

ANNUAL BUDGET AND SERVICE DELIVERY PLAN YEAR 11

APRIL 2012-MARCH 2013

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PART 1

1. Wasteflow Summary 2012-2013

[Electronic Copy Only]

2. Wasteflow Assumptions

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PART 2

1. Recycling and Diversion Contributions Year 11

Scheme	2011/12 ABSDP	2011/12 Actual / F/Cast	2012/13 ABSDP	Difference between Actual and ABSDP 2012/13
Contract Waste	469,627	442,856	436,836	
Primary Recycling				
RRC Sites	46,101	41,243	46,448	5,205
RRC MRF	12,832	12,783	6,567	(6,216)
Bring Sites	4,161	6,083	5,870	(213)
Orange Bag Schemes & MRF	22,500	24,052	28,385	4,333
BioMRF's (metal, glass, compost)	25,454	27,626	9,994	(17,632)
Ilford RC	15,746	10,295	11,950	1,655
Secondary Recycling				
Inerts	10,179	8,664	6,433	(2,231)
Diversion				
SRF Use – Contractual (60%)	69,671	59,778	69,222	9,444
SRF Use – Aspirational (up to 20%)		20,343	78,638	58,295
Moisture Loss from BioMRF	74,931	75,133	77,230	2,097
Total Primary Recycling	126,793	122,138	109,216	(12,922)
Total Diversion	281,794	286,057	340,739	54,682
% Primary Recycling	27.00%	27.57%	25.00%	(2.57%)
% Secondary Recycling	0.02%	0.02%	0.01%	(0.01%)
% Diversion	32.98%	36.82%	52.99%	16.17%

Key Assumptions

- The two BioMRF's & the OB Mrf's performance is based on the last six months doubled
- All the other facilities are based on the last rolling twelve months
- The 434,890 contains 7,000 tonnes for the Olympics

2. Waste Reprocessing Facilities and Offtakers

Facility	Offtake / Processing method
Incineration	
LondonWaste	Incineration of clinical waste and SRF
GW Butler	Autoclave of clinical wastes via their facilities at Fairview Industrial Park
White Rose Environmental	Contingency option for autoclave and incineration of clinical waste at Sidcup, Hillingdon or Larksfield
Vetspeed Ltd	Incineration of dead animals at their Cambridge incinerator
Solid Recovered Fuel (SRF)	
Castle Cement (Hanson Heidelberg)	Cement kilns at Ketton and Padeswood
Kunda Nordic Cement Corp	Cement kilns in Estonia and Sweden
Van Gansewinkel (VGW)	Waste to energy facility, Holland
Icopower BV	Waste to energy facility, Holland
LondonWaste	Waste to energy facility, Edmonton
Afval Energie Bedruf (AEB)	Waste to energy facility, Holland
Cemex UK Cement Ltd	Cement kiln in Rugby
Remondis	Waste to energy facility, Germany
Composting	
TJ Composting Group Ltd	Composting of green waste to PAS 100
Birch Airfield Composting Services Ltd	Composting of green waste to PAS 100
Stanton Composting (County Mulch)	Composting of green waste
Veolia (Rainham Composting)	Composting of green waste to PAS 100
AWO Recycling Services	Composting of green waste to PAS 100
Landfill	
Veolia (Rainham Landfill)	Use of all Veolia landfill facilities, with no maximum tonnage. Closest facility is Rainham, less than 2.5 miles away from Frog Island
WRG	Landfills in Bletchley, Calvert, Stewartby and Brogborough. No maximum tonnage under LTTA
Cory	Landfill in Colchester
Pinden Ltd	Hazardous waste landfill near Dartford. Licensed for asbestos
MRFs	
Biffa Waste Services Ltd	Edmonton MRF provides Orange Bag sorting and recycling
Bywaters Ltd	Bow MRF provides Orange Bag sorting and recycling
Ideal Waste	Swanley, Kent. Orange bag sorting and

