

JOINT WASTE DISPOSAL BOARD

NOTICE OF MEETING

THURSDAY 16 DECEMBER 2010

TO: ALL MEMBERS OF THE JOINT WASTE DISPOSAL BOARD

You are invited to attend a meeting of the Joint Waste Disposal Board on **Thursday 16 December 2010 at 6.30 pm** in the Function Room, Fifth Floor, Easthampstead House, Town Square, Bracknell. An agenda for the meeting is set out overleaf.

Mark Moon
Project Director

Members of the Joint Waste Disposal Board

Bracknell Forest Council:	Councillor Mrs D Hayes Councillor McCracken
Reading Borough Council:	Councillor W Swaine Councillor T Stanway
Wokingham Borough Council:	Councillor R Stanton Councillor G Cowan

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- 3 Use the stairs not the lifts**
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JOINT WASTE DISPOSAL BOARD
Thursday 16 December 2010 (6.30 pm)
Function Room, Fifth Floor, Easthampstead House, Town Square, Bracknell.

AGENDA

	Page No
1. APOLOGIES FOR ABSENCE	
2. APPOINTMENT OF VICE CHAIRMAN	
3. DECLARATIONS OF INTEREST Members are required to declare any personal or prejudicial interests and the nature of that interest, in respect of any matter to be considered at this meeting.	
4. MINUTES - 21 SEPTEMBER 2010 To approve as a correct record the minutes of the Joint Waste Disposal Board held on 21 September 2010.	1 - 6
5. URGENT ITEMS OF BUSINESS To notify the Board of any items authorised by the Chairman on the grounds of urgency.	
6. PROGRESS REPORT To inform the Board of progress since the last meeting.	7 - 18
7. JOINT WASTE DISPOSAL USER SATISFACTION SURVEYS To inform the Board of the results of two user satisfaction surveys.	19 - 36
8. JOINT WASTE DISPOSAL WORK PROGRAMME To adopt the proposed Work Programme.	37 - 40
<u>Reports Containing Exempt Information</u>	
9. RISK REGISTER To note the updated Risk Register.	41 - 46

Agenda Item 4

**JOINT WASTE DISPOSAL BOARD
21 SEPTEMBER 2010
(6.15 - 7.05 pm)**

Present: Bracknell Forest Borough Council
Councillor Mrs Dorothy Hayes MBE
Councillor Iain McCracken

Reading Borough Council
Councillor Tom Stanway

Wokingham District Council
Councillor Gary Cowan
Councillor Rob Stanton

Officers Oliver Burt, Reading Borough Council
Peter Butler, Reading Borough Council
Janet Dowlman, Bracknell Forest Council
Dave Fisher, Reading Borough Council
Kevin Holyer, Reading Borough Council
Steve Loudoun, Bracknell Forest Council
Mark Moon, Wokingham Borough Council
Vincent Paliczka, Bracknell Forest Council
Pete Thompson, Reading Borough Council
Allan Tiplady, Wokingham Borough Council

Apologies for absence were received from:
Councillor Swaine

1. Quorum

The start of the meeting was delayed by 15 minutes as a quorum was not present until 6.14pm. As this was not the first time a quorum had not been achieved until sometime after the intended start of the meeting, it was agreed that a report should be prepared proposing an amendment to the constitution to permit members to nominate substitutes, if necessary.

2. Election of Chairman

RESOLVED that Councillor Mrs Hayes be elected Chairman of the Board for the next year.

Arising from this decision, Councillor McCracken expressed his thanks to Councillor Stanton for the excellent job that he had done in chairing and leading the Board through some difficult times.

3. Appointment of Vice-Chairman

It was agreed to defer the appointment of a Vice-Chairman.

4. Declarations of Interest

There were no declarations of interest.

5. **Minutes - 1 July 2010**

RESOLVED that the minutes of the meeting of the Joint Waste Disposal Board held on 1 July 2010 be approved as a correct record and signed by the Chairman.

In response to questions arising on the minutes, the Board was advised that:

- There had yet to be a response from Green Machine as the latter was still preparing its business plan.
- The Fire & Rescue Service and insurers were being kept informed of progress in completing the outstanding fire safety work.

6. **Urgent Items of Business**

There were no urgent items of business.

7. **Project Update**

The Board considered a report informing it of progress since its last meeting on 1 July 2010. The report covered:

- Operations and facilities including actions being taken following another incident of abuse towards a member of staff at Smallmead; the trial of a mini-MRF at Longshot Lane; new arrangements for recycling wood; and the re-use activity.
- A request from the contractor to re-let the haulage contract earlier than provided for in the contract in order to allow time to acquire new vehicles if necessary.
- A request from the contractor to allow a relaxation of the requirement to add the re3 logo to the haulage contractor's fleet.
- Proposed revisions to the height barriers and access controls at both Household Waste Recycling Centres.
- Recycling Performance.
- The latest position on the Use of re3 Facilities by West Berkshire residents and on the legal agreement relating to the Lakeside Energy from Waste Facility.

In response to the report, the officers were congratulated on the establishment of the mini-MRF at Longshot Lane.

Arising from the issues of good governance raised regarding whether the Chairman and Project Director should be from the same authority, it was agreed that it would be timely to look at clarifying the matter in the joint agreement.

RESOLVED that:

- 1 The progress made since the last meeting on 1 July 2010 be noted;
- 2 The early procurement of a new haulage contract be endorsed;

- 3 The relaxation of the requirement for vehicles hauling re3 waste to be liveried with the re3 logo be endorsed .
- 4 The changes to the access controls at both Household Waste Recycling Centre's be approved.
- 5 That a review of the Joint Agreement be undertaken to ensure that it remained fit for purpose.

8. **Annual Financial Statement**

The Board considered a report summarising the present financial position of the joint waste PFI. The report sought to conclude the management of finances in the 2009/10 year, detailed the emerging position in the current year and presented the first draft of the budget for the 2011/12 year.

The Board was advised that the major reasons for a projected underspend of £170,000 against the budget were the fall in contract waste tonnage, a significant reduction in inflation (from 4% to 1.7%) and business rates not increasing as much as expected following the revaluation of the sites.

The budget for 2011/12 was based upon estimated tonnages derived from a waste modelling exercise which the Councils had completed in conjunction with the Contractor in July 2010.

RESOLVED that the contents of the Annual Financial Statement be noted.

9. **Work Programme**

The Board considered a report on progress made against the Work Programme agreed at the 2009 Annual General Meeting.

Of the objectives set, only one item, the issue of a Joint Waste Authority, had not been specifically covered during the preceding year by mutual agreement.

Members of the Board were being invited to attend a Workshop on waste management within the re3 partnership. The initial workshop was to be pitched at two levels, firstly, to set partnership priorities, and, secondly, to inform members about developments within waste management. It was then intended to hold a second session at which WRG would be invited to attend. In the period between the two workshops, it was intended that the re3 Project Team and WRG would work together to develop proposals to address the priorities identified by members. As such the second workshop, should take the form of a series of proposals for member consideration.

It was proposed that the Work Programme would be developed during the course of the first workshop and then be formally agreed by the Board at the December 2010 meeting.

RESOLVED that

- 1 The issues from the 2009/10 Work Programme which had been addressed be noted.
- 2 The initial waste management workshop be held on the evening of 13 October 2010.

- 3 A new Work Programme for 2010/11 be developed at, or immediately following, the forthcoming workshop session on waste management with a view to it being formally adopted at the Board's meeting in December 2010.

10. **Audits of the re3 Joint Waste PFI**

The Board considered a report informing it of the process to be adopted for future audits of the re3 Joint Waste PFI.

The Board noted that it was proposed that the re3 councils should work together to audit their shared PFI contract. This was to avoid inconsistency, utilise resources effectively and ensure a robust and coherent audit process. The Audit process would be carried out in accordance with the usual standards of such a procedure. Terms of Reference would be agreed in advance and in liaison with appropriate officers at each of the three councils.

RESOLVED that

- 1 The re3 joint waste PFI be audited biennially, starting in 2011.
- 2 With both the council partnership and ongoing contractual arrangements with WRG in mind, each audit look at:
 - Finance
 - Facilities
 - Governance
 - Relationships
- 3 Reading Borough Council carry out audits, in its role as administering authority, liaising with the Audit Teams at Bracknell Forest Council and Wokingham Borough Council as appropriate.

11. **Reading Borough Council Scrutiny Panel Recommendations**

The Board considered a report on the recommendations of the Reading Borough Council Scrutiny Panel review of the re3 Joint Waste PFI Contract. The Scrutiny Panel had recommended that:

- The annual report produced by re3 should include a section that looked at emerging technologies and considered what might be appropriate to incorporate in future years;
- Re3 should investigate appropriate technology to sort out non-residents of the three councils and how a charge to cover re3 costs in disposing of waste be made;
- More effort should be made by the three councils to educate their residents about what could and what could not be recycled and how to minimise their waste.

The Board discussed briefly the recommendations, in particular the third relating to educating residents. It was noted that the issue which had been at the heart of the scrutiny panel's deliberations had been the handling of food waste and what advice was offered to residents.

RESOLVED that

- 1 The recommendations of the Reading Borough Council Scrutiny Panel review of the re3 Joint Waste PFI Contract be noted; and,
- 2 A partnership approach be adopted to addressing the Reading Borough Council Scrutiny Panel recommendations as part of the 2010/11 Work Programme.

12. re3 Partnership Response to DEFRA Review of Waste Policies 2010

The Board considered a report inviting it to respond to a call for evidence from DEFRA in relation to a review of waste policy in England. The deadline for a response was 7 October 2010. A briefing paper set out some of the key issues the Board needed to consider

The Panel had no additional comments to add to the points already raised in the briefing paper and invited the Project Manager to prepare his response accordingly.

RESOLVED that the views expressed in the review of waste policies briefing paper, be endorsed as the basis of the Board's submission to DEFRA in relation to the review of Waste policies.

13. Exclusion of Public and Press (S100A)

RESOLVED that pursuant to section 100A of the Local Government Act 1972, as amended and having regard to the public interest, members of the public and press be excluded from the meeting for consideration of item 13 which involved the likely disclosure of exempt information under category 3 of Schedule 12A of that Act:

- Information relating to the financial or business affairs any individual person including the authority.

14. Risk Register

The Board received and noted a report containing exempt information relating to its Risk Register.

The Board noted the latest position regarding the Risk Register. In response to a request for any comments, it was suggested that, if possible, it would be helpful to know in future what the risk was in financial terms too.

15. Use of re3 Facilities by West Berkshire Residents

The Board was advised that following the protracted discussions with West Berkshire Council regarding a payment to cover the cost of its residents using the re3 facilities, the Council had offered a settlement of £262,500 to cover the payment due for 2008/09, £12,500 less than the minimum being sought. Whilst some regret was expressed about the failure to offer the amount sought, the Board considered that it would be in the best interests of the residents of the three partner councils to accept the offer and get the money in the bank rather than embarking on further

negotiations, particularly at a time when West Berkshire Council was seeking to establish its own facility in 2011.

RESOLVED that the Project Director arrange for a legal agreement to be drawn up on the basis of the £262,500 payment agreed with West Berkshire Council for 2008/09 and to cover all other retrospective and future cost of the use of re3 facilities by West Berkshire residents; the agreement covering 1 April 2011 to 31 March 2012 could be on an annually renewable basis to cover any on-going use of the facilities.

CHAIRMAN

Agenda Item 6

**TO: JOINT WASTE DISPOSAL BOARD
16th December 2010**

JOINT WASTE DISPOSAL BOARD - PROJECT UPDATE (Report by the Project Director)

1. INTRODUCTION

- 1.1 The purpose of this report is to inform the Joint Waste Disposal Board of progress since its last meeting on 21st September 2010.

2. RECOMMENDATIONS

- 2.1 **To note progress made since the last meeting on 21st September 2010.**

- 2.2 **That Members note the clarification of access arrangements at the Household Waste Recycling Centres as detailed from 3.21 to 3.28.**

3. SUPPORTING INFORMATION

Operations and Facilities

- 3.1 The results of the HWRC User Satisfaction Survey are contained within a separate report to the JWDB.
- 3.2 Attached to this report, at Appendix 4 is a proposed memorandum from the members of the JWDB to staff, at both the Household Waste Recycling Centres (HWRC), in recognition of the continued high levels of satisfaction expressed by site users.
- 3.3 Members have previously indicated their preparedness to acknowledge the contribution of HWRC staff in this way.
- 3.4 Works on the improvements to the fire detection and prevention system within the MRF at Smallmead continue. According to the most recently received activity report, work is slightly ahead of schedule. A completion date of 4th February is the current expectation.
- 3.5 The contractual obligation on WRG to make use of Planners Farm composting facility in Bracknell expires in March 2011. WRG have embarked upon a process to ensure that the green waste currently delivered directly to Planners Farm can be processed in accordance with the PFI Contract after that date. Any specific cost implications of this will be communicated as soon as we are made aware of them.

