



A waste management partnership between Bracknell Forest Borough Council, Reading Borough Council and Wokingham District Council.

## JOINT WASTE DISPOSAL BOARD

### NOTICE OF MEETING

**THURSDAY 23 JULY 2009**

**TO: ALL MEMBERS OF THE JOINT WASTE DISPOSAL BOARD**

You are invited to attend a meeting of the Joint Waste Disposal Board on **Thursday 23 July 2009 at 5.00 pm** in the Education Centre, Smallmead Waste Recycling Centre, Reading. 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



If you require further information, please contact: Hannah Coman  
Telephone (01344) 352209  
E-mail: [Hannah.coman@bracknell-forest.gov.uk](mailto:Hannah.coman@bracknell-forest.gov.uk)



**JOINT WASTE DISPOSAL BOARD**  
**Thursday 23 July 2009 (5.00 pm)**  
**Smallmead Waste Recycling Centre, Reading.**

**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** 1 - 4  
To approve as a correct record the minutes of the Joint Waste Disposal Board held on 18 March 2009.
4. **URGENT ITEMS OF BUSINESS**  
To notify the Board of any items authorised by the Chairman on the grounds of urgency.
5. **JOINT WASTE DISPOSAL BOARD - PROJECT UPDATE** 5 - 12  
To update the Board on progress with the project since the last meeting on 18 March 2009.
6. **JOINT WASTE DISPOSAL BOARD - COMMUNICATIONS PLAN AND EVENTS FOR 2009** 13 - 26  
To inform the Board of progress in the development of a Communications Plan to cover the remainder of 2009 and particularly the opening ceremonies at Smallmead and Longshot Lane.
7. **JOINT WASTE DISPOSAL BOARD - JOINT WASTE AUTHORITIES** 27 - 30  
To consider the Board's response to DEFRA on whether or not to progress with an application to create a Joint Waste Authority for the re3 councils.
8. **DATE OF NEXT MEETING**  
To agree the date of the next meeting of the Board which will be the annual meeting.
9. **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.

10. **RE3 RISK REGISTER**

33 - 36

To note the current re3 Project Risk Register.

This page is intentionally left blank

# Agenda Item 3

**JOINT WASTE DISPOSAL BOARD  
18 MARCH 2009  
(5.00 - 7.00 pm)**

Present: Bracknell Forest Council  
Councillor Mrs Hayes (vice-chairman)  
Alex Jack, Borough Solicitor  
Steve Loudoun, Chief Officer: Environment and Public Protection  
Janet Dowlman, Waste and Recycling Manager

Present: Reading Borough Council  
Councillors Duveen and Gittings  
Kevin Holyer, Head of Environment and Consumer Affairs  
Oliver Burt, Re3 Project Manager  
Peter Butler, Streetcare Manager  
Clare Ayling, Principal Finance and Admin Officer

Present: Wokingham Borough Council  
Councillors Stanton (Chairman) and Weeks  
Mark Moon, Re3 Project Director  
Pete Baveystock, Waste and Recycling Manager

Also present: Ella Clark, Waste Recycling Group

Apologies for absence were received from:  
Councillor Mrs Ballin (Bracknell Forest Council)

**18. Declarations of Interest**

There were no declarations of interest.

**19. Minutes of the Meeting of the Joint Waste Disposal Board - 17 December 2008**

The minutes of the meeting of the Joint Waste Disposal Board held on 17 December 2008 were accepted by the Board and signed by the Chairman.

**20. Presentation by WRG on Events for 2009/10**

Ella Clark, Waste Recycling Group (WRG), attended the meeting to give a presentation on the events for 2009 which would promote the Re3 partnership to businesses, Council Members and residents in Bracknell, Reading and Wokingham. In particular it was highlighted:

- Smallmead Visitor Education Centre would be officially launched on 30 June 2009 when 60 guests including headteachers, Councillors and the press would receive a talk on the educational facility and would be given a tour of the site, including information on the history and construction of Smallmead, and the work of the Re3 partnership.
- The Re3 Schools website would also be launched in due course and could be seen at [www.re3schools.org.uk](http://www.re3schools.org.uk).
- The Grand Opening of Longshot Lane would take place in autumn, and from September public open days at Smallmead and Longshot Lane would allow members of the public find out more about operations at both sites and the

visitor education centres would be open to provide information about recycling and waste minimisation initiatives.

- Other events included a stand at the Chartered Institute of Wastes Management Futuresource Exhibition and Conference from 9 – 11 June 2009, and seminars held by Re3 throughout the autumn to showcase best practice partnership working examples.

Members noted the hard work in place and it was hoped that the upcoming events would help to promote the work of the partnership internally and externally, and raise awareness of the continued good work of the local Councils and WRG.

## 21. **JWDB Project Update**

The Board received a report which provided an update on project activities since the last meeting on 17 December 2008. The Project Manager highlighted the following:

- (i) there was currently a projected under spend of £490,000 against the budget which was primarily due to contract tonnage being significantly lower than forecast, 205,000 tonnes compared with the 2008/09 forecast of 215,000 tonnes.
- (ii) Currently the Materials Recycling Facility (MRF) was showing a 9% contamination rate and rejecting a significant amount of material. Efficiency of the MRF would be monitored and partners would need to continue to educate residents on what materials could and could not be recycled.
- (iii) The negotiation regarding an extension to the Longstop Date for the commissioning of Lakeside had proved successful and as a result confirmation had been received of an extension to 31 December 2009.

Members of the Board agreed that they would take up opportunities to see the progress at Lakeside with visits during commissioning, and in the autumn.

