Cardiff Council - Recycling & Neighbourhood Services

"Waste Transfer Station & Recycling Centre Operations"



Gweithio dros Gaerdydd, gweithio gyda'n gilydd
Working for Cardiff, working together

PAS 402:2025

Publicly Available Annual Report

1st January 2025 – 31st December 2025

1. Forward – Our Recycling Strategy 2022-25 (Executive Summary)

Cardiff is already one of the best cities for recycling in the UK and Europe. The purpose of the Recycling Strategy for Cardiff (2022-25) is to drive up our recycling performance even further.

This Strategy reaffirms our commitment to achieving the Welsh Government's statutory recycling targets and sets our intention to move 'Beyond Recycling' by keeping resources in use and avoiding waste. It also sets out how we will more effectively manage the city's waste to help meet the aims of our 'One Planet' strategy and support the transition to net zero Carbon by 2030.

The strategy focuses on three key areas of intervention:

1. Improving the recycling performance of the Council's Trade waste service
2. Expanding the residential recycling service to include new segregation streams
3. Diverting recyclable materials from the residual (non-recyclable) waste stream.

We know that there are a number of challenges facing us. Many of the challenges facing Cardiff, as a large urban area, are unique in a Welsh context. Issues such as a diverse housing stock, transient populations, a high proportion of businesses and a regular programme of major events present Cardiff with a range of challenges.

Alongside this, we know that the quality of our recycling is currently poor. Around 30% of the material within our green bags should not be there, meaning that materials that could be recycled have been contaminated and must therefore be burnt.

Worse still, if recycling bags contain material that shouldn't be there, such as food, it can be attacked by seagulls and other animals, creating an unsightly mess. Our dedicated team of waste collectors and committed network of volunteers work hard to clear Cardiff streets, but their job is made so much harder if we do not recycle properly.

Currently, we also provide over 27 million single use plastic bags a year for recycling. This simply needs to stop. Moving forward, the Council will need to provide re-useable containers which will be suitable for use across our diverse housing stock, in addition to encouraging the correct presentation of waste.

Finally, we know that 70% of the material within the general waste collected from the pavements could be recycled. We need to work with residents, alongside reviewing our collection methodology, to ensure that all this material is recycled in the correct way.

Taken together, failing to recycle properly is bad for the environment, bad for the public purse and is bad for our local neighbourhoods. All these issues can be addressed by improving the quality of material by taking the actions set out in this strategy.

Aims, Objectives and Actions

The Aims of the Recycling Strategy are to:

1. Improve material quality
2. Increase recycling participation and capture priority materials
3. Increase opportunities for communities and residents to recycle
4. Make use of all available data, to develop targeted actions
5. Reduce single use plastics
6. Encourage and support the prevention, reuse and repair of materials
7. Contribute towards developing a circular economy within Wales

Alongside the aims and objectives of the Strategy, there are a number of core actions, which will help deliver Cardiff's vision. These are set out in the table below.

Aims	**Objectives**
Improve Material Quality	Expand the recycling service to offer separate collection of glass (bottles and jars), fibres (paper and card) and containers (cans and plastics)
	Reduce compostable garden waste contamination, through education and enforcement strategies, and a full-service methodology review
Increasing Recycling participation and capture of priority materials	Review Trade practices to improve performance and comply with non-domestic waste regulations. This will include changing collection methodology and targeting recycling contracts
	Relaunch an enhanced 'Really Rubbish' Campaign with schools and commercial trade to promote recycling services (and composting in Schools)
	Review recycling in flats and rented accommodation to increase performance, working with relevant partners such as RentSmart Wales and WRAP Cymru
	Permanently adopt and enforce a no mixed bag/ bag sorting policy at Household Waste Recycling Centres
	Review site layout and signage, booking in system and effective customer engagement at Household Waste Recycling Centres.
	Increase cleansing recycling performance through segregation of litter-picked waste and recycling litterbins
	Review residual waste provision and introduce measures to increase participation in food waste service
Increase opportunities for communities and residents to recycle	Implement static and mobile recycling facilities within local communities
	Expand Markets & collection opportunities for additional materials – Absorbent Hygiene Products (nappy and incontinence waste)/coffee pods/tetrapak/plastic film
	Undertake a Composition Analysis to determine the materials to target

Make use of all available data, to develop targeted actions	Monitor Participation to inform targeted activity
	Progress the Pink Sticker Campaign based on the principle of educate first, with removal of bins where there is repeat contamination. Be Mighty Recycle Campaign/Keeping up with the Jones'
	Review all recycling contracts, to ensure minimum recovery rates are being met (where specified) and identify improved recovery
Reduce single use plastics	Implement re-usable containers for recycling
	Single use plastics strategy
	Expand water re-fill across the City, promoting re-usable bottles
Encourage and support the prevention, re-use and repair of materials	Wastesavers Re-use Centre at Lamby Way
	Collaborate on community activities such as Benthyg/Repair Café Wales
	CLARE Wales Repair Directory
	Develop a Zero Waste Map
	Develop a business case for a re-use/repair/education hub within the city
Contribute towards developing a circular economy within Wales	Work with partners- such as CLARE Wales - to develop regional solutions
	Continue existing processing partnerships, such as Prosiect Gwyrdd
	Take an active role in supporting the 'Dyfodol Gwyrdd Glân', / 'Clean Green Future' collaborative partnership for Welsh Local Authorities and the Welsh Government – seeking regional processing solutions for materials such as absorbent Hygiene Products

Furthermore, we have worked with WRAP Cymru (Waste and Resources Action Change Programme Team) to create and publish a Cardiff Council Path to 70% Statutory Recycling Target Report.

Cardiff Council is being supported through WRAP Cymru's Welsh Government funded Collaborative Change Programme (CCP) to improve performance in line with the statutory targets.

The work has included investigating the impact in terms of both cost and performance, of various recycling and waste collection options and identifying a range of measures that implemented together will sufficiently improve recycling performance.

This report summarises the work undertaken to date, and further changes recommended to improve performance in line with the statutory targets. Intervention/Improvement Plan and Timescales are included in Appendix 6 (page 36)

"For the Operations included in the Report (Waste Transfer Station & Recycling Centres), we received 68,838 tonnes of incoming waste during 2025, of which 100% was recovered/recycled.

We are committed towards retaining PAS 402:2025 Accreditation and this year we have further consolidated our position by developing two Environmental Management Systems (EMS) for our sites at Lamby Way and Bessemer Close to support our Waste Transfer Station & Recycling Centre implementation of Operations, this helps us on our journey to shape, build and improve performance, quality, environmental and our health and safety frameworks, additionally it will complement our existing ISO 9001:2015 Quality Management System Standard and the Council's ambitious One Planet Cardiff Strategy to decarbonise the city and become carbon neutral by 2030.

Signed: Graham Harris Date: 6th October 2026 Designation: Director, Frontline Services



Author: Steve Parker Date: 6th October 2026 Designation: Performance Manager



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2. Scope of Operations

As a Council we have statutory and legal obligations for delivering waste services (for further information refer to our Legal and other requirements section) and furthermore to comply with Welsh Government's Blueprint to ensure affordable and sustainable local authority collection services for recyclable, compostable and residual waste. In assisting with these requirements our scope of operations are outlined below, the Waste Transfer Station, Lamby Way Recycling Centre and Materials Recycling Facility operates under Environmental Permit (EPR/EP3995FL), and Bessemer Close Recycling and Commercial Centres operate under Environmental Permit (EPR/VP3295EU) for Cardiff Council:

Waste Transfer Station (WTS) Located at our Lamby Way Site Cardiff, our WTS is an operational area that is used for the receipt, sorting, temporary storage and dispatch of materials for onward recycling, this is explained further in our Operational Control Section.
Recycling Centres (HWRCs) Situated at Lamby Way and Bessemer Close sites Cardiff, our Recycling Centres (also known as Housing Waste Recycling Centres) provide a free facility for Cardiff residents to recycle household items at both sites. Our Bessemer Close site also provides a commercial operation and cost-efficient option for small and medium enterprises to dispose of recycling and trade waste.
See Site Maps below

Site Map 1 – WTS, Recycling Centre at Lamby Way Depot, Cardiff



Site Map 2 - Recycling and Commercial Centre at Bessemer Close, Cardiff



Permits and Planning

- The maximum quantity of waste to be accepted in our operations shall not exceed 2.26m tonnes with the waste transfer station and recycling centre operations limited to 565,000 tonnes each per year.

- Inputs are limited to non-hazardous and inert waste only. Treatment to aid both onward transfer and further processing is permitted. All waste must be stored and treated on an impermeable surface with sealed drainage (foul sewer).

