

Appendix C – NLWA Work Programme

The NLWA has taken a preliminary view on a possible programme of work that would be carried out in parallel to the procurement process and which is designed to over-achieve against currently modelled costs or income. There are 18 possible workstreams:

- a. Securing LWRB support for some element of capital spend, most likely the improvements to the HWRC infrastructure;
- b. Delivering interim arrangements for treatment/ merchant capacity for use of recyclates;
- c. Overachieving against modelled costs and performance on the interim contract;
- d. Market development work & possible procurement approaches related to third party income on recyclates, including new material recycling opportunities, improving material value on recyclate where cost/ benefit is marginal, maximising income from valuable materials; and high quality MRF performance
- e. Securing different sources of funding, including European Investment Bank commitment to the project
- f. Overachieving on electricity income, possibly by shorter term income guarantees related to 'typical' energy purchase in that market;
- g. Securing market value for Heat use and securing action by Government to reward Heat use under the renewables obligation framework or a similar fiscal measure;
- h. Additional project income relating to other changes to the renewable obligations framework and/ or for carbon trading, whether in the context of emissions trading for the energy sector and/ or under the emerging Carbon Reduction Commitment framework for big energy consumers (includes most local authorities);
- i. Efficiency improvements through more comprehensive and up-to-date waste composition analysis – leading to more refined assessments of plant capacity requirements and more targeted waste minimisation work;
- j. Further waste minimisation work beyond the scope and timing of the current waste minimisation action plan. It is likely that this would be in the form of more radical steps on particular elements of the workstream such as food waste or white goods, in concert with a national organisation such as WRAP;
- k. Analysis on the future competitiveness on Borough trade waste collection and the potential income opportunities on commercial waste;
- l. Efficiency improvements in relation to existing waste disposal services, including the shift of landfill operations out of Hendon with transfer capacity and increased use of Edmonton;
- m. Overachieving in negotiations relating to the joint venture equity sale;
- n. Trilateral action with LB Enfield on maximising the residual value of the Edmonton site;

- o. Review of a more aggressive LATs trading policy in respect of future years surpluses and some retained risk on delivery;
- p. Minimising the residual landfill volume through greater use of AD in respect of waste such as street sweepings;
- q. Securing third party income from the Hendon rail transport and/ or water transport, probably through the creation of a joint venture;
- r. Possible efficiency improvements on collection.

In addition the NLWA has commissioned Entec to build Borough specific waste models that allow Boroughs to consider the cost and performance of different collection methods. That common model basis should allow Boroughs to consider more fully what possible efficiency improvements might be achievable by some or all Boroughs working collaboratively to deliver efficiencies on waste collection and recycling services. No work has been undertaken to date to assess the potential gain, but studies in other local authority areas suggest 10-15% improvements may be achievable.