**RESOLVED** that progress made since the last meeting on 17 December 2008 be noted.

## 22. **Joint Working Agreement**

The Board received a report on the progress made in relation to the update of the Joint Working Agreement and seeking endorsement of the amended proposals to the Joint Working Agreement, as agreed by the Chief Executives of the three Borough Councils. The Board had previously agreed a number of minor and other amendments at its meeting on 30 September 2008, all of which were being accommodated apart from one regarding the allocation of percentages in relation to the use of the Smallmead Waste Recycling Centre. The proposed wording in relation to this one clause as put to the meeting in September 2008 needed further consideration. Each authority would individually need to seek Executive authority to the proposed variations.

**RESOLVED** that the Board commend to the relevant Executive authority for each of the three authorities the amendments to the Joint Working Agreement:

- (a) the minor and proposed as 'Significant Changes 1, 2 and 4' and endorsed by the Board at its meeting on 30 September 2008, and
- (b) the revision of 'Significant Change 3' proposed in Section 3 of the report of the Project Director including an amendment to the first bullet point as follows:

- the weighted average formula as applied to the waste arising from Longshot Lane and Smallmead during the period of construction shall cease to be applied from the date that the civic amenity facility at Longshot Lane is reopened to the public.

### 23. **Joint Waste Authority Update**

The Board received a report updating them on the likely characteristics of a Joint Waste Authority (JWA) for waste disposal and the potential benefits for the Re3 councils. Since the Board had last met guidance and accompanying regulations had been issued by the Department for Environment, Food and Rural Affairs (DEFRA) outlining the benefits of JWAs and how to make a proposal to become a JWA.

The Board had formed a Steering Group to look into the benefits and requirements of becoming a JWA and £50,000 of funding had been secured for a consultation exercise to gauge the opinion of residents of the three Boroughs. The proposals included in the report of the Project Director were intended to outline the process that officers would be going through and the support to be given to members in order that a decision would be made by the Board as to whether to create a JWA for disposal at its next meeting in June 2009.

Members agreed that the Re3 partnership was a good example of joint working which demonstrated good practice to others and further work was needed in establishing the benefits of JWAs with a business case and the results of the public consultation in order for a decision to be made in June 2009.

#### **RESOLVED** that

- (i) a business case for the creation of a Joint Waste Authority (for disposal) be developed, a decision on the approval of which would be made at the next Joint Waste Disposal Board in June 2009.
- (ii) an implementation plan for the creation of a Joint Waste Authority (for disposal) be developed, a decision on the approval of which would be made at the next Joint Waste Disposal Board in June 2009.
- (iii) a presentation would be received on, and analysis of, the results of the public consultation exercise on a re3 Joint Waste Authority at the next Joint Waste Disposal Board meeting in June 2009.
- (iv) the completed, draft application to the Department for Environment, Food and Rural Affairs for the creation of a re3 Joint Waste Authority be considered at the Joint Waste Disposal Board meeting in June 2009.
- (v) subject to the approval of the documents described at (i), (ii), (iii) and (iv) above Members indicate their preparedness to make a decision (at the next Joint Waste Disposal Board in June 2009) on whether the re3 partnership recommend to each Executive of the Councils that an application be made to the appropriate Secretary of State to create a Joint Waste Authority for disposal.

### 24. **Business, Resource, Efficiency and Waste (BREW Funding Bid)**

Pete Baveystock presented the Board with information relating to the bid submitted by Wokingham Borough Council on behalf of Re3 and partners for funding as part of the Business Resource and Efficiency and Waste (BREW) Centre for 2009/10. Following a survey of 398 businesses and a gap analysis, a strategy had been developed with funding proposals for a number of projects:

- a communications campaign including development of a website with a local recycling directory
- direct waste management support for local businesses including waste training courses and business waste audits
- further investigations into the feasibility of collecting and processing food waste, and reducing waste management costs.

The next phase of the BREW project was to drive forward the strategy and action plan and this would start with its launch and publication on 26 March 2009. The Board would be updated on the progress of the project later in the year.

**RESOLVED** that the bid submitted by Wokingham Borough Council on behalf of Re3 and partners shown in Table 1 of the report be noted.

25. **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 consideration of item 11 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.

26. **Risk Register**

The Board noted the exempt information detailed in the risk register.

27. **Date of Next Meeting**

Wednesday 10 June 2009, 5.00pm, Smallmead Waste Recycling Centre, Reading.

**CHAIRMAN**



**TO: JOINT WASTE DISPOSAL BOARD  
23 JULY 2009**

---

**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 the last meeting of the Board on 18<sup>th</sup> March 2009.

**2. RECOMMENDATION**

- 2.1 **That progress made since the last meeting on 18 March 2009 be noted.**

**3. SUPPORTING INFORMATION**

**Operations**

- 3.1 Construction work at Longshot Lane has now been completed. The site was approved as complete by the councils Independent Certifier on Friday 3<sup>rd</sup> July 2009.
- 3.2 The site re-opened to residents on July 13<sup>th</sup> and has reverted to its full opening hours (8am - 8pm Summer, 8am – 6pm Winter).
- 3.3 Re3 Ltd have been experiencing some problems with the weighbridge system at Smallmead in Reading. The IT system which records details of the vehicles and weights delivering waste was found to fail periodically meaning that reconciliation with WRG's corporate system was necessary by hand (typing in the weights). This is leading to a delay in regular tonnage information being made available to the councils.
- 3.4 Re3 Ltd have been investigating the potential uses of an Automatic Number Plate Recognition (ANPR) system for both Longshot Lane and Smallmead. Such a system would enable WRGB Ltd to capture accurate management information such as numbers of visitors and time spent on site.
- 3.5 Rabbit-proof fencing has been installed along the fence line at the Smallmead Facility.

**Partnership**

- 3.6 It seems appropriate to break, briefly, from the normal report format and record the position to which the councils have now arrived.
- 3.7 Following Local Government Reorganisation in 1998, the councils decided to work together to address the pressing need to manage municipal waste and to increase recycling. To that end the councils formed their partnership in 1999 and a year later created the Joint Waste Disposal Board.

