

CABINET

17 JANUARY 2012

GATEWAY 4 PROCUREMENT POST PROJECT COMPLETION REVIEW: HOUSEHOLD WASTE RECYCLING CENTRES

Portfolio Holder: Councillor Phil Filmer, Front Line Services

Report from: Robin Cooper, Regeneration, Community and Culture

Author: Sarah Dagwell, Head of Waste Services

Summary

This report seeks permission from Cabinet to review the progress of the Household Waste Recycling Centre (HWRC) contract currently delivered by Waste Recycling Group (WRG).

This is based upon the procurement process that was undertaken during 2009-2010 and which led to an award of contract by Cabinet on 20 July 2010 for service commencement on 1 October 2010.

The commencement and delivery of this procurement requirement was approved by Cabinet at Procurement Gateway 1 on 26 January 2010 and subsequent approval for contract award was provided by Cabinet at Procurement Gateway 3 on 20 July 2010.

Approved Procurement Gateway 1 and 3 Reports relating to this Gateway 4 report are available upon request.

This Procurement Gateway 4 report has been approved for submission to Cabinet after review and discussion Regeneration, Community and Culture Directorate Management Team meeting on 24 November 2011 and Procurement Board on 30 November 2011.

1. Budget and Policy Framework

1.1 Post Project Appraisal / Contract Management

This procurement post project appraisal and its subsequent review 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 highlighted within the Procurement Gateway 1 Report.

2. Background

2.1 Contract Details

This contract is a services contract.

2.1.1 Supplier Details

This Gateway 4 Report relates to the HWRC contract currently delivered by Waste Recycling Group (WRG) covering the management of the Council's three sites located at Ambley Road, off Hoath Way, Gillingham; Shawstead Road, Capstone; Chatham and Sundridge Hill, Cuxton.

2.1.2 Contract Description

The HWRC contract broadly consists of the following elements:

- The management of three HWRC's detailed above;
- The haulage of all materials arising at the sites with the exception of Waste electrical and electronic equipment (WEEE) and household batteries, which are covered by producer compliance schemes (PCS);
- The marketing and sale of materials arising at the sites with the exception of residual waste, wood waste, and those detailed above;
- Achievement of a 50% recycling rate target at each site in the first 12 months after commencement, and 60% for each following 12 month period;
- The provision and maintenance of containers necessary to provide the service to supplement those provided by the Council;
- The provision of all plant and equipment necessary to provide the service including remote access to the CCTV system, an electronic data management system, and an automatic number plate reader (ANPR) system at each site.

This contract follows the Council's core values to ensure we have services that put our customers at the heart of everything we do at the same time as giving value for money and fits with the strategic priority of a clean and green environment.

Such services need to support the Council's waste strategy that in turn provides the basis for targets in performance and community plans. The primary objectives are to:

- Ensure compliance with statutory duties.
- Meet statutory performance targets.
- Ensure continuity of a front line service.
- Provide services within agreed budgets.
- Meet requirements to achieve efficiency gains.
- Provide environmentally sustainable services

2.2 Permissions Required

- 2.2.1 This report seeks permission to provide Cabinet with a post project appraisal and continue this termed contract for remainder of the contract duration of 7 years (from October 2010 – September 2017) with the inclusion of further Gateway 5 reporting requirements
- 2.2.2 This request is on the basis that even though this contract has delivered all of the year one objects set out in the contract and in accordance with the service specification, the contract is still considered high risk and there are further target requirements that are yet to be met by the contractor in years 2-7.

3. Options

In arriving at the preferred option as identified within Section 4.1 'Preferred Option', the following options have been considered with their respective advantages and disadvantages.

3.1 Conclude Current Contract and Provide Action Plan

The option of concluding the contract with immediate effect on the basis that the contract is a termed contract with provisions within the terms and conditions to cancel contractual arrangements for supplier non-performance and providing an action plan for future projects is not a viable option because this is a new contract for a period of 7 (plus 2) years, of which we are only at the end of year one and to break the contract would cost the council several million pounds.

3.2 Continue With Current Contract and Negate Any Further Gateway 4 or Gateway 5 Reporting Requirements

The option of continuing with the current contract for the remainder of the contract term and negating any further Gateway 4 or Gateway 5 requirements is not a viable option because this is

- a high risk procurement
- is a high value contract,
- has direct front line service provision implications
- is of strategic importance to the authority

3.3 Continue With Current Contract and Subject Contract to Further Gateway 4 and/or Gateway 5 Reporting Requirements

The option of continuing with the current contract for the remainder of the contract term and subjecting the contract to further Gateway 4 and/or Gateway 5 requirements has been considered and below are the advantages and disadvantages of this option:

Advantages

There are increasing recycling targets set for year 2 of this contract, 60%, which is likely to prove very challenging for the incumbent contractor.

Additionally negotiations are underway regarding uptake of the 2 year extension which, if successful and efficiencies can be realised, would require a Gateway 5 report within the next year.

Disadvantages
None identified.

3.4 Other alternative options

No alternative options have been identified.

4. Advice and analysis

4.1 Preferred Option

Further to an extensive review of procurement options as highlighted within Section 3 'Options' above, the following preferred option is recommended to the Strategic Procurement including justification for this.

Option 3.3 Continue With Current Contract and Subject Contract to Further Gateway 4 and/or Gateway 5 Reporting Requirements

This option will provide Medway with the best value for money and help to ensure the contract continues to perform to standard.

4.1.1 Procurement Project Outputs / Outcomes

The following procurement outcomes/outputs identified as important at Gateway 1 to the delivery of this procurement requirement and identified as justification for awarding the contract at Gateway 3, have been appraised in the table below to demonstrate how the procurement contract and corresponding supplier has delivered said outcomes/outputs.

Additionally, the annual report from WRG has been included at Appendix 1.

Outputs / Outcomes	How has success been measured? Who has measured success of outputs/ outcomes? When was success measured? How has procurement contract delivered outputs/outcomes?
1. Ensure compliance with statutory duties.	<p>The provision, and hence management, of the household waste recycling centres is a statutory duty for the waste disposal authority of an area, of which Medway as a unitary authority holds this duty.</p> <p>The success of this contract is measured via</p> <ul style="list-style-type: none"> – Monthly contract meetings, – Annual report to Overview and Scrutiny Committee (first due Dec 2011) – Monthly corporate monitoring via Covalent returns, – National waste dataflow returns, <p>This contract has been delivered to meet our statutory duties.</p>
2. Meet statutory performance targets.	<p>Statutory targets exist for waste disposal only, Landfill Allowance Trading Scheme (LATS). During 2010/11 our statutory allowance for biodegradable waste sent to landfill was 46826 tonnes. By increasing the recycling rate the sites have managed to lower the amount of residual waste collected and hence have contributed to Medway diverting less waste to landfill and the surplus of landfill allowances as reported in the GW 4 report on waste collection/disposal.</p> <p>During the first year of this contract (October 2010 – Sept 2011) a recycling target of 50% was set. This represented a significant challenge for in coming contractor as it meant a rise from circa 30% to 50% within 12 months. Medway is pleased to report WRG achieved this target at all three sites achieving a contract recycling rate of:</p>

Site	Total Tonnage	Recycled (T) ¹	% Recycled
Capstone	6,967.12	3578.80	51.37
Cuxton	8,157.26	4,133.18	50.67
Hoath Way	5,936.22	3,307.48	55.72
Overall			52.23

Measures of public satisfaction were also taken via surveys at the three sites in December 2010 and April 2011, showing 97% of residents using the site were satisfied with the facilities offered.

