

Appendix 3 – Norse Annual HWRC Service Report

Overview

A new 5-year contract to 26/9/2029 with the option to extend for further 5 years has been agreed with Medway Council and Medway Norse for the running of the HWRC service. The open book accounting method of contract gives Medway Council full transparency of costs in the contract and allows Medway Council the option to change operations on the recycling centres and retain the full amount of savings.

Continuing with the booking system has given benefits to Medway Council and the operation of the recycling centres. It reduces the daily fluctuations of visitor numbers and tonnage through the sites – whereas previously on a sunny day, sites would be busy, full and queuing and on a day with rain staff would be waiting for the next visitor, this removes the lottery of forward planning for transport to remove full bins, as with constant visitor numbers and tonnage we can predict more accurately. It also appears to have reduced visits from traders, filling in an on-line booking has acted as a deterrent.

Likewise, the meet and greet service manned by trained staff has proved invaluable in administering the booking in system, directing, calming and answering queries from our customers before they enter the recycling centre.

We set targets last year for

- Continued Compliance with Legislation and Environmental Permits
- Improving recycling rates at all sites
- Continued Best Value of reducing costs and enhancing income streams through the open book accounting,
- Procuring new waste contracts for off-takers
- Purchase of new Ro-Ro truck to reduce lift costs.

Please find below notes on the successful completion of those targets.

During the last 12 months we have had inspections from the Environment Agency on each of the 3 recycling centres on the 18/10/24 and also on the 28/07/25 the EPR Compliance Assessment Reports raised no Non-Conformances. The Environment Agency also carried out a Waste Audit Report on 20/01/25 again on all 3 sites again with no Non-Conformances. Quarterly waste returns were sent to the Environment Agency. We continue to comply with our Environmental Permits. Norse are accredited to ISO 14001 Environmental, 45001 Health and Safety and 9001 Quality Assurance.

The combined recycling rate of the 3 sites during this 12-month period was 74.56% an increase of 2.28% on the previous year. Whilst Cuxton saw a small rise of 0.31% Capstones recycling rate went up 3.82% and Gillingham rose 2.41%.

We have introduced CD and DVD recycling, Book Recycling, Vapes Recycling at all the sites and Coffee Pod Recycling at Capstone and Cuxton.

We have also filled a gap and by rearranging containers have put Rigid Plastic recycling into the Gillingham sites. This change in service provision resulted in all three HWRCs offering **rigid plastics recycling**, with only two HWRCs (previously all three)

offering **mattress recycling**. We are happy to report that this service decision has proven to be beneficial both financially and in terms of recycling rates. Please see small report below

Rigid Plastic / Mattress Recycling Trial

Tonnages

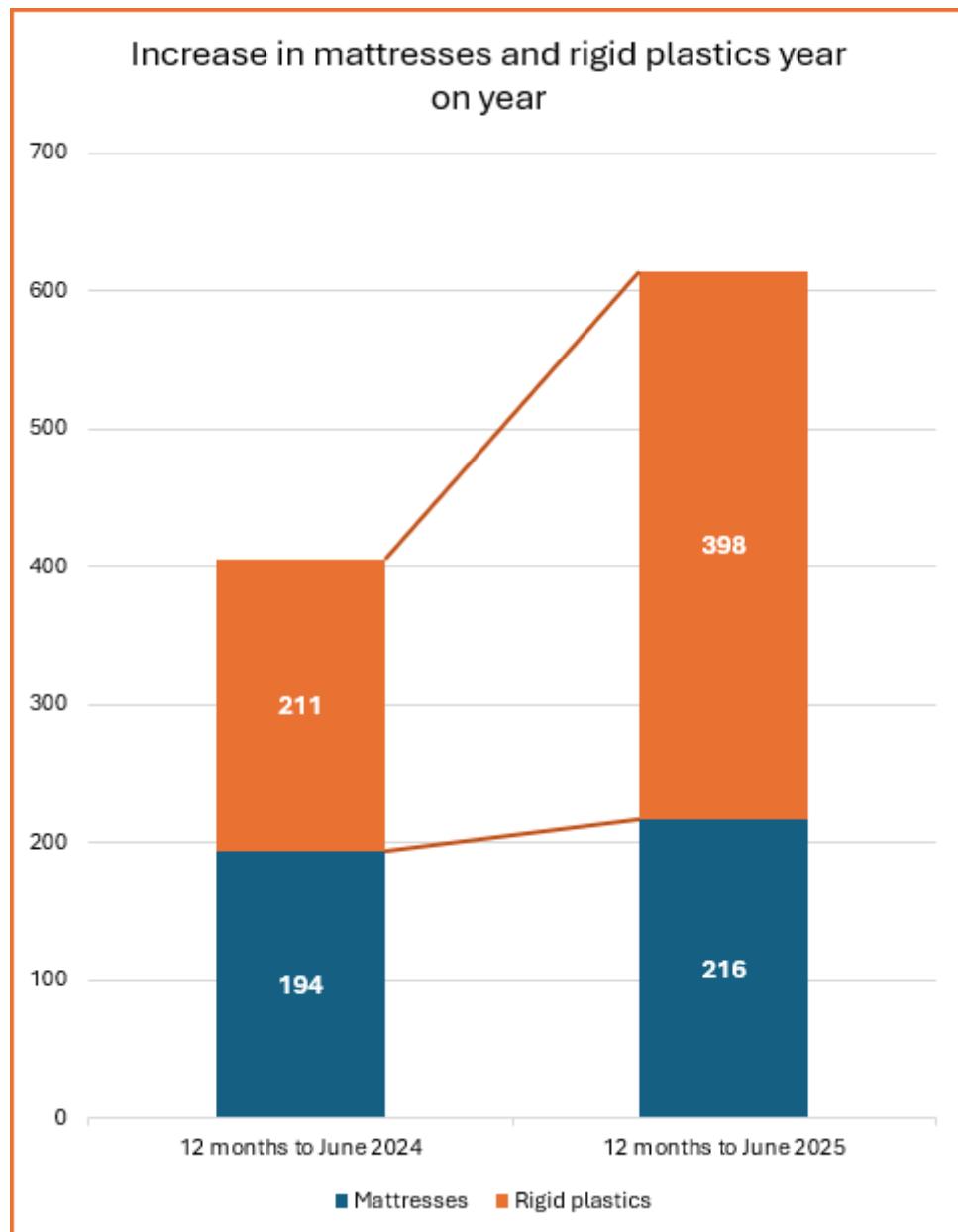
- During the 12-month period from 1st July 2024 to 30th June 2025, rigid plastics tonnages **increased by 89%**, from 211 tonnes the previous year to 398 tonnes in 2024/25:

Rigid Plastics	2024/25	2023/24	Diff	% Change
Capstone	138	120	18	15%
Cuxton	142	91	52	57%
Hoath Way	118	0	118	100%
Annual tonnage	398	211	187	89%

- Meanwhile, over the same 12-month period, mattress tonnages **increased by 11%** when compared to the previous year, even though only 2 sites instead of 3 offered this material stream:

Mattresses	2024/25	2023/24	Diff	% Change
Capstone	141	78	62	80%
Cuxton	73	49	24	48%
Hoath Way	3	67	-64	-96%
Annual tonnage	216	194	22	11%

- Visually, the increase in tonnages year on year for these two material streams is as follows:



- Perhaps not surprisingly, Capstone HWRC appears to have received most of Hoath Way's mattresses, although, given its proximity to the M2, Cuxton also appears to have been a beneficiary of mattresses from customers originating from the Gillingham area.
- It is very pleasing to see that there was no detrimental impact to mattress tonnages because of this service change. The net effect of the service change was to increase combined mattress and rigid plastics recycling across all three sites by 11% and 89% respectively (compared to the previous year), increasing recycling tonnages by over 200 tonnes.

Impact on disposal costs

- Prior to the introduction of rigid plastics at Hoath Way, the 118 tonnes of rigid plastics that the Gillingham site collected during the 12 months to 30th June 2025

would in fact have been placed in the residual waste stream. This would have had a detrimental effect on HWRC disposal costs.

- The **cost differential between residual waste disposal** during 24/25 and **rigid plastics recycling** was **£48 per tonne**.

This means that, in a little under 12 months, **we have saved £5,652** in disposal costs simply by diverting 118 tonnes of rigid plastics from residual waste streams at Hoath Way.

Impact on contract recycling rate

- Both rigid plastics and mattresses are categorised as recycling rather than residual. Since both mattress tonnages and rigid plastics have increased as a result of this service change - and residual tonnages have decreased (see above) – the net effect on the contract recycling rate is very positive. For instance, Hoath Way's contract recycling rate (only rubble, plasterboard and asbestos excluded with wood treated as recycled) has increased by an impressive **4 percentage points year on year, from 59% to 63%**.
- Hoath Way's recycling rate has typically been much lower than those of its sister sites owing to the site footprint being so limited; less space equates to fewer recycling options. However, substituting Hoath Way's mattress bin with rigid plastics recycling has benefited Hoath Way's contract recycling rate during the 12 months to 30th June 2025 and, as a result, contributed to a 3-percentage point improvement on the amalgamated HWRC contract recycling rate when compared to the previous year:

Contract Recycling Rate	Capstone	Cuxton	Hoath Way	Total
Contract Recycling Rate to June 2024	63%	68%	59%	63%
Contract Recycling Rate to June 2025	67%	69%	63%	66%
Change year on year	4%	1%	4%	3%

- Meanwhile, Capstone's contract recycling rate has also significantly increased from 63% to 67%, partly (but not exclusively) because of the increased recycling tonnage generated by the mattresses being diverted from Hoath Way.
- In conclusion, while the change in service provision has no doubt taken some getting used to by customers and staff alike, the impact on both disposal costs and recycling rates has been significant.

Norse has entered into a new 5-year contract with Countrystyle from 01/04/2025 to continue haulage and disposal of a large proportion of the recycling centre commodities. This continues the good relationship and the benefits that have been shared by all parties. The contract was won on a tender basis.

Please find below a quick summary of the savings from the tender:

- Against the cost we would have paid with automatic RPI increase if we had not tendered – direct comparison (RPI increase – tender cost) **total saving from this is £63,768.22**
- Against the cost we will be paying for this next financial year – direct comparison (current year cost - tender costs) **total saving this year £53,289.15**

There was a slight decrease in the costs of haulage but more of a decrease in the costs of tonnage (an area that typically doesn't change with RPI) but is open for negotiation and change for annual renewal.

Within the contract we have removed the standard automatic increase each year with RPI and replaced this with a negotiated process. This protects all parties from the volatile nature of commodity market fluctuations and has given Countrystyle the confidence to submit savings to the contract.

An addition to the savings above Countrystyle has committed the following social benefits locally which I hope will be taken advantage of. Countrystyle have committed to providing.

- staff for volunteering days and would like a copy of yours or the Council's potential activities for the forthcoming year to plan assistance – each member of their staff is allowed 2 days per annum (not that you would receive all of those)
- an educational tour of Ridham for Medway staff or small community groups
- donation of 10 litter pick kits (litter picker, hoops & bags) – cost equivalent of £200
- 1 tonne bag of compost delivered to HWRC of your choosing – cost equivalent of £100

A new RO-RO truck was purchased during 2024 at a cost of £145,000:

The Roll on - Roll off truck has a hook lift attachment which allows us to remove and exchange the full containers on the recycling centres. Our RO-RO truck transports the general waste bins, POPS bins and mattress bins from the 3 sites. Having our own truck allows us to maintain a check on lift costs as a regulator to the Countrystyle haulage contract.

Our Options

- Purchase new - £145,000
- Continue Lease Hire of truck including 6 weekly servicing, tax, tyres etc at £985 per week = £51,220 per annum (which works out to be about £255K over the 5-year term of the proposed contract).

