

PART C: PROJECT AGREEMENT & SCHEDULES

3. SCHEDULE 3:

CONTRACTOR'S SERVICES
PROPOSALS

SCHEDULE 3

CONTRACTOR'S SERVICE PROPOSALS

METHOD STATEMENT 6

CONTINGENCY AND EMERGENCY PLAN

1. CONTINGENCY PLAN

1.1 Outline

This Contingency Plan has been developed to ensure the continued delivery of the Service in the event that situations arise during the Contract Period causing the normal operations of the Contractor to be hampered or prevented in whole or part. Within this overall plan, separate contingency arrangements have been developed for each Facility and for the transportation of Waste between the Facilities. The plans identify the circumstances when they come into effect and when these parameters have been exceeded when the Emergency Plan, as set out at paragraph 2 below, is implemented.

The site manager at each Facility or (in their absence) the transport manager is responsible for triggering the implementation of the respective Facility's contingency plan, as soon as the requisite conditions have been identified. The first stage of escalating a contingency plan will be for the site manager or the transport manager to inform the responsible manager at the Contractor's head office, to discuss the issue and the possible responses in accordance with the contingency plan. The plan will also identify where external authorities, such as the Waste Disposal Authorities or the Environment Agency need to be informed and the timescale during which any responses will need to be completed.

The contingency plans will be reviewed whenever there are any changes to the Facility operations and a full review of this plan will be undertaken by the Contractor annually.

References to "March/Wisbech" in this Method Statement reflect the fact that, subject to Schedule 7 (March Anticipated Change), the Contractor will continue to operate the Wisbech WTS until the new March WTS is brought into the Project.

1.2 Interdependencies

The relationship between the various Facilities is best illustrated by the Waste Flow Schematic included as an appendix to this Method Statement, which shows the locations and the manner in which Contract Waste is Handled.

The Waste Transfer Stations at Wisbech, Alconbury and (where it is varied into this Project in accordance with Schedule 7 (March Anticipated Change)) March and the HWRC Sites will be satellites to the principal treatment facility at the Waterbeach Site. The latter Site will host the following activities:-

- 1.2.1 Mechanical Biological Treatment (MBT) of Household Waste;
- 1.2.2 Composting (open windrow and in-vessel composting);
- 1.2.3 Waste reception and internal transfer; and

1.2.4 Landfill disposal.

The Waste received directly at the Waterbeach Site will be derived from the following sources:-

March/Wisbech WTS

- (a) Fenland District Council's Household Residual Waste, Green Waste and Kitchen Waste collected at kerbside;
- (b) Whittlesey HWRC Site Household Waste and Green Waste;
- (c) March HWRC Site Household Waste and Green Waste; and
- (d) Wisbech HWRC Site Household Waste and Green Waste.

Alconbury WTS

- (a) Huntingdonshire District Council Household Residual Waste, Green Waste and Kitchen Waste collected at kerbside;
- (b) Alconbury HWRC Site Household Waste and Green Waste;
- (c) St Neots HWRC Site Household Waste and Green Waste;

Waterbeach treatment facility

- (a) Cambridge City District Council Household Residual Waste, Green Waste and Kitchen Waste collected at kerbside;
- (b) East Cambs District Council Household Residual Waste, Green Waste and Kitchen Waste collected at kerbside;
- (c) South Cambs District Council Household Residual Waste, Green Waste and Kitchen Waste collected at kerbside;
- (d) Milton HWRC Site Household Waste and Green Waste;
- (e) Grunty Fen HWRC Site Household Waste and Green Waste;
- (f) Thriplow HWRC Site Household Waste and Green Waste;
- (g) Bluntisham HWRC Site Household Waste and Green Waste;
- (h) Cambridge Southern Fringe HWRC Site Household Waste and Green Waste;
- (i) Northstowe HWRC Site Household Waste and Green Waste;
- (j) March WTS Household Residual Waste, Green Waste and Kitchen Waste collected at kerbside from Fenland District Council and HWRC Site Household Waste and Green Waste as detailed above; and
- (k) Alconbury WTS Household Residual Waste, Green Waste and Kitchen Waste collected at kerbside from Huntingdonshire District Council and HWRC Site Household Waste and Green Waste as detailed above.

Recyclable Materials collected at the HWRC Sites will be sent, with hardcore and soils received from the HWRC Sites, to the Wisbech WTS, Alconbury WTS or Waterbeach WTS. The materials will then either be processed by the Contractor at each Site or collected or transported by an Off-Take Contractor.

Waste having the character of Household Residual Waste collected at the HWRC Sites will be transferred to the Waterbeach Site and disposed by means of Landfilling or via the MBT Facility as appropriate. All kerbside Household Residual Wastes will be treated at the MBT Facility. Plastics, metals and paper recovered from the mechanical separation at the MBT Facility will be sent off site for disposal. The flat light fraction such as paper, card and film plastic may be separated for use as an RDF. Bulky wastes and heavy items and rejects from the MBT Facility will be Landfilled.

The transfer aspects of this system are in place and operational. Wastes currently go for disposal at the Waterbeach Landfill Site. With the introduction of the MBT Facility, these wastes will be intercepted and treated.

The two "satellite" Waste Transfer Stations at Alconbury and Wisbech/March have been designed to retain as much flexibility as possible and to provide system back-up. For example, the storage bays at the Waste Transfer Stations could be used for the temporary storage of Green Wastes and for C&D wastes, provided that issues of cross contamination are dealt with by cleaning the bays between different usages.

Similarly, the transport systems used between the Delivery Points at Alconbury WTS, and March/Wisbech WTS and Waterbeach WTS have common features both between the Facilities and within their respective operations so that 'mix and match' operations are possible to deal with any bias to the demand or failure in any aspect of demand. In addition, using Good Industry Practice to guard against unforeseen shortfalls on the transport side by local hire has been provided for in the Contractor's operational planning.

1.3 **Continuous Service**

1.3.1 **Waste Transfer Stations**

At both March/Wisbech and Alconbury, the Contractor shall ensure there is sufficient space and resources to deal with the maximum amount of Contract Waste that is likely to be presented on a daily basis and enough buffer capacity to store Contract Waste for a reasonable period if there were difficulties with the transfer transport service or at the other WTS. These difficulties could arise through:-

- (a) Vehicle breakdowns difficulties;
- (b) Driver un-availability through sickness, holiday, unforeseen circumstances;
- (c) Extreme bad weather;
- (d) Vandalism or theft; and
- (e) Major incident or other health and safety related emergency.

The contingency measures the Contractor shall take to deal with these potential difficulties include the following:-

- (a) Adequate resourcing and planning to ensure sufficient vehicles, containers, drivers and site operatives are available at all times to provide the Service;

- (b) Staffing/plant contingency measures identified and put in place before any event to ensure minimal disruption to the Service, such as vehicle/driver and site operative transfer from another Donarbon waste facility, transfer from a Dickerson Group company or hire from recognised approved agencies;
- (c) Maintenance of all plant and equipment in accordance with the Facility maintenance plan;
- (d) Risk assessment of all site activities and implementation of Safe Systems of work to reduce the probability of major incidents occurring; and
- (e) Site security measures including fencing and CCTV.

Where the incident triggering the enactment of the contingency plan is not one of resource but an inability of the system to work due to events beyond the reasonable control of the Contractor, then the spare storage capacity of the Waste Transfer Stations will be utilised. The Waste Transfer Station buildings shall be used to their maximum capacity to provide a buffer storage whilst the transport systems or other operational systems are in put in place. Should additional capacity be required due to buildings becoming full, then the Contractor shall use other storage bays outside the buildings where acceptable to store Waste in the open. The Environment Agency would be involved with such a temporary measure if necessary.

These measures would enable the Waste Transfer Stations to continue to operate for a limited period until transport or other operations can be restored to normal service levels. Once transport and other operations are restored, the Contractor shall mobilise additional vehicles to clear any backlog and empty the buffers to ensure that spare storage capacity is restored as soon as possible.

1.3.2 **Waterbeach WTS**

Vehicles delivering Contract Waste direct to the Waterbeach Site have separate reception points depending upon whether the Wastes are for treatment in the MBT Facility or disposal by Landfilling or Composting elsewhere at the Site.

The presence of the MBT Facility, IVC and other treatment Facilities at one location will allow the Contractor to have access to a wider staff and resource pool in the event of a problem. The Contractor shall train its staff to undertake a broad range of the Site activities, whilst maintaining the necessary expertise in the individual Facility operations. This will allow the Contractor to reallocate staff as may be required by absenteeism or operational issues. In addition, the presence of the Landfill Site at the same location creates the potential for by-passing the treatment processes where necessary to deal with the event triggering the need to use this plan.

1.3.3 **Waterbeach Landfill Site**

It is accepted by the Parties that if the Landfill Site were not available it is likely this would be caused by a major event or set of circumstances beyond the reasonable control or expectations of the Contractor.

