



Serving You

Regeneration, Culture and Environment Overview and Scrutiny Committee

26 February 2025

Waste Contract Annual Review - October 2023 to September 2024

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Summary

This report provides a summary of performance on the Medway waste contracts and performance for the contract year October 2023 to September 2024:

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).

For this report, changes have been made to historical figures to ensure reporting consistency by material stream across all five years from 2019/20 to 2023/24 for the October to September contract reporting periods. There is no statutory or financial reporting impact from these changes. Some tonnages for 2019/20, 2020/21 and 2021/22 do not correspond to those published in previous Annual Service Reports and for transparency are identified with an “*”.

1. Recommendations

1.1. The Committee is asked to note the content of this report including Annual Service Reports and other briefings set out in Appendices 1-5 to the report.

2. Budget and policy framework

2.1. 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.

2.2. 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.

- 2.3. 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:

- 2.3.1. Ensure compliance with statutory duties
- 2.3.2. Meet statutory performance targets
- 2.3.3. Ensure continuity of a frontline service
- 2.3.4. Provide services within agreed budgets
- 2.3.5. Meet requirements to achieve efficiency gains
- 2.3.6. Provide environmentally sustainable services.

3. Review of waste contracts – Contract year October 2023 to September 2024

- 3.1. Waste contract review detailed in this section should be reading conjunction with the annual service reports and other briefings submitted in Appendices 1-5 to the report.

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

- 4.1. 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).
- 4.2. 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 line with the core agreement.
- 4.3. Medway Norse are required to provide an annual report detailing the operation of the waste collection and street cleansing managed service.
- 4.4. The annual report is attached at Appendix 2 (collection and cleansing).
- 4.5. The Council has a statutory duty to:
 - 4.5.1. Arrange for the collection of household waste from all properties (section 45 Environmental Protection Act 1990).
 - 4.5.2. Arrange for the collection of at least two types of recyclable waste from all households via kerbside collections (section 45A Environmental Protection Act 1990).
 - 4.5.3. Arrange for cleaning of streets to keep them free from litter and refuse (section 89 Environmental Protection Act 1990).

- 4.6. These are measured via:
 - 4.6.1. Monthly contract meetings
 - 4.6.2. Annual report to Overview and Scrutiny Committee
 - 4.6.3. Quarterly corporate monitoring via Pentana returns
 - 4.6.4. Maintaining NI195 inspections despite this no longer being a formal reportable target to the Department for Environment, Food and Rural Affairs (DEFRA).
- 4.7. 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.
- 4.8. The total number of individual refuse, recycling and food/garden waste collections carried out per contract year was approximately 17.4 million. The number of individual collections reported as missed from October 2023 – September 2024 was 5,423 (0.03%) for or 7 missed collections/service/day.
- 4.9. Key contract achievements: Contract Year 2023-24
 - 4.9.1. All collection and cleansing services have been delivered to meet the Council's statutory duties.
 - 4.9.2. Contract budgets remained within the scope for the services provided.
 - 4.9.3. There has been no disruption to service due to weather conditions.
 - 4.9.4. Waste collections were suspended for 4 days (3-6 January 2024) due to waste transfer operational issues.
 - 4.9.5. Collaborative partnership working with Environmental Services officers to deliver the new statutory duty to provide food waste recycling to flats (from 1 April 2026).
 - 4.9.6. Collaborative partnership working with Environmental Services officers to introduce the charged garden waste subscription service for Spring 2025 (second brown garden-only bin).
 - 4.9.7. Service continuity has been maintained by using hire vehicles to supplement the aging fleet.
 - 4.9.8. Vehicle incident investigation includes route cause analysis and, if necessary, corrective action including training.
 - 4.9.9. Regular joint working with Community Safety Partnership team where Probation Services cleared land and Medway Norse collect waste arisings for disposal.
 - 4.9.10. Street cleansings operatives share address evidence from suspected commercial waste or fly tipped waste with Street Scene Enforcement for investigation leading to possible prosecutions.
 - 4.9.11. Temporary location for manual street cleansing equipment (barrows etc) while Medway Council and Medway Norse work together to find a permanent location.
- 4.10. The Christmas collection service in 2023/2024 was delivered following the same principles as previous years (double waste collection on 2 and 3 January 2024). Organic, bulky collections and missed collections were