- 3.8 A number of Councillors and Officers have made significant contributions to the development of the partnership, the application for PFI support, the contract procurement process and now both the development of a contractual relationship and the facilities we are now able to utilise.
- 3.9 The partnership between Bracknell Forest, Reading and Wokingham Borough Councils has demonstrated that, by working together, local authorities are able to achieve more than they would otherwise have been able to as individual authorities.

### **Finance and Performance**

- 3.10 The re3 Management Team have been occupied with the final quarterly reconciliation of 2008/09 and, due to ongoing issues with the weighbridge system at Smallmead (as discussed at 3.3 above) there is a current shortage of specific information available on costs for 2009/10. However, attached at Appendix 1 is a forecast of the outturn for 2009/10 including the first three on account payments of the year.
- 3.11 The outturn figures shown indicate a sizeable underspend. These should be taken as estimates only at this stage. They are based on scheduled, on account, payments only and do not take into account any actual tonnages.
- 3.12 The current re3 Management Budget/Costs are shown in Appendix 2. A majority of the costs shown are for the setting up of the Smallead Office including networking, furniture and IT equipment. The office will be available for Officers of the three Councils to hold meetings, work at a desk, use their own laptops and have printing facilities.
- 3.13 Attached at Appendix 3 are two graphs which compare, for the two complete contract years, the actual cost of the PFI to the original affordability model i.e. what we thought it should cost.
- 3.14 For 2007/08 the graph shows that the PFI cost £18,000 more than was originally assessed as affordable, on a total expenditure of £14.6m.
- 3.15 For 2008/09 the graph shows that the PFI cost £8,000 more than was originally assessed as affordable, on a total expenditure of £18.2m.
- 3.16 To summarise, the PFI has cost the councils within 0.001% of what was estimated.
- 3.17 It should also be acknowledged that the slight variance includes the unexpected £5.00 p/t increase in landfill tax announced early in 2007 and the current reduction in overall waste tonnages.

### **Risk Register**

- 3.18 The councils Management Team have developed a Risk Register to identify and plan the management of areas of risk associated with the PFI contract.
- 3.19 The Risk Register is appended to this report for information. There are no newly identified risks or changes to the risk ratings of existing entries.
- 3.20 The Risk Register has however been updated to include the ongoing progress in terms of the fire system and gas monitoring.

## **Lakeside**

- 3.21 Members will be aware that the Grundons MRF at Colnbrook was severely damaged in a recent fire. Despite its proximity to the MRF, the Lakeside EfW facility was not affected as a result of the incident.
- 3.22 Commissioning of the EfW facility is due to start imminently. Grundons are reportedly preparing to take the full complement of waste (equivalent to 60,000 tpa) from the start of commissioning onwards.
- 3.23 The re3 councils had hoped to be able to derive around 85% of the waste intended for EfW from Longshot Lane in Bracknell. Longshot Lane receives waste from Bracknell Forest and Wokingham Borough Councils only. That presents the partnership with a performance reporting problem in that Reading Borough Council will appear to be diverting very little from landfill in comparison with Bracknell Forest and Wokingham Borough Councils despite all three of them paying for their 'fair' share of the total EfW cost.
- 3.24 It was hoped that one of the aspects of creating a Joint Waste Authority (the pooling of targets) would facilitate a solution to this issue.
- 3.25 However, Officers have asked WRG to assess the cost of hauling the Reading Borough Council waste from Smallmead in Reading to Lakeside EfW. This will result in more waste from Longshot Lane being transported to Sutton Courtenay Landfill but will at least result in an equitable split of the tonnage to EfW for each council.
- 3.26 A proposal from WRG had not been received at time of writing and so further information will be included in the September 2009 Joint Waste Disposal Board reports.

## **BACKGROUND PAPERS**

Reports to Joint Waste Disposal Board, December 2008  
Exempt document – Risk Register

## **CONTACTS FOR FURTHER INFORMATION**

Mark Moon, Project Director  
0118 974 6308  
[Mark.moon@wokingham.gov.uk](mailto:Mark.moon@wokingham.gov.uk)

Oliver Burt, Project Manager  
0118 939 9990  
[oliver.burt@reading.gov.uk](mailto:oliver.burt@reading.gov.uk)

## Re3 PFI Budget Management

### 2009/10 Waste PFI Outturn Projection

	BFBC	RBC	WBC	TOTAL
Apr-09 (On Account)	417,856	595,473	678,737	1,692,066
May-09 (On Account)	411,192	603,243	693,104	1,707,539
Jun-09 (On Account)	432,244	633,112	733,293	1,798,649
Jul-09 (Forecast)	474,815	638,474	751,829	1,865,118
Aug-09 (Forecast)	442,969	587,795	709,870	1,740,634
Sep-09 (Forecast)	465,918	628,401	739,121	1,833,441
Oct-09 (Forecast)	434,686	597,261	687,448	1,719,395
Nov-09 (Forecast)	399,596	561,577	625,526	1,586,700
Dec-09 (Forecast)	374,151	572,990	565,345	1,512,486
Jan-10 (Forecast)	434,294	579,531	688,033	1,701,858
Feb-10 (Forecast)	380,085	533,109	596,770	1,509,965
Mar-10 (Forecast)	432,650	602,763	673,215	1,708,628
<b>TOTAL</b>	<b>5,100,457</b>	<b>7,133,730</b>	<b>8,142,292</b>	<b>20,376,478</b>
Estimated Payments (Note 5)	221,000	221,000	221,000	663,000
Estimated Deductions (Note 6)	-80,000	-80,000	-80,000	-240,000
<b>2009/10 Projected Outturn</b>	<b>5,241,457</b>	<b>7,274,730</b>	<b>8,283,292</b>	<b>20,799,478</b>
2009/10 Budget	5,469,917	7,532,302	8,590,446	21,592,665
<b>2009/10 Projected Underspend</b>	<b>-228,461</b>	<b>-257,572</b>	<b>-307,154</b>	<b>-793,187</b>

