

HERTFORDSHIRE COUNTY COUNCIL**COMMUNITY SAFETY & WASTE MANAGEMENT CABINET PANEL****WEDNESDAY 21 OCTOBER 2015****HOUSEHOLD WASTE RECYCLING CENTRE SERVICE**Report of the Chief Executive & Director of Environment

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1. Purpose of report

- 1.1 To provide the Panel with an update and review of the service changes implemented by Amey at the county council Household Waste Recycling Centres (HWRCs) on 5 January 2015.

2. Summary

- 2.1 The Household Waste Recycling Service (HWRS) handles almost 85,000 tonnes of waste and receives approximately 2.2 million visits per annum. The service provides facilities to segregate up to 33 different materials for recycling, reuse or recovery. Historically the service has been managed using a disaggregated approach by having a number of separate contracts for the various elements of the operation. The new contract combines all of these into one contract with a single service provider.
- 2.2 Members agreed in March 2012 to carry out an outcome based EU procurement exercise, using the competitive dialogue process, for a countywide contract for the provision of a new HWRS by October 2014.
- 2.3 Amey was selected as the preferred bidder in late May 2014 and the contract was awarded to them in June 2014. In order to achieve the required financial efficiencies, Amey proposed a number of service changes to the delivery of the HWRS including the closure of the Hoddesdon and Elstree HWRCs, standardising hours to 08.00 – 16.00 all year round and closing all sites two days a week.
- 2.4 At the Highways and Waste Management Panel meeting on 22 September 2014 Members recommended (later agreed by Cabinet) to keep the Hoddesdon and Elstree HWRCs open, change the opening hours to 10.00 – 18.00, where planning and lighting conditions allowed

and retain the two closure days to make the required savings of £750,000.

- 2.5 Amey took over the operation of the county's 17 HWRCs on 6 October 2014 and implemented a number of significant service changes from 5 January 2015. These changes included reduced opening hours at 16 of the 17 HWRCs and the closure of the sites for two days a week on two of the least used weekdays (with the exception of Buntingford).
- 2.6 Other changes introduced by Amey included the introduction of a van permitting scheme in an attempt to control misuse by businesses and other traders, a legitimate commercial waste service at their St Albans depot and the implementation of reuse facilities across the network.

3. Recommendation

- 3.1 That the Panel consider the content of this report.

4. Background

- 4.1 Following an extensive procurement process Amey were awarded a contract for the management of the HWRS. As part of their bid Amey considered a range of available service changes to meet a financial saving target of at least £750,000.
- 4.2 A public consultation was held on these suggested service changes and the results were presented to the Highways and Waste Management Cabinet Panel in September 2014, whose recommendations were agreed and approved by Cabinet.
- 4.3 Having considered the responses to the consultation, Members decided that all 17 HWRCs in the network should remain open. The key changes that were agreed were a reduction in the days the sites are open and in some cases changes to opening times and hours, together with the introduction of measures to deter improper use of sites by commercial vehicles. Appendix A shows the calendar of agreed opening hours and days.

5. Mobilisation

- 5.1 Between the award of the contract in May 2014, and its commencement on 6 October 2014, Amey produced a detailed mobilisation plan and a joint project team was established to implement the plan, ensuring that the key points for the service changeover were addressed, a summary of which is detailed below:
 - **Human Resources** – This included the transfer of 120 employees to Amey from four different companies, including two members of staff from the county council.

- **Legal & Property** – Property and legal services worked with Amey’s solicitors to agree new leases for the occupation of the HWRCs and established a detailed asset register to record the condition of all council assets prior to handover to Amey.
- **Communications** - a plan was produced and disseminated to Members and District Council partners, which is summarised in Appendix B.
- **Customer services** - Amey established their own call centre to manage all calls relating to the HWRCs contract and the county council’s asbestos and chemical waste collection service.
- **Website** - Amey have also created a new website, which works in conjunction with the county council’s hertsdirect.org website and all enquiries, compliments and complaints are now being managed by Amey.
- **Commercial arrangements** – Amey have worked with the county council’s existing suppliers to negotiate new commercial arrangements for the sale of recyclable materials to ensure continuity of service at the HWRCs.
- **Compliance** – Amey have implemented new enhanced environmental and safety management systems to replace existing arrangements across the network.

5.2 The mobilisation of the contract was very successful and Amey took over the operation of the sites on 6 October 2014. All staff were fully inducted on the first day, provided with new uniform and the main site signage was amended to reflect the change in operator.

5.3 Following the contract changeover, Amey consulted with staff to implement changes to their terms and conditions to accommodate the revised opening days and hours from 5 January 2015. The contract of employment placed all employees on a standard 40 hour week. This review resulted in no redundancies, although it meant that some staff had their hours reduced and in these cases, “take home pay” has fallen (despite a higher hourly rate being paid).

6. Audit

6.1 The procurement of the contract and the mobilisation has recently been audited by the Shared Internal Audit Service (SIAS), who confirmed that both processes had been well managed and provided full assurance.

6.2 The report identified that “the new contract provides formal and comprehensive details regarding the agreed service. There are well-documented delivery objectives, including the essential financial savings required. Appropriate key performance indicators are linked to defined formulae and mechanisms in relation to the contractual financial payments and the contract also incorporates opportunities for sharing income and savings between HCC and Amey”.

6.3 It also highlighted that “a robust management framework has been established with appropriate strategic governance, organisational structure and key objectives. This should provide a firm platform, with

potential for further development as required, to enable targeted monitoring and measurement of the performance of Amey under the new contract”.

7. Service Changes

- 7.1 On the 5 January 2015 Amey implemented the changes to opening days and hours, which are shown in Appendix A and introduced the van permitting system.
- 7.2 The changes in opening days and times and the van permitting system were a significant change to the service, which required careful planning and a comprehensive communications campaign, which is summarised in Appendix B.
- 7.3 For a six week period Amey placed a member of staff at each facility on the days they were closed, to provide residents with information of their nearest alternative facility. This also helped to prevent fly tipping outside the sites and to explain the new arrangements to those who were not aware of the changes.
- 7.4 The information in Appendix C demonstrates that Amey had to manage a significant increase in call volumes from the beginning of January. This was anticipated and whilst the number of complaints reduced during February and March, these increased again around Easter and the early summer, which is historically the busiest time of year.
- 7.5 Since early April this year, the HWRC service has been very busy, which has led to queues at certain sites. This has caused problems with the local highway network and has generated complaints from local businesses and site users. Whilst queuing has always been an issue at a number of sites throughout this period, the Letchworth, Hemel Hempstead and Cole Green HWRCs have been the worst affected.
- 7.6 To provide some context regarding the peak periods, the table below shows the tonnages that were received across the network in 2014/15 and highlights that April through to September are the busier periods across the network. These tonnages are broken by site in Appendix D.

| | 2014/15 | | | | |
|-------------------|---------------|---------------|---------------|---------------|---------------|
| | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 | Total |
| Residual | 6,917 | 6,266 | 5,309 | 5,346 | 23,837 |
| Recycling | 12,417 | 11,831 | 9,275 | 7,841 | 41,361 |
| Composting | 4,051 | 3,665 | 2,232 | 1,126 | 11,074 |
| Re-Use | 547 | 513 | 273 | 197 | 1,516 |
| Recovery | 1,850 | 1,704 | 973 | 2,048 | 6,574 |
| Total | 25,781 | 23,978 | 18,062 | 16,557 | 84,362 |

- 7.7 The table below highlights the total number of complaints for specific HWRCs, which shows the Hemel Hempstead and Letchworth HWRCs

have received 24% of the total complaints received since the service changes were introduced and along with the Cole Green HWRC, these sites have received a lot of coverage in the local newspapers.

| HWRC | Jan | Feb | Mar | Apr | May | June | July | Aug | Total | Total Overall % |
|-------------------------------|------------|-----------|-----------|------------|-----------|-----------|-----------|-----------|------------|-----------------|
| Berkhamsted | 3 | 0 | 2 | 1 | 1 | 3 | 0 | 2 | 12 | 1.72% |
| Bishops Stortford | 3 | 2 | 2 | 2 | 0 | 1 | 0 | 0 | 10 | 1.43% |
| Buntingford | 0 | 0 | 0 | 1 | 2 | 0 | 0 | 0 | 3 | 0.43% |
| Cole Green | 4 | 0 | 1 | 11 | 4 | 2 | 2 | 7 | 31 | 4.45% |
| Elstree | 1 | 0 | 0 | 9 | 1 | 2 | 3 | 1 | 17 | 2.44% |
| Harpenden | 2 | 0 | 3 | 3 | 2 | 1 | 1 | 0 | 12 | 1.72% |
| Hemel Hempstead | 3 | 1 | 5 | 33 | 11 | 11 | 3 | 6 | 73 | 10.47% |
| Hoddesdon | 2 | 0 | 2 | 5 | 0 | 0 | 2 | 7 | 18 | 2.58% |
| Letchworth | 1 | 4 | 3 | 28 | 22 | 10 | 6 | 5 | 79 | 11.33% |
| Potters Bar | 1 | 0 | 1 | 7 | 3 | 1 | 1 | 3 | 17 | 2.44% |
| Rickmansworth | 2 | 2 | 0 | 1 | 2 | 2 | 2 | 5 | 16 | 2.30% |
| Royston | 2 | 1 | 1 | 2 | 0 | 0 | 0 | 1 | 7 | 1.00% |
| St Albans | 5 | 0 | 2 | 14 | 4 | 0 | 3 | 2 | 30 | 4.30% |
| Stevenage | 6 | 7 | 5 | 11 | 8 | 5 | 4 | 7 | 53 | 7.60% |
| Turnford | 0 | 2 | 0 | 3 | 0 | 0 | 0 | 0 | 5 | 0.72% |
| Ware | 3 | 6 | 4 | 12 | 1 | 0 | 3 | 1 | 30 | 4.30% |
| Waterdale | 3 | 3 | 2 | 2 | 1 | 3 | 1 | 1 | 16 | 2.30% |
| Non-site specific complaints* | 26 | 2 | 5 | 18 | 11 | 13 | 6 | 11 | 92 | 13.20% |
| Van Permit Complaints | 71 | 21 | 18 | 15 | 11 | 16 | 15 | 9 | 176 | 25.25% |
| Total | 138 | 51 | 56 | 178 | 84 | 70 | 52 | 68 | 697 | |

* “Non-site specific complaints” shows complaints about policy changes or general service provision which could not be linked to specific sites from the details provided.