The potential for flooding or a landslip within the Landfill Site is addressed by the Contractor by effective water management resources such as ditches, sumps, bunds and pumps, and the stability of the Landfill Site and its contents will be regularly monitored by the Contractor. The Landfill Site also

has procedures for handling waste disposal during adverse weather conditions.

Should an event take place to take the Waterbeach Landfill Site out of service, the following contingency procedure would be adopted by the Contractor:-

- (a) Waste will be held in buffer storage elsewhere at the Waterbeach Site or pre-processes that feed the Landfill Site;
- (b) Retaining the majority input, stabilised waste product from the MBT Facility, within the MBT Facility for an additional period;
- (c) Storing the MBT Facility stabilised product, which is of low environmental sensitivity, in the open air at the Waterbeach Site;
- (d) Utilising the MBT Facility's buffer capacity for HWRC Site Household Waste;
- (e) Where possible, creating a reserve or subsidiary void at the Landfill Site to accept Contract Waste whilst difficulties with the main landfill void are resolved; and
- (f) Making arrangements for Landfilling elsewhere at third party landfill sites (although this is an option of last resort for the most severe circumstances only).

1.3.4 MBT Facility

The MBT Facility will have a waste reception area with an identified but limited storage capacity. The design capacity of the MBT Facility is limited by the capacity of the composting hall, the potential capacity of the mechanical treatment processes being greater. There is, therefore, significant capacity for the mechanical aspects of the treatment to catch up following any periods of disruption. The composting process has an extended residence time, which will allow short term variations in inputs to be smoothed out.

The Contractor shall provide regular and planned preventative maintenance that will ensure that any potential breakdowns are minimised.

In the event of a power failure, a back up system will be available to ensure that air circulation and treatment can be maintained and mechanical waste processing can continue.

1.3.5 Open Windrow Composting

There is significant flexibility to hold the incoming Contract Waste prior to shredding and windrowing. The simplicity of the process allows non-specialist turning plant to be utilised.

At the output end of the process, there already exists a large area for compost maturation and in the event that take up for the green compost produced is steady and demand is good, product storage and export will not be a controlling factor. The stable nature of the compost also allows an extended period of storage being undertaken if required without there being significant environmental impacts.

1.3.6 In-Vessel Composting

This form of composting is limited by the capacities of the reception and shredding facilities and the capacity of the vessels in which composting takes place. The multiple vessel configuration provides back up in the event of failure of one vessel and allows maintenance without disrupting operation of other vessels. In the event of IVC system failure or the inability of the IVC to accept IVC Acceptable Waste delivered for whatsoever reason, waste would be diverted in the first instance to the MBT Facility and processed, if MBT Acceptable Waste and if sufficient capacity exists.

1.4 Facility Failure

1.4.1 Waste Transfer Station Closure

Waste Transfer Stations are by their nature not waste storage depots but points of operational focus where Wastes may be received, examined, segregated and bulked for onward transportation to a disposal or treatment facility. They perform no other function and therefore they could be bypassed in a severe emergency causing their closure.

The transport system between the Facilities is not limited to a single vehicle or contract supplier and consequently it would not be anticipated that the entire transport system would fail. In such an eventuality, however, it is the Contractor's intention to hire alternative plant and drivers from a list of approved alternative contractors.

1.4.2 Waterbeach Site

In the event of closure of any of the Contractor Sites at Waterbeach and the exhaustion of all possible waste storage capacity, further Contract Waste arriving at the site will be Landfilled. If the Landfill Site was closed and all storage had been exhausted then the Contract Waste would be sent to an alternative commercial landfill site.

The alternative landfill site that would be utilised in the unlikely event of the Waterbeach Landfill Site closure would be either the Milton or Grunty Fen landfill sites.

1.4.3 Third Party Failure

Third parties will be involved in the transportation of waste and the removal of Recyclable Materials from the Sites. The Contractor has a fleet of waste-carrying vehicles such that it is not dependent solely upon a third party contract. In the event, however, of such a failure of the Contractor's fleet, additional vehicles and drivers would be hired as necessary to maintain transport operations from a list of approved alternative contractors.

1.4.4 Weighing Facilities

Should weighing facilities breakdown at one of the Contractor Sites, the Contractor shall use reasonable endeavours to weigh Contract Waste at an alternative Contractor Site. Should the Contractor be unable, on using reasonable endeavours to successfully weigh a load of Contract Waste at another Contractor Site, the parties shall agree an average weight for the truck load in question. The system of average truck weighing shall remain in place until the weighing facility has been repaired.

2. EMERGENCY PLAN

2.1 Emergency Procedures

Subject to Clause 42 of the Contract, the Contractor shall ensure safe working conditions by putting in place a safety management system as part of an Integrated Management System, in compliance with health and safety Legislation, including:-

- (a) Risk Assessments;
- (b) Safe Systems of work; and
- (c) Site Safety Instructions.

To complement these, the Contractor also applies this emergency plan to manage Emergency situations. The purpose of this plan is to ensure an adequate degree of preparedness for Emergencies such that the Contractor achieves the following:-

- (a) Minimises injuries and risk of injuries to affected and unaffected personnel and the public;
- (b) Minimises risk of health effects upon staff and the public;
- (c) Minimises distress to staff and the public;
- (d) Minimises impact upon third party property;
- (e) Minimises damage to the Contractor's property;
- (f) Minimises impacts upon the environment; and
- (g) Minimises short and long term impacts upon Site operations and the provision of the Service.

The Emergency procedures in this plan achieve the above by applying a response to any Emergency as quickly as possible and by informing appropriate Contractor management, the emergency services, Relevant Authorities and other stakeholders (including the Authority).

2.2 Structure

It is acknowledged by the Parties that the impact of some Emergencies may vary between different Facilities. For example, a power failure at a Landfill Site may be of low significance but would be of high significance at the MBT Facility. Furthermore some Sites will be used by members of the public and others will not. Consequently a separate Emergency procedure will need to be applied for each Facility, but with common structure and many common procedures as appropriate, to maximise Site safety and the continuity of the Service.

The Contractor adopts a risk-assessment based approach to the formulation of its Emergency planning to ensure an appropriate response to potential problems and Emergencies.

The Emergency Plans procedures are in place so that all staff are aware of, trained in and conversant with the following:-

- (a) Identifying a potential emergency;
- (b) Knowing what to do in the case of an incident;

- (c) Plan for evacuation and safe re-entry;
- (d) Knowing who to contact in the event of an emergency;
- (e) Location plans for emergency equipment;
- (f) Identification and initiation of operational contingency arrangements;
- (g) The procedure to close or isolate part or all of a Facility;
- (h) Obtaining emergency help for casualties including first aid arrangements;
- (i) Procedures for the notification, documentation, and assessment of response to emergencies and mishaps; and
- (j) A programme of inspection, maintenance and upgrading of emergency equipment, and personnel training.

2.3 **Emergency Procedures & Response Plan**

The Contractor has a range of existing emergency procedures and these will be added to as other Facilities become operational. The Contractor's emergency procedures cover the following incidents:-

2.3.1 Potentially Life-threatening

- (a) Fire (General);
- (b) Vehicles with load on fire;
- (c) Fire or gas explosion within the Landfill Site;
- (d) Fire within the waste body; and
- (e) Injury accident and "near-misses".

2.3.2 Non life-threatening incident responses

- (a) Weighbridge breakdown;
- (b) Vehicle breakdown;
- (c) Power failure;
- (d) Spillage of Waste from vehicles;
- (e) Accidental Transfer of unpermitted waste;
- (f) Large volumes of Waste arriving at the Facilities;
- (g) Contaminated water;
- (h) Closure of the Landfill Site;
- (i) Blockage of Facility access roads;
- (j) Temporary closure of the processing Facilities;
- (k) Chemical spillage; and

- (l) Facility closure.

2.4 **Emergency Contacts**

The Contractor shall maintain an emergency contacts telephone list located in a highly visible position in the Site office at all Facilities and will also provide a copy of the list to the Authority. The list of emergency contacts will be updated where there are changes and updated lists shall be circulated periodically by the Contractor. The list of emergency contacts shall include, but will not be restricted to, the following contacts:

- (a) Key Contractor and Authority staff who shall be involved in any Emergency situation, including out of hours contact details;
- (b) Emergency services, including specialists;
- (c) Authority core contacts;
- (d) District Councils core contacts;
- (e) Environment Agency;
- (f) All Facilities managers and supervisors;
- (g) Contractor senior management;
- (h) Weighbridge maintenance services operatives;
- (i) Computer maintenance services operations;

The Contractor shall ensure its core staff are available to ensure Emergency coverage at all times (including periods of sickness, holidays or non-availability by virtue of other job responsibilities).

Emergencies shall be dealt with by agreement between the Authority and the Contractor and in accordance with the procedures set out in this Method Statement and associated documents.