**Notes**

- 1. Based on "On Account" invoices for Qtr1 and forecasts.
- 2. Based on Waste Flow Forecast of 16.04.09
- 3. Indexation assumed at 2.5% as per April & May 09 On Account
- 4. Indexation confirmed at 1.7% (April RPIX) for June 09 On Account
- 5. Estimated Payments - Rates, fly ash and additional haulage before Lakeside opening.
- 6. Estimated Deductions - Decrease in inflation rate
- 7. Apr-Jun weighted
- 8. Jul-Mar non-weighted

**Re3 Management Budget/Costs not included**

(see Appendix 2)

6

APPENDIX 2

**re3 Management Budget/Costs 2009/10**

July 2009

Employees	Cost			
Salaries	133,000	As budget	2009/10 budget	
N.I.	11,300	As budget		
Super.	20,900	As budget		
	165,200			
Training (£3,000)	0			
<b>Total Employees</b>	<b>165,200</b>			
Other Costs	Cost	Company	PO	For

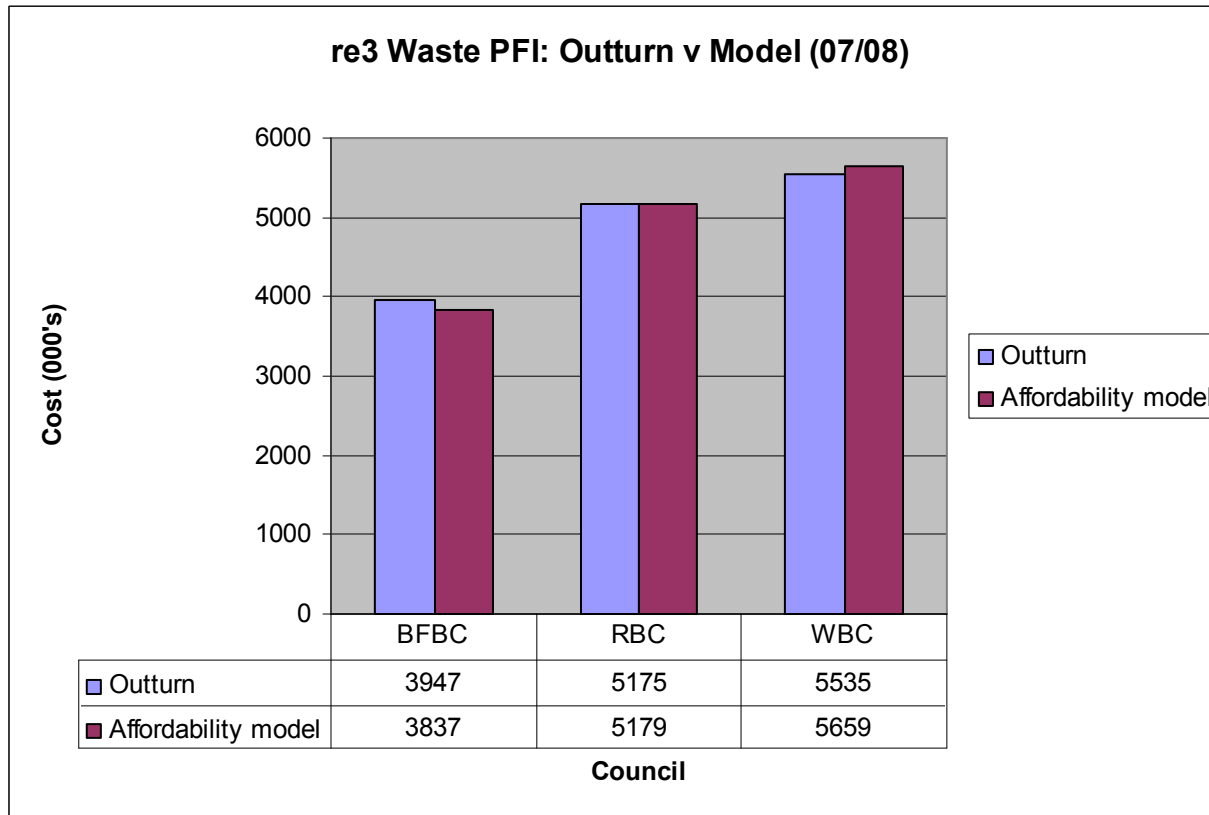


Total -145,766

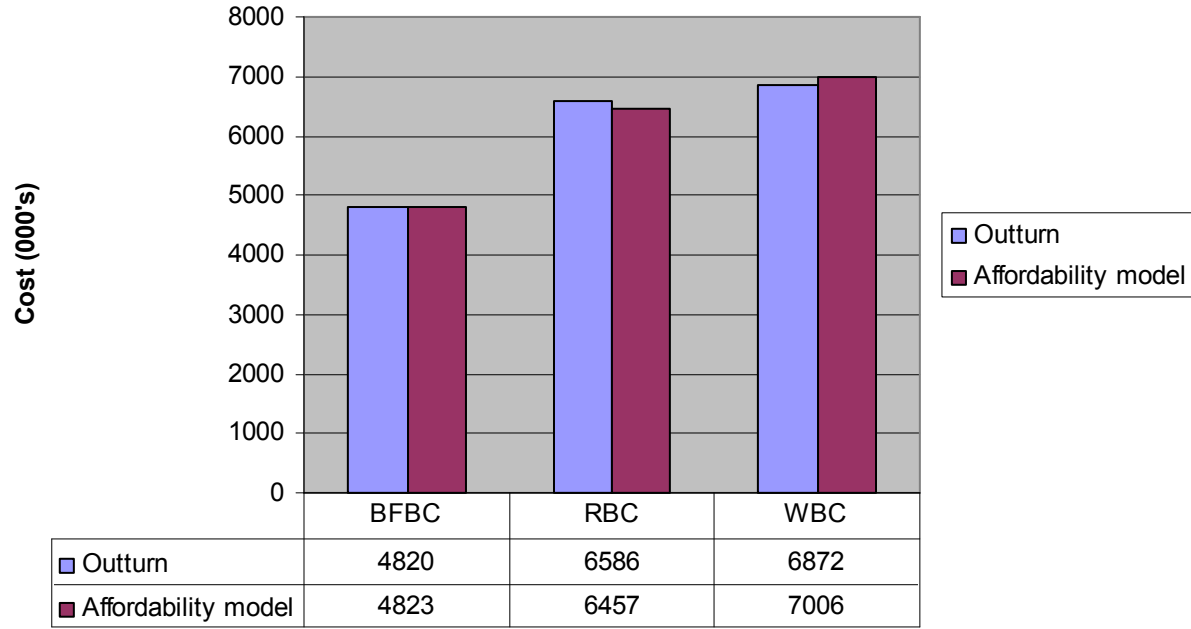
APPENDIX 3

Comparison of actual PFI expenditure against our affordability model.

11



re3 Waste PFI: Outturn v Model (08/09)



Council



**TO: JOINT WASTE DISPOSAL BOARD  
23 JULY 2009**

---

**JOINT WASTE DISPOSAL BOARD – COMMUNICATIONS  
PLAN AND EVENTS FOR 2009  
Report by the Project Director**

**1. INTRODUCTION**

- 1.1 The purpose of this report is to inform the Joint Waste Disposal Board of progress in the development of Communications Plan to cover the remainder of 2009 and particularly the opening ceremonies at Smallmead and Longshot Lane.

**2. RECOMMENDATIONS**

- 2.1 **That Members provide feedback on the proposed Communication Plan for 2009.**

**3. SUPPORTING INFORMATION**

**Background**

- 3.1 The Opening Ceremony for the Smallmead Facility was held on July 7<sup>th</sup> at 11am.
- 3.2 This event was be based around the theme of education to take advantage of the fantastic new education facility at Smallmead and because it is an important component of the work of the councils and contractor in the post-construction period.
- 3.3 As has already been mentioned in an earlier report, the opening ceremony for Longshot Lane will be arranged later in the Summer, although the redeveloped facility will opened its doors to the public on July 13th.
- 3.4 The completion of the construction phase and the opening ceremonies represent a big opportunity for the councils in terms of profile and getting our messages across both locally, regionally and perhaps nationally.
- 3.5 To help manage that process, the councils have taken on the services of a Communications Consultant, Tim Smith. He has developed, with the councils and WRG, a Communications Plan (appended to this report) which seeks to achieve the following objectives:
- Demonstrate that re3 is a highly-successful partnership between the three councils and WRG
  - Ensure that the contribution and role of the partners is clearly evident in all re3 communications
  - Maximise understanding and recognition of the re3 partnership amongst all key stakeholders and opinion formers
  - Achieve the highest possible profile and recognition for re3 as a pioneering partnership
  - Make the most of the 2009 programme of events in generating positive coverage and increasing re3's profile and reputation

