

## JOINT WASTE DISPOSAL BOARD

### NOTICE OF MEETING

FRIDAY 30 SEPTEMBER 2016

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

You are invited to attend a meeting of the Joint Waste Disposal Board on **Friday 30 September 2016 at 10.30 am** in the Lakeside EfW, Colnbrook. An agenda for the meeting is set out overleaf.

#### Members of the Joint Waste Disposal Board

Councillor Mrs Dorothy Hayes MBE, Bracknell Forest Council  
Councillor Iain McCracken, Bracknell Forest Council  
Councillor Paul Gittings, Reading Borough Council  
Councillor Liz Terry, Reading Borough Council  
Councillor Anthony Pollock, Wokingham Borough Council  
Councillor Angus Ross, Wokingham Borough Council

#### 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: Hannah Stevenson  
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WOKINGHAM  
BOROUGH COUNCIL





- |     |  |         |
|-----|--|---------|
| 8.  | <b>RE3 ANNUAL FINANCIAL STATEMENT</b>  | 29 - 34 |
|     | To consider the financial position of the joint waste PFI for the 2016 Annual General Meeting of the Joint Waste Disposal Board. |         |
| 9.  | <b>RE3 BUDGET</b>  | 35 - 38 |
|     | To consider the first draft of the budget 2017/18.   |         |
| 10. | <b>PRESENTATION FROM LAKESIDE (HEATHROW)</b>   |         |
| 11. | <b>PRESENTATION FROM FCC (ANNUAL ENVIRONMENT REPORT)</b>   |         |

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Unrestricted

**JOINT WASTE DISPOSAL BOARD  
15 JULY 2016  
(11.13 am - 12.45 pm)**

Present: Bracknell Forest Borough Council  
Councillor Dorothy Hayes MBE  
Councillor Iain McCracken

Reading Borough Council  
Councillor Paul Gittings  
Councillor Liz Terry

Wokingham District Council  
Councillor Anthony Pollock  
Councillor Angus Ross

Officers Oliver Burt, re3 Strategic Waste Manager  
Steve Loudoun, Bracknell Forest Council  
Mark Smith, Reading Borough Council  
Josie Wragg, Wokingham Borough Council

**1. Election of Chairman**

**RESOLVED** that Councillor Mrs Hayes be elected Chairman of the Joint Waste Disposal Board Management Committee for the 2016/17 Municipal Year.

**2. Appointment of Vice-Chairman**

**RESOLVED** that Councillor Terry be appointed Vice-chairman of the Joint Waste Disposal Board Management Committee for the 2016/17 Municipal Year.

**3. Apologies for Absence**

There were no apologies of absence.

**4. Declarations of Interest**

There were no declarations of interest.

**5. Minutes of the Meeting of the Joint Waste Disposal Board**

**RESOLVED** that the minutes of the meeting of the Joint Waste Disposal Board held on the 8 April 2016 be approved as a correct record and signed by the Chairman.

Arising on the minutes it was noted:

Minute 21 – There had been no progress with arranging a date to meet with DEFRA

Minute 38 – The Board will be visiting the Colnbrook Site nr Slough in September. It was requested that the visit coincided with the next Board meeting.

Minute 38 – Progress had been made in regards to agreeing a new haulage contract. A formal update would be brought to the next board meeting.

Minute 39 – The investigation of introducing a Smartcard system would be looked at after all the September changes had been implemented and an update on progress would be brought as an item to the next board meeting.

The Board commented that the introduction of the permits had gone really well so far and that the all staff had worked very hard to introduce the scheme as seamlessly as possible.

Oliver Burt reported to the Board that he had heard DEFRA intended to release a report over the summer regarding Rory Stewart's initiative on waste collection systems. It was a possibility that the report would recommend that Councils adopt one of three proposed collection formats for their household waste collections. Whilst this was a potential issue for the re3 councils in their capacity of collection authorities, the implications would also be of concern to the Board as it might have to alter the existing disposal arrangements in order to facilitate change. Any developments would be reported to the next meeting.

#### 6. **Urgent Items of Business**

There were no urgent items of business.

#### 7. **JWDB Progress report**

The Board received a report, which briefed the members on the progress in the delivery of the re3 Joint Waste PFI Contract and the re3 Strategy.

The first change at the re3 recycling centres had come into force on 1<sup>st</sup> July 2016. Over the first weekend (Friday 1<sup>st</sup> to Sunday 3<sup>rd</sup> July) 478 visitors across the two sites were denied access. It was reported that over the past two weeks, 2010 people had visited the two sites compared with 2863 visits over the same period of time last year. Even though there had been some complaints, which had been expected, it was thought that the introduction of the permits had gone well.

Web-cams were now in place at both Smallmead and Longshot Lane. Any impact on non commercial fly-tipping would be monitored across the Boroughs.

The Board agreed the need for a detailed discussion at a future meeting in relation to charges of permits for non-residents. For the timebeing they would be excluded.

It was also agreed that the officers would report to the next meeting whether FCC's increased exports of material could include other plastics.

The Chief Executive of FCC, Paul Taylor, would also to be invited to future meeting Board. Subject to availability it was suggested that this may coincide with the visit to the Colnbrook Site in September.

The re3 Strategy had been considered and approved by Wokingham Borough Council and Reading Borough Council. The Strategy would be going to Bracknell Forest's Executive on the 18<sup>th</sup> July for consideration.