suspended to redeploy resources. Waste collection dates over the Christmas and New Year period in 2023/2024 are detailed in the table 1. A series of issues related to Veolia's transfer station operations prevented collected waste being unloaded at the Transfer station. Waste collections were impacted from Wednesday 3 January 2024 until Friday 12 January 2024. A new approach to Christmas collections was agreed for 2024/2025 to collect refuse and recycling over a three-week period.

Collection day	Christmas week	New Year week
Monday	<i>Bank Holiday - No collection</i>	Tuesday, 2 January
Tuesday	<i>Bank Holiday - No collection</i>	Wednesday, 3 January
Wednesday	Wednesday, 27 December	Thursday, 4 January
Thursday	Thursday, 28 December	Friday, 5 January
Friday	Friday, 29 December	Saturday, 6 January

4.11. Medway Norse have delivered the waste contract since October 2019 using the Council's Euro 5 waste collection vehicles purchased via the DCLG grant in 2013 (vehicle life span 8-9 years). The waste fleet is at the end of useful life and in July 2023 the Cabinet approved capital additions funding for replacement vehicles. Environmental Services has worked closely with Medway Norse to develop the fleet specification and procurement schedule. After the Cabinet approval in March 2024, procurement activities were completed in April 2024. The fleet, costing £12 million will provide significant environmental benefits, including CO2 savings of up to 397 tonnes per year, using Euro 6 diesel technology. Delivery is expected in Q4 2024/2025 and complete by Q2 2025/2026. Environmental Services are collaborating with Medway Norse on a vehicle disposal strategy to minimize the need for additional hire vehicles and maximise asset value.

4.12. Key contract indicators for contract year October 2023 – 30 September 2024 are detailed in tables 2, 3, 4 and 5.

Missed Collections per Year	Year Oct 19 - Sep 20	Year Oct 20 - Sep 21	Year Oct 21 - Sep 22	Year Oct 22 - Sep 23	Year Oct 23 - Sep 24
Total missed collections	9,151	9,204	6,406	6,012	5,423
Total collections	17,095,728	17,095,728	17,095,728	17,327,698	17,462,126
% of missed collections	0.05%	0.05%	0.04%	0.03%	0.03%

Table 3 – Street cleansing					
Street Cleansing by service	Year Oct 19 – Sep 20	Year Oct 20 – Sep 21	Year Oct 21 – Sep 22	Year Oct 22 – Sep 23	Year Oct 23 – Sep 24
Dead animal removal	728	731	668	575	730
Needles and syringe removal	80	90	36	39	39
Glass removal	242	261	230	244	193
Fly tip removal (incidents)	5,873	4,427	3810	3,643	4,739

Table 4 – Recycling containers					
Recycling containers by service	Year Oct 19 - Sep 20	Year Oct 20 - Sep 21	Year Oct 21 - Sep 22	Year Oct 22 - Sep 23	Year Oct 23 - Sep 24
Brown bin delivery, repair, or replacement	3,992	4,267	4265	4,680	4,685
Reusable recycling bag delivery (single service request)	7,896	9,746	6764	5,374	5,284
Annual clear sack deliveries	360,000	360,000	360,000	360,000	360,000
Additional clear sack delivery	1,680	1,672	1104	767	566
Bulk recycling bins for flats	51	27	50	44	28

Table 5 – Bulky collections					
Bulky Collection by service	Year Oct 19 - Sep 20	Year Oct 20 - Sep 21	Year Oct 21 - Sep 22	Year Oct 22 - Sep 23	Year Oct 23 - Sep 24
Standard Bulky Collections	6,916	12,757	12,238	12,351	12,448
Express Collections	1,960	1,578	1,210	1,245	1,246

4.13. Tables 6, 7 and 8 detail tonnages collected over the past five contract years (October to September) by the Medway Norse waste collection and street cleansing teams.