3. Ensure continuity of a front line service.

Service continuity has been maintained, despite a change in contractor. There have only been 2 small breaks in service due to extreme weather over Christmas 2010 and the backlog was caught up within one week of each incidence. Additionally Cuxton site was forced to close for one day in the springtime due to overflowing banks. This resulted in default being imposed on the contract and transport for off taking the materials has been thoroughly reviewed to ensure this does not happen again.

4. Provide services within agreed budgets.

Monthly monitoring undertaken by Head of Service and Corporate Finance Officer This is monitored monthly at a local level by the Assistant Director and quarterly at DMT, CMT and Cabinet. Waste Services is due to be audited (internal audit) in 2011/12.

This contract is operating within the agreed budget.

	<p>The 2 contacts are subject to RPI/Baxter indices uplifts each year.</p> <p>An income is derived from KCC for allowing access by their residents to our sites. This has generated an income and offset the running costs for these sites.</p> <p>Details of contract costing/income are in the exempt appendix.</p>
<p>5. Meet requirements to achieve efficiency gains.</p>	<p>The tendering of this contract realised saving in excess of £600k pa as detailed in the exempt appendix.</p> <p>Discussions are underway with WRG regarding the possibility of taking up the 2-year contract extension and hence achieving efficiency gains and a further Gateway report will be presented as/when these negotiations are completed.</p>
<p>6. Provide environmentally sustainable services</p>	<p>Undertaking recycling is a key feature of sustainable waste practices. Each year reports of energy and fuel usage are submitted to Medway as well as robust internal process for auditing their energy usage.</p>

4.1.2 Procurement Project Management

This procurement project will be taken through the remainder of the Gateway Procurement Process through the utilisation of the following project resources and skills:

Head of Waste Services supported by the Strategic Procurement

4.1.3 Post Contract Award Contract Management

The contract management of this contract will continue to be resourced for the remainder of the term through the following contract management strategy:

- Client management: These contracts are managed by the Waste Service team within Front Line Services (FLS). The team structure is detailed in Appendix 2. Additionally support is provided by the Community Officers under Safer Communities within FLS who act as the eyes and ears with local residents and, in particular weekends, health and safety and contract monitoring inspections of the three sites.
- Contract management: The structure of WRG contract management is attached in Appendix 2.

Waste Services has daily contact with WRG and holds regular monthly meeting to discuss service delivery, health and safety, financial issues and recycling/customer services statistics.

4.1.4 Other Issues

There are no other issues have been identified to date that could potentially impact the remainder of this contract term.

4.1.5 TUPE Issues

Further to guidance from Legal Services, Human Resources and the Strategic Procurement Team, it was identified at Gateway 1 that as this is a services related procurement contract, TUPE did apply to this procurement process.

The recommended contract award at Gateway 3 resulted in 9 site staff and 4 drivers being affected by TUPE and transferring as a result from the old contractor not being successful as part of the procurement tender process.

Further to this, there are no further TUPE issues to consider at this stage.

4.2 Other Information

The procurement project management will need to be reviewed within the next 4 years to commence processes for the next HWRC to start in

2017 (or 2019 - depending if the 2 year extension period undertaken at a later stage).

5. Risk Management

5.1 Risk Categorisation

The following risk categories have been identified as having a linkage to this procurement contract at this Gateway 4 Stage

Contractual delivery	X	Health & Safety	X
Service delivery	X	Legal	X
Financial	X		

For each of the risks identified above, further information has been provided below.

Risk Categories	Outline Description	Risk Likelihood A=Very High B=High C=Significant D=Low E=Very Low F=Almost Impossible	Risk Impact I=Catastrophic II=Critical III=Marginal IV=negligible Impact	Plans To Mitigate Risk
a) Contractual delivery	<p>Default by Contractor needing emergency action</p> <p>Termination of Contract due to default by Contractor</p> <p>Volume of waste less than or greater than anticipated</p>	<p>D</p> <p>D</p> <p>C</p>	<p>II</p> <p>II</p> <p>III</p>	<p>Contractor to provide and/or pay for alternative action</p> <p>Adequate contract provision to enable the Council to take effective action when necessary. Clause in contract to enable Medway to reclaim losses.</p> <p>Allowance made for this in Contract conditions.</p>
b) Service delivery	<p>Closure of plant or inability to provide Service due to Force Majeure or relief events</p> <p>Failure of waste management services contractor to meet contract standards for service delivery to the Council.</p> <p>Interruption of availability of some facilities</p>	<p>E</p> <p>D</p> <p>C</p>	<p>II</p> <p>II</p> <p>II</p>	<p>Shared responsibility under Contract conditions.</p> <p>KPI & default system in place for financial compensation. Adequate contract monitoring and enforcement in relation to operations. In appropriate cases by including provisions in the contract for deductions where these standards are not met.</p> <p>Adequate contract monitoring and enforcement in relation to maintenance, security, health and safety, staff training. Contractual provision of back-up equipment and facilities. Fire insurance. In appropriate cases by including provisions in the contract for deductions where such interruptions occur</p>

	Non-household waste entering MSW waste stream or waste incorrectly dealt with according to its category.	C	III	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) Health & Safety	Serious injury/death of staff or public while services are in operation	D	I	Robust health and safety monitoring procedures in place; the waste services contracts in Medway is due to be audited by the HSE in 2011/12 as part of their routine inspections.
d) Legal	Changes in government regulations/law	C	II	Incorporated into the contract that which is likely to be a known change. Clear ground rules have been incorporated into the contract conditions for negotiating future changes in law. However waste industry is likely to be affected substantially in future. The impact of these would be subject to review at the time of establishing whether the financial implications are the responsibility of the Council or shared.
e) Financial	Budgeted net expenditure exceeded	B	II	Prudent budgeting. Robust arrangements for management within budget. Prompt and accurate assessment of unbudgeted proposals and developments. Early negotiations undertaken with contractor when impacts of budget pressures are apparent.
	Overpayment to contractor	E	III	Robust contract procedures for checking contracts, validating invoices and recovering any overpayments. Staff training. Regular internal audit inspections.
	Contractor/employee fraud or corruption	E	II	Robust contract provisions for controlling payments and assets. Adequate supervision and transparency for contract management and negotiations. Staff training. Regular Internal audit inspections.

