

## JOINT WASTE DISPOSAL BOARD

### NOTICE OF MEETING

FRIDAY 27 0000 2017

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

You are invited to attend a meeting of the Joint Waste Disposal Board on **Friday 27 January 2017 at 11.00 am** in the The Education Room, Smallmead Household Waste Recycling Centre, Island Road, Reading, RG2 0RP. 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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**JOINT WASTE DISPOSAL BOARD**  
**Friday 27 January 2017 (11.00 am)**  
**The Education Room, Smallmead Household Waste Recycling Centre, Island Road,**  
**Reading, RG2 0RP.**

**AGENDA**

**Page No**

1. **APOLOGIES FOR ABSENCE**
2. **DECLARATIONS OF INTEREST**  

Members are requested to declare any disclosable pecuniary or affected interest in respect of any matter to be considered at this meeting.

*Any Member with a Disclosable Pecuniary Interest or an affected interest in a matter should withdraw from the meeting when the matter is under consideration and should notify the Democratic Services Officer in attendance that they are withdrawing as they have such an interest. If the Disclosable Pecuniary Interest is not entered on the register of Members interests the Monitoring Officer must be notified of the interest within 28 days.*
3. **MINUTES OF THE MEETING OF THE JOINT WASTE DISPOSAL BOARD** 5 - 10  

To approve as a correct record the minutes of the Joint Waste Disposal Board held on 30 September 2016.
4. **URGENT ITEMS OF BUSINESS**  

To notify the Board of any items authorised by the Chairman on the grounds of urgency.
5. **PROGRESS REPORT INCLUDING PRESENTATION FROM WASTE COLLECTION CLIENT TEAMS** 11 - 20  

To consider a report on progress in the delivery of the re3 Joint Waste PFI Contract and the re3 Strategy and to receive a presentation from Waste Collection Client Teams
6. **COMMUNICATIONS AND MARKETING UPDATE REPORT** 21 - 24  

To receive a report updating the board on the marketing and communication work being carried out.
7. **RE3 STRATEGY REPORT** 25 - 34  

To consider a report on progress in the delivery of the re3 Strategy.
8. **EXCLUSION OF PUBLIC AND PRESS**  

To consider the following motion:

*That pursuant to Regulation 4 of the Local Authorities (Executive Arrangements) (Access to Information) Regulations 2012 and having*

*regard to the public interest, members of the public and press be excluded from the meeting for the consideration of items 10 and 11 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  
(including the authority holding that information)*

9. **FINANCE REPORT**

35 - 46

To receive a report on the Partnership's current financial position.

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Unrestricted

**JOINT WASTE DISPOSAL BOARD  
30 SEPTEMBER 2016  
(10.55 am - 12.02 pm)**

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

Reading Borough Council  
Councillor Paul Gittings

Wokingham District Council  
Councillor Anthony Pollock

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

Apologies for absence were received from:

Councillor Liz Terry, Reading Borough Council  
Councillor Angus Ross, Wokingham Borough Council

**12. Apologies for Absence**

Apologies for absence were received from Councillor Terry and Councillor Ross.

**13. Declarations of Interest**

There were no declarations of interest.

**14. 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 15 July 2016 be approved as a correct record and signed by the Chairman.

Arising on the minutes it was noted:

The Chairman and Clerk would be arranging the dates for next year's meetings.

Minute 21 – Oliver Burt proposed that the Board invite Thérèse Coffey to the Board Meeting in January.

Minute 38 – A briefing note regarding the new haulage contract was circulated to Members at the meeting.

Minute 39 – The introduction of a Smartcard system would be looked at in the future. It was thought that all the Councils were on different timescales for implementing this system and the Board and Officers would support if and when these changes went live.

Minute 5 – Due to the Ministerial change there had been no further developments in the DEFRA report regarding the Rory Stewart initiative which had been expected over the summer.

Minute 7 – The Contractor has been asked to contribute to a new report on the recycling of other plastics. This should look at the inclusion of other plastics in FCCs increased exports of materials. The report will be circulated to the Board as soon as it is available.

Minute 7 – An invitation will be sent to Paul Taylor inviting him to attend a future Board Meeting.

Minute 7 – The re3 Strategy had been approved by Bracknell Forest Council.

Minute 11 – Officers had not yet held a workshop with FCC this would be held in due course.

The Chairman asked for an agenda item on promoting the re3 brand be brought to a future Board Meeting.

**15. Urgent Items of Business**

There were no urgent items of business.

**16. Progress Report**

The Board received a report briefing them on progress in the delivery of the re3 Joint Waste PFI Contract.

Since non re3 residents had been denied access to re3 sites the overall tonnage in July and August had been reduced by 30% and 24% at Smallmead in comparison with the same months last year. At Longshot Lane, Bracknell, overall tonnage in July reduced by 15% but increased by 8% in August, compared to the same months last year however the latter figure had been affected by the clearing of all waste on site in advance of August Bank Holiday. The feedback from residents using the both sites had been largely positive with many commenting that the sites were now easier to use.