**RESOLVED** that Members note the contents of the report.

#### 8. **Waste Acceptance Protocol Report**

The Board received a report which updated the existing re3 Waste Acceptance Policy so that it reflects the requirements for the re3 Councils under prevailing conditions.

The re3 strategy, which was under the process of being adopted by the individual councils, identified that a reduction in the net cost of waste services as a key strategic objective for the re3 councils. In 2009 the councils had agreed the Waste Acceptance Protocol. The update of that policy was intended to support the need for significant reduction to the net cost of the council waste services.

As proposed at the end of September 2016 the formal changes to access to the re3 facilities would be introduced, including new arrangements for registering access for commercial and commercial type vehicles and charges to certain types of non domestic waste materials.

The Board was advised that the introduction of the registering requirement for commercial vehicles would help identify vehicles that are being used unlawfully to transport and dispose of business waste. In Oxford they run a similar scheme and had issued 36,000 permits for 26,000 commercial vehicles. It would only be possible to register commercial vehicles online as having the capability to register onsite would be operationally difficult and impact the savings made. The Board asked for an assurance that a good and comprehensive communication package would be put in place in advance, with in particular very clear signage being provided at the sites at the earliest opportunity.

Members were informed that there would be no options for cash payments at either site as this would be a security issue.

It was agreed that the proposed charges need to be checked to ensure that they recovered all associated costs and the amounts were logically rounded. Officers were also to take account of how to recover the costs of the use of credit cards.

**RESOLVED that**

- i. Members adopt the new Waste Acceptance Protocol for the re3 Recycling Centres.
- ii. Members agree that the new Waste Acceptance Protocol will come into force on 30<sup>th</sup> September 2016.
- iii. That Members agreed to the potential for review of the Waste Acceptance Protocol as described at 5.17 and 5.18.

**10. Finance Report and Appendix**

The Board received a report summarising the financial position of the joint waste PFI for the year 2016/17 to date and also to explore an alternative approach to the management of re3 Partnership finances in accordance with the re3 Strategy. The Board were also provided with reports on the operational performance in key areas of the re3 Partnership and other emerging issues.

5.7 to 5.19 of the report detailed how the Board worked parallel to the re3 Strategy and it was noted that assurance work is ongoing.

The Board noted that the recycling rates had fallen and requested that the Heads of Service meet with Oliver to investigate the reasons for this and whether it was a national trend.

Work was still progressing to agree a new Haulage contract; there were currently four bidders that had shown interest.

**RESOLVED** that

- i. Members note the financial and performance related information provided within this report and the intention to report on progress towards the re3 Strategy targets at each future meeting.
- ii. Members support further work being undertaken on the subject of an alternative approach to re3 Partnership finances and the re3 budget.

#### 11. **Contractor Management Report**

The Board received a report which proposed a new and supplementary method of providing feedback from the re3 Partnership to FCC. The report proposed a course of action to ensure that the re3 Joint Waste PFI Contract continues to be fit for purpose as the needs and capacities of the re3 Councils change.

Since the Joint Waste PFI contract had been negotiated in 2006 additional strategic needs had been identified to address prevailing Council requirements. The re3 team had therefore considered means of working with the Contractor and engaging with the re3 Strategy.

There needed to be a modern perspective on contacts, resources and the capacity to change with the Contractor playing a greater role in light of the pressure on Council finances. A collaborative annual report card, within which the re3 Partnership will set the criteria and measures, will be produced and published.

Members suggested that the Officers hold a workshop with FCC to discuss the approach being proposed in order to ensure that there was mutual support and understanding as to the needs and intention. The key being that there needs to be a true partnership approach to any change.

**RESOLVED** that Members endorse the proposal described at 5.15 to 5.22 in the report for the purposes of further discussion with FCC.

**CHAIRMAN**

TO: **JOINT WASTE DISPOSAL BOARD**  
**30<sup>th</sup> SEPTEMBER 2016**

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## **PROGRESS REPORT**

### **Report of the re3 Strategic Waste Manager**

#### **1 INTRODUCTION**

- 1.1 The purpose of this report is to brief the re3 Joint Waste Disposal Board on progress in the delivery of the re3 Joint Waste PFI Contract and the re3 Strategy.
- 1.2 Alongside a briefing, this report contains recommendation for three decisions by the re3 Joint Waste Disposal Board

#### **2 RECOMMENDATION**

- 2.1 **That following consideration of the relevant factors, including those identified by officers at Appendix 2, the Joint Waste Disposal Board decides whether to allow use of the re3 Recycling Centres by West Berkshire residents for a charge.**
- 2.2 **That following any decision at 2.1, the decision be formally communicated to West Berkshire Council by the re3 Joint Waste Disposal Board.**
- 2.3 **That Members resolve to support, where possible and through the provision of services within the remit of the re3 Joint Waste Disposal Board and re3 Waste PFI Contract, the future development of e-government as and when it is introduced by the re3 Councils.**
- 2.4 **That Members note the remaining contents of this progress report.**

#### **3 ALTERNATIVE OPTIONS CONSIDERED**

- 3.1 None for this report.

#### **4 REASONS FOR RECOMMENDATION**

- 4.1 The purpose of this report is to brief Members on progress and delivery within the re3 Joint Waste PFI Contract and the re3 Strategy.
- 4.2 The re3 Partnership is recommended to communicate with West Berkshire Council to facilitate timely decision making by that council in respect of Planning and provision of waste services.