Our recommendation was to purchase a new truck and depreciated over 6 years would cost £24K per annum plus £18K per annum servicing costs = £42K per annum which represents approx. **£9K per annum saving** on the previous Lease Hire costs.

Finance

Operational costs for the 12-month period were **£1,738,492** against a budget of **£1,671,617**. Over budget by **£66,875**

However the sale of the commodities from the sites £202,509 was better than budget by £52,424 and the cost of disposal at £293,909 better than budget by £61,992,

The total cost of the Commodity Pot to Medway Council for the period was a cost of **£108,072** a saving to budget of **£131,633**.

Therefore with the Operational Costs and Commodity Costs the Overall Annual Costs to Medway Council for the HWRC contract were £1,846,563 a saving against budget of £64,759. (A very small percentage increase on last year's cost of £1,860,939)

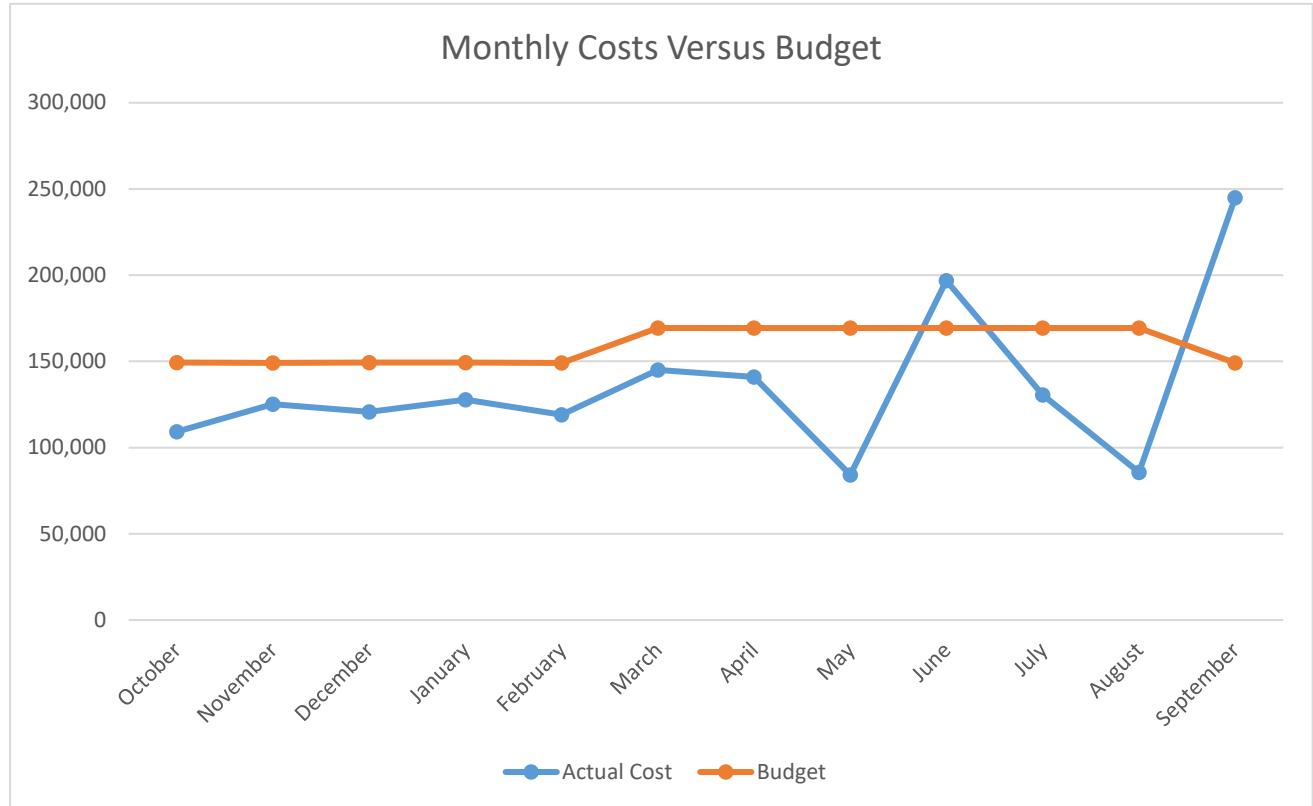
Savings have been made in:

- Equipment costs £45K
- Disposal costs £62K (Following lower tonnage than budget and better rates than expected)
- Commodity Income £52K (Better rates than expected)

Additional Costs occurred in:

- Labour costs - £75K (Under provision in budget as we employed the Meeter Greeter position)
- Higher Land and Buildings R&M costs - £25K
- Additional Telephone costs – £8K
- Consultancy Costs – Survey and Drawings - £5K

Please see below Graph of Budget versus Actual Monthly costs.



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
Contract (Target)	63%	63%	63%	63%
Actual	67.48%	68.77%	62.48%	66.13%

The combined recycling rate during this 12-month period was **66.13%** (excluding rubble and plasterboard as per NI192 calculation methodology) against a contract target figure of 63%.

Recycling percentages have increased from last year's overall 63.84%..With improved figures from Capstone (3.82% increase) and Gillingham (2.41% increase)

We have introduced CD and DVD recycling, Book Recycling, Vapes Recycling and Coffee Pod Recycling at all the sites. We have also filled a gap and by rearranging containers have put Rigid Plastic recycling into the Gillingham site.as the other sites.

In January 2023 the Environment Agency introduced new legislation with regards to Waste Upholstered Domestic Seating (WUDS) (Sofa's, Chair's any domestic seating that has a fabric covering) which due to these materials containing persistent organic pollutants (POPs) (Forever chemicals - chemical substances that break down slowly and get into food chains). The Environment Agency legislation requires us to segregate all WUDS on sites by providing a separate bin and ensuring that the end destination is incineration therefore destroying the POPs. The WUDS is treated and recorded as general waste containing POPs and counts against the recycling rate.

