

REGENERATION, CULTURE AND ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE

23 MARCH 2021

ANNUAL REVIEW OF WASTE CONTRACTS, CONTRACT YEAR OCTOBER 2019 – SEPTEMBER 2020

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Summary

This report provides a summary of performance on the Medway waste contracts and performance for the contract year October 2019 to September 2020:

Veolia Environmental Services - providing waste disposal services for residual and recycling waste.

Medway Norse – providing waste collection, street cleaning services and management of Medway's Household Waste Recycling Centres (HWRC).

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 The contract follows the Council's core values relevant to the contract year 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 frontline service
 - Provide services within agreed budgets
 - Meet requirements to achieve efficiency gains
 - Provide environmentally sustainable services.

2. Medway Norse - Waste and Recycling Collection, Street Cleansing Services

- 2.1 The contract covers 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).
- 2.2 On 6 March 2018, Medway Council agreed (at Cabinet) to transfer the waste collection and street cleansing services to Medway Norse on 1 October 2019. The duration of the supplemental agreement with Medway Norse is currently until the existing 2013 Service Agreement with Medway Norse on 31 May 2023. Extension of this contract will be in line with the core agreement.
- 2.3 Medway Norse are required to provide an annual report detailing the operation of the waste collection and street cleansing managed service.
- 2.4 The annual report is attached at Appendix 1 (collection and cleansing).
- 2.5 The Council has a statutory duty to:
- Arrange for the collection of household waste from all properties (section 45 Environmental Protection Act 1990);
 - 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).
- 2.6 These are measured via:
- Monthly contract meetings
 - Annual report to Overview and Scrutiny Committee
 - Quarterly corporate monitoring via Pentana returns
 - Maintaining NI195 inspections despite this no longer being a formal reportable target to the Department for Environment, Food and Rural Affairs (DEFRA).
- 2.7 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.
- 2.8 The waste collection and cleansing service transferred smoothly from Veolia to Medway Norse on 1 October 2019, operating from Pier Approach Road depot. Significant improvements and alterations have been made to the Pier Approach Road site to accommodate all of Waste services vehicles and staff parking from October 2019. Council and Medway Norse ICT systems successfully integrated and the service was mobilised using the 2013 refuse collection fleet (46 vehicles) and new 2019 street cleansing and ancillary fleet (39 vehicles). All new vehicles have bespoke "Love Medway" livery. TUPE transfer took place for the existing 271 staff from Veolia to Medway Norse.

2.9 Key contract achievements: Contract Year 2019-20

- All collection services have been delivered to meet the Council's statutory duties.
- Service continuity was maintained with no incidents of severe weather to impact on services during 2019-20.
- Weekly kerbside recycling and waste collections were unchanged during the pandemic and Medway Norse crews were praised by the public through social media feedback, compliments and with chalk rainbows and drawings on bins.
- The global COVID-19 pandemic impacted service as follows:
 - Throughout the COVID crisis the service has maintained delivery with only three lost days of the organic waste service
 - Temporary suspension of the organic collection and mechanical sweeping in March 2020 due to driver redeployment to priority waste and recycling service.
 - Temporary suspension of bulky waste fridge and freezers collections due to closure of treatment facilities re-commencing in May 2020.
 - Targeted street cleansing including deep cleanse of the high street in advance of high street reopening and additional evening cleanse to address nighttime economy litter post hospitality reopening (4 July-5 Sept).
 - No staff within the Waste Services team were furloughed and additional temporary staff were employed to ensure sufficient resources in the event of illness/isolation.
- The total number of individual refuse, recycling and food/garden waste collections carried out per contract year was approximately 17.1 million.
- The number of individual collections reported as missed was 9151 (0.05%) for 2019-2020 or less than 12 missed collections/service/day.
- Contract budgets remained within the scope for the services provided.
- Key performance indicators are contained in the summary tables below for the whole contract term.

2.10 Key contract achievements: Contract Year 1 September 2019-October 2020

- Compliment levels reached an all-time high and the Norse Reward & Recognition scheme has been used to thank staff who have gone the extra mile to ensure the Contract standards are maintained.
- Over the contract year Medway Norse:

Service	Action	Year 1 Oct-19-Sept-20
Street Cleansing	Dead animal removal	728
	Needles and syringe removal	80
	Glass removal	242
	Fly tip removal	5873
Recycling containers	Brown bin delivery, repair, or replacement (where bin is beyond repair)	3992
	Reusable recycling bag delivery (single service request)	7896
	Scheduled clear sack annual deliveries (4 rolls of 13 sacks/yr)	360,000
	Additional clear sack delivery	1680
Communal recycling	Shared recycling bins for flats	51 (29 locations)
Bulky Collection	Standard Bulky Collections	6916
	Express Collections	1960

2.11 Waste arisings October 2014 – September 2020

- Five years of kerbside waste arising and street cleansing data is shown in the below table with arrows indicating the trends.
- The global COVID-19 pandemic impacted service in Medway Norse's first contract year with an 8% increase in kerbside collected waste (detailed further in section 3.3 of the report).
- In five days alone over 16% (400 tonnes) more waste was collected at kerbside (21-25 June 2020, 2,400 tonnes vs same 5 days in 2019, 2000 tonnes).
- In the first 13 weeks of lockdown (23 March 2020 – 19 June 2020) 19% (4,800 tonnes) more waste was collected at kerbside compared to the same period in 2019 (30,632 tonnes in 2020 vs 25,822 tonnes in 2019)

Kerbside collected waste and recycling (tonnes)

Period	Contractor	Recycling	Organic	Refuse
Oct 2014 – Sep 2015	Veolia	19,173	21,018	55,985
Oct 2015 – Sep 2016	Veolia	18,682↓	23,121↑	57,297↑
Oct 2016 – Sept 2017	Veolia	18,373↓	22,690↓	56,811↓
Oct 2017 – Sept 2018	Veolia	18,169↓	21,984↓	56,335↓
Oct 2018 – Sept 2019	Veolia	17,473↓	22,372↑	55,670↓
Oct 2019 – Sept 2020 (Covid restrictions from March 2020)	Medway Norse	19,238 ↑	23,469↑	60,425↑

Street cleansing waste (tonnes)

Period	Contractor	Litter	Mechanical Arisings	Fly-tipping	Total
Oct 2014 – Sep 2015	Veolia	1,504	2,151	462	4,117
Oct 2015 – Sep 2016	Veolia	1,695 ↑	1,953 ↑	515 ↑	4,163 ↑
Oct 2016 – Sept 2017	Veolia	1,689 ↑	1,897 ↑	577 ↑	4,163 ↔
Oct 2017 – Sept 2018	Veolia	1,548 ↓	1,848 ↑	714 ↑	4,110 ↓
Oct 2018 – Sept 2019	Veolia	1,638 ↑	2,078 ↑	654 ↓	4,371 ↑
Oct 2019 – Sept 2020 (Covid restrictions from March 2020)	Medway Norse	1,653 ↑	2,847 ↑	659↑	5,159↑

Impact of March Covid Lockdown on kerbside collections (23.3.20 – 19.6.20) tonnage by material stream

Collection	2020 (23.3.20 -19.6.20)	2019 (22.3.19 -18.6.19)	Difference (tonnage)	Difference (percentage)
Organic	9,014↑	7,569	1,444	19%
Refuse	16,369↑	13,909	2,460	18%
Recycling	5,249 ↑	4,344	905	21%
TOTAL Kerbside Collection	30,632 ↑	25,822	4,810	19%

3. Veolia - Waste Disposal Contracts

3.1 The Veolia waste disposal contract consists of two contracts:

- Residual waste disposal (Oct 2019 – Sept 2022)
- Recycling waste disposal (Oct 2010 – Sept 2035 +5)

3.2 Both contracts require Veolia to provide an annual service report (attached at Appendix 1) detailing the operation of the contracts.

Veolia key achievements for contract year October 2019 – September 2020

3.3 Residual waste diversion

3.3.1 Veolia guarantee diversion of residual waste from landfill to alternative treatment facilities each financial year (April to March). This ensured that Medway Council met its Landfill Directive 2020 reduction target (35% of 1995 baseline by 2020) whilst also making financial savings on landfill costs.

- 3.3.2 For the period April 2019 to March 2020 Veolia guaranteed to divert 81% of residual waste from landfill.
- 3.3.3 Ensuring Veolia meets its guaranteed diversion rates and Medway reduces its landfill dependence means we rely upon a number of innovative residual waste recovery facilities.
- 3.3.4 The first of those facilities is Wheelabrator, Kemsley which opened to Medway's waste during May 2020. The sophisticated technology used by Wheelabrator turns Medway's non-recyclable residual waste into renewable energy for the National Grid.
- 3.3.5 Whilst Wheelabrator Kemsley is now Medway's primary energy recovery facility, Veolia have secured two other waste to energy facilities - SELCHP (South East London Combined Heat and Power) and Greenwich RDF - thus ensuring Medway's residual capacity needs are fully met.
- 3.3.6 Following on from a successful trial in the previous contract year, Veolia have continued to send bulkier residual waste from kerbside bulky collections and residual HWRC bins to SSSI LTD, London. Traditionally this material stream is not fit for a standard waste to energy facility due to its bulky nature and would be sent to landfill.
- 3.3.7 SSSI sort the material in a pre-treatment process to recover any valuable recyclable elements before producing a feedstock fuel for RDF power stations in Europe. This contract year saw around 4,000 tonnes of recyclable materials such as wood, mattresses, metals, card and plastics extracted from bulky residual waste and sent for recycling. Not only is this a positive boost for our NI193 landfill rate but also for our NI192 recycling rate.
- 3.3.8 During this contract year Veolia have also continued with the popular mattress recycling service through Matt UK based in Chatham Docks. This contract year, 400 tonnes of mattresses collected through kerbside bulky collections and at Medway's network of HWRC's were deconstructed to retrieve the valuable recyclable elements.
- 3.3.9 Mattresses are traditionally a difficult material stream to process with landfill being the most suitable solution in the past. This innovative scheme means that around 93% of the mattress is recycled with just 7% of the residual output going for energy recovery.
- 3.3.10 In addition to this, all of Medway's mechanical street cleansing arising's are diverted from landfill by being sent for a reprocessing treatment at a Veolia Essex facility. Here, 95% of the separated material is recycled with the types of materials recovered including:

Output material	%	End use
Organic materials	46%	Sent for further processing at soil treatment facility then used in land reclamation
Recovered Sand & Stones	32%	Reused in cement
Litter	5%	Sent for energy recovery
Oil & concentrates	17%	Reused as reclaimed fuel

3.3.11 With the support of these residual waste disposal processes, we are pleased to report that Veolia exceeded their 81% residual waste diversion target for this contract year and achieved a 93% diversion rate which equates to an additional 8,000 tonnes diverted from landfill.

3.3.12 Alongside the obvious environmental benefits this has also saved the council £76k in disposal costs whilst also helping Medway achieve the lowest NI193 landfill rate in ten years (See Appendix 4 – Summary of waste performance 2019-20 – NI193 – 4.0%).

3.4 Recycling disposal

3.4.1 The continuation of Medway's long-standing partnership with Veolia saw the new recycle processing contract awarded in October 2019 for a term of three years (September 2022).

3.4.2 This contract year Medway sent 14,500 tonnes of kerbside comingled recycling materials (a 13% increase on the previous year) to the Southwark and Bywaters MRF (Materials Recycling Facility) where it is sorted into its valuable material streams before being sent to reprocessing facilities of which 76% remains in the UK.

3.4.3 We have experienced a number of challenges in recent years with the quality of our kerbside recycling and contamination levels. We will continue to address this in partnership with our disposal contractors through robust communications messages and interventions to ensure we are supplying high-quality recycling material back to the resource recovery industry.