Retail Outlet Replacement

- 3.6 Members will be aware of the undertaking within the PFI contract for a retail outlet at which items could be safely refurbished, repaired and made available for re-use.
- 3.7 Despite the undertaking made by the Contractor in the PFI contract, neither Smallmead or Longshot Lane lend themselves to accommodating retail activity, and retail-only visitors. Once this became apparent, and in consideration of the needs of local charities and waste related enterprises, the councils' PFI Project Team advised the Contractor to focus on an off-site collaboration on a wholesale (rather than retail) basis.
- 3.8 After several presentations and updates at previous Board meetings, the nature of that collaboration now appears to be taking shape.

- 3.9 The Contractor has thrown out a 'net' over the period of late summer and autumn of 2010. The intention was to identify a charity, or charities, who was both capable and willing to work with the Contractor and the PFI Project Team in delivering the equivalent of the originally envisaged retail function.
- 3.10 The process was not a competition but had it been one, the clear winner would have been Sue Ryder Care.
- 3.11 Sue Ryder Care is a charitable organisation which provides palliative and end-of-life care. They are well established in the re3 area and also active nearby via their beds at the Nettlebed Hospice. In addition, Officers understand that there are plans for Sue Ryder Care to take over management of services provided at the Duchess of Kent House Hospice in Reading during 2011. They have 370 charity shops and have capacity and partnerships in place to ensure that items which are made available for re-use can be made suitable for resale. For further information on Sue Ryder Care please visit the website (suerydercare.org.uk).
- 3.12 Representatives of Sue Ryder Care were most active in responding to requests for information and they have demonstrated both an existing capacity to work with us at the HWRC's and a genuine appreciation of the requirements we have.
- 3.13 The Contractor is in the process of ensuring that Sue Ryder Care can satisfy our contractual needs for information and ascertaining some further information around governance. The PFI Project Team have been clear that the process should be about enabling this sort of activity to happen but it is also very important that such diligence work (as happens with other 'sub-contractors' to the Contract) is carried-out.
- 3.14 Once all final checks are carried-out satisfactorily, it is hoped that Sue Ryder Care will be able to begin benefitting from the resale of items delivered by re3 residents to Smallmead and Longshot Lane as soon as the New Year.
- 3.15 Once the arrangement has begun and is working well, it is intended to advertise it to re3 residents. This will benefit the process because residents are likely to seek out the chance to donate and protect the items, in transit.
- 3.16 It is the intention of the Contractor to agree a tenure for the arrangement with Sue Ryder Care. At the end of that period, and assuming that other organisations put themselves forward, the Contractor may select a different re-use/refurbishment partner.

Haulage Contract Re-let

- 3.17 Members will recall approving the early commencement of the haulage market testing process at the preceding Joint Waste Disposal Board (21st September 2010).
- 3.18 The Contractor has issued pre-qualification questionnaires and, following input from Officers, intends to issue 6 bidders with an invitation to tender.
- 3.19 Officers have liaised with the Contractor and have confirmed that the specification should seek to ascertain the most beneficial outcome in terms of price and performance. To do this, the specification will cover options for the age of the vehicles, whether they are liveried or not and the ISO (International Organisation for Standardization) standard required.
- 3.20 The Contractor will now proceed with the tendering process and Officers will inform Members of the result at the earliest opportunity.

Height Barriers and Access Controls

- 3.21 At the last Joint Waste Disposal Board, Members approved changes to the access controls at the re3 Household Waste Recycling Centres (HWRC's).
- 3.22 Officers wish to clarify the change in respect of trailers in order to ensure that there is no misunderstanding.
- 3.23 The report to the JWDB in September focussed on the changes to the prevailing 'booking-in' procedure for vehicles which would be unable to access the sites because of the height barriers.
- 3.24 The report also included the following text in reference to the use of trailers: "*There is also a proposal to simplify the access controls for trailers to enable all single axle trailers to access the site, subject to the waste carried being of household origin*". Officers wish to further clarify the access arrangement for trailers.
- 3.25 In common with many other sites, the intention at the re3 HWRC's is to limit the size of trailer that is permitted. This is intended to achieve the following: (i) limit the amount of waste that can be delivered so that it is suitable for the majority of household users and perhaps less convenient to traders who may wish to masquerade as householders and, (ii) ensure safe and prompt access and egress for trailers once inside the HWRC.
- 3.26 As Members will be aware, the initial means of gauging the size of a trailer was by length. The access controls agreed in 2009 set the limit at trailers no longer than 6 feet in length.
- 3.27 That system proved problematic because there appear to be many trailers which are just over 6 feet in length. In fact there appears to be no standard length of trailer – the upshot of which is that it is very easy, in trying to be pragmatic, to 'trade-up' to 7 and 8 feet in length on the basis that it is "only a bit over the limit".
- 3.28 With that in mind, and following consultation by the Contractor, it was decided to propose that the length of trailer is not used to determine access. The amended procedure seeks that single axle trailers be allowed access and that double-axle trailers be denied access. That was the intention of the previous report on this issue and the detail which this report now seeks to clarify.

Finance

- 3.29 The year to date outturn for 2010/11 is attached under Appendix 1.
- 3.30 The Project is currently projecting a £400,000 collective underspend against budget.
- 3.31 Contract tonnage remains significantly lower than forecast. If the current trend continues, contract waste will be over 10,000 tonnes lower than the tonnage assumed in budget setting in November 2009.
- 3.32 The saving associated with reduced tonnages is tempered by the cost of inflation. Inflation was budgeted at 2.5% based on indications at the time, but inflation in April 2010 had risen to 5.4%.
- 3.33 Bracknell and Wokingham have seen their proportion of contract waste drop in comparison with the budgeted allocation of tonnages; conversely Reading has seen

an increase. This is particularly true of landfill, which is why the outturn shows significant savings for Bracknell and Wokingham but no saving to Reading.

- 3.34 The Contract provides £100,000 per annum (indexed) of funding to be used for waste minimisation initiatives, including educational and promotional work, operation of the visitor centres, and waste minimisation activities.
- 3.35 Over the last 4 years any unused funds have been rolled over to the subsequent year, and the cumulative surplus is now in excess of £120,000. The PFI Project Team has proposed to the Contractor that £120,000 be refunded to the Councils at the end of the financial year. The Contractor is seeking Board approval for that repayment. This money will be allocated to the individual Councils in proportion to their historic contribution to the waste minimisation payment.
- 3.36 The draft budget for 2011/12 has been updated to incorporate recent tonnage information, the relevant HWRC allocations as determined by the recent user survey, and other minor refinements. This information has been shared with the accountants at each authority. A summary can be found under Appendix 2.
- 3.37 The outcome of this update is a reduction in budget for Bracknell and Wokingham of £261k and £269k respectively, with an increase of £116k for Reading, primarily for the reasons stated in 3.33 above, and movement in HWRC allocations.
- 3.38 A statement of the Management budget and year to date expenditure is included under Appendix 3.
- 3.39 The current expenditure on the Management budget is £177,500 below the annual budget.
- 3.40 Note that we are still to receive some invoices relating to legal and financial advice regarding the additional EfW capacity. Invoices relating to this issue have been, and will continue to be, allocated to Reading and Wokingham only.

Performance

- 3.41 Bracknell's year to date NI192 result is 40.8%. 78% of waste is being diverted from landfill.
- 3.42 Reading's year to date NI192 result is 34.8%. 68.5% of waste is being diverted from landfill.
- 3.43 Wokingham's year to date NI192 result is 41.6%. 77.7% of waste is being diverted from landfill.
- 3.44 As noted in the September 2010 report, we should continue to treat these results with some caution. Results are significantly influenced by seasonality; the first half of the year is invariably the best for recycling performance. The second half of the year invariably results in lower levels of performance, which negatively impacts upon the annual result.
- 3.45 However, when comparing the average partnership NI192 rate for the year to date with the same period last year, performance is up 1%.
- 3.46 The average partnership rate of diversion is up 32% on this time last year. This significant increase is due to the full opening of the Lakeside EfW plant.

- 3.47 HWRC diversion rates, which are a contractual rather than statutory indicator, are good; at Smallmead 75% of waste has been diverted from landfill in the year to date. This is 9% up on the same period last year.
- 3.48 At Longshot Lane 66% of waste has been diverted from landfill in the year to date. This is 4% up on the same period last year.

Risk Register

- 3.49 The Risk Register is included within the agenda for this meeting of the Joint Waste Disposal Board.
- 3.50 Following a request by Members, and where it is possible to do so, the Risk Register now contains an assessment of the financial cost of each risk.

Use of re3 Facilities by West Berkshire Residents

- 3.51 No further progress has been made since the last Joint Waste Disposal Board meeting.
- 3.52 Officers held two meetings with colleagues from West Berkshire in July, at which the proposed re3 methodology for calculating the West Berkshire repayment (relating to the use by West Berkshire residents of re3 facilities) was described in detail and apparently agreed. As a result, re3 Officers were of the strong opinion, that the methodology had been agreed. Officers from West Berkshire Council have now indicated that they do not accept the methodology put forward by re3.
- 3.53 Officers from West Berkshire Council have been in contact with re3 Officers over the period since the last JWDB meeting. They have made two informal proposals for the methodology.
- 3.54 Both proposals would see a repayment from West Berkshire lower than that which would arise from the proposed re3 methodology.

DEFRA Waste Review and Consultation

- 3.55 The Secretary of State for the Department for Environment, Food and Rural Affairs the Rt Hon Caroline Spelman MP announced, earlier in the year, that the Government will be undertaking a full review of waste policy in England.
- 3.56 An accompanying call for evidence was issued and, at the last JWDB, Members endorsed, as the basis for a collective response from the re3 partnership, a previously circulated briefing note.
- 3.57 Following the meeting, and in advance of the deadline, an re3 response was sent to DEFRA and acknowledged.
- 3.58 Officers understand that the results of the Review will be known in the Spring.

Lakeside Energy from Waste Facility

- 3.59 Negotiations between the contractor and the councils on specific details relating to the legal drafting of the agreement were, at time of writing, on the verge of being concluded.

- 3.60 The Project Director has received notification that all the requirements DEFRA placed upon the councils in relation to the purchase of the additional capacity have been addressed.
- 3.61 Negotiations between the re3 councils over the provision of an indemnity to Bracknell Forest Borough Council, who will be signatories to but not beneficiaries of the purchase, against risk associated with the additional capacity have been concluded.
- 3.62 As soon as all documentation has been agreed the deed of variation will be completed.

BACKGROUND PAPERS

None

CONTACTS FOR FURTHER INFORMATION

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Appendix 1

re3 PFI Budget Monitoring

2010/11 Waste PFI Outturn

		BFBC £	RBC £	WBC £	TOTAL £
Apr-10	Actual	497,336	685,025	772,635	1,954,996
May-10	Actual	481,157	602,854	713,664	1,797,675
Jun-10	Actual	485,946	684,446	739,851	1,910,243
Jul-10	Actual	484,102	635,306	709,172	1,828,580
Aug-10	Actual	441,736	621,984	728,334	1,792,054
Sep-10	Actual	461,383	742,234	733,559	1,937,176
Oct-10	Forecast	494,101	639,932	734,573	1,868,607
Nov-10	Forecast	467,340	635,699	689,813	1,792,852
Dec-10	Forecast	436,686	592,357	643,251	1,672,293
Jan-11	Forecast	486,706	633,645	730,330	1,850,681
Feb-11	Forecast	424,686	586,309	629,562	1,640,557
Mar-11	Forecast	483,569	660,951	710,976	1,855,497
TOTAL		5,644,749	7,720,742	8,535,720	21,901,211
Business Rates		106,441	138,055	144,829	389,325
Additional EfW		0	27,918	27,918	55,836
2010/11 Outturn		5,751,190	7,886,715	8,708,467	22,346,372
2010/11 Budget		6,011,277	7,874,406	8,949,805	22,835,488
Revised 2010/11 Budget		5,832,480	7,874,406	8,949,805	22,656,691
Variances Declared		94,000	0	0	94,000

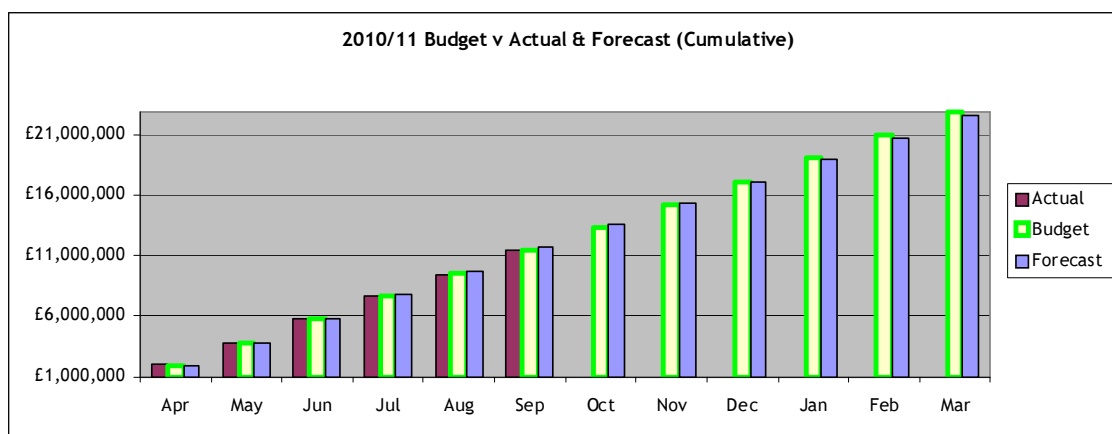
Projected Underspend -175,290 12,309 -241,338 -404,319