The second phase of changes were due to come into operation on the 30<sup>th</sup> September. Residents who wish to deliver their waste in commercial or commercial type vehicles would need to apply for a permit on the day before visiting the site and changes were also being introduced to cover the cost of certain types of waste.

Members had previously expressed a keen interest in the development of a smartcard to access the sites. It had however come apparent that the timescales for the adoption of corporate e-government systems were longer than originally believed and would require even more integration between re3 services and corporate systems.

It was reported that Wokingham Borough Councils Executive had just approved a business Plan for a 21st Century Council which was all about self service.

The Members discussed the consideration of charging for West Berkshire residents following the changes that had been implemented at the re3 Recycling Centres. Members were reminded that legal advice had previously been sought and a profit couldn't not be made, any charge could only cover the cost of the service being provided. The Board had also been provided with a list of comparable policies that were already in place at other regional recycling centres.

As requested at the previous Board meeting, the Board received an update on the current conditions in the refuse derived fuel (RDF) Market and the arrangements that were being made with FCC. It was reported that officers were working with the contractor and DEFRA to reach a conclusion and a full report would follow at the next board meeting.

It was brought to the Boards attention that their had been an issue in the Bracknell Forest Customer Services where an out of date email address had been sent to a resident which had since been brought to the attention to the Bracknell Forest Members. Since the incident had occurred a response had been drafted to send to the resident and the correct address had been confirmed with Bracknell Forest Customer Services. re3 Officers had briefed Bracknell Forest Customer Services and extended the offer out to Wokingham Borough Council and Reading Council to do the same.

**RESOLVED** that:

- i. That following consideration of the relevant factors, including those identified by officers at Appendix 2, the Joint Waste Disposal Board decided not to allow use of the re3 Recycling Centres by West Berkshire residents for a charge.
- ii. That following the decision at 2.1, the decision be formally communicated by letter to West Berkshire Council by the re3 Joint Waste Disposal Board.
- iii. 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.
- iv. That Members note the remaining contents of this progress report.

**17. Re3 Strategy Report**

The Board received a report updating them on the progress in the delivery of the re3 Strategy.

There was to be a consultation regarding attitudes towards food waste which would seek to identify at attitudes about the wastage of food . Officers of re3 will liaise with the respective Heads of Service and a report with the results would be brought to the Board in January.

It was requested that the use of any consultants for the project brief would be signed of by all of the Heads of Service.

The Heads of Service gave updates on their individual projects that their waste teams were currently collaborating on:

Josie Wragg, Wokingham Borough Council, was looking at increasing recycling. A cross council working group had been set up looking at mixed dry recycling and green bin waste. The group would also be looking at how to increase base line

tonnage, the impact of collecting non contract materials and incentive schemes to encourage recycling.

Mark Smith, Reading Borough Council, was looking at recycling in flats. A cross council working group had been set up and they were looking at how to increase recycling, what the best practice was elsewhere and educating landlords and property maintenance companies about contamination of materials within flat waste.

Steve Loudoun, Bracknell Forest Council, was looking at the issue of contamination. A working group had been set up and was investigating the common confusions and excuses used by residents, effective communication and mixed plastics. The volume had increase since 2014 and a solution was needed. The group would look at bringing options to the group to resolve this.

The Board would be updated again at the next meeting.

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

**18. Exclusion of Public and Press**

**19. Re3 Annual Financial Statement**

The Board received a report summarising the financial position of the Joint Waste PFI for the 2016 Annual General Meeting of the Joint Waste Disposal Board and concluded the management of finances in 2015/16 and detailed the emerging position for the current year.

The Board were also received the 2015/16 Annual Unitary Charge Statement which provided the board with the detail of the various elements of Unitary Charge expenditure in 2015/16.

Following discussions over mistakes and omissions in financial reporting by the Contractor, as discussed at the July Board meeting, the Board was disappointed to receive similar reports. Steps are being taken by the Contractor, supported by monitoring by re3 Officers.

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

**20. Re3 Budget**

The Board received a report containing the first draft of the budget and were reminded that the draft budget was currently under consideration by the accountants at each authority.

The draft budget had been prepared following analysis of prevailing and anticipated waste flows, liaison with the Contractor and consideration of applicable growth assumptions.

The draft budget also included the current estimated savings as an outcome of the impact of the changes implemented at the re3 sites.

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

**CHAIRMAN**

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**TO: JOINT WASTE DISPOSAL BOARD  
27<sup>th</sup> JANUARY 2017**

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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.

### **2 RECOMMENDATION**

- 2.2 **That Members endorse the cooperation between the waste collection client teams on making improvements to the performance of the respective kerbside recycling collections.**
- 2.3 **That Members approve the clarifications to the Waste Acceptance Protocol described at 5.14 to 5.17.**
- 2.4 **That Members endorse the performance monitoring regime described at 5.30 to 5.40.**
- 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.