3.4.4 The types of contamination we frequently see in comingled recycling include:

- Sanitary products (such as nappies)
- Food waste
- Small electrical items and batteries
- Textiles
- Non-target materials of a similar nature to target recycling (such as glass cooking dishes or metal saucepans)

3.4.5 We are pleased to report that for this contract year our kerbside recycling contamination level has dropped to 16% (was 18% for the previous reporting

period) meaning just 2000 tonnes were rejected to alternative processing or energy recovery.

3.4.6 Medway's 4,700 tonnes of kerbside paper and cardboard is delivered to Palm Paper, Kings Lynn where it is recycled back into newsprint and packaging grade papers.

3.4.7 As with kerbside comingled recycling, we have experienced a number of challenges this year with paper recycling quality.

3.4.8 The types of contamination we frequently see in paper recycling include:

- Plastic bags
- Food waste
- Small electrical items and batteries
- Textiles

3.5 Fire suppression system

3.5.1 This year Veolia have commissioned a brand-new fire suppression system at the Whitewall Road, Strood transfer station facility.

3.5.2 The combustible nature of waste means that it presents a serious fire risk to human health, property and the environment.

3.5.3 The addition of this new fire suppression system alongside current controls ensures that the facility is protected through early fire detection and the ability to extinguish a fire if it occurs.

3.6 Covid-19 secure disposal services

3.6.1 Service continuity alongside staff safety during the Covid-19 pandemic has been critical for Medway's essential waste disposal services since March 2020.

3.6.2 Data for this reporting period shows an increase in all kerbside collected waste, a total of 8% increase on last year. This is the equivalent to approximately 1,100 additional RCV loads of waste.

Material stream	Oct 18 - Sept 19	Oct 19 - Sept 20	Tonnage change	% Change
Black sacks	55,670	60,425	4,755	Up 9%
Co-mingled recycling	12,774	14,492	1,719	Up 13%
Paper/card recycling	4,699	4,746	47	Up 1%
Organic waste	22,372	23,469	1,096	Up 5%
Total	95,515	103,132	7,616	Up 8%

Covid waste impact - Kerbside collected waste two-year comparison

3.6.3 Despite processing challenges of additional waste and day to day changes in staff working practices, we are pleased to report that Veolia have maintained all waste disposal services with very minimal disruption throughout the pandemic.

4. Medway Norse - Household Waste Recycling Centre (HWRC) contract management

4.1 The provision, and hence management, of HWRC's is a statutory duty imposed by section 51 Environmental Protection Act 1990 for the waste disposal authority, of which Medway as a unitary authority holds this duty.

4.2 The success of this contract has been measured via:

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

4.3 This contract has been delivered to meet our statutory duties and 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.
- A 50/50 risk share on all materials sold.
- Achievement of 60% recycling rate in Year 1, 61% recycling rate at Year 2 and 62% recycling rate for Year 3 onwards.

4.4 The management of Medway's HWRC's transferred on 27 September 2017 after Cabinet took the decision to enter into a Teckal agreement, to Medway Norse (decision no.122/2016).

4.5 The contract requires Medway Norse to provide an annual report detailing the operation of the contract, which is contained within Appendix 2 of this document.

4.6 This is the third annual service report, which seeks to review the performance from the contract year October 2019 to September 2020.

4.7 Medway Norse key achievements for contract year October 2019 – September 2020

4.7.1 Covid-19 secure HWRC's

4.7.1.1 The focus for this year has been the implementation of safe working practices following the pandemic which has changed the way customers can access Medway's HWRC's.

4.7.1.2 Following periods of HWRC closures, partnership working between Medway Norse and Medway Council's Waste Services and Digital teams lead to the successful implement of an advanced booking system to ensure the safety of customers and staff.

4.7.1.3 The table below details booking system visits. Highlights from the booking system include:

- Sites welcomed 226K customers between Oct 2019 and Sept 2021
- Of this, 50K bookings were made via the pre booking system from May 2021
- Of these 50K bookings, 10% where 'No Shows'

HWRC booking system*	Slots offered	Actual bookings	Spare booking capacity
Capstone	31,990	25,880	19%
Hoath Way	26,489	24,754	7%
Total	58,479	50,634	13%

**HWRC booking data for contract year period May to September 2020 – Note that Cuxton reopened in October 2020 so is not covered in this reporting period.*

4.7.1.4 The legal requirement for us to implement social distancing measures means that the number of slots offered are deliberately less than usual to enable us to manage on site customer numbers. (Capstone and Hoath Way bookable slots approx. 3,000 per week/ expected number of visitors approx. 4,500 per week).

4.7.1.5 The number of booking slots offered is under constant review and will be increased once social distancing rules are eased.

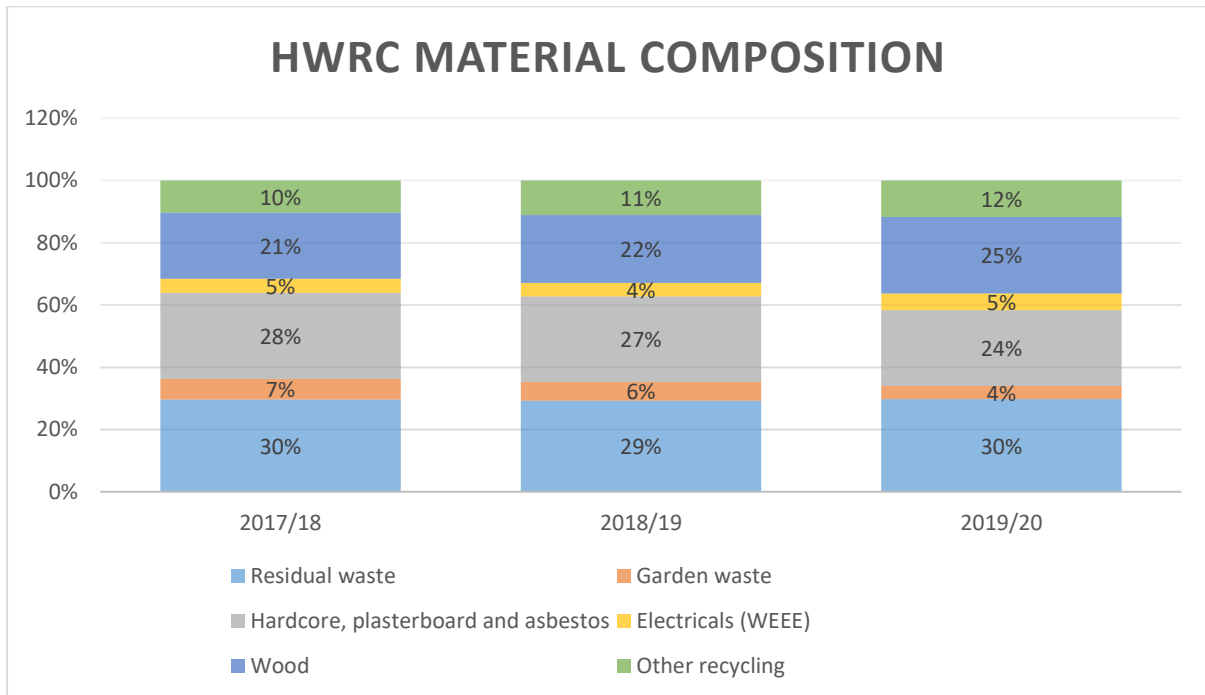
4.7.2 Site performance

4.7.2.1 Following the HWRC closures and restrictions we have seen a significant drop in the amount of waste collected at sites for this reporting period.

Contract year	Total waste	Recycled	Recycling %	Target %
Year 1 - Oct 2017-Sept 2018	21,996	12,996	59%	60%
Year 2 - Oct 2018-Sept 2019	20,402	12,189	60%	61%
Year 3 - Oct 2019-Sept 2020	12,211	7,428	61%	63%

3 yearly tonnage comparison against targets (excluding rubble, hardcore as per NI192 calculation)

4.7.2.2 Despite the drops in waste deposited at HWRC's during this contract period, the material composition has remained broadly similar to previous years as can be seen in table below:



HWRC composition over 3-year period

4.7.2.3 Challenges for the coming contract year will include increasing recycling rates across all sites and keeping facilities Covid secure for our customers and staff.

4.7.2.4 On site customer satisfaction surveys have not been carried out this year due to Covid-19 restrictions. We intend to carry out a customer satisfaction surveys online over the next contract year.

5. Risk management

Risk	Description	Action to avoid or mitigate risk	Risk rating
Contractual Delivery	Default by Contractor needing emergency action	Contractor to provide and/or pay for alternative action.	D II
Contractual Delivery	Termination of Contract due to default by Contractor	Adequate contract provision to enable the Council to take effective action when necessary. Clause in contract to enable Medway to reclaim losses	D II
Contractual Delivery	volume of waste less than or greater than anticipated	Allowance made for this in contract conditions.	C III

Risk	Description	Action to avoid or mitigate risk	Risk rating
Service Delivery	Closure of plant or inability to provide Service due to Force Majeure or relief events	Shared responsibility under contract conditions.	E II
Service Delivery	Failure of waste management services contractor to meet contract standards for service delivery to the Council	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	D II
Service Delivery	Interruption of availability of some facilities.	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.	D II
Service Delivery	Non-household waste entering MSW waste stream or waste incorrectly dealt with according to its category	Robust monitoring arrangements should be undertaken as part of contract management for checking/validating wastes and issuing appropriate defaults. Failure will have significant financial implications.	C III
Health & Safety	Serious injury/death of staff or public while services are in operation	Robust health and safety monitoring procedures in place, the waste services contracts in Medway were audited by the HSE in 2011/12 as part of their routine inspection.	D I
Legal	Changes in Government regulations/law	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	C II

Risk	Description	Action to avoid or mitigate risk	Risk rating
		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.	
Financial	budgeted net expenditure exceeded	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.	B II
Financial	Overpayment to contractor	Robust contract procedures for checking contracts, validating invoices and recovering any overpayments. Staff training. Regular internal audit inspections.	B II
Financial	Contractor/employee fraud or corruption	Robust contract provisions for controlling payments and assets. Adequate supervision and transparency for contract management and negotiations. Staff training. Regular internal inspections.	E II

6. Financial implications

6.1 There are no financial implications at this stage for either contract.

7. Climate change implications

7.1 Waste management and climate change have a direct link. The principle of the waste disposal contract is to limit waste to landfill, one of the most damaging and wasteful options for waste treatment. By adhering to the waste hierarchy and trying to move our treatment options up the hierarchy we are contributing to reduction in carbon emissions.

7.2 Over the coming year, work will start to be undertaken with our contractors to assess the carbon impacts of our disposal and collection services, to help us assess the impact of our future decisions on service delivery. This will form part of the wider Medway Climate Change Action plan.

8. Legal implications

8.1 The statutory position is set out in the body of the report and there are no legal implications arising directly from the contents of this report.

9. Recommendation

9.1 The Overview and Scrutiny Committee is asked to note the content of this report including the Annual Service Reports set out at Appendices 1 and 2 to the report.