6. Consultation

6.1 Internal (Medway) Stakeholder Consultation

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

- DMT (report approved 24 November 2011).

6.2 External Stakeholder Consultation

As part of this ongoing procurement contract management, no external stakeholder consultation is required unless changes in services are needed at some later date.

7. Strategic Procurement Board

- 7.1 The Strategic Procurement Board considered this report on 30 November 2011 and supported the recommendations set out in paragraph 10 below.

8. Financial and legal implications

8.1 Financial Implications

- 8.1.1 Detailed finance and whole-life costing information is contained within Section 2.1 Finance and Whole-Life Costing of the Exempt Appendix. This has been reviewed and agreed by the finance team.

8.2 Legal Implications

- 8.2.1 The collection contract, under Clause 3.1.2, states:

If the Council determines that it would be beneficial to the provision of Collection Services and the Street Cleansing Service in the Contract Area to extend the Contract, the Council shall serve a written notice upon the Contractor at least six (6) months before the Initial Expiry Date the effect of which shall be to extend the Contract Period by up to two (2) years from the Initial Expiry Date (the "Extended Expiry Date").

- 8.2.2 Medway Council can take up the option of the contract extension at any time earlier than 6 months before the initial expiry date of 31 September 2017. This option is being explored with WRG and will be subject to a further gateway 5 report as and when negotiations are complete.

- 8.2.3 This report has been reviewed and agreed by Legal Services.

9.3 Procurement Implications

- 9.3.1 This procurement contract and its associated delivery as per the preferred option highlighted at Section 4.1 'Preferred Option' and the recommendations at Section 10, has no further procurement implications which Cabinet must consider.

9.3.2 The contract has delivered against the objectives set out as part of the original tender specification and as part of the Gateway 3 contract award process. The supplier, through a robust internal contract management process, continues to provide the service in line with the contract terms and conditions and continues to deliver to the appropriate key performance indicators. This demonstrates that that the Gateway 3 contract award decision was both correct and based upon a robust procurement process that has enabled the contract to be delivered effectively in year 1. In line with Contract Procedure Rules, Cabinet must decide whether to require any further Gateway 5 reports for this contract during the remainder of the contract term. Any future contract variations shall automatically require a Gateway 5 report to be presented to Cabinet for a decision to be made. Strategic Procurement advises Cabinet to appraise this contract through a minimum of one Gateway 5 per annum to ensure that the contract, which is considered of strategic importance to the Council, continues to deliver effectively throughout the contract term.

9.3.3 This report was approved by Strategic Procurement Board on the 30 November 2011.

9.4 ICT Implications

9.4.1 This procurement does not have any ICT implications.

10. Recommendations

10.1 Cabinet is requested to:

- Note the progress made to date with the collection and disposal contracts and requirement to return as/when with a Gateway 5 report once negotiations with the contractor regarding 2-year extension and efficiencies are completed.

11. Suggested reasons for decision(s)

11.1 The recommendations contained within Section 8 'Recommendations' above are provided on the basis that this contract is providing value for money, and that WRG have achieved their year one target of a 50% recycling rate while delivering high quality services for the residents of Medway with high satisfaction levels recorded.

Lead officer contact

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Background papers

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

Description of document	Location	Date
Gateway1 Options Appraisal: Management of Household Waste Recycling Centres	http://democracy.medway.gov.uk/mglIssueHistoryHome.aspx?Ild=4078	26 January 2010
Gateway 3 Contract Award: Household Waste Recycling Centres	http://democracy.medway.gov.uk/mglIssueHistoryHome.aspx?Ild=4954	20 July 2010

Annual Service Report 2010 / 2011

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1. Executive Summary

The Annual Service Report (ASR) provides a detailed review of the performance of the Medway Council / Waste Recycling Group Contract over the previous twelve months. This is the first ASR following commencement of the contract on the 1st October 2010, and the intention of this report is not only to provide historical contract performance data but to set targets and plans for continuous improvement over the next year.

The Annual Service Report aims to harmonise the information requirements of the Contract Specification with the tender submission from WRG, in order to provide a comprehensive overview of all aspects of the service. It is intended that the ASR becomes a working document, increasing the requirement for self-monitoring of the services provided and bringing a culture of continuous improvement to the Contract.

The requirement to provide the Annual Service Plan is detailed in clause 16.2 of the specification, schedule 4, and reference in the specification and method statements section 4.2.3. This Plan is for the Contract year 2010 / 2011.

2. Report on Mobilisation and progress following Contract commencement

Following award of contract in August 2010, a mobilisation plan was prepared in the form of a GANT chart and was agreed by the Authority. This plan covered all aspects for the commencement of the contract including TUPE transfer, proposed redevelopment of the sites, allocation of plant, and appointment of material off-takers.

The mobilisation plan was carried out successfully apart from the redevelopment of Hoath Way, which was delayed due to unforeseen planning issues.

3. Summary of Performance

This Report is designed to give an overview of the performance of the Contract in 2010/ 2011, including performance against targets, performance against the Service Delivery Plan and the target material streams. It is also intended to give an overview of how the Contract is managed by WRG, together with a look forward and target setting for the contract year 2011 / 2012.

3.1 Overall Waste Input/Output Analysis

The Targets set out in the Contract Specification document, section 3.2 are as follows:

Contract Year	1 st Year Overall Recycling Target	2 nd and subsequent Years Overall Recycling Target
2010 / 2011	50%	60%

Table 1 Contracted Targets

3.1.1 Analysis of overall Waste inputs.

The Targets have been achieved as shown in the table below:

Site	Total Tonnage	Recycled (T) ¹	% Recycled
Capstone	6,967.12	3578.80	51.37
Cuxton	8,157.26	4,133.18	50.67
Hoath Way	5,936.22	3,307.48	55.72
Overall			52.23

Table 2 Performance against Contracted Targets

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

Waste segregation took place at the HWRC' and the wastes and recyclables handled during 2010 were:

Car Batteries, Fluorescent Tubes, Fridges and Freezers, Garden Waste, Gas Bottles, Glass Mixed, Household Batteries, Large Domestic appliances, Metal, Plasterboard, Small Domestic Appliances, Televisions, Textiles, Tyres, Waste Oil, Wood, Cardboard and Paper, Rigid Plastics, Cooking Oil, Mattresses, Co-Mingled Recycling.

All sites have offices for staff welfare, paperwork and visitor registration.

All bulk waste movements are managed without prolonged disruption to the general public. Containers are moved within opening hours where possible, and areas are barriered off to allow the safe movement of containers. In the event that a site is closed to the public during a container change, a member of staff advises waiting cars of the anticipated closure time. This ensures that inconvenience is kept to a minimum and reduces conflict and confrontation.

3.1.2 Details of Waste outputs, including destination; treatment, reprocessing, re-use or disposal use.

The table below identifies the tonnages and destination of the materials separated at the three HWRC sites.