7.8 Due to the pressure on the network, certain sites have also experienced capacity issues. This may be where the containers for different materials have filled up more quickly than anticipated and required emptying during opening hours, or where full containers cannot be emptied and the site either has to direct people to another facility to dispose of a certain material or site users are unable to recycle and

instead have the option of using residual waste to dispose of their material. However, since January 2015 there has only been 5 early closures where an HWRC has completely filled up, compared to 25 occurrences for the same period last year.

- 7.9 To mitigate some of these issues the council's haulier tries to plan their collections to be carried out on the closure days or outside operational hours. However, there are times when collections during the opening hours are unavoidable, where the bin has filled up and if it is not emptied, the site will not be able to accept the relevant material for recycling or disposal.
- 7.10 Amey and our contracted haulier have been working together to address this issue and have identified that one of the key problems is that their staff are not accurately communicating with the contracted haulier or maximising the weight of material in the containers. This causes the containers to be available for less time and increases the number of collections that need to be made.
- 7.11 To prevent this, Amey intended to implement a staff bonus scheme from the 05 January 2015 to incentivise staff to maximise container weights, but this has been delayed due to resourcing issues on the contract. Officers have issued Amey with a formal Action Plan in accordance with the contract to rectify this poor performance and Amey have now confirmed that the incentive scheme will be in place by 1 October 2015.
- 7.12 Implementation of the van permitting scheme from 5 January 2015, under which anyone using a van, pickup truck, commercial type vehicle or vehicle and trailer combination is required to apply for a permit, valid for 12 visits over a 12 month period has proved very contentious. Appendix C and the table in paragraph 7.7 shows that the majority of complaints in January and February received were regarding this scheme. As a result, council officers have worked closely with Amey to adapt the scheme to address concerns that were raised.
- 7.13 Amey have processed 15,304 van permit applications and c. 6% permit holders have already used up their 12 visit quota and reapplied for a new permit. The number of applications is around 11,000 more than Amey anticipated at the time of tendering, which was based on their experience elsewhere in the country. This shows that improper usage of the network may be an on-going problem and Amey are using the permit scheme to identify these individuals, who may then have their permits revoked.
- 7.14 As part of the planned approach to deter improper usage of the HWRCs, Amey were due to implement a commercial waste service at their St Albans depot to allow traders and commercial organisations to legitimately pay to dispose of their waste. This was due to be in place by 1 April 2015, but was delayed due to the workload created by the additional van permits and issues relating to the depot lease. This issue

was highlighted in an Action Plan issued by officers and Amey implemented the scheme on 2 September 2015.

- 7.15 Fly tipping at the gates of sites on closure days has been minimal and any items were cleared by Amey before the sites reopened. The Environment Agency's Flycapture system records all fly tipping incidents across the country. One of the key resident concerns when the service changes were implemented was that this would encourage fly tipping. However, the information presented in Appendix E demonstrates that recorded incidents of fly tipping are broadly on par with previous years across the county.
- 7.16 Reuse centres were introduced at the sites in April 2015 and these enable residents to drop off items that they feel are suitable for reuse or to buy items. Initial feedback for the centres has been very positive and any income generated is shared between the Council and Amey, who then use their proportion to form part of the staff incentive scheme in order to further maximise waste diversion for re-use and improve performance in a number of operational aspects.

8. Petitions

- 8.1 A notified petition, stating that "the closure of the Letchworth HWRC for two days a week by HCC has caused absolute chaos" was created by Councillor Lorna Kercher on 18 June 2015 with a closing date of 18 August 2015. The petition received 637 signatures in total and calls for the county council "to revert to seven days a week opening at the site, in the interest of public safety and need".
- 8.2 A second petition by Councillor Malcolm Cowan entitled "Cole Green Tip Dangerous Queuing" calls on the County Council to "urgently take steps to reduce or eliminate the problem by building a queuing lane and/or re-opening the site for seven days a week".

9. Actions

- 9.1 Following the service changes, it was evident that queuing at certain sites had become a problem. As a result, officers and Amey conducted an initial survey at the Hemel Hempstead and Letchworth HWRCs, which looked at the number of users, the size of the queue throughout the day, the frequency of visits and how residents are using the site.
- 9.2 Short term mitigation measures were employed during the busy Easter period with an increased staffing level and earlier opening to assist the queues. The impact of these measures was not demonstrably successful and it was felt that usage across the network needed to be investigated further.
- 9.3 Officers commissioned research company M.E.L to conduct a more detailed survey at the Letchworth, Turnford, Hemel Hempstead and

Rickmansworth HWRCs to cover areas across the county for two weeks during August. The results are shown in Appendix F and headline findings are summarised below:

- 54% of users surveyed visited the sites at least every month. Although a relatively small dataset, comparative surveys conducted in 2014 and 2011 showed figures of 29% and 33% respectively for monthly use by residents.

Whilst these figures are not definitive, it is interesting to consider if there may be an emerging relationship between reductions in capacity for certain waste types at the kerbside (e.g. residual waste being collected fortnightly or in a smaller receptacle) and an apparent increased frequency of visits being made to HWRCs. Were such a relationship to exist, this could negatively affect the capacity of the network.

- 42% of those users surveyed who were delivering mixed household/"black bag" waste explained that their visit was because they had too much residual waste to only use their kerbside collections.
- 30% of visitors surveyed had very small quantities i.e. 2 bin bags or less. Therefore, it is important that any communications campaign asks residents to consider whether their visit is necessary and if possible to save the material to make a larger load.
- Overall 85% of residents had separated their waste before they arrived at the sites. However, the survey suggests that more communications are necessary in the Letchworth area, as 25% of users had not separated their material.
- The table below summarises the records of queuing at the four sites identified during the survey:

| Queuing Time | Letchworth | Hemel Hempstead | Rickmansworth | Turnford |
|--------------|------------|-----------------|---------------|----------|
| No Queue | 41.01% | 29.93% | 95.54% | 57.38% |
| Up to 5 mins | 16.58% | 36.38% | 2.98% | 24.95% |
| 6-10 mins | 13.77% | 14.15% | 1.06% | 9.90% |
| 11-15 mins | 10.65% | 7.41% | 0.32% | 4.76% |
| 16-30 mins | 14.07% | 10.20% | 0.11% | 2.91% |
| 31-45 mins | 2.61% | 1.93% | 0% | 0.10% |
| 46-60 mins | 1.21% | 0% | 0% | 0% |
| Over an hour | 0.10% | 0% | 0% | 0% |

- 9.4 This information shows that queuing has not been a significant issue at Turnford and Rickmansworth, but the data for Letchworth and Hemel Hempstead demonstrates that for a higher proportion of users queuing for more than 10 minutes can occur.

- 9.5 In addition to the survey information, officers also arranged for traffic counters to be installed at the four sites and the results of this information can be seen in Appendix G. This shows that the sites are generally very busy as soon as they open and the number of visitors then reduces throughout the day with 16.00 till 18.00 being the quietest period at all sites surveyed. This supports Amey's original proposal to open earlier and close earlier.
- 9.6 Between March and June, it became apparent that some residents were still not aware of the changes to opening hours and days. This resulted in increased complaints and residents queuing to use the site up to two hours before the site opened and residents continuing to visit on the closure days. To counter this, further communications were issued to again inform residents of the changes.
- 9.7 The Wasteaware website has been updated to provide advice to residents on when to visit the sites to avoid the queues and to think about whether a visit is necessary.
- 9.8 To mitigate some of the capacity issues and reduce the number of collections during the operational hours, the council's haulage contractor is now carrying out night time servicing throughout the week and over weekends, where planning and operational conditions allow.
- 9.9 To understand the limitations of the existing network, officers and Hertfordshire Property have developed a service property priority indicator, which can be found in Appendix H. This looks at a number of aspects regarding each site and assesses their short, medium and long term viability to develop a long term strategy for the provision of the HWRS.
- 9.10 This highlights that a number of sites are no longer fit for purpose and officers have asked Hertfordshire Property to investigate the availability of suitable land to relocate or replace these sites, as a matter of priority.
- 9.11 To address some of the issues at specific sites identified earlier in the report and in the petitions at section 8 above, officers have been looking at a number of options, which are summarised below:
- *Letchworth HWRC*
Enquiries have been made with local landowners to investigate relocation or expansion of the existing site. Whilst these discussions have been positive, any redevelopment would take time, require planning and be costly. Therefore, in the meantime officers have developed an alternative option to reconfigure the existing site to increase the capacity for parking by adding 13 more spaces and improve the layout to increase the throughput of traffic. It is proposed to carry out this work during December and use an existing capital allocation of approximately £70 - £80k.

- *Hemel Hempstead HWRC*
The redevelopment of this centre is currently in the detailed design stage and a planning permission application is due to be submitted in October 2015 with a view to commencing construction works in Summer 2016. A new split level layout will increase the number of parking bays available, eliminate the need for steps to access containers and will allow better throughput of traffic to reduce queuing on the highway.
- *Cole Green HWRC*
To address the queuing at the Cole Green HWRC, Amey have made some small changes to the layout of the site, to help improve traffic flow. Hertfordshire Highways have estimated that a new slip road into the site would cost in the region of £600-700,000. The preferred longer term option remains to relocate the site to a more suitable area.