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Appendices

Appendix 1 - Veolia Annual Service Report
Appendix 2 - Medway Norse Waste Collection and Street Cleansing Report
Appendix 3 - Norse Annual HWRC Service Report
Appendix 4 - National Indicator calculation methodology
Appendix 5 - Summary of performance against National Indicators

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 and	20 February 2007
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/mglIssueHistoryHome.aspx?Id=3321	14 Jul 2009

Contracts for the Collection and Disposal of Waste Update	http://democracy.medway.gov.uk/mgIssueHistoryHome.aspx?Id=3351	22 Sep 2009
Gateway1 Options Appraisal: Management of Household Waste Recycling Centres	http://democracy.medway.gov.uk/mgIssueHistoryHome.aspx?Id=4078	26 January 2010
Gateway 3 Contract Award: Household Waste Collection and Disposal Contracts	http://democracy.medway.gov.uk/ieDecisionDetails.aspx?ID=1818	30 March 2010
Gateway 3 Contract Award: Household Waste Recycling Centres	http://democracy.medway.gov.uk/mgIssueHistoryHome.aspx?Id=4954	20 July 2010
Recycling Clear Bags report	http://democracy.medway.gov.uk/mgConvert2PDF.aspx?ID=8523	4 October 2011
Annual Review of Waste Contracts: Year 1	http://democracy.medway.gov.uk/mgconvert2pdf.aspx?id=9016	13 December 2011
Gateway 4 Procurement Post Project Completion Review: Household Waste Recycling Centres	http://democracy.medway.gov.uk/mgconvert2pdf.aspx?id=9264	17 January 2012
Gateway 4 Procurement Post Project Completion Review: Waste Collection And Disposal Contracts	http://democracy.medway.gov.uk/mgconvert2pdf.aspx?id=9262	17 January 2012
Gateway 4 Procurement Post Project Completion Review: Organic Waste (Garden And Kitchen) Processing	http://democracy.medway.gov.uk/mgconvert2pdf.aspx?id=9260	17 January 2012
DCLG Weekly Collection Support Fund – Medway's Bid	http://democracy.medway.gov.uk/mgconvert2pdf.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/mgConvert2PDF.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/mgconvert2pdf.aspx?id=22113	17 December 2013

Gateway 5 Report: Household Waste Recycling Centres Contract (item 16)	https://democracy.medway.gov.uk/ie/ListDocuments.aspx?CId=115&MId=3368&Ver=4	9 August 2016
Gateway 5 Report: Street Cleansing, Waste Collection and Disposal Contracts (item 17)	https://democracy.medway.gov.uk/ie/ListDocuments.aspx?CId=115&MId=3368&Ver=4	9 August 2016
Gateway 1 Procurement Commencement: Household Waste Recycling Centres	https://democracy.medway.gov.uk/ie/ListDocuments.aspx?CId=115&MId=3370&Ver=4	27 September 2016
Gateway 5 Report: Street Cleansing, Waste Collection and Disposal Contracts	https://democracy.medway.gov.uk/ie/ListDocuments.aspx?CId=115&MId=3376	7 March 2017
Waste Collection and Cleansing Contract 2019	https://democracy.medway.gov.uk/mgconvert2pdf.aspx?id=40813	6 March 2018
Annual Review Of Waste Contracts Contract Year: October 2016 To September 2017	https://democracy.medway.gov.uk/mgconvert2pdf.aspx?id=41164	28 March 2018
Gateway 5 Report: Annual Review Of Waste Contracts Contract Year: October 2017 To September 2018	https://democracy.medway.gov.uk/mgconvert2pdf.aspx?id=46901	28 March 2019

Appendix 1 - Veolia Annual Service Report

ANNUAL SERVICE REPORT

The Disposal contract is for 25 years (2010-2035) between Medway Council and Veolia Medway Transfer Station.

A new recycling contract was agreed between Veolia and Medway Council for disposal at Medway Transfer Station. This contract will run for an initial 2-year term 1st October 2019 to 30th September 2022. The award of this contract builds upon the already strong relationship between the two organisations.

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 contract's performance management framework.

Disposal Contract destinations

Residual Waste

Residual waste is usually split into 2 waste streams on arrival at the transfer station, due to acceptance criteria at the end destinations. Black Bag Waste that can be sent to an Energy from Waste Plant and Bulky Waste (predominantly from bulky collections and fly tips) that has to go to a Refuse Derived fuel or landfill facility. Black bag is predominantly currently sent to Wheelabrator Kemsley (K3CHP) facility.

Wheelabrator Kemsley - Wheelabrator Technologies is the second largest US waste-to-energy business and is an industry leader in the conversion of everyday residential and business waste into renewable baseload energy. Wheelabrator currently has a platform of 24 strategically located assets across the US and UK — 19 waste-to-energy facilities (one under construction), one waste fuel facility as well as four ash monofills. We also recover metals for recycling at two advanced metals recovery systems and one central upgrade facility.

Wheelabrator currently has an annual waste processing capacity of over 8.3M tonnes (9.2M tons), and a total combined electric generating capacity of 619MW (gross) — creating enough energy to power 700,000 US homes. Wheelabrator also recovers metals for recycling into commercial products. The company's vision to develop, deliver and realize the potential of clean energy speaks to Wheelabrator's ongoing commitment to the development of clean energy solutions for its customers and local communities.

Wheelabrator UK is the fourth largest UK waste-to-energy business and currently has an annual waste processing capacity of over 2.2M tonnes (2.4M tons), and a total combined electric generating capacity of 245MW (gross) — enough energy to power more than 500,000 UK homes. Wheelabrator is owned by Macquarie Infrastructure and Real Assets, a business within the Macquarie Asset Management division of Macquarie Group and a global alternative asset manager focused on real estate, infrastructure, and agriculture and energy assets.

Veolia SELCHP (South East London Central Heating Programme), is a major energy from waste incineration plant located in South Bermondsey, London. It was designed to generate both heat and electricity. The plant can generate up to 35 MW of power using a steam turbine in electricity only mode. It can incinerate up to 420,000 tonnes per year of municipal solid waste and recover energy from the waste, supplying enough electricity to power around 48,000 homes. SELCHP is Medway transfer stations main outlet for disposing of black bag waste which diverts the waste being disposed of to landfill.

SELCHP receives waste from households and some businesses. Waste is tipped into a bunker, where a crane grabs it and places it into the feed hopper. It then drops down a feed chute onto a sloped grate, where it is constantly turned to allow all combustion phases (such as drying, ignition and combustion itself) to happen simultaneously and a constant high temperature to be maintained. Ash from the burning process is transferred by an ash discharger and residue handling system to the ash pit. During the transfer, ferrous metals are removed for recycling and the remaining ash is sent for reprocessing into recycled material for road building or construction use. Hot gases produced in the combustion process pass through a water tube boiler where they are cooled; the heated water is transformed into steam. A turbogenerator uses the steam to produce electricity for export to the National Grid. The gases from the boiler go through a complex flue gas cleaning process, involving the injection of dilute ammonia solution to reduce nitrogen oxides to nitrogen and water; lime milk to neutralise acid gases and activated carbon to absorb heavy metals and any remaining dioxins. Finally, the particulate matter dust is removed from the gas stream by a bag filter before the cleaned gas is released to air. The resultant material known as Air Pollution Control Residue (APC residue) is sent for disposal at a licensed hazardous waste site.

How the power is generated?

Steam leaves the boilers at a temperature of 395°C and pressure of 46 bar and is fed directly into a single 35 MW steam turbine generator. The turbine rotates the generator to produce electricity. Steam from the turbine is also used to pre-heat the combustion air for the waste burning process. Finally, through some bleed lines on the turbine, hot steam is extracted and used to provide heat to the District Heating System. A bank of air-cooled condensers condenses the exhaust steam from the turbine and recycle the water back into the process. Electricity is generated at 11kV and transformed up to 132kV for export to the London Electricity system which passes very close to the SELCHP facility.

No supplementary fuel is required to maintain combustion, just refuse and controlled addition of air.

Bulky waste

Bulky waste is predominantly sent to our Greenwich facility, in the event of unavailability then third-party RDF facilities are used or as a last resort Veolia's landfill sites.

Greenwich RDF, Veolia have an RDF (Refuse Derived Fuel) plant in Greenwich this is scheduled to accept up to 16,000 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 an addition to the SELCHP ERF facility in South

London. The waste received from Medway transfer station is shredded, baled and sent to an energy from waste (EFW) facility.

SSSI Ltd, the production of Refuse Derived Fuels involves the mechanical processing of household waste using screens, shredders and separators to recover recyclable materials and to produce a combustible product. Systems involve the removal of inert and compostable materials followed by pulverisation to produce a feedstock which can be incinerated in power stations, pyrolysis and gasification systems, or co-incinerated in other industrial combustion processes' RDF source product can be used by power generation companies, such as Fibre Fuel, Cement companies such as Cemex as a fossil fuel replacement, and also used to substitute coal, gas and oil and can produce lower CO2 emissions than fossil fuels as well as reducing reliance on them.

SSSI Ltd is Medway transfer stations main outlet for disposing of black bag waste which diverts the waste being disposed of to landfill.

RDF is not generally used at 100% but blended with fossil fuels with a substitution rate in the region of 30-40%. However, this level of substitution is increasing all the time as and when the Environment Agency permit such increases.

RDF consists mostly of paper, cardboard, low grade polyolefins such as LDPE (Low Density Polythene) film and other light fraction materials which would normally go to landfill as MRF residue. The 'light fraction' material is so called as the bulk density of material which we take out of the wind sifter to go for shredding is 150kg/m³ and less.

Materials which cannot be present in the RDF are metals, inert fractions (sand, glass, stone etc) and some rigid plastics are removed. The aggregate content is sent to our associated company Recycled in Orsett Ltd for grading and recycling. Other materials are sent for recycling wherever possible.

As mixed materials can be processed to produce RDF in our system, HTL can advocate co-mingled bins rather than separating out all waste streams our clients have an easier task in preparing waste for collection.

Some of the main benefits of the process are

- Integrated system which offers front end recycling activity, with energy recovery of balance
- The organic fraction can be recycled aerobically (composting) or anaerobically
- If densified, RDF can be stored for extended periods (coarse RDF is more suited for direct on-site use and cannot be stored)
- RDF can be processed to half the calorific value of coal
- Lower level of heavy metals in the RDF
- RDF can be co-fired with other fuels in a variety of industrial boilers

Mixed paper

Palm Recycling, specialises in sourcing recycled fibre for all 5 Palm production sites across Europe. A total of 2.1 million tonnes of paper is manufactured from 100%

recycled fibre. Palm Recycling obtains its recycled fibre from municipal and commercial waste management sites as well as from trade, business and industry. Palm can therefore ensure its mills always has sufficient raw materials available for the production of the high-quality grades it manufactures. With economies of scale Palm is able to optimise logistical routes. For more than 25 years, Palm Recycling Limited has carried out collection and recycling services for the public sector and for commercial clients. Our experience and our high-quality standards have led us to become an important partner to many local authorities in Great Britain. Palm Recycling supplies Palm Paper in King's Lynn, Norfolk, with the required wastepaper. The recycling process creates a closed-circuit comprising collection, preparation and recycling. This ensures that the collected fibre can be re-circulated within a very short period as newsprint.

Recyclate

Veolia Southwark, as part of its 25-year waste management contract with Southwark Council, Veolia has constructed an Integrated Waste Management Facility, off Old Kent Road. The facility includes a Materials Recovery Facility and a Mechanical Biological Treatment facility, a public Reuse and Recycling Centre and an Education and Visitor Centre. The Materials Recovery Facility (MRF) is one of the most advanced recycling facilities in Europe. The MRF is designed to separate materials collected for recycling such as glass, paper and cardboard, steel and aluminium cans, plastic and tetra paks. The separation processes use state-of-the-art machinery and some manual labour to sort the different materials into the highest quality possible. The separated materials are then sent to reprocessors who recycle it into something new. Veolia Southwark have an analysis hub where they sample all recyclate material.

