

JOINT WASTE DISPOSAL BOARD

NOTICE OF MEETING

WEDNESDAY 24 FEBRUARY 2010

TO: ALL MEMBERS OF THE JOINT WASTE DISPOSAL BOARD

You are invited to attend a meeting of the Joint Waste Disposal Board on **Wednesday 24 February 2010 at 6.00 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 D Edwards Councillor P Gittings
Wokingham Borough Council:	Councillor R Stanton Councillor S Weeks

EMERGENCY EVACUATION INSTRUCTIONS

If you hear the alarm:

- 1 Leave the building immediately**
 - 2 Follow the green signs**
 - 3 Use the stairs not the lifts**
- Do not re-enter the building until told to do so**



If you require further information, please contact: Jemma Durkan
Telephone (01344) 352209
E-mail: jemma.durkan@bracknell-forest.gov.uk



JOINT WASTE DISPOSAL BOARD
Wednesday 24 February 2010 (6.00 pm)
Function Room, Fifth Floor, Easthampstead House, Town Square, Bracknell.

AGENDA

- | | Page No |
|--|----------------|
| 1. APOLOGIES FOR ABSENCE | |
| 2. 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. | |
| 3. MINUTES OF THE MEETING OF THE JOINT WASTE DISPOSAL BOARD - 10 DECEMBER 2009 | 1 - 4 |
| To approve as a correct record the minutes of the Joint Waste Disposal Board held on 10 December 2009. | |
| 4. URGENT ITEMS OF BUSINESS | |
| To notify the Board of any items authorised by the Chairman on the grounds of urgency. | |
| 5. WRG PRESENTATION ON EDUCATION AND WASTE MINIMISATION | 5 - 14 |
| To note a presentation by WRG on their Education and Waste Minimisation Activities for the coming year. | |
| 6. PROGRESS REPORT | 15 - 26 |
| To inform the Board of progress since its last meeting on 10 December 2009. | |
| 7. ENERGY FROM WASTE PROPOSAL | 27 - 32 |
| To consider the proposal from WRG for an increase in the overall amount of Energy from Waste (EfW) capacity. | |
| 8. SHARED SERVICES | 33 - 36 |
| To note and approve the shared services proposals. | |
| 9. FOOD WASTE | 37 - 40 |
| To note the Food Waste update. | |
| 10. EXCLUSION OF PUBLIC AND PRESS | |
| To consider the following motion: | |
| That pursuant to Regulation 21 of the Local Authorities (Executive Arrangements) (Access to Information) Regulations 2000 and having regard to the public interest, members of the public and press be | |

excluded from the meeting for the consideration of item 14 which involves the likely disclosure of exempt information under the following category of Schedule 12A of the Local Government Act 1972:

- (3) Information relating to the financial or business affairs of any particular person.

Reports Containing Exempt Information

11. RISK REGISTER

43 - 44

To note the updated Risk Register.

This page is intentionally left blank

Agenda Item 3

**JOINT WASTE DISPOSAL BOARD
10 DECEMBER 2009
(5.00 - 6.20 pm)**

Present: Bracknell Forest Borough Council
Councillor Mrs Dorothy Hayes MBE, Vice-Chairman
Councillor Iain McCracken

Reading Borough Council
Councillor Paul Gittings

Wokingham District Council
Councillor Rob Stanton, Chairman
Councillor Simon Weeks

Officers Pete Baveystock, Wokingham Borough Council
 Oliver Burt, Reading Borough Council
 Peter Butler, Reading Borough Council
 Janet Dowlman, Bracknell Forest Council
 Kevin Holyer, Reading Borough Council
 Graham Hunt, Wokingham Borough Council
 Steve Loudoun, Bracknell Forest Council
 Mark Moon, Wokingham Borough Council
 Allan Tiplady, Wokingham Borough Council

Apologies for absence were received from:
 Councillor Edwards

15. **Quorum**

At the commencement of the meeting, it was noted that neither of the Reading Borough Council members was present. Therefore, in accordance with the Board's constitution, there was not a quorum.

At 5.10pm, the Board was advised by the clerk that, in the absence of a quorum, those present could consider items 5 and 6 on the agenda on an informal basis as both items were largely for information. Should either Reading member arrive, the Board could convene formally to consider the business on the agenda. Having considered this option, those present agreed to proceed accordingly with Oliver Burt presenting items 5 and 6. He answered a number of questions from members. The main points made were:

Item 5: Project Update

- The customer satisfaction surveys for both Household Waste Recycling Centres were outstandingly good and proved that a more negative response in the Bracknell Forest Place Survey was, almost certainly, because the survey had been conducted whilst the Longshot Lane site had been closed for the improvement works.
- The new WRG chairman would be invited to the next meeting of the Board.
- The estimated underspend had been checked thoroughly taking account of a second quarter's data and was now £393k.

- WRG had been unsuccessful in its bid to win a contract from Oxford City Council but the potential to seek other contracts was likely to be pursued again in the future.
- Officers had received an approach from the Royal Borough of Windsor & Maidenhead about promoting the use of Longshot Lane to residents of the Royal Borough which was being considered.

Item 6: Joint Municipal Waste Strategy

- The report set out the good progress made against the 10 objectives set in the Strategy.

At 5.40pm, Councillor Gittings arrived and tendered his apologies for lateness due to a misunderstanding and those of Councillor Edwards who was ill. With his arrival, there was a quorum and it was agreed to proceed with the rest of the agenda on a formal basis, albeit that the next item to be discussed would be item 8 as Councillor Weekes needed to leave at 6pm.

16. Declarations of Interest

There were no declarations of interest.

17. Exclusion of Public and Press

RESOLVED that pursuant to Regulation 21 of the Local Authorities (Executive Arrangements) (Access to Information) Regulations 2000 and having regard to the public interest, members of the public and press be excluded from the meeting for the consideration of item 8 which involved the likely disclosure of exempt information under the following category of Schedule 12A of the Local Government Act 1972:

- (3) Information relating to the financial or business affairs of any particular person.

18. Risk Register

The Board noted the exempt information detailed in the Risk Register with those items which had changed highlighted.

The Project Director briefed the Board on the two issues which were of most significance. The Board noted that an incident at Lakeside had resulted in the discovery of a fault which was being rectified but which had led to a delay in the commissioning of the plant pending replacement of some equipment. The Project Director was however confident that the commissioning process would resume shortly as the company was keen to make progress and complete the commissioning as quickly as possible. He added that the longstop arrangement had been extended until 1 July 2010.

The Project Director also briefed the Board on works which would be carried out at Smallmead to upgrade its fire protection system indicating that these works would not require the closure of the facility.

In response to questions, the Project Director explained the relationship of the contractor and its parent companies and also undertook to update the information relating to Risk 21.

NB: The meeting continued in public but with neither press nor public present.

19. Minutes of the Meeting of the Joint Waste Disposal Board - 22 September 2009

The minutes of the meeting of the Joint Waste Disposal Board held on 22 September 2009 were approved as a correct record and signed by the Chairman.

The Chairman also signed the minutes of the meeting held on 23 July 2009 which had required amendments to the list of those present when presented to the previous meeting.

Arising on the minutes, the Board noted that:

- The clerk had been asked to reschedule the next meeting as it clashed with a meeting of Wokingham's Conservative Group.
- Henceforth, meetings would be held at the offices of each of the three authorities at least once per annum although this would not preclude also holding meetings at Smallmead or Longshot Lane.
- That agreement had still not been reached with West Berkshire Council regarding the use of Smallmead by its residents with its offer being around half of the value put on this usage by the Project Director. As a result, the officers were exploring appropriate options and it was suggested that the matter should also be raised at the Berkshire Leaders' Group.

20. Urgent Items of Business

There were no urgent items of business although the Chairman reiterated the need to change the date of the next meeting.

21. Project Update

The Board had nothing to add to the topics covered in the earlier informal discussion on the latest project update which covered the following:

- Household Waste Recycling Centres
- Waste Recycling Group Ltd
- Finance and Performance
- Risk Register
- Lakeside
- Shared Services
- Vehicle Livery

However, in response to questions, the Board noted that:

- The officers were taking action to ensure that all three councils achieved their recycling targets, although this would require waste to be transported from Smallmead to Lakeside. The issue would continue to be pursued with DEFRA.
- The officers were to circulate details of the budget.

22. **Joint Municipal Waste Strategy Report**

The Board had nothing to add to the earlier informal discussion other than to confirm the suggested action in the report detailing progress made towards the objectives contained within the Joint Municipal Waste Management Strategy which had been adopted by each of the re3 councils in 2008.

RESOLVED

- 1 That the progress made by the councils towards the Joint Municipal Waste Management Strategy Objectives to date be noted.
- 2 That further updates be provided at subsequent Joint Waste Disposal Board meetings in accordance with the agreed work programme.