	recycling.
Reprocessors	
Aylesford Newsprint Ltd	Recycling of paper and grey cardboard
Beaumont Farms Ltd	Currently accept mixed and kerbside recycling, mixed paper, soft mix and cardboard
Berrymans Ltd	Reprocessing of paper, mixed cans and mixed glass
MR Services Essex Ltd	Recycling of aggregate and hardcore
MDJ Light Brothers Ltd	Recycling of Fe and non-Fe metal, WEEE, fridges and freezers, car batteries and gas bottles
Larner Pallets Recycling Ltd	Processes clean and dirty wood before transporting to board mills for recycling
Hadfield Wood Recyclers	Recycling of clean and dirty wood into animal bedding
Choice Waste Management Ltd	Recycling of all plastics, including dense and LDPE
Northern Trading (Cumbria) Ltd	Recycling of mixed cans and steel
Mid UK Recycling	Currently accept inert and fines (0-6mm). Will also process C&D waste, plasterboard, glass, scrap metal, paper and cardboard, plastics, green and wood waste
Veolia (Rainham MRF)	Accepts kerbside recycling, mixed cans, co-mingled plastic and mixed cans and co-mingled glass
Southfields Gravel Company Ltd	Recycling of hardcore, inerts and ceramics
TGM Environmental Ltd	Recycling of paper and cardboard
AMG Resources Ltd	Recycling of aluminium, steel and mixed cans
LM Barry & Co	Textile recycling
McGrath Bros (Waste Control) Ltd	Tyre recycling
Pinden Ltd	Recycling of wood and aggregate
Alutrade Ltd	Recycling of cans and scrap metal
Edwards Waste Paper Ltd	Originally paper and card, but now accepts co-mingled recyclates through a new MRF
Eco Oil Ltd	Recycling of waste oils and lubricants
Gregory Demolition Group	Recycling of wood, metal, brick and concrete. Also provides crushing and screening of materials for soil remediation
Forest Recycling Project	East and North London based community re-use and recycling project. Community RePaint East London is one of the services they provide
British Heart Foundation	Provision of Bring Site collection bins across the Boroughs
Living Fuels	Recycling of waste cooking oil into biofuel
Tetra Pak Ltd	Recycling of Tetra Pak packaging
Wiser Group	Recycling of fluorescent tubes. WEEE recycling also offered
Homestore	Furniture Reuse (part of Quaker Social Action)
Lampcare	Complete Lamp Recycling. Includes

	fluorescent tubes
DS Smith Paper (formerly St Regis Paper Co Ltd / Severnside Recycling)	Recycling of paper and card
G & P Batteries	Batteries recycling, plus provision of recycling bins
Glazewing Ltd	Recycling of wood, inert, plastics and cardboard
Day Group Ltd	Recycling of aggregates and glass
Monoworld Ltd	Recycling of plastic and paper
Van Dalen UK	Metals recycling
M-Real New Thames Ltd	Paper and pulp mills. Recycling of paper.
WRG Luton	Recycling of Orange Bags / co-mingled recyclates
Newport Paper Company Ltd	Recycling of paper and card
J&A Young (Leicester) Ltd	Plastics recycling
Hall & Campey	Plastics recycling
Keltbray Hunt Ltd	Re-use, recycle and recover wastes generated from construction / industrial projects. Disposal of asbestos and contaminated materials
Nutra Mulch Yorkshire Ltd	Wood, green waste and industrial liquid recycling. Also composting and topsoil manufacture
Tom Martin & Company Ltd	Recycling of non-ferrous metal
Valpak Recycling Ltd	Recycling of WEEE and batteries
Chep UK Ltd	Pooling of pallets and containers
Eurokey Recycling Ltd	Plastic, cardboard and metal recycling services
Borders Recycling Ltd	Recycling of plastics and scrap metals
Vliko BV	Dutch subsidiary of Shanks Group plc
Shanks Kettering	Shanks MRF at Kettering. Processing of mixed recyclates
DHL	WEEE Compliance Scheme provider
REPIC	WEEE Compliance Scheme provider
Exceptional items of Contract Waste	
The City of London Corporation	Arrangement with the City of London for Collection and Disposal of Hazardous Waste, including flytips. An updated Procedure was issued by Shanks in May 2011 to ensure the Boroughs fully utilise all elements of the Service

In addition to the Waste Reprocessing Facilities and Offtakers listed above, Shanks Waste Management Ltd reserves the right to use any other available offtaker to meet quality requirements, without going through the approval process.