#### **5 BACKGROUND INFORMATION**

##### **Operational Changes at Recycling Centres**

- 5.1 Prompted by the decision of West Berkshire Council to cease payments for use of re3 facilities by West Berkshire residents, the re3 Partnership has made some changes to the way that re3 recycling centres operate.
- 5.2 The first change came into force on 1<sup>st</sup> July 2016 and involved the requirement for re3 residents to display a residency permit in their vehicle or for them to provide specific documentary proof of residency.

- 5.3 Non-re3 residents have been denied access to re3 sites. At the Smallmead site, in Reading, overall tonnage in July and August was reduced by 30% and 24% respectively, in comparison to the same months last year. At Longshot Lane, in Bracknell, overall tonnage in July reduced by 15% but then increased by 8% in August in comparison with the same months last year. The latter figure was affected by the clearing of all waste on site in advance of the August Bank Holiday and therefore partially masks the impact of the residency controls.
- 5.4 The second phase of changes comes into operation on September 30<sup>th</sup>. Residents wishing to deliver their waste in a commercial or commercial-type vehicle will need to apply for a permit on the day before visiting the site and charges are also being applied to cover the cost of certain types of waste.
- 5.5 The specific details of the changes were discussed in detail at the meeting of the re3 Joint Waste Disposal Board on July 15<sup>th</sup>. The Waste Acceptance Policy (WAP) which describes all the changes was approved at the above meeting and a full copy can be accessed via the re3 website ([re3.org.uk](http://re3.org.uk) and [WAP](#)).
- 5.6 The application for permits for commercial-type vehicles will be undertaken online and residents without access to the internet, but wishing to visit the site in person in a commercial type vehicle, will be advised to apply via computers in the respective Civic Offices, libraries, other venues with public computer access to the internet, or with the assistance of family, friends or neighbours.
- 5.7 Charges are being applied to those types of waste that are deemed to fall outside of the legal definition of 'household waste'. This includes rubble, soil, plasterboard, asbestos and some types of gas bottles. Payment, by card only (no cash payments will be accepted), will be undertaken at the sites via hand-held, chip and pin machines.
- 5.8 Officers understand that the suppliers of the payment service apply a surcharge to credit card transactions at a rate of between 1 and 2% (according to the card). To include a compensatory charge for the transaction would only increase the cost being charged and thus the monetary value of the 1-2% surcharge. Officers have ascertained that American Express will not be accepted.
- 5.9 To support the changes, the entrance layout at both sites has been changed. The new layout is intended to support the 'meet and greet' process that will underpin the service at the re3 Recycling Centres. At Longshot Lane, some supplementary works have also been undertaken to remove the bottle-bank 'island' which has served as something of an obstacle to more efficient, on-site, traffic flows and particularly for residents not depositing green waste, wood or card in the lower section of the site. It is anticipated that this change will enable the Contractor to improve turnaround times for visitors at Longshot Lane (and thus have a positive impact on access queuing).
- 5.10 The changes are consistent with the objectives agreed within the re3 Strategy and in particular the aim of reducing the net cost of waste services. The changes support that aim by:
- Protecting re3 residents from the unsupported costs of waste from outside of the re3 area;
  - Seeking to discourage and prevent traders from depositing waste derived in the course of their business activities at residents' expense.
  - Seeking to recover the cost of some wastes specifically from those residents who are disposing of them.

- 5.11 The re3 Partnership is not alone in introducing changes at Recycling Centres. Appendix 1 to this report is a list of the measures introduced by neighbouring councils within the region. There are similar operational and policy approaches being adopted by councils within the region and, including re3, all have done so in order to seek to address budgetary pressures.
- 5.12 The changes were initially announced by the re3 Partnership on May 9<sup>th</sup> 2016. The re3 Partnership has undertaken to give consideration to the potential for West Berkshire residents to be admitted to re3 facilities for a charge.
- 5.13 In support of that consideration, Appendix 2 to this report seeks to pull together the principal factors that will contribute to a decision, by the re3 Partnership, on whether to introduce a charge for West Berkshire residents, in lieu of the previous payment that was withdrawn by West Berkshire Council from 1<sup>st</sup> July 2016.
- 5.14 In consideration of the prevailing factors, detailed at Appendix 2, and in consultation with the respective Heads of Service at the re3 Councils, Officers recommend that West Berkshire residents should not be allowed access to re3 facilities, for a charge, at this time.
- 5.15 Although, the re3 Partnership is under no obligation to make a decision now, a clear indication of intention is likely to be helpful to West Berkshire Council in its ongoing decision-making process. Accordingly, it is proposed that the re3 Joint Waste Disposal Board should write to West Berkshire Council to communicate its decision.

#### **E-government and Self-serve**

- 5.16 The re3 Joint Waste Disposal Board has expressed a keen interest in the development of measures to make more efficient the access to services provided within the shared waste PFI contract. In particular, and related to the recent changes described above, that has been discussed with specific reference to e-government and 'self-serve' systems.
- 5.17 Since the last meeting of the Board, however, it has become apparent that the timescales for the adoption of corporate e-government systems are longer than was originally believed.
- 5.18 The introduction of a requirement to apply for a permit for the use of a commercial-type vehicle has been developed to be an online process, reducing administrative burdens on customers and staff as much as possible. However, the next step will require even more integration between re3 services and corporate systems. Accordingly it is recommended that the re3 Partnership signals its intent to be as supportive to e-government as possible, within those services provided through the shared arrangements, at the point that a corporate framework is developed.