Material	Total Tonnage	Destination	Process	Contract Basis
Cardboard & Paper	301.64	Severnside Recycling, Sittingbourne	Reprocessed	Long-term National
Soil & Hardcore	6,567.14	Thanet Waste, Sandwich	Reprocessed	Ad-hoc agreement
Glass (mixed)	170.18	Viridor , Medway	Reprocessed	Ad-hoc agreement
Green waste	2,293.75	Dunbrik, Swanley, Luddlesdown Farm	Re-use	Internal, Ad-hoc Farm closed
Wood	4,472.12	Countrystyle, Ridham	Treatment	Medway contract
Batteries (auto)	52.49	G&P Batteries	Reprocessed	National contract

Metal	967.11	EMR / Van Dalen	Reprocessed	National / Ad-hoc
Florescent tubes	6.51	Mercury Recycling	Disposal/ Re-use	Ad-hoc contract
Fridges	140.56	Waste Recycling via Light Bro's.	Reprocessed	Veolia contract via Medway
Gas bottles	42.81	Roud Recycling	Re- use	Ad-hoc contract
Mixed Recycling (MDR)	831.01	Viridor, Medway	Reprocessed	Medway Contract
Textiles	91.91	Excel Textiles, Essex	Reprocessed	Ad-hoc contract
Tyres	61.68	S&P Tyres, Sittingbourne	Reprocessed	Ad-hoc contract
WEEE (small)	589.71	Sweep, Sittingbourne	Reprocessed/ Re-used	Veolia contract Via Medway
WEEE (large)	189.20	Sweep, Sittingbourne	Reprocessed/ Re-used	Veolia contract Via Medway
Televisions	370.53	Waste Recycling via Light Bros.	Reprocessed/ Re-used	Veolia contract via Medway
Plasterboard	289.98	Countrystyle, Ridham Dock	Reprocessed	Ad-hoc contract
Oil – Motor	66.15	Eco-Oil, Kingsnorth	Reprocessed	Ad-hoc contract
Household batteries	5.32	Waste Care, Manchester	Reprocessed	Ad-hoc contract
Rigid Plastics	50.36	Kingsnorth Recycling	Reprocessed	Ad-hoc contract

Mattresses	49.79	Eco-Matt, Ashford	Reprocessed/ Re-used	Ad-hoc contract
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Table 3 Recyclate streams, volumes, outlets and contract terms

The only Long-term contract in place is for the supply of news and PAMs (Severnside). Other materials are sold into re-processors on annual or ad-hoc contracts in order to minimise transport, maximise revenues and guarantee quality off-takers with high service levels.

3.1.3 Analysis of overall Recycling performance.

The three HWRC's have shown a consistently strong performance through the year and even with the hardcore and soils removed from the equation they are still achieving over 50% separation. This is a considerable improvement upon the Recycling rate being achieved at the commencement of the contract of c30%. The challenge for the Contract year 2011 / 2012 will be to take this performance and make improvements to separation, when the incoming material is of mixed quality assuming material volumes are maintained through 2011/12, and not diverted due to increased kerbside and independent third sector collections.

3.2 Waste Input/Output Analysis by Site (individual HWRC)

Please see attached a spreadsheet at end of report identifying all materials recycled at each of the sites, and the recycling achievements both individual and overall.

3.3 Recycling Performance by Material type

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

Material	Capstone	Cuxton	Hoath Way	Overall
Asbestos	0.22%	0.26%	0.25%	0.24%
Car Batteries	0.16%	0.21%	0.18%	0.18%
Ceramics	0.49%	0.36%	0.44%	0.39%
MDR	2.59%	3.25%	2.83%	2.91%
Clear Glass	0.04%	0.05%	0.00%	0.03%
Flo Tubes	0.01%	0.02%	0.02%	0.01%
Fridges & Freezers	0.45%	0.56%	0.45%	0.49%
Gas Bottles	0.15%	0.13%	0.17%	0.15%
Green	7.20%	9.29%	7.25%	8.01%

Hardcore	24.27%	21.95%	26.51%	24.05%
Household Batteries	0.02%	0.05%	0.02%	0.03%
Metal	3.32%	3.01%	3.95%	3.38%
Mixed Glass	0.46%	0.75%	0.44%	0.56%
Oil	0.25%	0.23%	0.21%	0.23%
Plasterboard	1.68%	1.22%	0.00%	1.02%
Residual	37.21%	38.99%	32.81%	36.62%
Textiles	0.29%	0.28%	0.42%	0.32%
TVs	1.48%	1.51%	0.82%	1.30%
Tyres	0.57%	0.00%	0.00%	0.19%
WEEE - A - Small	1.69%	2.08%	2.37%	2.03%
WEEE - B - Large	0.70%	0.76%	0.50%	0.66%
WEEE - C - Other	0.00%	0.00%	0.00%	0.01%
Wood	15.25%	14.13%	18.17%	15.68%
Cardboard	1.14%	0.44%	1.77%	1.06%
Hard Plastic	0.24%	0.32%	0.28%	0.29%
Mattresses	0.13%	0.13%	0.15%	0.14%
Cooking Oil	0.01%	0.01%	0.00%	0.01%
Grand Total	100.00%	100.00%	100.00%	100.00%

Table 4 Recycling Performance by Material

3.4 Report on Handling of Hazardous Wastes

The only Hazardous Waste managed at all the sites is Asbestos. During 2010 / 2011 69.48 tonnes were moved through the three HWRC sites, and sent to Pindens for disposal.

3.4.1 Details of types and quantities of Hazardous Wastes handled, their storage and disposal by Site and overall on a month by month basis.

The monthly breakdown of asbestos tonnage managed at the sites is shown in the spreadsheet at end of this report.

3.5 Commercial (Trade) Waste

Details of Commercial Wastes rejected for the site or identification of potential traders through the ANPR system.

During the period 2010/12, WRG reported to Medway Council 15 separate incidents of suspected Trade Waste Customers.

4. Customer satisfaction/Site surveys

4.1 Results of customer satisfaction and site user surveys undertaken during the previous period.

Two Customer Surveys were in February 2011 and April 2011. The third scheduled survey is on hold pending a decision from the Authority on the number of surveys required per annum.

Key issues arising from the surveys were, Queuing at Hoath Way at peak periods, Customer parking at Capstone, Signage at all sites, and late opening restricted to one day per week.

The signage issue has been addressed, together with the customer parking at Capstone.

However the late opening and queuing at Hoath remain to be addressed during 2011/12.

Complaints regarding the service the Group or its sub-contractors have provided at the HWRCs are handled in line with Medway policy.

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

Many of the complaints received at the HWRC's are related to the Council's Recycling policy and where possible, WRG staff have advised the public on the appropriate separation of materials required and directed them to the Council website for further information.

5. Environmental and other considerations

5.1 Environmental Agency (EA) inspections

During 2010/11 the EA paid a single visit only to Hoath Way and Cuxton, with no visits to Capstone.