Table 6 – Weekly kerbside collection tonnage					
Weekly kerbside service	Year Oct 19 - Sep 20	Year Oct 20 - Sep 21	Year Oct 21 - Sep 22	Year Oct 22 - Sep 23	Year Oct 23 - Sep 24
Refuse (black sacks)	60,425	62,822*	58,286*	57,719	58,188
Garden and food (brown bins)	23,469	24,506	20,780*	21,336	20,981
Comingled recycling (white/blue/clear bags)	19,645*	21,006*	18,842*	18,061	17,898
Bulky collections	1,064*	967*	889*	1,041	1,223
Total:	104,602	109,301	98,797	98,157	98,291

Table 7 – Street cleansing collections					
Street cleansing service	Year Oct 19 - Sep 20	Year Oct 20 - Sep 21	Year Oct 21 - Sep 22	Year Oct 22 - Sep 23	Year Oct 23 - Sep 24
Litter	1,653	1,691	1,624	1,505	1,503
Road sweepings	2,847	2,758	1,898*	2,207	2,370
Fly tipping	659	727*	747*	628	467
Total	5,159	5,176	4,268	4,340	4,340

Table 8 – Bring site collections					
Bring site service	Year Oct 19 - Sep 20	Year Oct 20 - Sep 21	Year Oct 21 - Sep 22	Year Oct 22 - Sep 23	Year Oct 23 - Sep 24
Paper and card	118	119	114	105	128
Mixed Glass	353*	299	289*	263	223
Total:	471	418	403	368	351

5. Veolia - Waste Disposal Contracts

5.1. The Veolia waste disposal contract consists of two contracts:

5.1.1. Residual waste disposal (Oct 2010 – Sep 2035 +5)

5.1.2. Recycling waste disposal (Oct 2024 – Sep 2026)

5.2. The success of the contracts has been measured via:

5.2.1 Monthly contract meetings.

5.2.2. Performance against KPIs.

5.2.3. Annual report to Overview and Scrutiny Committee.

5.2.4. Monthly corporate monitoring via Pentana returns.

5.2.5. National Waste Dataflow returns.

5.3. These contracts have been delivered to meet our statutory duties and consist of the following elements:

5.3.1. Transfer of Medway's residual, recycling and organic waste through the Veolia owned transfer station at Whitewall Road, Strood.

5.3.2. Haulage and treatment of Medway's residual and recycling waste.

5.4. The contract requires Veolia to provide an annual report detailing the operation of the contract, which is contained within Appendix 1 of this document.

5.5. This annual service report seeks to review the performance of the Contract Year (CY) 1 October 2023 to 30 September 2024.

5.6. Residual Waste Disposal Contract

5.7. The residual waste treatment contract runs until 2035 (+5) and includes:

5.7.1. Transfer and disposal kerbside collected black sacks, bulky collections and street arisings.

5.7.2. A guarantee to divert a percentage of contract waste away from landfill each year. (Target of 82.1% for the Financial Year (FY) 2023/24).

5.8. As detailed table 9, there were 67,977 tonnes of waste collected under the Residual Waste Disposal Contract during this reporting period. This represents an increase of 0.9% (0.6K tonnes) compared to the previous year.

Residual Stream	Year Oct 19 - Sep 20	Year Oct 20 - Sep 21	Year Oct 21 - Sep 22	Year Oct 22 - Sep 23	Year Oct 23 - Sep 24
Refuse (black sacks)	60,425	62,822*	58,286*	57,719	58,188
Bulky waste	1,064*	967*	889*	1,041	1,223
HWRC waste	4,758	4,924	4,262	3,966	3,982
Litter	1,653	1,691	1,624	1,505	1,503
Road sweepings	2,847	2,758	1,898*	2,207	2,370
Fly tipping	659	727*	747*	628	467
Mattresses (both HWRC and bulky/fly-tipped)	304	340	345	295	243
Total Residual Waste Collected:	71,709	74,229	68,050	67,361	67,977

5.9. Veolia's ongoing commitment to divert residual waste from landfill included a target of 82.1% for FY 2023/24. Veolia achieved a 100% diversion rate for FY 2023/24, meaning no residual waste was sent to landfill for the second year in a row as detailed in table 10.