### **5 BACKGROUND INFORMATION**

#### **Cross Council Work Streams on Improving Kerbside Recycling Performance**

- 5.1 The re3 Strategy sets targets for improvements in the performance of the kerbside collections with both overall performance and 'contamination' specifically identified.
- 5.2 Following a presentation to the respective waste collection teams on performance data in July 2016, it was agreed that working together would be the best approach to ensuring improvements in performance from the respective kerbside recycling collections.
- 5.3 Over the course of the autumn, officers from each of the councils worked together on scoping what each other does and the factors relevant to making improvements in the three principal target areas: (i) increasing recycling, (ii) recycling in flats and HMOs, and (iii) contamination.
- 5.4 It is essential that our existing systems of collection are as effective and efficient as possible. The teams identified many areas in which they felt that alignment of approaches and closer working could help to drive-up performance with the extant service. Some areas of cooperation and coordination are already agreed by the

Board and may simply need to be followed. They also reiterated the potential for new services to contribute to performance and they are being pursued by the re3 Project Team and FCC. Finally, the teams identified that guidance, such as that recently released by WRAP on harmonisation of collection systems, could help.

5.5 The three work streams can be summarised as follows:

**A. Increasing Recycling – Lead: Wokingham Borough Council**

This project proposal pulls together a variety of sources of information which describe existing activities and performance (similar in some respects to the original presentation on performance). The proposal ultimately identifies 15 recommendations which are suggested as ways to 'utilise resource in more targeted and integrated ways to help achieve our joint goals and increase overall recycling'.

**B. Recycling in Flats/HMOs – Lead: Reading Borough Council**

This proposal highlights the demanding nature of recycling in flats and HMOs and seeks to manage expectations. It recommends clear and joint communications, clear policies and procedures (including a potential role for managing and/or letting agents), means of facilitating recycling for flat-dwellers and regular meetings between the teams to share best practice.

**C. Contamination – Lead: Bracknell Forest Council**

This proposal provides a detailed review of what each of the councils has done in relation to contamination. It recommends a focus on poorer performing areas, MRF code of practice data and collection crew feedback, quarterly meetings for the 3 waste teams to discuss new ideas and share feedback. It also recommends implementing a clear policy and instructions for crews to leave contaminated recycling. Finally the proposal recommends following recently published guidance from WRAP.

5.6 Officers from the respective re3 councils will make a presentation to the Board on progress in delivering the work streams and associated re3 Strategy targets.

**User Satisfaction Survey at Recycling Centres**

5.7 The annual User Satisfaction Survey for re3 Recycling Centres was conducted, as in previous years, at the end of September 2016. Accordingly, the survey fell between the two significant changes at the re3 Recycling Centres in 2016.

5.8 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. The survey was conducted between 21<sup>st</sup> and 25<sup>th</sup> September. The second change, establishing charging for some types of waste and electronic permits for commercial type vehicles, was introduced on September 30<sup>th</sup> 2016.

5.9 For Longshot Lane in Bracknell, overall satisfaction with the site fell by 1% from 96% in 2015 to 95% in 2016. In other categories: 95% of those surveyed said staff were helpful, 68% said they were satisfied with levels of queuing but only 41% said they were satisfied with the level of information presented on the re3 website.

5.10 For Smallmead in Reading, overall satisfaction fell with the site fell by 4% from 86%

in 2015 to 82% in 2016. In other categories: 96% of those surveyed said staff were helpful, 73% were satisfied with levels of queuing but only 43% said they were satisfied with the level of information presented on the re3 website.

- 5.11 Officers believe that the fall in the ratings for the information presented on the re3 website may be related to the changes being brought in at the re3 Recycling Centres. Throughout the summer, the website was a significant part of what was a successful roll-out of service changes. The difference, however, was that the changes meant that far more potential site users were referring to the website about changes that they may not have been initially supportive of. Officers believe that the information contained on the websites is comprehensive and accurate but will continue to monitor content and make improvements wherever necessary.
- 5.12 It is worth reporting that while the significant changes at the Recycling Centres have not been met with universal appreciation, the number of complimentary comments about staff has increased. The changes have resulted in a greater level of staff and user engagement. This, along with an evening-out of the flow of users as a result of the 'meet and greet' function, has presented users with a more personable aspect to the service and has moderated queuing.
- 5.13 The 2017 User Satisfaction Survey will measure overall satisfaction with the service with the full range of changes having been established for at least a year.