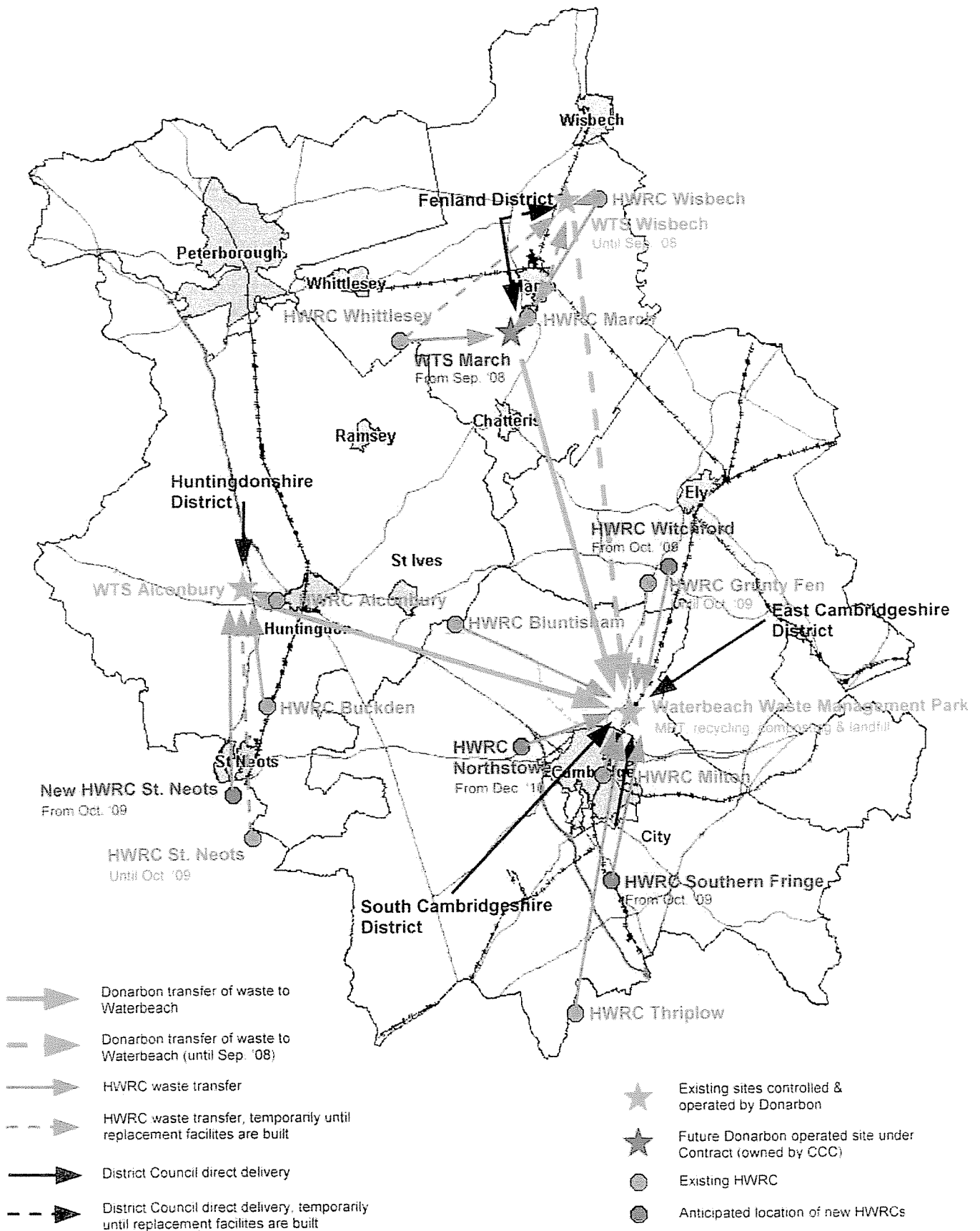
APPENDIX
WASTE FLOW SCHEMATIC

APPENDIX

WASTE FLOW SCHEMATIC



Figure 1.1 Waste Flow Schematic



SCHEDULE 3

CONTRACTOR'S SERVICE PROPOSALS

METHOD STATEMENT 9

HEALTH AND SAFETY PLAN

This Method Statement sets out how the health and safety of staff delivering the Services will be ensured and should be read in conjunction with the following plans:

- Health and Safety Policy dated July 2007
- Health and Safety Risk Management Action Plan 2007
- Integrated Management System Project Management Chart dated November 2007

The areas covered by this Method Statement are as follows:

- application of CDM Regulations;
- safety management systems;
- programme for inspections and audits;
- health and safety resources;
- staff H&S training induction and refresher;
- fire precautions and first aid policy;
- emergency notification procedures;
- records and reporting procedures; and
- review periods of the SMS section of the IMS.

1. The Contractor's Health and Safety Policy

The Contractor maintains an up to date Health and Safety Policy, when it will be reviewed and revised, particularly to reflect the requirements of the Contractor's Safety Management Systems in compliance with OHSAS 18001. A revised copy will be sent to the Authority within 10 Business Days of it being approved by the Contractor. The items below address particular issues in the Contractor's Health and Safety Policy and the Safety Management System ("**SMS**") (which is part of the IMS). A copy of the SMS will be deposited at each Contractor Site.

1.1 Application of CDM Regulations

- 1.1.1 For the construction of the MBT Facility and all other construction and refurbishment, the Contractor will act as Client, as described in the Construction (Design and Management) Regulations 2007. To ensure the Contractor discharges its client duties appropriately, the Contractor will appoint a competent consultancy as its construction advisers.
- 1.1.2 The Construction Sub-Contractor will fulfil the responsibility of Principal Contractor (as defined in the CDM Regulations) for the MBT Facility construction and will also be responsible for appointing and managing other contractors.

- 1.1.3 RPS Planning and Development Limited will act as Designer and CDM Co-ordinator (as defined in the CDM Regulations) with different sections fulfilling these roles to ensure sufficient monitoring and supervision of the design process.
- 1.1.4 To comply with the requirements of the CDM Regulations, the Contractor will ensure that it obtains appropriate evidence of competence and resources, within the legally allowed time frame.

1.2 Safety Management Systems

- 1.2.1 For existing systems, see the current Health and Safety Policy.
- 1.2.2 The Contractor's existing safety management systems cover all the higher risk activities. However, gaps in the system have been identified through an IMS Gap Analysis carried out by WISER.
- 1.2.3 Compliance with OHSAS 18001 requires better documentation of systems, updating risk assessments, adding risk assessments for some lower risk work, writing procedures to comply with IMS requirements, and standardising documentation for monitoring, inspection and audits. The Contractor's Operations Manager, and Health and Safety Manager, and other appropriate personnel, will ensure that the documentation complies with such requirements.
- 1.2.4 In addition, the Contractor's Health and Safety Risk Management Action Plan 2007 identifies areas for improvement in Health and Safety practices (and is attached to this Method Statement).
- 1.2.5 The improvements set out in paragraphs 1.2.1 to 1.2.4 will constitute the SMS section of the IMS going forward through the Contract Period.

1.3 Programme for Inspections and Audits

- 1.3.1 Daily, weekly, monthly and quarterly Site inspections are the responsibility of Site supervisors, the Operations Manager, the Transport Manager and the Health and Safety Manager.
- 1.3.2 The Contractor will produce appropriate checklists, aide memoirs and recording systems to provide support to, and evidence of, monitoring being done.
- 1.3.3 In addition to inspections, regular audits to determine compliance with the SMS section of the IMS and effectiveness of the safety procedures will be carried out by the Health and Safety Manager and the Operations Manager, the Transport Manager, and by external accreditation bodies (to ensure compliance with OHSAS 18001).

1.4 Health and Safety Resources

- 1.4.1 The Contractor has a fully qualified Health and Safety Manager. This is a permanent, senior post, designed to provide the role of "competent assistance" as described in the Management of Health and Safety at Work Regulations 1999. The Health and Safety Manager is involved in all aspects of safety management, including the design and build of new premises and plants.
- 1.4.2 The Contractor will ensure that all managers receive appropriate training to allow them to fulfil their roles in a safe and healthy manner, whilst being supported by the Health and Safety Manager.

- 1.4.3 The Contractor proposes that additional external resources will be employed when required (for example, Acoustic Associates have been contracted to provide noise assessment).

1.5 **Staff Training, Induction, Refresher and Competence**

- 1.5.1 The Health and Safety Manager, together with line managers, is in the process of determining the competences needed for each post. This will identify the training, information and experience needed to ensure that employees in the post are able to work correctly and safely. Once identified, training needs will be compared to training already provided to staff, and recorded in a training matrix. Staff will be provided with appropriate instruction and training to fill any gaps in their personal competence. All training will be subject to refresher training as required to maintain competence (this will be identified in the matrix).