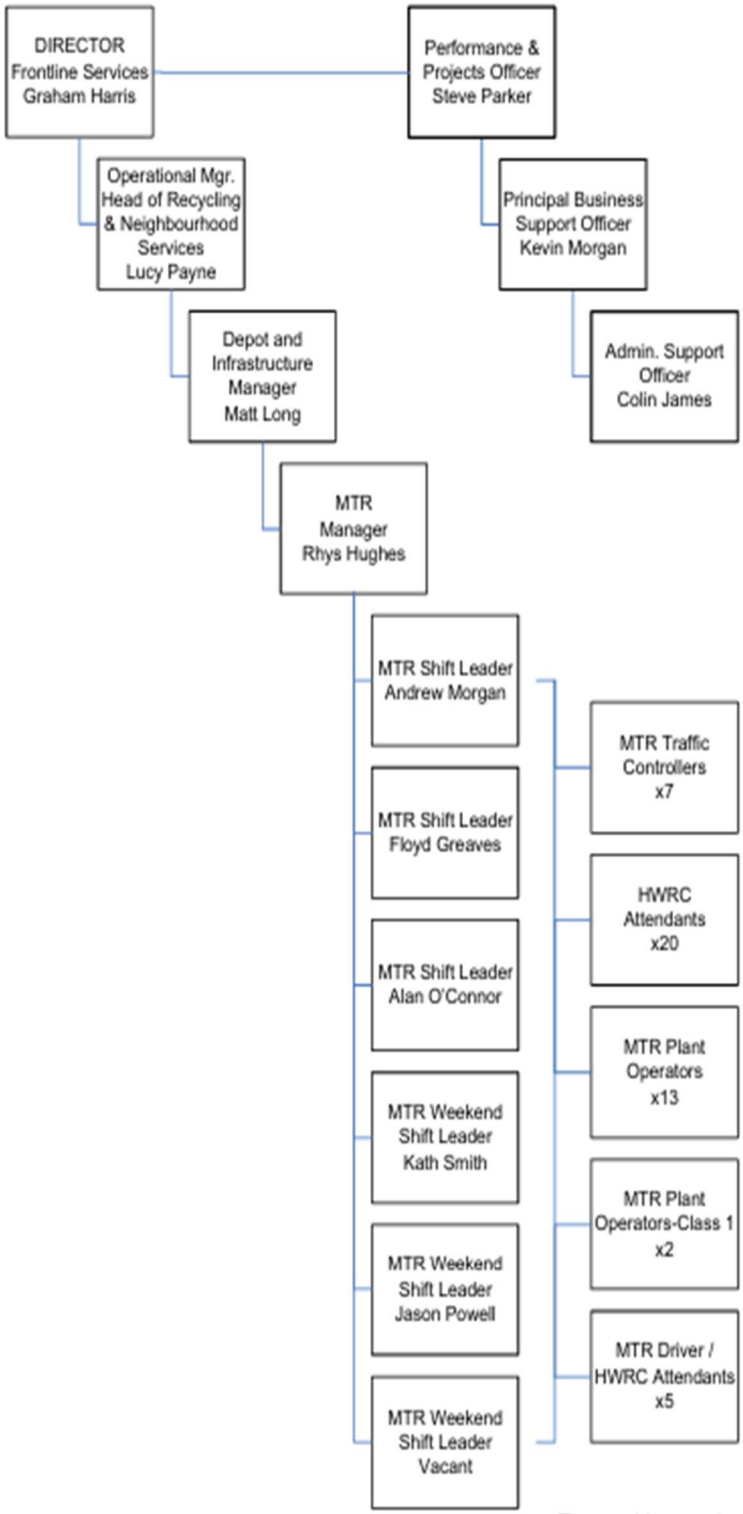
- Odour Management Plan for the WTS at Lamby Way is included in Permit EAWML30338 (odour suppressant and ventilation system)

- Planning Application number for Lamby Way Site 94/00030/R decision was made on the 2nd August 1995.

- Planning Application number for Bessemer Close Waste Transfer Site (Recycling Centre) 04/01952/C, the decision was made on the 17th November 2004.

As outlined in our Environment Permits, the description of activities and permitted waste types for respective operations are outlined in Appendices 2 & 3. The operational staff structure is outlined on the following page.

MTR Operation's Structure



The position on the page does not indicate seniority

3. Client Relationship

We work in collaboration with a wide range and unique set of interested parties (clients, customers, stakeholders, partners etc.) to help deliver effective services and operations, examples of these and their needs and expectations are as follows:

Client / Interested Parties	Needs and expectations
General Public, Customers, Clients and Ontakers	Essentially waste acceptance is managed through our Permits, Recycling Strategy, Key ISO 9001 Processes (flow charted operations), Procedures and various checks and balances prior to release of end products, these ensue that we only receive agreed recycling streams and effectiveness of onward products. These processes and operations are externally audited on a regular basis to demonstrate compliance.
Employees	Key asset for delivering the day-to-day service and continuity of operations
Members and Councillors	Setting our political agenda, strategic direction, planning and policy arrangements
Suppliers	Purchasing and procurement, goods and services
Regulators and legislators i.e. Welsh Government, Audit Wales, Natural Resources Wales, British Standards Institute	Compliance, upholding legislative requirements, reporting, funding, partnership and collaborative working
Contractors and consultants	Contractual arrangements for projects and schemes, maintenance, service delivery support and technical advice. Contractual arrangements are managed in conjunction with the Council's Procurement Services, and we have "framework agreements" in place to ensure that legal, financial and procurement obligations are in place and being followed.
Voluntary groups	Resource resilience, providing unpaid support
Waste Management Companies	Waste recycling, treatment, assisting in ensuring maximum recovery rates
Health boards, Universities, Local businesses	Commercial business operations – aimed at increasing our client base
Internal Council Teams	Support for legal, financial, fleet and facilities management, human resource, health & safety etc.
Recycling off-takers	Engagement with off-taking partners to promote sale and quality and testing of materials

Essentially, we utilise and engage our WTS and Recycling Centres for secondary sorting to extract recyclables that have been disposed of to achieve the ever-increasing targets for recycling via internal receipt of waste from our various operations and onward recycling partners. Furthermore, other waste management companies are utilised to ensure increasingly high levels of recovery and to maximise the quality of recyclable materials to onward markets, hence adding value to the process.

Our services are promoted on our website; **www.cardiff.gov.uk,** in addition customer queries and transactions are dealt with via our internal Contact Centre – "Connect to Cardiff" (C2C) and all agreed social media channels.

Stakeholder Engagement & Communication

Stakeholder engagement and communication is essential to promoting and improving our recycling performance rates across the city. Targeted campaigns, taking into account the needs of individual communities, are developed with advice from relevant stakeholders. To support this, we have developed a number of customer engagement and communication objectives:

- We will continue to work in partnership with universities, students' unions and the third sector to support students with street scene, reuse and recycling improvements.
- We will work with community leaders and forums to ensure our communications support our Black, Asian, Minority Ethnic Communities, Disabled and people with mental and physical difficulties to reuse and recycle more.
- We will use intelligent data, for example Office 365 Power BI, to deliver targeted campaigns in areas that are likely to see the best incremental change in recycling performance.
- We will explore community and charity partnerships, alongside local authority partnerships, to form the cornerstone of a strong longer-term recycling strategy and circular economy in this area.

Continuing "Ask Cardiff Surveys" have also helped to inform how and where people go to find their recycling and waste information (see diagram below). This again will help us to use more effective communication methods when contacting residents.

To support our Recycling Strategy, we have established a number of key customer improvement principles to help improve and increase recycling, these are listed in the table below: **Further improvements identified in our Cardiff Path to 70% Recycling Report, including Interventions and Timescales are included in page2 42 onwards.**

Key Principle	Purpose / Impact
Waste Minimisation	To inhibit the growth of Municipal Solid Waste per capita by promoting waste minimisation initiatives with a long-term aim of reducing growth to zero.
Awareness and Education	To raise awareness with the public and the Council of the need to enhance reuse, high quality recycling and composting throughout the city through comprehensive stakeholder engagement.

Maximise high quality Reuse, Recycling and Recovery	To ensure compliance with all legislation and guidance produced, with the ultimate aim of achieving 70% reuse/recycling / composting rate Working with other waste management companies to ensure we maximise recycling rates and help improve the quality of the recycling product for end markets. Use of non-conforming product procedure to improve quality.
Minimise Waste to Disposal	To minimise the amount of Municipal Solid Waste sent for disposal, by not exceeding the maximum amount of energy from waste facility targets set by Welsh Government.
Partnering	To work with local partner organisations, where practicable, to deliver local, regional and national benefits.
Cost Effective Service	To provide a value for money waste management service which is cost effective and efficient.
Sustainable Management	To offer recyclable management services that offer substantially improved sustainability, and much reduced carbon emissions and

We have developed a Quality Policy, of which comprises a brief statement that aligns with our purpose, mission, policy and strategic direction. It provides us with an effective framework and management commitment for quality objectives to help meet respective requirements, for example, customer, workforce, statutory and regulatory obligations to support us in continually improving services and operations, this is outlined below:

Our Quality Policy

We are firmly committed to the delivery of high quality, cost effective & efficient services that meet the needs and the expectations of our customers & communities that we serve and our key stakeholders (our interested parties). We are committed to providing services in accordance with our current Recycling Strategy and all relevent standards, environmental considerations and legislation. We will consult with local people, local organisations and key stakeholders to identify their concerns through a risk based approach, all within the constraints of legislation and available resources, and in conjunction with our partners. We will seek to continuously improve the quality, extent and nature of services provided through adoption and retention of industry standards and certification, for example ISO 9001:2015 and PAS 402:2025. Health & safety is paramount and we recognise that every employee, through their day to day work, makes a crucial contribution to the overall delivery of Council services, whether they are delivered internally or externally, and we will not only encourage their participation in the preparation, implementation and evaluation of improvement activities but also their individual employee development.