#### **Monitoring the Changes at re3 Recycling Centres**

- 5.14 The introduction of the changes at the re3 Recycling Centres has been successfully delivered, despite the scale of the change and the short timescale in which it had to be established.
- 5.15 Over the course of the first three months of operation, several areas have been identified in which renewed messaging would be beneficial. They are as follows:
- In cases where a 'load' (either full or half) is used as the measure of how much waste a resident is bringing to site, and for charging, it is important to make clear that it is a level and safe load that has been calculated by the councils.
  - Use of the word 'commercial' has, for some, caused confusion. It is important to clarify that the permits are not a way to deliver commercial waste. It is also important to clarify that it is the 'commercial and commercial type' of a vehicle which is relevant.
  - We must continue to explain the meaning of 'non-household' in this specific context.
  - Camper Vans which have been modified and no longer function as a camper van (i.e. seats/cupboards removed) will be recognised as a 'normal' van and thus will require a commercial type vehicle permit.
  - That the commercial and commercial type vehicle permits should ideally be applied-for a day in advance of a visit in a commercial or commercial type vehicle. And that they should ideally be used on the date given to the councils in the course of applying for the permit.
  - The permits entitle each applicant to one visit only.
  - It is important to articulate the discretionary nature of the previously non-chargeable receipt of those materials for which charges have now been applied.

- 5.16 Subject to approval, these messages will be rolled-out and officers will inform Members whenever the need for any new clarifications is identified. If any changes to

the Waste Acceptance Policy are needed, these would be brought for approval to the re3 Board.

5.17 In addition to the above, feedback and operational experience has highlighted that it would be beneficial to provide additional detail on the following areas of the Waste Acceptance Protocol:

- The 'transit van, flat-bed or similar' category for non-household waste charges should be supplemented to clarify that large pick-ups fall within this category. Large pickup trucks may be designed to carry similar amounts of waste as a 'transit' sized van and should be recognised as such. Site signage and information on our website already confirms this visually but specific mention of pick-up trucks would, we believe, be helpful for patrons and site staff.
- In order to update and improve the information provided, the types of vehicles required to apply for a commercial vehicle permit should be clarified. The proposed new and additional wording is shown within the appropriate excerpt and denoted by bold text, as follows:

If you own, or are borrowing or hiring, a commercial (or commercial-type) vehicle and want to use it to bring your household waste to the Recycling Centre, you will need to apply for a commercial vehicle permit. Please see the pictures below to see whether **you need a permit for your vehicle.**

***Vans and pick-ups are defined as a vehicle with one or more of the following features:***

- ***No rear side facing windows.***
- ***No, or missing, rear seats.***
- ***An open back.***
- ***A back that is separate to the main cab area.***
- ***Designed to carry goods rather than people.***

The additional, explanatory wording has been proposed following research and discussions with other site operators.

### **EU Legislation and re3 Contract**

5.18 The re3 Contract was negotiated at a time when there was relative certainty about the legislative framework within which it would exist. The result of the Referendum on UK membership of the EU has caused some uncertainty over the future legislative framework of the waste sector.

5.19 UK waste policies have been largely based on EU Legislation for many years.

5.20 As an example, legislation relating to substances which deplete the Ozone Layer (EC 2037/2000) was included within the re3 waste PFI contract as relating to standards and outcomes which must be priced within the contract. It has since been repealed and replaced by the EU with the new legislation transposed into UK Law by the Ozone Depleting Substances Regulations 2015. This transposition is mirrored in many other cases within waste management.

5.21 Throughout these changes, and since contract commencement, there has remained a specific obligation upon the Contractor to perform in accordance with 'all Legislation'. Accordingly, whether within or outside of the EU, the extant UK legislative framework will apply.

- 5.22 It seems likely that any ensuing process of withdrawal will be required to identify any EU legislation, and UK transposition, which will be discontinued or replaced immediately.
- 5.23 The other requirement of any process of withdrawal will be to explain how any existing UK transposition, which are for our day-to-day purposes essentially indivisible from those in the EU, will be maintained. Without such provision, standards may gradually diverge if amendment in one jurisdiction is not matched in the other. This requirement may relate most obviously to the pace of withdrawal from the EU.
- 5.24 The UK has strong legal and regulatory systems and so any eventual 'divergence' need not be negative. However, from the perspective of business and investment, if it results in uncertainty, it may complicate or even slow the development of the UK waste industry. For re3, with aspirations to continue to develop our capacity, the same may be true.
- 5.25 Uncertainty over export tariffs or material quality (as described within the EU Waste Framework Directive/Waste Regulations 2011) may have an even more immediate and financial impact on re3.
- 5.26 In conclusion, the withdrawal from the EU by the UK will not of itself have a negative impact on the re3 contract. Applicable legislation will remain. Like many other entities in many other spheres, re3 will need to keep a close eye on the specific type and nature of 'Brexit' to ensure that we are able to take advantage of opportunities and moderate any risks or threats.

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

- 5.27 Officers are working with the Contractor and colleagues at Defra to reach a conclusion to the discussions on RDF.
- 5.28 Among considerations are the following:
- Whether there is an 'anchor' contract and price (set to cover capital costs) from which the Contractor could diverge in order to offer a marginal and competitive price to the re3 Councils.
  - Whether a target tonnage can be negotiated with the Contractor to ensure that the important Gainshare mechanism can operate correctly.
  - Whether the financial impact of Gainshare is appropriately factored-in as a supplement to the Gate Fee.
  - Whether additional costs (such as maintenance) are appropriate.
- 5.29 The Contractor's commitment to resolving these issues is welcomed.