-1.8%

Notes

1. Based on actual invoices and forecasts
2. Trade waste currently included in RBC costs & budget until account is set up
3. Additional tonnes EfW split 50:50 between RBC & WBC. Assumed start Dec 10 (3300 tonnes).
4. BFBC budget reduced to exclude non-contract waste (Housing no longer Council-run) and a proportion of the previously estimated business rates increase.
5. The underspend takes account of the £94,000 variance that BFBC have reported.

re3 Management Budget/Costs not included



Appendix 2

Updated Nov 10				
2011/12 Revised Budget				
	BFBC	RBC	WBC	TOTAL
Baseline Payment	£ 2,230,803	£ 2,893,367	£ 3,022,500	£ 8,146,671
Recycling Payment	£ 351,909	£ 413,076	£ 419,248	£ 1,184,233
Efw Payment	£ 1,325,493	£ 2,251,916	£ 2,336,274	£ 5,913,683
Composting Payment	£ 366,621	£ 307,240	£ 572,856	£ 1,246,717
Landfill Tax	£ 783,643	£ 1,011,275	£ 725,195	£ 2,520,112
Landfill Gate Fee	£ 353,485	£ 456,165	£ 327,120	£ 1,136,769
Landfill Haulage	£ 155,188	£ 200,267	£ 143,614	£ 499,069
Beneficial Use Payment	£ 33,089	£ 49,207	£ 64,283	£ 146,579
Civic Amenity Site Payment	£ 369,305	£ 331,891	£ 531,608	£ 1,232,804
Waste Minimisation Payment	£ 51,749	£ 67,119	£ 70,114	£ 188,982
Hazardous Waste Pastthrough	£ 69,736	£ 135,991	£ 194,023	£ 399,750
Rates	£ 104,507	£ 135,545	£ 142,197	£ 382,249
Additional works	£ 8,940	£ 12,322	£ 2,899	£ 24,161
RBC Trade Waste Collections	£ -	£ 226,492	£ -	£ 226,492
Rental income	-£ 392,618	-£ 241,611	£ -	-£ 634,228
Rental Payment	£ 173,398	£ 224,897	£ 235,933	£ 634,228
Royalty Payment	-£ 19,615	-£ 25,440	-£ 26,689	-£ 71,744
Contamination Payment	£ 24,073	£ 28,257	£ 28,679	£ 81,009
	£ 5,989,705	£ 8,477,976	£ 8,789,855	£ 23,257,536
PFI Grant	-£ 815,173	-£ 1,057,280	-£ 1,109,160	-£ 2,981,613
Total Budget 2011/12	£ 5,174,532	£ 7,420,696	£ 7,680,695	£ 20,275,923
Draft Budget (August 2010)	£ 5,436,047	£ 7,304,355	£ 7,949,929	£ 20,690,332
Variance from Draft Budget	-£ 261,515	£ 116,340	-£ 269,235	-£ 414,409

Appendix 3

JWDB - re3 Waste PFI Management Costs 2010/11				Period to 30 November 2010
Employees	Budget	Cost	Variance	Comments
	£	£	£	
Salaries, NI & Super	166,800	88,006	-78,794	
Training (£3,000)	3,000	0	-3,000	
Employees sub total	169,800	88,006	-81,794	
Other Costs	Budget	Cost	Variance	Comments
Transport				
Travel Expenses	1,000	236	-764	
Supplies & Services				
Equipment	3,500	0	-3,500	
Stationery	500	0	-500	
Consultancy Fees	60,000	-17,072	-77,072	Includes accrual of £75k from 2009/10.
Purchase of Computer Equipment	6,700	95	-6,605	
Mobile Phones	400	28	-372	
Support Services/Recharges	20,900	13,933	-6,967	
Other Costs sub total	£93,000	-£2,780	-£95,780	
2009/10 Total	£262,800	£ 85,226	-£177,574	
Note: Eversheds invoices for legal advice regarding additional EfW are split equally between Reading & Wokingham.				
Council Recharge (to date)	£			
Reading	£31,741			
Bracknell	£21,745			
Wokingham	£31,741			
Total	£85,226			

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MEMORANDUM

TO: All Staff at Smallmead and Longshot Lane HWRC's

FROM: re3 Joint Waste Disposal Board

SUBJECT: User Satisfaction Survey

DATE: 16 December 2010

This memorandum, from the re3 Joint Waste Disposal Board and on behalf of Bracknell Forest, Reading and Wokingham Borough Councils, is sent to all staff at Smallmead and Longshot Lane Household Waste Recycling Centre's (HWRC's) in recognition of their continued, excellent level of service.

The recent User Satisfaction Survey has once again shown how much residents appreciate the service you deliver on behalf of the three councils. We know that the jobs you do are often difficult but we are grateful for the care and consideration you put into them.

We hope we can all work towards further successes in 2011 and that you all enjoy the Festive Season and New Year.

Thanks and Kind Regards,

Cllr Dorothy Hayes, (Chair of JWDB):

Cllr Warren Swaine (Vice Chair of JWDB):

Cllr Rob Stanton:

Cllr Iain McCracken:

Cllr Gary Cowan:

Cllr Tom Stanway:

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TO: JOINT WASTE DISPOSAL BOARD
16th Dec 2010

JOINT WASTE DISPOSAL BOARD - PROJECT UPDATE
(Report by the Project Director)

1. INTRODUCTION

- 1.1 The purpose of this report is to inform the Joint Waste Disposal Board of the results of two user satisfaction surveys undertaken with firstly amongst public users of the Household Waste Recycling Centres (HWRC) and, secondly, of council and local charity users of the waste transfer stations.

2. RECOMMENDATIONS

- 2.1 That Members note the findings of the independent User Satisfaction Survey of patrons at the Smallmead and Longshot Lane Household Waste Recycling Centres (HWRC).**
- 2.2 Members note the findings of the internal survey of Council users of the re3 facilities, carried out by the re3 PFI Project Team.**

3. SUPPORTING INFORMATION

Results of the 2010 User Satisfaction Survey at Smallmead and Longshot Lane HWRC's

- 3.1 The PFI contract requires that the Contractor carries out an annual user satisfaction survey at both Smallmead and Longshot Lane HWRC's.
- 3.2 Attached at Appendix 1 is a summary of the results of the 2011 survey and a brief commentary on the relationship to the survey's carried out in the preceding two years.
- 3.3 The survey was carried out between 29th September and 3rd October 2010 at both sites. During the survey period a total of 2,343 surveys were completed (1133 at Smallmead and 1,210 at Longshot Lane).
- 3.4 Both sites were rated highly, in overall terms, by users. Of those surveyed 97% of users rated Smallmead as 'good' or 'very good'. At Longshot Lane, 99% of surveyed users rated it as 'good' or 'very good'.
- 3.5 Staff at both sites were also identified as being helpful by users. At Smallmead, the survey showed that 95% of users thought staff members were helpful and at Longshot Lane the figure was 98%. Both were improvements on the previous year (91% and 88% respectively).
- 3.6 The number of people who are approached by a member of staff whilst on site appears to be rising. At Smallmead, since 2008, the percentage indicated by the survey rose from 41% to 75%. At Longshot Lane the percentage indicated by the survey rose from 27% to 50%.
- 3.7 Although we cannot assume there is a specific link between the results on 'helpfulness' described at 3.5 above and those on the number of patrons being approached at 3.6, when looked-at together they do not suggest that staff intervention is unappreciated.

- 3.8 The frequency of use appears to be dropping over the course of the surveys. Since 2008, those residents visiting once a week or more has come down from 15% to 9% at Smallmead and from 23% to 16% at Longshot Lane.
- 3.9 Overall, the results of the survey appear to support the view that both sites, and the staff engaged in operating them, continue to be appreciated by users.
- 3.10 The council's re3 PFI Project Team will further analyse the results and engage with the Contractor in order to seek to maintain a high level of performance and user satisfaction.
- 3.11 As in previous years, the User Satisfaction Survey incorporates a patronage survey to determine where users of the two sites are coming from. Details of the 2010 patronage survey are included within Appendix 1 below.

Results of the 2010 Transfer Station User Satisfaction Survey of Council Crews

- 3.12 The councils' re3 PFI Project Team surveyed colleagues who make regular use of the PFI facilities— principally, the transfer stations. This survey was conducted to assist with contract management; identifying any potential areas of improvement and making recommendations where necessary.
- 3.13 Between September and November 2010, the survey was carried out to gauge the views and experiences of council users (refuse, street cleansing and grounds maintenance crews), and some charity users, in relation to the waste transfer stations at Smallmead, Reading and Longshot Lane, Bracknell.
- 3.14 A total of 73 responses were received. These included most refuse, recycling, garden waste and street cleansing crews from Reading, Wokingham and Bracknell councils, as well as 16% of the approved charities and a number of other regular council users.
- 3.15 The main results from this survey are detailed below.
- 3.16 The survey report, attached at Appendix 2, contains a list of recommendations which the re3 PFI Project Team will now seek to address with the Contractor and, where appropriate, the individual councils.
- 3.17 Council vehicles using the Smallmead transfer station experience longer and more frequent periods of queuing when accessing the site, than visitors to Longshot. On the surveyed days, 32% of Smallmead visits and 24% of Longshot visits, began with a queue of more than five minutes. When asked how they rated this wait, the most common response at Smallmead was "ok", whilst the most common response at Longshot was "good". No one vehicle waited more than 15 minutes to access the sites on the surveyed days, despite half of all respondents claiming to do so at least once a week.
- 3.18 30% of all respondents said queuing to pass the first weighbridge was the biggest single factor affecting how long they spent on site. Those who provided comments indicated that they were often kept waiting behind private vehicles, some of whom are required to complete paperwork before accessing the site.
- 3.19 However, most crews were happy with the length of time they spend on site, with 70% of refuse, recycling and garden crews believing the contractual 20 minute turnaround policy to be about right. Of the remaining crews, 59% of Smallmead visitors and 88% of Longshot visitors rated the amount of time they spent on site as 'good' or 'excellent'.

- 3.20 51% of all respondents said that other users were the biggest single factor affecting how long they spent on site. Those who provided comments indicated that they were often kept waiting on site while an articulated vehicle was loaded.
- 3.21 Three Wokingham refuse/recycling drivers for whom English was not their first language, were unable to list the items of PPE required to access the site. All other respondents who were asked the survey through a face-to-face approach were able to provide a list. Of those who self-completed the questionnaire, only 36% responded to the question.
- 3.22 At both sites the drivers considered the floor in one or more parts of the site to be slippery.
- 3.23 Of those refuse and recycling drivers surveyed about their opinions of Smallmead, 44% made comments that the signage and direction on site needs to be improved. At Longshot these comments were mainly about the inconsistent use of the traffic lights on site.
- 3.24 At both sites, the level of staff helpfulness was rated highly and 83% of drivers believed that there were sufficient staff on site. Those who felt there should be more said that there should always be two people on the weighbridge and that more people were required to give instruction on when and where to tip.
- 3.25 A total of 94% of respondents believed the process for collecting their weighbridge ticket to be efficient.
- 3.26 A number of drivers had not received a weighbridge ticket on at least one occasion after tipping at one of the sites. These drivers were from across all three councils and services and totalled 13 from Longshot and two from Smallmead. In all but one of these cases, the drivers claimed to have had their ticket forwarded to their office later or had picked up their ticket when they next visited the weighbridge.
- 3.27 Wokingham crews rated the Longshot site more highly than the Smallmead site, with an average rating out of 10 being 7.7 for Smallmead and 9.1 for Longshot. The most common reason given for these results was that Smallmead is a bigger, and therefore busier site which tends to have more articulated vehicles and subsequently more queues.

BACKGROUND PAPERS

Transfer Station – Regular User Satisfaction Survey Report (December 2010)

CONTACTS FOR FURTHER INFORMATION

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APPENDIX 1

Results of 2010 User Satisfaction Survey at re3 Household Waste Recycling Centres.

Both sites ranked highly for 'overall rating of the centre'. At Smallmead 97% of users rating it as good or very good (98% in 2009 and 99% in 2008) while at Longshot Lane, 99% of users rating it as good or very good (98% in 2009 and 82% in 2008).

Three fifths (61%) of users at the Smallmead HWRC rated the centre as good or very good for 'onsite information and leaflets', this was a decrease compared to the previous years (94% in 2009 and 93% in 2008). Longshot Lane HWRC was ranked highly for 'onsite information and leaflets' with 86% of users rating it as good or very good, although this was a slight decrease compared to 2009 (91% in 2009 and 52% in 2008).

Users visiting the Smallmead HWRC that visit on a weekly basis have shown a decline (9%) compared to 2008 (15%). Similarly, users visiting Longshot Lane HWRC on a weekly basis has declined (16%) compared to 2008 (23%).

Similar to the previous years, users are more commonly visiting centres once a month at Smallmead it was 32% in 2008, 31% in 2009 and 31% in 2010. At Longshot Lane it was 33% in 2008, 36% in 2009 and 40% in 2010.