4. Impacts and Risks

Advisory Support

As part of the Council's support arrangements, we have dedicated legal representatives, human resource professionals, health & safety advisors, performance managers, facilities management staff, fleet managers and accountants who work in conjunction with managers and back-office support staff to provide us the necessary advice and support. These individuals and teams help to manage our respective impacts and risks through the following mechanisms:

- Procurement and purchasing frameworks
- Legal advice for policies, strategies, permits and key reports etc
- Employee law and guidance
- Health and safety policy, action plans and risk mitigation
- Industry Standards and accreditation development
- Building and asset maintenance schedules
- Vehicle management and maintenance
- Budgetary and financial monitoring
- Risk Register Management with hierarchy of risk registers

We also work closely with Natural Resources Wales and other partners to ensure that our environmental impacts and risks are identified and controlled effectively. We have adopted an ambitious One Planet Cardiff Strategy and Programme of Projects to become a Carbon Neutral Council and City, this Strategy is built-in and an inherent priority within the Council Corporate and Directorate Plan, of which the operations in this report are part of.

Daily Site Inspections

Inspections are carried out on a daily basis by our WTS and Recycling Centre Supervisors and maintenance staff and include a number of checks, these include identifying any remedial actions to help reduce the impact of risk relating to environmental, health & safety and building maintenance, the following are some examples of what we inspect:

- Continuing checks and balances to help ensure quality of recycling materials
- Lighting
- Equipment and machinery checks
- Ventilation, fans and Odour suppressant
- Roller shutter doors
- Firefighting and prevention procedures
- Floor surface cleaning, manual and mechanical
- Customer and Client identification checks
- Skip/container capacity
- Weighbridge and Vehicle checks
- Use of Personal Protective Equipment and clothing
- Spill kits and prevention / drainage / first aid arrangements
- Loading lanes and bays
- Access, egress and visitor safety
- Recycling checks on output material and productivity checks

Safe Systems of Work

We have developed formal Safe Systems of Work documents which have been designed to help control, minimise and eliminate impacts and risks, both from an environmental and health & safety perspective. These have been provided to all employees and comprise of the following information.

- First Day Induction and Employees Responsibilities
- Introduction
- Health and Safety
- Protective Clothing
- Needle Stick Incidents
- Operation of Roller Shutter Doors
- Operating Plant
- Accident and Emergency Procedures

ISO 9001:2015 Internal and External Quality Auditing

- External annual inspections by BSI
- Annual Schedule of audits specifically developed and implemented to ensure compliance
- Trained quality system auditors
- Audits based on priority and risk
- Improvement actions identified and closed down via dedicated software to help mitigate risk and maintain compliance.

Business Continuity

We have developed Business Continuity arrangements which outline how unexpected and emergency impacts (loss of plant/equipment, IT failure, fire, flood, spillage etc) have been planned for and managed. The arrangements deal with the likelihood and significance of impact, consequences, current controls, actions to resolve and restore the operation, responsibilities and contact details.

Business Risks

Operational Risks

Our key operational risks have been identified, and these are included in our Service Risk Register (see example extract below), these are reviewed quarterly and include the following criteria:

- Risk description
- Risk status/level (inherent and residual)
- Risk control and mitigation
- Proposed management actions
- Risk owners
- Review outcomes
- Key indicators / measures

Risk Description	Potential Impact	Inherent Risk			Current Controls	Residual Risk		
		Likelihood	Impact	Priority		Likelihood	Impact	Priority
Failure to ensure that adequate records are maintained due to Weighbridge Failure including calibration issues.	• Strategic failure • Financial impact • Service delivery failure • Partnership failure • Community impact • Environmental impact • Stakeholders impact • Reputational • Legal and regulatory failure	C	1	High - Red	• Annual calibration of the Weighbridge by supplier to ensure weighing accuracy • Trading Standards carry out own tests to Weighbridge to ensure accuracy • All tonnages in/out over the Weighbridge are validated and verified by finance. • Out of Hours process in place for capture of vehicles discharging on site. • Monthly management meetings to review tonnage data	C	3	Medium - Amber / Green

Proposed Management Opportunities & Actions	Target Risk Rating			Risk Reduction Target Date	Owner	Key Indicators / Measures (list the key metrics / indicators used to monitor the risk)
	Likelihood	Impact	Priority			
	C	3	Medium - Amber / Green	Q3	M Long	• Number of stock discrepancies greater or less than 10%

Environmental Risks

Environmental Risks (see example below) have been identified to support our Environmental Management System and an example extract is included below. This process includes identifying hazards, who might be harmed and existing and additional controls to help mitigate the risk, these are reviewed on an annual basis or following any incident.

CARDIFF CAERDYDD	REFERENCE:	Bessemer Close Environmental Risk Assessment	Referenced accompanied additional documentation:			
	ASSESSED BY:					
	APPROVED BY:		ISSUE DATE:	2025	NEXT REVIEW:	2026
Overall Risk Rating:				Low		
Work Activities: -						

What is the hazard	Who might be harmed	How might people be harmed	Existing risk control measures	Additional Controls	Risk rating		
					L	M	H
Litter Non-hazardous (plastics & man-made fibres) windblown material moving off site	People: On site Off site Property: Commercial/Industrial Highway A4232 Access roads Ecosystems: Deciduous Woodland/mature trees River Ely Cwm Cydfin SSSI (woodland)	Visual & physical impact Ingestion Physical impact Smothering	Boundary trees shelter site from strong winds and intercept litter. Technically Competent Manager (TCM) on site and inspecting regularly. Litter removal as required within site and beyond boundary, and transfer to residual container. All waste transferred to bays/containers. Residual waste removed daily. All loads on vehicles leaving to be secured appropriately. No waste operations during extreme weather.		✓		
Noise and Vibrations Vehicle movements on & off site On-site deposition & loading Crushing & screening of inert material	People: On site Off site Property: Commercial/Industrial Ecosystems: Deciduous Woodland/mature tree	Unacceptable noise pollution Structural damage to buildings Noise levels damaging to human health & disruptive to animal/bird behaviour	Site only operated during normal working hours. Regular servicing of all plant on site. TCM on site. PPE for site operatives.		✓		

Climate Change

The Service manages our climate risk via the Council's Corporate Risk Register (CRR), namely; "The Council is not able to manage the effects of climate change and energy security due to lack of future proofing for key (social and civil) infrastructure and business development", including risks related to Air Quality, Biodiversity, Energy & Decarbonisation, Extreme Weather & Flood. Checks and balances include "what we've done/are currently doing to achieve the Residual Risk Rating and what we plan to do to meet target". The CRR is reviewed on a quarterly basis to help mitigate risks and are report through the Council's assurance process.

Health & Safety Risk Assessments

We have undertaken a comprehensive review of the various tasks within the operations to help identify significant hazards and in-turn help to reduce the risk to an acceptable level. The table below outlines those areas together with other supporting information, the content of these include:

- Activities involved
- Relevant hazards
- Groups or individuals at risk
- Risk and rating
- Identified controls

Risk assessments are reviewed on a rolling basis i.e., annually for high-risk activities, two years for medium risk and three years for low risks after mitigation, following a change of process or procedure, or following an accident or incident.

Current Health & Safety Risk Assessments

Title	Next Review Due	Rating
HWRC 01- Lamby Way & Bessemer Close	December 2027	Medium
WTS 01- Lamby Way	January 2028	Medium
WTS 02- Commercial Site Bessemer Close	August 2027	Medium
WTS-04 – Heavy Plant	December 2026	Green

Accidents and incidents

During Jan-Dec 2025 there were 6 related accidents / incidents, these are outlined in the table below. As part of our processes all have been investigated and respective risk assessments and safe systems of work have been reviewed to help prevent future occurrences.

Date	Type	Site Name	Injured Party Occupation	Injury Cause	Injured Body Part	Injury Type	Riddor	Incident Comments
24.4.25	Minor Injury	WTS	Line Processor	Contact with sharp object	Finger	Cut	No	RA and SSOW followed. Gloves retained and there is no cut or puncture wound. Photos taken.
7.5.25	Minor Injury	WTS	MRF Operative	Contact with sharp object	Hand	Cut	No	The IP was not wearing his PPE (gloves). Management will look at disciplinary action.
30.6.25	Minor Injury	WTS	MRF Driver	Contact with sharp object	Hand	Cut	No	The IP was not wearing the correct PPE (Gloves). Photos taken and the IP refused to go to hospital.
5.10.25	Minor Injury	BC HWRC	HWRC Site Attendant	Struck by a moving, flying or falling object	Chest	Bruise	No	NO investigation completed yet but HS has contacted waste to see if the gates can lock in to place of if they are in good working order
18.12.25	Minor injury	WTS	Driver MRF	Injured while handling, lifting, carrying, pushing or pulling	Back	Sprain	No	The injured person only complained of his back pain 2 days later as it got worse. The supervisor who is reporting this incident was not working on the shift where the incident happened. The IP advised that a cold press and painkillers taken when he got home from work on the day of the incident. The IP then continued to return to work the day after and work a full week.
23.12.25	Minor Injury	BC HWRC	HWRC Site Operative	Other Kind of Accident	Chest	Other	No	D arrived for work feeling fine with no issues, whilst onsite he started to feel unwell, sweating. He went into the supervisors office to sit down and compose himself thinking it would pass.

5. Operational Management

We have held a BSI Certificate of Registration since 2003 and during November 2018 successfully achieved the transition to the new ISO 9001:2015 Quality Management System Standard, this has been retained through to the current period (externally inspected and validated by BSI). Our Scope of Registration includes Waste management functions, waste strategy, waste infrastructure, waste collection, recycling processing and the management of waste treatment.