#### **'Bag Splitting' at Recycling Centres**

- 5.19 A scheme for improving recycling rates at the two Recycling Centres has now commenced at both sites.
- 5.20 Many residents deliver waste to the Recycling Centres in black bags. Prior to the introduction of the scheme, that waste would have been destined for landfill.
- 5.21 The new arrangements mean that the bags are collected, prior to being deposited by residents, and are then sorted through by staff who recover anything that can be

recycled.

- 5.22 Early results from the 'bag splitting' scheme show that up to a third of the contents of the black bags delivered can be recycled. The table below shows the total weight of the bags sorted, and the amounts recovered, in kilograms.

<b>Pre Sorted Bags</b>	33,299
<b>Cans</b>	98
<b>Metals</b>	866
<b>Contract Plastics</b>	404
<b>Paper &amp; Card</b>	2,912
<b>Textiles</b>	3,227
<b>Glass</b>	728
<b>Books &amp; Media</b>	355
<b>SDA &amp; WEEE</b>	1,129
<b>Green Waste</b>	1,112
<b>Sue Ryder</b>	545
<b>Aerosols</b>	59
<b>Total Recycled</b>	<b>11,436</b>
<b>Recycled % of bags</b>	<b>34%</b>
<b>Wood</b>	635
<b>Ceramics</b>	1,383
<b>Recovered % of bags</b>	<b>4%</b>

- 5.23 The process will be continued at both sites and reviewed monthly. Further communications will support the process whilst ensuring that residents are informed about the composition and value in the waste they deliver.

#### **Refuse Derived Fuel (RDF)**

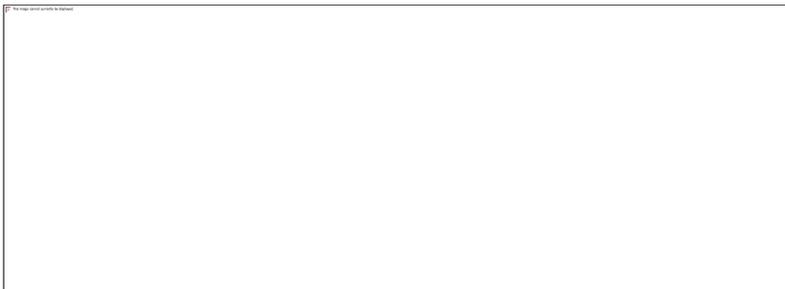
- 5.24 At the last Board meeting, Members requested an update on the current conditions in the RDF market and the arrangements being made with our contractor, FCC.
- 5.25 Refuse Derived Fuel is waste which is destined for disposal, principally by landfill, and is simply processed before transit to an Energy from Waste (EfW) facility. The facility is often in continental Europe where there has been spare EfW capacity. It has been cheaper to export in this way than send waste to landfill or EfW in the UK – partly due to market conditions and also the limit of 70,000tpa placed upon the re3 Partnership (via the terms of our PFI funding) for use of EfW.
- 5.26 Where demand exists and is reflected in favourable prices, the use of an RDF 'route' is viable - and the UK waste industry has exploited it in recent years. However, there are also some challenges where demand is exceeded by supply. However, factors such as energy demand (linked to seasonality) have disrupted the demand for RDF.
- 5.27 These market challenges must be considered prior to any firm commitment by the re3 Partnership. Officers have assumed that the dynamic nature of this market is a contributing factor in the length trial-period for this service.
- 5.28 The re3 Partnership is, however, being offered an arrangement under which the councils can take advantage of access to RDF production when conditions are

generally beneficial - though such flexibility would be reflected in the gate fee offered.

- 5.29 At a basic level, the gate fee for RDF remains cheaper than sending it to landfill (£110 and £126 per tonne respectively). This is complicated by the Contractor's interpretation of Gainshare within the contract as entitling it to half of the difference between the prices quoted, and is the subject of ongoing discussions.
- 5.30 Officers are working with the Contractor and colleagues at Defra to reach a conclusion to the discussions on RDF.

### **Street Sweepings**

- 5.31 Following clarifications by the Environment Agency (EA) in 2012, councils across the UK were required to send street sweepings to landfill.
- 5.32 Following correspondence between the re3 Project Team and the EA in 2015, the re3 Partnership began sending street sweepings for processing again in October of that year.
- 5.33 As the initial deliveries occurred during the Autumn, they were naturally composed of lots of leaf material. Accordingly, officers undertook to report back at a later date and in order to reflect a less seasonally affected period.
- 5.34 The table below shows the breakdown of tonnage and processing for the street sweepings delivered by the re3 Partnership between October 2015 and June 2016 inclusive.



- 5.35 The processing of street sweepings is undertaken by two separate sub-contractors, Grundons and Invixon. The Grundons process has a recycling or composting rate of 76% and the Invixon process has a recycling or composting rate of 68%. The table above reflects the overall performance for re3.
- 5.36 The impact of the return to processing street sweepings can be seen on the recycling rate for each council. The positive contribution, in each case, is as follows:
- Bracknell Forest +1.3%
  - Reading +0.6%
  - Wokingham +0.8%
- 5.37 The differences between the impact are related to the amount of street sweepings delivered by each council relative to other waste and the sub-contractor to whom the sweepings are sent. Bracknell Forest delivers the greatest amount of sweepings and, as a result of location, all are processed at the Grundon facility.