#### **Review of Performance Monitoring**

- 5.30 The services provided through the re3 Waste PFI are well utilised, handling over 196,000 tonnes of contractual waste in 2015/16. To ensure that the facilities are operated effectively, continuous monitoring is required. The performance of the Contractor in the provision of the Services is measured in accordance with Schedule 25; the Performance Mechanism.
- 5.31 Schedule 25 sets out 71 Performance Standards under nine service outputs:
- Waste management and disposal
  - Waste reception and transfer

- HWRC and Bring Banks
  - Markets for recovered products
  - Interface with the public
  - Contingency plans
  - Contract commencement and expiry plans
  - Service management
  - Health and safety
- 5.32 In accordance with the Contract, the Contractor sets out any failures to meet the Performance Standards in a Monthly Performance Report. For purposes of completeness and accuracy, these reports are cross examined by the re3 Monitoring & Performance Officer, who maintains independent records to verify the 'default points' and 'performance deductions' required. Any failures to achieve the Performance Standards are reviewed and, where necessary, changes to operational procedures are introduced.
- 5.33 Following an internal Audit in 2015, it was recommended that the focus and approach for monitoring the performance standards be reviewed to ensure the focus remains appropriate to operational needs. The review has now been undertaken and a new schedule is included at Appendix 1.
- 5.34 In order to recognise the relative risk associated with each of the Performance Standards, the likelihood and impact of Performance Failures was assessed. The impact score was calculated based on the 'Service Failure Category' and 'Rectification Period' set out in the Performance Mechanism. This was multiplied by a likelihood score based on actual the frequency of Performance Failures experienced over the last few years.
- 5.35 The monitoring schedule represents the minimum monitoring activity that is deemed to be appropriate (as described). Emergent issues, which arise in-year, will be addressed with the Contractor in addition to the schedule shown at Appendix 1.
- 5.36 In addition to the risk based score, Bracknell's Council Plan (2015-19), Reading's Corporate Plan (2016-19), Wokingham's Vision and the re3 strategy (2016/17) were reviewed to identify links with the individual Performance Standards. The Performance Standards were ranked based on their final score and the proposed frequency of monitoring was scheduled accordingly. Ad hoc monitoring has also been proposed to allow the Councils to respond to emergent issues and to validate the Performance Report on a monthly basis.
- 5.37 Where the specific requirements of the Performance Standard or current monitoring undertaken were not aligned with the monitoring frequency identified, measures have been developed to fill the potential gaps. An example is detailed below.
- 5.38 Under the scoring described, Performance Standard SO1:5 (Maintenance of Waste Management Facilities) is classed as the fourth most important of all the Performance Standards.
- 5.39 Performance Standard SO1:5 requires that the Contractor provide a Detailed Maintenance Plan to the Councils, no later than one month prior to the start of each Contract Year.
- 5.40 Whilst the Performance Standard relates to the provision of the Detailed Maintenance Plan on an annual basis, Officers recognise that compliance with the Plan is of even greater importance given that a significant proportion of Council payments are

allocated to this activity. Clause 23 of the Project Agreement states that the Contractor must comply with the Detailed Maintenance Plan and produce a report at the end of the Contract Year setting out whether works and services were in accordance with it. Quarterly Maintenance Reviews were set up with the Contractor from July 2015 and it became apparent that maintenance is not always conducted as detailed in the plan. Schedule 22 sets out the principles on which the Plan must be based including the original equipment manufacturers recommendations, where appropriate. To ensure that this is the case, Officers asked the Contractor to review the Operating Manuals referred to in the Plan, in order to confirm that the correct frequency of maintenance was being undertaken. Having confirmed the required frequency of maintenance, Officers have reiterated that maintenance must be conducted in accordance with the Plan and advised that, from 2017, they will choose a manageable number of maintenance activities each year and will 'audit' them in accordance with the contract to assess accuracy and adherence.

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

### Head of Legal Services

6.1 Endorsement of the statement on EU Legislation and the re3 Contract.

### 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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APPENDIX 1

re3 Waste PFI Contract - Detailed Review of Performance Monitoring.