- 1.5.2 Training needs and gaps in competence will also be reviewed at specific points, which include the following:

- Prior to employing a new member of staff (at interview)
- At induction
- At appraisal or other annual review
- Following review of risk assessment
- Following investigation of any incidents

- 1.5.3 The Contractor has identified some specific training needed for employees and managers, which will be programmed into the training schedule. These are:

For Managers and Directors:

- Safety briefing for Directors
- IOSH Managing Safely (or equivalent standard)
- IOSH Directing Safely (or equivalent standard)

For employees (including some for directors and managers):

- IOSH Working Safely or equivalent course (or equivalent standard)
- Risk assessment and control
- Noise awareness
- CITB CPCS (drivers of plant and vehicles) or equivalent certification
- Fire safety awareness
- Basic Electrical Safety (Maintenance Manager)
- Asbestos awareness refresher
- Manual handling (for designated staff)
- Display Screen Equipment self-assessment (for DSE users)
- Toolbox talks on Contractor SMS procedures and legal requirements
- CDM briefing (for all involved in construction or demolition)
- First aid (for designated staff)

1.6 **Fire Precautions**

- 1.6.1 Before the opening of new premises, the Health and Safety Manager together with the Operations Manager (or other appropriate manager) will

carry out fire risk assessments in accordance with the Regulatory Reform (Fire Safety) Order 2005, to determine the adequacy of fire precautions, including fire awareness training.

1.6.2 The Contractor invited Cambridgeshire Fire and Rescue to evaluate its fire risk assessments for the Contractor's Site at Waterbeach at the end of May 2007, to ensure everything reasonably practicable was being done to avoid and deal with fires. Agreed actions are in the process of being implemented by the Contractor.

1.6.3 Fire precautions for the MBT Facility and other Facilities will be considered at their design stage and other stages during the planning phase. Separate fire precautions will be put in place to deal with the construction phase, and will be replaced with precautions needed for the safe operations of the premises once construction is complete.

1.7 First Aid Policy

1.7.1 The Health and Safety Manager and the Operations Manager or appropriate Site manager, will carry out first aid risk assessments for all premises.

1.7.2 Suitable numbers and types of first aiders (i.e. full first aiders and appointed persons) will be provided at each premises in accordance with the findings of the first aid risk assessment. The Contractor will ensure that there will be a minimum of one trained first-aider (appointed person or 4-day trained) at each Site every day. The Contractor intends that there will usually be more than one qualified person at each Site, to allow for absence and holidays.

1.7.3 The Contractor has arranged with the Authority Risk Training Manager to use the Authority's first aid training facility, so that first aiders receive competent training and refresher training. The Contractor may use the Authority's first aid training facility.

1.8 Emergency Notification Procedures

1.8.1 The Operations Manager will work with the Health and Safety Manager to draw up plans for each Site to deal with foreseeable Emergencies. This will include first aid arrangements and facilities, fire procedures and precautions, and any other arrangements needed to deal with Emergencies effectively. The principal aims of the plans will be to protect the health and safety of people and permit business continuity. This is a key element of the SMS section of IMS.

1.8.2 Copies of the Emergency Plans (set out at Method Statement 6), with contact details of staff nominated to co-ordinate the Contractor's emergency response at each Site, will be provided to the Authority and updated whenever a change is necessary.

1.9 Records and Reporting Procedures

1.9.1 As part of the SMS, the Contractor will document all its significant health and safety activities, particularly those related to monitoring, maintenance, incidents and training.

1.9.2 Health and safety faults are reported through the management chain so that the appropriate person takes prompt action to prevent any faults or hazards from creating risks to health and safety.

1.9.3 Line managers will investigate all incidents to find the underlying causes and take appropriate corrective action to prevent the incident from happening

again. A more senior manager and/or the Health and Safety Manager will also investigate significant incidents, as described in the Contractor's incident reporting and investigation procedure (which will form part of the SMS section of the IMS).

- 1.9.4 The Health and Safety Manager (and, if absent, the Operations Manager) is responsible for reporting RIDDOR incidents to the HSE. The Health and Safety Manager will draw up and analyse accident statistics, for reporting to the Contractor's management team and the Authority.
- 1.9.5 Reports of significant faults, incidents, and statistics to the Authority will be made as agreed, for example, by direct telephone calls for urgent events, or through the monthly Health and Safety Report.

1.10 **Review Periods of SMS**

The Contractor anticipates that the SMS will be reviewed internally at regular periods not exceeding one year throughout the Contract Period. Aspects of the SMS will be discussed at Contractor internal monthly management meetings, and in the monthly Health and Safety Report to the Authority, particularly when changes to the system are made necessary by other factors, such as changes to Legislation, incident investigation, or the need for continual improvement.

2. **Format and Content of Monthly Health & Safety Report**

- 2.1 As part of the Contractor's SMS, all of the Contractor's activities will be regularly and continuously monitored and reviewed from a health and safety perspective. In addition, where relevant, the Authority will be invited to participate in training sessions. The Contractor will offer (where spaces are available) places on health and safety training courses at subsidised rates. There will be a monthly Health and Safety Report which will provide a summary of all health and safety related activity for each of the contract locations and operations, and will include (but may not be limited to):
 - 2.1.1 Incident Information – statistical summary of numbers and types of injury, accidents and near misses occurring on Site to staff and others, and off-Site to Contractor employees. Where appropriate, details of the incident, a summary of the investigation findings and action taken will also be reported. Please note that, in addition, the Contractor will report significant incidents to the Authority as soon as is practicable after the incident;
 - 2.1.2 Regular Site safety inspection and audit reports – significant issues raised and remedial action taken;
 - 2.1.3 Any other safety lapses on Sites including details of remedial action (these will also be reported to the Authority as soon as practicable after the event);
 - 2.1.4 Any existing or proposed changes to the operation and SMS arising from monitoring, review of risk assessments, learning from relevant incidents in the waste management industry;
 - 2.1.5 The Contractor's Health and Safety Risk Management Action Plan – Update on issues that impact the Contract;
 - 2.1.6 Other health and safety issues, including legal developments, related to the Project;
 - 2.1.7 Consultation with employees – Any relevant information and suggestions arising;

- 2.1.8 Training and awareness sessions provided to ensure continued competence and safe working, including tool box talks, formal qualifications, briefings (all in relation to the Contractor's health and safety training matrix); and
- 2.1.9 The Contractor proposes to review the structure of the monthly health and safety report with the Authority to ensure the information needed to enable the Authority to fulfil its monitoring role, is suitably reported and recorded.

3. Contents of Service Risk Assessments and Safe Systems of Work

- 3.1 The risk assessment procedure is detailed in the Contractor's Health and Safety Policy document. In summary, generic risk assessments and COSHH assessments are in place for all the Contractor's higher risk operations. Risk assessments cover all foreseeable aspects of work, including maintenance, cleaning, and normal operation.
- 3.2 The Operations Manager and the Health and Safety Manager will review all risk assessments (including COSHH assessments) during 2007 as part of the development of the SMS.
- 3.3 Training sessions for employees who will need to assess risks, or use risk assessments, are planned for 2007. All risk assessments will be converted to Health and Safety Procedures as part of the SMS.
- 3.4 Risk assessments and safe working methods are drawn up in consultation with employees carrying out the activities.
- 3.5 Specific risk assessments and safety procedures are produced when the Contractor identifies significant additional hazards at a particular Site or in a particular operation, or arranges one-off work such as construction.
- 3.6 The Contractor will thoroughly assess the foreseeable risks of each new activity prior to the activity commencing, and will ensure safety procedures and plans are drawn up as appropriate.
- 3.7 Once completed, the risk assessment and safe working procedure are issued to appropriate managers in accordance with the Contractor's SMS. The managers and/or the Health and Safety Manager will carry out a tool box talk, briefing or training, as appropriate, for the employees who will be exposed to the risks assessed.
- 3.8 All risk assessments are reviewed once an activity starts, and at regular intervals, to ensure they are appropriate and that control measures are in place and effective.
- 3.9 The Contractor will require all Sub-Contractors to carry out and submit risk assessments for work under their control, prior to the start of work.
- 3.10 Current risk assessments are kept in a central register at the Contractor's head office. Copies of relevant risk assessments and the SMS shall be placed at each Contractor Site.

4. Provision of Construction Phase Health and Safety Plans

- 4.1 The Contractor is aware of its duties as Client under the Construction (Design & Management) Regulations (CDM) 2007 to ensure a Health and Safety Plan, covering at least the initial phases of the construction, is in place before any work (including Site clearance) begins.
- 4.2 The Contractor, as Client under the CDM Regulations, will ensure that all the timetable requirements of the CDM Regulations for production of the Health and Safety Plan are met, particularly allowing adequate time for the Principal Contractor to develop the

Plan, and ensuring that arrangements are in place for providing welfare facilities throughout the Construction Phase (as defined in the CDM Regulations).

4.3 For each individual construction project (as defined under CDM Regulations):

4.3.1 At the design phase, the Contractor, as Client under the CDM Regulations, will provide the designer and CDM Co-ordinator with all relevant known information that will allow the designers to draw up a design and later, the Principal Contractor, to draw up working methods that take into account the known hazards and risks.