CHAIRMAN



Communications Plan 2010

5



Agenda Item 5



Communication in 2009

- Launch Smallmead and Longshot Lane
- CA site of the year Award
- Launch education programme
- New branding on glass collection lorries
- • Recycle week 2009 & introduction of the “green pages”

Measuring Success...

- 44 local articles, 15 national, 1 international
- 15 roadshows (spring/summer 2009)
- 25 community groups (to date)
- 24 education events (visits to site and workshops to date).



Communication in 2009

What made 2009 successful?

- Established protocols for communication
- Co-ordinated approach with buy in from all partners, despite complexities of working with three councils on communication.
- Hard work from all to “make it happen”

The re3 partnership need to ensure that the good work started in 2009 continues throughout 2010.



The challenge for 2010

- Shift focus of communication work from the facilities to waste minimisation and education.
- Deliver and promote new projects.
- Position the partnership as a key source of local information about waste and recycling.
- Continue to work to raise the profile of the partnership





2010 Key Messages

2010 – Specific messages

- It's important to put the right materials in your recycling bins.
- Contamination makes collection and sorting less efficient, and materials identified as contamination will be sent to landfill for disposal
- What happens to the materials that are recycled through the kerbside, bring banks and HWRC collections
- Reducing the waste that you produce and reusing as much as possible is better than recycling
- Reducing food waste at home can save you money as well as helping the environment.



Contamination & 40-2010

2 closely linked projects:

- reduce contamination in recycling bins
- increase capture rates of recyclable materials

A partnership approach is essential...

- develop targeted messages
- develop core text, facts and figures to be used in all communications
- supported by Council refuse crews checking bins for contamination
- promote all recycling services including bring sites and HWRCs



Waste Minimisation

Reuse

- Develop reuse activities at the HWRCs
- Support local reuse organisations
- Develop the reception of bulky waste items to separate reusable items



Food Waste

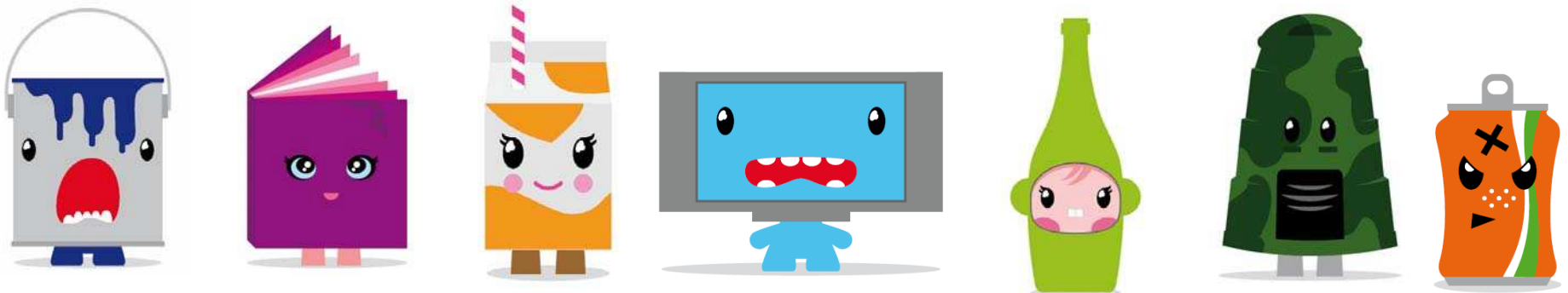
- re-launch the love food hate waste campaign locally
- case studies of local families
- forge partnership with Reading University
- Integrate Love Food Hate Waste into the education programme



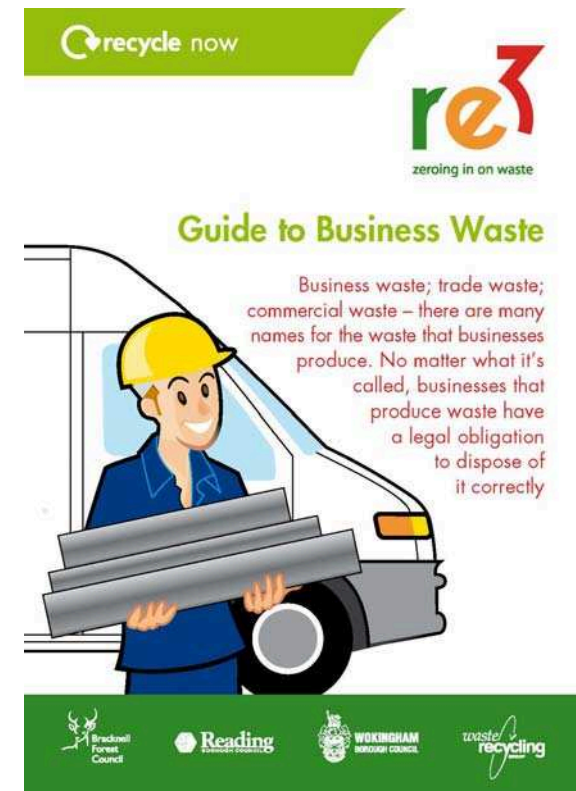
Education/Community Engagement

- Continue to actively promote the education programme
- Promote the education centre to local community groups
- Widen participation in the Stakeholder Group
- Encourage stakeholders to get involved with initiatives

12



- Continue working with re3 Councils to educate businesses about their responsibilities
- Promote the use of the transfer stations as an option of local businesses to dispose of waste
- Work with organisations to run one off local events for businesses (such as B2B events for recycling WEEE)



This page is intentionally left blank

TO: JOINT WASTE DISPOSAL BOARD
24th February 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 10th December 2009.

2. RECOMMENDATIONS

- 2.1 To note progress made since the last meeting on 10th December 2009.**

3. SUPPORTING INFORMATION

Lakeside Energy from Waste Facility

- 3.1 Members will remember that a further, 6 month, extension to the contractual Longstop Date was negotiated in December 2009.
- 3.2 Had the Lakeside facility failed to achieve formal handover, prior to the Longstop Date, the status of the EfW element within our joint PFI would be in doubt.
- 3.3 Lakeside achieved formal handover on January 15th 2010.
- 3.4 According to WRG, the contract with Lakeside began on February 1st 2010, following a short, planned shutdown of the facility.

Finance and Performance

- 3.5 The updated budget outturn is shown at Appendix 1. The current estimate, now based on 6 months actual payments and four on account payments, is for a predicted partnership underspend of £437,864.
- 3.6 As in the previous report, the reason for this position, in comparison with the budget, is a combination of significantly reduced tonnages, a greatly reduced rate of inflation and a drop in the rate of recycling.
- 3.7 The current re3 Management costs are shown in Appendix 2.
- 3.8 The re3 Management Team were asked to provide details of the predicted budget for forthcoming years. This is appended, with commentary, at Appendix 3.
- 3.9 The re3 Management Team were asked by Members of the JWDB to expand the performance monitoring to include the performance of each council in this report. This is included, with narrative from the individual waste officers and the PFI management team, as appropriate, at Appendix 4.

Contamination

- 3.10 Contamination of mixed dry recyclables (MDR) by residents is, in practical terms, unavoidable.

- 3.11 Contamination, as defined in the PFI contract, consists mainly of items of waste which cannot be recycled either because of prevailing market requirements or by the Material Recycling Facility (MRF) within the PFI.
- 3.12 The re3 councils have recently undertaken compositional analysis studies to ascertain the level of contamination within re3 MDR and the effectiveness of the collections at capturing material for recycling.
- 3.13 The councils are working together with WRG to reduce contamination and to increase the effectiveness of our existing collections – this being the most cost effective way of diverting waste from landfill and maximising returns within the PFI.

Use of re3 Facilities by non-re3 residents

- 3.14 The Chair of the Joint Waste Disposal Board has written to the Leader of West Berkshire Council in accordance with discussions at the JWDB meeting on December 10th 2009.
- 3.15 The letter is attached at Appendix 5.
- 3.16 The Project Director has requested that WRG prepare options, for practical steps for the denial of access of residents according to their residency, for consideration by Members.

Risk Register

- 3.17 The Risk Register is included within the agenda for this meeting of the Joint Board.
- 3.18 As requested by Members, the register has been amended to make revisions and actions clearer. The sections highlighted in light blue are those which have changed since the meeting in December 2009.