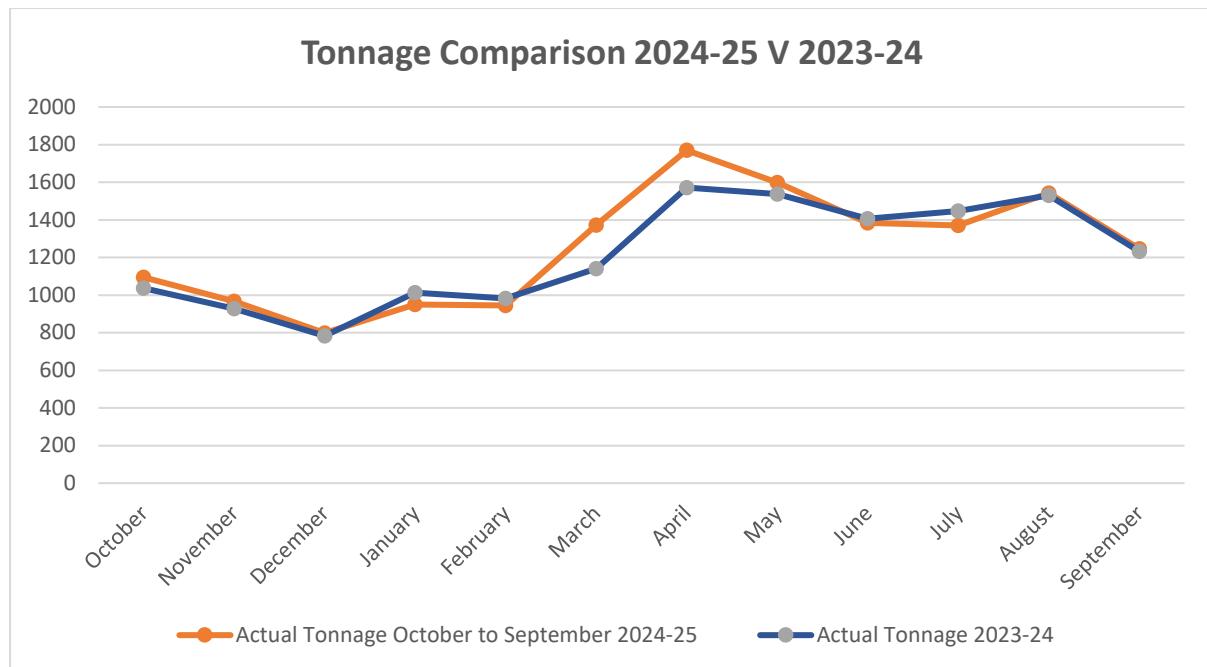
As can be seen below, the Gillingham site recycling figure lags behind the other sites but their figures are skewed by demographics and as can be seen in the "recycling by material type" chart they have less recyclable green waste through their site and do not have space for a Plasterboard recycling bin. However, by introducing a rigid plastic bin onto the site their recycling figure has increased from 60.39% last year to 62.48% this year.

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. The difficulty we face is the age of the sites their restrictive size and their layouts.

Please see below the tonnages and recycling rates covering the 12 months of the contract (01/10/24 to 30/9/25).

	Capstone	Cuxton	Gillingham	Total
Total Tonnage	5,328	4,641	5,069	15,038
Tonnage Recycled	2,649	2,362	2,459	7,470
Tonnage Recycled (Including Rubble & Plasterboard)	4,052	3,569	3,592	11,213
Waste Tonnage (Incl asbestos)	1,276	1,073	1,476	3,826
Recycling Rate (excluding Rubble & Plasterboard)	67.48%	68.77%	62.48%	66.13%
Recycling Rate (Including Rubble & Plasterboard)	76.04%	76.89%	70.87%	74.56%

Tonnages were up from last year by 429 T but similar in profile to last year.



Recycling Performance by Material Type

The total tonnage received in the 12 months was 15,038 Tonnes up from last year 14,539 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.

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

Material Type	Grand Total	Percentage of Whole
Asbestos	20.06	0.13%
Batteries Automotive	45.86	0.30%
Batteries Household	7.75	0.05%
Books/Media Waste	33.38	0.22%
Bric-a-Brac	75.62	0.50%
CD's, Books/Media Waste,	2.11	0.01%
Chemicals,	0.25	0.00%
Gas Bottles	19.53	0.13%
General Waste	3304.08	21.97%
Glass Mixed	15.94	0.11%
Green Waste	522.30	3.47%
Mattresses	215.62	1.43%

Metals - Ferrous (Light Iron)	794.01	5.28%
Metals - Non Ferrous	29.41	0.20%
Oil - Cooking	4.65	0.03%
Oil - Waste/Motor	44.95	0.30%
Paper	390.30	2.60%
Plasterboard	195.96	1.30%
POPS Waste	501.56	3.34%
Printer Cartridges	0.47	0.00%
Rigid Plastics	404.14	2.69%
Rubble and Hardcore	3546.70	23.58%
Textiles	130.99	0.87%
Tyres	32.28	0.21%
Vapes	0.49	0.00%
WEEE A - LDA / Large Appliances	63.56	0.42%
WEEE B - Fridges / Cooling Appliances	125.70	0.84%
WEEE C - TV / Display Equipment with CRT	117.60	0.78%
WEEE Cable	0.10	0.00%
WEEE D - Fluorescents / Gas Discharge Lamps	1.64	0.01%
WEEE E - SDA / Small Domestic Appliances	532.02	3.54%
Wood	3859.47	25.66%
Grand Total	15038.48	100.00%

Please see below tonnages for each waste stream from individual sites:

Material Type	Capstone HWRC	Cuxton HWRC	Gillingham HWRC	Grand Total
Asbestos	6.90	7.32	5.84	20.06
Batteries Automotive	14.58	14.39	16.89	45.86
Batteries Household	2.70	1.85	3.21	7.75
Books/Media Waste	11.00	10.04	12.34	33.38
Bric-a-Brac	24.22	29.86	21.54	75.62
CD's, Books/Media Waste,	1.50	0.50	0.11	2.11
Chemicals,		0.25		0.25
Gas Bottles	6.93	6.51	6.09	19.53
General Waste	1,098.14	909.84	1,296.10	3,304.08
Glass Mixed	5.38	5.06	5.50	15.94
Green Waste	182.36	197.10	142.84	522.30
Mattresses	141.44	74.18		215.62
Metals - Ferrous (Light Iron)	246.14	249.31	298.56	794.01
Metals - Non Ferrous	12.07	10.30	7.04	29.41
Oil - Cooking	1.36	0.89	2.40	4.65
Oil - Waste/Motor	17.80	12.91	14.24	44.95

Paper	121.67	135.79	132.84	390.30
Plasterboard	126.58	69.38		195.96
POPS Waste	171.40	155.62	174.54	501.56
Printer Cartridges	0.11	0.14	0.23	0.47
Rigid Plastics	141.40	139.32	123.42	404.14
Rubble and Hardcore	1,276.16	1,137.34	1,133.20	3,546.70
Textiles	41.37	47.41	42.22	130.99
Tyres	32.28			32.28
Vapes	0.16	0.14	0.19	0.49
WEEE A - LDA / Large Appliances	24.88	21.70	16.98	63.56
WEEE B - Fridges / Cooling Appliances	45.14	39.84	40.72	125.70
WEEE C - TV / Display Equipment with CRT	39.66	36.54	41.40	117.60
WEEE Cable		0.10		0.10
WEEE D - Fluorescents / Gas Discharge Lamps	0.71	0.45	0.48	1.64
WEEE E - SDA / Small Domestic Appliances	166.88	164.64	200.50	532.02
Wood	1,367.39	1,162.67	1,329.40	3,859.47
Grand Total	5,328.29	4,641.38	5,068.81	15,038.48

Report on performance of reuse scheme

It has been a difficult 12 months for Gillingham Street Angels with a change of CEO which has unfortunately resulted in their very recent decision to enter liquidation. The partnership between Medway Norse, Medway Council and Gillingham Street Angels has been a good one which has increased HWRC reuse, diversion of furniture, bric-a-brac and electricals by huge amount saving money in disposal costs whilst providing significant social value through Gillingham Street Angels charity providing sustainable furniture/electrical resales with the money raised supporting food banks, school uniform banks and reskilling for vulnerable members of Medway's community. It is an unfortunate demise of a very influential local charity and hope they can rise again in a new form under new management.



Water and Chalk Board School project from the man cave and selling bric a brac to raise funds.

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. Hazardous wastes removed from our sites have to be accompanied, by a hazardous waste consignment note (Excepting POPS Waste). Copies of the consignment notes and hazardous waste returns, have to be kept for a minimum of 3 years.

Hazardous Material Type	Grand Total	Percentage
Asbestos	20.06	0.13%
Batteries Automotive	45.86	0.30%
Batteries Household	7.75	0.05%
Chemicals	0.25	0.00%
Gas Bottles	19.53	0.13%
Oil - Waste/Motor	44.95	0.29%
Plasterboard	195.96	1.30%
POPS Waste	501.56	3.34%
Printer Cartridges	0.47	0.00%
Vapes	0.49	0.00%
WEEE A - LDA / Large Appliances	63.56	0.42%
WEEE B - Fridges / Cooling Appliances	125.70	0.84%

WEEE C - TV / Display Equipment with CRT	117.60	0.78%
WEEE Cable	0.10	0.00%
WEEE D - Fluorescents / Gas Discharge Lamps	1.64	0.01%
WEEE E - SDA / Small Domestic Appliances	532.02	3.54%
Grand Total	1,677.48	11.14%

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
- Wood Fixed
- Rigid Plastic

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

Residual Waste is delivered Norse to Veolia under a gate fee contract 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
- Fluorescent tubes collected by Recolight Ltd
- Fridges and Freezers collected by MDJ Light Brothers
- TVs and Large and Small domestic appliances collected by SWEEP
- Cooking Oil collected by Living Fuels
- Textiles collected by Wilcox
- Tyres collected by Pountney Tyres
- CDs and Cases collected by World Wide Books
- Books and Media collected by Precycle
- Vapes collected by Haztech Ltd

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 Type	Tonnage Total	Rate	Total £
Asbestos	20.06	£395.00	£7,923.70
Batteries Automotive	45.86	£425.00	£19,490.50
Batteries Household	7.75	£17.00	£131.75
Books/Media Waste	33.38	£0.00	£0.00
Bric-a-Brac	75.62	£0.00	£0.00
CD's, Books/Media Waste,	2.11	£0.00	£0.00
Chemicals,	0.25	£1,615.00	£405.37
Gas Bottles	19.53	£1,293.00	£25,246.60
General Waste	3304.08	£0.00	£0.00
Glass Mixed	15.94	£19.00	£302.86
Green Waste	522.30	£39.45	£20,604.74
Mattresses	215.62	£0.00	£0.00
Metals - Ferrous (Light Iron)	794.01	£128.89	£102,339.69
Metals - Non Ferrous	29.41	£1,267.00	£37,263.74
Oil - Cooking	4.65	£147.00	£683.11
Oil - Waste/Motor	44.95	£79.06	£3,553.35
Paper	390.30	£68.04	£26,554.06
Plasterboard	195.96	£53.36	£10,456.43
POPS Waste	501.56	£0.00	£0.00
Printer Cartridges	0.47	£45.00	£21.15
Rigid Plastics	404.14	£85.48	£34,545.89
Rubble and Hardcore	3546.70	£16.55	£58,697.89
Textiles	130.99	£123.50	£16,177.64
Tyres	32.28	£518.50	£16,737.18
Vapes	0.49	£0.00	£0.00
WEEE A - LDA / Large Appliances	63.56	£0.00	£0.00
WEEE B - Fridges / Cooling Appliances	125.70	£0.00	£0.00
WEEE C - TV / Display Equipment with CRT	117.60	£0.00	£0.00
WEEE Cable	0.10	£0.00	£0.00
WEEE D - Fluorescents / Gas Discharge Lamps	1.64	£0.00	£0.00
WEEE E - SDA / Small Domestic Appliances	532.02	£0.00	£0.00
Wood	3859.47	£29.87	£115,282.22
Grand Total	15038.48		£91,400.38

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.