Our Quality Management System includes a number of documented business and delivery plans (corporate, directorate and team), workforce plan (resource plan), monitoring and inspection arrangements, workflow processes, procedures, work instructions, transactional forms, risk registers and health & safety guidelines, target setting for performance indicators etc, this helps to effectively control our operations. These are included and made available via our Council's Sharepoint System for staff to access and are additionally available through hard copy. Our processes, procedures, work instructions and guidelines provide information to ensure effective control with transactional forms being used to monitor and check activities, regular audits are undertaken to confirm this position, establish conformity and compliance with requirements, and to implement improvements.

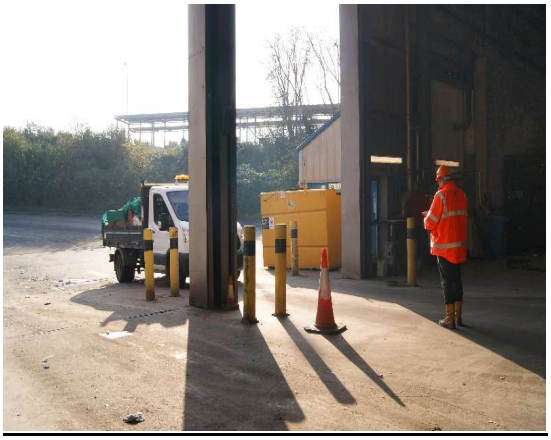
All of our operations are monitored on a daily basis, this enables us to understand what waste is being received, processed and going out. It also allows us to understand the total amount of waste held in our operations, ensuring compliance with environmental regulations, permits and statutory reporting via waste data flow (WDF) for example. In terms of the waste our organisation generates, where possible this is recycled, stored, handled and disposed of in line with duty of care requirements.

Roles and responsibilities are included in job descriptions and role profiles and are also documented in personal development reviews throughout the year to ensure requirements are understood, operational briefing and toolbox talks also support these requirements. Where required we use agency staff to ensure sufficient resources are available to meet demand.

Key processes for the WTS and Recycling Centres are outlined in the following pages together with respective control mechanisms and undertaken in accordance with the conditions of our Environmental Permits; (EPR/EP3995FL) and (EPR/VP3295EU).

Lamby Way Waste Transfer Station Process

Waste Acceptance
Vehicles cannot enter unless they have crossed the weighbridge and contents (waste types) checked. Out of hours weights must be noted by the driver if the weighbridge is closed. All vehicles must be weighed out. For monitoring and measurement purposes, the Traffic Controller will record all vehicle movements in and out. Mandatory site rules are in place i.e. speed, signage, PPE requirements etc.



Tipping
If a load appears unacceptable i.e., it contains asbestos, it will be rejected, quarantined and arrangements made with a suitable disposal contractor to dispose of. If the load is deemed acceptable, the driver will then enter the WTS. The vehicle will then follow instructions observing all site rules, the load will then be unloaded and placed in the appropriate bay. Where waste requires sorting (mixed skip waste or fly-tipping), this is either undertaken manually or mechanically to maximise recycling.



Waste Storage
Waste is segregated in bays according to waste types, stockpiles are monitored for environmental purposes i.e., leakages and spills, and to ensure removal takes place asap.



Waste Recovery
Plant operators help to maximise recovery of waste by ensuring haulage vehicles are filled to tare weight and compacted. Metal, bulky waste, tyres and UPVC for example are stored until there is an appropriate stockpile is maximised to fill a designated container.



Waste Dispatch
Only pre-selected hauliers are used in the transfer of waste, these have been assessed and selected via the Council's supplier evaluation process. Once full, drivers will be notified to exit the WTS and proceed to the weighbridge. The Traffic Controller records details of outgoing loads and these, together with incoming loads are sent for back-office reconciliation and processing. Quarterly reporting takes place to establish tonnage and recycling results.



Recycling Centre (Household) Process

Recycling Centre Attendant checks details of persons entering Centre to ensure they have booked and are residents of Cardiff.



Vehicle is unloaded in readiness for placing recycling materials in correct containers.



Recycling materials are deposited in containers. Council staff ensure the segregation of waste materials as appropriate and will offer physical aid to those in need.



Roll-on / Roll-off containers, once full are collected taken to WTS for further processing or approved contractor.



Bessemer Waste Transfer Station (Commercial) Process

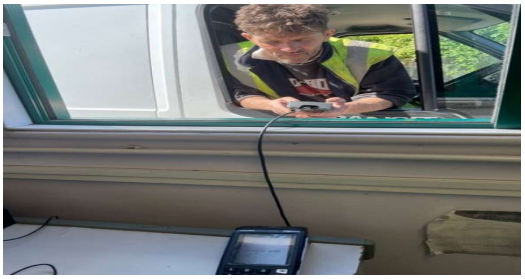
Vehicle arrives on site. The visual waste inspector ("Barrier Man") records load details – vehicle reg, company, waste type & time. If the vehicle is owned by a commercial trader their Waste Carrier registration number is also checked. Once all is agreed the vehicle proceeds to the first (In) bridge and weighs their gross weight.



Vehicle goes to tip off point as directed by staff and off-loads. The waste is inspected to ensure it is the waste that has been declared on entry. Throughout the shift a telehandler & JCB move waste between tip off points to ensure the site maximizes recycling



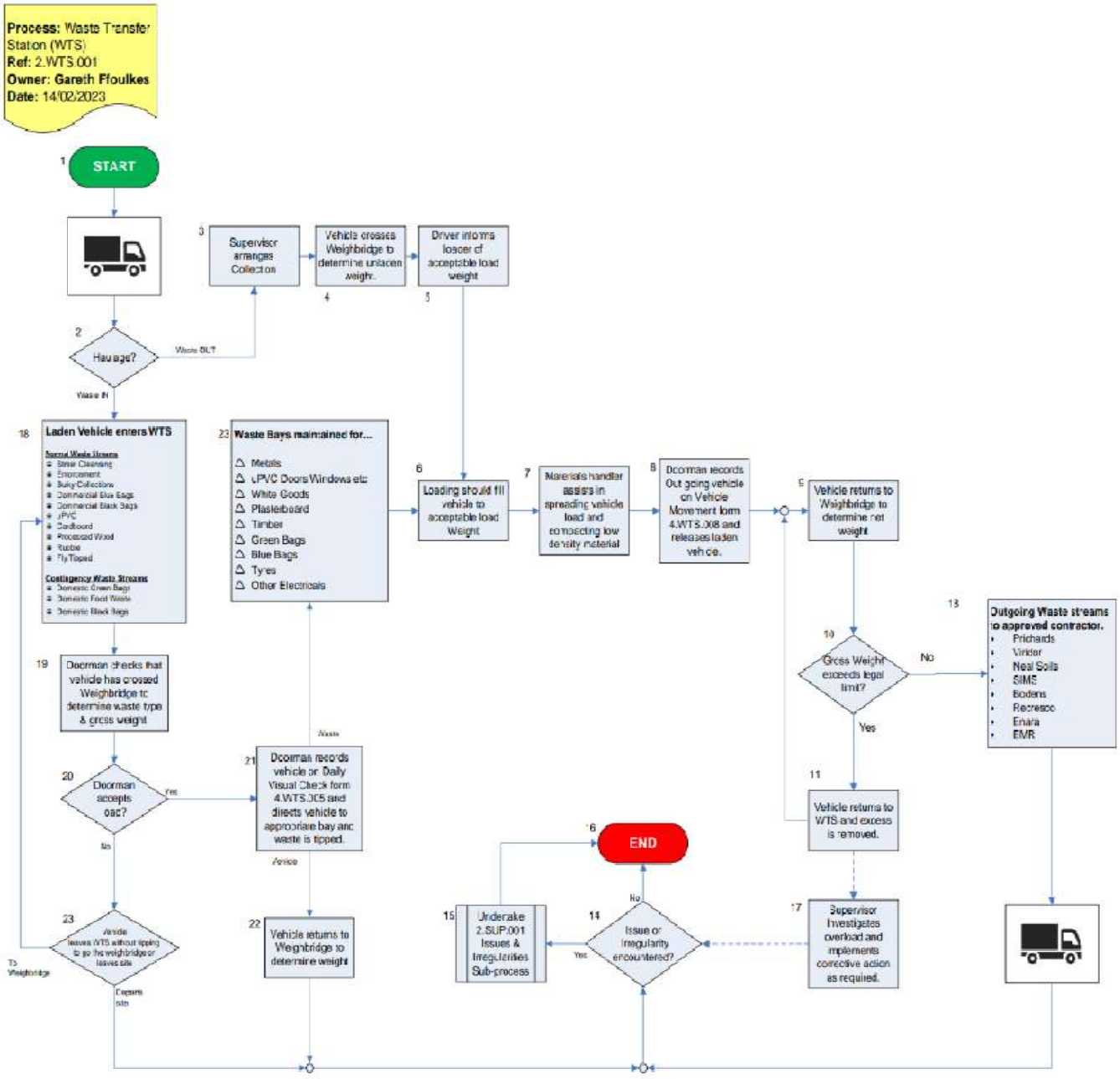
Vehicle proceeds to second (exit) weighbridge to weigh off and process necessary paperwork. Payment is made for deposited Waste using a debit card or credit card and leave site.
(Traders they are required to hold a valid waste carriers' licence).



Vehicle proceeds to the second (Out) bridge and weighs their tare weight. Drivers exchange paperwork with the weighbridge clerk, and card customers make payment for deposited waste using a debit card or credit card.

