

JOINT WASTE DISPOSAL BOARD

NOTICE OF MEETING

THURSDAY 10 DECEMBER 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 10 December 2009 at 5.00 pm** in the Council Chamber - Council Offices, Shute End, Wokingham. 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**
- 4 Do not re-enter the building until told to do so**



If you require further information, please contact: Derek Morgan
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JOINT WASTE DISPOSAL BOARD
Thursday 10 December 2009 (5.00 pm)
Council Chamber - Council Offices, Shute End, Wokingham.

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 - 22 SEPTEMBER 2009
To approve as a correct record the minutes of the Joint Waste Disposal Board held on 22 September 2009 | 1 - 6 |
| 4. URGENT ITEMS OF BUSINESS
To notify the Board of any items authorised by the Chairman on the grounds of urgency. | |
| 5. PROJECT UPDATE
To inform the Board of progress since its last meeting on 22 September 2009. | 7 - 14 |
| 6. JOINT MUNICIPAL WASTE STRATEGY REPORT
To note the progress made by the councils regarding the Joint Municipal Waste Management Strategy. | 15 - 26 |
| 7. 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. | |

Report Containing Exempt Information

- | | |
|---|---------|
| 8. RISK REGISTER
To note the updated project risk register. | 29 - 30 |
|---|---------|

Agenda Item 3

**JOINT WASTE DISPOSAL BOARD
22 SEPTEMBER 2009
(9.30 - 11.30 am)**

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

Reading Borough Council
Councillor Deborah Edwards
Councillor Paul Gittings

Wokingham District Council
Councillor Rob Stanton, Chairman
Councillor Simon Weeks

Officers Oliver Burt, 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

Apologies for absence were received from:

Councillors
Peter Butler
Dave Fisher

1. Election of Chairman

RESOLVED that Councillor Stanton be re-elected Chairman of the Board for the next year.

2. Appointment of Vice-Chairman

RESOLVED that Councillor Mrs Hayes be re-appointed Vice-Chairman of the Board for the next year.

3. Declarations of Interest

There were no declarations of interest.

4. Minutes of the Joint Waste Disposal Board - 23 July 2009

Subject to the attendance record being corrected, the minutes of the meeting of the Joint Waste Disposal Board held on 23 July 2009 were approved as a correct record and signed by the Chairman.

5. Urgent Items of Business

There were no urgent items of business.

6. Project Update

The Board considered the Project Director's latest project update which covered the following topics:

- Joint Working Agreement
- Finance and Performance
- Risk Register
- Lakeside
- Proposed Sutton Courtenay Energy from Waste Facility
- Vehicle Livery

The main points made during the discussion when the Project Manager answered a number of questions were that:

- The revised Joint Waste Agreement was going to the three constituent councils for endorsement.
- There was a projected underspend for 2009/10 but as the figures only related to the first three months of the year, the Board was advised to treat the scale of the underspend with caution.
- There was some concern about the delay in performance reporting from WRG, although the contract only required quarterly reporting.
- Future finance reports should, where possible, indicate the proposed spend against actual spend.
- Future reports on performance indicators should show comparator figures from previous years.

The Board also discussed in more detail an extension of the existing temporary arrangements to ensure that any further delay in commissioning of the Lakeside energy from waste plant would not adversely affect the three councils. Whilst there was no reason to believe that there would be a further delay, the Board was anxious that WRG should take steps to protect its interests. A further goodwill visit To Grundons was proposed.

The Board also discussed concerns about performance reporting caused by 85% of the waste intended for the Lakeside energy from waste plant coming from Longshot Lane, which did not handle Reading's waste. Although the partnership was based on the three authorities paying their fair share, pooling of targets was not currently possible under the existing regime. As a result, the present position resulted in Reading appearing to send a disproportionate amount of waste to landfill. A number of options to achieve a greater balance between the authorities were possible but at greater cost in both financial and environmental terms. In the circumstances, the Board agreed that DEFRA should be advised of the situation and asked to suggest an auditable solution which did not require the unnecessary physical movement of waste.

The Project Manager agreed to investigate whether other authorities had encountered similar problems and whether they had found a solution. In addition, the Chairman agreed to write to DEFRA on behalf of the Board.

The Board also considered whether to add the councils' logos to WRG's vehicles but agreed not to proceed with this.

RESOLVED that

- 1 The Project Manager seek monthly performance reports from WRG to enable members of the Board to monitor spending more closely at their meetings;
- 2 The Project Director provide an update to Board members on progress regarding the Lakeside contractual arrangements and any response from DEFRA on the possible pooling of targets to avoid Reading being disadvantaged in terms of performance reporting;
- 3 The Project Director seek a further meeting/goodwill visit to Grundons.
- 4 The Chairman write to DEFRA seeking a solution to lack of pooling arrangements which currently resulted in Reading's performance appearing poorer than Bracknell Forest's and Wokingham's despite working in partnership.
- 5 No action be taken regarding the proposed application of council logos to the partnership's bulk haulage vehicles as this was not considered necessary.

7. LATS Policy

The Board received a presentation from the Project Manager on the development of a LATS Policy.

The Board noted that the officers were working up a voluntary policy in order to achieve a known basis on which to work together. LATS trading had yet to take off as permits were little more than worthless but, by establishing a policy, if the LATS acquired a worthwhile value, the councils would be in a position to trade without delay if they so wished.

The Project Manager undertook to report back regularly on LATS developments.

8. Waste Acceptance Policy

The Board considered a report seeking approval for a Waste Acceptance Policy to cover both household waste recycling centres. The Board was advised that it was both good and common practice for waste disposal authorities to have a published Policy on the types and amounts of household waste that could be accepted at household waste recycling centres.