The percentage incorporating a visit to the centres as part of another trip has increased from 21% to 32% at Smallmead and from 16% in 2008 to 31% at Longshot Lane.

At both centres users being approached by staff members has increased compared to 2008 – from 41% to 75% in Smallmead and from 27% to 50% in Longshot Lane.

Users stating that staff members are helpful and polite has increased at both centres. Smallmead saw the largest increase (36%) of users stating that staff members are polite from 15% in 2008 to 51% in 2010. The largest increase for users stating staff members are 'helpful' was seen at the Longshot Lane centre from 83% in 2008 to 98% in 2010.

The percentage of general household rubbish being disposed of at both centres has increased at Smallmead there has been a steady increase from 42% in 2008, to 48% in 2009 and 53% in 2010. At Longshot Lane the increase has risen from 18% in 2008, to 57% in 2009 to 61% in 2010.

The percentage of garden waste being brought to Smallmead experienced a 30% decrease compared to the 2008 survey, from 43% in 2008 to 14% in 2010. Meanwhile Longshot Lane also decreased; from 33% in 2008 to 27% in 2010.

Recognition of the re3 partnership was fairly low at both centres (34% Smallmead and 37% Longshot Lane), these results are fairly similar to the 2009 survey. When asked if users knew where they can find out more information about the partnership, the internet was the most popular information source at both centres, at Smallmead 39% stated the 're3 website' and 24% stated the 'council website' and at Longshot Lane, 44% stating the 're3 website' and 29% stating the 'council website'.

Table 1 and 2 below present the key highlights from the survey while comparing this to the 2009 and 2008 results:

Table 1: Smallmead highlighted survey results

	2008	2009	2010
Rated the centre as good or very good for 'overall rating of the centre'	99%	98%	97%
Rated the centre as good or very good for 'onsite information and leaflets'	93%	94%	61%
Rated the centre as good or very good for 'cleanliness'	98%	97%	97%
Users visiting the centre weekly or more often	15%	14%	9%
Users visiting the centre once a month	32%	31%	31%
Users incorporating their visit to the centre as part of another trip	21%	29%	32%
Users approached by staff members	41%	40%	75%
Users stating staff members are helpful	94%	91%	95%
Users stating staff members are polite	15%	19%	51%

Table 2: Longshot Lane highlighted survey results

	2008	2009	2010
Rated the centre as good or very good for 'overall rating of the centre'	82%	98%	99 %
Rated the centre as good or very good for 'onsite information and leaflets'	52%	91%	86%
Rated the centre as good or very good for 'cleanliness'	85%	100%	99%
Users visiting the centre weekly or more often	23%	18%	16%
Users visiting the centre once a month	33%	36%	40%
Users incorporating their visit to the centre as part of another trip	16%	26%	32%
Users approached by staff members	27%	57%	50%
Users stating staff members are helpful	83%	88%	98%
Users stating staff members are polite	11%	10%	36%

Patronage Survey 2010

Smallmead HWRC

Authority	2010
Reading Borough Council	43.3%
Wokingham Borough Council	35.5%
West Berkshire Council	14.0%
South Oxfordshire District Council	1.6%
Basingstoke and Deane	0.4%
Hart District Council	0.3%
Windsor and Maidenhead Borough Council	0.3%
Bracknell Forest Borough Council	0.2%
Bradford MBC	0.1%
North Wiltshire	0.1%
Swindon Borough Council	0.1%
Unknown/ Illegitimate	4.1%
Total	100.0%

Longshot Lane HWRC

	2010
Bracknell Forest Council	56.6%
Wokingham Borough Council	36.9%
Windsor and Maidenhead	2.2%
West Berkshire Council	0.3%
Moray Council	0.1%
Reading Borough Council	0.1%
South Oxfordshire District Council	0.1%
Warwick District Council	0.0%
West Wiltshire District Council	0.0%
Unknown/ Illegitimate	3.7%
Total	100.0%



re3 Project Team

WASTE TRANSFER STATION – REGULAR USER SATISFACTION SURVEY

Background

Between September and November 2010, a user satisfaction survey was carried out with regular council users of the waste transfer stations in Smallmead, Reading and Longshot Lane, Bracknell. This survey was conducted as a means of managing the contract; identifying any potential areas of improvement and making recommendations where necessary.

Council vehicles in particular require that their visit to the transfer station to deposit their waste is quick and straight-forward. This ensures that that the crews are able to complete their work efficiently and cost-effectively each day. Subsequently the regular council users of the transfer stations were identified and these groups were given the opportunity to partake in the survey. In addition, those charities that tip under the council's accounts were also approached.

Methodology

Surveys with the refuse, recycling and garden crews were all conducted through a face-to-face approach. This was due to the limited literacy skills of some of the target group and so that clarification could be sought on the answers where necessary. All other surveys were provided for self completion by the crew.

The short survey consisted of questions to assess the respondent's opinions on the site facilities, the running of them and their overall level of satisfaction. Where possible, questions were asked in a similar way as in the public user satisfaction survey, so as the results could be compared.

Respondents

A total of 73 responses were received. This included most refuse, recycling, garden waste and street cleansing crews from Reading, Wokingham and Bracknell councils as well as 16% of the approved charities and a handful of other regular users. The overall composition of the respondents can be seen in Figure One.

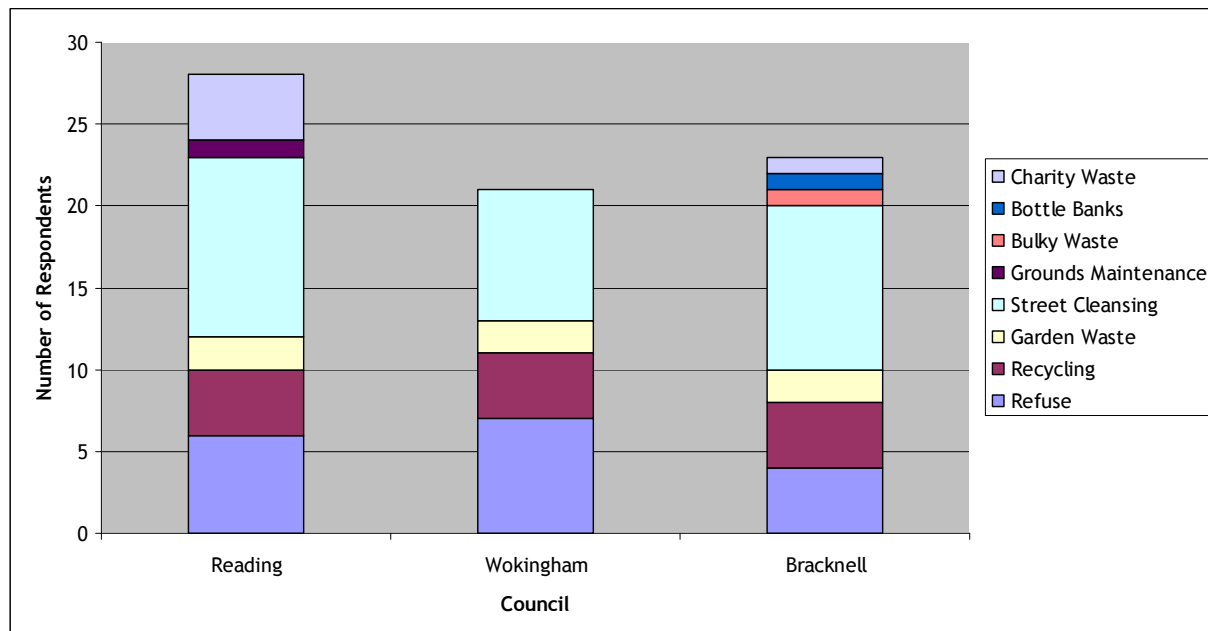


Figure One: Survey Respondents by Council and Material type.

In the majority of cases, the surveys were filled out by the driver of the crew. In a few cases however, the remaining crew members were also present, despite not always visiting the waste transfer station on a daily basis.

Unfortunately the data gained from the charity and street cleansing surveys is less detailed than that from the refuse, recycling and garden waste crews. This is because, where surveys were self-completed, not all questions were answered and very few comments were received to explain the answers given. In addition, whilst complete, or largely complete, survey sets were received for most groups; numbers of questionnaires received from the charities and Reading Borough Council’s parks team were limited. The results from these surveys may not therefore be representative of these groups as a whole.

Finally, it should be noted that there were language barriers in some cases. This was particularly true when talking to the Wokingham crews, as a large proportion did not speak English as their first language. Here every effort was made to make the questions understood and to understand the answers given, seeking clarification and justification where necessary.

Results and Discussion

Entering the Site

The results of the questions relating to how long vehicles have to wait in order to pass the weighbridge and access the sites are considerably varied and this can be seen in figure two.

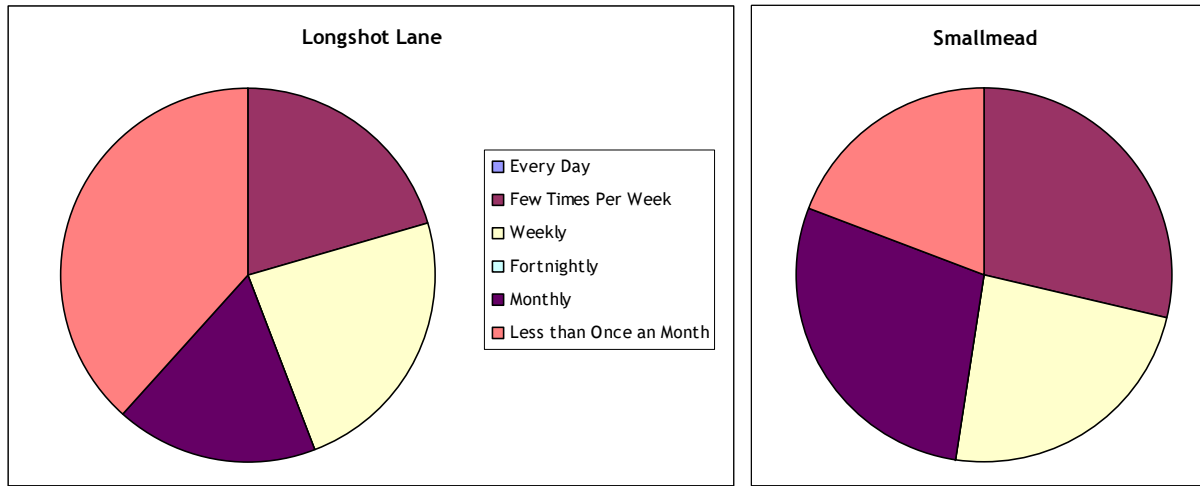


Figure Two: Responses to the question “How often do you wait more than 15 minutes to pass the weighbridge”.

The variability in these results may be a product of the different times in which the crews visit. This is because the comments received from the refuse and recycling crews indicate that the sites are busiest around break and lunch times and when the crews finish. This can be seen in figures three and four below.

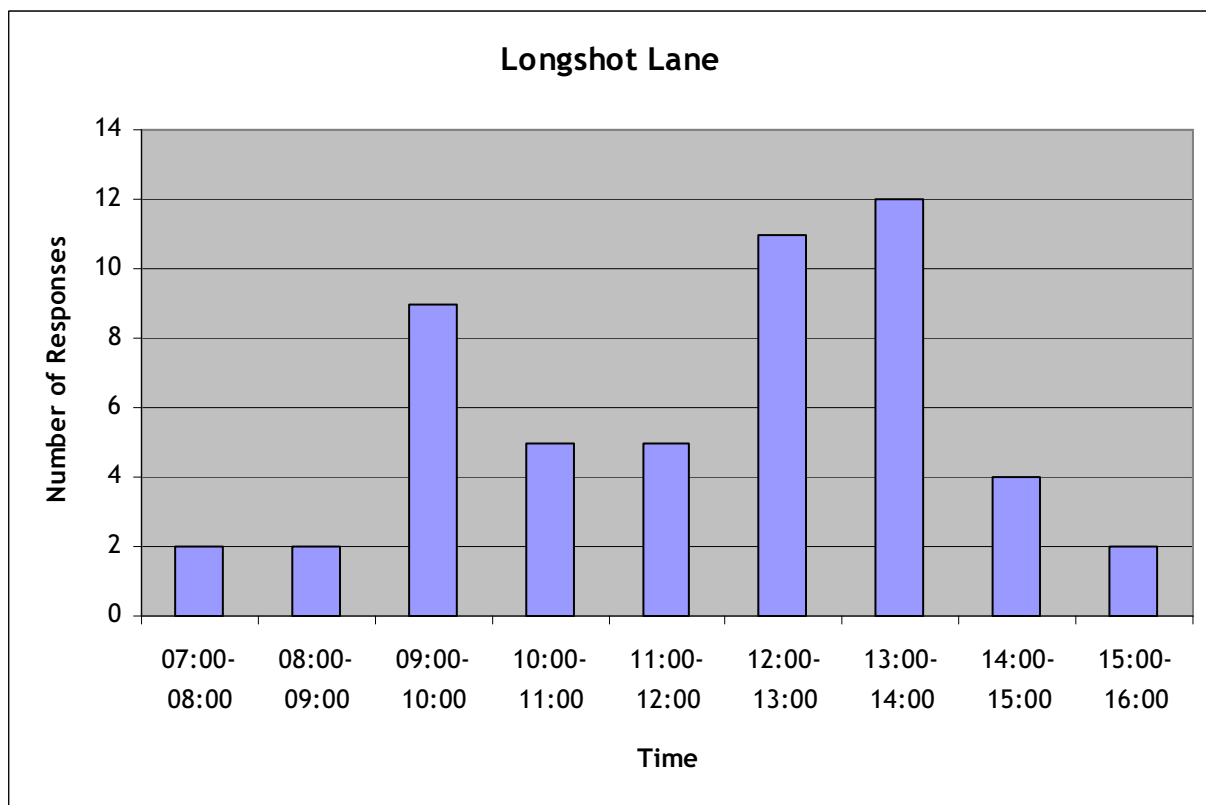


Figure Three: Times considered busiest at the Longshot site.