- Maximise awareness of re3 with leading waste management and recycling organisations
- Position re3 positively in the context of world, national and local waste management and recycling issues, including falling waste collection and recycling levels
- Share best practice and expertise with other councils
- Promote waste minimisation across the three boroughs and encourage recycling and composting, making use of the new re3 facilities
- Promote the three boroughs' current recycling messages and existing kerbside collection and recycling facilities
- Ensure partner employees understand the successes and benefits of the re3 project and act as ambassadors for it
- Ensure senior managers and elected members in the partner councils have the information and tools that they need to promote re3 to external audiences.
- Support WRG in demonstrating its effectiveness as a partner for local authorities.

3.6 The Communications Plan describes the events that the councils and the contractor hope to organise during the year and the outcomes we wish to achieve.

3.7 Comments from Members are welcome and will be incorporated into the final version.

## **BACKGROUND PAPERS**

None.

## **CONTACTS FOR FURTHER INFORMATION**

Mark Moon, Project Director  
0118 974 6308  
[Mark.moon@wokingham.gov.uk](mailto:Mark.moon@wokingham.gov.uk)

Oliver Burt, Project Manager  
0118 9399990  
[oliver.burt@reading.gov.uk](mailto:oliver.burt@reading.gov.uk)

# re3 Communications plan

Version 2

11 May 2009

## 1. Introduction

re3 is a 25 year partnership between Bracknell Forest, Reading and Wokingham Borough Councils and Waste Recycling Group (WRG).

The purpose of re3 is to increase recycling and composting, whilst reducing the amount of waste in the three boroughs which goes to landfill. To do this re3 is redeveloping the Island Road Civic Amenity site in Reading into an integrated waste management park and the Longshot Lane site in Bracknell into a new household waste recycling centre and waste transfer station. The transfer stations are used to bulk different types of waste and deliver them for appropriate treatment. Re3 has facilities procured for the next 23 years to ensure composting, recycling and energy from waste and, in the final event, landfill where waste cannot be diverted.

This communications plan is designed to support the achievement of the objectives of the re3 Joint Municipal Waste Management Strategy as well as the specific objectives of re3. It will also stress the importance of the re3 partnership and thus help ensure its sustainability.

It is also designed to contribute to maintaining and improving the reputation of the partners in the project. It will support:

- The three partner councils in maintaining and improving their reputation with residents and business through efficient delivery of services
- The re3 partnership in being seen as an example of good practice in delivering a successful Private Finance Initiative, particularly in the current harsh economic climate
- Waste Recycling Group in being seen as a waste management company which provides a range of cost and environmentally effective processing, recycling, disposal and energy recovery services for local authority and private commercial customers.