The Board endorsed the proposals but also recognised the importance of publicising the limits. It was proposed to do this in the same way as previous promotional campaigns via the councils' websites and by way of other sources of information for residents and patrons such as signage and leaflets. In response to a question about enforcement, the Board was reminded that it was important to set limits and make them known to users, even if enforcement would not always be possible. The Board was reminded that cameras monitored the sites and that a height barrier had now been installed at Smallmead to bar access to large vehicles which were those most likely to be carrying trade waste.

RESOLVED that

- 1 The limits proposed in the table appended to the Project Director's report be approved subject to the following:

Page 15 – Trailers: Delete "Generally"

Page 16 – Accepted Materials: Define "Green waste".

Page 17 – Restricted Materials: Add a definition relating to kitchen units;

Page 17 – Cement Bonded Asbestos: The size of sheet should be reviewed as it needed to reflect the maximum size of vehicle permitted;

Page 18 – Tyres: Tyres should not be permitted.

Page 18 – Gas Bottles: The guidance should stipulate that gas bottles should be empty;

Page 19 – Animal & Pet Waste: A tighter definition of permitted pet waste was required ideally referring to "domestic household pets";

Page 19 – Fluorescent tubes & light bulbs: The definition should be reviewed;
- 2 A revised copy of the policy taking account of the comments and any other suggested changes be circulated to members of the Board prior to implementation; and,
- 3 The proposed Policy commence with effect from 1 December 2009.

9. **Work Programme**

The Board considered a report proposing the establishment of a formal work programme for the year ahead. The Work Programme would provide some structure to the year ahead, encouraging development and giving an auditable basis upon which to demonstrate how the partnership was progressing.

RESOLVED that

- 1 The establishment of an annual Work Programme for the Joint Waste Disposal Board be approved; and,
- 2 The Work Programme for 2009/10 comprise the following:

Regular Items – for regular review at Joint Waste Disposal Meetings.
 - PFI Financial Review
 - Council Performance Review
 - Communications Review
 - Contract Monitoring Review
 - Joint Municipal Waste Management Strategy Review

Specific Items

- Future Relationship with WRG Board

- Food Waste
- Charity Waste (including the WRG proposal in lieu of the Retail Function at Smallmead)
- Mini-MRF at Longshot Lane
- Public and Trade access to Household Waste Recycling Centre's
- Waste Minimisation and Education
- Joint Waste Authority
- Shared Services
- Contamination of Mixed Dry Recyclables (MDR)
- Joint Working Agreement (at AGM)

10. **Meeting Dates**

The Board discussed the dates of future meetings.

RESOLVED that meetings of the Board be held at 6pm on the following dates with meetings alternating between Smallmead and Longshot Lane:

Thursday 10 December 2009
 Thursday 11 March 2010
 Tuesday 29 June 2010
 Tuesday 21 September 2010 (AGM)
 Tuesday 21 December 2010
 Tuesday 22 March 2011

11. **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 items 13 and 14 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.

12. **Smallmead MRF Proposal**

The Board considered a report informing it of the details of a proposal by WRG to receive and process a total of 8,500 tonnes of Mixed Dry Recyclables per annum from a third-party local authority for up to 14 years at the Smallmead MRF.

The Board was advised that WRG was awaiting a decision from Oxford City Council. The Board accepted that the Project Director had considered the original WRG proposal and identified in his letter to WRG what would be acceptable to the Board. He had, however, not addressed any possible impact on queuing arising from the extra vehicles. Whilst the number of extra vehicle movements would be small, the Board asked that this issue be taken up with WRG.

RESOLVED that:

- 1 The action of the Project Director in accepting the offer from WRG but on the terms set out in his letter to WRG attached to his report be endorsed; and,

- 2 The Project Director be asked to consider in detail the possible implications of additional vehicle movements on queuing at Smallmead and address the issue with WRG, should the company win the contract.

13. **re3 Risk Register**

The Board noted the exempt information detailed in the Risk Register.

The Project Manager advised the Board that there were no changes since the last meeting although risks 4 and 5 were expected to be resolved if the anticipated commissioning of the Lakeside energy from waste plant went ahead as currently scheduled.

The Board agreed that the report was important and ought to be given greater significance in its meetings. In addition, it was suggested that a statement of any changes or comparison with the previous report should be provided in future.

14. **West Berkshire Council - Use of Smallmead Household Waste Recycling Centre**

The Board noted that there had been no progress with West Berkshire Council in relation to the use of the Smallmead Household Waste Recycling Centre by West Berkshire residents.

In the circumstances, the Board agreed that the matter needed to be escalated.

RESOLVED that:

- 1 The Chairman write on behalf of the Board to the Leader of West Berkshire Council seeking a solution to the present problem; and,
- 2 In the event that the matter could not be resolved, the matter be reported to the Berkshire Leaders' Group.

CHAIRMAN

**TO: JOINT WASTE DISPOSAL BOARD
10th December 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 its last meeting on 22nd September 2009.

2. RECOMMENDATIONS

- 2.1 To note progress made since the last meeting on 22nd September 2009.**

3. SUPPORTING INFORMATION

Household Waste Recycling Centre's

- 3.1 Since the last Joint Waste Disposal Board, both Household Waste Recycling Centre's (HWRC's) have been the recipients of some notable praise.
- 3.2 The HWRC at Smallmead in Reading was awarded Civic Amenity Site of the year by a panel of industry experts at the letsrecycle.com annual awards ceremony.
- 3.3 Shortly after the receipt of the award, the councils received the results of the annual user satisfaction survey at both Smallmead in Reading and Longshot Lane in Bracknell.
- 3.4 The results indicate that residents are really happy with both sites. A breakdown of the results is at Appendix 1.
- 3.5 The award and user satisfaction survey results are both recognition of how much hard work has been undertaken on the part of both the contractor and the councils.