4.3.2 As Client under the CDM Regulations, the Contractor's Health and Safety Manager and other staff will be involved in the design and pre-contract phase to ensure the client duties are met, and that designers have designed out or controlled the risks of using, maintaining and dismantling the design so far as is reasonably practicable. The Contractor will seek input from the Authority (as appropriate) to ensure existing operations continue safely.

5. **Details and Timetable of the SMS to be Implemented and Proposals for Accreditation**

In order to demonstrate full compliance across all sections of the Contract (including all Facilities), the Contractor is developing an integrated management system allowing accreditation to EN 9001, ISO 14001 and OHSAS 18001. This work is being undertaken in collaboration with the Contractor's advisers, Wiser Waste. A draft Quality and Environmental Management System Plan, including proposals to gain accreditation, is included as Appendix 1 to this Method Statement.

Following completion of a gap analysis of IMS by WISER, in January 2007 the Contractor started the process of reviewing and revising safety procedures and documentation in line with the requirements of OHSAS 18001.

6. **Supplementary Information Relating to Health and Safety**

6.1 **Health and Safety Risk Management Action Plan**

A copy of the plan is attached to this Method Statement as Appendix 2, and reflects the issues that require the most attention at present. This action plan is reviewed regularly at meetings of the directors, to which the Health and Safety Manager provides an update on progress.

6.2 **Contractors – Selection, Vetting, Monitoring**

The Contractor will seek to ensure that its supply chain and all providers of Services, are also committed to working in a safe and healthy manner. The Contractor is in the process of assessing its Sub-Contractors for health and safety performance to the standard of the CHAS system.

6.3 **Site Welfare Facilities**

The Contractor recognises the need for improving welfare facilities at parts of its premises, and is reviewing current requirements as part of general improvements on Site.

6.4 Occupational Health

To ensure the health of employees as well as their safety, the Contractor will engage the services of an occupational health provider. The Contractor is planning to commence health surveillance and review, particularly in relation to noise-induced hearing loss and other potential health effects identified by the Contractor's risk assessments. This will involve reviewing the hazards of each job to see what physical capabilities, competences and health surveillance is required.

6.5 Site Transport Risk Assessments

The Health and Safety Manager and Operations Manager or Site managers will be conducting Site transport risk assessments, to review traffic flows through the Sites. The purpose is to reduce and control the risks from plant and vehicle movement on Site.

The Contractor has considered transport risks for the new Alconbury Site layout, and put in place designs to minimise the risks.

6.6 Permits to Work and Method Statements

For certain higher risk activities, it will be necessary to draw up job-specific or Site-specific method statements and/or to use permits to work. These systems are being drawn up as part of the Contractor's SMS and already operate for its maintenance activities. Permits to work will be authorised by competent persons only.

6.7 Consultation with Employees

At present there are no employee safety representatives at the Contractor and no recognised trade unions. The Contractor will seek, during 2007, to encourage employees to select representatives under the Health and Safety (Consultation with Employees) Regulations 1996, since it is acknowledged that such an arrangement would benefit both the Contractor's management and the workforce. In the meantime, the Health and Safety Manager and other Contractor managers will ensure the employees are directly consulted on issues of significance, particularly on risk assessment and safety procedures.

APPENDIX 1

Draft Quality and Environmental Management System Plan

APPENDIX 2

Health and Safety Risk Management Action Plan

Method Statement 9- Health and Safety Plan:

- H&S Risk Management Action Plan
- Draft Quality Management System and Environmental Management System

METHOD STATEMENT 9 (HEALTH & SAFETY PLAN)

APPENDIX 2

HEALTH & SAFETY RISK MANAGEMENT ACTION PLAN



H&S Risk Management Action Plan 2007

ACTION	Persons Responsible	Target Date	Date Done
2007/01 – Policies, Risk Assessments and Safe Operating Procedures a. Review health and safety manuals, including essential H&S procedures (e.g. incident reporting and investigation) b. Review risk assessments and revise or fill in gaps as necessary c. Produce/review written safe operating procedures or H&S standards for all jobs, in order of risk, especially: <ul style="list-style-type: none"> • Manual handling • Hand-arm Vibration (Workshop) • Lone working • Transport/Vehicle movement • Fire Safety • Work at Height • Dermatitis • Noise 	SA } SE, DS, RP, RW } JJ, SS } GA, BF } with SA	31/8/07	
2007/02 - Vehicle/Pedestrian Segregation a. Carry out a full transport risk assessment for every company premises and work site b. Put in place control measures identified	SE, JJ, SS and BF with SA	31/5/07	
2007/03 - Manual Handling a. Identify all operations that involve manual handling and prioritise according to risk b. Carry out or review and record existing risk assessments c. Provide control measures to minimise handling/reduce risks to the minimum	SE, RW, RP, GA, JJ, DB with SA	31/05/07	
2007/04 – PУWER (Equipment/Plant Safety) a. Assess the risks of using each item of machinery b. Ensure schedules are in place for regular inspection, testing and maintenance c. Ensure records of items in (b) are kept for each item of plant and equipment	SE, DS, RP, RW JJ, SS GA, BF with SA	30/6/07	
2007/05 – Work at Height a. Assess the risks of working at height, particularly on plant and machinery, at quarries and landfill sites b. Implement control measures identified, including safe working platforms as appropriate	BF, GA, DS JJ, DB SE, RW with SA	31/7/07	
2007/06 – Noise Measurement a. Arrange noise assessments of all activities likely to exceed levels of 80dBA b. Draw up an action plan for noise reduction/control	SA + consultant SA and managers	30/4/07	

ACTION	Persons Responsible	Target Date	Date Done
2007/07 – Recorded Monitoring		31/3/07	
a. Local managers, supervisors, Operations managers, senior managers and directors to monitor compliance with the company policy and procedures regularly and record the monitoring	All levels of management		
b. Carry out a more detailed audit of compliance at each site/activity area	SA + SE, DS, RW, JJ, SS, BF, GA		

ACTION	Persons Responsible	Target Date	Date Done
2007/08 – Training		30/9/07	
a. Identify training needed for each job (through risk assessment, audit and review of job descriptions) and draw up matrix of training required;	SA with SE, DS, RP, RW		
b. Provide training to employees using the matrix, especially on following the safe operating procedures such as:	JJ, SS GA, BF		
<ul style="list-style-type: none"> • Assessing risks • Manual handling • Work at height • Lone working • Transport/Vehicle movement • Fire Safety • HAVS (workshop) • Noise • PPE use & maintenance 			
c. Set up a system for recording health and safety induction, formal and informal training for employees and others.			
2007/09 – Control of Contractors/visiting workers		31/7/07	
a. Vet all contractors for competence, including H&S performance and insurance cover	SA (info from managers)		
b. Provide all contractors and visitors with site induction	} SE, DS, RP, RW		
c. Obtain risk assessments for higher risk work from contractors before start of work	} JJ, SS, AS } BF, GA		
2007/10 – Occupational Health System		30/4/07	
a. Find an occupational health provider and set up a system for pre-employment and employee health surveillance, particularly related to items above	SC, SA and consultant		
b. Monitor sickness absence related to work	Managers		
c. Set up rehabilitation arrangements	HR consultant		

INITIALS:

Group

SA = Saba Alai, H&S Manager

M. Dickerson

SE = Shaun Emson, Plant and Contracts Manager

RP = Robert Percival, Auxiliary Transport Manager

DS = David Smart, Transport Manager

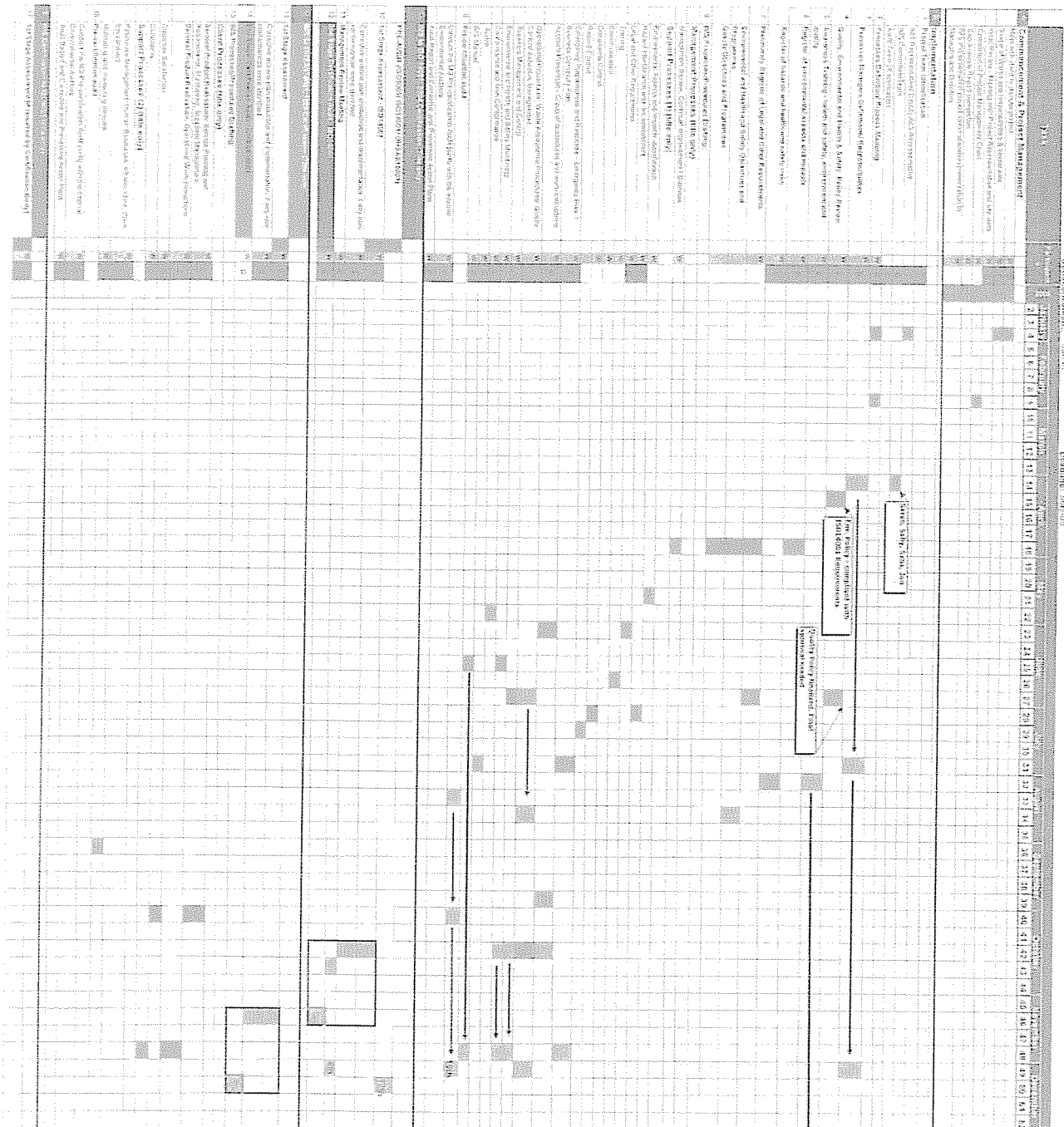
RW = Richard Wright, Workshop Manager

Donarbon

DB = Dave Bradbury, Transportation Assistant
SC= Sarah Clover, Director of Business Development
JJ = Jon Jones, Operations Manager
SS = Steve Smith, Transport Manager
AS = Adam Shearing, Estate Maintenance Supervisor

Frimstone

GA = Gordon Anderson, Workshop Manager
BF = Philip "Bud" Fox, Operations Manager



SCHEDULE 3

CONTRACTOR'S SERVICE PROPOSALS

METHOD STATEMENT 10

WASTE MINIMISATION AND PROMOTIONS

1. General Approach

Within an annual budget of £75,000 (which excludes, to avoid doubt, the costs of employing the Waste Awareness and Promotions Manager and Co-ordinator), the Contractor will work with and support the Authority and its partners to develop and deliver an agreed range of waste minimisation initiatives.

2. Staffing and Resourcing

The Contractor will employ a Waste Awareness and Promotions Manager and a Waste Awareness and Promotions Co-ordinator.

The Waste Awareness and Promotions Manager will be responsible for co-ordinating Waste minimisation and awareness campaigns with the Authority's communications team and other appropriate stakeholders. They will work in partnership with the Authority and RECAP Partners to promote Waste minimisation, reuse and recycling initiatives and events. The role will cover a wide remit including:

- Development and implementation of an annual communications plan;
- Coordinating the design and production of communications material as appropriate; and
- Writing and distributing media releases and responding to media enquiries in collaboration with the Authority.

The Waste Awareness and Promotions Co-ordinator will assist the Waste Awareness and Promotions Manager and will have responsibility for the day-to-day running of the education centre at the MBT Facility, organising visits, school groups, open days and special events. This position will include:

- Developing and running Waste education activities to fulfil National Curriculum requirements;
- Working with the Waste Awareness and Promotions Manager to develop and improve the educational resources and display material for the education centre;
- Planning and coordinating site visits, open days and events including promotion. Members of the Contractor's staff will assist with staffing for events as necessary;
- Responsibility for the maintenance of a comprehensive waste and recycling resources library, as detailed in paragraph 14 below; and
- Coordinating activities with other Authority and RECAP Partner initiatives, such as campaigns and the schools recycling bus.

3. Measures and Initiatives for minimising Future Waste Growth

The Contractor will work with and support the Authority and its partners to deliver the RECAP Partners' Waste prevention plan and public education. The Contractor will also work to promote action on Waste minimisation and assist the Authority and its Partners to achieve the RECAP Partners' Waste Strategy as amended from time to time. The Contractor will draw on its experience in producing effective promotions to develop campaigns which will engage the public and other relevant stakeholder groups in Waste minimisation activities.

The Contractor will support the Authority and its partners to develop, implement, and maintain a waste prevention plan ("**Waste Prevention Plan**").

New methods will be suggested for inclusion in the Waste Prevention Plan, in consultation with the Authority and RECAP Partners, ensuring that the Authority employs best practice at all times.

Open days and other special events will be organised in consultation and partnership with the Authority and other relevant partners, for the public, councillors, special interest groups and businesses. These will include tours around the Facilities so that the public can understand the importance of minimising the amount of Waste produced as well as segregation at source. Reasonable efforts will be made to maximise media coverage.

The Contractor will encourage visits to the Facilities and provide a fully equipped purpose built education centre at the MBT Facility which will allow individuals and groups to visit and study the operations on Site and to understand the problems and costs involved in generating large volumes of Waste. The education centre will also be made available for other relevant local groups to use, such as Cambridgeshire and Peterborough Real Nappy Network and Cambridgeshire Community Reuse and Recycling Network.

The Contractor will work with the Authority and local schools to provide the educational centre, which will aid public education programmes and support teaching of the National Curriculum. An Education Pack will be produced by Donarbon which will highlight the importance of reducing, reusing and Recycling Waste products and materials and identify the steps we can all take in the 3R's and sorting at source. CDs and DVDs will be produced to explain the processes and facilities and also to explain the different Wastes that can be Recycled or Composted to help the public understand and make the best use of the different collection arrangements. All education work will be complementary to the Authority's existing recycling bus programme and the Contractor will continue its sponsorship of the programme.

The Contractor will take reasonable steps to support the RECAP Partners in implementing a program to explain the Waste and Recycling services available to new Cambridgeshire residents.

4. Promotion of Waste Minimisation, Reuse and Recycling Activities

a. General Approach

The Contractor recognises the importance of the Waste hierarchy and is committed to encouraging sustainable Waste management. As detailed in paragraph 2, the Contractor will employ a dedicated team of awareness and promotions staff who will be responsible for delivering a range of measures to raise awareness of Waste minimisation and encourage sustainable Waste behaviour.

b. Waste Minimisation Proposals

The Contractor will work to support the Authority and its partners in a range of practical initiatives to drive Waste minimisation in Cambridgeshire, as detailed below:

c. Home Composting initiatives

The Contractor will make space available at the HWRC Sites and other suitable facilities for the sale of home Compost bins and Compost, subject to planning requirements, and will support the Authority's Master Composter programme. Increasing home Composting will reduce the amount of organic material in the Waste stream, in turn leading to a reduction in the overall levels of Waste.

d. Reusable nappies

The Contractor will support the Cambridgeshire and Peterborough Real Nappy Network, by helping to promote reusable alternatives to disposable nappies.

e. Reuse schemes

The Contractor will support the Authority to promote existing, successful reuse schemes, including the Cambridgeshire Community Reuse and Recycling Network (CCORRN) and the online 'swap' facilities; Swap and Sell (consumers) and the Materials Exchange (businesses). Encouraging the use of these services should reduce the volume of reusable items in the Waste stream, leading to an overall reduction in the amount of Waste sent to Landfill.

f. Junk mail

The Contractor will promote the Mailing Preference Service, a free registration service that removes households or individuals from around 95% of direct mailing lists.

g. Funding

Paragraph 13 sets out details of how the initiatives to promote Waste minimisation, reuse and Recycling will be funded. The employment of the Waste Awareness and Promotions Manager and a Waste Awareness and Promotions Coordinator, the provision of the education centre and a budget for press and PR and promotional campaigns have been included within the Financial Model. Promotion of the education centre to private commercial organisations/businesses for Waste education and health and safety training will be developed with the aim of recouping some of the running costs of the education centre.