## **2. Communications objectives**

- Demonstrate that re3 is a highly-successful partnership between the three councils and WRG
- Ensure that the contribution and role of the partners is clearly evident in all re3 communications
- Maximise understanding and recognition of the re3 partnership amongst all key stakeholders and opinion formers
- Achieve the highest possible profile and recognition for re3 as a pioneering partnership
- Make the most of the 2009 programme of events in generating positive coverage and increasing re3's profile and reputation
- Maximise awareness of re3 with leading waste management and recycling organisations
- Position re3 positively in the context of world, national and local waste management and recycling issues, including falling waste collection and recycling levels
- Share best practice and expertise with other councils
- Promote waste minimisation across the three boroughs and encourage recycling and composting, making use of the new re3 facilities
- Promote the three boroughs' current recycling messages and existing kerbside collection and recycling facilities
- Ensure partner employees understand the successes and benefits of the re3 project and act as ambassadors for it
- Ensure senior managers and elected members in the partner councils have the information and tools that they need to promote re3 to external audiences
- Support WRG in demonstrating its effectiveness as a partner for local authorities.

## **3. Target audiences**

- Local residents
- Hard-to-reach groups identified by the three councils
- Schoolchildren
- Businesses
- Community and environmental groups
- Other local opinion formers and other key stakeholders
- Councillors in the three boroughs, including parish councillors
- Local MPs
- Local/regional media

- Joint Waste Strategy Board
- Staff in the partner organisations
- National media
- National local government press (primarily Local Government Chronicle and Municipal Journal)
- Specialist media in the following areas:
  - waste management
  - recycling
  - environment
  - public finance
- National waste management and recycling organisations and networks (e.g. WRAP, Recycle Now, Waste Watch, Lets Recycle.com)
- Government bodies and departments
- Best practice schemes and organisations (e.g. IDeA, LGA)
- Peers in other local authorities
- Wider waste management and recycling networks

#### 4. Key messages

- The three councils are working together with WRG to provide local residents and business with first class facilities for recycling and waste disposal
- It's a 25 year project designed to minimise the amount of waste sent to landfill and increase the amount that is reused, recycled or composted across the three boroughs
- The three councils have made re3 happen, working with WRG
- re3 will help make sure the three councils meet or exceed their Government recycling targets
- re3 helps the councils manage waste more efficiently and provide residents with value for money
- You should continue to reduce, re-use as much waste as possible
- You should continue to use your council's existing kerbside collection and recycling facilities, as well as using the new re3 facilities to recycle and dispose of other sorts of household waste
- re3 is a very effective partnership between the three councils
- It's an excellent example of a successful Private Finance Initiative (PFI) project
- re3 is a great example of best practice in waste management and recycling

## **5. Communications plan**

Future communications activities for re3 are set out in this section. It is assumed that the individual council partners would continue to communicate and promote their own waste collection and recycling services and key messages, with support from re3.

The main areas of activity are:

- a) Develop a generic set of re3 communications tools
- b) Review and develop the re3 brand to ensure that it reflects the partnership
- c) Develop the information on re3 provided to local people
- d) Develop positive communications with local opinion formers and stakeholders
- e) Maximise positive re3 coverage in local media
- f) Maximise positive re3 coverage in national, trade and specialist media
- g) Ensure maximum impact for re3 events during 2009
- h) Identify and use national networks and events to increase the profile of re3
- i) Increase understanding of re3 amongst partner employees

## **6. Communication activities**

### **a) Develop a generic set of re3 communications tools**

It would be useful to have an agreed set of communications tools for the project that could be used by both the partnership and individual partners in all re3 communications.

- Develop and agree a set of re3 key messages and an re3 narrative
- Review existing re3 communications for consistency with key messages and amend as required (*at next print run or update if there are cost implications*).
- Review current re3 website and re3 content on partner sites for consistency with key messages
- Develop an image bank that tells the story of re3

- Produce a re3 PowerPoint presentation which can be used by all partners when speaking about re3, for example at identified events and conferences

**b) Review and develop re3 brand to ensure that it reflects the partnership**

All council partners have expressed concerns about whether the re3 brand is sufficiently recognised by the public and whether the brand sufficiently reflects the roles of the partner councils in the re3 project. re3 communications must not dilute the councils' own brands and make it clear that the three councils and WRG are prominent partners in re3.

- Develop and agree any developments to the re3 brand ensuring that the partners' logos have greater prominence
- Review how brand is currently used on re3 communications materials and agree any changes (this may include changes to signage before official opening of Smallmead Waste Recycling Park on 7 July)
- Review how brand is used on re3 and partner websites and agree any changes required
- Produce press release templates to include all partners' logos for use in future communications work
- Review the existing draft brand guidelines and produce a final version



**c) Develop the information on re3 provided to local people**

- Circulate key messages and narratives for partners to use in their own communications
- Work with partner councils on marketing/PR for any initiatives involving re3
- Provide re3 branded content for regular partner publications and websites
- Consider re3 marketing campaigns to run across all three boroughs to coincide with openings at Smallmead and Longshot Lane – identify costs and opportunities to use existing council media,
- Produce re3 branded content to be used by partner councils in their 2010/11 council tax booklets or performance plan

The re3 Waste Minimisation Manager and Education Officers will also continue to promote re3 to local people through their regular programme of visits, activities and work with schools.

**d) Develop positive communications with local opinion formers and stakeholders**

Opinion formers and stakeholders include local councillors and MPs, businesses and community or voluntary groups. These could all act as powerful advocates and communicators for re3.