Recyclables are collected from residents and brought to our tipping hall. The material is then loaded into a bag splitter before the sorting process begins. The materials are then passed through disc screens which begin to sort paper, cardboard and glass from the other materials. Material is then passed below an overband magnet which attracts all ferrous metals, such as steel cans and separates them from the process. Near Infrared beams are used to detect plastic items and air jets blow them off the conveyer belt. Eddy current produces a magnetic field which repels the aluminium from the rest of the material. The material left then goes through a hand sorting process and anything that shouldn't be there will be removed. All the separated materials are then ready to be recycled and are baled up ready to be sent to reprocessors.

Co-mingled kerbside recyclable materials (cans/plastics and glass) are currently taken to our Southwark MRF (Materials Recycling Facility).

Glass

Day Group Limited, Glass containers such as wine bottles and jam jars equate to approximately 10% of the volume and 25% of the weight of the average household's rubbish. This glass can readily be recycled by Day Aggregates in our reprocessing facilities. Due to the nature of our end products, we do not require glass to be separated by colour. Allowing glass to be collected in single compartment vehicles simplifies collection and maximises vehicle time on the road. Ultimately this reduces collection costs and makes for easier householder participation. We have invested

over £4 million in the latest air separation and washing equipment, allowing us to sort, screen and wash varying degrees of contaminated material, from "MRF" glass to commercially collected containers from licensed premises, restaurants and clubs.

There are substantial ecological footprint savings when reprocessing glass cullet into aggregate (706 gha, based on 40,000 tonne of glass per year processed). This can be calculated into CO2 emission savings of 50kg of CO2 per tonne of glass reprocessed into aggregate. * There are substantial CO2 reductions when using recycled aggregates versus quarried virgin materials. Eco Sand, a recycled glass product, is used as a paving sand under block paving and concrete slabs. It offers an effective use for waste material and addresses issues of sustainability. Once used as an aggregate, Eco Sand can be recycled endless times. Eco Sand is the ideal local use for recycled glass.

Mattresses

Matt UK Ltd, deconstruct the mattresses by hand, while this is laborious and can be a time-consuming task it produces a higher rate and quality of recyclable materials recovered, compared to alternative than shredding mattresses mechanically, or other types of un-proven machinery. So far, we have established that in some higher quality mattresses there are 17 different materials that can be obtained from the recycling process, ranging from the obvious steel and cotton, which have established recycling route, through to horse and coconut hair which have no current market but can be used as a biomass application. (There are very few or RDF Refuse derived fuels). Medway transfer station have been disposing of mattresses into Matt UK since early 2018 which stops mattresses being sent to landfill for disposal.

The Recycling Procedure

1. Mattress Arrives in various forms – (weighed on and off counted – Ticket produced
2. Visual inspection into Good, or poor-quality material – Documentation checked and confirmed
3. Mattresses will be de-constructed to retrieve valuable commodities, such as PU Foams and Polyesters
4. The components are then baled and reprocessed into the material markets,
5. <7 % will be direct into RDF due to high contamination

WEEE

SWEEEP Kuusakoski, is recognised as one of the UK's leading WEEE processors. Our processing facilities are among the most sophisticated and environmentally friendly in Europe. Rapid advances in technology mean the UK faces an ever-growing tide of excess, obsolete or end-of-life commercial and consumer electrical and electronic equipment. Our role at SWEEEP Kuusakoski is to provide industry and government with environmentally safe processing of this equipment. Our customers include compliance scheme operators, OEMs and general businesses. If you are in these categories, we can offer you a cost-effective, responsible and environmentally friendly service that fully meets the requirements of the WEEE Directive. Our services include:

- Collection & processing of all business WEEE
- Processing of Municipal WEEE

- Data wiping of computers
- Brand protection in a secure dedicated environment
- Disintegration to base materials
- Remarketing of sorted base materials
- CRT and LCD recycling

R&D is an integral part of our business, so we are continually developing new facilities and services to meet the needs of our customers. In 2010, for example, we invested in a bespoke plant to recover and recycle the hazardous substances contained in cathode ray tubes (CRTs) from televisions and computer monitors. As a result, we can now safely separate unleaded from hazardous leaded glass. Also, with Liquid Crystal Displays (LCD) rapidly replacing CRTs, we now have a purpose-built mercury stripping facility that can safely process LCDs.

All SDA (small domestic appliances), LDA (large domestic appliances) and CRT/LCD are sent to SWEEEP KUUSAKOSKI for recycling.

Road sweepings

Veolia Essex, all mechanical street cleansing arisings are sent for processing rather than landfill with 95% being recycled.

- Black filter cake (compressed by-product of street cleansing) – 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 the production of aggregate for re-use.

Tonnage by material stream

Recycling tonnages	Total tonnage
Oct 2010 – Sept 2011	21,404
Oct 2011 – Sept 2012	18,342
Oct 2012 – Sept 2013	17,406
Oct 2013 - Sept 2014 (DCLG 1st year)	18,555
Oct 2014 – Sep 2015	19,173
Oct 2015 – Sep 2016	18,682
Oct 2016 – Sept 2017	18,373
Oct 2017 – Sept 2018	18,169
Oct 2018 – Sept 2019	17,473
Oct 2019 – Sept 2020	19,238

Refuse	Total tonnage
Oct 2010 – Sept 2011	56,371
Oct 2011 – Sept 2012	56,731
Oct 2012 – Sept 2013	56,778
Oct 2013 – Sept 2014 (DCLG 1st year)	55,037
Oct 2014 – Sept 2015	55,985
Oct 2015 – Sept 2016	57,297
Oct 2016 – Sept 2017	56,811
Oct 2017 – Sept 2018	56,335
Oct 2018 – Sept 2019	55,670
Oct 2019 – Sept 2020	60,425

Bulky Waste	Total tonnage
Oct 2010 – Sept 2011	762
Oct 2011 – Sept 2012	781
Oct 2012 – Sept 2013	824
Oct 2013 – Sept 2014	976
Oct 2014 – Sep 2015	1,052
Oct 2015 – Sept 2016 (bulky charging introduced)	707
Oct 2016 – Sept 2017	360
Oct 2017 – Sept 2018	422
Oct 2018 – Sept 2019	631
Oct 2019 – Sept 2020	959

Garden & food waste	Total tonnage
Oct 2010 – Sept 2011	15,703
Oct 2011 – Sept 2012	16,313
Oct 2012 – Sept 2013	16,224
Oct 2013 – Sept 2014 (DCLG 1st year)	23,639
Oct 2014 – Sep 2015	21,018
Oct 2015 – Sept 2016	23,121
Oct 2016 – Sept 2017	22,690
Oct 2017 – Sept 2018	21,984
Oct 2018 – Sept 2019	22,372
Oct 2019 – Sept 2020	23,469

Glass tonnages (Bring Sites)	Clear	Mixed	Total tonnage
Oct 2011 – Sept 2012	306	386	692
Oct 2012 – Sept 2013	292	354	646
Oct 2013 – Sept 2014	248	278	526
Oct 2014 – Sep 2015	301	268	569
Oct 2015 – Sept 2016	202	281	483
Oct 2016 – Sept 2017	150	280	430
Oct 2017 – Sept 2018	-	423	423
Oct 2018 – Sept 2019	-	369	369
Oct 2019 – Sept 2020	-	369	369

Street cleansing tonnage	Litter	Mechanical Arisings	Fly-tipping	Total tonnage
Oct 2011 – Sep 2012	1,212	1,324	283	2,819
Oct 2012 – Sep 2013	1,286	3,507	295	5,088
Oct 2013 – Sep 2014	1,382	3,947	372	5,701
Oct 2014 – Sep 2015	1,504	2,151	462	4,117
Oct 2015 – Sep 2016	1,695	1,953	515	4,163
Oct 2016 – Sept 2017	1,689	1,897	577	4,163
Oct 2017 – Sept 2018	1,548	1,848	714	4,110
Oct 2018 – Sept 2019	1,638	2,078	654	4,371
Oct 2019 – Sept 2020	1,653	2,847	659	5,159

Future developments

As part of the new recycling contract Veolia Medway Transfer Station have installed an analysis hub on site, this is to carry out sampling on collection rounds which will compile data on the recycling quality enabling Medway Council to see which areas are not recycling correctly. Due to COVID-19 restrictions this will now commence November 2020.

Veolia have signed a 25-year contract with Wheelabrator Technologies to send black bag waste into their newly built EFW facility in Kemsley. Commissioning will start at the end of November 2019 enabling Veolia to send all black bag waste received at the transfer station to be sent to Kemsley which is a potential carbon savings in travel and travel time. The Wheelabrator Kemsley facility will be able to process 550,000 tonnes of local residential and business waste fuel each year generating up to 50 MW (gross) of clean, renewable energy to power UK homes and businesses. This is waste that would otherwise have been sent to a landfill or been pre-treated to be then exported to European waste-to-energy plants. The electricity will be exported to the National Grid transmission network with renewable steam supplied directly to the paper mill. This will help to reduce the mill's reliance on fossil fuels, as DS Smith looks to decarbonize the production of recyclable packaging for the retail industry.

Brexit

Due to the uncertainty of Brexit Veolia have been working closely with Medway Council to ensure all aspects are covered. Veolia has agreed to allow Norse to use our Commercial depot at George Summers for parking of vehicles in extreme emergencies and to use the fuel tanks at the transfer station for refuelling. Medway transfer station have looked at extending opening hours to assist with the incoming and outgoing waste.

COVID-19

Service continuity and the safety of our employees are our two most important priorities. The services we provide are essential, which is why we bear an even greater responsibility toward communities. We must maintain our public service and the quality we offer customers and communities. Veolia is doing everything it can to safeguard the safety of its employees, especially those in the field who are currently the most at risk. We are focusing even more actively on health and safety during these unprecedented times. We all have a role to play in stopping the spread of the

pandemic by strictly complying with the preventive measures. Veolia can count on the engagement and mobilization of its teams, the men and women working each day on the ground to provide essential services to communities.

Fire suppression system

The transfer station now has a fully commissioned fire suppression system in place as further protection in the event of a fire. An agreement was made between Veolia and Medway Council in which Medway Council agreed to contribute towards the cost of the suppression system being installed.

Material analysis hub

As part of the recycling agreement the transfer station was to install a material analysis hub to sample mixed recycling on a round by round basis so Medway Council can see what areas of Medway are recycling well and not locally. This was held up due to COVID-19 but looking to start in November 2020.

Road sweepings

At present the road sweepings are being disposed of at our site at George Summers Close. The transfer station is looking to get the road sweepings moved round to the transfer station, so all waste disposal is kept on one site. The transfer station has taken water samples and sent off for testing and now awaiting discharge consent before any works commence.

MRF

Planning permission has been submitted for construction of a container MRF at the George Summers Close site. Awaiting decision.

Haulage tender

Veolia are currently in the process of a haulage tender. The contract will be awarded 1st December 2020.

Partnership working

Veolia continue to induct new Medway council staff so that they can safely access and utilise the Whitewall Road Transfer Station.

Veolia continue to use the method in which they employ staff, in the past Veolia has used employment agencies. A change from agency staff to direct employment has meant job security, long term prospects and the opportunity to build other relationships with staff. Another benefit seen by permanent employees is higher levels of commitment from staff. fewer lost sick days and a more motivated workforce delivering an improved service.

Veolia have seen numerous changes in 2020, and as a result of our Employee Engagement Survey we have focused on Teamwork and Building relationships within our team to provide a better service.

As we continue to work closely with the Client, we hold monthly meetings to discuss disposal and continue developing the excellent working relationship.

We continue to use a Skills Gap Analysis for all our staff and have recognised training needs and introduced improved training programmes.

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.
- 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.
- Mental Health First aider.

ACCIDENT TOTAL	Days since a Lost Time Accident
0	0

Zero Ridders reportable injuries in the last Contract year.

