

Appendix 3 – Waste Management	
Reporting Officer:	Nigel Grimshaw, Director of City and Neighbourhood Services
Contact Officers:	Siobhan Toland, Assistant Director of City and Neighbourhood Services Tim Walker, Head of Waste Management

3.0	Main report
3.1	Description of risk
3.1.1	The Waste Management risk, as captured in the Council's Corporate risk register is phrased as follows: Failure to manage the city's waste against targets in an affordable manner.
3.2	Risk Owner
3.2.1	Accountability for the management of this corporate risk has been assigned to Nigel Grimshaw (S Toland/T Walker).
3.3	Risk assessment
3.3.1	Following detailed review of the corporate risks, this risk was assessed in terms of 'impact' and 'likelihood' (using the Council's risk scoring system, see Appendix 1) as follows: Impact – 5 (severe) Likelihood – 4 (likely)
3.3.2	The initial risk assessment was based on evidence that there could be a major risk to the Council arising from the imposition of financial penalties as a consequence of it failing to meet waste reduction targets.
3.3.3	Further, resource issues in terms of people and fleet have been identified as internal risk factors. A number of external factors have also been identified, including the lack of an appropriate waste infrastructure and commodity price changes.
3.4	Current measures in place to manage the risk
3.4.1	The impact rating of a failure to manage the city's waste against targets in an affordable manner remains at 5 (severe) at present due to the serious nature of the potential consequences for Belfast should this not be achieved.
3.4.2	Given the current state of the market and performance from the Council in terms of its

	<p>recycling rate, we have maintained the likelihood at 4 (possible). Market resilience, Brexit and/or legacy issues have emerged since the last report, or remain as items being addressed</p>
3.5	<p>Performance</p>
3.5.1	<p>There are six controls in place and four actions which are closely monitored to ensure performance and to manage the Council's risk associated with waste management. These controls are informed by information from the NIEA Quarterly and Annual Update (external investigation of recycling performance), the mid-term financial waste plan, the waste flow model and waste restatement.</p>
3.5.2	<p>The work of the Service is managed using an accredited Integrated Management System (externally validated each year) and delivered through monthly senior management review meetings, monthly Inter-Service review meetings with Cleansing Services, monthly meetings with arc21 at both senior officer (Steering Group) and Member (Joint Committee) level (additional ad hoc meetings between arc21 management team and CX and/or Council Directors are held as needed).</p>
3.5.3	<p>Arising from the work on Resourceful Belfast, the Service has created a mechanism to formal increase collaboration with industry leaders, WRAP, to increase recycling and contribute positively to the development of a Circular Economy for Belfast.</p>
3.5.4	<p>Recently, four actions have been taken to further mitigate risk which include</p> <ul style="list-style-type: none"> • development of contingency arrangements in relation to residual waste treatment • commissioning a value for money review of Household Recycling Centres/CA sites in Belfast • developing a strategic waste plan 2017-2030, and • ongoing contract monitoring reviews.
3.6	<p>Areas for improvement</p>
3.6.1	<p>Concerns around mitigating risk remain in terms of managing the city's waste against targets in an affordable manner as the recent fire at Wastebeater, increases in waste growth and legacy issues have meant that Belfast's recycling rate has fallen to 40%. The strategic waste plan (the Waste Agenda) will propose how to recover this position and achieve target but it is dependent upon Member support. This plan is being drafted against a highly volatile political/legislative backdrop (Brexit) but should be available for consideration at the Waste Programme Board by Jan 2017.</p>
3.6.2	<p>The Service has also experienced issues this year regarding some waste contracts but these are being addressed through the Waste Programme Board / Commercial Panel. Areas for future improvement will be built around delivery of target and a key focus over the next 12 months will be completing the Waste Agenda, undertaking a waste collections/TEEP assessment and conducting a consultation exercise across Belfast</p> <p>Success will be evidenced later this year by a completed Waste Agenda with political endorsement following consulting the public and the development and implementation of a programme of work to recover the fallen recycling rate over the next few years.</p>

3.6.3	
4.0	<u>Financial & Resource Implications</u>
4.1	There are no financial or resource implications from this report, but implementation of the Waste Agenda will have considerable financial and resource implications which will be reported through to Committee in the relevant papers.