Waste Recycling Group (WRG) Ltd

- 3.6 WRG have undergone a recent restructuring of their Board and Management Team part of which will result in a new Chief Executive replacing Jim Meredith.
- 3.7 The new Chief Executive is Paul Taylor and he joins WRG from Sita.
- 3.8 The restructuring will also see John Plant replace Chris Ellis as the Director assigned to the re3 contract. John Plant is an existing WRG Board Member and is knowledgeable in the area of PFI.
- 3.9 Members will be aware that WRG are owned by Fomento de Construcciones y Contratas (FCC), a large Spanish utilities and services provider.

Finance and Performance

- 3.10 The updated budget outturn is shown at Appendix 2. The current estimate, now based on 6 months actual payments, is for an underspend of £393,000.
- 3.11 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. Taking those points in order:

- The expectation for 2009/10 contract tonnages, based on experience of previous years, was for 207,000 tonnes. It seems that it will be far lower than that assumption at 196,000 tonnes. A small part of this may be down to a reduction in tonnage to the HWRC's as a result of the construction at Longshot Lane but the majority must be a result of the recession.
- Inflation had been running at 4% during 2008/09 and that rate was rolled forward into 2009/10. The rate applied through the contract in 2009/10 is actually 1.7%.
- There has been a drop in recycling. This stems from the overall reduction in waste on the whole but does reflect a greater drop in waste for recycling than in waste to disposal.

3.12 The current re3 Management costs are shown in Appendix 3.

3.13 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 has again been expanded to include the individual council's performance monitoring, a re3 performance summary and Lakeside EfW monitoring.

Risk Register

3.14 The councils Management Team have developed a Risk Register to identify and plan the management of areas of risk associated with the PFI contract.

3.15 The Risk Register is included within the agenda for this meeting of the Joint Board.

3.16 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 last meeting.

Lakeside

3.17 Deliveries of waste from the re3 councils are now consistent and at a level equivalent to the annual total of 60,000 tpa.

3.18 Commissioning of the EfW facility is continuing. It is hoped that one of the final stages of the commissioning process, running the facility whilst feeding into the National Grid, will be completed early in December.

3.19 If that stage is passed successfully, the facility is likely to achieve formal handover (completion).

3.20 In the meantime, WRG have been active in seeking a written extension to the contractual Longstop Date. This has resulted in the Longstop Date being extended for a further 6 months to 1 July 2010

3.21 The Chair of the Joint Waste Disposal Board has written to DEFRA to request advice on the reporting issue primarily affecting Reading Borough Council and upon which Members have previously been briefed.

3.22 In the event that DEFRA are unable to assist the councils in addressing this issue, the re3 councils may need to request the re-scheduling of deliveries to Lakeside EfW to reflect the proportions agreed between the councils and described in the Joint Working Agreement.

Shared Services

- 3.23 The re3 councils have contacted the Waste and Resources Action Programme (WRAP) to investigate the potential for shared services.
- 3.24 The success of the partnership, from its earliest stages to the present delivery of services, indicates an ability to work together for common benefit. As such the councils are interested in identifying the scope for savings and improvements which may be realisable via sharing.
- 3.25 Officers will inform Members of progress and report back in detail at a subsequent Joint Waste Disposal Board.

Vehicle Livery

- 3.26 Members have previously considered the issue of vehicle livery. One element of the discussion related to the vehicle which empties bottle banks within the partnership area.
- 3.27 The design for the bottle bank vehicle is attached at **Appendix 4** for information.
- 3.28 The vehicle is intended to serve only the partnership area.

BACKGROUND PAPERS

Progress Report to Joint Waste Disposal Board (22nd September 2009)

CONTACTS FOR FURTHER INFORMATION

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Appendix 1

Comparison of User Satisfaction Survey Results for re3 HWRC's 2008 and 2009

Smallmead	2008	2009
Cleanliness	98%	97%
Staff Helpfulness	95%	92%
Time Spent at site	98%	94%
On site information	93%	94%
Queing	98%	95%
Overall	99%	98%

Longshot Lane	2008	2009
Cleanliness	85%	100%
Staff Helpfulness	82%	97%
Time Spent at site	85%	96%
On site information	52%	91%
Queing	74%	94%
Overall	82%	98%