During the last 12 months we have had 21 Near Miss reports and 14 accidents recorded.

Norse are accredited to ISO 14001 Environmental, 45001 Health and Safety and 9001 Quality Assurance.

Each of the 3 sites have an Environmental Permit and an Environmental Management system.

- **Site Security and Related Issues**

Each of the 3 sites are covered by CCTV and ANPR system.

Outside of opening hours the CCTV system is manned by a licenced monitoring station for security reasons.

Since COVID we have noticed an increase in aggressive behaviour from customers and have the availability of a body camera on site for trial.

- **Fire prevention plan**

Each of the 3 sites has an Environmental Management system including a Fire Prevention Plan.

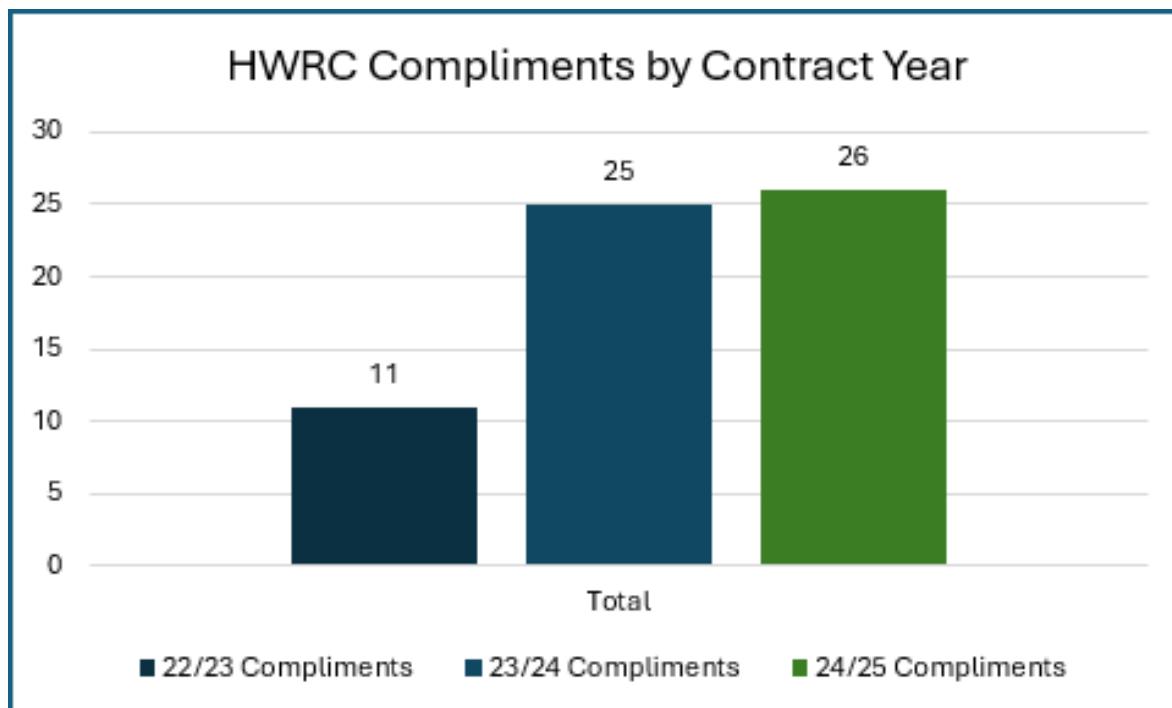
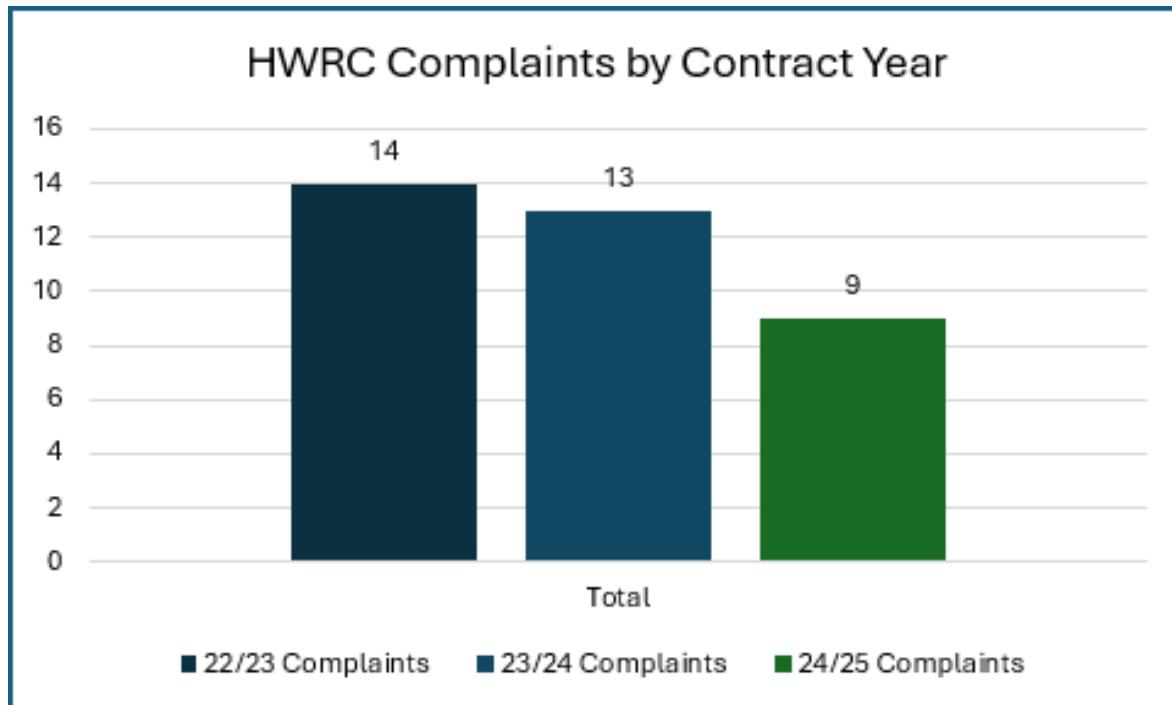
The number of instances of fires occurring at waste facilities has increased and is usually caused by batteries particularly Lithium Batteries. We collect and segregate household batteries and encourage customers to remove batteries from electrical items before disposing of them into the appropriate recycling container