BACKGROUND PAPERS

Progress Report to Joint Waste Disposal Board (10th December 2009)

CONTACTS FOR FURTHER INFORMATION

Mark Moon, Project Director
0118 974 6308
Mark.moon@wokingham.gov.uk

Oliver Burt, Project Manager
0118 939 9990
oliver.burt@reading.gov.uk

re3 PFI Budget Management

4th February, 2010

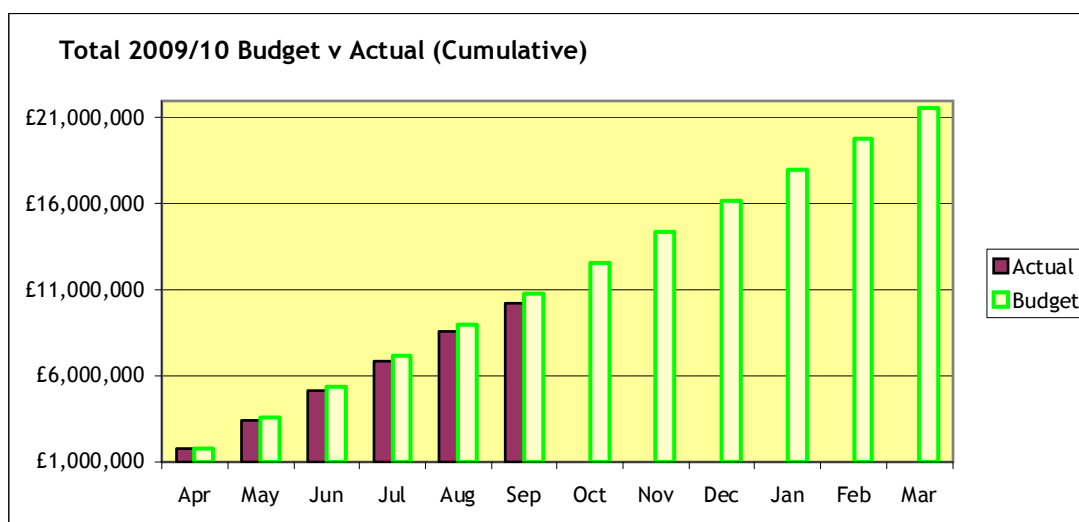
2009/10 Waste PFI Outturn Projection

	BFBC	RBC	WBC	TOTAL
Apr-09 (Actual))	427,095	618,064	703,729	1,748,888
May-09 (Actual)	405,096	595,116	665,714	1,665,925
Jun-09 (Actual)	422,704	611,096	688,737	1,722,537
Jul-09 (Actual)	408,210	644,862	669,590	1,722,661
Aug-09 (Actual)	389,899	610,409	692,980	1,693,288
Sep-09 (Actual)	397,564	669,767	647,876	1,715,207
Oct-09 (On Account)	440,440	617,144	707,094	1,764,678
Nov-09 (On Account)	406,873	583,785	646,943	1,637,600
Dec-09 (On Account)	382,926	598,731	588,044	1,569,701
Jan-10 (On Account)	429,640	597,121	684,523	1,711,285
Feb-10 (Forecast) (Note 6)	377,871	562,216	599,188	1,539,275
Mar-10 (Forecast) (Note 6)	433,619	631,810	683,960	1,749,388
TOTAL	4,921,937	7,340,121	7,978,376	20,240,434
Estimated Payments (Note 4)	200,000	200,000	200,000	600,000
Additional Haulage	80,000	80,000	80,000	240,000
Contamination Payment	21,549	26,741	26,077	74,367
2009/10 Projected Outturn	5,223,486	7,646,862	8,284,454	21,154,801
2009/10 Budget	5,335,450	7,666,769	8,590,446	21,592,665
2009/10 Projected Under/Over Spend	-111,964	-19,908	-305,992	-437,864

-2.0%

Notes

1. Based on Actual invoices, "On Account" invoices for October to January and Forecasts.
2. Based on Waste Flow Forecast of 16.04.09
3. Forecasts revised to include the confirmed 2009/10 Indexation rate at 1.7%.
4. Estimated Payments - Additional Rates and fly ash.
5. Amendments in the previous forecasts have been implemented (Baseline payment, EfW gate fee and royalty payment).
6. Incorporating revised waste flows agreed on 19/11/09.

re3 Management Budget/Costs not included

Appendix 2

**JWDB - re3 Waste PFI Management Costs
2009/10**

February 2010

Employees	Budget	Cost	Variance	Comment
Salaries, NI & Super	165,200	165,200	0	As Budget
Training (£3,000)	3,000	695	-2,305	
Employees sub total	168,200	165,895	-2,305	

Other Costs	Budget	Cost	Variance	Comment
Transport				
Car Allowances	1,000	207	-793	
Supplies & Services				
Equipment	3,500	6,208	2,708	Equipment for new Council office (set up cost).
Stationery	500	198	-302	
Consultancy Fees	60,000	52,583	-7,417	Legal/Financial fees and communication support.
Purchase of Computer Equipment	6,700	8,650	1,950	
Mobile Phones	400	47	-353	
Support Services/Recharges	20,500	20,500	0	RBC - As budget
Other Costs sub total	£92,600	£88,392	-£4,208	

2009/10 Total	£260,800	£254,287	-£6,513
----------------------	-----------------	-----------------	----------------

Council Recharge (to date)	£
Reading	-£84,762
Bracknell	-£84,762
Wokingham	-£84,762
Total	-£254,287

Appendix 3

re3 PFI Budget Management

4 year Waste PFI Forecast

		BFBC		RBC		WBC		TOTAL
2009/10 Budget	£	5,335,450	£	7,666,769	£	8,590,446	£	21,592,665
2010/11 Forecast	£	6,011,277	£	7,578,096	£	8,949,805	£	22,539,178

Notes

Assumptions used to build the 2010/11 budget include as follows:

- (1) Inflation at 2.5% as per the PFI model. Inflation is held at the April rate for each Contract Year.
- (2) Full Service Commencement i.e. all facilities constructed and operational.
- (3) Lakeside receiving waste at the 60,000 tpa rate.
- (4) Rates payment at estimated level
- (5) Landfill Tax increase at £8 pt/pa

		BFBC		RBC		WBC		TOTAL
2011/12 Forecast	£	6,169,688	£	7,779,808	£	9,191,805	£	23,141,301
2012/13 Forecast	£	6,205,744	£	7,815,469	£	9,259,278	£	23,280,491
2013/14 Forecast	£	6,449,306	£	8,119,031	£	9,616,575	£	24,184,912

Notes

Assumptions used to build 2011 to 2014 as above.

N.B. the baseline payment reduces in April 2012 resulting in the reduced growth in costs which may be familiar from graphs of the cost profile of the PFI.

Appendix 4

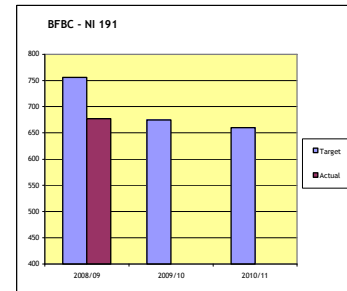
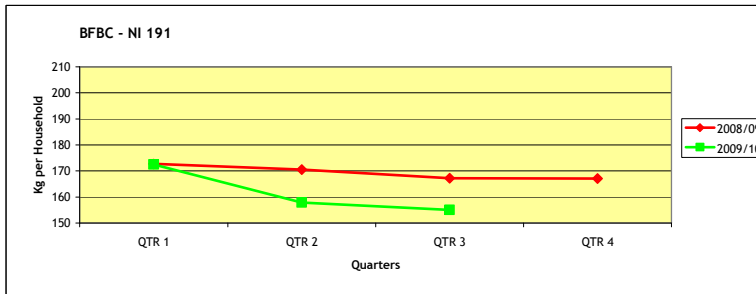
Bracknell Forest Borough Council - National Indicators

NI 191: Residual Household Waste per Household

	2008/09	2009/10				ANNUAL TOTAL
		QTR 1	QTR 2	QTR 3	QTR 4	
Residual Household Tonnes	31246	7956	7284	7152	-	22392
Residual Waste per Household (kg)	677.46	172.51	157.93	155.07	-	485.50

2008/09 TARGET	2009/10 TARGET	2010/11 TARGET
756	675	660

Number of Households	46122	46122
----------------------	-------	-------

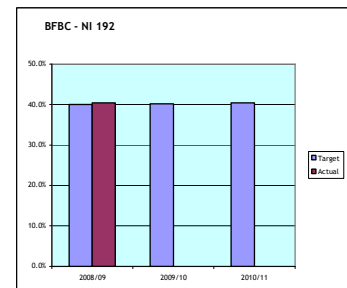
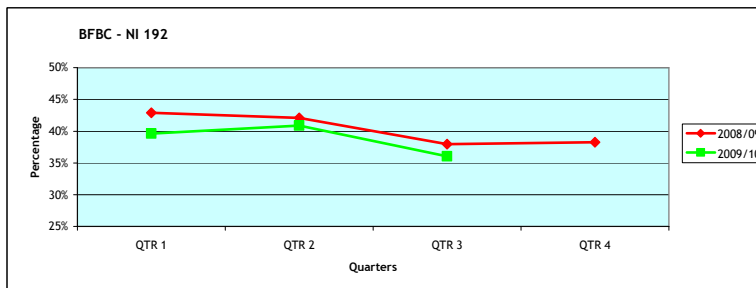


Errors in targets for 2009/10 and 2010/11 have been rectified and BFBC is set to achieve targets.