- Produce re3 key messages and Q and As for councillors in the three partner councils (including parish councillors) – updated quarterly
- Provide re3 content for council member bulletins
- Offer programme of tours or visitor centre events for councillors
- Repeat above communication activities for local MPs
- Provide partner councils with re information to include in own communications with businesses
- Provide re3 branded content for key business publications/Chamber of Commerce bulletins
- Provide partner councils with re information to include in own communications with community and voluntary sector
- Use existing stakeholder groups to disseminate re3 information
- Offer programme of tours or visitor centre events for community and voluntary groups

**e) Maximise positive re3 coverage in local media**

- Continue media releases and briefings for local media for all key re3 milestones and events
- Contact local media about running a series of features or interviews to coincide with re3 events (e.g. daily radio interviews about innovative ways of recycling or different local community recycling initiatives, in week of opening of Smallmead Waste Recycling Park)
- Approach local newspapers about running weekly re3-sponsored 'green page'
- Place opinion pieces by re3 project manager or elected members in local media



- f) Maximise positive re3 coverage in national, trade and specialist media**
- Target Local Government Chronicle and Municipal Journal for features and articles
  - Target LGC and MJ regular columns and supplements (e.g. LGC Good Practice, MJ special sustainability issues)
  - Identify forward features/speak to editors of relevant trade publications (print and online versions) e.g.
    - Recycling and Waste World
    - Waste Management World
    - Resource Management and Recovery
    - Materials Recycling Week
    - Energy and Environment Magazine
    - Project Finance
    - The Loop (LARAC publication)
    - Facilities Management Excellence
    - Local Authority Waste and Recycling
    - CIWM Journal
    - Environment Times
    - Your Environment
  - Work with WRG to identify any relevant trade or specialist publications
  - Target trade and specialist press with follow-up stories/photos following event
  - Identify possible national media opportunities (e.g. BBC Breakfast, Newsround for children's stories)
  - Work with Bracknell Forest Council to generate national interest through Councillor Bettison's links through the Local Government Association
- g) Ensure maximum impact for re3 events during 2009**
- Invite local and selected specialist media to re3 events
  - Use events as opportunity to generate wider media coverage (e.g. weekly series of features)
  - Ensure all events branded in accordance with agreed guidelines
  - Produce branded interpretation boards for events
  - Ensure speeches at events reflect key re3 messages (include in speaker notes)
  - Film events and place footage on council/local media sites/YouTube

***h) Identify and use national networks and events to increase profile of re3***

- Contact and target key waste and recycling organisations with re3 features and case studies
  - WRAP
  - Lets Recycle.com
  - Waste Watch
  - Recycle Now
  - Defra
  - Waste Information Network
  - Improvement and Efficiency SouthEast
- Work with WRG to identify any further trade or specialist publications
- Identify opportunities to enter re3 for local government and environmental awards
- Identify and target opportunities for re3 project managers and partners to speak at events and conferences
  - Local government and environmental events
  - Commercial best practice conferences (LGC, Capita, Neil Stewart Associates)
- Target best practice websites (e.g. IDeA) with case studies
- Identify if re3 can be entered for first round of new Beacon scheme (launches early 2010)
- Hold Best Practice seminars at Smallmead Waste Recycling Park (September)
- Work with partner officers to identify appropriate professional or peer organisations and networks – deliver re3 presentation at their next meeting or hold it at re3

***i) Increase understanding of re3 amongst partner employees***

- Provide branded re3 content for partner employee magazines
- Provide re3 content for partner intranet sites
- Arrange re3 presentations at partner management team meetings and department conferences
- Offer programme of tours or visitor centre events for community and voluntary groups

## **7. Resource implications**

The main resource required for most of the activities identified in this plan is staff time, either that of the re3 communications officer or colleagues within the re3 partners. Budget provision has already been made for the scheduled events. Activities which would require additional funding are as follows (costs will be identified):

- Any changes to re3 branded material
- Website development
- Possible re3 marketing campaigns
- Photography/filming of events
- Production of communications material for stakeholders

## **8. Measurement and evaluation**

Evaluation of the effectiveness of re3 communications could be carried out in the following ways. It should look at both the level of positive coverage re3 is achieving and perceptions and understanding of the project amongst key audiences.

- Measuring the extent of coverage in local media, national and specialist media
- Measuring presence on waste and recycling networks and best practice websites
- Including an 're3 question' (awareness or understanding) in any resident surveys being carried out by the partner councils
- Small, in-house surveys of staff awareness and understanding of re3
- Short telephone survey with a number of stakeholders and opinion formers

## 9. Timetable

This table provides a summary of key communications activities for re3 over the next six months. Individual communications plans will be produced and activities identified for each event.

Month	Event/activity
<b>MAY</b>	<b>EVENT – SCHOOLS VISIT TO HWRC (19<sup>th</sup>)</b>
	Develop generic re3 messages and narrative
	Review existing re3 communications material and website for consistency with key messages
	Brand review and recommendations on brand updates
	Begin to develop re3 image bank
	Produce standard re3 PowerPoint
	Develop branded press release template
	Contact national and specialist media and identify opportunities for features or articles
	Contact local media about developing features and regular pages
<b>JUNE</b>	Implement any changes to brand in advance of Smallmead Waste Recycling Park event
	Update brand guidelines
	Produce interpretation boards for use at events
	Identify and contact waste management and recycling networks – begin to place case studies and information

---

Develop and produce first set of councillor and stakeholder communications

Develop staff communications materials

Identify and plan for re3 speaking opportunities

Begin to target businesses

**JULY** EVENT – Formal opening of Smallmead Waste Recycling Park (7<sup>th</sup>)

EVENT – soft opening of Longshot Lane Household Waste Recycling Centre (tbc) – communication plan already produced

Possible re3 cross-borough marketing campaign to coincide with Smallmead launch

Produce awards database and begin to target local government and environmental awards

Begin to target best practice databases

**AUGUST** Continue targeting national and specialist media/waste management and recycling networks

**SEPTEMBER** EVENT – Formal opening of Longshot Lane Household Waste Recycling Centre (tbc)

EVENT – Open Days for public visits to Smallmead and Longshot Lane Household Waste Recycling Centres (TBC)