5.1.1 Details and findings of EA inspections including any penalties, actions, remediation etc.

Their only comments were a light sprinkling of snow on site at Hoath Way, and no permit or working plan kept on site at Cuxton, and the asbestos container was not locked. Both issues were resolved immediately.

No penalties were issued.

5.2 External Audits

Medway Council wardens inspect the sites on an ad hoc basis and to date no major issues have been identified.

5.3 Site security and related issues

5.3.1 A report on any issues arising from unauthorised access or criminal damage at any of the Sites including police report references.

All three HWRC sites have suffered from unauthorised entrance over the previous contract year. All of these cases show evidence of criminal damage to enter the site. Where intruders have been identified by our CCTV provider, Medway police and the contract

manager have attended. This has resulted in two arrests, however the information on these arrests have not been provided to WRG. All criminal damage has been repaired immediately at WRG cost, and the Authority were notified as soon as possible.

5.3.2 Any improvements to Site security undertaken.

A meeting was held with Medway police in July and an agreement was made that Medway police will use all of the HWRC's for overnight "dog training". We await confirmation of start date.

Regrettably following a review of CCTV footage in March, WRG identified a member of staff stealing batteries from site, and following a full investigation the individual concerned was dismissed.

Quarterly reviews of CCTV installation are carried out in conjunction with the contractor to ensure the most effective use of the equipment.

5.4 Health and Safety, and environmental compliance.

One RIDDOR has been reported to the HSE in respect of Cuxton which resulted in the loss of 12 working days due to a slip trip and fall.

No action was taken by the HSE.

All COSHH data is up to date and available at all three sites.

Capstone, Cuxton, and Hoath Way HWRC, provided under this Contract, continue to be operated to ISO14001:2004 standard under the Group's Integrated Management System (IMS).

All aspects of operational sites are risk assessed to ensure that any hazards identified are removed where possible or mitigated to keep the task safe. Work instructions (attached to the end of the Risk Assessments) detail any specific issues associated with the tasks and how the work should be managed. All staff undertaking operational tasks are trained on the Risk Assessments and Work Instructions related to their role and a signed training log is kept with the Risk Assessment to show that operatives understand the activity.

The sites are audited by both Internal Auditors (for the IMS) and external bodies such as the Environment Agency and any non-conformances are addressed as soon as practicably possible.

In 2010, the Group achieved compliance with ISO 9001:2008 for its Quality Management Systems relating to both central functions and on-site waste management activities.

The health and safety of all staff and visitors to the sites is of paramount importance to the Group. WRG has a 'Near Miss' reporting system which helps to identify unsafe practices and address them before they become incidents. These near misses are reported and resolutions discussed on a regular basis with Medway Council at contract meetings.

During 2010, over a hundred near misses were reported by site staff for a variety of issues ranging from a lack of PPE to using mobile phones whilst driving and unsafe containers or road surfaces. Near misses are actioned by the Contract Manager and are logged with the Group Safety, Health and Environment department.

Risk Assessments

All operational activities that are undertaken as part of the Contract are subject to Risk Assessment, a process that establishes the hazards and risks associated with a particular activity and aims to reduce the risk by taking mitigating or preventative action.

Risk assessments for current activities are reviewed annually or is a change of process and new activities are assessed before they take place.

During 2010 all site activities' risk assessments were reviewed and updated. The Assessments are available for the Council to inspect at any of the sites.

Staffing and Welfare Issues

Day to day management of the Contract continues from dedicated offices at the Pepperhill Transfer Station. Both the Contract Manager and Senior Supervisor are contactable by mobile phone 24 hours a day, 7 days a week. Each provides holiday cover for the other.

The Contract Manager (Leigh Phillips) has fifteen year's industry experience and two CoTC Level 4 certificates in Hazardous Waste Treatment and Transfer. The three Site Supervisor have all achieved CoTC Level 4 in Waste Transfer.

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

6. Review of administration of service

- 6.1 Details of any improvements of the reporting/transmitting of data to the Council including the Council's Waste Data Flow requirements.

At regular contract meetings the provision of data to the Council has been discussed and procedures adopted that fully meet the Councils requirements.

- 6.2 Invoicing and price adjustment

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

The annual indexation adjustment for year two of the contract has been agreed and implemented.

7. Infrastructure, plant and equipment maintenance

- 7.1 Routine maintenance

All Facilities used in the service of the Contract were maintained to a high standard during 2010/11 maintaining infrastructure, and fixed plant. Good planned maintenance ensured that plant down-time was minimal through the year with little or no disruption to Medway or the general public. Maintenance records are available for inspection by Medway on request.

7.2 Details of repairs and improvements to the Plant, equipment and infrastructure at each site.

Cuxton

- One new compactor installed
- Two compactors overhauled and serviced
- Extension to the yard area facilitating further container space on site.

Capstone

- One compactor scrapped at Medway request
- One new compactor installed
- Remaining compactors overhauled and serviced
- Customer parking area extended

Hoath Way

- Compactors overhauled and serviced

All three sites provided with new containers and old unusable containers scrapped.

7.3 Business Continuity

Local Authorities are coming under increasing pressure to have robust business continuity systems in place to protect their major services. The waste management service provided by WRG under this Contract is one such contract and therefore contingency arrangements are vital to ensure continuation of service in the event of business interruption. The table below shows the contingency facilities in place in case of severe business interruption (e.g. major fire or flood or long-term plant unavailability).

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

Table 5 Contingency facilities

Fixed and Mobile Plant

Service and maintenance agreements are in place for all mobile and fixed plant on the HWRC sites. reducing the likelihood of failure and guaranteeing the attendance of an engineer the same working day to commence repairs. In the event of a more substantial mobile plant failure, a hire machine can be brought onto site the same day.

8. Aims for forthcoming year

8.1 Report on recycling bonus incentive scheme.

- Incentivise staff to meet the 2011/12 Recycling Target of 60%
- To support Medway Council in its Education of Medway residents to separate waste and recycle.

8.2 Infrastructure improvements and routine maintenance

Hoath Way

- Expansion of the site to facilitate additional containers for further separation of waste received

Capstone

- Continue discussions with Council for the potential to receive and recycle Trade Waste, which would require the installation of a weighbridge and an adaption of the site layout.