FY	Year Oct 19 - Sep 20	Year Oct 20 - Sep 21	Year Oct 21 - Sep 22	Year Oct 22 - Sep 23	Year Oct 23 - Sep 24
Target	80.6%	81.8%	81.9%	82.4%	82.1%
Actual	92.9%	97.0%	97.5%	100.0%	100.0%

- 5.10. Veolia utilised several key residual waste recovery facilities to achieve the 100% diversion target for the FY 2023-24.
- 5.11. The first of those facilities is Enfinium, Kemsley which opened to Medway's waste during 2020. The sophisticated technology used by Enfinium turns Medway's non-recyclable residual waste into renewable energy for the National Grid.
- 5.12. Mattresses collected through kerbside bulky collections and recycling centres are treated through Matt UK based in Chatham Docks. 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 50% of the mattress is recycled with the other 50% being used to produce Refuse Derived Fuel (RDF) rather than being sent to landfill.
- 5.13. In addition to this, all of Medway's mechanical street cleansing arisings are reprocessed at a Veolia, Essex facility. Here, 99% of the street arisings are recovered. After being sorted and separated into distinct material bays, organic matter, sand, gravel and cobbles are each layered on top of the adjoining landfill in order control waste and wind driven erosion, store water and protect from freeze/thaw cycles. Sand and gravel remove infiltrating water to prevent ponding and help stop downward flow of water into the waste. Only 1% of road sweepings in 2023/24 consisted of contamination (litter).
- 5.14. Review of Christmas 2023 Waste Disposal Services**
- 5.15. As part of the Waste Disposal Contract, Veolia is responsible for ensuring that there is sufficient transfer capacity, haulage and treatment facilities in place to manage the increased demand for waste disposal over the Christmas period. As mentioned in paragraph 2.10 above, there was insufficient capacity at the Veolia transfer station (Whitewall Road, Rochester) for collected waste to be unloaded following a series of issues in Veolia's supply during Christmas 2023/24. This resulted in collection delays and waste collection suspensions, the details of which were reported at the Regeneration, Culture and Environment Overview and Scrutiny Committee meeting on 23 January 2024 "Review of Christmas 2023 Waste Disposal Services" agenda item.

5.15. Recycling Waste Disposal Contract

5.16. The recycling waste disposal contract, which was originally entered into with Veolia for the period October 2022 to September 2024, has been extended for a further 2 years to September 2026.

5.17. As detailed the table 11, there were 39,456 tonnes of recyclable waste processed during this reporting period. This represents a decrease of 1.3% (0.5K tonnes) compared to the previous reporting period.

Table 11 – Recycling waste disposal contract tonnage					
Recycling Stream	Year Oct 19 - Sep 20	Year Oct 20 - Sep 21	Year Oct 21 - Sep 22	Year Oct 22 - Sep 23	Year Oct 23 - Sep 24
Kerbside Mixed Recycling (white/blue/clear bags)	19,645*	21,006*	18,842*	18,061	17,898
Paper/card (bring banks)	118	119	114	105	128
Mixed Glass (bring banks)	353*	299	289*	263	223
Total Dry Recycling Collected	20,116	21,424	19,245	18,429	18,249
Garden and Food (brown bins)	23,469	24,506	20,780*	21,336	20,981
Fridges/Freezers	156	175	163	166	165
Small Domestic Appliances	10	6	6	7	5
Large Domestic Appliances	35	21	13	15	15
Televisions and screens	7	6	6	6	4
Total appliances (WEEE)	208*	208*	187*	194	189
Scrap Metal	38*	25*	14*	18	20
Tyres	7	11	8	8	1
Hardcore	18*	6	-*	-	8
Wood	2	3	12	9	7
Total Recycling Contract Collections:	43,857	46,182	40,246	39,994	39,456

5.18. Kerbside Mixed Recycling includes mixed containers (white bag/clear sack), which are processed at Veolia's Southwark Materials Recycling Facility. Here, materials are separated into valuable material streams before being sent for further reprocessing. Kerbside Mixed Recycling also includes the collection of paper/card containers (blue sacks), which are tipped into a separate bay at the transfer station. The paper and card are then sent to Palm Recycling, a paper mill in Norfolk.