10. Contract monitoring

- 10.1 To monitor Amey's performance, council officers have been conducting frequent visits to the HWRCs to ensure that the sites are running efficiently and that Amey are delivering on the promises made in their bid.
- 10.2 Monthly contract meetings are held to monitor progress against all aspects of Amey's bid and officers have used this to escalate issues and explore potential solutions.
- 10.3 To address performance issues regarding queuing and capacity for materials, officers have issued two action plans in accordance with the contract. These identified key aspects of Amey's bid that have not been delivered and in response they have provided rectification dates to address these areas of poor performance.
- 10.4 The contract uses a payment mechanism, which includes a performance measurement framework. This framework assesses Amey's performance on various aspects of the contract and forms ten percent of their overall payment for the operation of the centres.
- 10.5 Mystery shopping forms a large part of this measurement framework. This involves representatives from the Council and Amey, who are not linked to the contract, carrying out visits where they follow a set list of questions to assess the quality of the service being provided at the centres. To date, all mystery shopping visits have provided positive feedback and Amey have scored an average satisfaction level of 80%.
- 10.6 In addition to the above measures, both the Cabinet Member for Community Safety and Waste Management and previously the Cabinet Member for Highways have met with Amey's senior management team to ensure that they understand the importance of the service and reiterated the need to address some of the performance issues.

11. Long term strategy

- 11.1 As a result of the issues raised in the recent surveys, the county council's Communications Team are working on a new campaign to challenge how users think about how they use the sites and making their visit as quick as possible.
- 11.2 Officers are working with Amey to identify how improvements can be made in making the HWRCs more accessible and user friendly. This involves looking at a potential capital bid for investment in the network to improve aspects like signage and the use of new technology to improve information to public e.g. an interactive website to show capacity for materials and webcams so residents can see how busy the sites are, before they visit.
- 11.3 Amey is also currently investigating options in terms of compaction equipment at the HWRCs, as the current machinery at certain sites is becoming inefficient and expensive to maintain.
- 11.4 In addition to the work being carried out by Hertfordshire Property, officers are also looking to carry out an assessment of the current network's capacity with a view to identifying areas that require improvements. The aim of this analysis is to inform a strategic review on the development of a network of bigger, better located and more fit for purpose HWRCs to ensure that the long term needs of the service and population growth pressures within the County can be met.

Appendix A – Summary of Current Opening Times

| | CALENDAR OF OPENING DAYS | | | | | | | New hours from 05 January 2015 |
|---------------------------|--------------------------|-------------|---|---|---|---|---|--|
| | M | T | W | T | F | S | S | |
| Berkhamsted | | | | | | | | All Year 08.30 - 16.30 |
| Hemel Hempstead | | | | | | | | Summer 10.00 - 18.00 |
| | | | | | | | | Winter 08.00 - 16.00 |
| Rickmansworth | | | | | | | | All Year 10.00 - 18.00 |
| Waterdale | | | | | | | | All Year 10.00 - 18.00 |
| | | | | | | | | Saturdays (Summer only) 08:00 - 18:00 |
| St Albans | | | | | | | | Summer 10.00 - 18.00 |
| | | | | | | | | Winter 08.00 - 16.00 |
| Harpenden | | | | | | | | All Year 10.00 - 18.00 |
| Turnford | | | | | | | | All Year 10.00 - 18.00 |
| Hoddesdon | | | | | | | | All Year 10.00 - 18.00 |
| Ware | | | | | | | | Summer 10.00 - 18.00 |
| | | | | | | | | Winter 08.00 - 16.00 |
| Bishop's Stortford | | | | | | | | All Year 08.00 - 16.00 |
| Royston | | | | | | | | All Year 08.00 - 16.00 |
| Letchworth | | | | | | | | All Year 10.00 - 18.00 |
| Stevenage | | | | | | | | All Year 10.00 - 18.00 |
| | | | | | | | | Saturdays (Summer only) 08:00 - 18:00 |
| Cole Green | | | | | | | | Summer 10.00 - 18.00 |
| | | | | | | | | Winter 08.00 - 16.00 |
| Elstree | | | | | | | | Mon - Fri 08.00 - 16.00 |
| | | | | | | | | Sat - Sun 09.00 - 17.00 |
| Potters Bar | | | | | | | | Summer 10.00 - 18.00 |
| | | | | | | | | Winter 08.00 - 16.00 |
| Buntingford | | | | | | | | Mon - Fri 17.00 - 20.00 |
| | | | | | | | | Sat - Sun 10.00 - 13.00 |
| Key: | | Days Closed | | | | | | |
| | | Days Open | | | | | | |

Appendix B – Summary of the Communications Plan

| | |
|---|---|
| Staff briefings to all HWRC service employees | <p>Internal briefings were carried out for HWRC service employees outlining changes to the service and the impact on their employment.</p> <p>The staff briefings commenced week beginning 10 November and the staff consultation was concluded in advance of the service changes.</p> |
| Press releases to local media | <p>A series of press releases were distributed in weeks leading up to the implementation of the service changes.</p> <p>The first press release was issued 24 November detailing the service changes that came into effect from 5 January 2014.</p> |
| Council magazine articles | <p>Articles to be placed in county/district/borough council magazines.</p> <p>AmeyCespa liaised with the communications teams in the district and borough councils regarding placing articles in magazines and bulletins publicising the service changes. AmeyCespa took out adverts in local media detailing the service changes, where the press releases had not been published.</p> |
| AmeyCespa website | <p>The AmeyCespa website contains a page with information relating to the Hertfordshire Household Waste Recycling Service, the page details that service changes will be implemented from 5 January and links directly to the WasteAware website.</p> <p>http://www.ameycespa.com/hertfordshire</p> |
| WasteAware website. | <p>The new opening hours and days were made available on the WasteAware website.</p> <p>www.hertsdirect.org.uk/wasteaware</p> |
| Social media including Twitter/ Facebook | <p>Service changes were communicated via the county council's social media site.</p> <p>The district/borough councils were encouraged to retweet in order to increase awareness. The WasteAware group also promoted the service changes.</p> |
| Posters | <p>Posters were distributed and displayed in the district and borough offices, receptions and public areas, County Hall, libraries and at the HWRCs.</p> |

| | |
|----------------------------------|--|
| Leaflets | <p>A5 leaflets with the closure details were distributed at all HWRCs.</p> <p>These leaflets included the full list of sites and the new opening hours/days.</p> |
| Signage | <p>New site welcome boards were erected to include the new opening hours, site open days and details of two alternative sites.</p> |
| Recycling Advisors at site gates | <p>Site operatives were available at the gates at centres on closure days for a period of six weeks after the service changes were implemented to direct visitors to an alternative open HWRC.</p> <p>They gave out contact cards with contact details, including the website, along with a leaflet detailing the changes and their alternative sites.</p> |
| Contact cards | <p>Contact cards were available on site from contract commencement and were provided to members of the public that had any queries or comments.</p> <p>The contact cards detailed the WasteAware website, contact telephone number and email address.</p> |

Appendix C – Customer Service Information Update and Comparison

Call Centre Statistics:

| Month | Amey Call Centre Statistics | HCC Call Centre Statistics for same period last year. | Difference from last year |
|-----------------|------------------------------------|--|----------------------------------|
| October | 588 | 420 | +168 |
| November | 553 | 438 | +115 |
| December | 524 | 431 | + 93 |
| January | 2880 | 441 | + 2439 |
| February | 2105 | 318 | + 1787 |
| March | 1978 | 476 | + 1502 |
| April | 2242 | 461 | + 1781 |
| May | 1959 | 489 | + 1470 |
| June | 1606 | 572 | +1034 |
| July | 1674 | 732 | + 1102 |
| August | 1491 | 526 | + 965 |

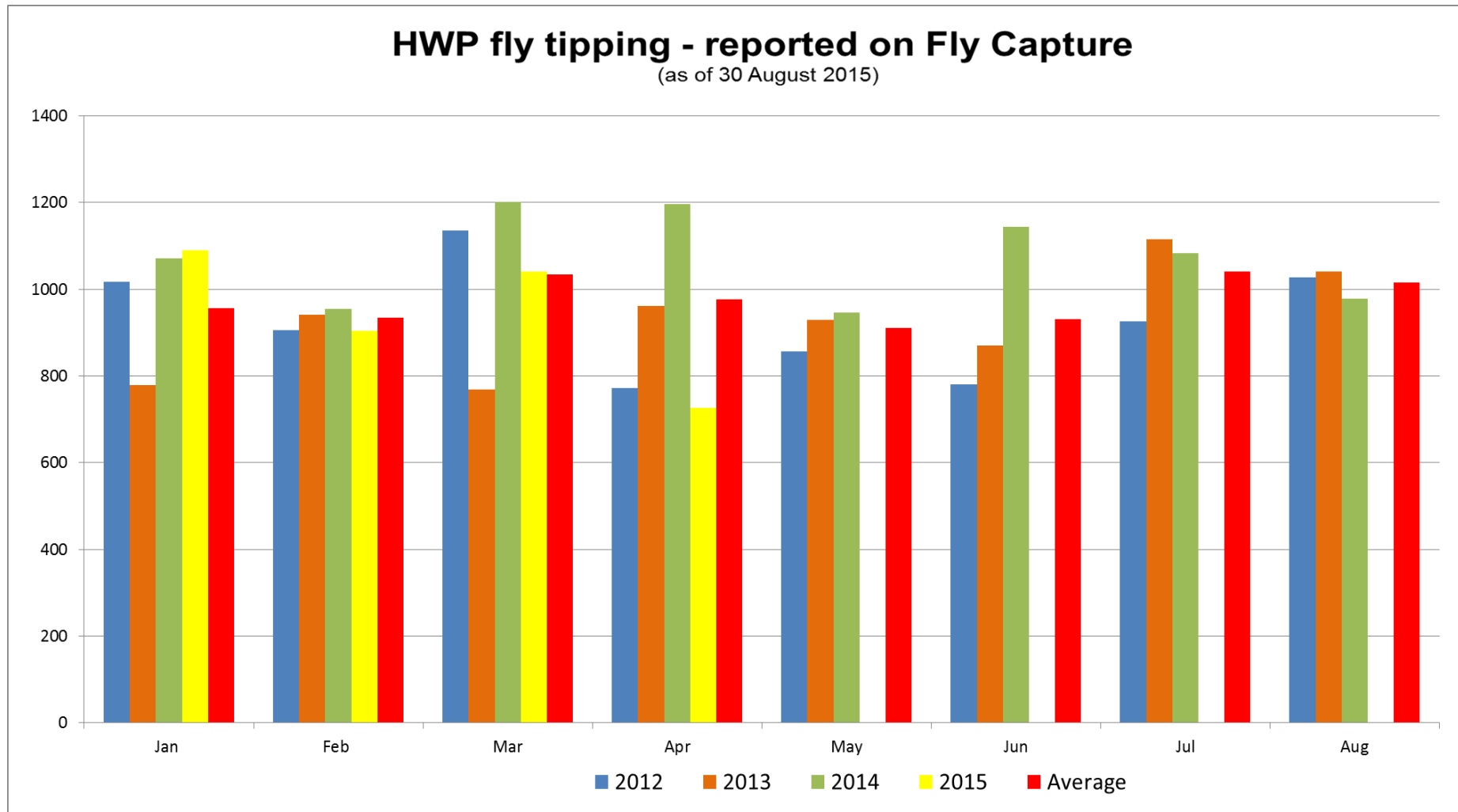
Complaints and Compliments:

| Month | Complaints | | Compliments | | Van Permits Issued | Van Permit Complaints <small>(included in numbers for 2014/2015)</small> |
|--------------|------------|------------|-------------|-----------|--------------------|---|
| | 2013/14 | 2014/15 | 2013/14 | 2014/15 | | |
| October | 18 | 7 | 7 | 1 | - | - |
| November | 5 | 15 | 6 | 2 | - | - |
| December | 9 | 18 | 6 | 5 | 59 | - |
| January | 18 | 138 | 3 | 3 | 2,795 | 71 |
| February | 9 | 51 | 2 | 1 | 1,453 | 21 |
| March | 17 | 56 | 4 | 2 | 2,577 | 18 |
| April | 14 | 178 | 6 | 2 | 2,040 | 15 |
| May | 11 | 84 | 2 | 1 | 1,799 | 11 |
| June | 16 | 70 | 5 | 5 | 1,599 | 16 |
| July | 12 | 52 | 2 | 3 | 1,611 | 15 |
| August | 9 | 68 | 3 | 3 | 1,371 | 9 |
| Total | 138 | 737 | 46 | 28 | 15,304 | 176 |

Appendix D – 2014/15 HWRC Tonnage Breakdown

| 2014/15 HWRC Tonnage Breakdown | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|----------------------------------|-------------|-----------|--------------|------------|--------|--------|--------|--------|------------|---------|--------|--------|--------|--------|----------|------------|--------|-----------|----------|--------|-------------|--------------|-------------|---------|--------|--------|--------|------------|---------|--------|----------------|----------------------|-----------------|---------------------|
| Household Waste Recycling Centre | Green Waste | Cardboard | MDF/Fib Free | Mixed Wood | MDF | Glass | Paper | Metal | Metal (NF) | Fridges | CRT | SDAs | LDAs | Flu | Textiles | Rigid Plas | Tyres | Car Batts | HH Batts | Oil | Cooking Oil | WEEE (Reuse) | Bric-a-brac | Plaster | Toner | CD | Phone | Commingled | Inert | Books | Recycled Total | Residual Waste Total | All Waste Total | Recycled % of Total |
| | Tonnes | Tonnes | Tonnes | Tonnes | Tonnes | Tonnes | Tonnes | Tonnes | Tonnes | Tonnes | Tonnes | Tonnes | Tonnes | Tonnes | Tonnes | Tonnes | Tonnes | Tonnes | Tonnes | Tonnes | Tonnes | Tonnes | Tonnes | Tonnes | Tonnes | Tonnes | Tonnes | Tonnes | Tonnes | Tonnes | Tonnes | Tonnes | Tonnes | % |
| Hoddesdon | 273.0 | 93.4 | 430.3 | 34.4 | 86.62 | 17.4 | 34.5 | 154.7 | 15.9 | 26.3 | 35.9 | 91.6 | | 0.5 | 27.4 | 52.8 | 4.6 | 3.4 | 4.1 | 3.0 | 0.5 | 17.0 | 14.0 | 23.8 | 0.1 | 0.1 | 0.0 | 16.5 | 319.8 | 7.0 | 1,788.5 | 714.4 | 2,502.9 | 71.5% |
| Turnford | 571.6 | 208.5 | 1,011.8 | 114.0 | 215.62 | 28.6 | 83.9 | 415.3 | 8.5 | 51.2 | 66.1 | 192.0 | 27.3 | 0.7 | 55.6 | 112.5 | 9.0 | 5.5 | 3.3 | 9.0 | 2.4 | 12.1 | 13.0 | 88.9 | 0.2 | 0.3 | 0.0 | 32.8 | 963.0 | 3.1 | 4,305.5 | 1,897.6 | 6,203.1 | 69.4% |
| Berkhamsted | 628.8 | 130.4 | 197.4 | 268.4 | 7.08 | 30.1 | 68.8 | 235.1 | 12.7 | 33.0 | 30.0 | 161.6 | 22.7 | 0.2 | 51.1 | 17.8 | 6.7 | 4.4 | 7.2 | 3.3 | 1.1 | 8.5 | | 19.6 | 0.1 | 0.1 | 0.1 | 3.9 | 301.5 | 5.0 | 2,256.7 | 725.6 | 2,982.3 | 75.7% |
| Hemel Hempstead | 719.8 | 229.1 | 768.2 | 433.3 | 93.88 | 22.5 | 67.5 | 459.4 | 10.9 | 63.8 | 92.5 | 251.2 | 37.8 | 0.5 | 83.0 | 88.2 | 20.6 | 15.7 | 8.8 | 10.4 | 1.4 | 22.5 | 3.4 | 74.6 | 0.1 | 0.2 | 0.1 | 5.0 | 823.9 | 4.4 | 4,412.7 | 1,724.3 | 6,137.0 | 71.9% |
| Buntingford | 102.8 | 31.5 | | 126.5 | | | 8.9 | 86.7 | 2.0 | 8.0 | 11.0 | 2.9 | | 0.1 | 7.6 | | 1.9 | 3.8 | 1.2 | 2.1 | | 4.0 | | | 0.0 | 0.0 | 0.0 | 12.3 | 20.2 | | 433.7 | 197.9 | 631.5 | 68.7% |
| Bishop's Stortford | 1,095.5 | 254.2 | 330.2 | 572.6 | 48.26 | 53.7 | 86.7 | 354.4 | 11.2 | 46.7 | 66.5 | 218.5 | 29.6 | 0.5 | 55.4 | 81.6 | 8.9 | 13.2 | 9.1 | 6.8 | 0.7 | 12.5 | 13.2 | 46.0 | 0.1 | 0.2 | 0.1 | 10.7 | 666.2 | 3.6 | 4,096.7 | 1,459.7 | 5,556.4 | 73.7% |
| Ware | 512.6 | 199.9 | 594.7 | 272.6 | 80.88 | 31.9 | 64.2 | 272.0 | 5.9 | 41.0 | 35.1 | 153.9 | 21.7 | 0.5 | 52.4 | 70.3 | 9.0 | | 3.7 | 5.0 | 0.8 | 5.4 | 0.4 | 45.5 | 0.2 | 0.1 | 0.0 | 6.9 | 518.1 | 2.3 | 3,007.2 | 1,431.1 | 4,438.2 | 67.8% |
| Elstree | 296.3 | 165.4 | 673.0 | 123.6 | 59.82 | 13.4 | 98.4 | 272.6 | 12.1 | 36.2 | 64.9 | 133.5 | 32.1 | 0.6 | 51.8 | 68.5 | 7.2 | 2.7 | 3.9 | 4.7 | 0.6 | 36.0 | 4.3 | 45.3 | 0.2 | 0.3 | 0.1 | 9.1 | 353.1 | 0.2 | 2,570.0 | 799.9 | 3,369.9 | 76.3% |
| Potters Bar | 524.7 | 169.6 | 287.5 | 552.9 | 38.20 | 25.6 | 79.9 | 295.2 | 6.5 | 32.8 | 45.7 | 115.6 | 24.1 | 0.9 | 47.8 | 73.1 | 6.1 | 4.3 | 5.8 | 5.7 | 0.7 | 10.8 | 4.2 | 44.2 | 0.2 | 0.2 | 0.0 | 14.7 | 439.4 | 7.4 | 2,863.7 | 1,277.8 | 4,141.4 | 69.1% |
| Letchworth | 1,136.3 | 240.6 | 1,116.3 | 247.9 | 30.56 | 40.0 | 139.7 | 606.1 | 26.1 | 79.4 | 99.6 | 136.1 | 62.6 | 1.1 | 79.0 | 66.9 | 14.6 | 0.8 | 7.2 | 8.2 | 1.6 | 6.3 | 28.1 | 57.4 | 0.1 | 0.1 | 0.0 | 9.4 | 842.1 | 2.0 | 5,086.0 | 2,731.8 | 7,817.8 | 65.1% |
| Royston | 581.7 | 178.3 | 444.3 | 20.0 | 53.02 | 29.1 | 98.0 | 269.7 | 7.7 | 36.9 | 46.1 | 138.8 | 20.5 | 0.7 | 57.0 | 57.7 | 9.8 | 9.0 | 8.9 | 4.3 | 0.6 | 8.5 | 10.7 | 40.3 | 0.2 | 0.2 | 0.1 | 19.4 | 339.0 | 8.0 | 2,498.5 | 687.3 | 3,185.8 | 78.4% |
| St. Albans | 882.2 | 333.2 | 815.9 | 244.1 | 174.02 | 60.2 | 160.1 | 423.5 | 16.8 | 47.8 | 86.9 | 195.7 | 56.2 | 1.0 | 88.8 | 97.5 | 11.9 | 6.5 | 7.4 | 6.2 | 1.2 | 51.4 | 7.5 | 57.2 | 0.1 | 0.4 | 0.1 | 23.7 | 626.1 | 5.3 | 4,488.9 | 1,476.1 | 5,964.9 | 75.3% |
| Harpenden | 732.3 | 248.1 | 463.7 | | 174.78 | 63.3 | 134.7 | 257.0 | 14.8 | 29.3 | 45.0 | 160.3 | 20.0 | 0.8 | 65.7 | 69.8 | 7.1 | 7.9 | 9.7 | 2.0 | 0.9 | 18.1 | 29.0 | 38.1 | 0.3 | 0.2 | 0.1 | 30.4 | 427.1 | 18.9 | 3,069.7 | 956.8 | 4,026.4 | 76.2% |
| Stevenage | 963.3 | 415.7 | 1,192.4 | 551.2 | 253.34 | 55.3 | 173.0 | 606.1 | 40.8 | 80.6 | 130.4 | 353.6 | 88.0 | 1.2 | 139.2 | 196.8 | 17.1 | 16.4 | 13.0 | 12.1 | 2.0 | 83.6 | 30.9 | 110.1 | 0.3 | 0.5 | 0.1 | 45.3 | 1,227.5 | 21.4 | 6,821.2 | 2,514.8 | 9,336.0 | 73.1% |
| Rickmansworth | 582.4 | 188.9 | 846.8 | 261.4 | 32.64 | 43.0 | 120.3 | 409.0 | 32.7 | 49.1 | 79.6 | 124.9 | 49.2 | 0.9 | 100.6 | 62.1 | 7.9 | 3.2 | 5.0 | 8.9 | 1.2 | 12.7 | 97.7 | 49.4 | 0.1 | 0.1 | 0.0 | 24.1 | 711.0 | 8.4 | 3,913.1 | 2,392.1 | 6,305.1 | 62.1% |
| Waterdale | 977.1 | 290.7 | 1,378.7 | 192.9 | 265.52 | 35.4 | 123.4 | 565.0 | 25.7 | 82.8 | 113.7 | 289.1 | 42.0 | 1.3 | 122.0 | 183.6 | 15.3 | 17.5 | 7.9 | 12.9 | 1.7 | 63.8 | 12.8 | 96.8 | 0.4 | 0.5 | 0.2 | 20.6 | 1,062.2 | 8.0 | 6,009.4 | 2,085.2 | 8,094.6 | 74.2% |
| Cole Green | 493.4 | 181.8 | | 944.4 | | | 56.6 | 262.9 | 9.1 | 39.6 | 46.1 | 133.6 | 27.1 | 0.6 | 43.4 | 94.4 | 10.4 | 3.0 | 3.0 | 6.1 | 0.9 | 5.2 | 9.6 | 31.3 | 0.1 | | 0.0 | 18.7 | 475.7 | 7.0 | 2,904.1 | 764.6 | 3,668.7 | 79.2% |
| Overall | 11,074 | 3,559 | 10,551 | 4,960 | 1,614 | 549 | 1,599 | 5,945 | 259 | 785 | 1,095 | 2,853 | 561 | 12 | 1,128 | 1,394 | 168 | 117 | 109 | 111 | 18 | 378 | 279 | 869 | 3 | 4 | 1 | 303 | 10,116 | 112 | 60,525 | 23,837 | 84,362 | 72% |