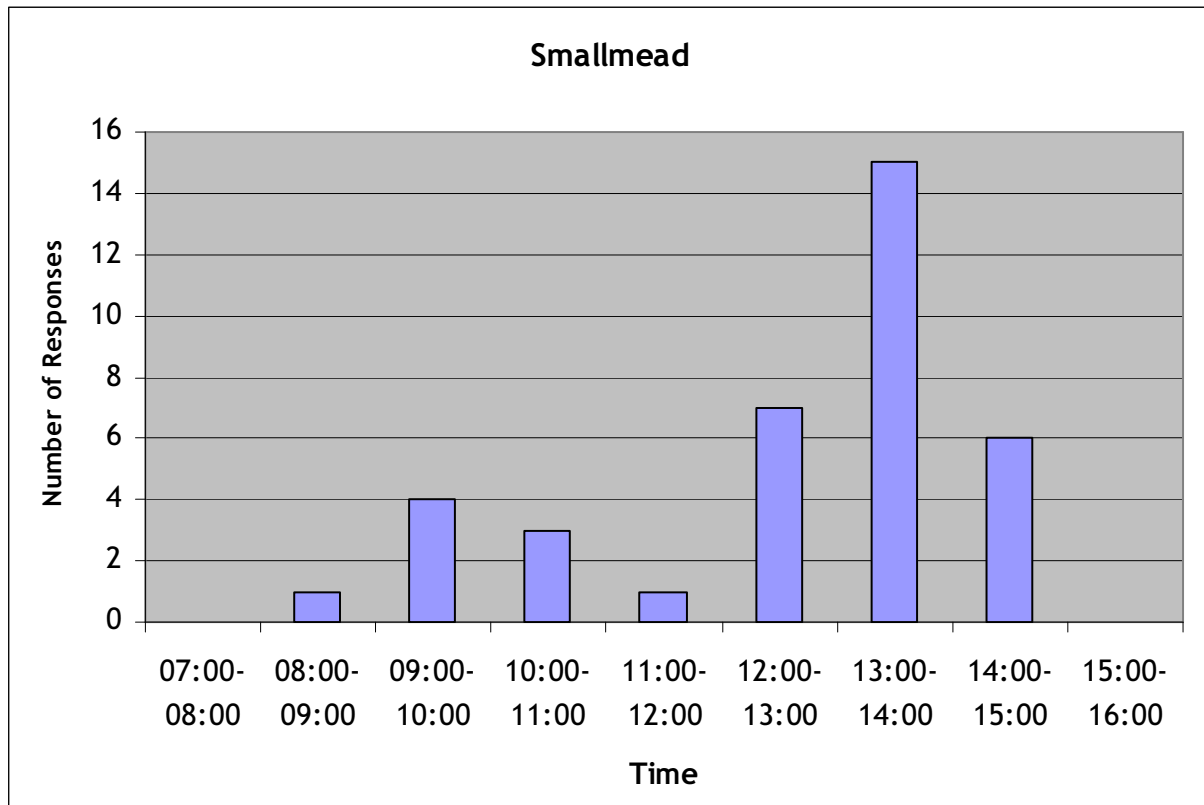


Figure Four: Times considered busiest at the Smallmead site.

A fifth of the respondents however, responded by saying that the site was either not busy when they visited or that the busy periods varied, depending on when the large articulated vehicles were on site. Of these, 80% said they tended to only wait longer than 15 minutes either monthly or less.

It may however be that time spent queuing is perceived to be longer than it really is. This is because, with almost half of all respondents saying they queue for longer than 15 minutes at least once a week, it would be expected that on any given day, at least a proportion queue for this length of time. This was not the case on the surveyed days. This is shown in table one.

Table One: Times spent queuing to access the sites on the days of the surveys.

	<5 Minutes	5-15 Minutes	> 15 Minutes
Longshot	76%	24%	0%
Smallmead	68%	32%	0%

Overall, the amount of time waited received mixed responses, but with the most common response at Smallmead being ‘average’ and at Longshot being ‘good’. The charities rated the length of time spent queuing, slightly better than the council vehicles, but it should be noted that as only four responses were received, the results from these surveys may not be representative of this group as a whole.

On the Site

Opening Hours

Respondents were asked how often they felt the site opening hours were sufficient for their purpose. In total, 83% of drivers said that opening hours were always sufficient, whilst 15% said they were usually sufficient. Only one person said they were never sufficient. This person was from a charity and they requested that the weighbridges be open more often at weekends.

Other comments received were both positive and negative. On one hand, some of the drivers were happy with the amount of flexibility offered, whilst on the other they commented that they were not always able to make the hours if they had experienced a breakdown or when working on a Saturday.

Site Safety

The respondents were asked if they had seen a copy of the site rules at the facility. To this, 81% of Longshot visitors and 76% of Smallmead visitors said they had.

With this question however, it may be that respondents gave the answer they thought they should give. (Indeed this question had to be discounted from the Bracknell Street Cleansing responses as the answer 'yes' had been pre-filled on all questionnaires.)

The results were therefore tested by asking the drivers to list the items of personal protective equipment (PPE) they required to access the site. A total of 48 drivers answered both questions, and the relationship between their answers can be seen in figure five.

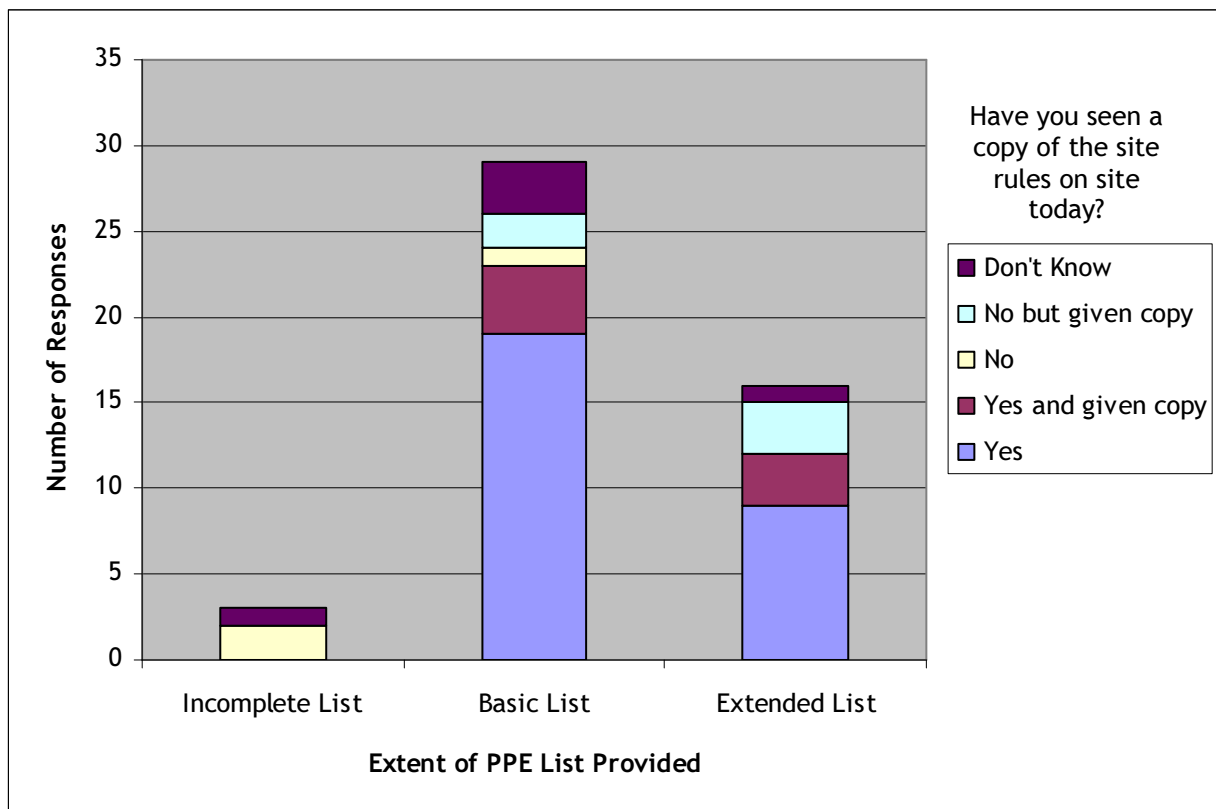


Figure Five - Affect of site rules on knowledge of site PPE requirements (where the responses are those given to the question "have you seen a copy of the site rules on site today?")

Everyone who said they had seen a copy of the site rules, either on site or as a written copy, could provide at least a basic list of PPE required (Hard hat, steel toe-capped boots and high visibility jacket) with a number producing an extended list, adding in trousers and gloves. As expected, those who had not seen the rules, were most likely to provide an incomplete or inaccurate list. It should be noted however that those who could not provide a list were all Wokingham refuse/recycling crews for whom English was not their first language. In addition only 36% of the respondents who self-completed the questionnaire, answered this question.

Of the refuse and recycling crews, only 66% claimed to have seen the copy of the site rules on site. It may therefore be that the most regular users no longer pay attention to signs and notices on site.

Respondents were then asked whether the sites felt like a safe place to visit and the results can be seen in figure six.

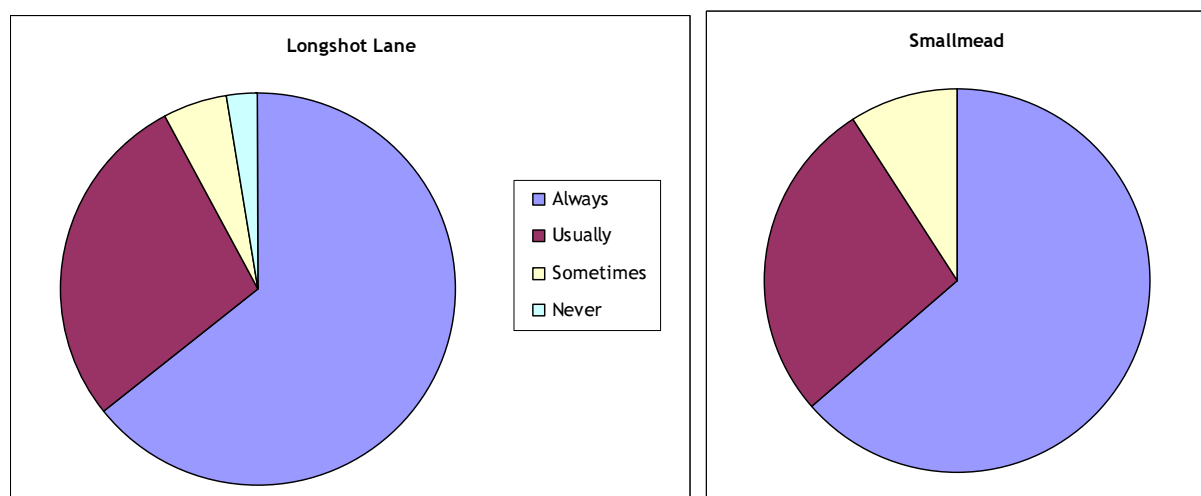


Figure Six: Responses to the question "How often does the site feel like a safe place to visit?"

Approximately a third of all respondents thought that safety could be improved on the site. No one issue dominated the suggestions, but individual comments were made regarding the slippiness of the floors, the amount of traffic on site and the fact that not everyone obeys the lights. A couple of comments were also made however, that the staff are very safety conscious.

Time Spent on Site

The biggest single factor affecting how long most drivers spent on site was 'other users' followed by 'queuing to pass the weighbridge' (Figure seven). Where comments were given however it can be seen that almost all of these responses relate to the loading of articulated vehicles and the use of private vehicles respectively.

The charities however responded slightly differently, with the main factor being the vehicle tipping time.