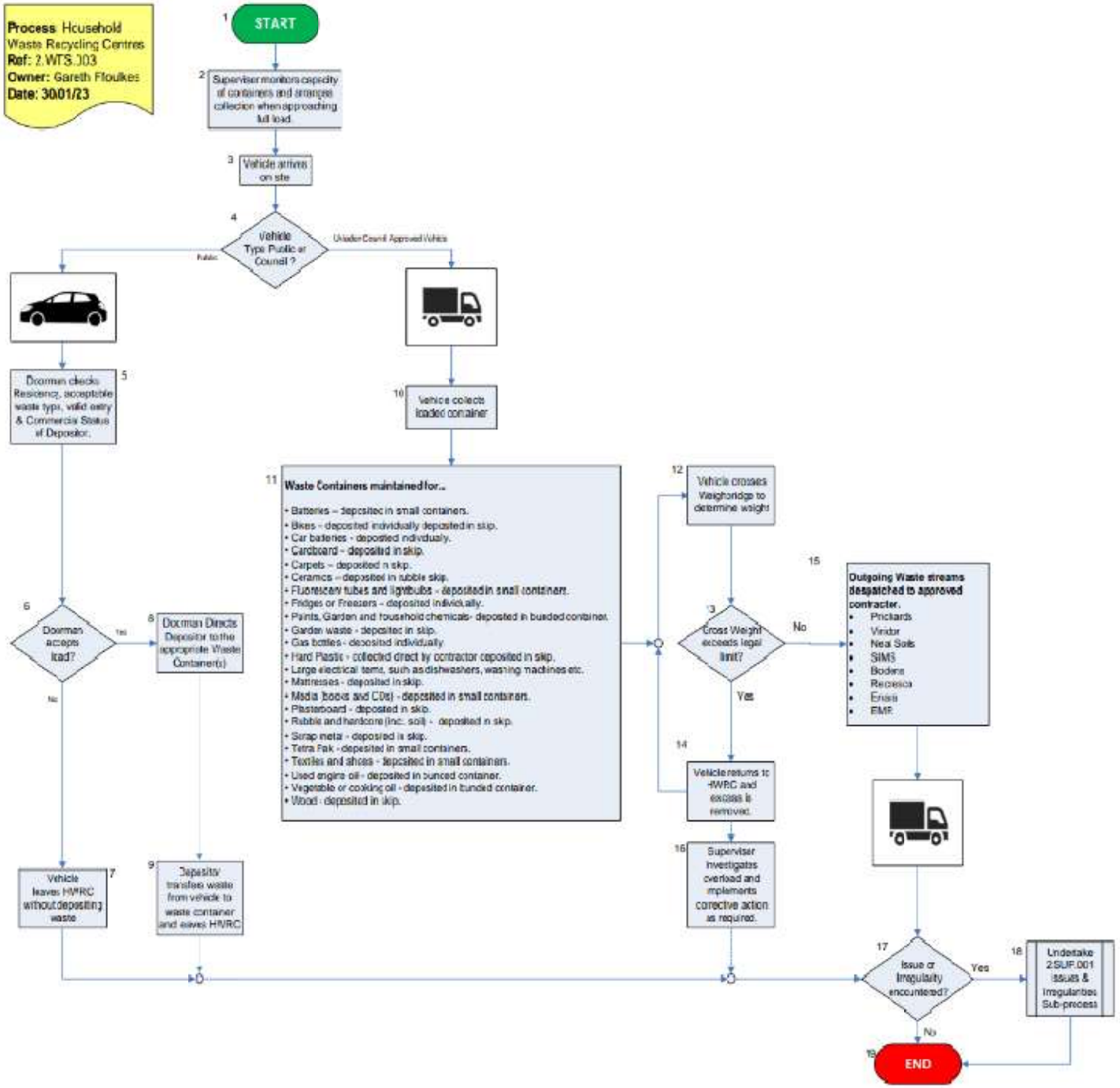


Overarching processes (in flowchart form) for scope operations are included in the following pages.



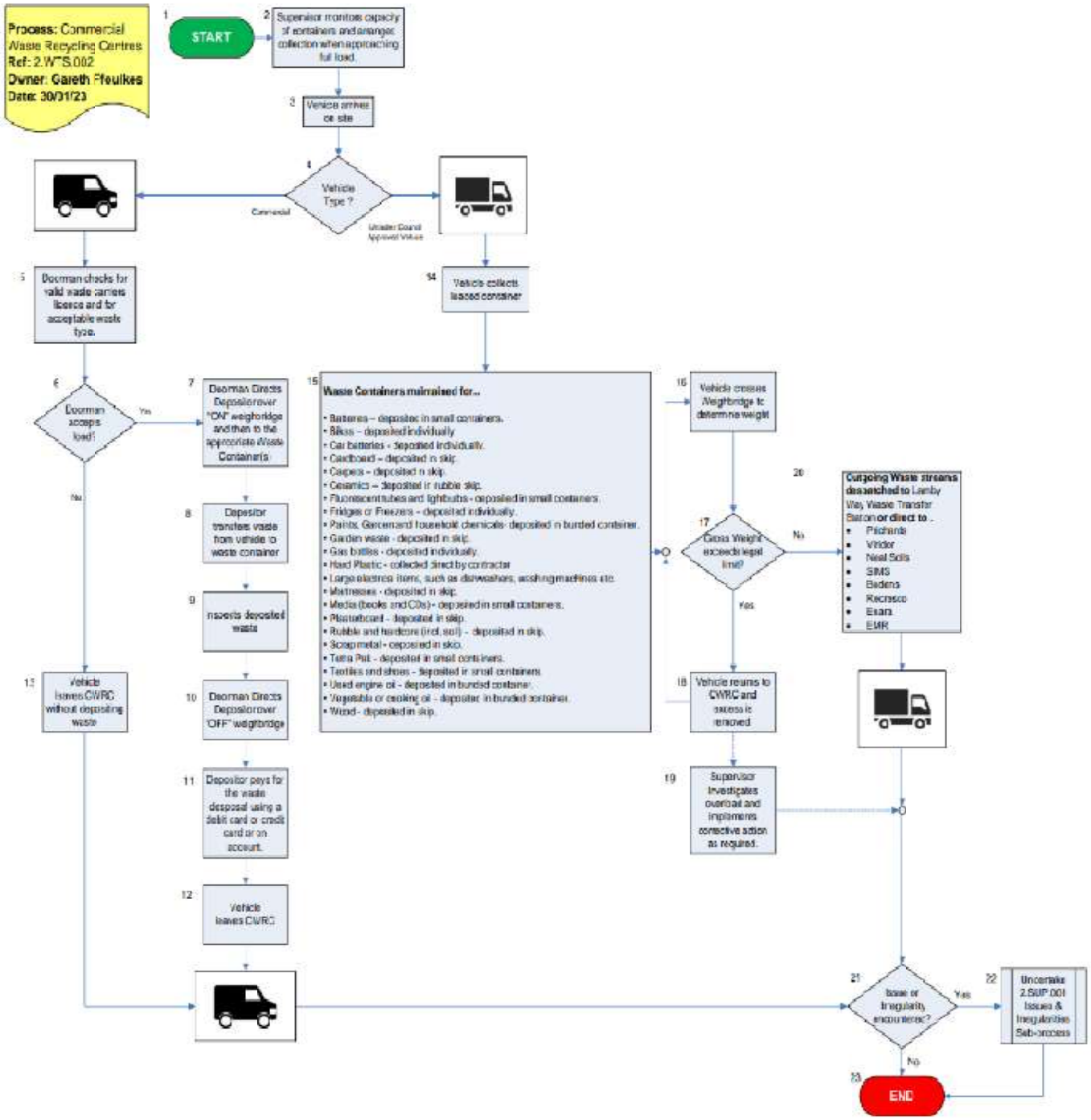
Control Measures

- Waste Acceptance Criteria – Checking of Incoming Waste
- Unacceptable Waste & Quarantine Procedure – Non-Conformance Procedures
- Safe Systems of Work
- Risk Assessments
- Site Supervisory Checks
- Segregation & Storage Procedures
- Internal Quality and Health & Safety Audits
- Environmental Permits
- Monitoring & Measurement
  - Weights & Tonnages
  - Calibration