**Appendix 2
re3 PFI Budget Management**

1st December, 2009

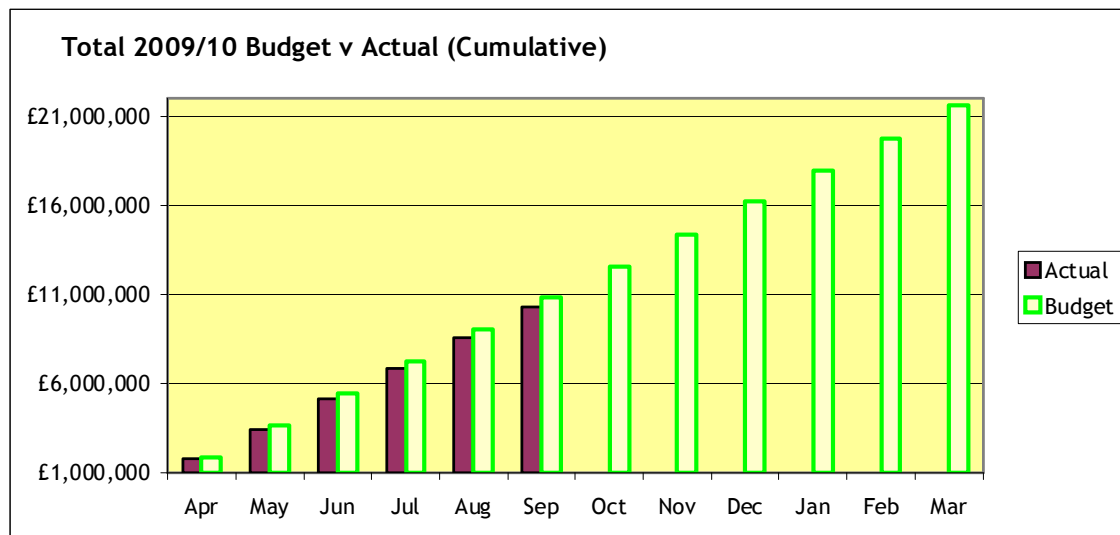
2009/10 Waste PFI Outturn Projection

	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)	438,640	616,164	706,904	1,761,708
Nov-09 (Forecast)	405,056	582,777	646,715	1,634,547
Dec-09 (Forecast)	381,111	597,723	587,820	1,566,654
Jan-10 (Forecast)	442,738	603,749	713,790	1,760,277
Feb-10 (Forecast)	389,488	559,656	623,571	1,572,715
Mar-10 (Forecast)	443,645	630,979	702,302	1,776,926
TOTAL	4,951,246	7,340,363	8,049,725	20,341,334
Estimated Payments (Note 4)	286,104	286,104	286,104	858,313
2009/10 Projected Outturn	5,237,351	7,626,467	8,335,829	21,199,647
2009/10 Budget	5,335,450	7,666,769	8,590,446	21,592,665
2009/10 Projected Under/Over Spend	-98,099	-40,302	-254,616	-393,018

Notes

1. Based on Actual invoices, "On Account" invoice for October 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 - Contamination Payment, Rates, fly ash and additional haulage before Lakeside opening.
5. Amendments in the previous forecasts have been implemented (Baseline payment, EfW gate fee and royalty payment).

re3 Management Budget/Costs not included



Appendix 3
**JWDB - re3 Waste PFI Management Costs
 2009/10**

December 2009

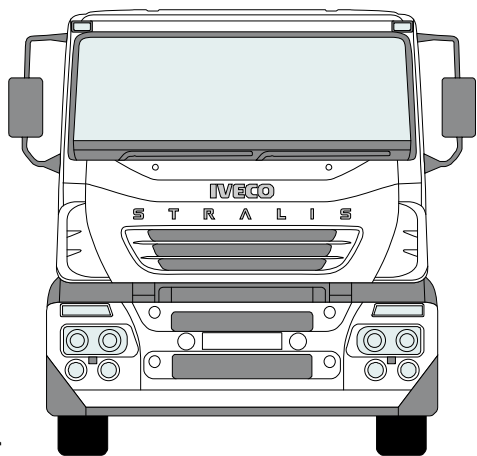
Employees	Budget	Cost	Variance	Comment
Salaries, NI & Super	165,200	165,200	0	As Budget
Training (£3,000)	3,000	695	-2,305	
Employees sub total	168,200	165,895	-2,305	

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	41,957	-18,043	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	£77,766	-£14,834	

2009/10 Total	£260,800	£243,661	-£17,139
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Council Recharge (to date)	£
Reading	-£81,220
Bracknell	-£81,220
Wokingham	-£81,220
Total	-£243,661

Client	FOCSA
Description	Iveco Stralis 310 - re3 Branding
Revision	1
DWG NO.	NA
Date	18.08.09



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TO: JOINT WASTE DISPOSAL BOARD
10 December 2009

JOINT MUNICIPAL WASTE MANAGEMENT STRATEGY **(Report by the Project Director)**

1. INTRODUCTION

- 1.1 This report reveals progress made towards the objectives contained within the Joint Municipal Waste Management Strategy (JMWMS) which was adopted by each of the re3 councils in 2008.

2. RECOMMENDATIONS

- 2.1 **That Members note the progress made by the councils, towards the JMWMS Objectives, to date.**
- 2.2 **That Members receive further updates at subsequent Joint Waste Disposal Board meetings in accordance with the agreed work programme.**

3. SUPPORTING INFORMATION

Background

- 3.1 Under the Waste and Emissions Trading Act (2003) local authorities have a duty to have in place a joint strategy for the management of their municipal waste.
- 3.2 The re3 councils were successful in securing funding from DEFRA to assist them in putting together a Joint Municipal Waste Management Strategy during 2008.
- 3.3 Each of the councils has now adopted the Strategy (Wokingham Borough Council, Executive, 26th June 2008, Reading Borough Council, Cabinet, 29th September 2008, Bracknell Forest Borough Council, Executive, 21st October 2008).

Joint Municipal Waste Management Strategy (JMWMS) Objectives

- 3.3 One expectation of a JMWMS is that it will outline the intentions of the councils to whom it relates. It does this in the form of a series of Objectives and related Actions.
- 3.4 The re3 JMWMS contains 10 Objectives, within 6 different categories. The categories were chosen to match the changed requirements of a JMWMS as described within the formal guidance contained within the Government document 'Waste Strategy 2007'.
- 3.5 The categories and their associated Objectives are included at Appendix 1.
- 3.6 A monitoring report on progress towards achieving the Objectives can be found at Appendix 2.
- 3.7 Progress has been broadly positive with many Actions well under way. There are some Actions against which there has been no activity to date.
- 3.5 In subsequent reports, Officers will indicate those Actions which have changed during the reporting period.