5. Monitoring

a. General Approach

The integrated nature of the service will enable the Contractor to work with the Authority and the RECAP Partners to plan and deliver both 'broad brush', and tightly focussed Waste awareness campaigns, educational initiatives and minimisation activities. Regular monitoring and analysis of the external environment and relevant trend data will be used to identify specific target areas as well as providing information to support a broader range of awareness initiatives. Careful forward planning will allow us to identify and measure the effect of campaigns by isolating and tracking relevant data. These results will then be analysed and used to measure achievement against specific targets. The results from this analysis will also feed into future campaign work, continuously improving the effectiveness of our communications. The Contractor will monitor broader awareness initiatives on an ongoing basis using a combination of 'hard' and 'soft' data, alongside this appropriate analytical tools will be

developed for each campaign with key monitoring points pre and post campaign. A more detailed methodology for each type of monitoring is set out below.

b. Monitoring Framework

For the overall monitoring framework and general communications campaigns the Contractor will use the 'Recycle Now' toolkit, developed and published by WRAP. Although this toolkit was devised primarily to be used by public and voluntary sector organisations for the evaluation of WRAP funded campaigns, the toolkit has some useful ideas and represents current best practice. The benefits of using the WRAP toolkit include:

- Developed specifically for local Recycling awareness campaigns.
- Developed specifically for use by local authorities.
- Enables benchmarking against other local authorities and comparable bodies.
- Information is clear and comprehensive.
- Links to wider national Recycle Now campaign.
- Fast becoming recognised as industry standard.

Fitting in with the framework suggested in the WRAP toolkit the Contractor will assist in monitoring the following variables from its shared data.

Variable	Monitoring Method	Frequency
Hard data:		
Recycling & Composting rate	Collection information	Quarterly
Waste disposal rate	Collection information	Quarterly
Kg Waste per household	Collection information	Quarterly
Satisfaction with Recycling	Survey data	Annually
Reported Recycling behaviour	Survey data	Annually
Soft data:		
Opportunities to see generated	Media monitoring	Quarterly
Advertising value equivalent	Media monitoring	Quarterly
PR Value	Media monitoring	Quarterly
Hits on the Contractor's and CCC websites	From the Contractor & CCC	Quarterly
Visits to Education Centre	Contractor	Quarterly
Open Days Attendance	Contractor	Annually

c. Additional Evaluation

In addition to the ongoing monitoring and evaluation the Contractor will undertake separate evaluation of initiatives as necessary. In each case the Contractor will employ a range of evaluation methods dependent on the nature of the Waste minimisation initiative undertaken. For example, testing the effectiveness of the proposed education and visitor's centre, in terms of raising awareness and changing behaviour. To enable us to monitor the Contractor will:

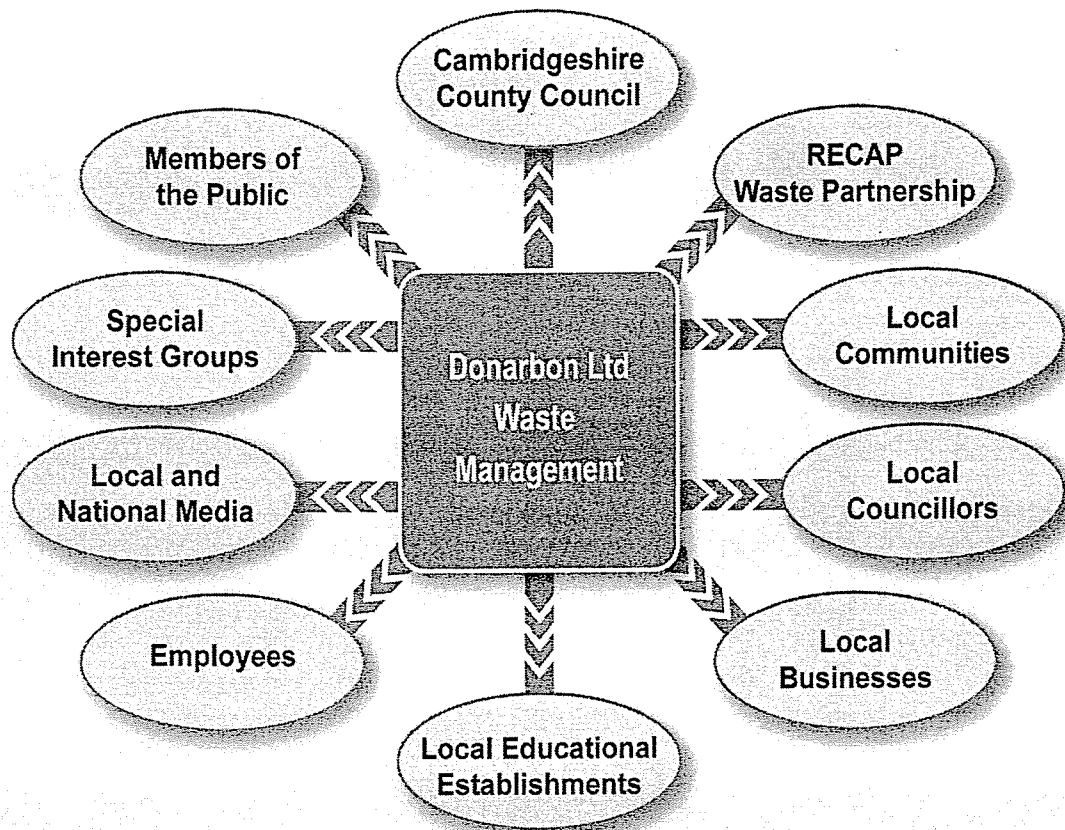
- Ask whether visitors intended to change their behaviour directly after the visit and, through a follow-up survey, determine whether they did change their behaviour 6 months and 12 months after the visit.
- Ask for visitor's feedback to determine how it might make the messages conveyed, or the format of the visit, more effective.
- Work closely with the Recycling Bus managers to develop appropriate educational programmes and gain an understanding of how effective these have been through direct feedback from the managers.

The Contractor will seek to continually improve the effectiveness of Waste minimisation initiatives. To facilitate this continual improvement the Contractor will use comparative data to identify what has worked well and what was less effective. This will enable the Contractor to build on successful initiatives, incorporate effective ideas into future campaigns and address any areas of weakness.

d. Key Stakeholders

For the purposes of Waste minimisation and promotions the key stakeholders are shown in the map below.

Stakeholder Map



e. Facilitating Access by the Public to Facilities to raise Understanding and Awareness

The Contractor will hold annual public Waste awareness open days at the Contractor's Site at Waterbeach and this will help to provide an insight into what can be achieved through positive interaction between the Waste industry, local authorities and the general public. The Contractor will conduct educational visits to the Landfill, Waste processing, Recycling, and Composting areas at the Waterbeach Site as well as the Transfer Waste Stations at Alconbury, Wisbech and March (when available). Schools, colleges, university and interest groups will be encouraged to visit the Facilities.

During Compost Awareness Week, the Waterbeach site will be available to school groups, officers and Members from local authorities, and representatives from public bodies, interest groups and parish councils for visits to the Composting operations. These visits not only provide an opportunity for such groups to understand the importance of keeping organic material separated but also to raise awareness of the quality product that can be produced from what people throw away. In addition to public education opportunities, it may also reduce the contamination of the material by raising awareness and provide an opportunity for marketing the material.

Compost from household Green Waste will be made available for sale at the Contractor's Sites, HWRC Sites and at other Authority or partner organised venues and events, where planning and other relevant permissions permit.

A new educational facility will be incorporated into the new MBT Facility. When completed, this Facility will provide a modern, purpose built venue for receiving school and university parties, groups of Councillors, the public and other relevant groups wishing to learn more about Waste management and Recycling. The Facility will be equipped with audio visual equipment and will act as staging post for tours of the site

operations. In addition, the Contractor will increase its current sponsorship of the Authority's Recycling Bus Scheme, where possible, to encourage more educational visits to schools and public events throughout the County.

The Contractor will run site Liaison Group Meetings for the Contractor's Site at Waterbeach. Representatives at these meetings will include local residents, Parish Councillors, Local County and District Council Members, County and District Officers and the Environment Agency. These meetings will allow the site managers to liaise with the public and keep them informed of developments and plans for the site, they are also an opportunity for the local community to feedback their complaints and/or support of the business and operations.

6. Policies for Media Relations, Public Meetings and Interaction with Stakeholder Groups

a. General Approach

The Contractor has an active and open approach to engagement with the media and has built up excellent relationships with local media and local stakeholder groups. The Contractor recognises that waste can be an emotive issue, and understands the role that good media relationships play in changing public perceptions and behaviours. The Contractor views the management of public relations as an integral business function; enhancing public understanding of Waste issues. The Contractor will work closely with the Authority and the RECAP Partners to further develop its communications strategies to maximise the opportunities that exist and to ensure that a positive and co-operative relationship with local media, environmental groups and other key opinion formers is maintained. The Contractor will also utilise public relations best practice to minimise the risk of negative perceptions, through early engagement with stakeholders.

b. Media Relations Policy

The Contractor will appoint a dedicated Waste Awareness and Promotions Manager, who will act as lead spokesperson. The Contractor will also identify a leading spokesperson, drawn from the senior management team, to speak on operational and service issues when the situation demands a response at the highest level. The Contractor anticipates working closely with the RECAP Partners spokesperson who would speak on policy issues. If required, the Contractor will act as a single point of contact for all media inquiries relating to this Contract. On specific issues, the Contractor will liaise with the Authority and RECAP Partners to determine the most appropriate person to respond.