Staff development

Veolia continues to provide our staff with any training and development needs to encourage promotion within the contract/company and increase the staff skills including environmental awareness and IOSH.

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.

We have continued to use a Skills Gap Analysis for all our staff and have recognised training needs and introduced improved training programmes.

Veolia Company Information

Our values for all staff

- Customers
- Truth
- Focus
- Deliver
- Teamwork
- Empowerment
- Measure
- Innovate

Veolia UK is part of a worldwide Group of companies, with over 163 000 employees worldwide, the Group designs and provides water, waste and energy management solutions that contribute to the sustainable development of communities and industries. 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.

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

Veolia has supported the Trust with contributions totalling over £89 million, which has enabled over 2,490 community projects to go ahead.

The LCF is a tax credit scheme that allows Veolia to claim a credit against their landfill tax liability for 90% of the contributions they make. ENTRUST regulate the scheme and set how the Trust can spend the funds it receives.

Charities

Charities supported this year include:

On 27 June 2020, the UK celebrated Armed Forces Day (AFD) to recognise the amazing men and women who have served and continue to serve, for our country. With many veterans among Veolia's workforce, we were proud to join in with the celebrations and take a moment to thank our armed forces. One of the ways that you can show your thanks for our veterans is through our charity partner, Combat Stress, who provides vital mental health services to those in need. Whether it's through a dedicated helpline, peer-to-peer support, or clinical treatment, many veterans openly admit that they would not be here if it weren't for Combat Stress.

As September marks World Alzheimer's month, this is your chance to show support for those living with dementia, and their loved ones. With Alzheimer's Research UK as our charity partner, we're taking a moment to shout about the wonderful people who are dedicating their time to find a cure for this devastating disease. With almost 600 people in the UK developing dementia every single day, this is an issue that really does hit close to home for many of us. And given the challenges that coronavirus has brought this year, it's no surprise that Alzheimer's Research UK is expecting a 45% drop in donations – which has a huge impact on the number of hours of vital research that they can fund. With 95% of researchers having had delayed or cancelled, the charity is also now calling for new government support for dementia research.

Appendix 2 - Medway Norse Waste Collection and Street Cleansing Report

Medway Norse Waste Annual Report (2019-2020)

On 6 March 2018 Medway Council agreed (at Cabinet) to transfer the waste collection and street cleansing services to Medway Norse on 1 October 2019. The duration of the supplemental agreement with Medway Norse is until the Effective Date of the 2013 Service Agreement with Medway Norse on 31st May 2023.

The Annual Service Report is an opportunity for Medway Norse to report on contract service performance and partnership working and with Medway Council (as the waste collection/disposal authority and client) and to a lesser extent with Veolia who operate the waste transfer station and waste disposal contracts.

Mobilising Waste Contract

A significant amount of work was undertaken before the transfer of the weekly waste collection and street cleaning contract to Medway Norse with the new service commencing on 1 October 2019. This work has included:

- A new street cleaning fleet (39 vehicles)
- Depot redesign at Pier Approach Road in Gillingham to house the daily operations of the collection and street fleet; while still accommodating existing services operating from the site
- New ICT systems for asset management and customer service requests has been developed in partnership with Medway Councils Environmental Service and ICT teams; including 'in cab' devices for all vehicles to replace paper schedule sheets
- TUPE transfer of the existing 271 staff from Veolia to Medway Norse.
- The project was an excellent example of partnership work across the Council and Medway Norse

Waste Collection and Street Cleansing Service performance

Waste Services consistently receives one of the highest levels of corporate compliments showcasing the excellent service delivered by the teams. Compliment levels reached an all-time high Norse Reward & Recognition scheme has been used to thank staff who have gone the extra mile to ensure the Contract standards are maintained.

Collections/Year (Property count)

Service Area	Per week	Per year
Organic collections (not flats)	95,000	4,940,000
Recycling collections	116,792	6,073,184
Residual collections	116,792	6,082,544
TOTAL	328,764	17,095,728

Missed Collections/Year (source Confirm ICT asset management)

Total missed collections (Oct 19 – Sep	9151
Total collections	17,095,728
% of missed collections	0.05
Average missed collections/service/day	12

Key performance indicators (data source: Confirm ICT asset management)

Service	Action	Year 1 Oct-19 - Sept-20
Street Cleansing	Dead animal removal	728
	Needles and syringe removal	80
	Glass removal	242
	Fly tip removal	5873
Recycling containers	Brown bin delivery, repair, or replacement (where bin is beyond repair)	3992
	Reusable recycling bag delivery (single service request)	7896
	Scheduled clear sack annual deliveries (4 rolls of 13 sacks/yr)	360,000
	Additional clear sack delivery	1680
Bulk recycling	Bulk recycling bins for flats	51 (29 locations)
Bulky Collection	Standard Bulky Collections	6916
	Express Collections	1960

Kerbside Collection Tonnages

The COVID-19 pandemic impacted service in Medway Norse's first contract year with a significant increase in waste collected across all service areas illustrated in the series of tables below.

Impact of March Covid Lockdown on kerbside collections (23.3.20 – 19.6.20 tonnage by material stream

Collection	2020 (23.3-20- 19.6.20)	2019 (22.3-19- 18.6.19)	Difference (tonnage)	Difference (percentage)
Organic	9,014↑	7,569	1,444	19%
Refuse	16,369↑	13,909	2,460	18%
Recycling	5,249 ↑	4,344	905	21%
TOTAL Kerbside Collection	30,632 ↑	25,822	4,810	19%

The table below shows the data trends for the previous ten years of kerbside collection tonnages.

Tonnage by kerbside material stream

Period	Contractor	Recycling	Organic	Bulky Waste	Refuse
Oct 2010 – Sept 2011	Veolia	21,404	15,703	762	56,371
Oct 2011 – Sept 2012	Veolia	18,342↓	16,313↑	781↑	56,731 ↑
Oct 2012 – Sept 2013	Veolia	17,406↓	16,224↓	824↑	56,778 ↑
Oct 2013 - Sept 2014 (DCLG 1st year)	Veolia	18,555↑	23,639↑	976↑	55,037 ↓
Oct 2014 – Sep 2015	Veolia	19,173↑	21,018↓	1,052↑	55,985↑
Oct 2015 – Sep 2016	Veolia	18,682↓	23,121↑	707↓	57,297↑
Oct 2016 – Sept 2017	Veolia	18,373↓	22,690↓	360↓	56,811↓
Oct 2017 – Sept 2018	Veolia	18,169↓	21,984↓	422↑	56,335↓
Oct 2018 – Sept 2019	Veolia	17,473↓	22,372↑	631↑	55,670↓
Oct 2019 – Sept 2020 (Covid impact from March 2020)	Medway Norse	19,238 ↑	23,469↑	959↑	60,425↑

The table below shows the data trends for the previous ten years of tonnage collected by the Street Cleansing service

Tonnage by street cleansing activity material stream

Street cleansing tonnage	Contractor	Litter	Mechanical Arisings	Fly-tipping	Total tonnage
Oct 2011 – Sep 2012	Veolia	1,212	1,324	283	2,819
Oct 2012 – Sep 2013	Veolia	1,286 ↑	3,507 ↑	295 ↑	5,088 ↑
Oct 2013 – Sep 2014	Veolia	1,382 ↑	3,947 ↑	372 ↑	5,701 ↑
Oct 2014 – Sep 2015	Veolia	1,504 ↑	2,151 ↓	462 ↑	4,117 ↓
Oct 2015 – Sep 2016	Veolia	1,695 ↑	1,953 ↑	515 ↑	4,163 ↑
Oct 2016 – Sept 2017	Veolia	1,689 ↑	1,897 ↑	577 ↑	4,163 ↔
Oct 2017 – Sept 2018	Veolia	1,548 ↓	1,848 ↑	714 ↑	4,110 ↓
Oct 2018 – Sept 2019	Veolia	1,638 ↑	2,078 ↑	654 ↓	4,371 ↑
Oct 2019 – Sept 2020	Medway Norse	1,653 ↑	2,847 ↑	659↑	5,159↑

Service delivery during COVID-19 pandemic

The COVID-19 pandemic impacted service as follows:

- Throughout the COVID crisis the service has maintained delivery with only three lost days of the organic waste service
- Temporary suspension of the organic collection and mechanical sweeping in March 2020 due to driver redeployment to priority Refuse and recycling service.
- Temporary suspension in collecting electrical bulky waste items due to closure of processing facilities restarted in May 2020.
- Targeted street cleansing with additional evening deep cleanse of the high street in advance of reopening and to address night time economy litter (4 July-5 Sept).
- No staff within the Waste Services team were furloughed and additional temporary staff were employed to ensure sufficient resources in the event of illness/isolation.

- No staff within the Waste Services team were furloughed and additional temporary staff were employed to ensure sufficient resources in the event of illness/isolation.
- Service continuity was maintained during the Covid 19 lockdown period, including collection of an average an additional 400 tonnes per week.
- Due to Covid 19 all events such as Dickens, Sweeps, Bonfire/Fireworks etc. were unable to go ahead this year.

Infrastructure

Significant improvements and alterations have been made to the Pier Approach Road (PAR) site to accommodate all of Waste services vehicles and staff parking from October 2019.

A high specification fuel tank has been installed on the site allowing 2 vehicles to fuel at the same time and provide a digital download of all data to be viewed by the Operations Manager. This has reduced mileage, and costs for all services.

Entrance to the site has been extensively changed to allow artic vehicles access to the site for deliveries, prior to these alterations vehicles were unloaded outside in the highway.

Due to the limited timescale a purpose-built pop-up Workshop has been installed on the site to complete all minor works on all vehicles, warranty and major works are currently provided by Channel Commercials, Dennis and Scarab.

Configurations of the new fleet are being considered to replace the current collection vehicles obtained as part of the DCLG funding in 2013 will need to be replaced shortly

Medway Norse Green Spaces partnership working

One of the initial actions to increase efficiency is to combine the cleansing and green space works on high-speed roads. The street cleansing and grounds maintenance teams have shared the costs of traffic management (necessary to ensure the safety of operatives working on high-speed roads).

Health & Safety & Staff Welfare/Training

The welfare and safety of all staff is the highest priority for Medway Norse and to support this:

- All staff receive a comprehensive minimum ½ day workplace induction prior to starting work
- Regular training and Toolbox Talks
- Free CPC training for all Drivers
- High quality PPE
- Access to trained Mental Health First Aiders on site – this is due to be increased
- Occupational Health referrals
- My Healthy Advantage app
- Access to free Employee Support phone line 24/7
- Apprenticeship scheme
- Joint awareness training being implemented with MIND and GMB Union

Zero Riddor reportable injuries in the last Contract year.

Medway Norse Company Information

The Norse Way

Our corporate social responsibility strategy, called The Norse Way, is designed to promote staff wellbeing and help strengthen local communities. It's a positive and determined ethical stance and applies to us all - regardless of where we work.

The Norse Way focuses on key areas we believe could have a long-term impact on our business and society such as supporting older people, preventing obesity, developing our staff and managing the environment.

As part of the Norse Way, staff can apply to take up to eight hours a year paid time off work to volunteer for a good cause.

Group Community Fund

We also have a Group Community Fund. All staff are encouraged to apply for support to a good cause that's close to their heart and last year we awarded almost £30,000 to groups and individuals up and down the country.

Applicants must be actively involved with the group, organisation or individual concerned which must be a recognised, voluntary or charitable group. Grants are often in the region of £750 and successful applications can be anything from football clubs in need of a new kit to cub groups seeking new equipment.

We sponsor individuals who are often talented children of parents or grandparents who work for us.