BACKGROUND PAPERS

CONTACTS FOR FURTHER INFORMATION

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JOINT WASTE DISPOSAL BOARD (10th December 2009)

APPENDIX 1 – JMWMS OBJECTIVES

Category: Local Community and Business

Objective 1: The re3 councils will build on current participation in recycling and composting and seek to further raise 'waste awareness' to effect positive behavioural change.

Objective 2: The councils will seek to support local business, particularly small to medium enterprises (SME's), in reducing their waste.

Category 2: Council Collection Services

Objective 3: The re3 councils will seek to improve the operational, environmental and performance efficiency of their collection services and maximise the opportunity to recycle and compost as many materials as possible.

Category 3: Waste Management Facilities

Objective 4: The re3 councils, in partnership with their PFI contractor, will strive to ensure continuous improvement in the effectiveness, efficiency and quality of the Contract Facilities.

Objective 5: The council, in partnership with their PFI Contractor, will seek to ensure that Contract Facilities are user friendly, provide excellent customer service and are responsive to users needs.

Category 4: Private and Charity Sectors

Objective 6: The councils will develop policies and approaches for managing recyclable and reusable waste in partnership with the 'charity' and voluntary sector where it is appropriate.

Objective 7: The councils will engage with the private sector, particularly those in the retail industry, to deliver improvements in waste minimisation and recycling performance.

Category 5: Government and Legislation

Objective 8: The councils will ensure that compliance with new and emerging legislation is achieved and that the implications (e.g. environmental and economic) are managed.

Objective 9: The councils will strive, in partnership with their PFI contractor, to exceed all relevant waste related performance targets.

Category 6: Environmental Commitment

Objective 10: The re3 councils will work with their contractors and other partners to ensure that sustainability and efficiency is considered, in all aspects of their waste management activities, and that they minimise the carbon footprint of waste operations.

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Re3 JOINT MUNICIPAL WASTE MANAGEMENT STRATEGY (2008 - 2013)























Review of progress for Joint Waste Disposal Board - December 10th 2009























- There are 10 numbered Objectives arranged within 6 broad categories of delivery. Each category was chosen to match the requirements of Waste Strategy 2007. For ease of identification, each category has a different colour which is used in the row containing its heading and also in the Action column.
- Within each Objective there are a number of specific Actions which, in combination, are intended to address the delivery of the Objective. Each Action has its own reference (e.g. 1A, 1B, 1C, 2A, etc).
- Below each Action are four rows in which progress is described by individual council (indicated by council logo) and/or by the council partnership with WRG (indicated by the councils' partnership logo). Some tasks will be delivered individually while others may be delivered at the partnership level and some may be delivered in all areas.





















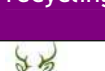

THE LOCAL COMMUNITY AND BUSINESSES






















OBJECTIVE 1: The re3 councils will build on current participation in recycling and composting and seek to further raise 'waste awareness' to effect positive behavioural change.






















Action	Priority	Linked objectives	How achieved?	How measured?	Responsibility
1A) Target new residents with important information on waste services	H	3, 9	Councils seek to involve estate agencies, landlords and other routes e.g. nurseries, schools and clinics	Number of information packs issued Councils	Councils
	13/10/09 - information packs published for new residents via show-homes and council 'welcome' pack. Working with Bracknell Forest Homes (H. Assoc) to provide info (via leaflets, newsletters, and communal notices and meetings with tenants).				
	13/10/09 - distribution of leaflets through Managing Agents to new tenants (in English and Polish)				
	13/10/09 - 'welcome' pack distributed through New Neighbours. Articles in Housing Dept Newsletters and Parish and Town Council magazine (which goes to every house).				
					
1B) Raise overall understanding of residents for the need and requirements of recycling services.	H	3, 9	Promotional activity - delivering information in important places e.g. the home, shops, work, school	Customer feedback	Councils and Contractor
	See below				
	See below				
	See below				
	'Green Pages' in free newspapers. Large amount of info via re3.org.uk website, linked to individual council websites. Roadshows in each Borough throughout year, supported by Education and Waste Min Officers. Council publications.				
1C) Targeting non-participants in kerbside recycling and composting services	H	3, 9	Identifying non-participants and addressing the barriers to participation.	Participation rates	Councils
	Currently no action. Will review following completion of compositional analysis Spring 2010.				
	Currently no action. Will review following completion of compositional analysis Spring 2010.				
	Currently no action. Will review following completion of compositional analysis Spring 2010.				
	Currently no action. Will review following completion of compositional analysis Spring 2010.				
1D) Improve efficiency of participation in recycling and composting services	H	3, 9	Messages targeted by relevant stakeholder group or by material type (e.g. if capture of plastic is low...)	Waste composition, output statistics from MRF Councils	
	13/10/09 - Waste Collection Manager monitors round data sheets compiled by collection crews and follows up to address overloaded bins or excess waste. Advice given and can change receptacle where appropriate. Promote green waste collections (inc on side of refuse vehicles).				
	13/10/09 - Waste Support Officers visit households identified as having a recycling 'problem' i.e. contamination, excess waste. They offer support and advice initially but are able to enforce if necessary. Promote green waste collections.				
	13/10/09 - Collection crews compile sheets on overloaded boxes and additional boxes are offered. Promote green waste collections.				
	13/10/09 - shared information on re3.org.uk website about contamination and quality of kerbside recycling. Sale of composted green waste, via HWRC's, from the partnership area (summer 2009).				
1E) Promote and sustain use of home composters	M	9, 10	Assess results of appropriate trials,	Number issued	Councils