All spokespersons will be given appropriate media training and be fully briefed. Only approved spokespersons that are appropriately trained and briefed, or who have delegated authority to represent the Contractor or partnership on specific issues, will speak on behalf of the Contractor or partnership.

The Contractor will adopt a pro-active strategy to strengthen its relationships with key local media. Action to support this will include invitations to visit the site, open days, briefings on specific issues, updates as the PFI project progresses, a 'launch day' on completion of the Facilities and continued advertising. This should help to avoid any negative perceptions and ensure positive coverage of the Project.

In the event of an "emergency" requiring a response, the Contractor will:

- Contact the Authority's Press and PR office
- Appoint a spokesperson from the Company's senior management
- Prepare a briefing note covering the key issues

- Issue a holding statement whilst internal investigations are carried out
- Ensure the issue is given prompt attention by a senior member of staff and resolved swiftly
- Call a follow-up press conference or issue a press briefing, whichever is most appropriate
- Follow-up by briefing the media on the steps it has taken to rectify the situation and any measures introduced to prevent any recurrence

c. Public Meetings

The Contractor recognises the importance of positive engagement with the public, in terms of education about Waste issues, and in gaining their views on future PFI project developments. To ensure maximum coverage the Contractor will facilitate public meetings in a wide range of locations across the County, enabling as many people as possible to engage in debate about key project issues. The Contractor will plan to hold public meetings at different times, but with the majority being held in the evening to ensure that a greater number of people would be able to attend.

In choosing venues the Contractor will seek to select those that provide appropriate access for participants with mobility issues, in line with the Contractor's general policies on inclusion.

The Contractor will work with the Authority and other RECAP Partners to agree the format and desired outcome of these events in advance. This will ensure that the events are well-planned, professional and productive in terms of maximising engagement and delivering useful outcomes. Facilitators from the Contractor will be fully briefed and equipped with informed responses to any potential questions. Appropriate material will be supplied at the event with links given to further information, for example, useful websites, publications, or government departments as required.

d. Stakeholder Groups

i. Internal stakeholders

Interaction with internal stakeholder groups will primarily be through informal, ongoing communications with the Contractor's Representative. The Contractor will also look to set up an extranet facility so that internal stakeholders are able to access project information in real time and are kept fully informed. Alongside this, formal quarterly forums will be put in place to ensure all stakeholders can regularly meet and exchange information and ideas.

ii. External stakeholders

All external relations will be the responsibility of the Waste Awareness and Promotions Manager, who will act as a spokesperson and facilitator and be responsible for developing and implementing policies for stakeholder engagement. The Waste Awareness and Promotions Manager will work with the senior management team and the RECAP Partners, to ensure that public engagement policies and practices are open, honest, inclusive, and productive for all parties.

The Contractor already regularly hosts a number of stakeholder forums including Site user groups, Site liaison meetings and Site visits. The Contractor will seek to build on these existing groups and will work with the

Authority and others to jointly develop new ways of engaging with the stakeholders. Initially the Contractor will develop the following forums:

- Local community
- Local businesses/educational establishments
- Special interest groups

The Contractor also will build its relationship with the local media through regular contact with local newspapers and radio stations.

7. Procedures for Engaging the Public

Site liaison meetings provide an essential first step to outline any potential new proposals. They provide a forum to keep the local community informed of any likely amendments or proposed future changes. The Contractor's Site at Waterbeach has a well attended and established liaison meeting where this policy is used to good effect.

For any major planning applications at the Contractor's Site at Waterbeach or any of the other Sites, the Contractor will hold a public meeting and exhibition prior to the submission of any major planning application and also inform the Authority at monthly meetings. The Contractor believes this is essential in order to involve the public early in the process to gain their support and trust in the proposal. The public meeting provides an opportunity to outline the initial proposals, to explain any process or new technology and the reasoning behind the proposals. Many new proposals will arise as a result of new legislative requirements and pressures for new Recycling and processing technologies to achieve Government targets. The majority of the public will be more receptive to any new development if the reasoning behind the development is justified.

The pre-consultation allows the public to comment and feed back on any issues of concern or support. Their comments will be considered and the proposal will be amended to reflect these concerns where appropriate. By being as open as possible regarding the proposals and engaging the public early in the process and taking their comments on board, a more positive development will be achieved that the local population will feel part of. Further exhibitions and meetings will also be held once the planning application has been submitted and the proposals will continue to reflect and seek to allay any concerns raised. Meetings will be held in local halls and at the relevant Sites to help with the understanding of the scope of proposals. Public open days at the Sites are part of an on going open door policy for local residents to see the development of the Site first hand so that when new schemes come forward there is already an understanding of the Sites progress and a confidence in what is being proposed.

8. Procedures for a Scrutiny Panel

The site liaison group for the Contractor's Site at Waterbeach, as described in paragraph e above, has been running since the year 2000. This forum is best placed to act as the scrutiny panel for the major Facilities at Waterbeach. It is a well established and attended group where the current and future plans have always been discussed. If required, following consultation with relevant stakeholders, a similar group will be established at Alconbury and March/Wisbech. The outline terms of reference of such a group are:

- To foster mutual understanding of interests, needs and expectations during site operations.

- To maintain a dialogue between representatives of the local community and the Contractor throughout the operational life of the site. Allowing concerns to be expressed and explanations given in an informal manner with an expectation of honesty and mutual respect for each others interests. Specific officers/employees contact details shall be exchanged to facilitate prompt and easy direct communication.
- To encourage accountability of the Contractor to responsibly perform to the standards required in the planning permission, Waste licence, permits and other industry standards and to otherwise operate having regard to the reasonable needs of the local community and nearby residents.
- To receive reports on progress of operations, site monitoring, environmental performance, Recycling and Composting targets, and notice of any significant events, new developments or changes to working arrangements which are likely to impact upon the local environment or amenity.
- To explore by discussion, means by which issues of local concern can be resolved promptly, and effectively if appropriate by measures or actions in addition to or in substitution for specific measures required under the planning permission or licence/permit. Discussion will aim to be positive and creative in resolving problems and seek out opportunity for win-win results.
- The liaison group shall support and foster education of the local community with regard to Waste minimisation and Recycling, safety and Site security issues, and foster opportunities such as open days and school party visits to educate the local community with regard to development at the site.

9. Addressing Issues of Equality

The Contractor fully supports the principles of equality of access to services and information. To facilitate this, the Contractor will ensure all sites are suitable for visits by all groups in society and will comply with all current regulations and good practice. The Contractor's aim is to ensure our facilities are accessible, wherever practicable, in line with local planning policy and Disability Discrimination Act 1995 (DDA) requirements.

The Contractor will provide disabled parking spaces at all sites and the education and visitor's centre will be built to DDA requirements to ensure full accesses to all facilities are provided.

The Contractor will ensure that all new Facilities will meet the standards in Approved Document Part M (2004) of the Building Regulations so far as it is relevant, and the Contractor will also refer to the Guide on Access Statements published by the Disability Rights Commission.

In addition, the education centre staff will be trained in order to ensure they can offer appropriate assistance and an accessible service to disabled persons.

The Waste Awareness and Promotions Manager and Waste Awareness and Promotions Coordinator will be responsible for reaching as wide a range of groups as possible to promote participation. The Contractor will work with local community and special interest groups, using their networks as a direct route to promoting the Waste awareness campaign.

10. Procedures for Providing Adequate Methods of Communications

General Approach

The Contractor recognises that all Cambridgeshire residents should be enabled to access local information and services. The Contractor fully supports equality of access for all residents and will strive to ensure its communications are accessible to as wide a number of residents as possible.

11. Financial Support

A maximum of £75,000 will be made available annually for a waste awareness and communication programme. This fund will support all existing awareness initiatives; such as Slim Your Bin, Master Composters and Compost giveaways; real nappy and other community initiatives and to develop innovative awareness programmes. Allocation of this fund will be agreed between the Contractor and the Authority at the beginning of each financial year. There will, however, be scope to alter this allocation by agreement with the Authority should priorities change.

In addition to this fund, the Contractor will consider the possible introduction of a profit share system for trade Waste. An agreed proportion of these profits could then be placed into a central fund for Waste awareness projects undertaken by the Authority and its partners.

As well as providing financial support for Waste awareness schemes the Contractor's Education Centre will be made available free of charge for use by the Authority and its partners and related community groups for meetings.

The Contractor will work with the RECAP Partners to organise conferences and, where delegates are charged a fee for attending, the Authority and the Contractor shall split any profit made equally.

The Contractor's popular Public Open Day will continue to be developed to cover a wide range of Waste and Recycling issues and will continue to be an annual event for the residents and businesses of Cambridgeshire.