VGW Contract

From 01 November 2011, Shanks will be sending Contract Waste in the form of coarse SRF to Van Gansewinkel's (VGW) energy from waste facility in Holland. Shanks anticipate that this will result in a substantial increase in diversion during Contract Year 11.

Refer to section 4, page 9 for more details on Contractual Recycling and Diversion targets.

Non-Contract Waste

In addition to the expected contract waste tonnages estimated in Table 2.1, Shanks have budgeted for 96,803 tonnes of non-contract waste during Year 11 (April 2012 and March 2013). Shanks strongly advise ELWA that this is an estimated tonnage only, as it will be subject to variations in market forces.

Duty of Care

Duty of Care audits of facilities processing ELWA materials in excess of 1000 tonnes per annum were carried out in ABSDP Year 10. At the point of submission of this draft, these include:

- Veolia
- Castle Cement
- Countrystyle
- Beaumont Farms Limited
- Berryman - (Reuse Collection Ltd)
- MDJ Light Brothers
- Larner Pallets Recycling Ltd
- Aylesford Newsprint Ltd
- Choice Waste Management Ltd
- Cory - Belhouse Landfill
- TGM Environmental Ltd
- Mc Grath Bros (Waste Control) Limited
- Biffa Waste Services Ltd
- JK Environmental
- Regional Recycling Ltd

The audit process will continue into Year 11, with re-visits to existing customers and initial audits for prospective new customers. The frequency of these visits will depend on the amount of tonnage sent, and the level of risk.

Whilst there is no contractual obligation to audit our offtakers in any particular fashion, Shanks Waste Management Ltd take full risk on the Duty of Care.

3. Transport

Refer to Appendix A for a list of authorised vehicles for ABSDP Contract Year 11.

Rail Use in ELWA Contract

The railhead trial is now complete, with a final progress report submitted to ELWA in July 2011. Negotiations with ELWA regarding the complete closure of the railhead are ongoing.

Transport of Materials by Boat

Shanks are transporting SRF by boat to Germany and the Netherlands, and occasionally to Sweden and Estonia. This is part of our offtaker arrangements with AEB, VGW, Remondis and Kunda Nordic.

All SRF is transferred in accordance with the Transfrontier Shipment of Waste Regulations 2007.

4. Proposals for maintaining and enhancing existing levels of recycling, composting and recovery

Contractual Recycling and Diversion Targets

Over the previous Contract Year, Shanks have consistently achieved above Contractual Recycling and Total Diversion targets (27% / 60%), and this success is expected to continue into the next Contract Year.

This ABSDP for Year 11, March 2012-April 2013, also assumes targets of 27% recycling and 60% total diversion, as per the Shanks / ELWA contract, with contractual penalties remaining the same.

In addition to these targets, Shanks aim to divert an additional 20% of contract waste during Contract Year 11, with no penalties for failing to achieve this target.

Payment for the additional 20% diversion is being negotiated between Shanks and ELWA. A draft form of the Contract variation is currently being reviewed by lawyers for both parties.

Bio-MRF Performance Increase

Shanks have the pleasure to report that last year's problems at the Frog Island Bio-MRF have now been resolved, and that the facility is performing well (see page 4 for performance figures). Shanks will now aim for the facility to meet recycling and diversion targets through the production of SRF, which continues to be a market leader for quality. Refer to section 1 for more details of how we will deliver increased SRF tonnages over ABSDP Year 11.

Biofilter Media Replacement

The media within two Frog Island Bio-MRF biofilters and all Jenkins Lane Bio-MRF biofilters will be replaced during ABSDP Contract Year 11. By trialling a line at Frog Island in October 2011, Shanks are confident that there will be no impact on the bio-drying process during this work.

