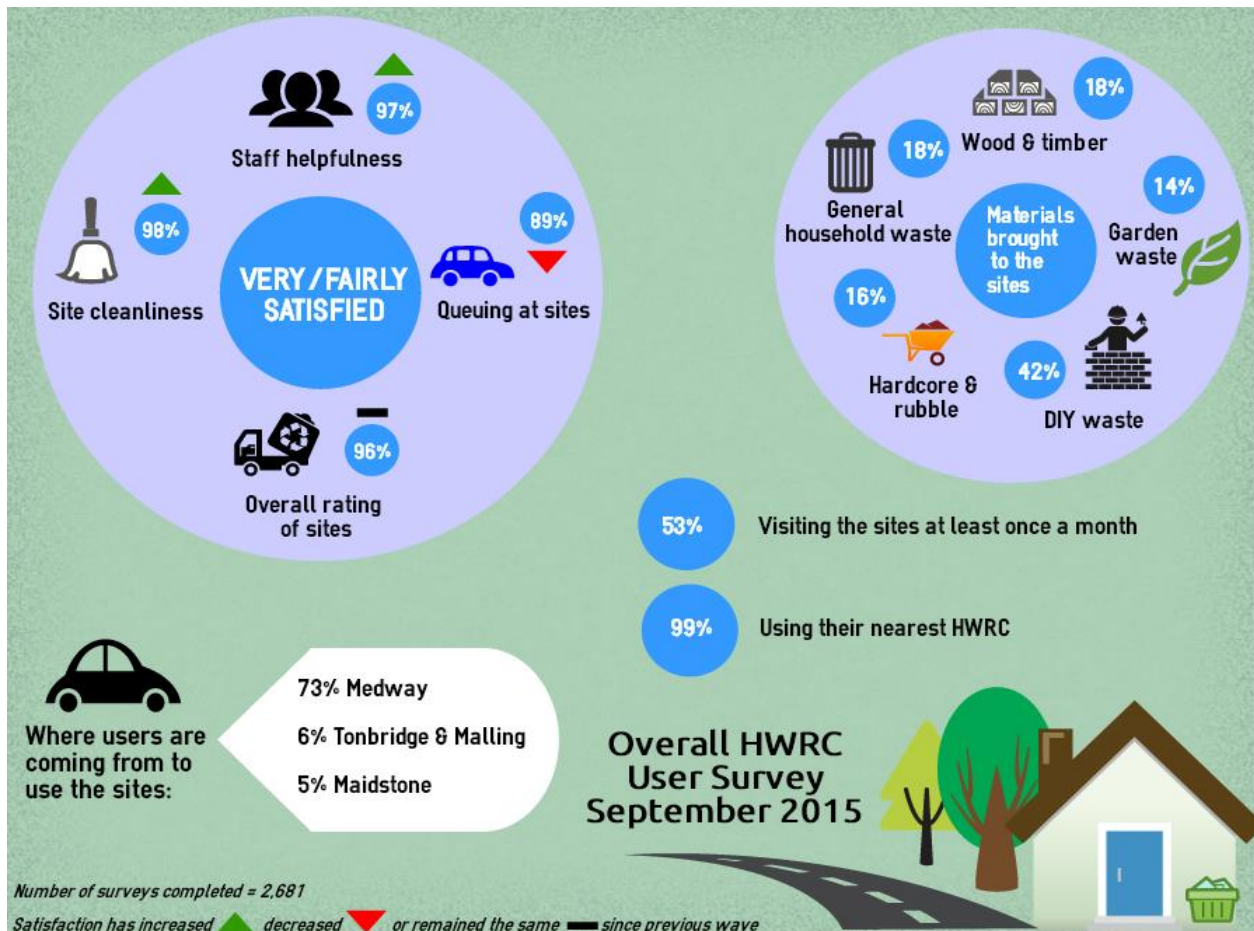
Reporting of Monitoring and Achievement of Performance Standards

	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

Customer Satisfaction / Site Surveys

The most recent Customer Satisfaction Survey was undertaken in September 2015.