and food digesters			arrange sale, promotion, and education. Introduce measures to support users	Feedback from users Waste statistics - reduction in landfill BMW	Contractor
	13/10/09 - offered 2000 subsidised 'green cones' via two sale-days in 2009, sold 1200 to date. Survey undertaken Sept 09, results currently being analysed.				
	13/10/09 - offered 1500 subsidised green cones' via three sale days (one in 2008 and two in 2009), sold 1400 to date with additional 200 from previous trial.				
	13/10/09 - Green cones offered via the new promotional partnership.				
	13/10/09 - the councils have jointly promoted composting via the WRAP scheme. This has been replaced by Green Cone partnership (1/10/09)				
1F) Increase bring sites in existing areas and new developments for materials not collected at kerbside	M	9, 10	Assess potential sites (and materials) and liaise with PFI Contractor	Increases in number of bring sites and in tonnage collected	Councils/Contractor
	13/10/09 - have added 5 new bottle banks sites since start of PFI contract with 5 more planned.				
	13/10/09 - have added 19 new bottle bank sites since the start of the PFI contract and are planning 10 more.				
	13/10/09 - have added 4 new bottle banks sites since start of PFI contract and ongoing review of provision.				
	13/10/09 - 15 new Tetrapak (drink carton) sites provided since start of PFI contract.				
1G) Reduce putrescible waste in residual bins through behaviour change	H	3, 8, 10	Promotion and education, campaigns such as 'Love Food, Hate Waste', real nappy campaigns	Waste composition Reduction in landfill BMW	Councils/Contractor
	13/10/09 - 1200 green cones in use. Principal council campaign for 09/10 is food waste, in addition to partnership work in this area (promotion on sides of vehicles).				
	13/10/09 - 1600 green cones in use.				
	13/10/09 - have worked hard promoting home composting				
	13/10/09 - Real Nappy Campaigns across the partnership. Have jointly promoted WRAP Love Food Hate Waste campaign via local media and postcards (targeted to neighbourhoods with higher food waste, identified by waste composition 2007). <i>Anything else?</i>				
1H) Increase number of HWRC/waste/composting sites, including those for single materials, to increase accessibility	M	3, 9, 10	Assess local, licensed sites (3 rd Party/ Council)	Increase number of sites, reduction in vehicle movements or miles travelled to sites for residents/council vehicles, reduce carbon footprint	Councils Contractor 3 rd Parties
	See below				
	See below				
	See below				
	No action as yet.				
OBJECTIVE 2: The councils will seek to support local businesses, particularly small to medium enterprises(SME's), in reducing their waste					
Action	Priority	Linked objectives	How achieved?	How measured?	Responsibility
2A) Scoping exercise to ascertain needs and opportunities for supporting SME's	H	10	Apply for BREW funding, possibly undertake feasibility work	If it is completed or not	Councils
	See below				
	See below				
	See below				
	13/10/09 - Successful in securing funding through bid to BREW (Business Resource Efficiency and Waste) fund. Surveyed local SME's (600 responses - 30%). Developed and adopted joint business waste strategy (May 09). Action Plan developed and further info avail on re3.org.uk website, much rationalised from info pre-existing on the council websites. <i>Action Plan still live - until XXX.</i>				
2B) Encourage and support SME's in recycling more	M	10	Encourage co-operation between SME's, information, web-based resources	Increase in number of SME's recycling	Councils Contractor
					
	13/10/09 - Working in Partnership with Reading BID in establishing cardboard recycling in Town Centre.				

	13/10/09 - Working Groups on 'How To Beat The Recession' including info on waste.				
	13/10/09 - Councils negotiated for waste services, including recycling, to local businesses to be provided by the PFI contractor whilst capacity at the Transfer Stations allows. Lower minimum weight charge for recyclable waste.				
OBJECTIVE 3: The re3 councils will seek to improve the operational, environmental and performance efficiency of their collection services and maximise the opportunity to recycle and compost as many materials as possible.					
Action	Priority	Linked objectives	How achieved?	How measured?	Responsibility
3A) Investigate 'Pay as You Throw' schemes	M	1, 9, 8	Monitor results of trials carried out elsewhere, assess appropriateness for re3 councils	-	Councils
	See below				
	See below				
	See below				
	Adverse media coverage of this and related issues makes assessment difficult. Will continue to monitor.				
3B) Investigate use of incentives in increasing recycling and waste minimisation	M	1, 9, 8	Incentivise use of smaller bins or increasing recycling	Number of bins 'slimmed' and overall capture of recycling	Councils
	13/10/09 - 'Recyclebank' gave presentation to officers (Spring 09). Their incentive scheme involves loyalty points being awarded, by weight, for kerbside recycling (chip in bin). Points can be redeemed at local retailers. Decision taken to not proceed at this time and to monitor scheme progress elsewhere.				
					
	13/10/09 - 'Recyclebank' gave presentation to officer (Spring 09).				
					
3C) Investigate the options, cost and necessity for food waste collections	L	1, 9, 10	Availability of processing capacity. Feasibility and analysis of positive impact (including LATS)	Cost benefit analysis	Councils Contractor
	See below				
	See below				
	See below				
	13/10/09 - Consultancy support from WRAP and Entec UK. Report on costs and implications to the councils for food waste collections completed Oct 09. Councils to consider the need for food waste processing.				
3D) Investigate performance requirement to increase frequency of recycling collections	M	1, 9, 10	Feasibility and cost benefit analysis based on needs of councils in achieving statutory targets	-	Councils
	No action so far.				
	No action so far.				
	No action so far.				
					