NI 192: Percentage of Household Waste Sent for Reuse, Recycling and Composting

	2008/09	2009/10				ANNUAL TOTAL
		QTR 1	QTR 2	QTR 3	QTR 4	
Reuse, Recycling & Composting Tonnes	21214	5226	5040	4035	-	14301
Total Household Tonnes	52460	13183	12324	11187	-	36694
% Reuse, Recycling & Composting	40.4%	39.6%	40.9%	36.1%	-	39.0%

2008/09 TARGET	2009/10 TARGET	2010/11 TARGET
40.0%	40.2%	40.4%

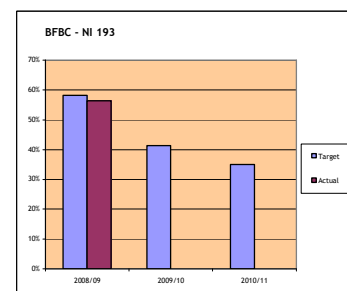
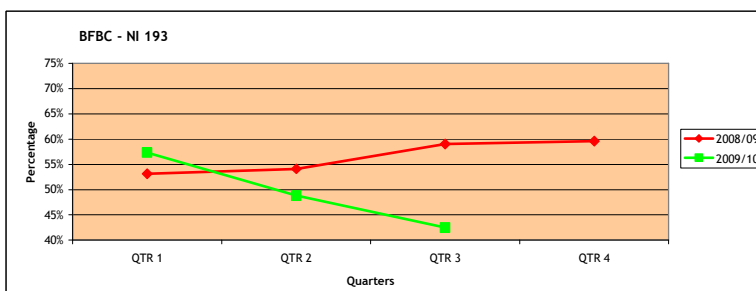


Qtr1 was below target but Qtr2 is above and therefore on track to meet target.

NI 193: Percentage of Municipal Waste Landfilled

	2008/09	2009/10				ANNUAL TOTAL
		QTR 1	QTR 2	QTR 3	QTR 4	
Municipal Waste Landfilled Tonnes	31555	8023	6299	5045	-	19367
Municipal Waste Collected	56009	13998	12907	11885	-	38790
% of Municipal Waste Landfilled	56.3%	57.3%	48.8%	42.4%	-	49.9%

2008/09 TARGET	2009/10 TARGET	2010/11 TARGET
58.2%	41.3%	35%



Landfill continues to decrease. Target is affected by problems with EFW plant and less tonnage being diverted.

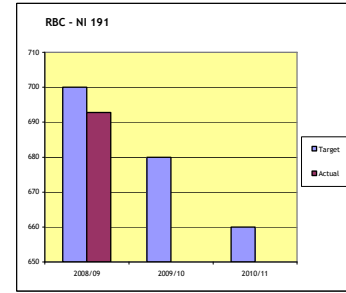
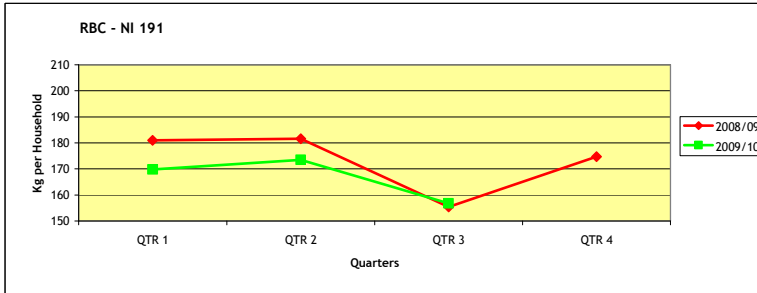
Reading Borough Council - National Indicators

NI 191: Residual Household Waste per Household

	2008/09	2009/10				ANNUAL TOTAL
		QTR 1	QTR 2	QTR 3	QTR 4	
Residual Household Tonnes	45359	11118	11359	10270	-	32747
Residual Waste per Household (kg)	692.75	169.80	173.48	156.85	-	500.13

2008/09 TARGET	2009/10 TARGET	2010/11 TARGET
700	680	660

Number of Households	65477	65477
----------------------	-------	-------

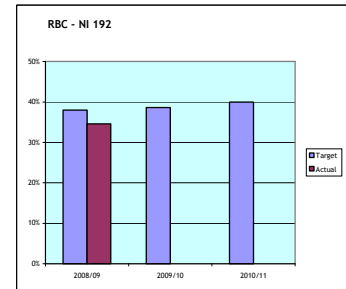
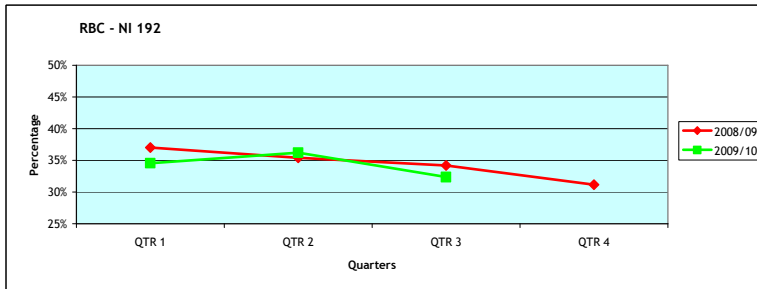


Residual waste per household is creeping back slightly upwards as the local economy recovers from the dip experienced in Q3 of 2008-09. Projected outcome is very close to target for 2009-10.

NI 192: Percentage of Household Waste Sent for Reuse, Recycling and Composting

	2008/09	2009/10				ANNUAL TOTAL
		QTR 1	QTR 2	QTR 3	QTR 4	
Reuse, Recycling & Composting Tonnes	23946	5872	6452	4918	-	17242
Total Household Tonnes	69306	16990	17811	15189	-	49990
% Reuse, Recycling & Composting	34.6%	34.6%	36.2%	32.4%	-	34.5%

2008/09 TARGET	2009/10 TARGET	2010/11 TARGET
38%	38.6%	40%

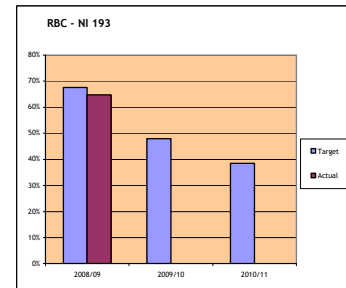
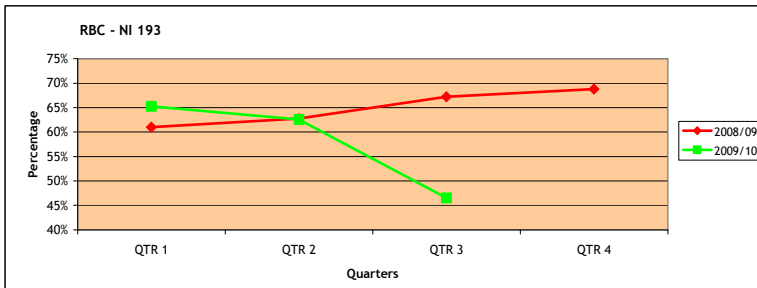


Performance is heading back towards target. This may reflect increasing size and weight of newspapers, periodicals and junk mail as the economy picks up and there is more advertising.

NI 193: Percentage of Municipal Waste Landfilled

	2008/09	2009/10				ANNUAL TOTAL
		QTR 1	QTR 2	QTR 3	QTR 4	
Municipal Waste Landfilled Tonnes	50077	12365	12733	8016	-	33115
Municipal Waste Collected	77333	18959	20353	17237	-	56549
% of Municipal Waste Landfilled	64.8%	65.2%	62.6%	46.5%	-	58.6%

2008/09 TARGET	2009/10 TARGET	2010/11 TARGET
67.6%	47.9%	38.5%



Target was set in expectation of Lakeside EFW being available from Q2; delays in commissioning of Lakeside have as a consequence set back performance. Nevertheless, the effect of Lakeside on diversion from landfill (and the value of it within the PFI) over recent months is obvious.