Performance of OB MRF, RRC sites and Ilford Recycling Centre (IRC)

Refer to the table on page 4 for performance figures relating to the OB MRF, RRC sites and IRC.

Shanks will maintain performance during Contract Year 11 by continuing the current level of service. No changes to current service are anticipated at the OB MRF, RRC sites and IRC, as Shanks are currently achieving contractual recycling and diversion targets.

Recycling of Organic Fines

Issues with the composting and subsequent use of the organic fines during 2011-12 have resulted in all composting of this material ceasing. The ABSDP model does not include any recycling performance for the composting of organic fines. This reduces the recycling performance by 3.5% to 23.5%. Shanks have agreed to undertake a study of the performance of the RRC sites to provide an additional 1.5% recycling bringing the annual target to 25%. This additional performance at the RRC sites has been included in the ABSDP model.

During ABSDP Year 11, Shanks will build an AD facility adjacent to Frog Island. There is an opportunity to place the organic fines into this plant, ensuring recycling performance for this material for many years to come.

Re-Use

Shanks support ELWA re-use activities in principal, and will discuss re-use activities with ELWA next financial year to understand how arrangements will work contractually.

5. Kerbside Collections

It is anticipated that there will be no changes to the kerbside collections service for the London Borough of Havering for Contract Year 11.

London Borough of Barking & Dagenham (LBBD) – Separate Glass Collection

LBBD are considering the introduction of a separate kerbside collection for glass for ABSDP Contract Year 11. The proposals are currently being reviewed by ELWA.

London Borough of Redbridge (LBR) – Inclusion of Cardboard in Paper Collections

Since July 2011, LBR has included grey card in with paper collections, and this is set to continue into Contract Year 11. Whilst LBR anticipated that increased tonnages would offset the downgrading in material value, there has not yet been enough of an increase for the deterioration in quality to become economically viable.

Shanks will continue to monitor LBR mixed paper tonnages into Contract Year 11.

London Borough of Newham (LBN) – Flats Recycling

Shanks anticipate a small increase in recycling tonnages for LBN once the new flats recycling scheme is rolled out.

6. RRCs / Bring Sites

Number of Bring Sites

Borough	2011	Available for 2012
Redbridge	191	200
Barking & Dagenham	113	135
Newham	223	225
Havering	134	145
Total	661	705

705 Bring Sites remain available across the four ELWA Boroughs. Locations for Contract Year 2011 will be agreed with the constituent Boroughs.

Bring Site Management Plan

It is anticipated that there will be no changes to the Bring Site Management Plan since last year's ABSDP. The maximum number of Bring Sites for each Borough remains the same.

Re-location of Bring Sites

During ABSDP Year 11, in consultation with ELWA and the constituent Boroughs, poorly performing Bring Sites could be re-located to residential areas with low recycling rates to increase and promote recycling.

Bring Site Collections and Cleaning

The Bring Sites Collections contract will be re-tendered, with new Contract Commencement expected July 2012.

Schedules for bring site collections and cleaning will be submitted to ELWA at the beginning of each quarter (no later than 5 working days after 01 April, 01 July, 01 Oct and 01 January of each Contract Year). For any major changes to these services, ELWA will be notified immediately.

Changes to RRC Protocol

From 01 January 2012, the use of disclaimer forms at the RRC sites will stop. One form of ID, restricted to an ELWA Borough Council Tax Bill or Driver's Licence will be required before members of the public are allowed to tip at the sites.

Shanks will work with ELWA to ensure that the new measures are enforced.

The ABSDP model allows for 1.5% additional performance over and above the reported performance for 2011-12. This is to partially mitigate the reduced recycling performance due to the loss of organic fines compost as a recycle stream. See section 4.

7. Contingency Measures

Apart from the shutdown described below, there are no other planned shutdowns scheduled for ABSDP Year 11. It is anticipated that there will be no changes to Contingency Measures at any of the ELWA facilities since the last ABSDP.

Shanks contingency oftakers are included in Part 2, Section 1 of this ABSDP.