## **6 ADVICE RECEIVED FROM ADMINISTERING AUTHORITY**

Head of Legal Services

6.1 None for this report.

Corporate Finance Business Partner

6.2 None for this report.

Equalities Impact Assessment

6.3 None.

Strategic Risk Management Issues

6.4 None.

**7 CONSULTATION**

Principal Groups Consulted

7.1 Not applicable.

Method of Consultation

Not applicable.

Representations Received

7.3 Not applicable.

Background Papers

re3 Progress Report October 2015  
re3 Progress Report January 2016

Contacts for further information

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re3 JWDB Sept 2016 - Appendix 1 – Changes at re3 Recycling Centres (Regional Policies)

The list below shows examples of where comparable policies are already in place in regional recycling centres.

**Commercial Vehicle Permits**

- Buckinghamshire** Residents using a commercial vehicle or trailer greater than 1.2x0.9m must apply for a permit for their DIY, general or recyclable waste.
- Hampshire** Householders who use a commercial-type vehicle must apply for a permit. This allows 12 visits to a recycling centre.
- Oxfordshire** An electronic permit system is in place for commercial type vehicles including vans, pickups and trailers between 1.8 and 3m in length. The system allows 12 visits in a 12 month period.
- Surrey** Permits are required to access the recycling centres with a van, pick up or trailer. A permit entitles the resident to 12 visits per year.
- Wiltshire** From 5<sup>th</sup> September 2016, a permit is required to access the recycling centres with a van or large trailer.

Vehicle restrictions are also in place within other Berkshire Recycling Centres and these are detailed below.

- Slough** A height barrier is in place of 1.7m and vehicles above this height must use the transfer station during its opening hours. CCTV and ANPR systems are in place to monitor usage of the sites.
- West Berkshire** No vehicles over 2m (6.6ft), or Luton style vehicles are permitted.
- RBWM** Height barrier of 2.1m is in place and large vans or trailers may not be permitted. Residents using a van to deposit large quantities of waste must contact the Recycling Centre at least 48 hours before visiting.

**Charges for Non-Household Waste**

- Hampshire** Charges for asbestos, plasterboard, soil and rubble are being introduced from 1<sup>st</sup> October 2016.
- Surrey** Charges for car and motorcycle tyres, as well as waste from construction and alteration works (including plasterboard, soil and rubble) were introduced from 1<sup>st</sup> September 2016.

re3 JWDB Sept 2016 - Appendix 2 – Changes at re3 Recycling Centres  
(Consideration of charge for West Berkshire residents)

Officers have considered the principal factors which relate to the potential for the reintroduction of access for West Berkshire residents, on payment of a charge, to re3 waste facilities. The principal factors are as follows:

1. According to the Local Government Act 2003 (s93.3), Local Authorities are entitled to make a charge, but not a profit, from discretionary activities. The provision of re3 recycling centres for West Berkshire residents would be discretionary.
2. The provision of a service to West Berkshire residents would support those residents (particularly on the eastern side of the council area) in the absence of a full, local service.
3. Waste volumes and visitor numbers at the re3 sites have been reduced by the denial of access to non-residents. This has had a positive impact on the operation of both re3 sites and reportedly on the customer 'experience' for re3 residents.
4. West Berkshire Council has already undertaken to develop its site at Padworth to replace the provision that was previously paid for at re3 facilities. In a press statement on August 5<sup>th</sup>, West Berkshire Council announced that: *'As well as the introduction of a permit scheme West Berkshire Council intends, subject to planning permission, to extend Padworth so that it can accept general household waste. From the planning application being submitted it will take around six months to upgrade the site.'* By upgrading the Padworth site, the requirement for re3 facilities to provide a service for West Berkshire residents will be removed.
5. In the event that Padworth is not upgraded, it is probable that re3 facilities are likely to be the preferred destination for waste for disposal, asbestos, plaster board or gas bottles, as none of those waste types are accepted at Padworth. While a charge covering the cost for those items could be levied it is not clear that there would be an advantage to re3 for their receipt. There may be a negative impact on recycling rates at the re3 sites if composition (which may need to be assessed) of West Berkshire waste delivered to re3 requires disposal to a greater extent than recycling.
6. With higher than originally modelled increases in population forecast for each of the re3 councils (over the remainder of the contract) consideration should be given to whether the preservation of any limited, and temporary, over capacity is preferable, to ensure intra-partnership flexibility for future Recycling Centre provision.

End.

TO: **JOINT WASTE DISPOSAL BOARD**  
**30<sup>th</sup> September 2016**

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**re3 STRATEGY REPORT**  
**Report of the re3 Strategic Waste Manager**

**1 INTRODUCTION**

1.1 The purpose of this report is to report on progress in the delivery of the re3 Strategy.

**2 RECOMMENDATION**

**2.1 That Members note the progress made in satisfying the objectives which form the basis of the re3 Strategy.**

**3 ALTERNATIVE OPTIONS CONSIDERED**

3.1 Not applicable.

**4 REASONS FOR RECOMMENDATION**

4.1 This report describes the background to the re3 Strategy and, appended to this report, details progress made since the start of the 2016/17 year.