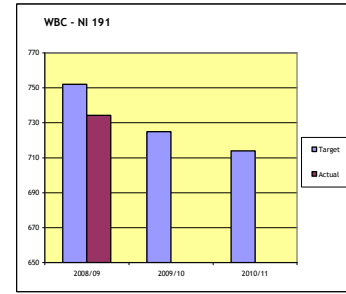
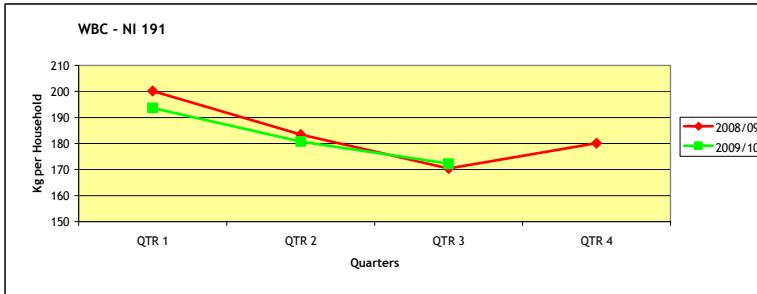
Wokingham Borough Council - National Indicators

NI 191: Residual Household Waste per Household

	2008/09	2009/10				ANNUAL TOTAL
		QTR 1	QTR 2	QTR 3	QTR 4	
Residual Household Tonnes	45322	11952	11161	10632	-	33745
Residual Waste per Household (kg)	734.24	193.63	180.81	172.25	-	546.69

2008/09 TARGET	2009/10 TARGET	2010/11 TARGET
752	725	714

Number of Households	61726	61726
----------------------	-------	-------

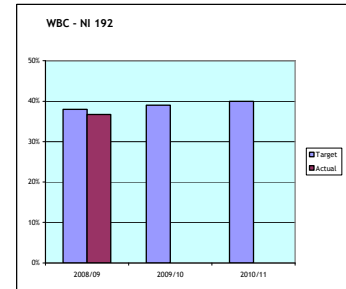
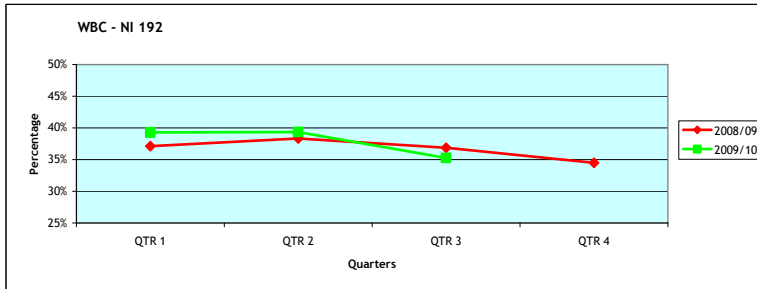


Q1 high but if improvements in Q2 and Q3 continue in Q4 then target will be achieved.

NI 192: Percentage of Household Waste Sent for Reuse, Recycling and Composting

	2008/09	2009/10				ANNUAL TOTAL
		QTR 1	QTR 2	QTR 3	QTR 4	
Reuse, Recycling & Composting Tonnes	26319	7730	7245	5789	-	20763
Total Household Tonnes	71641	19682	18405	16421	-	54508
% Reuse, Recycling & Composting	36.7%	39.3%	39.4%	35.3%	-	38.1%

2008/09 TARGET	2009/10 TARGET	2010/11 TARGET
38%	39%	40%

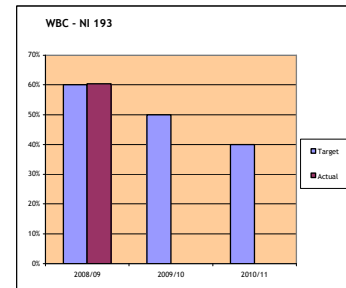
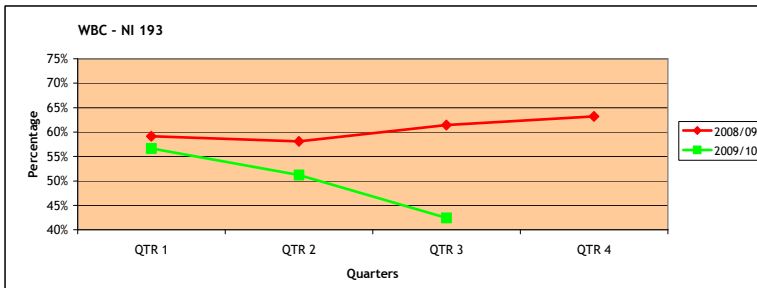


Q1 and Q2 are both above target but Q3 shows a deterioration putting the average for the year below target

NI 193: Percentage of Municipal Waste Landfilled

	2008/09	2009/10				ANNUAL TOTAL
		QTR 1	QTR 2	QTR 3	QTR 4	
Municipal Waste Landfilled Tonnes	44937	11763	9999	7302	-	29064
Municipal Waste Collected	74453	20758	19520	17207	-	57485
% of Municipal Waste Landfilled	60.4%	56.7%	51.2%	42.4%	-	50.6%

2008/09 TARGET	2009/10 TARGET	2010/11 TARGET
60%	50%	40%
LAA		



The steady improvement highlights the implementation of the EfW tonnage through Q2 and Q3 with the target expected to be achieved.

Appendix 5

Tel: 0118 932 8207 (Home)
Mobile: 0788 511 4232 (Mobile)
Email: Rob.Stanton@wokingham.gov.uk



Date: 11th February 2010

My ref: RS/JG
Cllr Graham Jones
Leader of West Berkshire Council
Council Offices
Market Street
NEWBURY RG14 5LD

P.O. Box153
Shute End, Wokingham
Berkshire RG40 1WL
Tel: (0118) 974 6000
Fax: (0118) 974 6770
Minicom No: (0118) 9746991
DX: 33506 - Wokingham

Dear Cllr Jones

I refer to your letter of 28th October 2009 which I shared its contents and that of your officer's earlier response with the re3 Board. The re3 Board is a partnership represented by two councillors from each of the three authorities – Wokingham, Reading and Bracknell-Forest. It was the unanimous opinion of the Board that your response was not satisfactory to them, and for that reason, I am writing to you again.

We must achieve a fair and equitable solution to your residents' continued use of the Smallmead Civic Amenity Site as the present arrangement and your proposal to pay £206,000 is neither fair nor equitable. As you are aware, the re3 authorities have entered into a Waste PFI arrangement which will last for a further 21 years. As a result of this arrangement various facilities have been upgraded and you will understand, that this has not only made the sites more attractive to the residents but it has increased the costs to the 3 authorities involved. Our view is that it is unfair for the three Re3 authorities to underwrite the costs associated with the acceptance and disposal of waste generated by your residents, and that your payments should reflect the running costs of the new facilities.

Therefore I would like to invite you one final time to come to the table for a frank and open discussion. Your officers are welcome to meet with my officers at any time to discuss the detail, and I would like that debate about payments to be open and in keeping with and about our current Re3 cost structure.

The Joint Waste Board will be meeting again on 24th February and I must ask for an indication of your response by that date for me to report back to them, which I am duty bound to do. If that reply is that you are willing to negotiate with us to reach a fair settlement I will be happy to report that and of course the detail work can follow.

However the Board does see this as a very serious matter and clearly will insist on a fair settlement which clearly so far we do not have – and that cannot continue.

Yours sincerely

Rob Stanton (Cllr)
Chairman – Joint Waste Disposal Board

c.c. Cllr Hilary Cole, Executive Member for Environment & Public Protection

This page is intentionally left blank

TO: JOINT WASTE DISPOSAL BOARD
24th February 2010

JOINT WASTE DISPOSAL BOARD – EfW Proposal
(Report by the Project Director)

1. INTRODUCTION

- 1.1 The purpose of this report is to record the proposal received by the re3 councils from WRG for an increase in the overall amount of Energy from Waste (EfW) capacity within the re3 PFI contract.

2. RECOMMENDATIONS

- 2.1 **That Members decide on whether to recommend the proposals to their respective Councils.**

3. SUPPORTING INFORMATION

Background

- 3.1 The re3 councils have been approached by WRG with an offer for additional EfW capacity amounting to 10,000 tonnes per annum.
- 3.2 The deal proposed would run alongside the original PFI contract term and would commence on April 1st 2010.
- 3.3 Before agreeing any deal on additional EfW, the councils may need and would certainly be well advised, to engage in discussions with DEFRA. Clearly the councils would not wish to do anything which may bring into question the ongoing support from DEFRA.
- 3.4 Officers have made initial contact with DEFRA on this subject and both parties are seeking information prior to more detailed discussions.
- 3.5 It is thought that the terms of WRG's agreement with Lakeside mean that even if no waste is received, the owners of the 10,000t block of capacity must pay for it. For this reason, WRG are keen to receive a prompt answer from the councils to the proposal because if we are not interested, they may still be able to find a buyer elsewhere.
- 3.6 WRG have said that the 10,000t being offered is the maximum that Lakeside are prepared to offer 'co-terminus' with our existing PFI contract. It is also understood to be the only remaining EfW capacity at Lakeside until 2017.

Proposal

- 3.7 The details of the proposal, including financial information and an assessment of the proposal, are contained in a briefing note, previously sent to Members and appended to this report.
- 3.8 WRG have said that the 10,000t being offered is the maximum that Lakeside are prepared to offer 'co-terminus' with our existing PFI contract. It is also understood to be the only remaining EfW capacity at Lakeside until 2017.

Legal and Financial Support

- 3.9 If any of the councils intend to proceed with negotiations towards an acceptance of the proposed deal, they will wish to engage legal and financial support.
- 3.10 It is possible that funding for this support could be found within the PFI budget. The decision to utilise such funds would be for each of the parties wishing to engage financial and legal support.