Overall Key findings



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 Sept 2015 gave a figure of 96% 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 Reports :

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 September 2015 indicates that overall satisfaction has seen a slight increase from in April 2015 figure to 96% in September 2015. The September 2015 customer survey figures for the top percentage type of waste delivered to site was as follows: -

DIY/General decorating waste 42%

Residual waste 18%, and green garden waste 14%

73% of customers came from the Medway area during the September 2015 survey. The most common area for those coming from outside of Medway was Tonbridge and Malling Borough Council (6%) and Maidstone (5%).

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

Complaints received regarding the HWRC service are handled in line with Medway Council policies. All complaints are investigated by FCC contract manager and any findings are reported to Medway Council for a response.

Data from the ANPR system giving peak times and number of customers visiting site for 2015. The tables below represent an annual figure by hour by day by site.

By site:

Sum of Count of Visitors	Column Labels									
Row Labels	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Grand Total
CAPSTON	9366	12762	12402	16741	14865	14837	16413	13575	12103	123064
CUXTON	0	0	10463	16073	14581	14119	14487	12435	11542	93700
HOATH	4253	12580	16241	18146	16896	16625	17107	14344	13462	129654
Grand Total	13619	25342	39106	50960	46342	45581	48007	40354	37107	346418

Annual Figure By Day:

Sum of Count of Visitors	Column Labels							
Row Labels	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Grand Total
CAPSTON	16425	25610	13753	12325	14328	20556	20067	123064
CUXTON	13571	22536	10252	9659	10519	13640	13523	93700
HOATH	18516	28407	15495	14053	15387	19685	18111	129654
Grand Total	48512	76553	39500	36037	40234	53881	51701	346418

Annual figure By time of day:

Sum of Count of Visitors	Column Labels													
Row Labels	6AM	7AM	8AM	9AM	10AM	11AM	12PM	13PM	14PM	15PM	16PM	17PM	18PM	Grand Total
CAPSTON	1	120	5064	12642	17338	18943	17731	16842	16484	14255	3332	249	63	123064
CUXTON	3	263	4959	10490	12801	13010	12332	12519	12840	11134	2910	347	92	93700
HOATH	3	485	7282	14289	18590	20468	19024	15101	16003	15126	3279	3	1	129654
Grand Total	7	868	17305	37421	48729	52421	49087	44462	45327	40515	9521	599	156	346418

Environmental and Other Considerations

Environmental Agency (EA) Inspections

During 2014/15 the EA undertook 2 Site Inspections one at Cuxton and one at Hoath

Cuxton and Hoath both received an overall good score. There were some minor non compliance for waste not being correctly stored, which have since been rectified.

There is no set schedule or pre notification for EA visits officers attend sites unannounced to carry out site audits and audit the sites against the license conditions.

Audits

No Environment Agency Audits were conducted this Contract year.

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.

Health and Safety, and Environmental Compliance

The health and safety of all staff and visitors to the sites is of paramount importance to FCC. Accidents, incidents and near misses are reported to the contract manager who investigates, and records findings on FCCs internal recording system. Every report is investigate, with the findings reported back to site staff in monthly team meetings. This feedback ensures staff are made aware of actions being taken to resolve issues raised.

FCC actively encourage reporting of all accidents, incidents and near misses, however minor, this way we encourage and capture near misses that could prevent injury or even worse a fatality. All accidents, incidents and 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 2014/15, 102 near misses were reported by site staff for a variety of issues ranging from non conforming waste (asbestos), members of the public not taking care when depositing waste and 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. Full details of each near miss can be reviewed via the Dashboard.