Jenkins Lane Shredder Replacement

There may be a planned shutdown at the Jenkins Lane Bio-MRF during ABSDP Year 11. This is to replace one or two of the secondary shredders.

The bio-drying and refinement processes will not be affected during shredder replacement, although only coarse grade SRF (not cement grade) will be produced from the individual line. Shanks will mitigate this by sending the coarse SRF to VGW (see VGW Contract section, page 7, for details).

There will be no interruption of Service for deliveries into Jenkins Lane, and no requirement for Boroughs to redirect their wastes to contingency sites. There will be no impact on diversion performance.

Contingency Landfill Capacity

Shanks continue to work with WRG and Veolia, with a Long Term Trading Agreement (LTTA) signed between Shanks and WRG. With no specified maximum tonnages and potential use of all sites, a robust contingency option in the event of any unplanned shutdowns is ensured.

Olympic Disruption Planning

London will host the 2012 Olympic and Paralympic Games during ABSDP Year 11. Substantial planning will be required to mitigate subsequent disruption to waste collections and street cleansing. Shanks look to ELWA and the Boroughs for clear instructions on how their services will change to take account of these events.

8. Safety, Health & Environment

BSI 18001

As next calendar year, Shanks will be working towards BSI 18001 Accreditation. BSI inspections have been arranged for January 2012 at Frog Island, Jenkins Lane and IRC, as part of this assessment.

Environmental Management

Shanks will continue to closely monitor the effects of its operations on the environment, working closely with the Environment Agency to ensure compliance with relevant legislation, permitting requirements, industry Best Practice (including BSI 14001) and Shanks Company Procedures.

Waste Regulations 2011

Shanks anticipate that the transposition of the Waste Framework Directive through the Waste Regulations 2011 will have some impact on its UK operations. This includes changes to the Standard Industrial Classification of waste transfer notes, changes to environmental permitting and changes to the registration system for Waste Carriers / Brokers / Dealers.

Shanks will continue to work with the Environment Agency, ELWA and its customers to ensure the smooth application of any changes.

Fly Management

Working alongside the Environment Agency and local Environmental Health Officers, Shanks have significantly reduced the fly numbers at Frog Island and Jenkins Lane, through the development and strict adherence to site-specific Fly Management Plans. As a consequence of Shanks proactive and consistent approach, there was also a considerable decline in the number of fly complaints in ABSDP Year 10.

9. Communications Plan

Waste Watch will produce a work plan for 2012 towards the end of this calendar year. This will be approved by Shanks, ELWA and ELWA Ltd.

Re-tendering of Communications Plan Contract

The formulation and delivery of the ELWA Communications Plan is currently contracted to Waste Watch until March 2012. Shanks will work with ELWA and the Boroughs to secure the next contract.

Shanks continue to commit £250,000 per annum to the ELWA Communications Plan. We await ELWA's decision on their continued contribution of £150,000 per annum towards these activities.

10. Shanks Waste Management Ltd Team

Refer to Appendix B for the latest emergency contact list for Frog Island and Jenkins Lane.

10.1 Summary of Senior Managers

There have been a few changes to the Senior Management Team since last year's ABSDP:

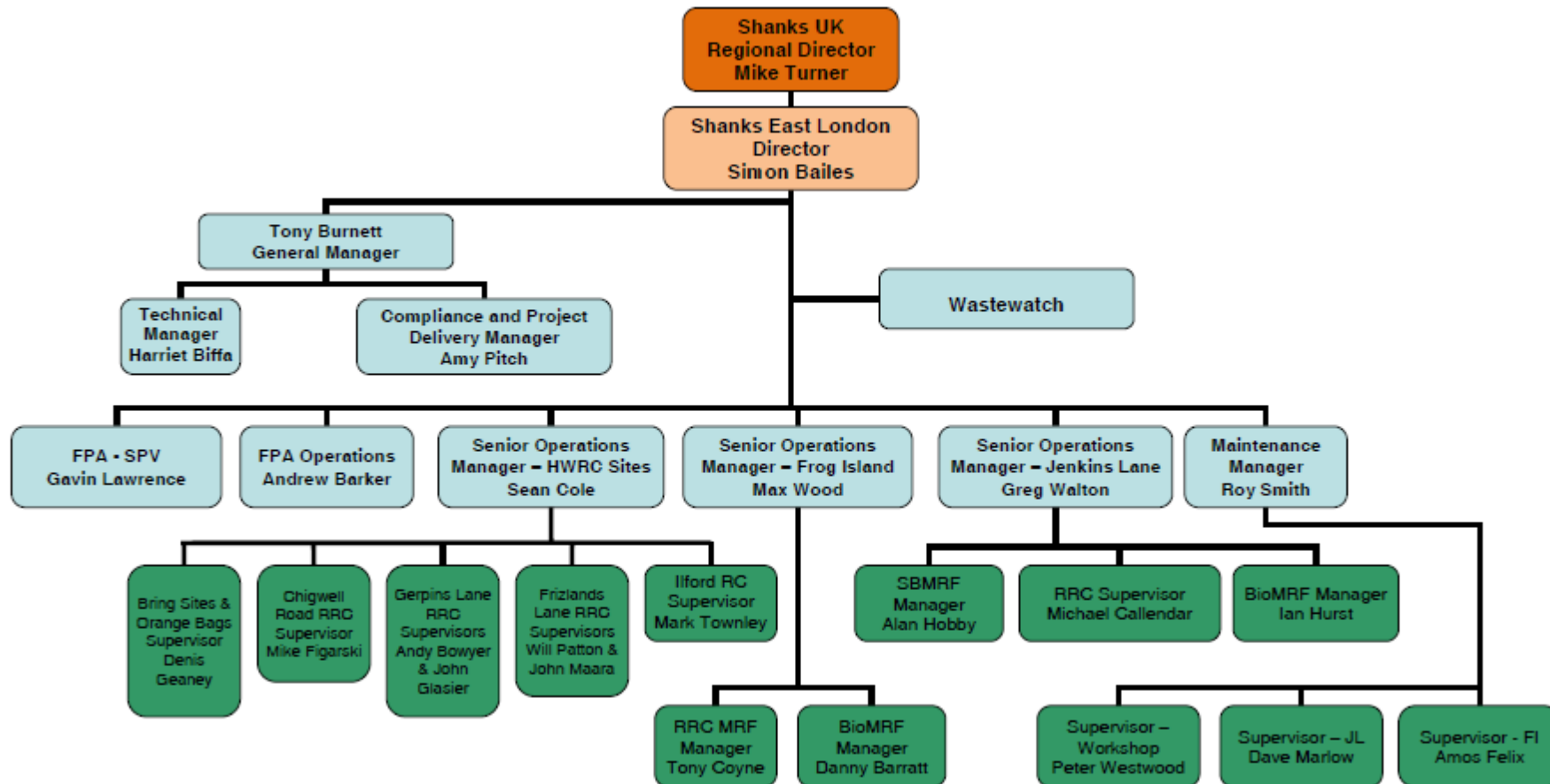
- Karen Taylor, Assistant Recycling Manager, has left the business
- Malcolm Gregory, Gerpins Lane Site Supervisor, has retired
- Andrew Barker, Operational FPA, and Tony Burnett, General Manager, have joined the team at Frog Island

10.2 Headcount

Site	Budgeted Headcount (2012/13)
Jenkins Lane RRC	22
Gerpins Lane RRC	15
Chigwell Road RRC	12
Frizlands Lane RRC	15
Iford Recycling Centre	8
ELWA Admin Office	13
Bring Sites	6
Direct Deliveries	6
Maintenance	38
Frog RRC MRF	31
Frog Bio-MRF	27
Jenkins Bio-MRF	32
Jenkins OB MRF	40
RRC Site Transport	3
Total	268

Staff headcounts are budgeted numbers only, and include seasonal and agency staff. Staffing facilities remain Shanks risk on the premise that standards of service delivery are maintained and targets met.

10.3 Senior Management Structure



11. Contract Monitoring

From May 2011, Shanks have been submitting a monthly self-monitoring checksheet to ELWA for auditing purposes. Further details on how Shanks compile and present the information, can be found in the Contract Monitoring Procedure and snapshot of the Self-Monitoring Audit Checksheet included at Appendix C.