Control Measures

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Process: Commercial Waste Recycling Centres
Ref: 2.WTS.002
Owner: Gareth Pfeulkes
Date: 30/01/23
1 START
2 Supervisor monitors capacity of containers and arranges collection when approaching full load
3 Vehicle arrives on site
4 Vehicle Type ?
Commercial
Under Council Approved Value
5 Doorman checks for valid waste carriers licence and for acceptable waste type.
6 Doorman accepts load?
Yes
No
7 Doorman Directs Depositor over "ON" weighbridge and then to the appropriate Waste Containers
8 Depositor transfers waste from vehicle to waste container
9 Records deposited waste
10 Doorman Directs Depositor over "OFF" weighbridge
11 Depositor pays for the waste disposal using a debit card or credit card or on account.
12 Vehicle leaves CWRC
13 Vehicle leaves CWRC without depositing waste
14 Vehicle collects loaded container
15 Waste Containers maintained for...
- Batteries – deposited in small containers.
- Bikes – deposited individually.
- Car batteries - deposited individually.
- Cardboard – deposited in skip.
- Carpets – deposited in skip.
- Ceramics – deposited in rubble skip.
- Fluorescent tubes and lightbulbs - deposited in small containers.
- Fridges or Freezers - deposited individually.
- Paints, Garden and household chemicals- deposited in bunded container.
- Garden waste - deposited in skip.
- Gas bottles - deposited individually.
- Hard Plastic - collected direct by contractor.
- Large electrical items, such as dishwashers, washing machines etc.
- Mattresses - deposited in skip.
- Media (books and CDs) - deposited in small containers.
- Plasterboard - deposited in skip.
- Rubble and hardcore (incl. soil) - deposited in skip.
- Scrap metal - deposited in skip.
- Tetra Pak - deposited in small containers.
- Textiles and shoes - deposited in small containers.
- Used engine oil - deposited in bunded container.
- Vegetable or cooking oil - deposited in bunded container.
- Wood - deposited in skip.
16 Vehicle crosses Weighbridge to determine weight
17 Gross Weight exceeds legal limit?
No
Yes
18 Vehicle returns to CWRC and excess is removed
19 Supervisor investigates overload and implements corrective action as required.
20 Outgoing Waste streams despatched to Lamby Way Waste Transfer Station or direct to ..
- Pitchards
- Viridor
- Neal Soils
- SIMS
- Biedens
- Recresco
- Esars
- EMR
21 Issue or Irregularity encountered?
Yes
No
22 Undertake 2.SUP.001 Issues & Irregularities Sub-process
23 END
Control Measures
- Waste Acceptance Critera – Checking of Incoming Waste
- Unacceptable Waste & Quarantine Procedure – Non-Conformance Procedures
- Safe Systems of Work
- Risk Assessments
- Site Supervisory Checks
- Segregation & Storage Procedures
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6. Competence

All staff and teams within our operations have been subject to the Council's job evaluation scheme and as such competencies, knowledge, skills and experience as well as other evaluation criteria have been identified. These requirements have been developed further for all staff and translated into job descriptions or role profiles as necessary, these provide an agreed framework for staff to deliver their respective tasks and duties effectively.

Primarily, the core competencies of staff that work within our operations are as follows and are based around an ethos of "*what we stand for"* to establish effective behaviours:

- **Putting customers first** – understanding who our customers are, setting good standards and aiming to improve operations etc.
- **Getting things done** – aiming to complete work within targets and timescales whilst working safely, checking progress against requirements etc.
- **Taking personal responsibility** – working within guidelines, rectifying mistakes, sharing of information etc.

When employed all staff receive induction training, of which we have a formal induction procedure. This induction provides staff with instructions and guidance to promote Council requirements for the protection of people, plant, environmental aspects and to comply with all relevant legislation on site. Similarly, all staff receive toolbox talks and are issued a Safe Systems of Work document and procedure, which helps to establish a safe working environment through helping to reduce risks and hazards.

At year-start (April) the Personal Development Review (PDR) process is initiated. Additional reviews at Mid-year and Year-end serve the purpose of ensuring that staff understand what they need to do, how well they are achieving and what training and development they need to help deliver tasks and operations effectively. This helps staff to understand how they contribute to the Council and how we can maximise their potential.

Training requirements are essentially derived from the above i.e., job descriptions, role profiles and personal reviews however they are also identified through changing circumstances such as new operations, processes or new legislation and requirements etc. The Table on the following page outlines what the core training requirements are and are processed in line with our agreed training and record retention procedures.

- Induction, training, competency and review is implemented in accordance with adopted Council policy and ISO 9001:2015 Quality Management System criteria.

Our in-house training provider, the Cardiff Academy plays a key role in accessing and delivering learning and development opportunities within the Council. There is a fantastic range of training facilities at Council locations, and these are where the Academy delivers the vast majority of courses. This together with e-learning and operational awareness provides and offers a wide variety of opportunities including Health & Safety courses and practical skills to support staff, technical and other bespoke training is managed through other agreed suppliers as required.

Further development opportunities that are being adopted

In order to continue providing the best possible service delivery for our customers, it is crucial that we resource our services with competent and motivated staff, we equip staff with the appropriate skills to deliver operations, particularly in further developing an inclusive workforce that reflects the communities we serve. In this respect, a Workforce Plan has been developed to help establish the key opportunities and challenges for our service, and inform our direction in the short, medium and longer term. The Workforce Plan is split into two distinct elements; Part 1 which is a Workforce Profile describing our dynamics i.e., head count, gender balance, salary grades, age, ethnicity, key skills and sickness etc. Part 2 is an Action Plan outlining improvement opportunity relating to training and development, retention of staff, resources, consultation and engagement, each action has been allocated a responsible officer and timescale for completion.

Core training requirements for staff within the operations are included on page 40.

7. Corrective, preventive and improvement actions

As part of our Quality Management System (ISO 9001:2015) we have developed a robust framework for managing corrective, preventive, nonconforming and improvement actions, this essentially is implemented through our Cardiff Improvement System software (CIS) – see below, processes, procedures and working forms (documents that record operational practices) are included in our newly developed "Sharepoint Site" – see diagrams below:

Cardiff Improvement System (CIS)



Sharepoint Site



We have developed and implemented a schedule of meetings to monitor, measure and improve the business, these include:

- **Team Briefings and Toolbox Talks** – Employee engagement sessions
- **Audit Opening and Closure Meetings** – Audit input and outcomes
- **Monthly Operational Health & Safety Meetings** – local health & safety review
- **Quarterly Operational Improvement Meetings** – Quality Management System (QMS) reviews
- **Quarterly Health & Safety Committee Meetings** – Strategic health & safety review
- **Annual Management Review Meetings** – QMS effectiveness and adequacy

As well as using standard agendas and minutes for meetings to help manage, we also utilise a number of performance tools to record and take forward improvement actions, these include the following:

- **Improvement Action (IACT) and Opportunity for Improvement (OFI) Databases** – to help manage corrective and preventive actions
- **Issues Log** – to record key concerns arising from meetings

- **Risk Registers** – risk control, status and review spreadsheets
- **RAMIS software** – for accidents and incidents, monitoring risk assessments and building maintenance
- **DigiGov** – employee management platform (recording hours, leave etc.)
- **Papertrail** – for recording training and supervisory inspection outcomes
- **Audit Schedule** – plan of quarterly agreed internal audits
- **Quality Management System (QMS) Quality Manual** – cataloguing how we manage our QMS
- **Staff reminder system** – to ensure effective closure of improvement actions and document updates
- **Non-conforming Product or Service Procedure** – to help manage non-compliance
- **Customer Complaints and Complements Databases** – to manage customer concerns and satisfaction
- **Visitors sign in / sign out systems and site / housekeeping controls** - to help manage health & safety etc
- **Non-conforming Product and Service Procedure** – to promote compliance and quality of recycling materials

All of these systems and tools help to support our ISO 9001:2015 Plan, Do, Check, Act Approach outlined below:

PLAN				DO	CHECK	ACT
4. Context of the organisation	**5. Leadership**	**6. Planning for the QMS**	**7. Support**	**8. Operation**	**9. Performance evaluation**	**10. Improvement**
4.1 Understanding the organization and its context	5.1 Leadership and commitment	6.1 Actions to address risks and opportunities	7.1 Resources	8.1 Operational planning and control	9.1 Monitoring, measurement, analysis and evaluation	10.1 General
4.2 Understanding the needs and expectations of interested parties	5.2 Quality policy	6.2 Quality objectives and planning to achieve them	7.2 Competence	8.2 Determination of requirements for products and services	9.2 Internal audit	10.2 Nonconformity and corrective action
4.3 Determining the scope of the QMS	5.3 Organizational roles, responsibilities and authorities	6.3 Planning of changes	7.3 Awareness	8.3 Design and development of products and services	9.3 Management review	10.3 Continual improvement
4.4 QMS and its processes			7.4 Communication	8.4 Control of externally provided products and services		
			7.5 Documented information	8.5 Production and service provision		
				8.6 Release of products and services		
				8.7 Control of nonconforming process outputs, products and services		

Legal and other requirements

We are committed to robust governance and compliance with all legal, statutory and regulatory requirements. As outlined in our impacts and risks section we have dedicated representatives to support us for legal matters, health & safety management, financial and budgetary support, human resource and people services, facilities and fleet management, and performance frameworks etc. We also work in conjunction with our environmental, health & safety, performance and regulatory partners to ensure strong controls are in place and implemented effectively, examples of these areas are outlined below:

Environmental

- Natural Resources Wales (NRW) Compliance Assessments and Compliance Reports
- One Planet Cardiff Strategy compliance
- National Statutory Recycling Target compliance
- Environmental Permitting Regulations
- Planning Application and Permissions
- Environmental Management Systems (EMS) for Lamby Way and Bessemer Close

Health & Safety

- Health & Safety Executive visits (where required) and consequent improvement plans
- Internal health & safety auditing regime
- Health & Safety Policy and Action Plan frameworks

Quality, Performance and Governance

- British Standards Institute – ISO 9001:2015 visits and Continuing Assessment Reports
- Internal Compliance Audits
- Quarterly NRW Waste Recycling Returns
- Welsh Government Public Accountability Measure submissions
- Audit Wales (external auditors)
- Internal Governance and Compliance Audits (Corporate Audit Team)
- Public Accountability Measures and Local Business Indicator monitoring
- Statutory Planning obligations
- Internal Risk Register Regime
- Financial Procedure Rules – procurement and contract management
- Non-conforming Product and Service Procedures

8. Performance Review

The operations in scope received 68,838 tonnes of incoming waste during 2024 of which 100% was recovered/recycled. Cardiff Council remains fully committed to working collaboratively to improve recycling performance and to meeting both statutory performance targets. Improvements to waste management and recycling performance are a fundamental part of the city's strategy.