Other initiatives

We are keen to encourage our staff to cycle to work where possible and are part of Cyclescheme which provides staff with the chance to buy a bike for work at reduced prices through payroll deductions.

We run a series of events each year aimed at promoting staff wellbeing such as our New Year Challenge and Wellbeing Week.

Norse prides itself on being a dementia friendly organisation and we support Dementia Action Week in May. We have produced a leaflet offering advice to staff on how best to deal with customers with dementia.

Our third Norse Tidy Up in September was the biggest yet with more than 130 staff at 15 locations including Norwich, Barnsley, Exeter, Great Yarmouth, Medway, Wellingborough, Lowestoft, and Gressenhall.

We mark Stress Awareness Day in November with an update to staff on steps we are taking to address workplace stress. We have trained 80 staff to be Mental Health First Aiders and distributed posters of mental health first aiders.

Charities and Community Support

Medway Norse have continued to assist charities and the wider community wherever possible during the pandemic including:

- Delivered food parcels to families in need
- Supported Foodbanks and CAB
- Collection of waste from the Street Angels Charity
- Supply of bins for Covid testing centres

Appendix 3 – Norse Annual HWRC Service Report

Overview

The 3rd year into our contract has largely been affected by the COVID19 pandemic and the operations on recycling centre sites have been widely affected.

Following a period of closure, Capstone and Hoath Way Gillingham re-opened on the 14th May with measures in place to ensure they were safe for both staff and for customers.

Two metre social distancing was maintained on sites, a booking system was implemented to reduce the numbers of visitors on site, the opening times for the sites were extended later in the day, security staff were employed, and additional cleaning, sanitising and PPE products were purchased.

Cuxton recycling centre remained closed at this time due to its location and short access to a main road meant that with the restrictions and queuing it would cause congestion and safety issues.

Cuxton reopened on the 8th October, tonnage and visitor numbers naturally drop off in the Winter months and visitor numbers were restricted and regulated through the booking in system in place.

During the second lockdown all sites have remained open through the booking system which has proved invaluable in enabling staff to restrict numbers of visitors on site and the application of social distancing guidelines to protect both themselves and customers alike.

Likewise, the meet and greet service (manned by trained security staff) has proved invaluable in administering the booking in system, directing, calming and answering queries from our customers in these worrying times.

Finance

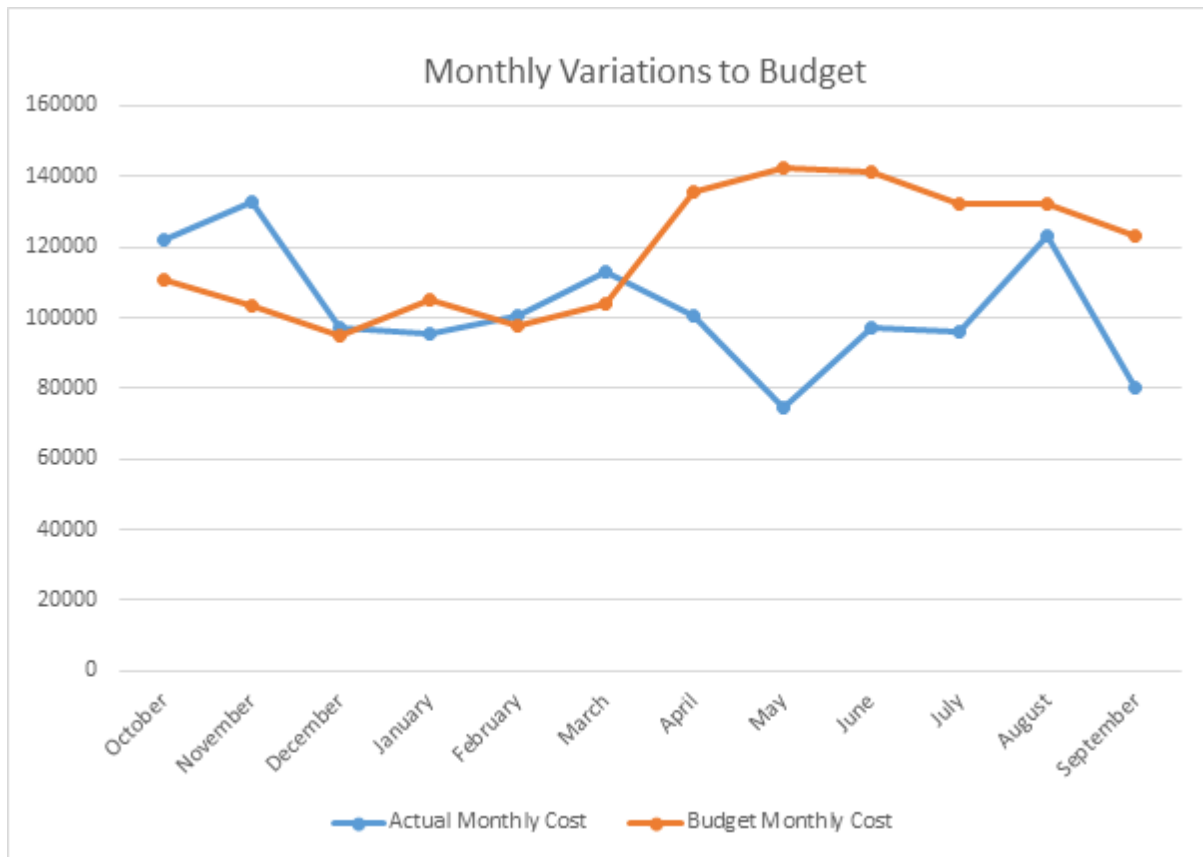
As part of the contractual negotiation with Medway Council, Medway Norse took on a 50/50 risk/profit share arrangement on the NET position of all commodity income.

Over the last 12 months commodity prices have continued to be low resulting in a negative commodity pot to share.

Commodity income of -£10,668. £3,109 below the budget figure of -£7,559

(see. Item vii under Waste Input for a breakdown of Commodity income and costs)

Overall Costs to Medway Council for the HWRC contract were £1,234,163 a saving against budget of £189,072



As can be seen in the chart above, costs were slightly higher than budget until April / May 2020.

Following periods of site closures and the subsequent bookings system, costs were below budget for the rest of the year.

Savings were made in:

- Transport costs (Following lower tonnage deposited at the sites)
- Disposal costs (Following lower tonnage deposited at the sites)
- Labour agency costs

Additional Costs occurred in

- Additional security staff to man the meet and great station.

Overall Waste Input / Output analysis

i. Analysis of individual site and overall recycling performance

Table below shows the recycling rate detailed in Schedule 7 of the contract.

Recycling (excluding rubble)	Capstone	Cuxton	Gillingham	Total
Year 3 Contract (Target)	63%	63%	63%	63%
Actual	62%	61%	60%	61%

The combined recycling rate during this 12-month period was 61% (excluding rubble and plasterboard as per NI192 calculation methodology) against a contract target figure of 63%.

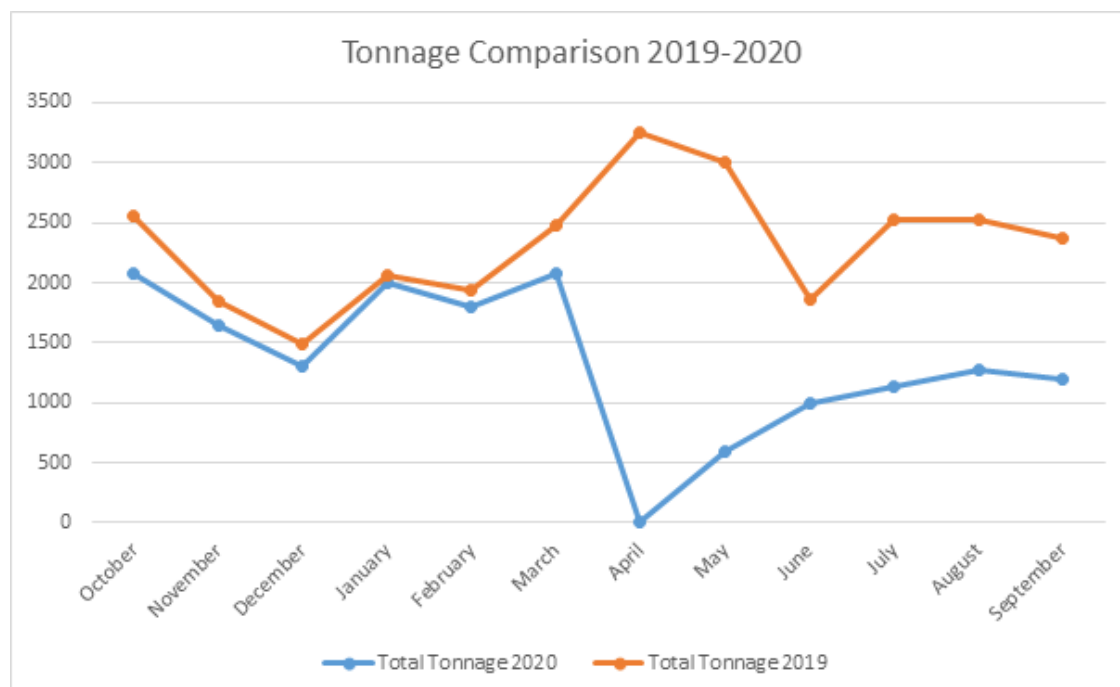
Recycling percentages have risen across all 3 sites (Up from 60% last year) either as a result of the customers using the booking in system being more recycling sensitive and selective of what they bring into site or staff having more time to ensure the correct waste goes into the correct container.

As can be seen above, Hoath Way recycling figure lags behind the other sites but their figures are skewed by demographics and as can be seen in the “recycling by material type” chart they have considerably less recyclable green waste through their site. The challenge to improve recycling rates at all sites is ongoing and we are reviewing objectives to explore new avenues of materials that can be recycled, how we can create more reuse of materials, and how we can encourage further education of the public to encourage recycling and to separate their waste prior to coming to the recycling centres.

Please see below the tonnages and recycling rates covering the 12 months of the contract (01/10/19 to 30/9/20)

	Capstone	Cuxton	Gillingham	Total
Total Tonnage	6,205	4,309	5,564	16,078
Tonnage Recycled	2,829	2,041	2,041	7,679
Tonnage Recycled (Incl' Rubble)	4,599	3,326	3,326	11,295
Recycling Rate (excluding Rubble)	62%	61%	60%	61%
Recycling Rate (Including Rubble)	71%	70%	69%	70%

Total tonnage was slightly under last year’s figures for the first 5-6 months. This drastically reduced with the closure of the sites on the 31st March 2020, Capstone and Gillingham reopened on the 14th May 2020 and Cuxton (out of scope on the below chart) reopened on the 8th October 2020.



Recycling Performance by Material Type

The total tonnage received in the 12 months was 16,078 Tonnes, considerably down from last year's 26,997 Tonnes.

The highest tonnages and the highest percentage of materials collected are General Waste, Rubble and Hardcore and Wood.

These waste streams all come at a cost for disposal and could be linked to DIY projects and /or trade waste which became more prevalent as waste streams during lockdown.

Please see below the breakdown of the different materials collected and recycled.