Cuxton

- No infrastructure plans

Routine Maintenance to be continued as per manufactures recommendations

8.3 Action Plan for 2012

Subject to further discussion and agreement, the targets for 2011 / 2012 are ;

- Continued improvement to the layout of the HWRC's to maximise use-ability and improve the public's perception of the service;
- Review the off-takers for all materials to ensure value for money;

- Review in conjunction with the Council the opening hours of the HWRC's to ensure maximum efficiencies;
- Review the haulage for the HWRC's and internalise fully if possible, in order to improve the emptying of containers at the HWRC. To assist Medway where possible to achieve defined cost-savings by improving service efficiencies, broadening the range of recyclables separated at the HWRC's and providing more timely management information.
- To assist Medway with their communications and education strategy including publicity for landfill diversion initiatives and re use.
- Continue the preparations for the location of a re-use shop in Medway to commence 1st April 2012
- To continue to explore opportunities for a contract extension

Recycling Rates HWRC's

Capstone	October	Nov	December	January	February	March	April	May	June	July	August	Sept	
Car Batteries	2.00	0.00	0.78	0.69	0.76	0.00	2.89	1.58	0.00	2.25	1.40	2.30	14.65
Fluro tubes	0.00	0.00	0.00	0.00	0.00	0.11	1.52	0.00	0.13	0.00	0.20	0.00	1.96
Fridges/Freezers	2.08	4.12	1.64	2.52	3.48	3.92	5.96	4.24	2.72	4.48	3.52	4.04	42.72
Garden Waste	61.48	42.30	6.36	12.00	28.72	59.86	104.36	76.42	70.69	75.70	62.74	76.92	677.55
Gas Bottles	1.62	0.71	0.35	0.00	0.75	1.35	1.43	2.60	0.00	3.26	0.77	1.23	14.04
Glass Mixed	0.00	3.76	5.70	5.44	0.00	0.00	11.68	0.00	5.56	5.50	0.00	5.78	43.42
Glass Fint	3.52	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.52
Houshold batteries	0.40	0.00	0.00	0.00	0.40	0.00	0.00	0.00	0.60	0.00		0.36	1.76
LDA (B stream weee)	5.18	2.88	2.22	8.60	6.78	11.16	5.88	3.64	6.32	0.00	9.62	3.60	65.88
Metal	21.14	20.60	10.56	22.67	15.88	35.58	44.12	33.15	23.88	26.82	34.20	24.74	313.34
Plasterboard	12.24	12.48	8.12	12.96	8.82	20.60	14.04	12.36	14.26	14.88	15.32	11.98	158.06
SDA (A stream weee)	11.18	11.42	4.96	13.60	10.34	16.02	19.32	16.80	15.34	17.12	14.00	17.38	167.48
Televisions	8.70	7.14	5.92	10.16	8.88	18.16	17.66	15.00	10.06	12.20	11.60	14.20	139.68
Textiles	1.50	1.46	0.72	1.61	0.70	1.20	1.76	1.66	3.10	4.60	5.06	4.06	27.42
Tyres	5.24	4.73	0.97	3.31	3.17	5.79	5.48	6.02	5.92	6.37	4.26	1.98	53.23
Waste Oil	3.13	2.20	0.00	1.97	1.79	1.56	2.24	3.80	2.00	1.60	1.00	2.70	23.99
Wood	113.74	106.72	44.20	102.14	110.22	120.04	118.28	153.40	141.64	125.38	169.56	130.20	1435.52
Cardboard	0.00	0.00	0.00	0.00	0.00	0.00	4.92	17.58	17.74	16.66	24.68	25.36	106.94
Rigid Plastic	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.91	12.18	10.77	24.86
Cooking Oil	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.09	0.00	0.09
Mattresses	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6.74	12.12	18.86
Co-mingled Recycling	24.80	31.88	22.72	36.78	27.44	33.96	16.96	12.94	10.48	13.12	6.16	6.58	243.82
Rejects to landfill	2.48	3.19	2.27	3.68	2.74	3.40	1.70	1.29	1.05	1.31	0.62	0.66	24.38
Sub-Total	277.95	252.40	115.22	234.46	228.12	329.31	378.49	361.19	330.44	331.84	383.09	356.30	3578.80
Landfill	309.08	260.22	157.48	257.42	239.18	350.16	459.60	370.34	292.92	301.30	162.26	228.36	3388.32
Hardcore	146.10	92.78	21.16	77.18	104.42	205.44	291.84	346.80	233.80	260.06	182.82	213.13	2175.53
Total	309.08	260.22	157.48	257.42	239.18	350.16	459.60	370.34	292.92	301.30	162.26	228.36	3388.32
Asbestos	1.82	2.36	0.00	0.00	2.20	0.00	2.74	3.28	1.90	2.46	1.54	1.98	20.28
CONTRACT RECYCLING %													
Total Waste	587.03	512.62	272.70	491.88	467.30	679.47	838.09	731.53	623.36	633.14	545.35	584.66	6967.12
Recycling Rate	47.35%	49.24%	42.25%	47.67%	48.82%	48.47%	45.16%	49.37%	53.01%	52.41%	70.25%	60.94%	51.37%
SITE RECYCLING %													
Total Waste	733.13	605.40	293.86	569.06	571.72	884.91	1129.93	1078.33	857.16	893.20	728.17	797.79	9142.65

Recycling Rate **57.84%** **57.02%** **46.41%** **54.76%** **58.16%** **60.43%** **59.32%** **65.66%** **65.83%** **66.27%** **77.72%** **71.38%** **62.94%**

Cuxton	October	Nov	December	January	February	March	April	May	June	July	August	Sept	
Car Batteries	2.00	2.00	0.00	1.50	2.95	3.67	1.93	1.85	2.20	2.48	0.65	1.60	22.84
Fluro tubes	0.00	0.00	0.28	0.00	2.24	0.00	0.20	0.00	0.20	0.00	0.27	0.61	3.80
Fridges/Freezers	4.04	5.80	3.00	4.76	4.72	7.24	5.60	5.24	4.24	5.56	5.96	4.40	60.56
Garden Waste	85.24	65.68	4.92	31.08	37.82	95.90	139.20	111.52	102.71	118.47	108.01	107.87	1008.42
Gas Bottles	1.83	0.77	0.93	0.00	0.98	1.30	1.32	2.45	0.00	2.93	0.60	1.32	14.41
Glass Flint	5.88	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.88
Glass Mixed	5.96	4.94	11.50	6.00	6.28	6.44	6.34	11.82	6.16	6.24	9.30	0.00	80.98
Houshold batteries	0.40	0.00	0.00	0.40	0.00	0.00	0.20	0.00	0.80	0.00		0.36	2.16
LDA (B stream weee)	6.94	6.44	2.42	9.40	7.28	7.02	7.90	9.52	5.12	5.04	5.54	9.02	81.64
Metal	24.79	17.66	13.50	26.87	16.33	34.74	43.68	32.50	32.34	27.80	30.86	27.42	328.49
Plasterboard	8.02	8.94	7.56	14.22	8.94	11.80	20.10	10.52	6.76	11.34	10.26	13.46	131.92
SDA (A stream weee)	19.50	14.56	8.40	22.08	12.65	22.66	19.72	25.50	19.48	21.88	16.90	17.92	221.25
Televisions	14.44	10.98	12.86	16.06	14.42	15.52	15.74	13.56	12.08	13.22	10.66	13.28	162.82
Textiles	2.00	1.99	1.11	1.43	0.83	2.04	1.96	1.59	4.43	3.22	6.15	3.14	29.87
Tyres	0.00	0.00	0.00	0.00	0.00	8.00	0.00	0.00	0.00	0.45	0.00	0.00	8.45
Waste Oil	2.40	1.80	1.60	0.00	1.60	3.13	2.00	3.80	0.00	3.00	3.10	2.00	24.43
Wood	103.60	96.38	60.36	96.22	124.22	153.92	191.90	159.42	140.18	140.30	137.60	122.90	1527.00
Cardboard	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7.74	17.86	21.82	47.42
Rigid Plastics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	16.39	18.63	35.02
cooking oil											0.00	0.60	
Mattresses	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.49	14.28	18.77
Co-mingled Recycling	32.70	32.44	30.20	54.32	22.50	38.56	36.08	32.56	34.48	8.48	16.36	12.94	351.62
Rejects to landfill	3.27	3.24	3.02	5.43	2.25	3.86	3.61	3.26	3.45	0.85	1.64	1.29	35.16
Sub-Total	319.74	270.37	158.64	284.34	263.75	411.94	493.88	421.84	371.18	378.15	400.95	393.58	4133.18
Landfill	306.38	284.02	224.24	310.28	319.96	379.40	481.40	473.92	360.78	392.18	217.14	274.38	4024.08
Hardcore	158.00	124.64	9.62	98.22	89.14	225.50	340.66	268.14	286.30	263.42	170.48	245.60	2279.72
Total	306.38	284.02	224.24	310.28	319.96	379.40	481.40	473.92	360.78	392.18	217.14	274.38	4024.08
Asbestos	1.76	0.00	2.18	1.30	0.00	4.20	2.44	2.92	5.48	2.32	1.96	3.52	28.08
CONTRACT RECYCLING %													
Total Waste	626.12	554.39	382.88	594.62	583.71	791.34	975.28	895.76	731.96	770.33	618.09	667.96	8157.26
Recycling Rate	51.07%	48.77%	41.43%	47.82%	45.19%	52.06%	50.64%	47.09%	50.71%	49.09%	64.87%	58.92%	50.67%
SITE RECYCLING %													
Total Waste	784.12	679.03	392.50	692.84	672.85	1016.84	1315.94	1163.90	1018.26	1033.75	788.57	913.56	10436.98