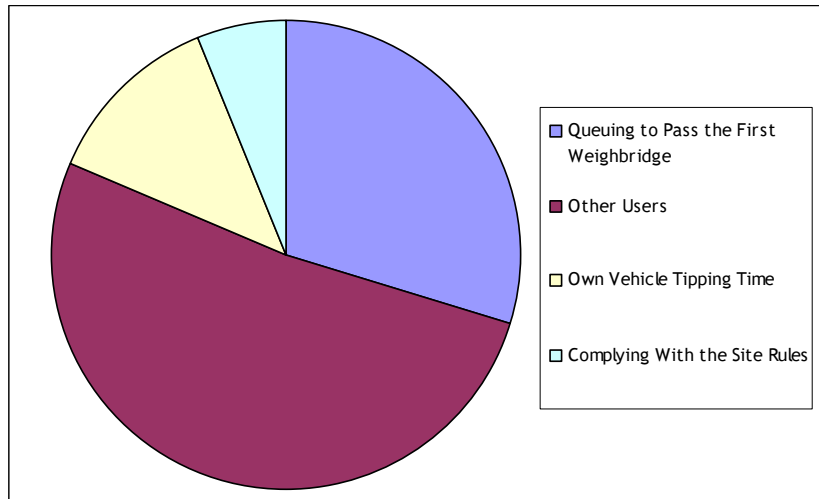


Figure Seven: Biggest factors affecting how long crews spend on site.

Overall most crews are happy with the length of time they spent on site. In total, 70% of the refuse and recycling crews thought the 20 minute turnaround time policy was about right, with only 3% of drivers believing it insufficient. Of the remaining groups, 88% of Longshot visitors and 59% of Smallmead visitors thought the length of time they spent on site was either 'good' or 'excellent', with only one person (a visitor to the Smallmead site) rating it as poor.

Other on Site Factors

All survey respondents were asked to rate various aspects of the site they visit most often out of five and the results can be seen in table one and figures eight and nine.

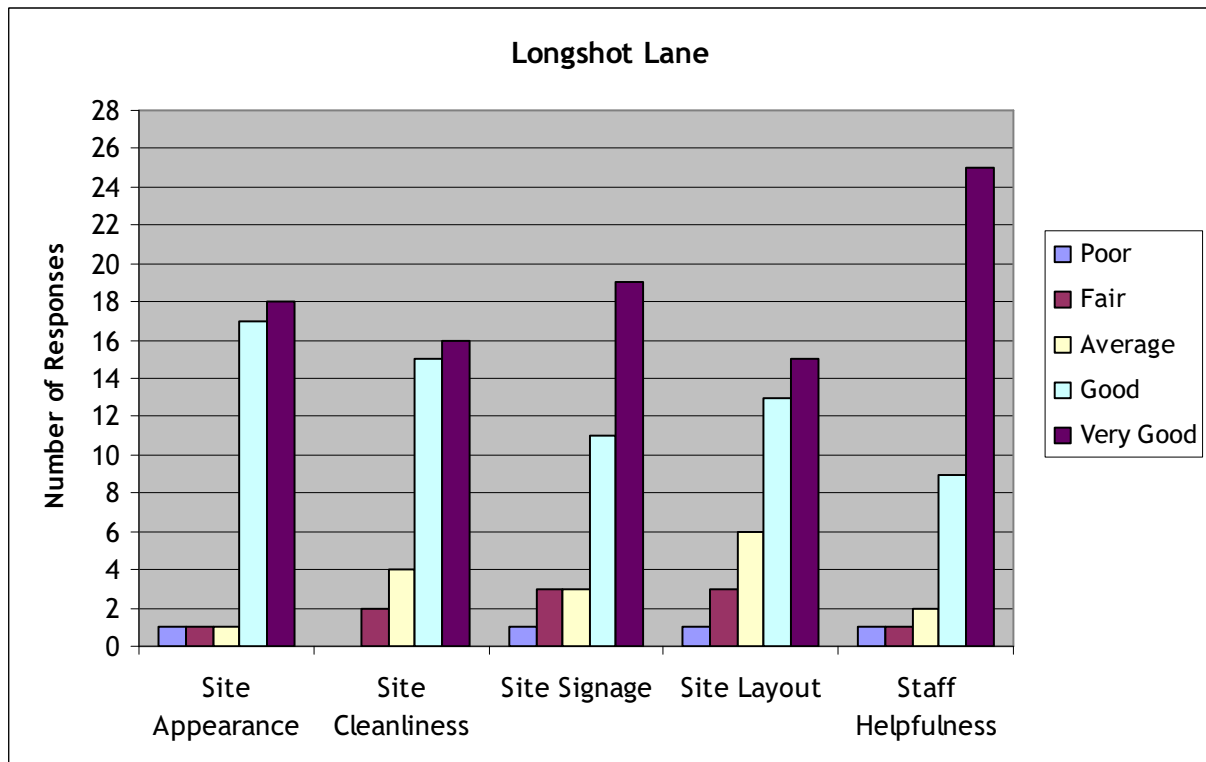


Figure Eight: Rating of site aspects at Longshot

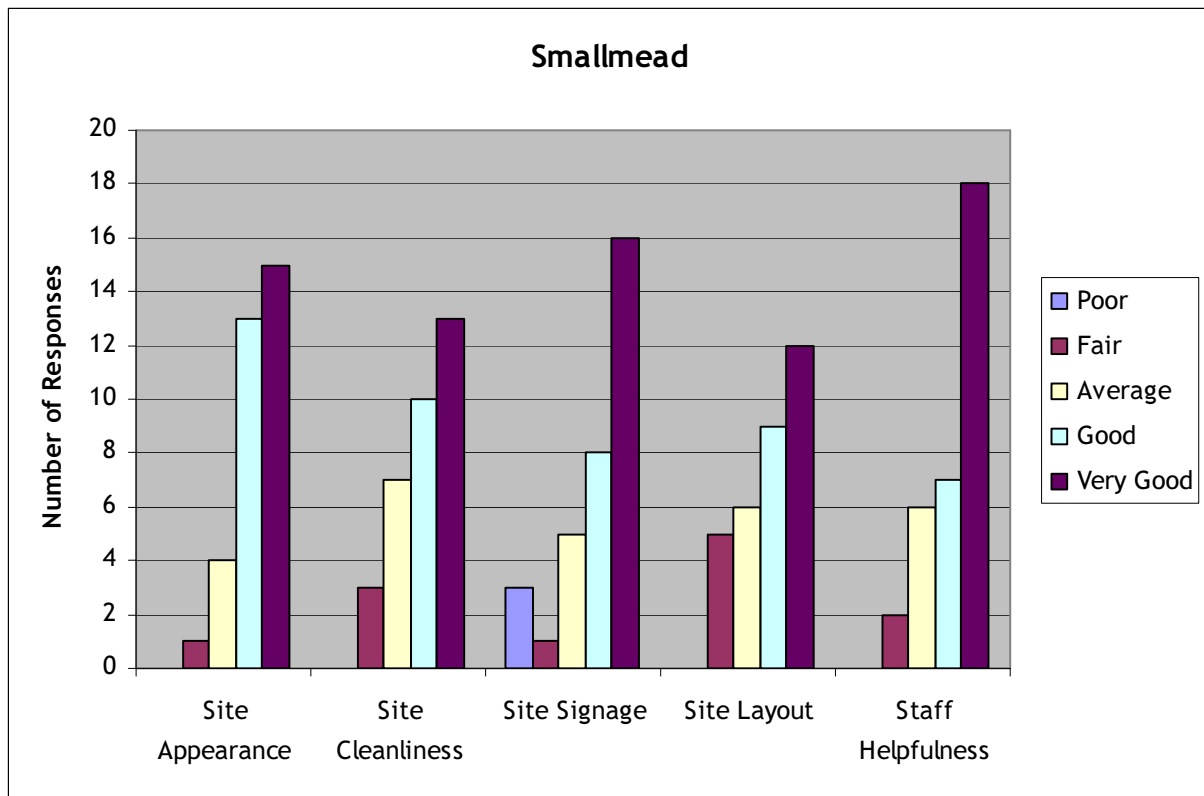


Figure Nine: Rating of site aspects at Smallmead.

Table Two: Site qualities - ratings out of five.

		Smallmead	Longshot
Site Appearance	Average	4.3	4.3
	Standard Deviation	0.8	0.9
Site Cleanliness	Average	4.0	4.2
	Standard Deviation	1.0	0.9
Site Signage	Average	4.0	4.2
	Standard Deviation	1.3	1.1
Site Layout	Average	3.9	4.0
	Standard Deviation	1.1	1.1
Staff Helpfulness	Average	4.2	4.5
	Standard Deviation	1.0	0.9

Table two shows that whilst results for the two sites are close, Longshot scores higher than Smallmead in every aspect. These results are therefore consistent with those given by the Wokingham crews.

Further details are given below.

Site Appearance

No negative comments were made about the appearance of either site, but a handful of positive comments were received about the recent improvements to both sites.

Site Cleanliness

The most popular comment about the cleanliness of the site, related to the condition of the floor. At both sites the drivers considered the floor in one or more parts of the site to be slippery and hazardous, with a total of six comments made. Comments were also received from other drivers however to say that the level of cleanliness was acceptable for a tip.

Another couple of drivers said that there were too many obstacles on the site.

The responses received within the questionnaires were quite consistent. For example, those people who had made comments about the cleanliness of the site needing to be improved for safety reasons, did not give the site the top mark in the safety question.

Site Signage

Of those refuse and recycling drivers surveyed about their opinions of Smallmead, 44% made comments that the signage and direction on site needs to be improved. Their comments included the fact that it was difficult to know where to go as a new driver, that hand signals can't always be seen through the tilted windows, that more guidance is required in the recycling area and that the staff on site responsible for giving direction, do not always notice the waiting vehicles.

The comments received about Longshot Lane were mainly about the traffic lights on site. They said that the direction received would be poor for infrequent users, that the traffic lights are not always in use, and that even when the lights are green, they can be told to wait. In addition a comment was made that staff are not always around to guide the vehicles.

Overall the impression received was that a more consistent method of communication is required.

Site Layout

The main comments made about Smallmead related to not having much space to manoeuvre (the doors being too close to the weighbridge) and to having to wait whilst articulated vehicles are loaded.

Most comments at Longshot were made about the entrance. Some drivers considered this tight and they also mentioned that there was a blind spot. In addition, they said that having the same entrance as the public, sometimes meant they had to queue unnecessarily. Instead they would like to enter from John Nike Way.

A comment was made at both sites however to say that the layout had improved since the changes.

Staff Helpfulness

The overall impression received was that on the whole, the staff at both sites were very helpful and that the vehicle drivers found them friendly.

When asked if the sites had sufficient staff, 83% of drivers said yes, there were enough, whilst 17% said no, more were needed. In particular, four of the 40 refuse and recycling crews surveyed said more people were required to cover breaks on the weighbridge and two drivers said more people were required to give directions about where to tip.

Weighbridge Procedures/Leaving the Site

A total of 94% of respondents believed the process for collecting their weighbridge ticket to be efficient. Four people said the process was not efficient, with one charity commenting that the same detailed information had to be processed each time and one refuse driver remarking that the process is inefficient when one of the weighbridge staff is on a break. A couple of people did however comment on the good use of proximity cards and another couple requested that they had them.

A number of drivers had not received a weighbridge ticket on at least one occasion after tipping at one of the sites. These drivers were from across all three councils and services and totalled 13 from Longshot and two from Smallmead. (No reference was made to dates however, so these occurrences may have been some time ago.)

One of these drivers later went on to say he received a hand-written ticket rather than an automatic one, however the remainder all claimed to have had their ticket forwarded to their office later or had picked them up when they next visited the weighbridge.

Two people also mentioned having previously received incorrect tickets.

Comparison of Sites by the Wokingham Crews

Wokingham Borough Council crews, being situated geographically in between the two waste transfer stations, might theoretically use either site. Questions were therefore asked as to how they make their decision and the results can be seen in figure ten.

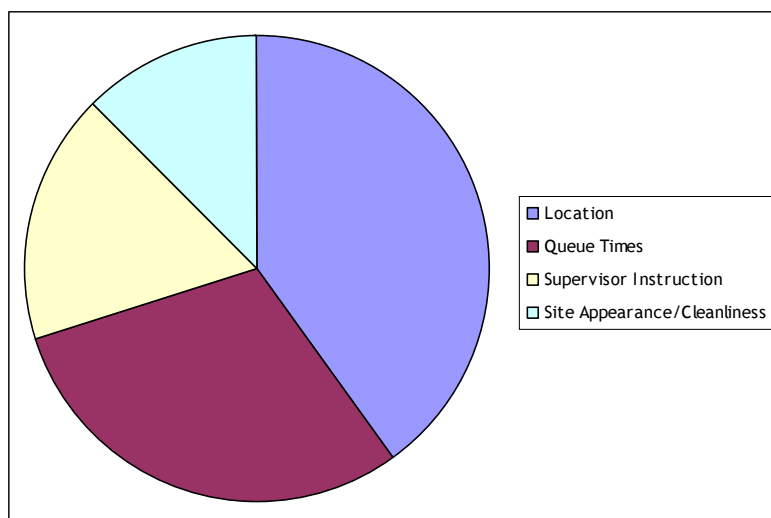


Figure Ten: Highest ranked factors affecting where Wokingham crews choose to tip.

The results show that the majority of crews choose where to tip solely, or mainly, based on the location of the site.

Of the Wokingham respondents (excluding the garden waste crews, who do not have the option to tip at Longshot), 45% said they usually use Longshot and 10% said they usually use Smallmead. In these cases, most crews said they occasionally made visits made to the other site, usually based on what day it is, and subsequently, where they are nearest to. Some crews however claimed that they never used the alternative site.