Appendix E – Fly Tipping Information



Appendix F – M.E.L Survey Results Extracts

How often do you visit the HWRC?

| Frequency | Letchworth | Hemel Hempstead | Rickmansworth | Turnford | Average |
|--------------------------|------------|-----------------|---------------|----------|---------------|
| Weekly or more often | 2.71% | 4.91% | 5.53% | 7.38% | 5.14% |
| Every two weeks | 12.56% | 17.42% | 16.58% | 13.40% | 14.98% |
| Once a month | 33.47% | 43.41% | 31.46% | 27.57% | 34.06% |
| Once every 3 Months | 32.46% | 24.25% | 28.37% | 30.10% | 28.76% |
| Once every 6 months | 11.26% | 6.45% | 13.07% | 10.49% | 10.24% |
| Less than every 6 months | 7.54% | 3.56% | 5.00% | 11.07% | 6.82% |

How long did you have to queue to get into the HWRC?

| Time Elapsed | Letchworth | Hemel Hempstead | Rickmansworth | Turnford | Average |
|--------------------------------|------------|-----------------|---------------|----------|---------------|
| Didn't queue, came straight in | 41.01% | 29.93% | 95.54% | 57.38% | 55.16% |
| Up to 5 mins | 16.58% | 36.38% | 2.98% | 24.95% | 20.67% |
| 6 - 10 mins | 13.77% | 14.15% | 1.06% | 9.90% | 9.89% |
| 11 - 15 mins | 10.65% | 7.41% | 0.32% | 4.76% | 5.87% |
| 16 - 30 mins | 14.07% | 10.20% | 0.11% | 2.91% | 6.92% |
| 31 - 45 mins | 2.61% | 1.93% | 0% | 0.10% | 1.17% |
| 46 - 60 mins | 1.21% | 0% | 0% | 0% | 0.30% |
| More than an hour | 0.10% | 0% | 0% | 0% | 0.03% |

What types of waste have you brought with you today?

A number of residents arrived at the HWRC with multiple items to dispose of. In these instances, more than one waste category was ticked. This explains why the percentages displayed in the “Total” column do not add up to 100%.

| Waste | Letchworth | Hemel Hempstead | Rickmansworth | Turnford | Average |
|---|-------------------|------------------------|----------------------|-----------------|----------------|
| Green garden waste | 21.51% | 76.90% | 22.32% | 16.89% | 34.88% |
| Wood / timber (excluding furniture) | 35.88% | 54.67% | 35.18% | 40.49% | 41.77% |
| Hard plastic (e.g. garden furniture, children’s toys) | 27.84% | 10.78% | 16.90% | 41.75% | 24.42% |
| Soil & rubble | 16.18% | 20.89% | 11.90% | 13.30% | 15.66% |
| Household furniture i.e. couch, mattress, bed frame | 8.74% | 8.47% | 10.20% | 15.63% | 10.79% |
| Textiles | 18.19% | 2.89% | 11.05% | 18.16% | 12.53% |
| Plasterboard | 1.01% | 4.24% | 0.96% | 2.72% | 2.27% |
| Scrap metals | 24.02% | 35.61% | 17.85% | 31.26% | 27.44% |
| Large electric appliances i.e. white goods | 2.81% | 5.58% | 2.02% | 2.33% | 3.22% |
| *Mixed household / “black bag” rubbish | 7.54% | 19.63% | 17.96% | 17.67% | 15.73% |
| Plastic bags / thin plastics | 1.51% | 1.35% | 2.55% | 11.17% | 4.20% |
| General DIY waste | 9.85% | 3.75% | 13.28% | 6.21% | 8.14% |
| Small electric appliances i.e. hair dryer, vacuum cleaner | 17.79% | 11.07% | 14.88% | 20.29% | 16.01% |
| *Cardboard | 20.30% | 29.07% | 12.86% | 23.50% | 21.65% |
| *Glass | 3.52% | 3.75% | 4.78% | 6.89% | 4.74% |
| *Paper | 4.32% | 0.96% | 2.98% | 4.95% | 3.30% |
| *Co-mingled (plastic packaging, cans, cartons) | 0.50% | 0.19% | 0.32% | 4.18% | 1.32% |
| Other | 2.31% | 0.10% | 4.68% | 7.96% | 3.75% |

(For those delivering residual waste) Why didn't you use your kerbside collection to dispose of your mixed household / "black bag" waste?

| Response | Letchworth | Hemel Hempstead | Rickmansworth | Turnford | Average |
|--|-------------------|------------------------|----------------------|-----------------|----------------|
| Forgot to put out at kerbside | 0% | 5.88% | 2.37% | 0% | 2.54% |
| Missed collection | 9.33% | 7.84% | 3.55% | 8.24% | 6.98% |
| Too much recycling / waste | 68% | 20.10% | 57.40% | 31.32% | 39.05% |
| Easier to use HWRC | 4% | 24.02% | 7.69% | 6.59% | 12.22% |
| Don't want material lying around the house until next collection | 1.33% | 30.88% | 7.10% | 45.06% | 25.08% |
| Don't have a recycling container | 1.33% | 6.86% | 1.18% | 1.10% | 3.02% |
| Was coming here anyway with other materials | 5.33% | 1.96% | 2.96% | 1.10% | 2.38% |
| Was passing by | 0% | 0% | 0.59% | 0% | 0.16% |
| Don't have a recycling service i.e. live in a flat | 4% | 0.98% | 0% | 0.55% | 0.95% |
| Recycling crew refused to collect waste | 2.67% | 1.47% | 1.18% | 4.40% | 2.38% |
| Gets me out the house | 1.33% | 0% | 0% | 0% | 0.16% |
| Other | 2.67% | 0% | 15.98% | 1.65% | 5.08% |

How much waste and recycling did you bring with you today?

| Response | Letchworth | Hemel Hempstead | Rickmansworth | Turnford | Average |
|------------------|-------------------|------------------------|----------------------|-----------------|----------------|
| One to two items | 5.03% | 32.05% | 11.16% | 8.16% | 14.28% |
| Couple of bags | 9.75% | 26.28% | 10.20% | 15.15% | 15.53% |
| Half a boot full | 21.61% | 18.38% | 8.82% | 30.00% | 19.93% |
| Boot full | 36.58% | 14.73% | 22.74% | 31.46% | 26.34% |
| Car full | 22.41% | 2.50% | 41.76% | 8.93% | 18.33% |
| Van full | 3.62% | 4.43% | 4.89% | 5.24% | 4.54% |
| Trailer full | 1.01% | 1.64% | 0.43% | 1.07% | 1.05% |