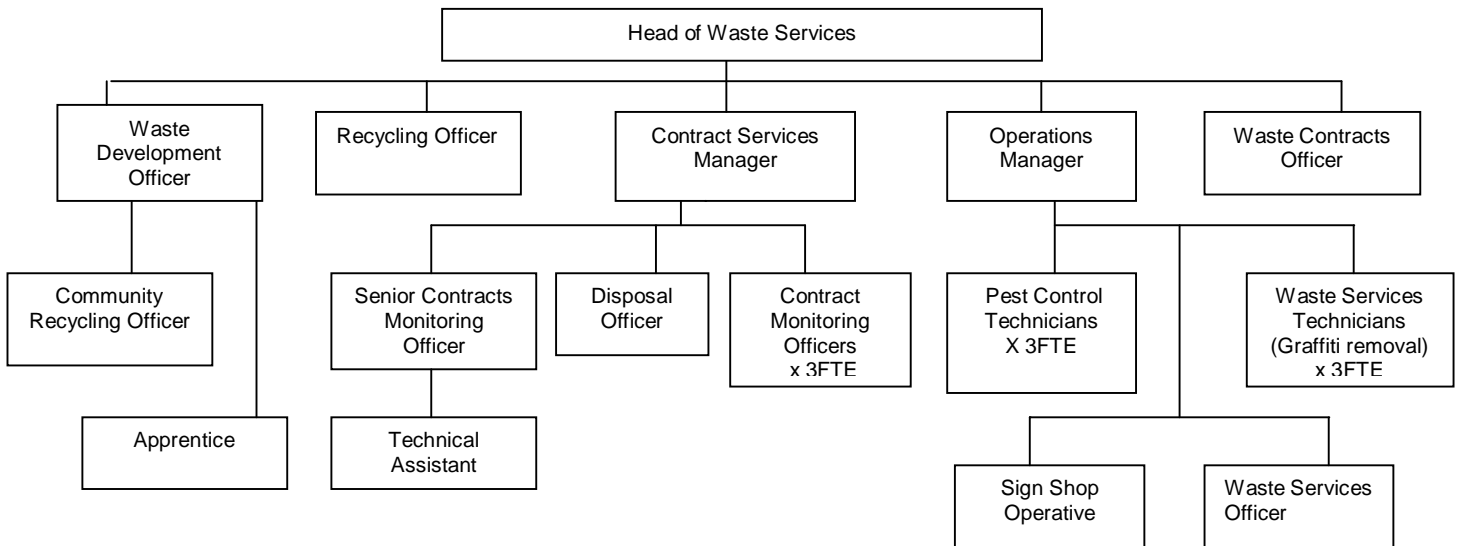
Recycling Rate **60.93%** **58.17%** **42.87%** **55.22%** **52.45%** **62.69%** **63.42%** **59.28%** **64.57%** **62.06%** **72.46%** **69.97%** **61.44%**