Performance against Key Performance indicators

Key Performance Indicator	12 Months Target	Actual 2024-25
Efficiency Factors		
Total Service cost	£1,911,323	£1,846,563
Residual Waste Disposal cost	£633,100	£497,341
Service cost per tonne	£117.74	£122.79
Annual tonnage throughput (tonnes)	16,233	15,038
Haulage: Cost per lift (Our Transport)	£150.80	£148.91
Recycling Rate	63.00%	66.13%
Recycling Centre Rate (incl rubble)	70.00%	74.56%
Tonnage Recycled (tonnes)	11,363	11,213
Residual Waste (tonnes)	4,870	3,826
Nett Commodity Pot	-£239,705	-£108,072
Health & Safety		
Near Misses	36	40
Accidents	36	11
Environmental Incidents	36	9
RIDDORs	0	0
Other		
Performance Failures	0	0
Compliments	12	26
Complaints	12	9

26 service compliments this year versus **9** complaints. Number of complaints have dropped year on year since commencement of the contract and compliments have risen.



Complaints forwarded to Medway Norse for investigation were responded to within 5 working days at least 90% of the time and within 10 working days 100% of the time.

Carbon Management

Medway Norse Ltd (HWRC Services), part of the Norse Group, and accredited to ISO14001:2015 Environmental Management Systems, recognises that climate change impact is the biggest environmental challenge facing the world today and has reflected this by establishing a Carbon Management & Climate Change Plan.

Medway Norse HWRC Services has committed itself to this Plan by recognising the worldwide climate change emergency and to also achieve net zero carbon emissions by 2050 as part of the Norse Groups commitment.

We recognise that a range of actions are needed to stop or reduce the company's carbon emissions and meet its commitment to safeguard the natural environment. These actions are to either reduce carbon emissions, or help the HWRC Services, communities and businesses prepare for the impact of a changing climate. The actions will need to be SMART (specific, measurable, achievable, relevant and time bound). In achieving these actions, Medway Norse HWRC Services along with its client, Medway Council, will play its part in the global effort to reduce the impact of Climate Change and meets its net carbon zero target.

Medway Norse HWRC Services will monitor its carbon emissions against an agreed baseline and climate change adaption actions each year and to track the progress. The journey to 2050 will be broken down into five – year phases, each phase having its own tailored delivery plans.

Please see below some of the measures we will be taking.

Description	Action
Annual review (minimum) of the CM &CC Plan to realise new initiatives (actions) and review existing actions	Continued liaison with Medway Council to discuss how processes and procedures can include climate change mitigation and adaptation.
Reduce energy (electricity) consumption	Introduction of LED flood lighting & light sensors (timers)
Reduce energy (electricity) consumption	Timers to be fitted on to site office heaters
Reduce energy (electricity) consumption	Project to assess feasibility of Solar Photovoltaic (PV) installations
Reduce energy (electricity) consumption	Energy efficiency guidance – (TBT's, adhesive labels, posters) 'keep all doors shut, switch off lighting when not in use, auto shutdown of photocopier'
Reduce energy (electricity) and water consumption	Feasibility of installation of water heaters to replace kettles – obtain installation costs
Reduce fleet vehicle emissions (the current fleet consist of one DAF CF450 LGV Euro VI E purchased in 2024 and	Monitor driver behaviour through Trakm8 and on-board vehicle monitoring software

expected to be in fleet use for 5 years and provide efficient driving information to which takes 'us' into the next 5-year staff phase)

Implement 'Lightfoot' in line with Norse Group implementation plan.

Increase the number of Electric Vehicle (EV) charging points

Feasibility of obtaining Fleet Operator Recognition Scheme (FORS).

Transition fleet to alternative fuels or more carbon efficient as renewal due

Investigate the potential to upgrade electricity supply in MN HWRC Services Ltd (Medway Council) site offices to facilitate EV charging.

Reduce water consumption

Procure vehicles in line with Norse Group policy and working with Norse Transport/Procurement.

Reduce water consumption

Regular checking for water leaks and other water related faults

Reduce on site fuel usage

Water usage guidance – 'make sure taps are turned off, report any leaks'

Staff to use brooms instead of leaf blowers.

Customer Satisfaction Survey

The results of the latest **HWRC customer satisfaction survey** have been received from the Business Intelligence Team.

The survey was open to customers who visited Medway's three HWRCs during the **6-week period between 7th August and 18th September 2025**.

We received **1929 valid responses**, which is a 3% increase in responses compared to the last survey in Q4 2024/25 (to which we have compared our results).

The amalgamated results of the survey **relating to all 3 HWRCs** are summarised below for ease of reference.

1. How satisfied were you with the cleanliness of the site? (KPI minimum: 90%)

- **98% were satisfied or very satisfied** (97% in Q4 24/25);
- **2% had no opinion on this** (3% in Q4 24/25);
- 0% were dissatisfied

Average satisfaction of cleanliness across all three HWRCs is **8 percentage points higher** than the contractual KPI of 90%.

2. How satisfied were you with the availability of the relevant recycling points at the site? (KPI minimum: 90%)

- **95% were satisfied or very satisfied** (94% in Q4 24/25)
- **4% had no opinion on this** (5% in Q4 24/25)
- 1% were dissatisfied (1% in Q4 24/25)

Average satisfaction across all three HWRCs with the availability of recycling points is **5 percentage points higher** than the contractual KPI of 90%.