Material Description	Tonnage Total	% of Total
1801 - Asbestos	42.50	0.26%
1803 - Batteries Automotive	43.50	0.27%
1805 - Batteries Household	1.41	0.01%
1809 - Bric-a-Brac	3.50	0.02%
1810 - Chemicals	0.68	0.00%
1815 - Oil - Cooking	1.97	0.01%
1819 - Metals - Ferrous (Light Iron)	807.55	5.02%
1821 - Gas Bottles	24.77	0.15%
1823 - General Waste	4,783.32	29.75%
1833 - Glass Mixed	35.28	0.22%
1835 - Green Waste	685.34	4.26%
1839 - Metals - Non Ferrous	31.15	0.19%
1840 - Mattresses	250.27	1.56%
1843 - Paper	474.50	2.95%
1851 - Plasterboard	251.10	1.56%
1852 - Mixed Dry Recyclables	9.76	0.06%
1853 - Printer Cartridges	0.15	0.0009%
1855 - Rubble and Hardcore	3,615.80	22.49%
1857 - Textiles	137.48	0.86%
1859 - Tyres	26.90	0.17%
1861 - Oil - Waste/Motor	37.08	0.23%
1863 - WEEE A - LDA / Large Appliances	105.86	0.66%
1865 - WEEE B - Fridges / Cooling Appliances	135.82	0.84%
1867 - WEEE C - TV / Display Equipment with CRT	120.84	0.75%
1869 - WEEE D - Fluorescents / Gas Discharge Lamps	1.90	0.01%
1871 - WEEE E - SDA / Small Domestic Appliances	496.88	3.09%
1873 - Wood	3,952.88	24.59%
Grand Total	16,078.15	100.00%

Please see below tonnages for each waste stream from individual sites

Material Description	Capstone	Cuxton	Gillingham	Tonnage Total
1801 - Asbestos	14.34	5.20	22.96	42.50
1803 - Batteries Automotive	18.43	9.40	15.66	43.50
1805 - Batteries Household	0.79		0.62	1.41
1809 - Bric-a-Brac	0.96	1.67	0.87	3.50
1810 - Chemicals		0.68		0.68
1815 - Oil - Cooking	0.95		1.02	1.97
1819 - Metals - Ferrous (Light Iron)	289.94	207.31	310.30	807.55
1821 - Gas Bottles	12.97	5.10	6.69	24.77
1823 - General Waste	1,770.54	1,284.58	1,728.20	4,783.32
1833 - Glass Mixed	8.50	17.10	9.68	35.28
1835 - Green Waste	259.50	260.04	165.80	685.34
1839 - Metals - Non Ferrous	18.13	6.69	6.34	31.15
1840 - Mattresses	119.10	51.47	79.70	250.27
1843 - Paper	162.74	174.06	137.70	474.50
1851 - Plasterboard	156.76	94.34		251.10
1852 - Mixed Dry Recyclables	9.76			9.76
1853 - Printer Cartridges	0.02	0.13		0.15
1855 - Rubble and Hardcore	1,449.24	888.72	1,277.84	3,615.80
1857 - Textiles	47.41	40.55	49.52	137.48
1859 - Tyres	26.90			26.90
1861 - Oil - Waste/Motor	16.61	8.01	12.46	37.08
1863 - WEEE A - LDA / Large Appliances	37.00	36.84	32.02	105.86
1865 - WEEE B - Fridges / Cooling Appliances	52.26	38.24	45.32	135.82
1867 - WEEE C - TV / Display Equipment with CRT	43.80	31.28	45.76	120.84
1869 - WEEE D - Fluorescents / Gas Discharge Lamps	0.54	0.48	0.89	1.90
1871 - WEEE E - SDA / Small Domestic Appliances	171.60	128.16	197.12	496.88
1873 - Wood	1,516.62	1,018.98	1,417.28	3,952.88
Grand Total	6,205.39	4,309.03	5,563.73	16,078.15
Recycling Rate Including Rubble	71.40%	70.15%	68.81%	70.17%
Recycling Rate Excluding Rubble	62.66%	62.39%	59.46%	61.49%

Report on performance of reuse scheme

During the last 12 months 3.50 tonnes of Bric a Brac – (household items that can be reused), were collected by site staff and stored for donation to Abacus Furniture Projects. Like most material streams this is considerably down from the 8.67 tonnes collected the previous year.

Abacus operate a store in Cuxton Road in Rochester. Abacus recycles unwanted, pre-used furniture and household items and bric-a-brac, preventing them from going into landfill and selling them on at low cost to families and people in need. Their aim is to help anyone to furnish their homes without incurring debt.

Abacus also collect donated furniture and electrical items free of charge. Ensuring soft furnishings comply with current fire regulations and electrical goods are safety tested before resale. The money raised is reinvested back into the projects to cover costs and to fund other community projects.

Abacus also take 2nd hand bikes and have an arrangement with offenders at Youth Offending Institute and HM Prison Rochester, who are restoring old cycles that would otherwise be dumped in landfill sites and passing them back to Abacus to sell them at their stores. Refurbished bikes, are sold with one month's warranty and a safety check list.

This unique partnership is protecting the environment, supporting low-income families and giving prisoners new skills.

Report on handling of hazardous wastes

The Materials below are reported as Hazardous Wastes. Please see on the table below tonnages for the last 12 months of the contract and their percentage of the total tonnage received at the sites. All sites have to be registered annually with the Environment agency to receive Hazardous waste.

Tonnages of Hazardous waste received through our sites have to be reported to the Environment agency on a quarterly basis through Hazardous Waste returns. All Hazardous wastes removed from our sites have to be accompanied, by a hazardous waste consignment note. Copies of the consignment notes and hazardous waste returns have to be kept for a minimum of 3 years

Material Description	Tonnage Total	% of Total
1801 - Asbestos	42.50	0.26%
1803 - Batteries Automotive	43.50	0.27%
1805 - Batteries Household	1.41	0.01%
1810 - Chemicals	0.68	0.00%
1821 - Gas Bottles	24.77	0.15%
1851 - Plasterboard	251.10	1.56%
1853 - Printer Cartridges	0.15	0.00%
1861 - Oil - Waste/Motor	37.08	0.23%
1863 - WEEE A - LDA / Large Appliances	105.86	0.66%
1865 - WEEE B - Fridges / Cooling Appliances	135.82	0.84%
1867 - WEEE C - TV / Display Equipment with CRT	120.84	0.75%
1869 - WEEE D - Fluorescents / Gas Discharge Lamps	1.90	0.01%
1871 - WEEE E - SDA / Small Domestic Appliances	496.88	3.09%
Grand Total	1,262.47	7.85%

Best Value review of material off takers

Norse has a contract with Countrystyle UK Ltd to provide a gate fee and lifts for the following materials

- Green fixed
- Rubble fixed
- Plasterboard fixed

Other materials where the markets are more variable were agreed by using monthly industry publications to provide the rates:

- Mixed Glass Bottles
- Ferrous Metals
- Non Ferrous Metals
- Paper/Card

Timber is also collected by Countrystyle under a gate fee contract agreed with Medway Council.

Residual Waste is delivered Norse to Veolia under a gate fee contract also agreed with Medway Council.

Other materials

- Engine Oil collected by Slicker Oil
- Asbestos collected by Pinden
- Household Batteries collected by WasteCare
- Gas Bottles collected by Synergy
- Printer Cartridges Collected by Take Back
- Florescent tubes collected by Recolight Ltd
- Fridges and Freezers collected by MDJ Light Brothers
- TVs and Large and Small domestic appliances collected by Sweeps
- Cooking Oil collected by Living Fuels
- Textiles collected by Wilcox
- Tyres collected by Pountney Tyres

The next table provides a summary of the costs and incomes from the material sales for the last 12 months

Summary of costs and income from material sales

Material Description	Tonnage Total	Income / Cost per T	Income / Cost Total
1801 - Asbestos	42.50	-£411.10	-£17,471.75
1803 - Batteries Automotive	43.50	£270.00	£11,744.46
1805 - Batteries Household	1.41	£0.00	£0.00
1809 - Bric-a-Brac	3.50	£0.00	£0.00
1810 - Chemicals	0.68	-£415.00	-£281.37
1815 - Oil - Cooking	1.97	£33.34	£65.51
1819 - Metals - Ferrous (Light Iron)	807.55	£72.50	£58,547.38
1821 - Gas Bottles	24.77	-£250.00	-£6,192.48
1823 - General Waste	4,783.32	£0.00	£0.00
1833 - Glass Mixed	35.28	-£10.50	-£370.44
1835 - Green Waste	685.34	-£35.00	-£23,986.90
1839 - Metals - Non Ferrous	31.15	£650.00	£20,247.50
1840 - Mattresses	250.27	£0.00	£0.00
1843 - Paper	474.50	£35.00	£16,607.50
1851 - Plasterboard	251.10	-£50.00	-£12,555.00
1852 - Mixed Dry Recyclables	9.76	-£43.00	-£419.68
1853 - Printer Cartridges	0.15	£0.00	£0.00
1855 - Rubble and Hardcore	3,615.80	-£14.62	-£52,862.92
1857 - Textiles	137.48	£20.00	£2,749.60
1859 - Tyres	26.90	-£1.25	-£33.62
1861 - Oil - Waste/Motor	37.08	-£170.00	-£6,302.92
1863 - WEEE A - LDA / Large Appliances	105.86	£0.00	£0.00
1865 - WEEE B - Fridges / Cooling Appliances	135.82	£0.00	£0.00
1867 - WEEE C - TV / Display Equipment with CRT	120.84	£0.00	£0.00
1869 - WEEE D - Fluorescents / Gas Discharge Lamps	1.90	£0.00	£0.00
1871 - WEEE E - SDA / Small Domestic Appliances	496.88	£0.00	£0.00
1873 - Wood	3,952.88	£0.00	£0.00
Grand Total	16,078.15		-£10,515.13
Please Note Gate Fees for General Waste and Wood are paid direct by Medway Council			

Environmental and Other Considerations

- Health and Safety and Environmental Compliance
All accidents are investigated, and trends analysed for prevention, and all near misses and accidents are reported and are discussed individually at the Norse / Medway Council finance meeting
- Site Security and Related Issues
Nothing to report during this period
- Fire prevention plan
Each of the 3 sites has an Environmental Management system including a Fire Prevention Plan

Performance against Key Performance indicators

	12 Months Target	Actual 2020
Efficiency Factors		
Total Service cost	£1,415,675	£1,223,495
Residual Waste Disposal cost	£1,046,948	£516,564
Service cost per tonne	£45.00	£76.10
Annual tonnage throughput (<i>tonnes</i>)	30,150	16,078
Haulage: Cost per lift (Our Transport)	£89.28	
Effectiveness Factors		
Recycling Rate	60.00%	61.49%
Recycling Centre Rate (incl rubble)	70.00%	70.17%
Tonnage Recycled (<i>tonnes</i>)	13,250	11,252
Residual Waste (<i>tonnes</i>)	8,900	4,783
Nett Commodity Pot	-£7,500	-£10,668
Health & Safety		
Near Misses	24	
Accidents	36	
RIDDORs	0	
Other		
Performance Failures	0	0
Compliments	12	
Complaints	12	

Aims for next contract year

In partnership with Medway Council, the challenges for the next contract year will include:

- Improving recycling rates at all sites
- Maintaining COVID-19 secure services throughout the pandemic
- Commencing customer satisfaction surveys

Appendix 4 - National Indicator calculation methodology

The following guidance has been included to provide an explanation on how National Indicators for waste are calculated. This indicator set is a nationally recognised method for calculating waste performance.

All waste data is reported by Medway Council to Waste Data Flow, the statutory reporting instrument for reporting waste data, on a quarterly basis.

The following are the deadlines for Local Authority Waste Data Flow submissions:

Reporting period	Data available by
April to June	30th September
July to September	31st December
October to December	31st March
January to March	30th June

This data is then used to produce national performance reports which are released by Defra, usually in December each year.

NI191 – KGs of residual household waste per household

This is the amount of waste that is not sent for reuse, recycling or composting. It is calculated by deduction, i.e., it is total household waste minus household waste sent for reuse, recycling or composting, as defined under NI192. Therefore, it is recommended that the definitions given under NI192 are considered first.