Hoath Way	October	Nov	December	January	February	March	April	May	June	July	August	Sept	
Car Batteries	2.00	1.00	0.96	1.07	1.08	1.40	2.00	0.91	1.00	0.00	1.50	2.08	15.00
Fluro tubes	0.00	0.00	0.00	0.17	0.00	0.00	0.28	0.00	0.15	0.00	0.14	0.00	0.74
Fridges/Freezers	2.36	2.44	2.04	1.76	3.04	3.88	4.44	2.88	2.96	3.88	3.60	4.00	37.28
Garden Waste	51.88	40.12	11.08	22.86	19.90	46.80	77.16	66.20	47.70	84.89	62.11	77.08	607.78
Gas Bottles	2.04	0.80	0.30	0.00	0.95	1.11	1.53	2.69	0.00	2.45	1.07	1.44	14.36
Glass Mixed	0.00	0.00	5.60	6.34	0.00	0.00	6.50	0.00	6.96	0.00	6.22	4.76	36.38
Houshold batteries	0.00	0.00	0.00	0.40	0.00	0.00	0.24	0.00	0.40	0.00	0.00	0.36	1.40
LDA (B stream weee)	5.30	4.12	2.54	2.94	2.70	5.22	2.38	2.52	5.58	3.82	2.26	2.30	41.68
Metal	24.40	18.88	8.14	23.08	21.24	35.54	39.16	30.38	31.68	29.36	35.80	27.62	325.28
Plasterboard	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
SDA (A stream weee)	11.08	17.66	11.70	15.46	16.20	19.76	21.62	18.20	14.54	15.32	21.78	17.66	200.98
Televisions	5.38	5.64	6.10	6.92	5.78	8.00	5.24	5.92	6.55	5.48	4.00	3.02	68.03
Textiles	1.60	2.35	1.28	2.19	1.56	2.42	2.21	2.37	3.54	5.01	6.19	3.90	34.62
Tyres	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Waste Oil	0.71	1.61	0.00	0.72	0.72	2.29	2.89	2.00	1.00	3.00	1.50	1.30	17.73
Wood	110.70	104.10	58.16	91.98	115.58	168.06	168.74	163.52	125.12	134.18	143.22	126.24	1509.60
Cardboard	0.00	0.00	0.00	0.00	0.00	0.00	10.44	26.78	27.78	22.88	33.60	25.80	147.28
Rigid Plastic	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.91	11.80	11.80	25.51
Mattresses	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.48	9.68	12.16
Co-mingled Recycling	29.28	33.72	42.52	28.90	26.08	36.90	10.68	5.36	4.82	7.44	5.42	4.08	235.20
Rejects to landfill	2.93	3.37	4.25	2.89	2.61	3.69	1.07	0.54	0.48	0.74	0.54	0.41	23.52
Sub-Total	246.73	232.44	150.42	204.79	214.82	331.38	355.51	329.73	279.78	319.61	342.68	323.12	3307.48
Landfill	221.66	213.38	165.38	218.44	201.56	261.96	303.68	265.14	223.50	226.84	137.20	190.00	2628.74
Hardcore	144.94	89.14	41.82	79.08	111.10	190.06	313.49	318.90	224.30	263.50	149.26	186.30	2111.89
Total	221.66	213.38	165.38	218.44	201.56	261.96	303.68	265.14	223.50	226.84	137.20	190.00	2628.74
Asbestos	0.00	2.08	0.00	2.62	0.00	3.26	0.00	6.60	0.00	2.80	1.92	1.80	21.08
CONTRACT RECYCLING %													
Total Waste	468.39	445.82	315.80	423.23	416.38	593.34	659.19	594.87	503.28	546.45	479.88	513.12	5936.22
Recycling Rate	52.68%	52.14%	47.63%	48.39%	51.59%	55.85%	53.93%	55.43%	55.59%	58.49%	71.41%	62.97%	55.72%
SITE RECYCLING %													
Total Waste	613.33	534.96	357.62	502.31	527.48	783.40	972.68	913.77	727.58	809.95	629.14	699.42	8048.11
Recycling Rate	63.86%	60.11%	53.76%	56.51%	61.79%	66.56%	68.78%	70.98%	69.28%	71.99%	78.19%	72.83%	67.34%

CA Sites	October	Nov	Dec	January	February	March	April	May	June	July	August	Sept	
Car Batteries	6.00	3.00	1.75	3.26	4.79	5.07	6.82	4.34	3.20	4.73	3.55	5.98	52.49
Fluro tubes	0.00	0.00	0.28	0.17	2.24	0.11	2.00	0.00	0.48	0.00	0.61	0.61	6.51
Fridges/Freezers	8.48	12.36	6.68	9.04	11.24	15.04	16.00	12.36	9.92	13.92	13.08	12.44	140.56
Garden Waste	198.60	148.10	22.36	65.94	86.44	202.56	320.72	254.14	221.10	279.06	232.86	261.87	2293.75
Gas Bottles	5.49	2.27	1.58	0.00	2.67	3.76	4.28	7.73	0.00	8.63	2.43	3.99	42.81
Glass Mixed	5.96	8.70	22.80	17.78	6.28	6.44	24.52	11.82	18.68	11.74	15.52	10.54	160.78
Glass Flint	9.40	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	9.40
Houshold batteries	0.80	0.00	0.00	0.80	0.40	0.00	0.44	0.00	1.80	0.00	0.00	1.08	5.32
LDA (B stream weee)	17.42	13.44	7.18	20.94	16.76	23.40	16.16	15.68	17.02	8.86	17.42	14.92	189.20
Metal	70.33	57.14	32.20	72.62	53.45	105.86	126.96	96.03	87.90	83.98	100.86	79.78	967.11
Plasterboard	20.26	21.42	15.68	27.18	17.76	32.40	34.14	22.88	21.02	26.22	25.58	25.44	289.98
SDA (A stream weee)	41.76	43.64	25.06	51.14	39.19	58.44	60.66	60.50	49.36	54.32	52.68	52.96	589.71
Televisions	28.52	23.76	24.88	33.14	29.08	41.68	38.64	34.48	28.69	30.90	26.26	30.50	370.53
Textiles	5.10	5.80	3.11	5.23	3.08	5.65	5.92	5.62	11.07	12.83	17.39	11.11	91.91
Tyres	5.24	4.73	0.97	3.31	3.17	13.79	5.48	6.02	5.92	6.82	4.26	1.98	61.68
Waste Oil	6.24	5.61	1.60	2.69	4.11	6.98	7.13	9.60	3.00	7.60	5.60	6.00	66.15
Wood	328.04	307.20	162.72	290.34	350.02	442.02	478.92	476.34	406.94	399.86	450.38	379.34	4472.12
Cardboard	0.00	0.00	0.00	0.00	0.00	0.00	15.36	44.36	45.52	47.28	76.14	72.98	301.64
Rigid Plastics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.82	23.98	22.56	50.36
Mattresses	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	13.71	36.08	49.79
Co-mingled Recycling	86.78	98.04	95.44	120.00	76.02	109.42	63.72	50.86	49.78	29.04	27.94	23.60	830.64
Rejects	8.68	9.80	9.54	12.00	7.60	10.94	6.37	5.09	4.98	2.90	2.79	2.36	83.06
Sub-Total	844.41	755.21	424.28	723.58	706.70	1072.63	1227.88	1112.75	981.40	1029.60	1110.24	1073.00	10978.60
Landfill	837.12	757.62	547.10	786.14	760.70	991.52	1244.68	1109.40	877.20	920.32	516.60	692.74	10041.14
Hardcore	449.04	306.56	72.60	254.48	304.66	621.00	945.99	933.84	744.40	786.98	502.56	645.03	6567.14
Total	837.12	757.62	547.10	786.14	760.70	991.52	1244.68	1109.40	877.20	920.32	516.60	692.74	10041.14
Asbestos	3.58	4.44	2.18	3.92	2.20	7.46	5.18	12.80	7.38	7.58	5.42	7.30	69.44
CONTRACT RECYCLING %													
Total Waste	1681.53	1512.83	971.38	1509.72	1467.40	2064.15	2472.56	2222.15	1858.60	1949.92	1626.84	1765.74	21019.74
Recycling Rate	50.22%	49.92%	43.68%	47.93%	48.16%	51.96%	49.66%	50.08%	52.80%	52.80%	68.25%	60.77%	52.23%
SITE RECYCLING %													
Total Waste	2130.57	1819.39	1043.98	1764.20	1772.06	2685.15	3418.55	3155.99	2603.00	2736.90	2129.40	2410.77	27586.88
Recycling Rate	60.71%	58.36%	47.59%	55.44%	57.07%	63.07%	63.59%	64.85%	66.30%	66.37%	75.74%	71.26%	63.60%

Appendix 2: Structure Charts

Medway Council: Waste Services



WRG: Medway Contract