Possible second re3 cross-borough marketing campaign to coincide with Longshot Lane launch

Second set of councillor and community and voluntary sector communications

Continue to implement staff communications

**OCTOBER** EVENT – Series of best practice seminars for local authorities and contractors at Smallmead and Longshot Lane Household Waste Recycling Centres

Develop communications toolkit for future re3 communications

---

This page is intentionally left blank

**TO: JOINT WASTE DISPOSAL BOARD  
23 JULY 2009**

---

## **JOINT WASTE DISPOSAL BOARD – JOINT WASTE AUTHORITIES Report by the Project Director**

### **1. INTRODUCTION**

- 1.1 The Local Government and Public Involvement in Health Act 2007 sets out powers to allow for the establishment of Joint Waste Authorities (JWA).
- 1.2 The creation of a JWA brings with it some facilities or freedoms which can help the re3 councils to work effectively and achieve service improvements and to share common burdens. This report describes the likely characteristics of a JWA for waste disposal with specific reference to, and discussion of, the potential benefits for the re3 councils.
- 1.3 As agreed by the Joint Waste Disposal Board on the 25 June 2008, the re3 Authorities made a non binding expression of interest in applying to establish a JWA during the summer of 2008.
- 1.4 Early in May 2009, Officers in consultation with the Chairman and Vice Chairman agreed to postpone any application to form a Joint Waste Authority pending a decision by the Joint Waste Disposal Board.

### **2. RECOMMENDATIONS**

- 2.1 **That Members agree to send a letter to DEFRA confirming the decision not to progress with an application to create a Joint Waste Authority for the re3 councils.**
- 2.2 **That Members also agree to note that, in the event that the situation changes, a further report will be brought back to allow this issue to be reconsidered.**

### **3. SUPPORTING INFORMATION**

#### **Background**

- 3.1 Waste management is one of the most significant costs to the council budget and, largely through the collection element, has one of the highest service profiles. The pressure to provide a robust future for waste disposal, was the major driver to the establishment of re3 and the PFI bid.
- 3.2 Through the work leading to our joint PFI contract for waste management we have evidenced how partnerships can achieve results that may otherwise be beyond a single local authority. However, whilst we are acting as one, in legal terms we remain 3 waste organisations and have to act accordingly.
- 3.3 Realising, to the fullest extent possible, all the benefits afforded to the councils by the PFI contract and their own partnership will require closer working.

- 3.4 In May 2009, DEFRA requested and subsequently received some specific legal advice from their in-house lawyers on the consultation process required as part of any application to form a Joint Waste Authority.
- 3.5 Previously the councils had been planning a relatively broad consultation which, given the anticipated lack of understanding on the part of residents and many stakeholders about what a JWA is, would seek to inform and test opinion of the general principals of councils partnerships.
- 3.6 The DEFRA legal advice suggested that a far longer consultation process was necessary than had been apparent from the published Guidance, in discussions with DEFRA themselves or as a result of the re3 councils successful bid for DEFRA Seedcorn Funding to support the consultation process.
- 3.7 It requires that the full application be made available for consultation and requires the application to show how responses to the consultation have been addressed within it. On first consideration this appears to be a bit 'chicken and egg'.
- 3.8 What is being expected, however is an iterative process in which the application is available for comment so that those with a keen interest can learn about the proposed JWA, see how it would work and make an informed opinion. They would then be able to make suggestions, complaints or comments which the councils would need to address before finally concluding the application and putting it before the appropriate Minister.
- 3.9 The longer process is, in DEFRA's view, the most appropriate way of consulting on the JWA application process and would certainly be consistent with the re3 councils desire to take residents with them in any development towards a JWA.
- 3.10 The original council approach and the new advice are not incompatible and indeed we have been liaising with DEFRA to develop a two-stage model where both the less interested and the keenly interested residents in any prospective JWA area are captured by a consultation
- 3.11 The problem for the councils was in terms of the additional time and resource that this elongated and iterative process would have tied-up. This is particularly in respect of workload with, as one example, both Bracknell Forest and Wokingham Boroughs due to begin re-tendering their refuse collection services over the next year or so.
- 3.12 With that in mind, and soon after the legal advice from DEFRA was received, Officers agreed with the Chairman and Vice Chairman that it would be best to pull back from entering into the first stage of our planned consultation.
- 3.13 Officers have carried on a dialogue with DEFRA as to the decision of the councils but that should now be confirmed by the Joint Waste Disposal Board.

### **Next Steps**

- 3.14 Without making any commitment at this time, Officers would like to explore other options for advanced partnership working where they can contribute to capacity building, robust management of the PFI or our other waste contracts and potential savings.



3.15 Officers will seek to draw-up proposals and where appropriate businesses cases for developments in the council partnership and bring them to future JWDB Meetings for consideration.

#### **BACKGROUND PAPERS**

Report to Joint Waste Disposal Board 18<sup>th</sup> June 2008

Progress Report to Joint Waste Disposal Board 30<sup>th</sup> September 2008 (specifically paragraphs 3.21 to 3.25)

Report to Joint Waste Disposal Board 17<sup>th</sup> December 2008

Report to Joint Waste Disposal Board 18<sup>th</sup> March 2009

#### **CONTACTS FOR FURTHER INFORMATION**

Mark Moon, Project Director  
0118 974 6315  
Mark.moon@wokingham.gov.uk

Oliver Burt, Project Manager  
0118 9399990  
oliver.burt@reading.gov.uk

This page is intentionally left blank

# Agenda Item 10

By virtue of  
Regulation 21 of the Local Authorities (Executive  
Arrangements) (Access to Information) (England)  
Regulations 2000.

Document is Restricted

This page is intentionally left blank

By virtue of  
Regulation 21 of the Local Authorities (Executive  
Arrangements) (Access to Information) (England)  
Regulations 2000.

Document is Restricted

This page is intentionally left blank