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

6.1. The provision, and hence management, of HWRCs is a statutory duty imposed by section 51 Environmental Protection Act 1990 for the waste disposal authority. Medway Council, as a unitary authority, holds this duty.

6.2. The success of this contract has been measured via:

6.2.1. Monthly contract meetings.

6.2.2. Annual report to Overview and Scrutiny Committee.

6.2.3. Monthly corporate monitoring via Pentana returns.

6.2.4. National Waste Data Flow returns.

6.3. This contract has been delivered to meet our statutory duties and broadly consists of the following elements:

6.3.1. The management of three HWRCs.

6.3.2. 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).

6.3.3. The marketing and sale of materials arising at the sites with the exception of residual waste, wood waste, and those detailed above.

6.3.4. A 50/50 risk share on all materials sold.

6.3.5. Achievement of 60% recycling rate in Year 1, 61% recycling rate at Year 2 and 62% recycling rate for Year 3 onwards.

6.4. The management of Medway's HWRCs transferred on 27 September 2017 after Cabinet took the decision to enter into a Teckal agreement, to Medway Norse (decision no.122/2016). On 30th April 2024, Cabinet then approved the re-engagement of Medway Norse under the Teckal exemption (decision no. 80/2024) to continue to operate the HWRCs for a further 5 years until 26 September 2029.

6.5. The contract requires Medway Norse to provide an annual report detailing the operation of the contract, which is contained within Appendix 3 of this document.

6.6. This annual service report seeks to review the performance from the Contract Year (CY) October 2023 to September 2024.

6.7. HWRC Operation

6.8. Throughout this contract year the HWRCs have operated under a booking system, and we estimate that 168K visits were made to the three recycling centres, a 2.1% increase on the previous reporting period.

6.9. The table 12 details actual/estimated visits under the booking system alongside the number of slots offered compared to previous reporting periods.

Table 12 – Recycling centre visitor numbers					
HWRC	2019/20 actual customer visits**	2020/21 actual customer visits	2021/22 actual customer visits	2022/23 actual customer visits	2023/24 estimated customer visits
Capstone	80,342	58,291	56,550	51,173	57,303
Hoath Way	78,635	52,011	54,546	58,808	60,173
Cuxton	67,663	62,821	65,803	55,025	51,008
Total	226,640	173,123	176,899	165,006	168,484
<i>Visits change (%)</i>	-	-	<i>Up 2.2%</i>	<i>Down 6.7%</i>	<i>Up 2.1%</i>
Slots offered		275,732	360,020	362,224	368,384
Available capacity		37%	51%	54%	56%

**HWRC customer visit data for 2019/20 includes 5 months under booking system from March 2020.

6.10. Highlights from the booking system during this reporting period include:

6.10.1. 368K bookable slots offered, which is 1.7% higher than the previous reporting period.

6.10.2. While 200K bookings were made, we are estimating that 168K bookings were fulfilled by customers, a 2.1% increase on the previous reporting period. This is calculated using an average 'no show' rate of 15.6%.

6.11. The reduction in customer visits since 2021/22 can be explained as followed as follows:

6.11.1. The 2.2% increase in 2021/22 visits followed the relaxing of the limit on customer visit frequency and the introduction of shorter booking lead times, culminating in same day bookings in June 2022.

6.11.2. The 6.7% decrease in 2022/23 was a result of the 1 April 2023 booking restrictions preventing non-Medway residents from using Medway's HWRCs.