BACKGROUND PAPERS

None

CONTACTS FOR FURTHER INFORMATION

Mark Moon, Project Director
0118 974 6308
Mark.moon@wokingham.gov.uk

Oliver Burt, Project Manager
0118 939 9990
oliver.burt@reading.gov.uk

re3 Joint Waste PFI

Memo To:	Cllr Rob Stanton (Chair JWDB, WBC), Cllr Dorothy Hayes (Vice Chair JWDB, BFBC), Cllr Paul Gittings (RBC), Cllr Deborah Edwards (RBC), Cllr Simon Weeks WBC), Cllr Iain McCracken (BFBC).
From:	Mark Moon (re3 Project Director)
Copy To:	Oliver Burt (re3 Project Manager), Kevin Holyer (Head of Environment and Consumer Services, RBC), Steve Loudoun (Chief Officer, Environment and Public Protection, BF)
Date:	27 th January 2010
Subject:	WRG Energy from Waste Proposal

The re3 council partnership has been approached by our PFI contractor, WRG, with an offer for an additional 10,000 tpa of Energy from Waste (EfW) capacity at the Lakeside facility. The offer is co-terminus with our existing EfW arrangements although on different payment terms.

Financial Implications of the Proposal

The net cost / benefit to the re3 councils by acquiring an additional 10,000 tonnes for energy from waste disposal is shown in the table below. There are two scenarios shown. Both contain a break point at 3 and 7 years. The councils may wish to negotiate further break points. The first (middle column) shows the known escalation of Landfill Tax at an additional £8 per tonne per annum until 2013 (as has been announced by HM Treasury). The second (right-hand column) shows the Landfill Tax escalator continuing beyond 2013 until the second break point.

	No L.Tax escalator after 2013/14	L. Tax escalator continues to 2016/17
Year	(Cost) / Benefit - £	(Cost) / Benefit - £
2010/11	(176,756)	(176,756)
2011/12	(155,387)	(155,387)
2012/13 contract break point	(92,316)	(92,316)
2013/14	(29,445)	(29,445)
2014/15	(42,526)	33,474
2015/16	(55,798)	96,202
2016/17 contract break point	(69,002)	158,998
2017/18	(82,386)	tbc
2018/19	(95,815)	
2019/20	(109,278)	
2020/21	(122,765)	
2021/22	(136,267)	
2022/23	(149,770)	
2023/24	(163,264)	
2024/25	(176,735)	
2025/26	(190,170)	
2026/27	(203,555)	
2027/28	(216,874)	
2028/29	(229, 936)	
2029/30	(243,071)	
2030/31	(255,906)	
2031/32	(268,597)	

TOTAL	(£3,265,618)	(£165,230)
--------------	---------------------	-------------------

The table above is based on a number of factors, however two are of marked significance in relation to considering the merit of this proposal.

Firstly, no potential surplus LATS income has been included. At time of writing LATS remains very difficult to model with any certainty and should therefore be considered as possible, rather than probable, realisable income.

Secondly, we have some certainty that Landfill Tax will remain in its present form until 2013 but not thereafter. You will notice that the cost to the councils (in the table above) reduces until 2013. That is a result of the annual escalation in Landfill Tax. The escalation makes landfill more expensive and thus an alternative treatment, such as EfW, relatively less expensive in comparison. Because our PFI contains a known price for Landfill, Landfill Tax is the most significant variable. After 2013 officers cannot be certain that Landfill Tax will continue to escalate. The further escalation of Landfill Tax is probable; landfill is becoming scarcer and remains at the bottom of the waste hierarchy. If the escalation continues, in whatever form, it would put the proposal in a more favourable light than that articulated in the first scenario above.

The degree to which certainty can be applied to the cost modelling is, however, unknown and it is for this reason that the second scenario has been included. The final three years of the second period show a net saving to the councils. Although in this 7 year scenario the councils do not break-even, we would be able to take a decision, towards the end of that period, in the knowledge of whether Landfill Tax was set to continue to rise.

The councils may wish to attempt to negotiate further break-points.

For the first scenario in the table above, the average cost to each council over the remainder of the contract is approximately £50,000 per annum. For the second scenario, the average cost to each council for the period up to the second break point is £8,000 per annum.

LATS

Aside from the purely financial considerations, additional diversion of waste from landfill will assist the councils in their efforts to comply with our Landfill Allowance Trading Scheme (LATS) targets. Estimates based on current EfW diversion and recycling and composting performance by the three councils, assumes that the collective LATS target may just be failed in 2014/15. The additional 10,000 tonnes of diversion would extend that point to 2016/17. In both scenarios, council increases in recycling and composting yields will extend the point at which the target may be failed.

The value of surplus LATS permits is likely to diminish over time, as more Waste Disposal Authorities commission treatments or services which assist them in diverting waste from landfill. LATS itself is also due to cease from 2020. As such, and if a LATS market develops, there may be a window of opportunity between now and 2014 in which it is most likely that the re3 councils could generate income from the sale of their LATS surplus.

The table below shows the potential maximum income (for the surplus permits which would be generated from the additional 10,000 tonnes of EfW) at a series of average

values. There will be a 6 year period in which the additional, and collective, surplus from the 10,000 tonnes could be sold. After that it is required to assist in meeting LATS targets.

Value	£
£10	314,160
£20	628,320
£30	942,480
£50	1,570,800
£100	3,141,600

Analysis

The following is a summary assessment of the risks and benefits of the energy from waste proposal.

Risks / Disadvantages	Benefits
<ul style="list-style-type: none"> The proposal results in a significant net cost to the councils without making assumptions about either surplus LATS income or future retention of Landfill Tax. 	<ul style="list-style-type: none"> If Landfill Tax continues to escalate, the proposal could result in a saving to the re3 councils.
<ul style="list-style-type: none"> The net cost to the councils over the remaining 22 years of the PFI contract would be £3.2m (or approximately £50,000 per council per annum). 	<ul style="list-style-type: none"> The additional EfW tonnage would further divert waste from landfill and provide a further two years of collective LATS security (up to 2016/17)
<ul style="list-style-type: none"> If a vigorous LATS market does not develop there may be limited, or no, additional financial benefit to be derived as a result of this proposal. 	<ul style="list-style-type: none"> If a LATS market does develop there is a potential for the councils to derive a significant additional financial benefit through the sale of additional surplus LATS permits.
<ul style="list-style-type: none"> As the volume of EFW purchased grows the incentive to recycle may be reduced. Our own business case assumptions for the PFI require continuous improvement in recycling and composting. 	<ul style="list-style-type: none"> The tonnage appears to be being offered at the market rate with known growth factors applied throughout the remainder of the PFI contract (mirroring the certainty we've negotiated for our landfill contract)
<ul style="list-style-type: none"> DEFRA approval may be needed, and should be sought, for additional energy from waste above the current 60,000 tonnes level. 	<ul style="list-style-type: none">

Conclusions

Without certainty over the future of Landfill Tax, the additional 10,000 tonnes per annum of EfW would add a cost of £3.2m to the remaining years of the re3 joint waste PFI. This would amount to an approximate annual cost of £50,000 per annum per council.

However, if Landfill Tax continues to rise at the current rate, the proposal represents good value to the councils. If Landfill Tax escalation continued throughout the period of the PFI contract, the councils would break-even on the early years cost with 9 years.

The additional 10,000 tonnes per annum of EfW would extend the point of potential LATS failure for the re3 partnership to 2016/17.

There is potential for surplus LATS income to be increased by the additional diversion from landfill that this proposal would bring about.

TO: JOINT WASTE DISPOSAL BOARD
24th February 2010

JOINT WASTE DISPOSAL BOARD – SHARED SERVICES
Report by the Project Director

1. INTRODUCTION

- 1.1 The purpose of this report is to provide a broad briefing for the Joint Waste Disposal Board on the potential for a shared waste collection service for the re3 councils. In addition the report informs Members of work which could be undertaken to assess the business case for sharing of waste services between the re3 councils.

2. RECOMMENDATIONS

2.1 That Members endorse the suggested approach to investigating the potential for shared collection services.

2.2 That Members approve the engagement of consultants to undertake the investigation.

3. SUPPORTING INFORMATION

Background

- 3.1 The re3 councils have a track record of sharing within waste services. Since July 2003 the councils have shared a Joint Municipal Waste Strategy and since 2006, the councils have been party to a shared PFI contract. The councils have also undertaken shared communication and education campaigns for residents and to assist local businesses.
- 3.2 The PFI contract is clearly the most significant of these because it has brought new facilities and transferred some significant areas of risk away from the councils.
- 3.3 The PFI could also be significant because of what it makes possible. By sharing the points of delivery, as the re3 councils now do, the logistics of a shared collection service are simpler than they have previously been. The location to which waste, once collected from residents, is delivered can have an impact on the overall efficiency of the daily schedule for each collection crew. Proximity of the depot and point of disposal can save time in the working day which can translate to additional capacity.
- 3.4 The wider service area of waste management, both PFI and collection, represents a significant cost. Given the prevailing economic situation, it's possible that the councils may wish to identify savings within the waste area.
- 3.5 The re3 joint waste PFI, if it follows the path outlined in the councils' outline business case, is due to deliver significant savings. Efforts should continue to ensure that those savings are delivered and increased where possible.
- 3.6 The collection services also represent a significant cost to the councils. As high profile services, the councils will clearly want to carefully consider any changes but equally there is likely to be scope for savings.
- 3.7 One reason for looking at sharing is that it is questionable that significant savings can be achieved in the existing collection services if they remain as individual services or along specifically similar lines to the current configurations.