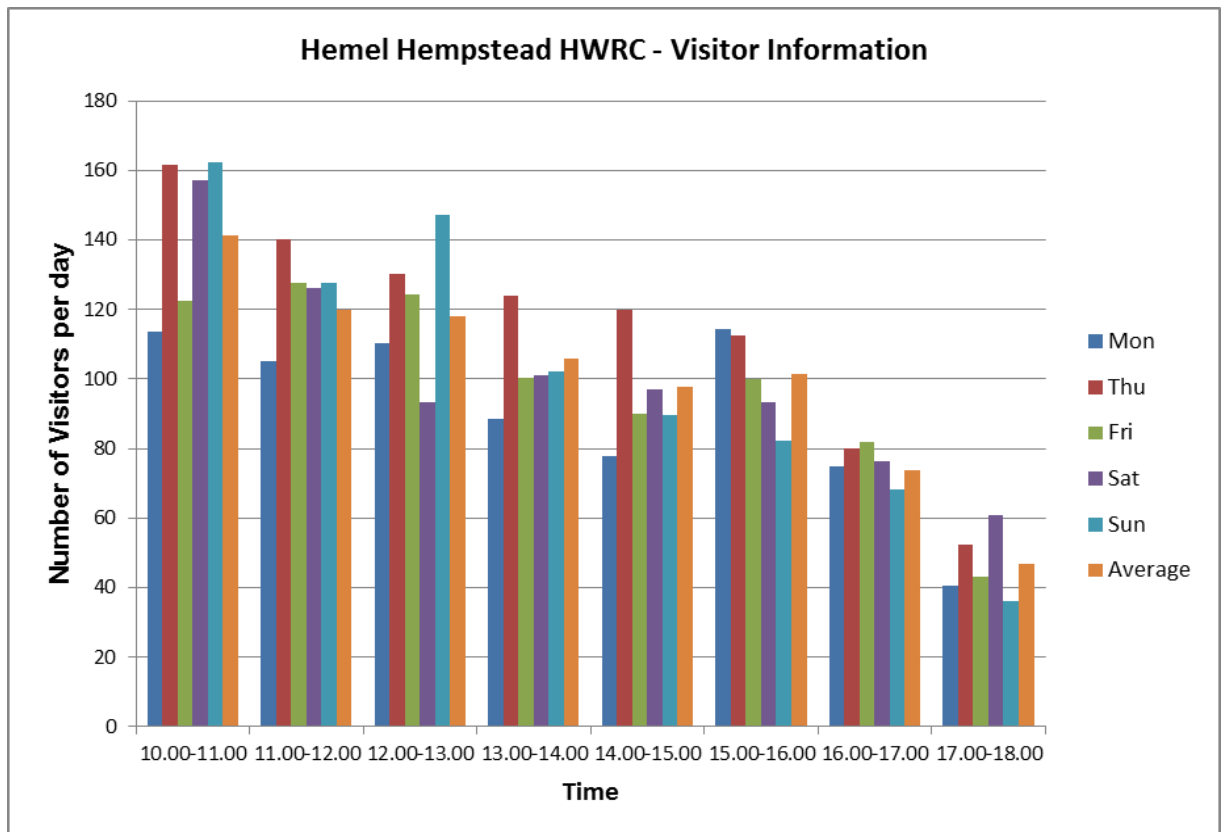
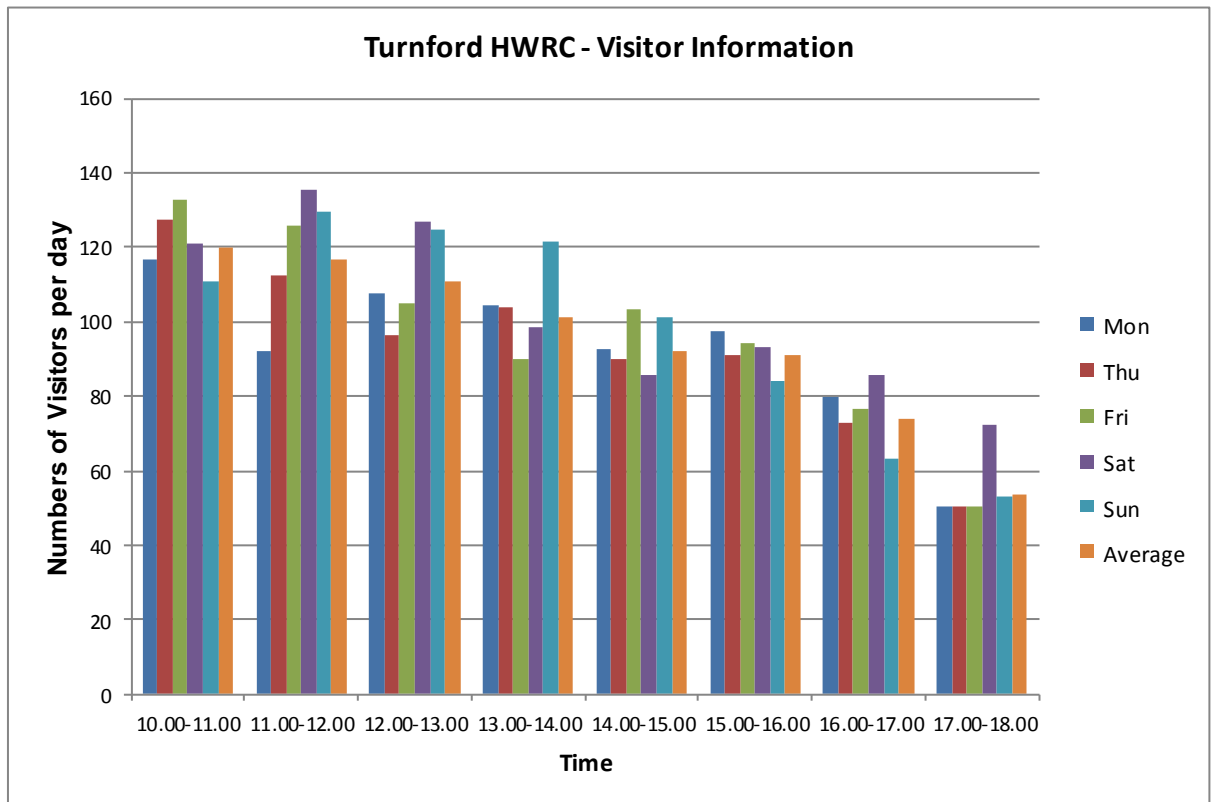
Did you separate your waste/recycling out before your visit to the centre today?

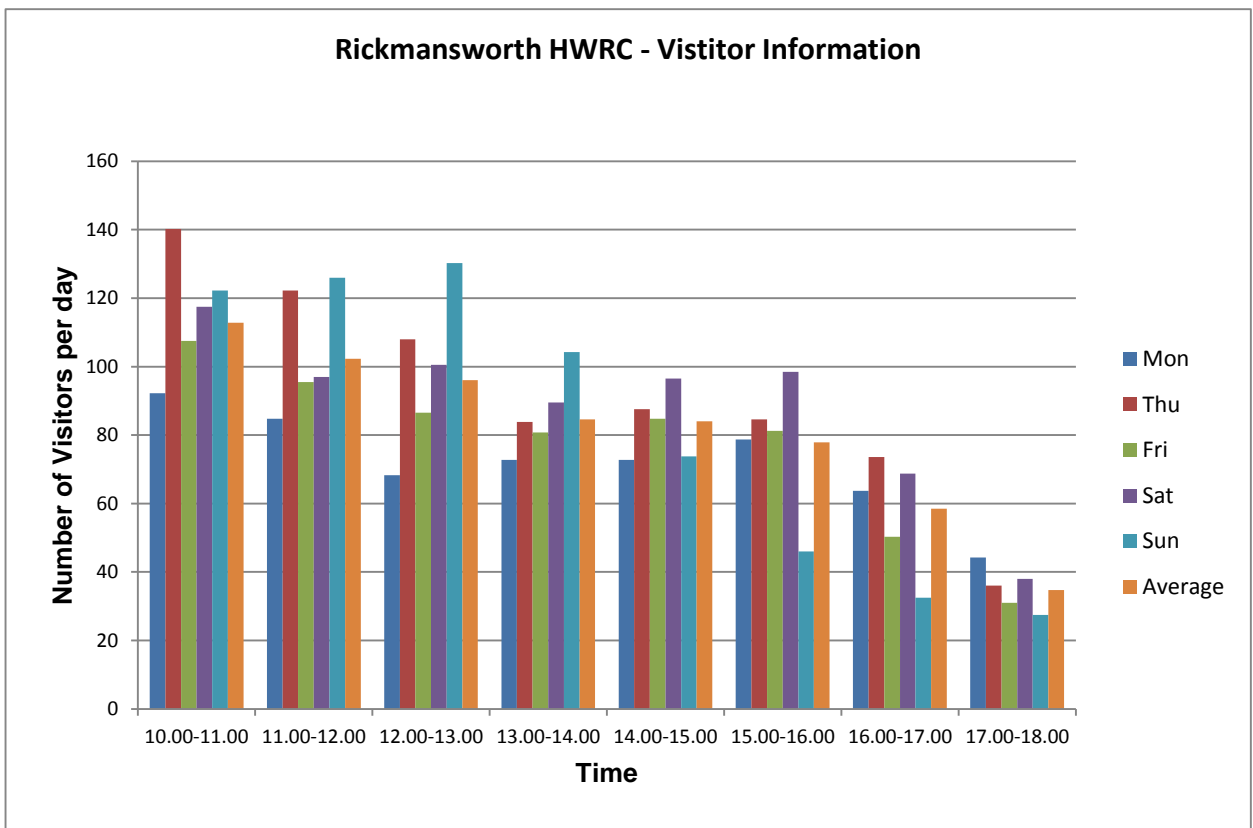
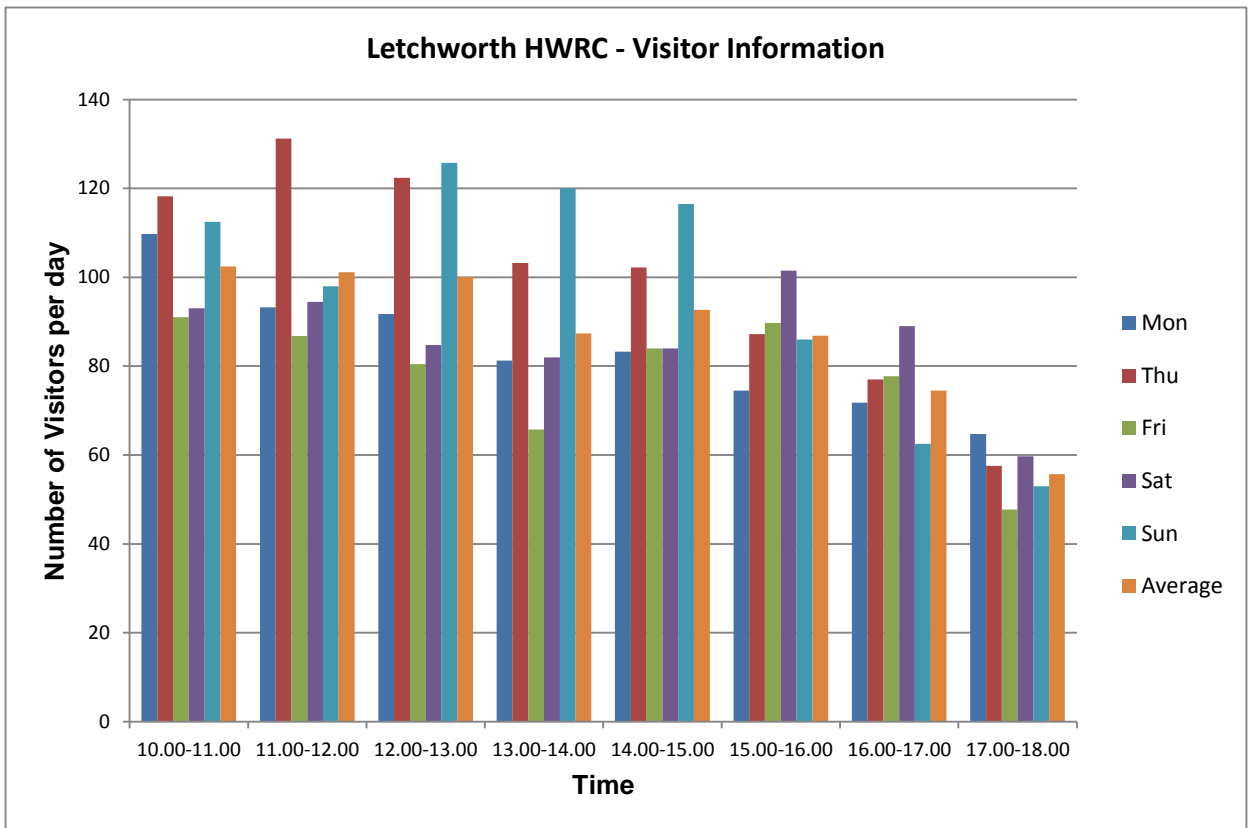
| Response | Letchworth | Hemel Hempstead | Rickmansworth | Turnford | Average |
|----------|------------|-----------------|---------------|----------|---------------|
| Yes | 75.18% | 89.22% | 97.66% | 87.77% | 87.34% |
| No | 24.82% | 10.78% | 2.34% | 12.23% | 12.66% |