6.11.3. The estimated 2.1% increase in customer visits in 2023/24 may be attributable to fewer planned site closures during the period for maintenance purposes, hence the increase in booking slots offered year on year.

6.12. Site performance

6.13. Table 13 details Norse contract recycling performance for the duration of the contract.

6.14. A total of 11.1K tonnes of waste (excluding rubble and plasterboard) were processed through Medway's three HWRCs during this reporting period. Of this, 7.1K tonnes were sent for recycling. Norse achieved a recycling rate of 64%.

Table 13 – Recycling centre performance against recycling rate

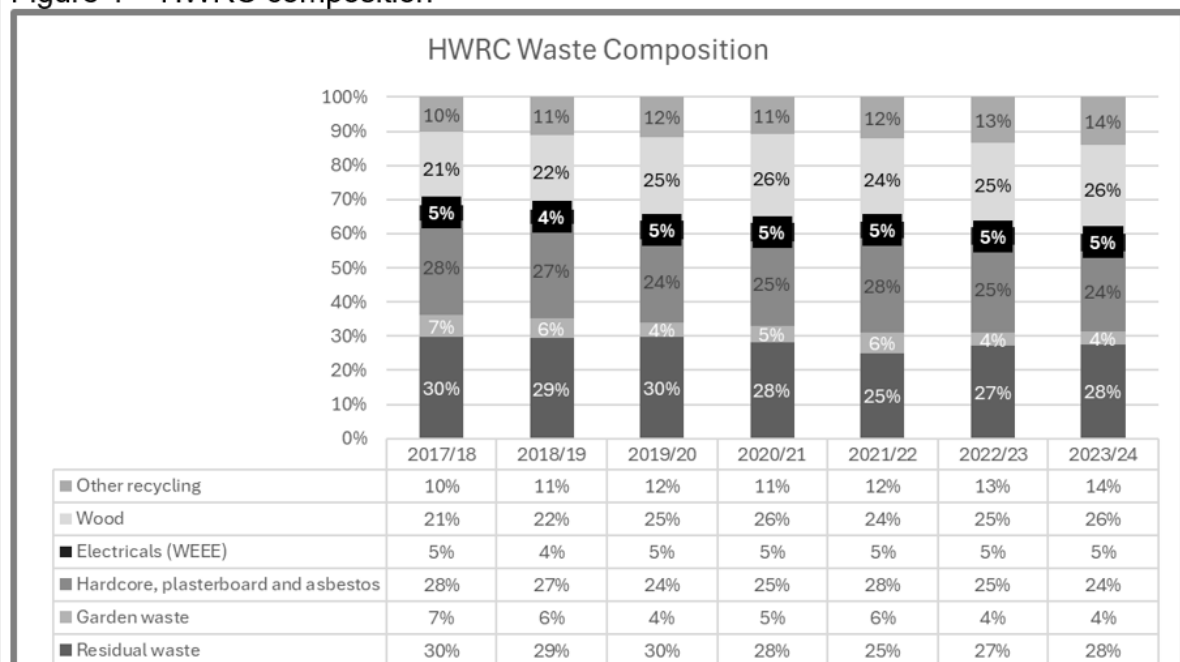
Contract year	Total waste***	Recycled	Recycling %	Target %
Year 1 - Oct 2017-Sep 2018	21,996	12,996	59%	60%
Year 2 - Oct 2018-Sep 2019	20,402	12,189	60%	61%
Year 3 - Oct 2019-Sep 2020	12,211	7,428	61%	63%
Year 4 - Oct 2020-Sep 2021	12,993	8,128	63%	63%
Year 5 - Oct 2021-Sep 2022	12,530	8,199	65%	63%
Year 6 - Oct 2022-Sep 2023	11,082	7,056	64%	63%
Year 7 - Oct 2023-Sep 2024	11,110	7,104	64%	63%

***Total waste excludes rubble and plasterboard in line with NI192 calculation methodology.

6.15. While the number of visits has increased by 2.1%, total tonnages (excluding rubble and plasterboard) have only increased by 0.3%.