The approach being taken is to look at the whole life of recycling materials; from supporting resident participation and behaviours, implementing efficient and effective collections to supporting ongoing participation and managing how and where materials are recycled to deliver a circular economy and to reduce the associated carbon impacts.

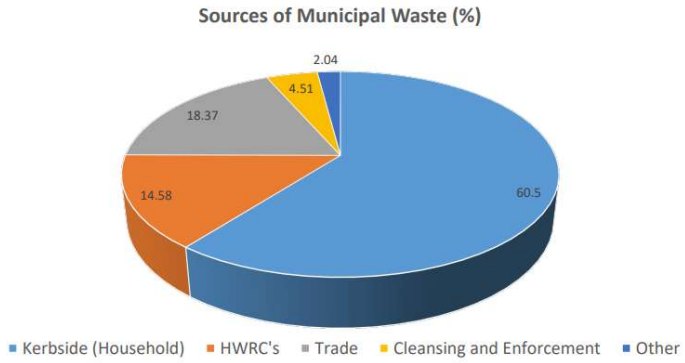
A number of improvements have been introduced since the last strategy enabling the majority of aims set out in our current Recycling Strategy for Cardiff to be achieved. A full gap analysis has been undertaken, comparing performance against the objectives set out in our previous waste strategy. The most significant achievements in relation to our in-scope operations (WTS and Recycling Centres) include:

- Introduced a Reuse Facility at Lamby Way Recycling Centre in Partnership with Wastesavers.
- Introduced community recycling zones at local hubs for the collection of small domestic appliances, textiles and batteries.
- Introduced mobile / pop up Recycling Centres to increase recycling.
- Introduced an improved "same day booking" system for Recycling Centres.
- Introduced controls at the Recycling Centres to facilitate an increase in recycling performance from 73% to 89%, including a no mixed bag policy, improved signage and recycling availability.
- Introduction of asbestos acceptance at Recycling Centres to tackle the negative impact of asbestos contamination on garden waste recycling.
- Use of technologies to improve capture of target material;
- Improving recovery rates;
    - We are currently in discussion and conducting trials with processors that have plants that can process material that would typically be sent for incineration. This includes film, drop out and end of line material. Outcomes of discussions indicate that the current 25% recovery rate we get from incineration (bottom ash) could be improved to 90%.

The Sources of waste collected across operations is outlined in the diagram below:

In order to build on the current recycling performance, it is important to identify the source

of waste collected throughout the city. This enables focus to be placed on key areas of opportunity, this is outlined in the diagram below:



The Potential for increasing recycling across operations and Interventions / Improvement Plan & Timescales are outlined Appendix 6 in pages below

Performance Summary	Total tonnes
Total material inputs this period	69,093.58
Waste used/retained on site this period e.g. for engineering purposes	0.00
Waste remaining on site at end of this period (unprocessed)	252.00
Waste remaining on site at end of this period (processed)	0.00
Total waste remaining on site at end of this period	252.00
Waste sent offsite for reuse/repair this period	57.26
Waste sent offsite for recycling this period	55,895.54
Waste sent offsite for energy recovery this period	12,885.18
Qualifying fines	0.00
Non-qualifying fines	0.00
Materials sent offsite as non-waste this period e.g. end of waste	0.00
Waste sent off for disposal (incineration without energy recovery)	0.00
Waste sent off for disposal to landfill	3.60
Total materials sent off site this period	68,838.16
NOTE 2 Waste sent offsite for other recovery includes landspreading and biogenic wastes that do not meet composting standards. NOTE 3 'Period', in Table 1, refers to the reporting period (annual).	

Waste hierarchy category	Annual %
Reuse	0.08%
Repair	0.00%
Recycle	81.20%
Energy recovery	18.72%
Landfill Cover	0.00%
Disposal	0.00%
	100.00%

Green (Freeland)	Tonnes
Incoming	938.30
Outgoing	1,300.02

Incoming LOW/ EWC code(s)A) and description (multiple)	Incoming tonnage	Outgoing LOW/ EWC recovery/disposal code and description (1 only per row)	Outgoing tonnage	Waste stream	Destination Treatment Description
08 03 17* - waste printing toner containing dangerous substances	0.84	08 03 17* - waste printing toner containing dangerous substances	0.84	Ink and Toner Cartridges	Recycling
10 13 09* - Asbestos	3.6	10 13 09* - Asbestos	3.6	Asbestos	Landfill - Disposal
13 02 08* - other engine, gear and lubricating oils	14.72	13 02 08* - other engine, gear and lubricating oils	14.72	Mineral Oils	Recycling
16 01 03 - end-of-life tyres	24.74	16 01 03 - end-of-life tyres	31.98	Tyres	Recycling
16 01 03 - end-of-life tyres	2.16	16 01 03 - end-of-life tyres	0.74	Tyres - Car	Recycling
16 05 04 - gases in pressure containers (including halons) containing dangerous substances - below threshold	12.28	16 05 04 - gases in pressure containers (including halons) containing dangerous substances - below threshold	13.36	Gas Bottles	Recycling
17 01 07 - mixtures of concrete, bricks, tiles and ceramics other than those mentioned in 17 01 06	7088.92	17 01 07 - mixtures of concrete, bricks, tiles and ceramics other than those mentioned in 17 01 06	7492.48	Hardcore	Screening
17 08 02 - gypsum-based construction materials other than those mentioned in 17 08 01	433.06	17 08 02 - gypsum-based construction materials other than those mentioned in 17 08 01	352.4	Plasterboard	Recycling
19 12 12 - other wastes (including mixtures of materials) from mechanical treatment of wastes other than those mentioned in 19 12 11	0.72	19 12 12 - other wastes (including mixtures of materials) from mechanical treatment of wastes other than those mentioned in 19 12 11	0.52	Composite Packaging (Tetrapak)	Recycling
19 12 12 - other wastes (including mixtures of materials) from mechanical treatment of wastes other than those mentioned in 19 12 11	473.88	19 12 12 - other wastes (including mixtures of materials) from mechanical treatment of wastes other than those mentioned in 19 12 11	1484.76	Mixed General Waste - Dross	Incineration
20 01 01 - carboard	1008.28	20 01 01 - paper and cardboard	865.32	Cardboard	Paper Mill
20 01 01 - Fibres - Paper & Cardboard	380.42	21 01 01 - paper and cardboard	380.42	Fibres - Paper & Cardboard	Paper Mill
20 01 01 - Segregated Paper	99.86	22 01 01 - paper and cardboard		Fibres - Paper & Cardboard	Paper Mill
20 01 02 - glass	7501.44	19 12 05 - glass	7739.86	Glass 1st Grade	Sorting and crushing
20 01 11 - carpet	727.16	20 01 11 - textiles	727.16	Carpets	Incineration
20 01 11 - textiles	231.9	20 01 11 - textiles	231.9	Textiles & Shoes	Sorting
20 01 21* - fluorescent tubes and other mercury-containing waste	1.8	20 01 21* - fluorescent tubes and other mercury-containing waste	1.8	Fluorescent Tubes	Recycling
20 01 23* - Industrial Appliance Chilled	2.78	20 01 23* - discarded equipment containing chlorofluorocarbons	340.36	Large Domestic Appliances (Chilled)	Recycling
20 01 23* - Large Domestic Appliances (Chilled)	159.28	20 01 23* - discarded equipment containing chlorofluorocarbons		Large Domestic Appliances (Chilled)	Recycling
20 01 25 - edible oil and fat	4.18	20 01 25 - edible oil and fat	4.18	Vegetable Oils	Recycling
20 01 27* - paint, inks, adhesives and resins containing dangerous substances	143.92	20 01 27* - paint, inks, adhesives and resins containing dangerous substances	143.92	Mixed Paints	Recycling
20 01 33* - batteries and accumulators included in 16 06 01, 16 06 02 or 16 06 03 and unsorted batteries and accumulators containing these batteries	34.56	20 01 33* - batteries and accumulators included in 16 06 01, 16 06 02 or 16 06 03 and unsorted batteries and accumulators containing these batteries	34.56	Car Batteries	Recycling
20 01 33* - batteries and accumulators included in 16 06 01, 16 06 02 or 16 06 03 and unsorted batteries and accumulators containing these batteries	5.56	20 01 33* - batteries and accumulators included in 16 06 01, 16 06 02 or 16 06 03 and unsorted batteries and accumulators containing these batteries	5.56	Household Batteries	Recycling
20 01 35* - discarded electrical and electronic equipment other than those mentioned in 20 01 21 and 20 01 23 containing hazardous components(6)	156.62	20 01 35* - discarded electrical and electronic equipment other than those mentioned in 20 01 21 and 20 01 23 containing hazardous components(6)	166.96	Televisions (including monitors)	Recycling
20 01 36 - Large Domestic Appliances (Not Chilled)	7.32	20 01 36 - discarded electrical and electronic equipment other than those mentioned in 20 01 21, 20 01 23 and 20 01 35	670.22	Small Domestic Appliances	Recycling
20 01 36 - Small Domestic Appliances	669.7	20 01 36 - discarded electrical and electronic equipment other than those mentioned in 20 01 21, 20 01 23 and 20 01 35			
20 01 38 - wood other than that mentioned in 20 01 37	6794.38	20 01 38 - wood other than that mentioned in 20 01 37	5757.62	Treated Wood	Sorting and shredding
20 01 38 - wood other than that mentioned in 20 01 37		20 01 38 - wood other than that mentioned in 20 01 37	5.36	Treated Wood	Incineration
20 01 39 - plastics	590.98	20 01 39 - Hard Plastic	609.02	Plastics	Sorting and shredding
20 01 39 - plastics	18.04	21 01 39 - UPVC			
20 01 39 - plastics	47.52	20 01 39 - plastics	47.52	HDPE	Sorting and shredding
20 01 40 - metals	1038.08	20 01 40 - metals	1173.7	Metal	Recycling
20 01 99 - other fractions not otherwise specified	1483.38	20 01 99 - other fractions not otherwise specified	1524.74	Hygiene Waste (Nappies)	Recycling
20 02 01 - biodegradable waste	1296.9	20 02 01 - biodegradable waste	1300.62	Green Waste	Composting
20 03 01 - Mixed Recyclables	9093.35	19 12 02 - ferrous metal	11.68	Scrap Metal	Smelting
20 03 01 - Mixed Recyclables		19 12 02 - ferrous metal	242.58	Steel Cans Baled	Smelting
20 03 01 - Mixed Recyclables		19 12 03 - non-ferrous metal	104.52	Aluminium Cans Baled	Smelting