The remaining 45% of crews, claimed to tip equally at both sites. When asked what site they had tipped at on the day of the survey however, 78% of these had used Longshot. This is statistically high and may therefore suggest that the survey was carried out on days when the crews were working closer to the Longshot site. Alternatively it may be possible that some crews believe they should be tipping equally at both (biasing their answer to the first question), but that the second question shows the reality.

All Wokingham drivers surveyed, had visited both sites at some point in their employment. Consequently, the crews were asked to mark each site out of ten, in order to allow comparison of the sites.

A total of ten drivers gave Longshot a higher value than Smallmead, whilst only one gave Smallmead a higher value than Longshot. The remaining eight drivers gave the same value to each site. As a result, Longshot obtained an average rating of 9.1 whilst Smallmead obtained an average rating of 7.7. The most common reason given for these results was that Smallmead is a bigger, and therefore busier, site which tends to have more articulated vehicles and subsequently more queues. This reflects what is seen in figure ten and is consistent with the earlier results.

Additional Comments/Suggested Improvements

At the end of the survey the respondents were given the opportunity to add any further comments they felt relevant. These were varied and many related to the issues previously discussed. In particular the respondents reiterated the fact that they need better direction on when and where to tip on site and that they would like the better cleaning of the transfer station floors. However they also stressed the inconvenience caused when vehicles are loading. Some respondents therefore suggested positioning the vehicles so that crews could still tip, allocating a particular time for loading or redesigning the sites to have ramps like at Beenham.

Other suggestions included introducing a system whereby vehicles could jump the queue if their tipping bay was empty and allocating a time slot for private vehicles who have to complete paperwork.

Additional requests were also made for access to the conveniences on site.

Comparison with HWRC User Satisfaction Survey Results

Table three shows a comparison between some of the results obtained from this study, with the results obtained from the HWRC User Satisfaction survey, which was also carried out in autumn 2010.

Table Three: Percentages of respondents rating the sites 'good' or 'very good'.

	Longshot		Smallmead	
	Transfer Station	HWRC	Transfer Station	HWRC
Overall rating of the site	100*	99	80*	97
Site Accessibility (Queuing)	72	94	55	94
Time Spent on Site	88**	97	59**	95
Site Cleanliness	84	99	70	97
Staff Helpfulness	87	98	68	95

* Wokingham crews were asked to rate the sites out of 10. Marks of seven or above were assumed to be equivalent to good or very good.

** Excluding results from refuse/recycling crews as the question relating to time spent on site was asked in a different format.

The table shows that the transfer stations are rated less highly than the HWRCs. This may be because the public visit the sites on a less regular basis than the council vehicles. Alternatively the public may have experience of using other sites to which they compare those in the re3 partnership. Finally the reason may simply be that the transfer stations are in need of a greater level of improvement than the HWRCs.

The Longshot site also scores consistently higher than the Smallmead site, both at the HWRC and transfer station.

Recommendations

- Supervisors at Wokingham could review knowledge of the site rules with the crews for whom English is not their first language - there is no suggestion of any failing but, since we were unable to gauge their full understanding, this would seem sensible.
- That the contractor seeks to ensure there are two people on the weighbridge at busy periods, in order to minimise the likelihood of queues forming.
- That the contractor should review how often and how thoroughly the floors in the transfer station are cleaned, in order to minimise the safety concern raised by the drivers.
- That the contractor should review with its staff how they communicate with the drivers regarding when and where to tip, in order to maximise the level of consistency.
- That the contractor should review with its staff what should happen when there are computer problems at the weighbridge.
- That the contractor should review the positioning of articulated vehicles on both sites.

TO: JOINT WASTE DISPOSAL BOARD
21st September 2010

WORK PROGRAMME **(Report by the Project Director)**

1. INTRODUCTION

- 1.1 At the 2009 Annual General Meeting of the Joint Waste Disposal Board (JWDB), a report proposed the establishment of a Work Programme for the Board.
- 1.2 At the 2010 Annual General Meeting (AGM), Members agreed to delay the setting of a work programme until the December meeting of the JWDB in order to incorporate the findings of a Member workshop.
- 1.3 Following the Workshop, this report describes the proposed content of the Work Programme for 2010/11.

2. RECOMMENDATIONS

- 2.1 **That Members adopt the Work Programme for 2010/11 which accompanies this report at Appendix 1.**
- 2.2 **That Members agree a date for the second waste workshop (following that held on October 13th 2010).**

3. SUPPORTING INFORMATION

Background

- 3.1 The Joint Waste Disposal Board (JWDB) established a Work Programme at the 2009 AGM.

Proposal

- 3.2 Subsequent to the 2010 AGM, Members attended a workshop arranged by Officers on October 13th 2010.
- 3.3 Members identified a list of priorities for the council partnership and these have been included within the Work Programme for 2010/11.
- 3.4 Among the items included in the Work Programme is a second workshop and Members are requested to consider the suitability of, and their own availability on, the following dates:
 - 3rd March 2011
 - 10th March 2011
 - 17th March 2011
 - 24th March 2011

- 3.5 The second workshop session, is intended to take the form of a series of proposals to Members which will respond to the priorities set in the first session. In this way, it is

hoped that Members will be informed as to how their priorities could be addressed - allowing them the opportunity to take strategic decisions.

- 3.6 The new Work Programme already has a more strategic feel to it than its predecessor and it is hoped that in working through the items contained within it, the three councils can realise some of the potential benefits from their partnership and make improvements to the services which are associated with it.

BACKGROUND PAPERS

Report to September 2009 JWDB AGM

CONTACTS FOR FURTHER INFORMATION

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WORK PROGRAMME - APPENDIX 1

JOINT WASTE DISPOSAL BOARD (16th December 2010)

The proposed Work Programme includes both regular items, which should be covered at each meeting, and those which it is initially intended to investigate in depth only once during the year. Some of the latter items may of course, at the request of the Board, be revisited as appropriate. No date has been allocated to the items below, Members may wish to request an item be added to the agenda for a specific meeting.

REGULAR ITEMS – for regular review at Joint Waste Disposal Meetings.

- PFI Financial Review
- Council Performance Review
- Contract Monitoring Review
- Joint Municipal Waste Management Strategy

SPECIFIC ITEMS

- Complete workshop programme with second session.
- Review Case for kerbside glass collection.
- Review local potential for increasing the use of re3 facilities.
- Financial review of recycling.
- Review potential for Food Waste processing.
- Review potential for more entrepreneurial activities (councils and PFI contractor).
- Review Trade Waste (collection) potential.
- Review Communications Strategy – including use of social media.
- Review and develop a common approach to enforcement (i.e. the steps before enforcement) for trade waste at HWRC, 'contamination' of kerbside, side waste etc.
- Review carbon footprint/sustainability of material outlets.

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JOINT WASTE DISPOSAL BOARD RISK REGISTER

Ref	Risk	Description	Risk type	ETA (where known)	Status of Risk	Probability	Impact	Potential Mitigations or Responses	Acted on Mitigations	Responsibility for Mitigation/Response	Estimated Cost	Comments
15a	LATS: Councils exceed allowances of 2020 until 2019/20.	RBC and WBC are likely to exceed allowances until 2019/20. BFC is not expected to exceed until 2019/20.	Financial	prior 2018/19	Live	high	high	Councils project team to maintain a view of local and regional markets and to stay abreast of technological developments. Maximise yield of existing recycling collection streams (cheapest option, although may not be sufficient on its own). Procure new processing e.g. food waste, although may not be sufficient on its own). Secure LATS permits for the period up to and including 2019/20, or pay penalties.	An additional 10,000 tonnes EFW is being negotiated. Even with this, RBC and WBC are likely to exceed allowances in 2015/16 and 2016/17 respectively.	councils project team and waste officers	Between £5.6 million and £7.1 million depending on landfill tax escalator.	Based on cost of landfilling excess tonnes, plus the purchase of LATS permits at £150 per permit (although it should be noted that the Councils could decide to pay in excess of £150 per permit instead of simply paying the £150 penalty, as this would avoid further repercussions of having to share in the UK fine from the EU).
16	LATS: Councils exceed allowances of 2020 (Target Year 3 of 5).	V difficult to predict with accuracy the likelihood of LATS compliance in 2020. Councils may need additional, non-landfill, processing capacity to supplement energy from waste and prior own collection systems.	Financial	prior to 2020	Live	high	high	Councils project team to maintain a view of local and regional markets and to stay abreast of technological developments. Maximise yield of existing recycling collection streams (cheapest option, although may not be sufficient on its own). Procure new processing e.g. food waste, although may not be sufficient on its own). Alternatively the Councils would need to secure LATS permits for 2019/20, or pay penalties.	Councils have met the new CX of WRG and have a fruitful working relationship with the appropriate WRG Board Member for our PFI. Officers have planned to hold a meeting with WRG Board members (2017) at which WRG and council officers can respond to the priorities identified in the first workshop (Oct 2010).	councils project team and waste officers	Between £4.7 million and £5.2 million, depending on landfill tax escalator.	Based on cost of landfilling excess tonnes, plus the purchase of LATS permits at £150 per permit (although it should be noted that the Councils could decide to pay in excess of £150 per permit instead of simply paying the £150 penalty, as this would avoid further repercussions of having to share in the UK fine from the EU).
18	WRG Board	The councils are at risk if they do not develop and maintain a view of local and regional markets and to stay abreast of technological developments. It is important that the relationship is one of equals. In practice, no relationship currently exists.	Contract Management		Live	high	medium	Previous suggestions have included, 360 degree feedback, 6 monthly letters from JWDB to WRG Board, an annual meeting. Councils to review performance information and modelling from councils project team and to discuss with WRG Board. Changes/improvements as appropriate. Report on Joint Waste Authority to JWDB on 18.06.08. Draft protocols for council groups. Councils project team working with waste officers and accountants.	Council Officers met on 20/05/09 and agreed to investigate ways of working together more strategically to realise the benefits afforded by the PFI. Report to Sept 09 JWDB	re3 Mgmt Tm		Principle of a link, between the respective Boards, agreed with WRG at JWDB mtg on 25.06.08.
21	Performance Failure (Councils)	The councils are required to achieve certain performance levels within their contract. If they do not accept risk for performance failure due to inadequate delivery of material. The WFM profile changes over time (e.g. green waste jumps in 2009)	Councils		Live	medium	high	Councils to monitor performance of Contractor to ensure performance risk not transferred to councils. Partnership and 'added value' initiatives to be encouraged.	Council Officers met on 20/05/09 and agreed to investigate ways of working together more strategically to realise the benefits afforded by the PFI. Report to Sept 09 JWDB	re3 Mgmt Team, councils project team and waste officers	Maximum exposure to Recycle Income Compensation claim = £1.5million in 2010/11. Indexed annually according to RPI-X.	The Contractor is entitled to claim for lost income on sales of recycle due to low tonnage, poor composition, and low or zero market value.
22	Performance Failure (Contractor)	The success of the PFI Contract relies on the successful performance of the contractor.	Contract Management		Live	medium	high	Councils to monitor performance of Contractor to ensure performance risk not transferred to councils. Partnership and 'added value' initiatives to be encouraged.	Contract Management, negotiations with contractor, performance modelling.	re3 Mgmt Team, councils project team and waste officers		
23	Performance Failure (Councils) (2)	Containment of council MDR offences below the average rate of contamination within Council collections has reduced. It is still important that all contributors (crews, staff PR) work to reduce its implications. Contractor entitled to levy additional charge prior to Escrow. Cause at WRG. Cause at Councils. Cause at contamination.	Councils		Live	high	medium	Improve quality of MDR through communication with residents. Involve collection crews and other council staff. Identify areas with poor quality record and investigate specific information or processes their waste.	Councils Project Team, WRG and waste teams have developed an year-long plan of actions to improve residents understanding of contamination work to educate and if need be enforce against rising contamination. Councils Project Team liaise with WRG over trials for improvements in WFM operation to reduce contamination. Progress trials are currently taking place.	Councils/Councils Project Team	Contamination penalty payable on all kerbside MDR, 2010/11 penalty will be c£50k.	Briefing note sent to council teams describing nature of contractual risks and offer of assistance (10/9/09). It is not the intention to sue the Contractor but Contamination is the contractual term applicable to this risk.
25	Review of Fire Detection Systems O&M Manuals	Independent experts assessed the levels of protection and detection provided through the design and build contract. Areas of improvement found. Some covered by original contract and being rectified by EPC Contractor. O&M Manuals procured by WRG separately.	Facility		Live	medium	high	Contractor and EPC contractor have been in discussions and are seeking resolution. Project Director has written to Contractor to request assurances and resolution. WRG are progressing assurance with EPC contractor at a high level. Work to be completed and due for completion Jan 2011.	Contractor and EPC contractor have been in discussions and are seeking resolution. Project Director has written to Contractor to request assurances and resolution. WRG are progressing assurance with EPC contractor at a high level. Work to be completed and due for completion Jan 2011.	Contractor		

re3 Project Mgmt Tm
councils project team
waste officers
Councils

Steve Loudoun, Mark Moon (PD), Kevin Hejler, Oliver Burt, Claire Ayling
Oliver Burt, Claire Ayling
Janet Dowman, Claire Lewis, Pete Thompson, Pete Barwellock
Blackwell Forest, Reading, Wokingham Borough's

re3 Project Management Team - Risk Register

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re3 Project Management Team - Risk Register

councils project team waste officers Councils
 Oliver Burt, Claire Ayling
 Janet Dowdman, Claire Lewis, Pete Thompson, Pete Bayevstock
 Bracknell Forest, Reading, Wokingham Borough's