6.16. Material composition of HWRC waste remains broadly in line with the previous year (within a range of +/- 2%) as detailed in Figure 1 below.

Figure 1 – HWRC composition



- 6.17. As previously reported, Medway Norse secured an outlet for rigid plastics which went live during October 2021 at Capstone and Cuxton sites only.
- 6.18. In July 2024, rigid plastics were also introduced at Hoath Way. While the space limitations at Hoath Way remain, careful analysis of the tonnage data suggested that there was a greater need for rigid plastics (in terms of potential tonnages) than for mattress recycling.
- 6.19. Mattresses are now only accepted at Capstone and Cuxton HWRCs while rigid plastics are now offered at all three sites.
- 6.20. We are pleased that garden furniture and children's toys are now being diverted from residual waste at Hoath Way to a recycling outlet. The success of the service change is significant.
 - 6.20.1. In only three months, from July to September 2024, an additional 40 tonnes of rigid plastics were collected across all three sites compared to the same period in 2023, representing a 58% increase in plastic recycling.
 - 6.20.2. Meanwhile, mattress tonnages from July to September 2024 were not adversely impacted by the service change year on year, with 55 tonnes being collected during the three-month period of 2024 compared to 52 tonnes in 2023.
 - 6.20.3. Any customers visiting Hoath Way with a mattress are diverted to Capstone.
- 6.21. Medway Norse and the Waste Disposal Team worked in partnership to find a reuse solution which went live in January 2023 with Gillingham Street Angels (GSA). Reusable items brought to the sites are now donated to GSA. This reporting period has seen 122 tonnes of reusable goods diverted to GSA (a 172% increase on reuse diversion from waste in CY 2022/23).
- 6.22. This socially aware organisation collects the items for resale in their various shops located in Chatham, Gillingham and Rochester, providing significant environmental and social value for Medway by:
 - 6.22.1. Keeping items in use for longer and avoiding waste.
 - 6.22.2. Providing quality items of furniture, electricals and bric-a-brac at affordable prices.
 - 6.22.3. Funding supports GSA's wider work supporting Medway's most vulnerable residents through food banks, school uniform banks and more.
 - 6.22.4. Providing upskilling and reskilling through the GSA 'Shed Angels' furniture upcycling scheme (visited by Cllr Curry in August 2024).
- 6.23. The success of the scheme has resulted in Medway Council's partnership with Medway Norse and GSA being selected as:

- 6.23.1. A finalist at the Annual LARAC 2023 Awards.
- 6.23.2. Highly Commended by the Make A Difference 2024 Environmental Services Awards.

6.24. As of 30th September 2024, the GSA HWRC Reuse Scheme has resulted in a total of 165 tonnes of reuse being donated by Medway residents to a worthwhile cause since its inception on 1st January 2023.

6.25. HWRC Customer satisfaction

6.26. During this reporting period we have carried out two customer satisfaction surveys via direct email to customers through the booking system which gained a total of 4,152 views. Customers were asked for views on:

- 6.26.1. Satisfaction with cleanliness of the sites
- 6.26.2. Satisfaction with recycling facilities available on sites
- 6.26.3. Satisfaction with site staff.

6.27. Overall satisfaction was rated at 94% (no change from previous reporting period survey rounds).

6.28. As part of this survey, customers were also asked how they felt about the HWRC booking system. Highlights from this include:

- 6.28.1. 96% of customers found the booking system easy to use (96% in the previous reporting periods survey rounds)
- 6.28.2. An average of 96% of customers were able to book a slot on their preferred date/time (96% in the previous reporting periods survey rounds)
- 6.28.3. 82% of customers strongly agreed/agreed with keeping the booking system in the future (80% in previous reporting periods survey rounds)

7. 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	C II

Risk	Description	Action to avoid or mitigate risk	Risk rating
		is likely to be affected substantially in future. Especially for the 25-year waste disposal contract. The impact of these would be subject to review at the time of establishing whether the financial implications are the responsibility of the Council or shared.	
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

For risk rating, please refer to the following table:

Likelihood	Impact:
A Very likely B Likely C Unlikely D Rare	I Catastrophic II Major III Moderate IV Minor

8. Climate change implications

8.1. 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.