**5 BACKGROUND INFORMATION**

5.1 The re3 Strategy is a framework for the re3 Partnership comprising of Bracknell Forest, Reading and Wokingham Borough Councils.

5.2 The re3 Strategy represents the aspirations of the re3 partnership, in consideration of the strategic challenges facing the waste services and the councils, and provides a basis for those aspirations to be delivered.

5.3 The re3 Strategy has been organised into four themed areas. They are as follows:

- Reduce the net cost of waste
- Recycle 50% by 2020
- Capacity
- Supportive Systems

5.4 The first theme reflects the urgent need for local government to reduce net costs of service provision so that reduced overall council budgets can be focused on corporate objectives. The second theme reflects the associated need to improve performance as recycling is often financially (and environmentally) preferable to disposal. The third objective relates directly to the increasing pressure on re3 services from a growing population. The final theme addresses how the re3 partnership works and the scope for sharing and increasing the efficiency and impact of the existing arrangements.

**Strategy Objectives**

5.5 The re3 Strategy comprises 23 individual objectives (under 19 headings, listed A to S). As described above, the objectives fall within one of four themes.

- 5.6 The objectives are intended to either deliver a direct performance improvement or provide the basis for an informed policy decision by the re3 partnership or individual council.

### **Monitoring**

- 5.7 As previously agreed, a report detailing performance against the objectives will be provided quarterly at the JWDB. Appendix 1 to this report details progress (both measurable and narrative) to date for each of the 23 objectives.
- 5.8 The re3 Strategy will be renewed annually. Each new strategy will be informed by performance in the previous year, public consultation and an annual Member Strategy Session (such as the session in January 2016 which informed the proposed strategy).

## **6 ADVICE RECEIVED FROM ADMINISTERING AUTHORITY**

### Head of Legal Services

- 6.1 None for this report.

### Chief Accountant

- 6.2 None.

### Equalities Impact Assessment

- 6.3 None.

### Strategic Risk Management Issues

## **7 CONSULTATION**

### Principal Groups Consulted

- 7.1 The Executive Members from each of the re3 councils, and senior officers, were consulted at a specially convened session in January 2016. The re3 Strategy was developed from the data collected.

### Method of Consultation

- 7.2 Not applicable.

### Representations Received

- 7.3 Not applicable.

### Background Papers

Re3 Strategy Report (April 2016)

### Contacts for further information

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## APPENDIX 1 – re3 STRATEGY PROGRESS REPORT

- Key:**
-  Objective is complete and delivered as scheduled.
  -  Objective is not yet complete but is on track to be delivered.
  -  Objective is currently not on track or has not been delivered.

<b>A</b>	<b>The re3 partnership will target the cost of food waste to residents.</b>		
	Responsibility: re3	Target: March 2017	
	From October 2016 we will be updating training for residents and community groups that we have previously provided. We have engaged the support of WRAP to provide the training. Other activities will be supported by a variety of communication types throughout the remainder of the year to inform and empower residents. The whole programme will be informed by the results of our own waste composition analysis which will look specifically at food waste.		

<b>B</b>	<b>The re3 partnership will review the operation of its two Household Waste Recycling Centres (HWRC).</b>		
	Responsibility: re3	Target: 30 <sup>th</sup> November 2016	
	At the time of drafting this re3 Strategy the withdrawal of reciprocal payments from West Berkshire for use of re3 facilities by West Berkshire residents was unexpected. Accordingly, the timescale and nature of this review was brought forward. Immediate changes were required in order to protect re3 residents from bearing the cost of unfunded waste from non-re3 residents. <ul style="list-style-type: none"> <li>• On July 1<sup>st</sup> 2016 limited residency controls were introduced at the re3 facilities.</li> <li>• On September 30<sup>th</sup> 2016 the re3 Partnership introduced a requirement for commercial or commercial type vehicles to apply for a permit (clarifying their residency and that they are</li> </ul>		

	<p>bringing household waste) to visit the re3 HWRCs. Charges were also introduced for waste classified in the applicable legislation as non-household.</p> <ul style="list-style-type: none"> <li>The 'bag splitting' scheme for capturing recyclables from waste delivered to the HWRCs for disposal in black bags has now commenced at both sites.</li> </ul>	
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<b>C</b>	<b>The re3 partnership will investigate the business case for optimised additional sharing and collaboration between the re3 councils.</b>		
	Responsibility: re3		Target: 31 <sup>st</sup> March 2017
	The re3 Project Team will undertake this piece of work, liaising with the respective Heads of Service before reporting to the re3 JWDB.		

<b>D</b>	<b>The re3 partnership will work with its waste management Contractor to maximise utilisation of the re3 facilities where that has a positive financial or performance outcome and no detriment to re3 residents or re3 services.</b>		
	Responsibility: re3		Target: 31 <sup>st</sup> March 2017
	The re3 Project Team has supported the Contractor in seeking to optimise the use of re3 facilities. At present 90 tonnes of mixed recyclables have been processed at the re3 MRF for Luton Borough Council. The councils also supported a bid by the Contractor to process mixed recyclables for a London Borough but were unsuccessful as the client decided to include glass in the composition. Further opportunities will be explored as they are identified.		