Performance Standard	Description	Impact			Likelihood		Corporate Policy Links				
		Service Failure Score	Rectification Period Score	Final Impact Score	Previous Performance Failures	Final Risk Score	Link to Aims of the Individual Councils or Partnership	Score	FINAL SCORE	Proposed Formal Monitoring Frequency	Ad Hoc Monitoring Frequency (where different)
S01:1	Availability of Sites (Other than CA or HWRCs)	4	3	12	3	36			36	Monthly	
S03:1	HWRC Availability	3	3	9	3	27			27	Monthly	
S09:1	Health and Safety Systems	3	3	9	3	27			27	Monthly	
S01:5	Maintenance of Waste Management Facilities	4	3	12	2	24			24	Monthly	
S02:2	Turnaround Times	2	3	6	3	18			18	Monthly	
S02:8	Weighbridge Ticket	3	3	9	2	18			18	Monthly	
S02:9	Weighbridge Unavailability	3	3	9	2	18			18	Monthly	
S02:10	Unavailability	4	3	12	1	12	Bracknell Council Plan: Building a resilient economy by reducing congestion and improving traffic flows.	2	14	Monthly	
S03:3	Bring Bank Provision	3	2	6	2	12	Wokingham Vision: Principle 5: Maintain and Improve Recycling. Reading Corporate Plan: Keeping the town green through increasing recycling rates. Bracknell Council Plan: Reducing the cost of waste disposal. Re3 Strategy: Objective G4: achieving reuse and recycling by 2020.	2	14	Monthly	
S03:4	Bring Bank Operation	2	2	4	3	12	Wokingham Vision: Principle 5: Maintain and Improve Recycling. Reading Corporate Plan: Keeping the town green through increasing recycling rates. Bracknell Council Plan: Reducing the cost of waste disposal. Re3 Strategy: Objective G4: achieving reuse and recycling by 2020.	2	14	Monthly	
S03:8	HWRC Operation	2	2	4	3	12	Wokingham Vision: Principle 5: Maintain and Improve Recycling. Reading Corporate Plan: Keeping the town green through increasing recycling rates. Bracknell Council Plan: Reducing the cost of waste disposal. Re3 Strategy: Objective G4: achieving reuse and recycling by 2020.	2	14	Monthly	
S02:4	Transport of Waste	2	3	6	2	12			12	Monthly	
S06:2	Notification of Unavailability	2	3	6	2	12			12	Monthly	
S08:12	Access to Records	3	2	6	2	12			12	Monthly	
S08:11	Access to Facilities	3	3	9	1	9			9	Quarterly	
S05:4	Correspondence Procedure	2	3	6	1	6	Wokingham Vision: Priority 5: Improve the Customer Experience; providing a responsible, flexible and consistent customer service.	3	9	Quarterly	
S03:12	HWRC Appearance	2	2	4	2	8			8	Quarterly	Weekly
S09:3	H&S Reporting	2	2	4	2	8			8	Quarterly	Monthly
S02:6	Recycled Quality Check	2	3	6	1	6	Wokingham Vision: Principle 5: Maintain and Improve Recycling. Reading Corporate Plan: Keeping the town green through increasing recycling rates. Bracknell Council Plan: Reducing the cost of waste disposal. Re3 Strategy: Objective G4: achieving reuse and recycling by 2020.	2	8	Quarterly	As required
S05:3	Staff Code of Conduct	2	3	6	1	6	Wokingham Vision: Priority 5: Improve the Customer Experience; providing a responsible, flexible and consistent customer service.	2	8	Quarterly	Weekly
S03:9	User Satisfaction	2	3	6	1	6	Bracknell Council Plan: Value for Money; residents and staff satisfaction levels remaining high.	1	7	Quarterly	
S01:2	Necessary Consents	2	3	6	1	6			6	6 Monthly	
S01:3	Nuisance Control	3	2	6	1	6			6	6 Monthly	
S01:4	Emergency Opening	2	3	6	1	6			6	6 Monthly	
S02:1	Interface with Waste Collection Services	2	3	6	1	6			6	6 Monthly	
S02:3	Transport Routes	2	3	6	1	6			6	6 Monthly	
S03:5	Bring Bank Servicing	2	3	6	1	6			6	6 Monthly	Monthly
S05:9	Public Correspondence Records	2	3	6	1	6			6	6 Monthly	
S05:10	Public Dispute Notification	2	3	6	1	6			6	6 Monthly	
S08:8	Performance Standard Monitoring	1	2	2	3	6			6	6 Monthly	Monthly
S09:2	H&S Notification	3	2	6	1	6			6	6 Monthly	As required
S09:4	H&S Public Reporting	2	3	6	1	6			6	6 Monthly	
S05:8	Visitor Centre Operation	2	3	6	N/A	6			6	6 Monthly	
S07:2	Expiry Plan Compliance	3	2	6	N/A	6			6	N/A	As required
S05:1	Stakeholder Liaison	2	2	4	N/A	4	re3 Strategy: Objective S: Annual consultation to understand aspects of public opinion on the re3 waste services.	1	5	6 Monthly	
S04:2	Product Market Changes	1	2	2	2	4			4	6 Monthly	Monthly
S06:1	Contingency Arrangements	2	2	4	1	4			4	6 Monthly	
S08:10	Reporting Correction	1	2	2	2	4			4	6 Monthly	Monthly
S08:13	Site Diary	1	2	2	2	4			4	6 Monthly	Monthly
S08:14	Signage	1	2	2	2	4			4	6 Monthly	Weekly
S08:17	EM - Maintenance	2	2	4	1	4			4	6 Monthly	
S08:16	EM - Accreditation	2	2	4	N/A	4			4	N/A	
S03:10	Service Improvement Plan	2	1	2	1	2	Wokingham Vision: Principle 5: Maintain and Improve Recycling. Reading Corporate Plan: Keeping the town green through increasing recycling rates. Bracknell Council Plan; Seeking opportunities to generate income.	2	4	6 Monthly	
S03:2	Bring Bank Site Provision	1	1	1	1	1	re3 Strategy: Objective L: Increasing glass recycling levels.	3	4	6 Monthly	
S03:6	Bring Bank Appearance	1	3	3	1	3			3	Annually	
S03:7	Bring Bank Monitoring	1	3	3	1	3			3	Annually	Monthly
S05:5	Correspondence Monitoring	1	3	3	1	3			3	Annually	
S07:1	Expiry Plan	3	1	3	1	3			3	Annually	
S08:1	Management Arrangements	1	3	3	1	3			3	Annually	As required
S08:2	Managements Arrangements	1	3	3	1	3			3	Annually	
S08:3	Facility Staffing	3	1	3	1	3			3	Annually	
S08:5	Service Improvement Plan	3	1	3	1	3			3	Annually	
S08:19	EM - Inspection	1	3	3	1	3			3	Annually	
S02:7	Corporate Livery	1	2	2	N/A	2	re3 Strategy: Objective Q: Building a Brand.	1	3	N/A	
S03:11	Non-contract Waste	1	2	2	1	2			2	Annually	Weekly
S03:13	Escape of Waste	1	2	2	1	2			2	Annually	Weekly
S03:14	Retail or Wholesale	1	2	2	1	2			2	Annually	Weekly
S05:6	Stakeholder Plan	2	1	2	1	2			2	Annually	
S08:4	Attendance at Meetings	2	1	2	1	2			2	Annually	Monthly
S08:7	Monitoring Sites	1	2	2	1	2			2	Annually	Monthly
S08:9	Reporting Provision	1	2	2	1	2			2	Annually	Monthly
S08:15	Annual Service Report	2	1	2	1	2			2	Annually	
S08:18	EM - Withdrawal	2	1	2	1	2			2	Annually	
S09:5	RIDDOR Compliance	1	2	2	1	2			2	Annually	As required
S09:6	Site Welfare Facilities	1	2	2	1	2			2	Annually	
S09:7	Site Rules	1	2	2	1	2			2	Annually	
S05:2	Availability of Publications	1	2	2	N/A	2			2	Annually	
S02:5	Waste Movement Plan	1	1	1	1	1			1	Annually	
S04:1	Product Markets	1	1	1	1	1			1	Annually	
S05:7	Community Access	1	1	1	1	1			1	Annually	
S08:6	Service Delivery Plan	1	1	1	1	1			1	Annually	