- 8.2. Scope 3 emissions (from disposal and collection services) are included in the wider Medway Climate Change Action plan. Work has not yet commenced, but is planned as part of the action plan, to quantify the carbon impacts of our disposal and collection services, to help inform future decisions on service delivery.

9. Financial implications

- 9.1. The delivery of contracted waste services as detailed in this report is funded through existing revenue budgets. Waste operations revenue budget pressures are forecast in the current financial year due to additional costs associated with the leasing of RCV collection vehicles. The RCV fleet replacement program, funded through the existing capital programme, will address this going forward.

10. Legal implications

- 10.1. 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.

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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/mg/IssueHistoryHome.aspx?IId=3321	14 Jul 2009
Contracts for the Collection and Disposal of Waste Update	http://democracy.medway.gov.uk/mg/IssueHistoryHome.aspx?IId=3351	22 Sep 2009
Gateway1 Options Appraisal: Management of Household Waste Recycling Centres	http://democracy.medway.gov.uk/mg/IssueHistoryHome.aspx?IId=4078	26 January 2010
Gateway 3 Contract Award: Household Waste Collection and Disposal Contracts	http://democracy.medway.gov.uk/ie/DecisionDetails.aspx?ID=1818	30 March 2010
Gateway 3 Contract Award: Household Waste Recycling Centres	http://democracy.medway.gov.uk/mg/IssueHistoryHome.aspx?IId=4954	20 July 2010
Recycling Clear Bags report	http://democracy.medway.gov.uk/mg/Convert2PDF.aspx?ID=8523	4 October 2011
Annual Review of Waste Contracts: Year 1	http://democracy.medway.gov.uk/mg/Convert2pdf.aspx?id=9016	13 December 2011
Gateway 4 Procurement Post Project Completion Review: Household Waste Recycling Centres	http://democracy.medway.gov.uk/mg/Convert2pdf.aspx?id=9264	17 January 2012
Gateway 4 Procurement Post Project Completion Review: Waste Collection and Disposal Contracts	http://democracy.medway.gov.uk/mg/Convert2pdf.aspx?id=9262	17 January 2012
Gateway 4 Procurement Post Project Completion Review: Organic Waste (Garden And Kitchen) Processing	http://democracy.medway.gov.uk/mg/Convert2pdf.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 6)	https://democracy.medway.gov.uk/ieListDocuments.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/ieListDocuments.aspx?CId=115&MId=3368&Ver=4	9 August 2016
Gateway 1 Procurement Commencement: Household Waste Recycling Centres	https://democracy.medway.gov.uk/ieListDocuments.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/ieListDocuments.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
Annual Review of Waste Contracts Contract Year: October 2019 To September 2020	https://democracy.medway.gov.uk/mgconvert2pdf.aspx?id=57383	23 March 2021
Annual Review of Waste Contracts Contract Year: October 2020 To September 2021	https://democracy.medway.gov.uk/mgconvert2pdf.aspx?id=60064	14 October 2021
Annual Review of Waste Contracts Contract Year:	https://democracy.medway.gov.uk/mgconvert2pdf.aspx?id=65474	13 October 2022

October 2021 To September 2022		
Annual Review of Waste Contracts Contract Year: October 2022 To September 2023	https://democracy.medway.gov.uk/mgconvert2pdf.aspx?id=71088	15 November 2023
Review of Christmas 2023 – Waste Disposal Srrvices	https://democracy.medway.gov.uk/ieListDocuments.aspx?CId=437&MId=5687	23 January 2024
Gateway 4 – Recycling Resource Management Contract Extension	https://democracy.medway.gov.uk/ieListDocuments.aspx?CId=115&MId=5663	12 March 2024
Gateway 4 – Organic Waste Disposal Contract Extension	https://democracy.medway.gov.uk/ieListDocuments.aspx?CId=115&MId=6135	1 October 2024