3. How satisfied were you with the helpfulness of staff at the site? (KPI minimum: 90%)

- **93% were satisfied or very satisfied** (92% in Q4 24/25)
- **4% had no opinion** (5% in Q4 24/25)
- 3% were dissatisfied or very dissatisfied (same as in Q4 24/25)

Average satisfaction with staff helpfulness at all three HWRCs is **3 percentage points higher** than the contractual KPI of 90%.

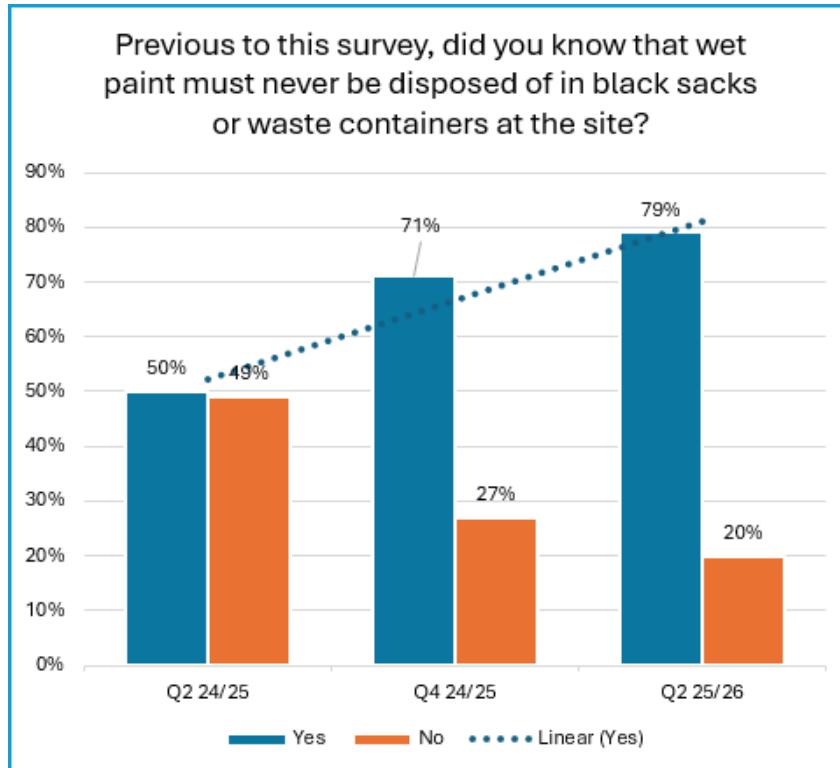
4. Did you know that batteries should never be placed in black sack waste because they are a fire hazard?



Customer understanding of the risks of inappropriate battery disposal seems to now be plateauing since this 'nudge' question was introduced in Q2 23/24, with 84% of

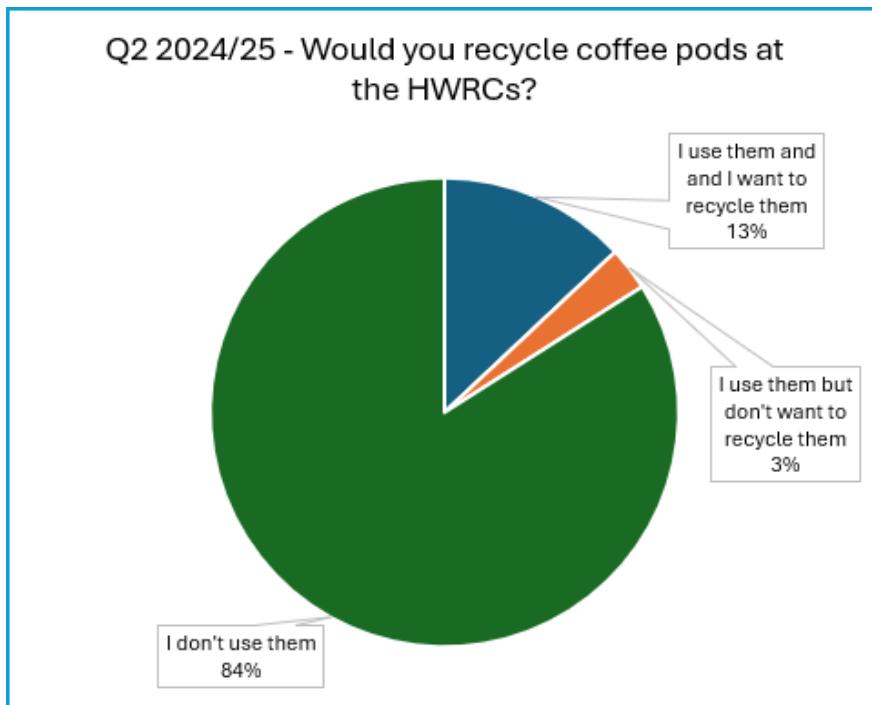
customers claiming to be aware of the fire risk associated with disposal in black sacks compared to 81% 3 years ago.

5. Did you know that wet paint must never be disposed of in black sack waste?



There has been a significant 29 percentage point improvement in customer knowledge regarding our [wet paint policy](#) at the HWRCs since a year ago when the wet paint policy was first enforced.

6. Would you plan to recycle coffee pods at the HWRCs?



In preparation for the introduction of coffee pod recycling at Capstone and Cuxton HWRCs earlier this month, we added a question to the survey to gauge interest and raise awareness. Interestingly, 16% of those completing the survey claim to use coffee pods, and over 80% of those coffee pod enthusiasts would plan to recycle them at the HWRCs.

Aims for next contract year

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

- Continued Compliance with Legislation and Environmental Permits
- Improving recycling rates at all sites
- Continued Best Value of reducing costs and enhancing income streams through the open book accounting,
- New permit applications for the 3 recycling centres putting them onto Standard Rules Permits
- Review and investigation into a business case for the introduction of a reuse shop to further enhance reuse as a means for recycling.
- Review and investigation into reducing the carbon footprint of the recycling centre contract.