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	54	10	3
Cuxton HWRC	33	3	6
Hoath Way HWRC	15	3	1
TOTAL	102	15	10

During this contract year there was one RIDDOR reportable accident at the Cuxton facility where a member of public cut her arm whilst disposing of a ceramic toilet. The emergency services attended site and she was taken to the local hospital for treatment. The resident did not want to pursue the matter as she felt it was a genuine accident with no one at fault.

There is a proactive culture of reporting near misses and accidents/incidents on this contract, which enables FCC to monitor and act on trends. FCC introduced a new reporting system in January 2015 called safeguard which enable us to better monitor and report all near misses, accident, and incidents across all FCC managed sites .

Capstone, Cuxton, and Hoath Way HWRC, 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 demonstrate 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 2014/15

- Integrated Management system (IMS) audit Hoath Way 17/09/2015 score of 91.74% a revisit will be completed within three months.

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

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.

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, along with internal support services such as H&S, HR and Fleet Departments.

The contract transport is managed by Pepperhill based Kent transport manager Jon Mawer.

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

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 5 of the contract has been agreed between both parties resulting in a bonus of £17,282 for the sites.

The annual indexation has been reviewed.

Infrastructure, Plant and Equipment Maintenance

Routine Maintenance

All facilities used in the service of the Contract were maintained to a high standard during 2014/15, 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.

One compactor at Capstone had a major malfunction and was deemed to be financially unviable for repair, Medway council has provided the funding to replace this machine.

A review of the age of all the compactors has been carried out and the information supplied to Medway waste team.

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).

A more detailed contingency plan has been submitted to the Medway council but in the first instance an alternative site would be utilised as below.

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.

Invoicing

Below table of invoicing in 2014/2015 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

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 rates and customer satisfaction levels.

Community planting event

The original proposal was to hold a community planting event at the HWRC's. It was suggested by the Authorised Officer that perhaps a community planting project may benefit more. The Otway Street Community Garden project was suggested..

This project is due to commence Spring 2016. FCC will be supporting the project by fulfilling Otway's wish list – comprising of compost, chippings, poly tunnel cover, notice board, pallets and plants.

Hoath Way redesign

The original proposal was to redesign the Hoath Way site to improve the customer experience through site layout and improved plant equipment such as roller packers.

Following lengthy discussions and due consideration it was jointly agreed that this was unviable due to the space that is available at the site.

FCC have invested the funds that would have been used for the redesign in other areas making improvements at all three sites such as:

Mattress Recycling

Installation of dedicated site offices.

Purchased additional containers

Improved site signage

Shared Web based contraction and monitoring system

This has now been completed and information required by Medway can be uploaded to the extranet and accessed by the Medway team.

Status of actions from previous reports

- Continue to develop the re-use arrangements with charity sector to help increase scope of reuse opportunities at site.
- To work with the council to introduce initiatives to minimise trade waste abuse at sites, to reduce disposal costs and ensure that businesses are complying with legal requirements.

Medway Council's enforcement team have been to the sites to carry out spot checks, intelligence is gathered by site staff and passed to the team for officers to investigate and take any necessary action. ANPR data scrutinised to ascertain any frequent visitors to the site that could possibly be businesses disposing of trade waste.

Investigate the possibility of a trade waste facility at Capstone site

- To work with the Council to limit service cuts and ensure value for money
- 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 and 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.

Aims for 2015/2016

Report on Recycling Bonus Incentive Scheme

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

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.

Infrastructure improvements and routine maintenance

Hoath way

On going minor improvements planned

Cuxton

On going minor improvements planned

(Due to the location of the site the perimeter fence becomes vandalised regularly, therefore general repairs to the site will continue throughout the contract term.)

Capstone

On going minor improvements planned

Investigating the engineering requirements for installation of trade facility to be reviewed.

Action Plan for 2015/16

Subject to further discussion and agreement, the targets for 2015/ 2016 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
- 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
- Implement the community planting programme
- Develop the plan to install a trade waste facility at Capstone facility