- 3.8 It may prove to be beneficial to investigate the potential for sharing now, if any of the councils wishes to investigate savings in these services in the short to medium term.
- 3.9 Savings are not the only reason for examining sharing of the services. By working more closely together, councils may be able to realise some business continuity and communication improvements.
- 3.10 Bracknell Forest Borough Council (BFBC) is in the latter stages of preparing to procure a new collection contract. The existing contract runs until August 2011. Wokingham Borough Council (WBC) is in a similar position with their existing contract running until April 2012.
- 3.11 The Joint Waste Disposal Board recommended to the individual councils a Joint Municipal Waste Management Strategy (JMWMS) on March 19th 2008. The individual councils each adopted the JMWMS later that year. Within the JMWMS is an action plan which contains an objective committing the re3 councils to investigate the feasibility of shared collection services.

Proposal

- 3.12 A shared waste collection service between two, or all, of the re3 councils should be viewed as an option in its own right. If such a development has demonstrable potential, then it may be worthy of consideration alongside the existing and planned service specifications against which the market may be asked to bid. It is feasible that a shared service might include other parties although that would entail a far more complex arrangement.
- 3.13 Given the time available, it is proposed that the councils select a small number of pre-agreed sharing scenarios and engage consultants, experienced in shared services, to test them for savings potential and operational effectiveness.
- 3.14 The benefit of this approach is that it is less time consuming and allows the councils to agree, in advance, the level of sharing they wish to test.
- 3.15 The alternative would be to request consultants to look across all aspects of the three collection services for suitable savings. This approach would take longer and may not arrive at suggestions which are acceptable to the councils.
- 3.16 The purpose of this exercise should be to identify realisable savings within the existing services which can be unlocked through sharing.
- 3.17 There may be some reticence on the part of the service providers, both private and public, to engage in such a process. That should be resisted in order that any value is returned on the council side and not, in this case, to the contractor/service provider.
- 3.18 It is therefore proposed that officers be asked to agree a small number of proposals, perhaps no more than five, which could be tested. Officers would then also ensure that the all relevant information and assistance be afforded the appointed consultants in order that a full assessment of the scenarios is possible.
- 3.19 Below, are some broad proposals for the scenarios which officers feel it could be worthwhile testing:
- Adoption of a common service standard, opening the door to utilising the imminent procurement as the vehicle by which the partnership ultimately creates a shared service;

- Sharing discreet areas of service. This would involve identifying common areas of service e.g. bulky collections, clinical collections, elements of the wider refuse service such as those areas which need specific vehicles due to access restrictions, schools collections. Some of these elements could link well with other elements of our PFI such as the current project on charity waste (bulky collections) and education (schools collections);
 - Shared Management. Alongside potential savings, there may be succession planning and business continuity advantages to pulling the management of the contracts together;
 - Depot's. There may be advantages to basing our existing collection fleets at the shared points of disposal.
- 3.20 Officers advise that the first and second options be retained because it is important that BFBC, with the shortest time until procurement, is not in any way prevented from following that process through.
- 3.21 It is worth noting that, with the exception of the first bullet point above, the options do not necessarily require the adoption of one councils' service standard over another.
- 3.22 If the results of the investigation reveal that there could be significant savings from that particular option, then all parties have an opportunity to embrace it. Critically, however, BFBC can proceed as planned.
- 3.23 Officers have learned that the type of investigation described could be carried-out within a relatively short space of time. It may therefore be possible to report formally, outlining the pro's and con's of the scenarios and identifying the potential scale of savings, at either the Summer or Autumn meetings of the JWDB.

Financial

- 3.24 The cost of an investigation, as described above, could be delivered for approximately £25,000-50,000.
- 3.25 The investigation could, if agreed, be funded from within the PFI Management Budget for 2010/11.

BACKGROUND PAPERS

Report to JWDB on Joint Municipal Waste Management Strategy – 19th March 2008.

CONTACTS FOR FURTHER INFORMATION

Mark Moon, Project Director
0118 974 6308
Mark.moon@wokingham.gov.uk

Oliver Burt, Project Manager
0118 939 9990
oliver.burt@reading.gov.uk

This page is intentionally left blank

TO: JOINT WASTE DISPOSAL BOARD
24TH FEBRUARY 2010

FOOD WASTE UPDATE (Project Director)

1 INTRODUCTION

- 1.1 The purpose of this report is to provide feedback on a report commissioned by WRAP to look at how food waste can be collected, source separated and processed.

2 RECOMMENDATION

- 2.1 **That the Board note the content of the report and resolve not to proceed with food waste treatment until the situation warrants such action, when a further report will be presented.**

3 SUPPORTING INFORMATION

- 3.1 A recent waste analysis highlighted that as much as a third of all waste that ends up in landfill is food waste. A report was commissioned by WRAP to look at how food waste can be collected, source separated, and processed thereby diverting approximately 15,000 tonnes of food waste from landfill.

- 3.2 There are two elements in dealing with food waste, the first being source separation and collection, and the second being processing the waste.

3.3 Benefits

There are a number of potential benefits in collecting and processing food waste:

- Generation of heat and power through anaerobic digestion (AD) linked to combined heat and power plant or through use as a direct fuel;
- Reducing greenhouse gas emissions by removing the putrescent content from landfill sites;
- Contributes towards targets (including LATS) by diverting biodegradable waste from landfill and improving recycling rates;
- Reducing waste disposal costs as landfill costs increase;
- Reducing environmental impacts associated with landfill (toxicity in leachate, landfill gas emissions, etc);
- If processing plant is local, waste miles are reduced;
- Production of compost and liquid fertilisers for use as soil improvers;
- Produces CO² savings; and
- If collections are alternate-weekly, odorous fraction can be collected weekly.

Collection

- 3.4 There are two ways of separately collecting food waste as follows:

- 1) Vehicles solely dedicated to collecting food waste, and
- 2) Vehicles which have a dedicated pod within an existing vehicle either collecting residual or recycling waste.

3.5 Both of these methods carry an approximate cost of collection per tonne as follows:

- 1) Dedicated vehicle - £175 per tonne average across the partnership
- 2) Pod vehicle - £398 per tonne average across the partnership

These prices include:

- The cost of providing a 20 litre collection container for those taking part.
- The capital costs of the vehicles.

These are indicative prices and would be subject to detailed operational pricing/tendering if this issue is pursued.

Food Waste Processing

3.6 A typical layout of an Anaerobic Digestion Plant (c. 1.5 ha plus digestion storage) is illustrated in Appendix 1.

3.7 The minimum commercial size of an AD plant would be around 25,000 delivered tonnes per annum which would mean that, along with re3's expected 15,000 tonnes, a third party would need to provide 10,000 tonnes. The **capital** involved in building such a plant is estimated at **£10 million** with an ongoing operational cost of £700k per annum and a potential income of £1.4million. This would result in a gate fee for anaerobic digestion of approximately £50 net per tonne excluding transport and other charges. Such a development could be completed within an estimated **30 months** after planning permission.

3.8 Indicative Comparative costs of Collection and Treatment:

	Total cost per tonne
Food Waste - Cheapest Option	£225
Landfill cost (based on Wokingham BC)	£121
Energy from Waste Cost	£130 -> £170

3.9 It can be seen that currently the cost of collection and treatment of food waste would not provide value for money.

4 CONCLUSION

4.1 The re3 authorities entered into a PFI arrangement which provides for the achievement of all known legal obligations in October 2006. There are facilities within the agreement to allow for this type of change but the additional costs to the Authorities would be significant. There are environmental benefits to processing food waste, and they are likely to become more prominent as time goes on. However, the PFI procurement process rejected food waste treatment on the grounds of affordability and value for money, and the conclusion of that assessment, in consideration of the collection and treatment systems currently operated by the re3 Councils, still appears to be relevant.

4.2 It is therefore proposed that officers be required to report back on this issue if the cost of food waste treatment becomes financial viable.