The size metric is the number of households in the local authority area, as given by the dwelling stock figures from the Valuation Office. These figures are taken from the Council Tax base returns made by local authorities.

NI 191 Numerator:

Total household waste as defined under NI192 denominator, *Minus*, Total household waste sent for reuse, recycling or composting as defined under NI192 denominator.

NI 191 Denominator:

Total households in the authority area

NI192 – Percentage of Household waste sent for reuse, recycling and composting.

This indicator includes household waste as defined under EPA 1990 and the Controlled Waste Regulations 1992.

'Sent for' means delivered to and accepted for re-use, recycling or composting by a company, individual or organisation which will reprocess waste that is an acceptable form for inclusion in the re-use, recycling or composting process. Any waste

described as 'Sent for' will exclude any rejected material. For example, rejects from a material recycling facility (MRF).

DIY waste (Rubble & plasterboard) are both classed as non-household waste and are excluded from all parts of the calculation.

NI 192 Numerator

Total tonnage of waste *sent for* reuse, recycling and composting from:

- HWRC's (excluding DIY waste)
- Kerbside collections
- Bring banks
- Third party recycling (recycling credits)

NI 192 Denominator

Total tonnage of waste *collected* for reuse, recycling and composting from:

- HWRC's (excluding DIY waste)
- Kerbside collections
- Bring banks
- Third party recycling (recycling credits)

Plus

Total tonnage of residual household waste collected from:

- Kerbside black sack waste
- Street litter
- Bulky collections
- HWRC's residual waste
- Clinical waste
- Asbestos

NI 193 – Percentage of municipal waste sent for landfill.

The definition of municipal waste is as for the Landfill Allowance Trading Scheme.

'Sent to landfill' includes both collected residual waste sent directly to landfill, waste collected for recycling but subsequently rejected to landfill and residual waste sent to landfill after an intermediate treatment (e.g., MBT).

NI 193 Numerator

Total tonnage of waste:

- Sent directly to landfill
- Rejected from reuse or recycling to landfill

NI 193 Denominator

Total tonnage of waste collected:

- For reuse or recycling including:
 - Kerbside recycling
 - Kerbside organics

- HWRC recycling
- Recycling separated from bulky waste and fly tipping
- HWRC Reuse
- Bring site recycling

Plus

- For residual disposal including:
 - Kerbside black sack waste
 - Street litter
 - Bulky collections
 - Fly tipping residual waste
 - HWRC's residual waste
 - Clinical waste
 - Asbestos

Appendix 5 – Medway's collected and sent waste and recycling performance as reported to waste data flow.

Background

National indicators (NI's) are the nationally recognised method for measuring waste performance, bringing together waste data from across all of Medway's waste collection and waste treatment services.

NI's follow a financial year reporting cycle April to March. (Full guidance on NI calculation methodology included in Appendix 3).

Under the Circular Economy Package (now enshrined in UK law), the UK is committed to:

- national recycling rates of:
 - 50% by 2020
 - 60% by 2030
 - 65% by 2035
- no more than 10% of municipal waste to landfill by 2035

It is important to note that these targets are based on the UK *as a whole*. Although there are *currently* no financial or legal consequences for their achievement or not, Medway is expected to do their part to help achieve these targets.

Medway Performance April 2019 to March 2020

The audited performance rates for 2019/20 will not be released by Defra until Quarter 4 2020/21 but the expected results are as follows:

Performance indicator	Expected result	Movement on previous year
NI 191 - KGs of residual household waste per household.	567 kg's	Down by 54 kg's
NI 192 - Percentage of household waste sent for reuse, recycling or composting.	46.0%	Up by 3.2%
NI 193 - Percentage of municipal waste sent to landfill.	4.0%	Down 6.8%

Predicted NI results 2019/20

The expected result for NI191 – KGs of residual waste per household - has decreased by 54 kg's for 2019/20, the lowest it has been for the past 10 years. Reduction has been influenced by drops in HWRC material which heavily impacted us back in 2018 following increases in KCC usage as a result of Pepperhill closure.

The expected result for NI192 – Percentage of household waste sent for reuse - recycling and composting has increased by 3.2%.

The increase has been influenced by a trial to separate recyclate from residual bulky waste rather than sending it to energy recovery or landfill giving a positive boost to our NI192 rate.

The expected result for NI193 – Percentage of municipal waste sent to landfill - has decreased by 6.8% for 2019/20, the lowest it has been for 10 years.

This decrease has been influenced by securing additional non-landfill-based disposal capacity.

The table below details performance across all three national indicators since 2010 against local targets:

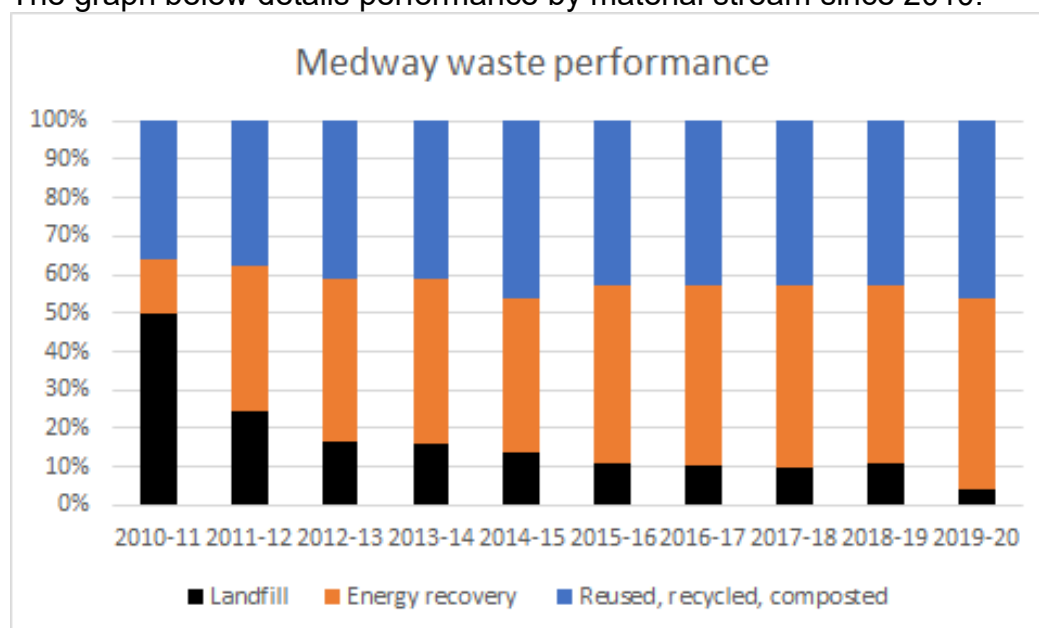
Financial year	NI 191			NI192			NI193		
	Residual household waste per household			Reuse, Recycling & composting			Municipal waste landfilled		
	Actual	Target	Diff	Actual	Target	Diff	Actual	Target	Diff
2010/11	681	792	111	36.3%	36.0%	0.3%	50.0%	42.0%	-8.0%
2011/12	639	792	153	37.9%	40.0%	-2.1%	24.2%	26.0%	1.8%
2012/13	624	792	168	41.0%	41.0%	0.0%	16.3%	19.0%	2.7%
2013/14	640	792	152	41.2%	42.0%	-0.8%	16.2%	19.0%	2.8%
2014/15*	588	650	62	46.1%	43.0%	3.1%	13.8%	19.0%	5.2%
2015/16	628	650	22	42.7%	44.0%	-1.3%	11.1%	19.0%	7.9%
2016/17	630	650	20	42.8%	45.0%	-2.2%	10.4%	19.0%	8.6%
2017/18	617	650	33	42.8%	46.0%	-3.2%	9.5%	11.9%	2.4%
2018/19**	622	650	28	42.8%	38.0%	4.8%	10.8%	11.9%	1.1%
2019/20***	567	650	83	46.0%	38.0%	8.0%	4.0%	11.9%	7.9%

* DCLG year 1

**Adjusted NI192 target following a change in reporting

*** Data 2019/20 due for release Quarter 4 2020/21 and is therefore predicted

The graph below details performance by material stream since 2010:



Historic national indicator performance

**Data for 2019/20 will not be released by Defra until Quarter 4 2020/21 and is marked as 'expected result'.*

End destinations

Medway recognises the importance of transparency around where residents waste really goes and, with the support of all our waste contractors, are now in our third year of the 'Medway End Destinations report'.

For the period 2019/20 Medway's waste contractors processed 84% of collected waste in the UK (a 1% decrease on the previous year) with just 16% of the waste being sent for processing abroad.

Medway's waste disposal contractors aim to process waste as close to Medway as possible. Where there is not either the treatment capacity or a market available in the UK, it is more environmentally friendly to ship the material to a foreign market in comparison to landfill.

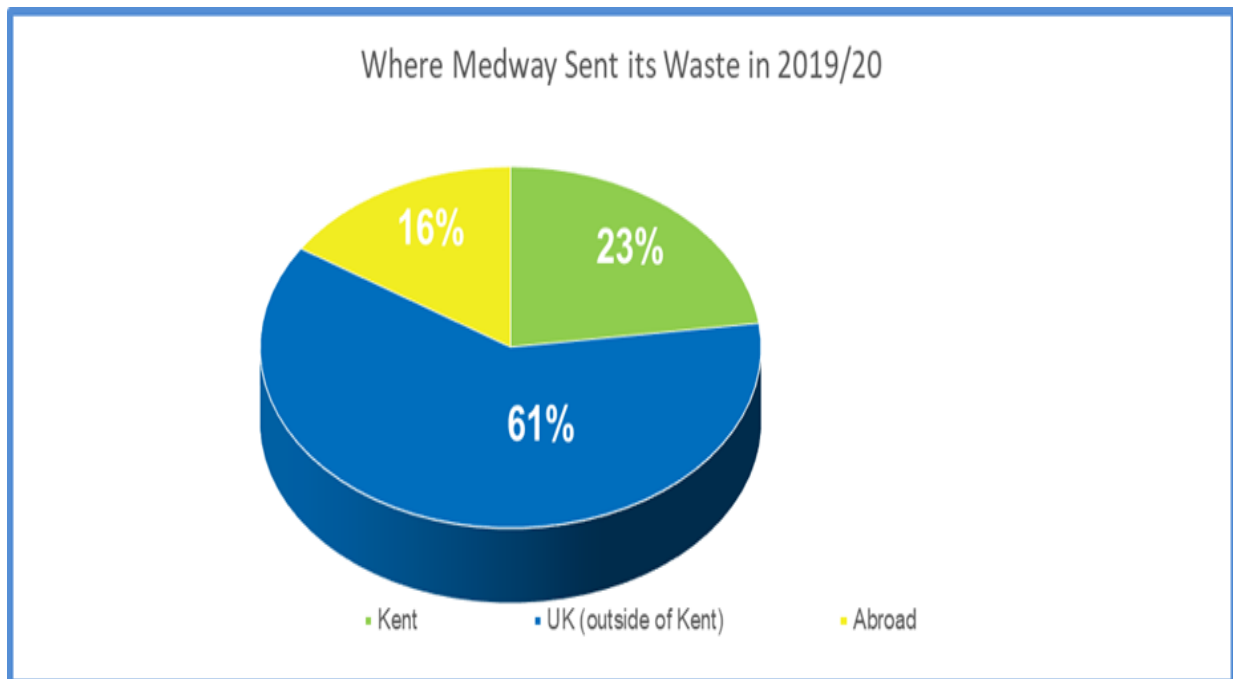


Figure 1 – Where Medway's waste was sent 2019/20