<b>E</b>	<b>The re3 partnership will seek to explore areas in which a more commercial approach can help to reduce the net cost of waste.</b>		
	Responsibility: re3		Target: 31 <sup>st</sup> March 2017
	The principal area in which commerciality has been embraced by the re3 Partnership via this re3 Strategy has been in relation to the exporting of recyclables. The re3 Board has received two reports on this subject, detailing the ways in which the contract will evolve to support the flexibility needed and on the initial stages of the exports themselves. This is a key area in which the re3 Partnership, supported by the Contractor is engaging in activity which is contributing to the national economy. Further work will continue on this objective and the re3 Project Team will liaise with the respective Heads of Service before reporting to the re3 JWDB.		

<b>F</b>	<b>The re3 partnership will keep a close eye on the development of Government Policy on collection systems (informed by ongoing work with WRAP) and, where possible, will contribute to studies and evidence gathering.</b>	
	Responsibility: re3 and Councils	

	Officers understand that the work of WRAP in this area will still be published (potentially this year) despite the fact that the sponsoring Minister has now been replaced within Defra. Officers will review the published report, liaise with colleagues in the respective waste collection teams, the Heads of Service and report to a subsequent meeting of the re3 JWDB.	
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<b>G1</b>	<b>Targets have been set for the specific service areas of the re3 partnership in alignment with the goal of achieving the EU Waste Framework Directive target of 50% reuse and recycling by 2020.</b>		
	Responsibility: Bracknell Forest Council	Target: by 31 <sup>st</sup> March 2017 A. Starting point was 21%. target is to increase collected recycling rate to <b>23%</b> B. Starting point was 20%. Target is to reduce contamination of kerbside recycling to <b>15%</b>	A=22%  B=24% 
	Three intra-partnership working groups, formed from officers of the respective waste collection teams (with contributions from other stakeholders and relevant parties as appropriate) have been established to identify and deliver service improvements in the areas related directly with these targets: (i) increasing recycling, (ii) recycling in flats/HMOs, and (iii) Contamination. The activity and progress of the working groups will be reported to each re3 JWDB meeting.		

<b>G2</b>	<b>Targets have been set for the specific service areas of the re3 partnership in alignment with the goal of achieving the EU Waste Framework Directive target of 50% reuse and recycling by 2020.</b>		
	Responsibility: Reading Borough Council	Target: by 31 <sup>st</sup> March 2017 A. Starting point was 20%. Target is to increase collected recycling rate to <b>24%</b> B. Starting point was 27%. Target is to reduce contamination of kerbside recycling to <b>20%</b>	A=21%  B=24% 
	Three intra-partnership working groups, formed from officers of the respective waste collection teams (with contributions from other stakeholders and relevant parties as appropriate) have been established to identify and deliver service improvements in the areas related directly with these targets: (i) increasing recycling, (ii) recycling in flats/HMOs, and (iii) Contamination. The activity and		

	progress of the working groups will be reported to each re3 JWDB meeting.	
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<b>G3</b>	<b>Targets have been set for the specific service areas of the re3 partnership in alignment with the goal of achieving the EU Waste Framework Directive target of 50% reuse and recycling by 2020.</b>		
	Responsibility: Wokingham Borough Council	Target: by 31 <sup>st</sup> March 2017 A. Starting point was 18%. Target was to increase collected recycling rate to <b>20%</b> B. Starting point was 19%. Target is to reduce contamination of kerbside recycling to <b>15%</b>	A=20%  B= 25% 
	Three intra-partnership working groups, formed from officers of the respective waste collection teams (with contributions from other stakeholders and relevant parties as appropriate) have been established to identify and deliver service improvements in the areas related directly with these targets: (i) increasing recycling, (ii) recycling in flats/HMOs, and (iii) Contamination. The activity and progress of the working groups will be reported to each re3 JWDB meeting.		

<b>G4</b>	<b>Targets have been set for the specific service areas of the re3 partnership in alignment with the goal of achieving the EU Waste Framework Directive target of 50% reuse and recycling by 2020.</b>		
	Responsibility: re3 and Contractor	Target: by 31 <sup>st</sup> March 2017 recycle/compost/reuse 50% of household waste received at Recycling Centres	LS=52%  SM=47% 
	The re3 Project Team has been working with the Contractor to deliver improvements in recycling at both sites. A new scheme to sort through bags of rubbish delivered by residents to the re3 Recycling Centres was successfully introduced at the Longshot Lane site in June 2016. The same system has now been introduced at the Smallmead site. The re3 Project Team will continue to work with the Contractor and will report progress to the re3 JWDB.		

<b>G5</b>	<b>Targets have been set for the specific service areas of the re3 partnership in alignment with the goal of achieving the EU Waste Framework Directive target of 50% reuse and recycling by 2020.</b>		
	Responsibility: re3 and Contractor	Targets: starting point was 39%. Target is to reduce the rate of target recyclables rejected to	MRF =37%

	20% by March 31 <sup>st</sup> 2017	
	This target is related to those at G1-G3 which seek to reduce contamination delivered by the re3 councils to the MRF. Alongside that work, the Contractor must seek improvements in processing and/or monitoring of material delivered so that the MRF operates at optimum efficiency and so that all possible value is derived from the process. The re3 Project Team is liaising with the Contractor on this issue and will report to a subsequent meeting of the re3 JWDB.	

<b>H</b>	<b>The re3 partnership will focus planning and development on forms of treatment that would have most impact.</b>	
	Responsibility: re3	Targets: 31 <sup>st</sup> March 2017
	The re3 Project Team is undertaking this piece of work, liaising with the respective Heads of Service, and will report to the re3 JWDB.	