Incoming LOW/ EWC code(s)A) and description (multiple)	Incoming tonnage	Outgoing LOW/ EWC recovery/disposal code and description (1 only per row)	Outgoing tonnage	Waste stream	Destination Treatment Description
20 03 01 - Mixed Recyclables		19 12 04 - plastic and rubber	588.28	Soft Mixed Plastics	Recycling
20 03 01 - mixed municipal waste		21 01 01 - paper and cardboard	8846.5	Fibres - Paper & Cardboard	Paper Mill
20 01 39 - plastics		20 01 39 - plastics	114.48	HDPE	Sorting and shredding
20 03 01 - Coffee Pods	15.76	20 03 01 - mixed municipal waste	16.8	Coffee Pods	Sorting
20 03 01 - Commercial Post Sort	102.08	20 03 01 - mixed municipal waste	19.62	Commercial Post Sort	Sorting
20 03 01 - General Waste	8703.56	20 03 01 - mixed municipal waste	99.62	Mixed Municipal Waste	Incineration
		20 03 01 - mixed municipal waste	2799.06	Mixed Municipal Waste	Recycling
		20 03 01 - mixed municipal waste	33.8	Mixed Municipal Waste	Recycling
20 03 01 - Mattresses	237.98	20 03 01 - mixed municipal waste	319.18	Mattresses	Seperated and turned into SRF
20 01 01 - Mixed Media	57.26	20 01 01 - mixed municipal waste	57.26	Mixed Media	Reuse
20 03 01 - Mixed Rec - Residential	18.82	20 03 01 - mixed municipal waste	10865.02	Mixed Rec - Residential	Sorting
20 03 01 - Mixed Recyclables	10846.2	20 03 01 - mixed municipal waste			
20 03 03 - street-cleaning residues	4427.83	20 03 03 - street-cleaning residues	3028.88	Mechanical Sweepings	Wash Plant
20 03 07 - bulky waste	2378.48	20 03 07 - Household Bulky containing POPs			
20 03 07 - bulky waste	2747.34	20 03 07 - Mixed General Waste - Bulky containing POPs			
20 03 07 - bulky waste	5.94	20 03 07 - Trade / Commercial Bulky	10568.28	Mixed General Waste - Bulky containing POPs	Incineration
	69093.58		**68838.16**	255.42	

Improvement Actions and Timescales – Appendix 6

Intervention	Estimated improvement range (percentage points contributed to recycling rate)	Current commitment to activity	Full implementation date	Date full performance contribution expected
Garden waste – extend garden waste service to 52 weeks of the year	0.5-1	Fully implemented	1st April 2025	100% impact in 2025/26 recycling rate.
Trade waste - Eliminate general waste only customers within trade and stopping collecting residual from flats on the off week to domestic collections	0.5-1	Fully Implemented	12th May 2025	90% of impact in 2025/26 recycling rate. 100% impact in 2026/27 recycling rate.
Complete segregated recycling – roll out to remaining kerbside service properties (due to be completed by April 25).	0.25-0.5	Fully implemented	End March 2025	100% of impact in 2025/26 recycling rate.

End Pay As You Throw service	0.03	Fully implemented	1st April 2025	100% of impact in 2025/26 recycling rate.
Communal household waste - Introduce dedicated team for implementing and enforcing segregated recycling into flats	1-1.5	Budget allocated and Cabinet support. Dedicated flats team recruited and rollout underway. WRAP have supported with development of comms plan and literature. Suite of bins of varying sizes purchased.	Started data cleansing and planning work in April 2024. Segregated recycling trials in flats have been underway since September 2024. Anticipate completion end 2026/27	Phased implementation, 14% impact in 2025/26 recycling rate. 68% of impact in 2026/27 recycling rate. 100% of impact in 2027/28 recycling rate.
Communications, education and enforcement	0.3-0.5	Budget allocated and Cabinet support.	Recruitment of 10 x Street Scene Enforcement Officers in	20% impact to be seen in 2025/26

		Full composition analysis of all waste streams across Domestic and Trade to help inform areas of greatest gain and identify areas for improvement.	progress, expected to be in post by January 2026.	recycling rate. 100% impact in 2026/27 recycling rate.
Plastic film – introduce plastic film collections	0.4-0.7	Cabinet supportive of intervention. Planning underway.	Summer 2026	50% of impact in 2026/27 recycling rate. 100% impact in 2027/28 recycling rate.
Litter post-sorting	0.4-0.8	Fully implemented	June 2025	75% of impact in 2025/26 recycling rate.

				100% impact in 2026/27 recycling rate.
HWRC improvements	0.3-0.5	Planning underway in collaboration with WRAP. Staff engagement / training planned, and wider comms plan to inform residents.	January 2026	25% of impact in 2025/26 recycling rate. 100% impact in 2026/27 recycling rate.
AHP collection frequency change	0.2-0.4	Cabinet supportive of intervention. Planning underway.	April 2026	75% of impact in 2026/27 recycling rate. 100% impact in 2027/28 recycling rate.
Total improvement if all interventions implemented	**3.9-6.9%**			

Training Plans for in scope operations

Training Description	MTR Manager		MTR Shift Leader		Traffic Control		HWRC Operative		MTR Plant Operator		MTR Driver	
	Mandatory	Desirable	Mandatory	Desirable	Mandatory	Desirable	Mandatory	Desirable	Mandatory	Desirable	Mandatory	Desirable
COTC - Haz Waste Transfer	x		x									
Duty of Care (CIWM)	x		x									
Environmental Permitting and Exemptions (CIWM)	x		x		x		x					
Fire Prevention & Mitigation at Waste & Resource Management (CIWM)	x		x									
Environmental Management System Overview	x		x									
Environmental Management System Summary					x		x					
Vehicle Marshalling Course (NPORS)					x							
Fire Warden		x	x			x		x		x		x
First Aid		x	x			x		x		x		x
Manual Handling	x		x		x		x		x		x	
Reverse Assistant			x		x		x		x		x	
Spillage Procedures	x		x		x		x		x		x	
IOSH or equivalent	x		x									
Operator Licence Awareness	x		x									
Management Training (ILM)	x			x								
Category B Licence	x		x						x		x	
Category C Licence		x		x		x		x		x	x	
Category C+E Licence		x		x		x		x		x		x

Training Description	MTR Manager		MTR Shift Leader		Traffic Control		HWRC Operative		MTR Plant Operator		MTR Driver	
	Mandatory	Desirable	Mandatory	Desirable	Mandatory	Desirable	Mandatory	Desirable	Mandatory	Desirable	Mandatory	Desirable
Loading Shovel Accreditation		x		x		x		x	x			x
FLT Accreditation		x		x		x		x	x			x
Material Handler Accreditation		x		x		x		x	x			x

9. Additional and other general improvement opportunities over the medium to long term

We have identified a number of improvement opportunities, these have either come about through our Waste Strategy, Workforce Plan, Audits, Assessments and internal performance management meetings, these relate to:

- Fully develop new software i.e. HALO correspondence platform
- Addressing stakeholder engagement & communication outcomes i.e. from key surveys and subsequently improving customer satisfaction
- Ensure robust and enhanced business planning and reviews
- Robust management and enhancements to risk register management
- Ensuring delivery of workforce plan and staff survey actions
- Potential via interventions for increasing recycling and quality of materials
- Adoption and reaping of new technology as it emerges i.e. Artificial Intelligence (AI)
- Develop a more robust Business Continuity Plan
- Continued PAS 402 Accreditation
- Continuing retention of ISO 9001:2015 Quality Management System Standard
- Review Quality Policy to reflect customer expectations
- Improved Depot inspections and checks through EMS implementation
- Address any observations and non-conformities identified by Tarian Inspection and NRW Reports

10. Appendix 1 – Associated Evidence

1. Recycling Strategy
2. Corporate Plan
3. Directorate Delivery Plan
4. Team Plans
5. Workforce Plan
6. Quality Manual
7. ISO 9001:2015 Certificate
8. Health & Safety Action Plan
9. Processes, Procedures and Forms
10. Risk Assessments
11. Safe Systems of Work
12. Training Records
13. Environmental Permits.
14. Risk Register
15. Performance outturns
16. Weighbridge Calibration Certificates, Tickets and Waste Transfer Notes

See Appendices 2 & 3 for relevant Environmental Permits.