3F) Encourage residents to reduce side waste and contamination (e.g. green waste in residual, unwanted items in recyclables)	H	1	Education, communications, escalation to enforcement in persistent cases, investigation of best practice, working with collection crews	Reduction in side waste, collection crew records,	Councils
	13/10/09 - Where identified, crews place sticker on contaminated bin and record the same on round sheets. Residents are required to remove contamination from bin prior to rescheduled collection. Waste Collection Manager monitors round data sheets compiled by collection crews and follows up to address contamination and side waste. Advice given and can change receptacle where appropriate.				
	13/10/09 - Waste Support Officers visit households identified as having a recycling 'problem' i.e. contamination, excess waste. They offer support and advice initially but are able to enforce if necessary.				
	13/10/09 - Collection crews compile sheets on overloaded boxes and additional boxes are offered. No green waste is collected in residual waste.				
	13/10/09 - shared information on re3.org.uk website about contamination and quality of kerbside recycling.				
3G) Investigate feasibility and benefits	M	1, 9, 10	Feasibility and cost benefit analysis,	Report on feasibility	Councils

of shared collection services between re3 councils					
	See below				
	See below				
	See below				
	PFI Management Team has contacted colleagues at WRAP to assess potential for business case to be compiled. Councils interested in potential for savings and efficiencies on small or large scale where justified by business case.				
3H) Develop proposals for increasing efficiency in collection services prior to letting of next contract(s)	M	1, 9,10,	Investigate best practice and new concepts for round scheduling	Proposals made prior to councils tendering process	Councils
	13/10/09 - Model contracts and best practice from elsewhere being compiled to inform creation of new service specification. Contract to be procured by August 2011.				
					
	13/10/09 - Options Appraisal being developed. Contract to be procured April 2012.				
					
WASTE MANAGEMENT FACILITIES					
OBJECTIVE 4: The re3 councils, in partnership with their PFI contractor, will strive to ensure continuous improvement in the effectiveness, efficiency and quality of the Contract Facilities.					
Action	Priority	Linked objectives	How achieved?	How measured?	Responsibility
4A) Seek to ensure that destination of council waste and recycling is known in accordance with prevailing legislation and best practice	H	8	Information provided on reprocessors used by councils and PFI contractor	By council checks that information is provided in accordance with PFI contract	Contractor/Councils
					
					
					
	PFI contract requires the annual compilation of Spot Market Audit Reports for each reprocessor in receipt of material from the re3 contract. Action recorded as 'being delivered' rather than 'complete' because, by nature, it requires annual updating.				
4B) Maximise number of materials that re3 MRF can process	M	1, 3, 8, 9	Feasibility study, impact assessment, negotiation with PFI Contractor	Increase in type and amount of material collected and processed	Councils/Contractor
	See below				
	See below				
	See below				
	MRF commissioned early 2009. No action as yet.				
4C) Investigate options for alternative waste treatment technologies for that waste which remains being sent to landfill	L	9, 10	Feasibility study and assessment of available processing capacity, negotiations with contractor	Reduction in tonnage to landfill via alternative technologies	Councils/Contractor
	See below				
	See below				
	See below				
	13/11/09 - discussions initiated between PFI Management Team and WRG to explore options in this area.				
4D) 'Dirty' MRF at Longshot Lane HWRC to further increase recycling	H	8, 9, 10	Assessment of PFI contractors proposals for this element	Analysis of proposals and impact on contract and contractual performance	Contractor Councils
	See below				
	See below				

	See below				
	13/10/09 - Contractor in process of carrying out compositional analysis of waste within the HWRC at Longshot Lane to inform alternative proposal for increasing recycling.				
4E) Controls at HWRC's on waste inputs	H	1, 10	Assess impact of wastes, cost, best practice elsewhere, develop appropriate limits, approve, negotiate with contractor	Composition of waste at HWRC's, costs	Councils/Contractor
	See below				
	See below				
	See below				
	13/10/09 - guidelines for waste amounts accepted in a single trip approved by JWDB (22/09/09). Guidelines coming into force 1 Dec 09.				
OBJECTIVE 5: The council, in partnership with their PFI Contractor, will seek to ensure that Contract Facilities are user friendly, provide excellent customer service and are responsive to users needs.					
Action	Priority	Linked objectives	How achieved?	How measured?	Responsibility
5A) Residents user satisfaction survey on Household Waste Recycling Centres	H	1	Annual User Satisfaction survey at HWRC's	Results of survey	Contractor Councils
	See below				
	See below				
	See below				
	13/10/09 - Annual resident satisfaction survey carried out by contractor. Currently analysing results. Results due Nov 09. 13/11/09 - Results for both sites impressive. Communicated to Members/Officers				
5B) Council staff user satisfaction survey on Contract Facilities	H	3	Annual user satisfaction survey for council staff using Contract Facilities	Results of survey	Councils Contractor
	See below				
	See below				
	See below				
	No action as yet. Council waste teams to address early in 2010. Results to be shared with WRG				
5C) Encourage and maintain safe and responsible behaviour by staff using Contract Facilities	H	3	Education, 'crew of the month/year' style awards to best users, self monitoring and reporting systems	No of incidents/accidents	Councils/Contractor
	See below				
	See below				
	See below				
	13/10/09 - H&S is a clear priority for WRG and there appear to be no obvious indications that they are negligent in any way. PFI Management Team and Council waste teams have been involved in stressing need for initiatives to reinforce workplace H&S regulation. Some difficulty in arranging council client presence at meetings between WRG and council collection contractors - this felt important so councils are able to reinforce the messages to their staff/contractors.				
OBJECTIVE 6: The councils will develop policies and approaches for managing recyclable and reusable waste in partnership with the 'charity' and voluntary sector where it is appropriate.					
Action	Priority	Linked objectives	How achieved?	How measured?	Responsibility
6A) Increasing re-use of bulky items (especially furniture)	H	3, 9	Councils will seek to develop a 'dual booking' system to divert re-usable items to charity/voluntary sector partner(s)	Number of dual bookings Increase in re-use	Councils Contractor
	See below				
	See below				
	See below				