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**TO: JOINT WASTE DISPOSAL BOARD  
27<sup>th</sup> JANUARY 2017**

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## **MARKETING AND COMMUNICATIONS UPDATE 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 the marketing and communications work being carried out to support the re3 2016/17 Strategy objectives.

### **2 RECOMMENDATION**

- 2.1 **That the Board note the contents of this report.**
- 2.2 **That the Board approve the recommended marketing and communications activity.**

### **3 ALTERNATIVE OPTIONS CONSIDERED**

- 3.1 None for this report.

### **4 BACKGROUND INFORMATION**

- 4.1 re3's Marketing and Communications Officer is responsible for delivering activity that contributes directly to the strategic goals of reducing net cost, recycling 50% by 2020 and implementing supportive systems and communication.
- 4.2 re3 marketing and communications campaigns are also designed to identify and support common areas of need across the three partner councils.

### **5 REDUCING THE NET COST OF WASTE - TARGETTING THE COST OF FOOD WASTE TO RESIDENTS**

- 5.1 The re3 compositional waste research undertaken in the autumn of 2016 estimated that re3 households are wasting around 22,836 tonnes of food a year. A typical household in the re3 area throws away an estimated 1.2kg of food a week that was not prepared or taken out if its packaging.
- 5.2 As a shared concern for all three Councils, targeting the cost of food waste to residents was included as an objective in the 2016/17 strategy, and featured in the first of re3's quarterly communication campaigns. Regular messaging through media releases and social media has reinforced the idea that by wasting food, residents are paying for it twice – from their household budgets and through their council tax to pay for its disposal.
- 5.3 re3 is partnering with Love Food Hate Waste (LFHW) to deliver a series of training sessions across the re3 area to support residents to make the most of their food. The sessions are targeted at residents who can act as food waste champions and cascade information to their own communities. LFHW materials will be distributed to attendees to support them in disseminating food waste messages. The sessions will continue into the new financial year.