<b>I</b>	<b>The re3 partnership will purposefully explore the introduction of forms of treatment for the surplus food from residents that ends-up in the waste stream.</b>	
	Responsibility: re3	Targets: 31 <sup>st</sup> March 2017
	The re3 Project Team is undertaking this piece of work, liaising with the respective Heads of Service, and will report to the re3 JWDB.	

<b>J</b>	<b>The re3 partnership will continue to pursue the issue of the classification of the recycling of Incinerator Bottom Ash (IBA).</b>	
	Responsibility: re3	Targets: 31 <sup>st</sup> March 2017
	The re3 Project Team will undertake this piece of work, liaising with the respective Heads of Service before reporting to the re3 JWDB.	

<b>K</b>	<b>The re3 partnership will investigate and publish its assessment of the link between bin volume (per week) and recycling performance.</b>	
	Responsibility: re3	Targets: 31 <sup>st</sup> March 2017
	The re3 Project Team will undertake this piece of work, liaising with the respective Heads of Service before reporting to the re3 JWDB.	

<b>L</b>	<b>The re3 partnership will take steps to increase recycling of glass bottles and jars.</b>	
	Responsibility: re3	Targets: 31 <sup>st</sup> March 2017
	Working with Alupro, a comms campaign to encourage residents to recycle caps and lids of bottles of jars when depositing glass at bring banks, and to incorporate a media release and new information stickers for re3 bring banks. The re3 Project Team will continue to this piece of work, liaising with appropriate stakeholders and the respective Heads of Service before reporting to the re3 JWDB.	

<b>M</b>	<b>The re3 partnership will support the Minerals and Waste Planning process to ensure strategic waste planning within the re3 area.</b>	
	Responsibility: re3 and Councils      Targets: 31 <sup>st</sup> March 2017	
	The re3 Project Team will undertake this piece of work, liaising with the respective Heads of Service before reporting to the re3 JWDB.	
<b>N</b>	<b>The re3 councils will collaborate on common elements of development guidance and/or enforcement.</b>	
	Responsibility: Councils      Targets: 31 <sup>st</sup> March 2017	
	Work has already been undertaken by the respective waste teams at the re3 Councils on policies relating to waste containment, particularly in relation to blocks of flats and multiple occupancy residencies. This will be concluded and reported to the re3 JWDB.	
<b>O</b>	<b>The re3 partnership will consider the potential requirement for new waste management facilities within the re3 area between 2016 and 2036.</b>	
	Responsibility: re3      Targets: 31 <sup>st</sup> March 2017	
	This work is linked closely with Objective M. The re3 Project Team will undertake this piece of work, liaising with the respective Heads of Service before reporting to the re3 JWDB.	
<b>P</b>	<b>The re3 Councils will review their relevant policies and processes and share expertise, learning and delivery where possible.</b>	
	Responsibility: re3 and Councils      Targets: 31 <sup>st</sup> March 2017	
	This objective is actively being delivered by the respective waste collection teams and, where appropriate, other stakeholders. Working Groups (referred to at Objectives G1-G3) are examples of where the councils have worked together to both avoid duplicating one another's work and sharing capacity.	
<b>Q</b>	<b>The Board will support re3 as a local brand and seek to build upon the collective scope of the re3 partnership.</b>	
	Responsibility: re3      Targets: 31 <sup>st</sup> March 2017	
	Work continues on building recognition, for the re3 Partnership, of the re3 Brand. In the latest 28 day period, re3 Tweets generated 40,400 impressions (the delivery of a post to an account). Through sharing posts with local Facebook groups, re3 has extended the reach of its posts beyond those who like the re3 page. The widest ranging post so far reached 17,273 people. A set of design templates is being used for social media posts and onsite leaflets and signage, with the aim of communicating with residents using coherent and recognisable re3 branding. New banners are being installed at Longshot Lane and Smallmead incorporate wording on	

	re3 being a partnership between three local authorities and at the outset of this re3 Strategy, the re3 Project Team produced 40 factsheets on what is collected by the re3 councils both kerbside and at the recycling centres and how and where it is processed. These are available on the re3 website but promoted by all three Councils.	
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<b>R</b>	<b>Communication activities for re3 will be coordinated by the shared Marketing and Communications Officer and will support the re3 Board in speaking as one on waste services.</b>		
	Responsibility: re3		Targets: 31 <sup>st</sup> March 2017
	The first half of the current year has been dominated by the need to communicate the changes at the re3 Recycling Centres. That has included: onsite signage and leaflet distribution; local radio advertising, updates to the re3 website; working with meet and greet staff informing visitors of the changes in person; press and social media communications, briefings with representatives from all three customer care teams on the changes and impact on residents; co-ordinating updates on the changes for inclusion on the Councils' websites; writing copy for use on information screens and in the Councils' staff newsletters and messaging; regular updates and briefings to the Lead Members and the JWDB. All three Lead Members have been interviewed by BBC Radio Berkshire and on BBC South Today, in addition to being quoted as JWDB members in the print press and on news websites.		

<b>S</b>	<b>The re3 partnership will undertake an annual consultation process to understand aspects of public opinion on the re3 waste services.</b>		
	Responsibility: re3		Targets: 31 <sup>st</sup> March 2017
	The re3 Project Team will undertake this piece of work following input from appropriate stakeholders.		

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