How long did you spend on site today?

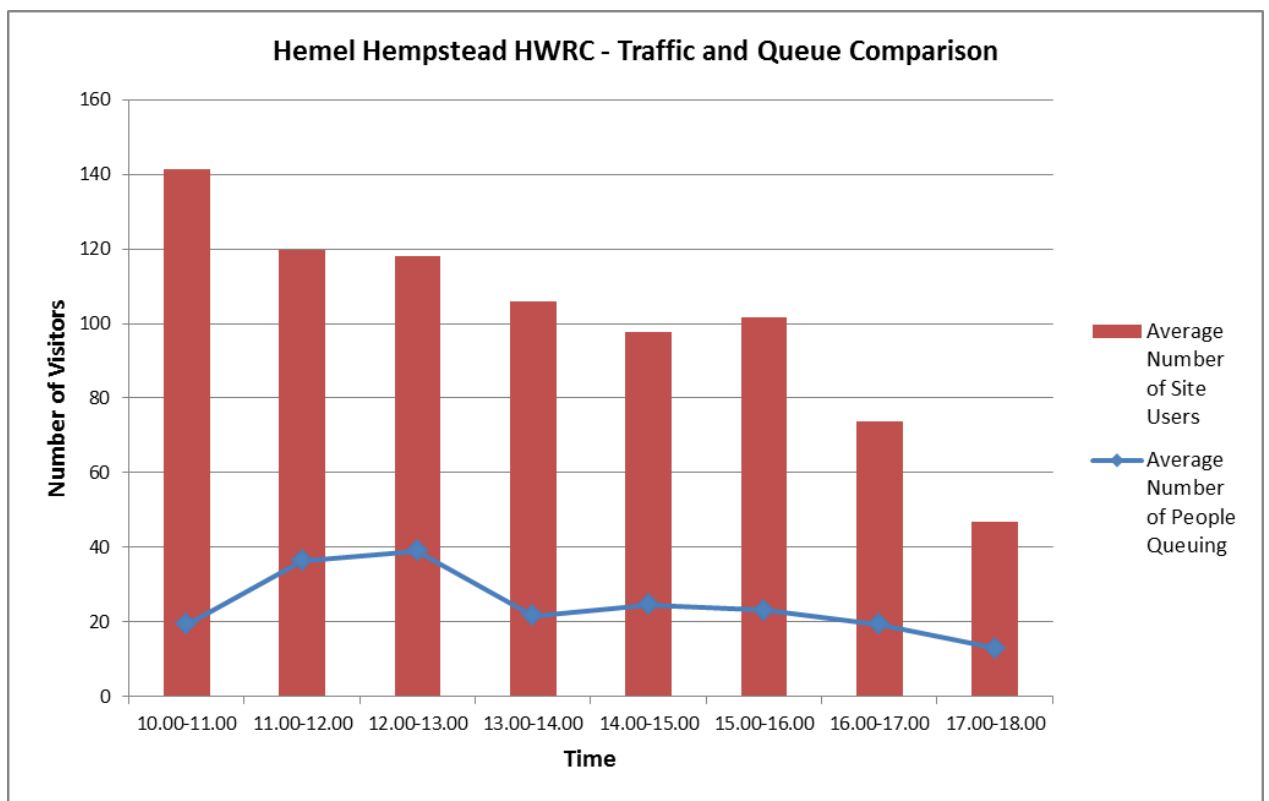
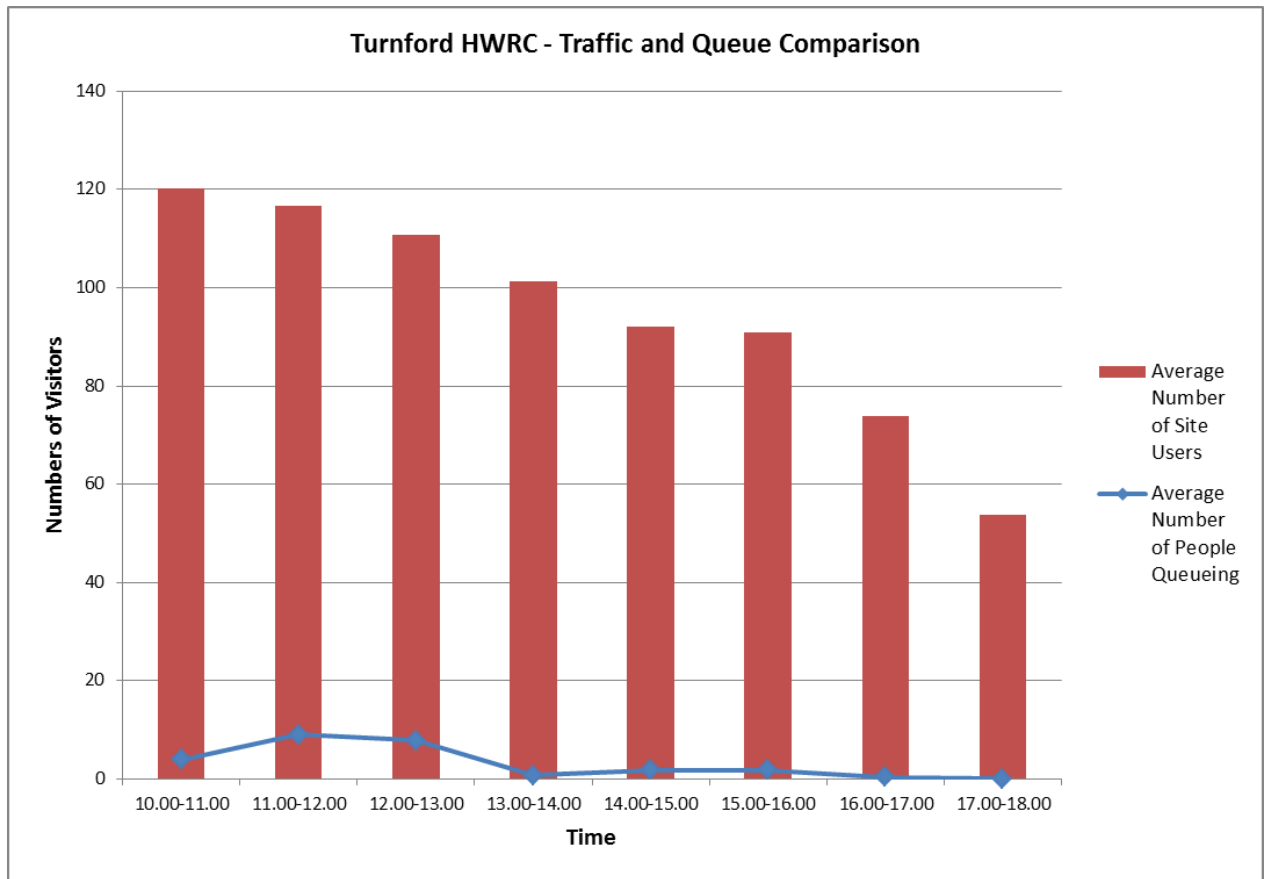
| Response | Letchworth | Hemel Hempstead | Rickmansworth | Turnford | Average |
|------------------------|------------|-----------------|---------------|----------|---------------|
| A few minutes | 1.31% | 0.19% | 22.85% | 3.50% | 6.64% |
| 5 minutes | 32.26% | 21.94% | 37.19% | 38.35% | 32.31% |
| 10 minutes | 43.22% | 54.09% | 25.93% | 32.23% | 39.15% |
| 15 minutes | 19.50% | 23.77% | 12.12% | 9.90% | 16.40% |
| 30 minutes | 2.71% | 0% | 1.59% | 1.17% | 1.35% |
| Longer than 30 minutes | 0% | 0% | 0.32% | 0% | 0.08% |
| Not used site yet | 1.01% | 0% | 0% | 14.85% | 4.07% |