BACKGROUND PAPERS

WRAP Food Waste Reports - September 2008 and October 2009

CONTACTS FOR FURTHER INFORMATION

Mark Moon, Project Director

0118 976 6315

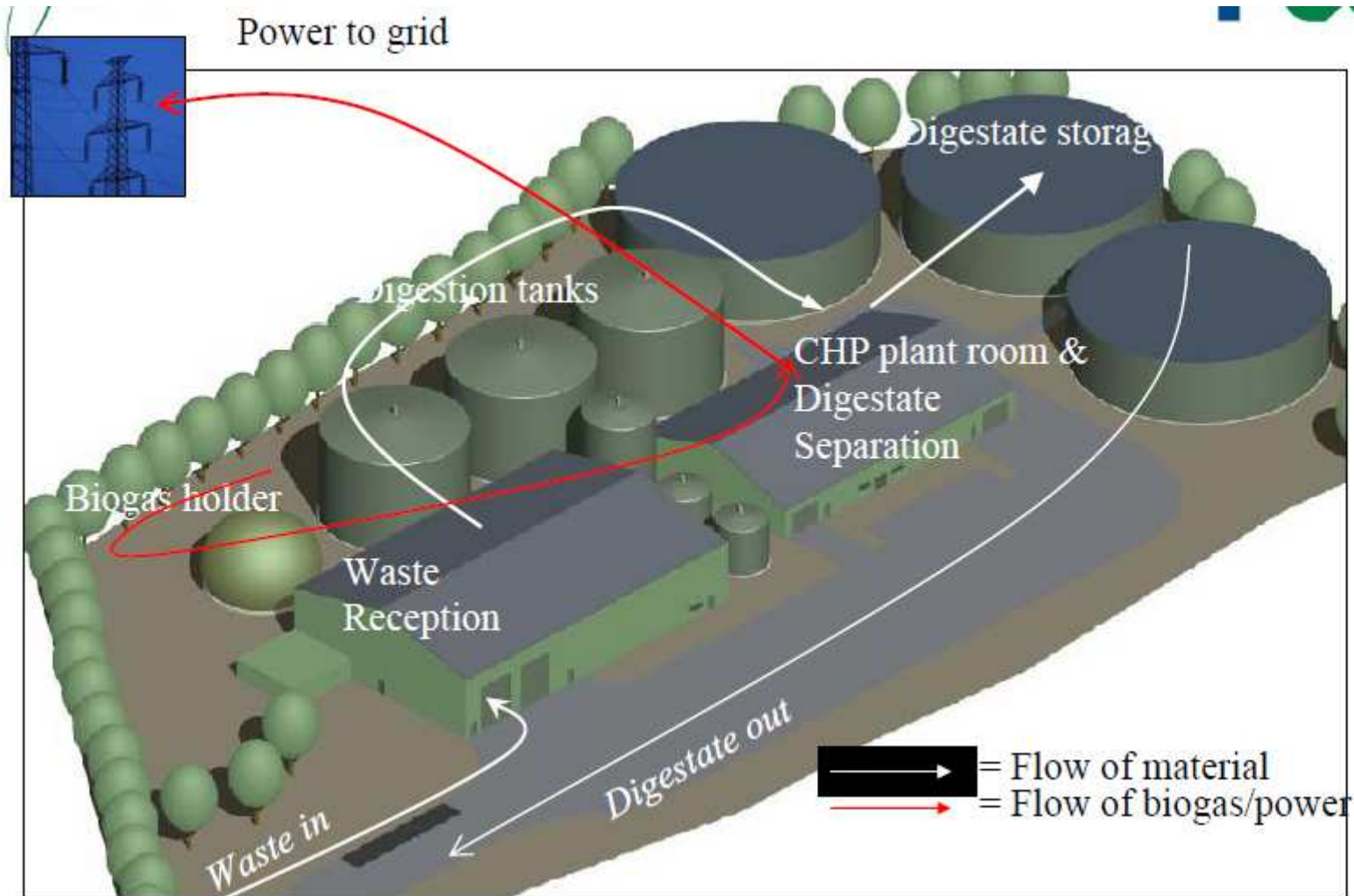
Mark.Moon@wokingham.gov.uk

Oliver Burt

0118 9399990

Oliver.burt@reading.gov.uk

Appendix 1 - Typical Layout – Anaerobic Digestion Plant



Document is Restricted

This page is intentionally left blank

JOINT WASTE DISPOSAL BOARD RISK REGISTER

24th February 2010

Ref and colour rating	Risk	Description	Risk type	ETA (where known)	Status of Risk	Probability	Impact	Potential Mitigations or Responses	Actioned Mitigations	Responsibility for Mitigation/Response	Additional notes
5	LEW: Commissioning period not completed by 1st July 2009	In partnership with WRG, the councils had been successful in extending the contractual Longstop Date to 31st December 2009. If Commissioning is delayed beyond that date then the Lakeside Waste Processing Agreement can only be retained by mutual agreement of Lakeside and re3 Ltd.	Facility		Live	medium	high	Councils opened dialogue with both WRG and Grundons. Longstop Date extended to 31/12/09. At the time of the JWDB meeting, we will be within the final month of that extension. Officers to press WRG to promptly engage in negotiations to further extend the Longstop Date.	Since Summer 09, council officers increasingly active in stressing need for negotiations towards extension. Approval to enter into dialogue with Lakeside sought by WRG from the councils. Approval given. WRG have also received approval from their funder to enter into negotiations. Negotiations underway for formal extension to Longstop Date.	re3 Mgmt Tm	Commissioning of Lakeside now complete.
15	LATS: Council/s exceed allowance 2012/13 (Target Year 2 of 3)	Failure by councils (collectively) to restrict use of landfill to the permissible level according to the Landfill Allowance Trading Scheme for the target year of 2012/2013.	Financial	Apr - Sept 2013 (LATS reconciliation period)		low	high	There are two principal courses of action: (i) increase the efficiency or contribution of existing, non-landfill, treatments and/or (ii) introduce a new treatment. At the right scale either, or both, would add to overall diversion and bring the council/s back to compliance. For the 2012/13 Target the first course of action could be sufficient. It is assumed that the third option - buying surplus permits - will be more costly at this time than the efforts needed to achieve compliance through our existing services.		councils project team and waste officers	
16	LATS: Councils exceed allowance 2019/2020 (Target Year 3 of 3)	Failure by councils (collectively) to restrict use of landfill to the permissible level according to the Landfill Allowance Trading Scheme for the target year of 2019/2020.	Financial and Operational	Apr - Sept 2020 (LATS reconciliation period)	Dormant	high	high	There are two principal courses of action: (i) increase the efficiency or contribution of existing, non-landfill, treatments (ii) introduce a new treatment and/or (iii) buying surplus permits from other WDA's. For the 2019/20 Target, it is possible that the second option, a new treatment, could achieve compliance on its own. However, in the absence of a new treatment it is likely that increased efficiency and the purchase of permits may be necessary.		councils project team and waste officers	
18	WRG Board	There is a risk if the councils do not maintain a good, working relationship with WRG and also their parent company FCC.	Contract Management		Live	high	medium	A successful long term relationship can only be forged through contact between the respective Boards, working together and achieving successful outcomes. There is no, single action, which can deliver this - although a single action could jeopardise it.	Invitation for new WRG CE to attend a JWDB Meeting.	re3 Mgmt Tm	
21	Performance Failure (councils)	Contractual risk for performance initiates within the councils as a result of the retention of the collection services. If the councils do not collect and divert waste in the required quantities, the contractor can not be held responsible.	Councils	Apr-09	Live	medium	high			re3 Mgmt Team, councils project team and waste officers	
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.	re3 Management Team recruiting contractual monitoring officer Spring 2010	re3 Mgmt Team, councils project team and waste officers	
23	Performance Failure (councils) (2)	Contamination of council MDR affects both performance and cost. Contractor entitled to levy additional charge and/or Excusing Cause at increased levels of contamination. Arguably the biggest risk is to public confidence in recycling.	Councils		Live	high	medium	Councils work to educate, and potentially enforce, against contamination. Working together, in the many areas in which services are common, may help to reinforce message and mitigate criticism.	Council waste officers working together to develop medium term campaign based on compositional findings.	Councils/Councils Project Team	
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. Monitoring continues.	Contractor	Monitoring will continue. No further incidents detected, hence narrative unchanged.
25	Review of Fire Detection systems O&M Manuals	Sections of the O&M Manuals (essential for staff training and operation of fire protection) were found to be inconsistent across the different elements of the Smallmead facility. This subsequently led to further investigations in which it has become apparent that there is a disparity between the level of protection specified in the EPC (construction contract between WRG and construction engineers) and the PA (Project Agreement between WRG and councils) contracts.	Facility		Live	medium	high	Councils legal advisors advise that it is the contractor's responsibility to mitigate.	Liaison between WRG, independent advisors, insurers and fire service. Additional systems in place to ensure operations can continue prior to works. WRG pursuing EPC contractor via adjudication. Independent fire risk consultants engaged by WRG to programme and manage works.	Contractor	

Evaluation Grid for re3 Risk Register.

Impact	High (3)	1, 2, 20, 24	5, 15, 21, 22, 23, 25	16,
	Med (2)	6, 7, 8	3, 11, 13,	18,
	Low (1)	9, 12, 17,	10, 14, 19,	
		Low (1)	Med (2)	High (3)
Probability				