During Contract Year 11, Shanks will continue to submit self-monitoring data, and will discuss the viability of developing a larger scale Contract Monitoring Manual in partnership with ELWA.

APPENDIX A

AUTHORISED VEHICLE LIST

[Electronic Copy Only]

APPENDIX B

EMERGENCY CONTACT LIST

Jenkins Lane Emergency Incident Team:

Name	Position
Greg Walton	Jenkins Lane Site Manager
Ian Hurst	Jenkins Lane Bio MRF Manager
Michael Callendar	RRC Site Supervisor
Alan Hobby	OB MRF Manager

Frog Island Emergency Incident Team:

Name	Position
Daniel Barratt	Frog Island Bio-MRF Manager
Tony Coyne	Frog Island RRC MRF Manager
Natalie Miller	Maintenance Clerk

APPENDIX C

ELWA CONTRACT MONITORING PROCEDURE

Shanks Management Systems Document: for most up-to-date copy see Intranet library

shanks. waste solutions.

ELWA CONTRACT MONITORING PROCEDURE

Denotes Change – New Document

PURPOSE

To ensure that reporting of ELWA contract requirements are completed on a monthly basis.

RESPONSIBILITY

It is the responsibility of all individuals referenced in this procedure to ensure that the requirements are adhered to.

TRAINING

Any queries on the content of this document should be raised with the Compliance and Project Delivery Manager.

1. Reporting Major Incidents

- 1.1 All major incidents e.g.; RIDDORs, fires, etc. must be reported as per Shanks' Accident/Incident Reporting Standard SHE107 STN.
- 1.2 Copies of incident reports for the above must be reported to the Frog Island Receptionist by the 1st of every the month, for the preceding month's incidents.

2. Reporting Material Breaches of H&S procedures

- 2.1 All major incidents and breaches of Health & Safety procedures e.g.; RIDDORs, fires, lock-off breach, permit to work breach etc. must be reported as per Shanks' Accident/Incident Reporting Standard SHE107 STN.
- 2.2 Copies of incident reports for the above must be reported to the Frog Island Receptionist by the 1st of every the month, for the preceding month's incidents.

3. Monthly Recyclate Stock Reconciliation

- 3.1 Site Managers at Frog Island, Jenkins Lane and Ilford must ensure that the levels of stock of recyclate stored on site are recorded on the last working day of each month on the monthly recyclate stock form.
- 3.2 Completed recyclate stock forms must be sent through to the Accounts Assistant & Weighbridge/Contracts Supervisor by the 1st of the month for the preceding month.

4 Site Closure / Non Availability of Sites

4.1 Site managers must report any instance of unforeseen site closure or unavailability of a site to their ELWA representatives immediately, by telephone initially followed up by email.

4.2 In addition the following must be informed;

- All managers in the line management chain up to the Director – ELWA PFI
- Frog Island Receptionist
- Accounts Assistant & Weighbridge/Contracts Supervisor

5 Bring Centre Collections

5.1 The Bring Centre management team must report details of any failures to empty or service bring sites, in accordance with the agreed specification, to the Frog Island Receptionist by the 1st of every the month, for the preceding month's failures.

6 Orange Bag Deliveries

6.1 The Orange Bag management team must report details of the following to the Frog Island Receptionist by the 1st of every the month, for the preceding month's failures;

- Failure to deliver orange bags in accordance with the ABSDP
- Failure to deliver orange bags to a household

7 Hygiene Facilities for Council Operatives

7.1 Any instances of the unavailability of hygiene facilities for the use of Council Operatives must be reported to the Frog Island Receptionist by the 1st of every the month.