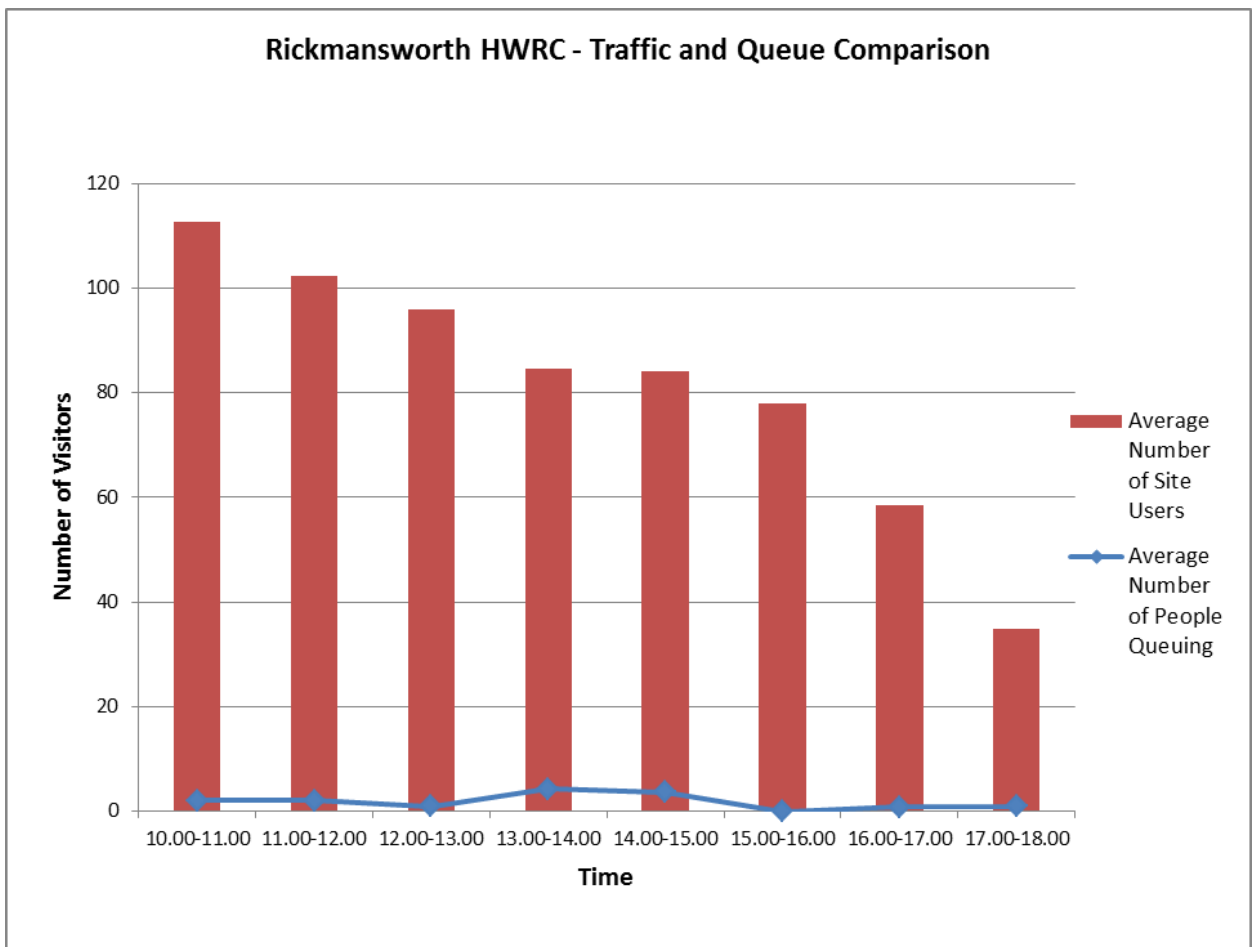
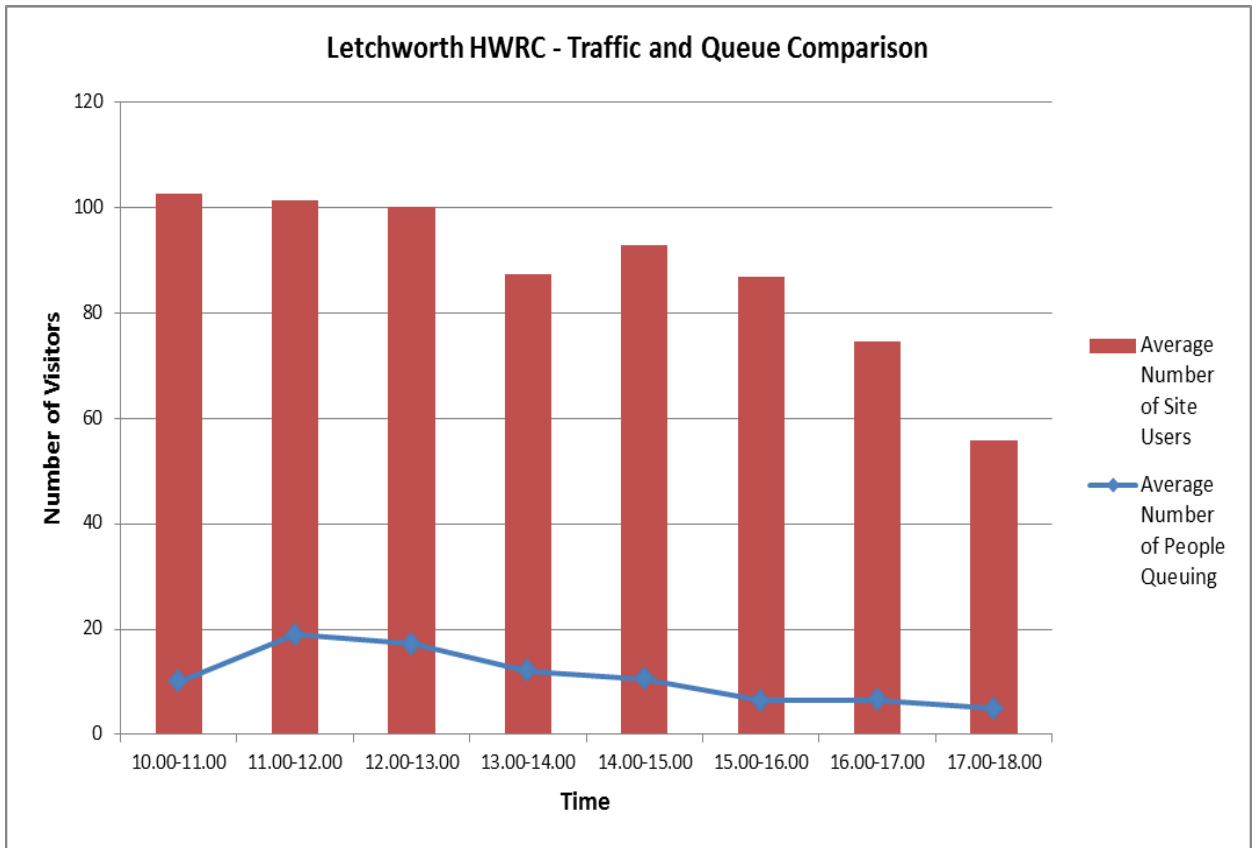
Appendix G – Traffic Counter information.





Traffic and Queue Comparison (based on average number of visitors per day)





Appendix H – Property Service Priority

| HWRC | Ownership | Terms | Condition | Container capacity | Parking Capacity | Location | Accessibility | Overall Suitability | Short Term Suitability | Medium Term | Long Term Suitability | Comments |
|-------------------------|-----------|-------------------------------|-----------|--------------------|------------------|----------|---------------|---------------------|------------------------|------------------------|---|----------|
| | | | | | | | | | < 5 years | Suitability 5-10 years | 10-15 years | |
| Berkhamsted HWRC | DBC | Leasehold | Green | Yellow | Yellow | Green | Green | Green | Green | Yellow | No expansion or relocation required in short term to medium term | |
| Bishop's Stortford HWRC | HCC | Freehold | Green | Red | Red | Yellow | Red | Red | Red | Red | BSN will add pressure. Seek new site to west of Bishops Stortford | |
| Buntingford HWRC | EHDC | User Rights | Red | Red | Red | Red | Red | Red | Red | Red | New developments in town will add to pressure. Alternative site needed | |
| Cole Green HWRC | Lafarge | Leasehold | Red | Red | Red | Yellow | Red | Red | Red | Red | Seeking new site in WHDC area to serve Welwyn, Hatfield and West Hertford | |
| Elstree HWRC | HBC | Leasehold | Green | Yellow | Red | Green | Red | Red | Green | Red | | |
| Harpenden HWRC | HCC | Freehold | Green | Green | Green | Green | Yellow | Green | Green | Green | No expansion or relocation required | |
| Hemel Hempstead HWRC | Freehold | Returns to DBC if HCC vacate. | Red | Red | Red | Green | Red | Red | Red | Red | Expansion in existing location planned 2016 | |
| Hoddesdon HWRC | BBC | Leasehold | Red | Red | Red | Green | Red | Red | Red | Red | Linked with Brookfield proposal in BBC LDF | |
| Letchworth HWRC | NHDC | Leasehold | Red | Red | Red | Yellow | Red | Red | Red | Red | Relocation preferred option, short term improvement recommended. | |
| Potters Bar HWRC | HBC | Leasehold | Green | Green | Green | Green | Green | Green | Green | Yellow | No expansion or relocation required in short to medium term. | |
| Rickmansworth | HCC | Freehold | Green | Green | Green | Green | Yellow | Green | Green | Green | No expansion or relocation | |