	13/10/09 - Original contractual obligation difficult to deliver and may be contrary to operational and H&S needs of the principal site. Councils vision for this project being put into action via PFI contractor - namely to address the obligation via existing charitable, volunteer and or SME concerns who have a direct link to the waste objectives of the PFI contract.				
6B) Working with voluntary and charity sector to explore treatment of items not easily recycled or re-used.	M	1, 9	Discussions with appropriate partners, feasibility and impact assessments	Number of partnership agreements in place	Councils/Contractor
	13/10/09 - potential avenues of partnership working with third sector being considered.				
					
	13/10/09 - furniture re-use being considered by Strategies and Partnerships section.				
	13/10/09 - Councils vision for this project being put into action via PFI contractor. See 6A. Should try to ensure that individual areas of council work do not conflict with those of the PFI contractor.				
OBJECTIVE 7: The councils will engage with the private sector, particularly those in the retail industry, to deliver improvements in waste minimisation and recycling performance.					
Action	Priority	Linked objectives	How achieved?	How measured?	Responsibility
7A) Encourage local reduction of packaging in waste stream	H	1, 9, 10	Carrier bag reduction areas, working with local retailers (including independent retailers), education and promotion campaigns	Waste analysis Number of carrier bag reduction areas Number of retailers partnered with	Councils Contractor
	No action as yet. To be informed by compositional analysis (results Dec 09).				
	No action as yet. To be informed by compositional analysis (results Dec 09).				
	No action as yet. To be informed by compositional analysis (results Dec 09).				
					
7B) Encourage reduction in packaging on a national level	H	1, 9, 10	As a partnership, the councils lobby Gov't. Also via LGA, WRAP, NAWDO, CIWM	-	Councils Contractor
	No action as yet.				
	No action as yet.				
	No action as yet.				
					
GOVERNMENT AND LEGISLATION					
OBJECTIVE 8: The councils will ensure that compliance with new and emerging legislation is achieved and that the implications (e.g. environmental, economic) are managed.					
Action	Priority	Linked objectives	How achieved?	How measured?	Responsibility
8A) Implement systems to comply with the new waste National Indicators for 2008/9 and LAA indicators if applicable	H	9	Update statistical reports	Reporting of statistical information	Councils
	See below				
	See below				
	See below				
	13/10/09 - partnership councils worked together in agreeing LAA targets for 2008 - 2011.				
8B) Investigate the implication of the forthcoming legislation and take appropriate measures to ensure compliance e.g The Battery directive September 2008	H	9	Measures implemented as appropriate to ensure compliance	Information from Contractor	Councils Contractor
	See below				
	See below				
	See below				
	13/10/09 - partnership councils discussing content and detail of operational implications of battery directive with our current WEEE Producer Compliance Scheme. Directive must be implemented by Jan 2010.				

OBJECTIVE 9: The councils will strive, in partnership with their PFI Contractor, to exceed all relevant waste related performance targets.					
Action	Priority	Linked objectives	How achieved?	How measured?	Responsibility
9A) Modelling of councils waste performance to assess performance against statutory and contractual targets	H	1,3,10	Development of existing work on modelling, analysis of performance, proposals of areas for action/improvement	Comparison of actual performance v necessary performance	Councils Contractor
 Bracknell Forest Council	See below				
 Reading Borough Council	See below				
 WOKINGHAM BOROUGH COUNCIL	See below				
 re3	13/10/09 - PFI Management Team preparing performance monitoring info for Councils waste teams.				
ENVIRONMENTAL COMMITMENT					
OBJECTIVE 10: The re3 councils will work with their contractors and other partners to ensure that sustainability and efficiency is considered, in all aspects of their waste management activities, and that they minimise the carbon footprint of waste operations.					
Action	Priority	Linked objectives	How achieved?	How measured?	Responsibility
10A) Waste from council offices to be recycled and minimised	H		Reducing capacity for residual waste, assessing costs by source, layout of bins in offices, procurement	Overall waste Composition	Councils
 Bracknell Forest Council	13/10/09 - recycling bins installed in council offices and schools. Office Waste Strategy approved by CMT Summer 2009.				
 Reading Borough Council	13/10/09 - residual waste bins removed from main council offices and recycling implemented (2008). Most schools have recycling collections.				
 WOKINGHAM BOROUGH COUNCIL	13/10/09 - recycling bins installed in council offices and schools.				
 re3					
10B) Develop methods to assess Carbon efficiency in waste services	M		Investigate available measures, assess efficiency of current services, propose changes where necessary or appropriate	Measures in place	Councils/Contractor
 Bracknell Forest Council	13/10/09 - Council have provided mileage info for environmental services vehicles for NI185.				
 Reading Borough Council	Unknown.				
 WOKINGHAM BOROUGH COUNCIL	13/10/09 - Council have provided mileage info for environmental services vehicles for NI185.				
 re3					

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