8 Permit/Licence/Planning Conditions

8.1 The Technical Manager must report the following to the Frog Island Receptionist by the 1st of every the month, for the preceding month;

- Failures to rectify breaches of planning or permit/licence conditions as identified by EA inspections, planning visits etc.
- Failure to take reasonable efforts to limit fugitive emissions

9. Monthly ELWA Report

- 9.1 On receipt of the information above, the Frog Island Receptionist must ensure that the "Monitored" and "Defaults" columns on the ELWA Self Monitoring Checklist are completed.
- 9.2 The completed ELWA Self Monitoring Checklist must be passed to the Accounts Assistant & Weighbridge/Contracts Supervisor for approval prior to submitting to ELWA.
- 9.3 The Frog Island Receptionist must ensure that the ELWA Self Monitoring Checklist is submitted to ELWA, not later than 10 working days from the end of the preceding month.
- 9.4 On receipt of the completed Checklist from ELWA (i.e. with the "Deductions" column completed) the Frog Island Receptionist must retain this as the live copy.
- 9.5 If the Checklist is not received back from ELWA within 10 working days the Frog Island Receptionist must chase ELWA for the document.
- 9.6 The Accounts Assistant & Weighbridge/Contracts Supervisor will retain the summary sheet of deductions issued by ELWA.

Prepared by: Amy Pitch Compliance and Project
Delivery Manager

Approved by: Simon Bailes Director – ELWA PFI

SELF-MONITORING AUDIT CHECKLIST (SCREENSHOT)

Indicator Number (provisional)	Deduction category	Contract Monitoring Indicator	Reporting Frequency	Assigned Individual	Relevant Contract Procedure	May-11				Jun-11			
						Monitored	Defaults	Deductions Apply ???	Reason if Applicable	Monitored	Defaults	Deductions Apply ???	Reason if Applicable
A1	A	Failure to accept contract waste delivered by WCA	Report only when incident occurs	Site Managers	ELWA Contract Monitoring Procedure								
A2	A	Failure to accept contract waste delivered by the public	Report only when incident occurs	Site Managers	ELWA Contract Monitoring Procedure								
A3	E	Failure to accurately distinguish, weigh and record waste	Contact immediately if failure	Gary James	Weighbridge Operators Procedure								
A4	VARIOUS	Failure to achieve turnaround times for WCA vehicles	Monthly	Gary James	Weighbridge Operators Procedure								
A6	A	Failure to weigh an authorised vehicle within 10 minutes of arrival	Report only when incident occurs	Gary James	Weighbridge Operators Procedure								
A8	C	Failure to prevent a queue at entrance to RRC sites	Monthly [waived as of 09 May until further notice]	Sean Cole	Flow Rate Procedure								
A9	C	Failure to prevent unauthorised tipping at RRCs	TBC [Procedure being updated]	Sean Cole	Revised RRC Protocol								
A12	E	Material breach of H&S procedures	Report only when incident occurs	Site Managers	Major Incident Report (see ELWA Contract								
A15	VARIOUS	Failure to empty or service a bring site in accordance with spec	Monthly	Sean Cole	ELWA Contract Monitoring Procedure								
A17	D	Failure to provide welfare facilities for representatives of ELWA	Report only when incident occurs	Janet Lascaris	ELWA Contract Monitoring Procedure								
A19	D	Failure to deliver orange bags in accordance with the ABSDP	Monthly	Sean Cole	ELWA Contract Monitoring Procedure								
A20	C	Failure to deliver orange bags to a household	Monthly	Sean Cole	ELWA Contract Monitoring Procedure								
B1	B	Failure to transport contract waste in conforming containers / vehicles	Report only when incident occurs	Gary James	Weighbridge Operators Procedure								
B4	C	Failure to observe any H&S related procedures relating to transportation of waste	Report only when incident occurs	Gary James	ELWA Contract Monitoring Procedure								
C1	C	Failure to rectify breaches of planning or licencing conditions	Report only when incident occurs	Harriet Biffa	ELWA Contract Monitoring Procedure								
C2	E	Acceptance of waste not covered by the site licence conditions	Report only when incident occurs	Site Managers	ELWA Contract Monitoring Procedure								
C3	C	Failure to take reasonable efforts to limit fugitive emissions	Report only when incident occurs	Harriet Biffa	ELWA Contract Monitoring Procedure								