Ref	Risk	Description	Risk type	ETA (where known)	Status of Risk	Probability	Impact	Potential Mitigations or Responses	Actioned Mitigations	Responsibility for Mitigation/Resp	Estimated Cost	Comments
1	Retention of knowledge of contract	The councils will be at a distinct disadvantage if they do not retain a sufficient knowledge base relating to the contract. The risk arises from the high dependency upon a few members of staff.	Contract Management		Live	low	high	Build knowledge base where it does not already exist. Promote wider understanding of PFI across councils.	Project Manager proposed (2009) structure to support and embed the PFI within councils - Waste Officers attend re3 Mgmt Team meetings and Contract Mgmt meetings. Re3 Project Team produce briefings.	re3 Mgmt Tm		Our ability to drive the contract as we wish is founded on our ability to make the contractor deliver the contract. Without the retention of an understanding of the contract this will be more difficult.
2	Failure of the re3 project management team	The effectiveness of the team depends upon the effective joint working of the officers and communication within the wider partnership (e.g. CMT's, DMT's, Financial, Legal and waste teams). The Project Team is delivering the contract successfully but may be less successful	Contract Management		Live	low	high	Councils project team could brief 3 CMT's annually. Sharing of best practice and learning between officers (on waste and related issues). Project Manager to propose structure to support and embed the PFI within councils - reducing risk and broadening awareness. Setting clear objectives for the Partnership is essential.	Some sharing of practices. Re3 Project Team are planning a series of workshops for Members aimed at developing partnership priorities (First meeting held Oct 2010).	re3 Mgmt Tm		The Partnership does not have a clear vision aside from the delivery of the contract. Without the common purpose and direction of a business-like vision, the individual councils may be more exposed to events - reactive rather than proactive.
3	Retention of Experienced Contractors Staff	Particularly in areas such as customer care, operations and finance there are clear risks to the level of service the councils (and residents) should expect if the contractor is unable to retain quality staff and to ensure they are performing.	Contract Management		Live	medium	medium	Play a role in recruitment. Share training and levels of service. Councils give and receive direct feedback to frontline staff (particularly HWRC). Continue to raise issue of adequate cover with the contractor.	Councils attended the interviews for new General Manager (Nov 08). Shared training for Contractor and Council Officers on waste legislation/issues (Nov 10). Education and Waste Mnt staff both left in Sept 2010. WRG have filled one post. Councils propose to take Comms role back in-house.	re3 Mgmt Tm		The level of service provided in the councils' name must be high. The councils do, and should, retain a keen interest in this area.
11	Planners Farm: neighbours/complaints	Complaints about odours emanating from Planners Farm composting facility.	Facility		Live	low	medium	Crews to continue to monitor g/w placed out for collection by residents. Councils to inform residents about content. Monitoring. Liaison with neighbours and EA. Continued dialogue between all parties.	License for the site now transferred from BFBC to Shorts. This simplifies the role of the council in terms of enforcement. Shorts, WRG and Councils Project Team have worked together to manage this issue			
13	Allocation of tonnages - West Berkshire	West Berks do not agree to pay their share of the costs of the HWRC at Smallmead	Financial	Jun-08	Live	medium	medium	Continuing negotiations with West Berks. Should that fail, councils would have to consider either to bear costs themselves or measures to prevent the access of West Berks.	Verbal agreement with West Berks Officers on method of calculation (July 2010). Negotiations ongoing in relation to size of repayment and ongoing payments.	re3 Proposed Payment Schedule: 2008/09 262,500; 2009/10 £213,318; 2010/11 £250,526		There is the potential for other councils to be involved - Windsor and Maidenhead, South Oxfordshire, Hampshire - although the levels of patronage are far lower at present.
15	Councils exceed allowance 2012/13 (Target Year 2 of 3)	Lakeside is operational. LATS compliance is likely.	Financial	prior to 2013	Live	low	high	Councils Project Team already preparing info for waste officers which shows performance against contract requirements and LATS. This info should enable councils to stay on target. Targetted education to improve performance. Review of collection service performance across partnership. Mitigating this risk via negotiations with Lakeside and WRG for RBC and WBC (who have less of a LATS surplus than BFBC) to send an additional 10,000tpa to EFW.	Three councils working together on joint reviews and education to improve, where at all possible, the efficiency of existing collections. WBC Reviewing Collections. Additional EFW tonnage being negotiated.	councils project team and waste officers		LATS compliance is monitored quarterly via Waste Data Flow. Councils have separate allocations so will be in different LATS positions. Failure v unlikely with LEW.
15a	Councils exceed allowances 2015/16 to 2018/19 (Non-Target Years)	RBC and WBC are likely to exceed their LATS allocations in this period. BFBC is not expected to exceed until 2019/20.	Financial	prior 2018/19	Live	high	high	Councils project team to maintain a view of local and regional markets and to stay abreast of technological developments. Maximise yield of existing recycling collection streams (cheapest option, although may not be sufficient on its own). Procure new processing e.g. food waste. Alternatively the Councils would need to secure LATS permits for the period up to and including 2018/19, or pay penalties.	An additional 10,000 tonnes EFW is being negotiated. Even with this, RBC and WBC are expected to exceed their LATS allocations in 2015/16 and 2016/17 respectively.	councils project team and waste officers	Between £6.6 million and £7.1 million depending on landfill tax escalator.	Based on cost of landfilling excess tonnes, plus the purchase of LATS permits at £150 per permit (although it should be noted that the Councils could decide to pay in excess of £150 per permit instead of simply paying the £150 penalty, as this would avoid further repercussions of having to share in the UK fine from the EU).
16	Councils exceed allowance 2019/2020 (target Year 3 of 3)	V,difficult to predict with accuracy the likelihood of LATS compliance at the end of the decade. To achieve LATS compliance, all 3 councils may need additional, non-landfill, processing capacity to supplement energy from waste and the improvements they will make to their own collection systems.	Financial	prior to 2020	Live	high	high	Councils project team to maintain a view of local and regional markets and to stay abreast of technological developments. Maximise yield of existing recycling collection streams (cheapest option, although may not be sufficient on its own). Procure new processing e.g. food waste. Alternatively the Councils would need to secure LATS permits for 2019/20, or pay penalties.	Agreed annual workplan for JWDB. Briefings by Council Project Team. Audit of PFI to assure Members of ongoing contribution of PFI and Partnership.	councils project team and waste officers	Between £4.7 million and £5.2 million, depending on landfill tax escalator.	Based on cost of landfilling excess tonnes, plus the purchase of LATS permits at £150 per permit (although it should be noted that the Councils could decide to pay in excess of £150 per permit instead of simply paying the £150 penalty, as this would avoid further repercussions of having to share in the UK fine from the EU).
17	JWDB failure	The Board is comprised of Members from 3 different councils with potentially differing needs and priorities. The Council partnership is an important factor - a weakening in this area may be unhelpful in terms of achieving the aims of the PFI contract.	Councils			low	medium	Agreed annual workplan for JWDB. Briefings by Council Project Team. Audit of PFI to assure Members of ongoing contribution of PFI and Partnership.	Annual Workplan in place. Workshops, to set partnership priorities, planned for Autumn 2010. Regular briefings by Council Project Team.	re3 Mgmt Tm		

18	WRG Board	The councils are at risk if they do not develop and maintain a relationship with the WRG Board. It is important that the relationship is one of equals. In practice, no relationship currently exists.	Contract Management	Live	high	medium	Previous suggestions have included...360 degree feedback, 6 monthly letters from JWDB to WRG Board, an annual meeting.	Officers have met the new CX of WRG and have a fruitful working relationship with the appropriate WRG Board Member for our PFI. Officers have planned to hold a second workshop (late 2010 or early 2011) at which WRG and council officers can respond to the priorities identified in the first workshop (Oct 2010).	re3 Mgmt Tm	Principle of a link, between the respective Boards, agreed with WRG at JWDB mtg on 25 06 08.
19	Legal Support	The councils need to retain an appropriate level of legal support. There are two main elements to that requirement: (i) support in managing the PFI contract and contractor (ii) support in managing the councils own Joint Working Agreement.	Contract Management	Live	medium	low	A budget is required to enable the Mgmt team to be able to buy in specialist advice as required and with advice from Head of Legal Services at REC. It is proposed to reduce the level of funding available for external legal advice in the 2011/12 budget in response to requirement to find savings. The Constitution of the Joint Waste Board specifies that legal advice relating to the councils Joint Working Agreement be provided in-house.	Budget for 2011/12 drafted.	JWDB	
20	Financial Support	Councils fail to budget adequately to cover annual cost of waste processing (including Management Costs). Budget pressures at individual councils are a fact of life. However the councils have a responsibility (3.2.9 of JWA) to ensure they take all reasonable steps to assist the Admin Authority, including making payments of their 'respective share of the Unitary Charge'.	Financial	Live	low	high	Project Team and individual accountants liaise regularly. Adequate high level support given to the re3 budget during budget setting. Effective information to, and engagement with, Members during the budget setting period and regular reporting of budget position to the Board.	Monthly meetings of re3 Mgmt Team and quarterly with individual council accountants to ensure dialogue and feedback in building and setting budgets.	re3 Mgmt Tm	The financial model sets out the expected costs throughout the life of the contract. A 4 year budget projection has been circulated to accountants at each Council - to be updated annually.
21	Performance Failure (councils)	The councils are required to achieve certain performance levels within the contract. The contractor does not accept risk for performance failure due to inadequate delivery of material. The WFM profile changes over time (e.g. green waste jumps in 2009)	Councils	Live	medium	high	Councils to review performance information and modelling from councils project team and make performance changes/improvements as appropriate. Report on Joint Waste Authorities to JWDB on 18 06 08. Draft protocols for council groups. Councils project team working with waste officers and accountants.	Council Officers met on 20/05/09 and agreed to investigate ways of working together more strategically to realise the benefits afforded by the PFI. Report to Sept 09 JWDB	re3 Mgmt Team, councils project team and waste officers	The Contractor is entitled to claim for lost income on sales of recyclate due to low tonnage, poor composition, and low or zero market value.
22	Performance Failure (Contractor)	The success of the PFI Contract relies on the successful performance of the contractor.	Contract Management	Live	medium	high	Councils to monitor performance of Contractor to ensure performance risk not transferred to councils. Partnership and 'added value' initiatives to be encouraged.	Contract Management, negotiations with contractor, performance modelling.	re3 Mgmt Team, councils project team and waste officers	
23	Performance Failure (councils) (2)	Contamination of council MDR affects both performance and cost. Whilst the average rate of contamination within Council collections has reduced, it is still important that all contributors (crews, staff, PR) work to reduce its implications. Contractor entitled to levy additional charge and/or Excusing Cause at increased levels of contamination.	Councils	Live	high	medium	Improve quality of MDR through communication with residents. Involve collection crews and other council staff. Isolate areas with poor quality record and target them with specific information or pre-process their waste.	Councils Project Team, WRG and waste teams have developed an year-long plan of actions to improve residents understanding of contamination work to educate and if need be enforce against rising contamination. Councils Project Team liaised with WRG over trials for improvements in MRF operation to reduce 'rejections'; these trials are currently taking place.	Councils/Council is Project Team	Briefing note sent to council teams describing nature of contractual risks and offer of assistance (10/9/08). It is not the ideal word for communicating with residents but 'Contamination' is the contractual term applicable to this risk.
24	Landfill Gas build-up in Smallmead facility	A build-up of methane was detected in a room within the Smallmead HWRC (Nov 08). The facility is partly constructed over a closed landfill.	Facility	Live	low	high	Contractor's responsibility to mitigate.	Contractor and EPC contractor have been monitoring gas levels and closed ducting by which gas entered the facility. Contractor has also been liaising with EA. No further incidents since Nov 08.	Contractor	This situation has remained unchanged for over 18 months. Monitoring continues. Probability downgraded to 'Low'.
25	Review of Fire Detection systems O&M Manuals	Independent experts assessed the levels of protection and detection provided through the design and build contract. Areas of improvement found. Some covered by original contract and being rectified by EPC contractor. Others being procured by WRG separately.	Facility	Live	medium	high	Contractor's responsibility to mitigate.	Contractor and EPC contractor have been in discussions and are seeking resolution. Project Director has written to Contractor to request assurances and resolution. WRG are progressing issue with EPC contractor at a high level. Works ongoing and due for completion Jan 2011.	Contractor	

Evaluation Grid for re3 Risk Register.

Impact	High (3)	1, 2, 15, 20, 24	21, 22, 23, 25	15a, 16
	Med (2)	6, 7, 8, 11, 17	3, 13,	18,
	Low (1)	9, 12,	10, 14, 19,	
		Low (1)	Med (2)	High (3)
Probability				

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