- 5.4 In order to further promote the training sessions, the re3 Marketing and Communications Officer and the Love Food Hate Waste trainer are available to speak at full Council meetings in the next few months. By enlisting the support of councillors and Council colleagues, and by extension the wider community, the sessions will reach a wider audience and help support re3's goal of reducing food waste disposal costs.
- 5.5 A food waste media and social media campaign has been trailing and promoting the programme, and follow-up activity will include filming the sessions, and community development work with attendees to support them in their own food waste events and communications.
- 5.6 Effectiveness will be measured in participation rates, social media data, case studies and a follow-up waste compositional analysis programme.

## **6 ACHIEVING 50% REUSE AND RECYCLING BY 2020**

- 6.1 The re3 Marketing and Communications Officer led a workshop in December on shared communications initiatives.
- 6.2 It was agreed that a four-part plan (with sections from re3 and each Council) should be drawn up to reflect both shared and individually focussed marketing and comms activity, with re3 working on areas that would support waste reduction and 50% recycling objectives across the partnership.
- 6.3 A more co-ordinated, partnership-supported approach will focus activity on where it is needed, avoid unhelpful duplication of effort and consolidate shared messages.
- 6.4 In order to address often-repeated questions from residents, re3 will produce a 'mythbusters' series to be used throughout the partnership to help in changing waste and recycling behaviours.
- 6.5 The 'mythbusters' series of messages will also provide a branded, agreed and consistent set of responses that can be used by councillors, waste management staff, customer care teams etc. across the partnership as an educational tool and to help respond to residents' queries.
- 6.6 The series will be designed so that it can be used in a variety of ways i.e. as a 'set' on the re3 website, as individual social media posts or in hard copy as posters, flyers, postcards, bin stickers etc.
- 6.7 Other comms activity will continue to work with the data gathered during the compositional waste analysis. Work on this has already started with the paper and cardboard, and food waste, media and social media campaigns.
- 6.8 re3 has partnered with Alupro – an aluminium industry trade association – on a new 'leave your cap on' glass bring bank recycling initiative. Lead Members, staff and community representatives attended photocalls throughout the re3 area to launch the scheme, which has seen increases in glass recycling for other local authority areas (Hambleton District Council launched in Dec 2014 and saw a 13 tonne increase in their glass compared to the previous year). re3 will continue to promote this initiative into Q4 2017.

## **7 SUPPORTIVE SYSTEMS AND COMMUNICATIONS**

- 7.1 The implementation of essential changes at the re3 recycling centres has provided a platform to boost the re3 brand and residents' understanding of our offering.
- 7.2 A branding refresh, including new signage at both sites and further use of films to supplement media releases and social media posts, will build on the re3 brand as a partnership of three local authorities.
- 7.3 In order to consult with the public on aspects of the re3 waste services, a food waste reduction survey was launched in mid-December to ascertain the gap between residents' understanding of the amount of food they waste in comparison to tonnage recorded in the compositional waste analysis.

## **8 ADVICE RECEIVED FROM ADMINISTERING AUTHORITY**

### Head of Legal Services

- 8.1 None for this report.

### Corporate Finance Business Partner

- 8.2 None for this report.

### Equalities Impact Assessment

- 8.3 None.

### Strategic Risk Management Issues

- 8.4 None.

## **9 CONSULTATION**

### Principal Groups Consulted

- 9.1 Not applicable.

### Method of Consultation

Not applicable.

### Representations Received

- 9.2 Not applicable.

### Contacts for further information

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TO: **JOINT WASTE DISPOSAL BOARD**  
27<sup>th</sup> January 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. It represents both a commitment and a series of opportunities for the partnership to surpass what each other could achieve if working alone.

5.2 The re3 Strategy represents the intended responses of the re3 partnership, in consideration of the strategic challenges facing the waste services and the councils.

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. Appendix 1 to this report details progress (both measurable and narrative) to date for each of the 23 objectives.

### **Renewal of re3 Strategy**

- 5.7 The current re3 Strategy is intended to exist for 12 months. Members and officers have been invited to respond to a questionnaire on waste strategy. The data collected from the questionnaire will inform the delivery of a new re3 Strategy which is (subject to approval) likely to extend to three years and up to 2020.

## **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 (September 2016)

### Contacts for further information

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## APPENDIX 1 – re3 STRATEGY PROGRESS REPORT

<b>Key:</b>		Objective is complete and delivered as scheduled.
		Objective is not complete but progress toward delivery has been made.
		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	
	<p>From January 2017, we will be providing Love Food Hate Waste training sessions for residents and targeted community groups. Food waste-specific press, social media, film and poster campaigns have and will continue to be used to inform and empower residents on food waste issues. The whole programme has been informed by the results of our own waste composition analysis which looked specifically at food waste.</p>		

<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	
	<p>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.</p> <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 bringing household waste) to visit the re3 HWRCs. Charges</li> </ul>		

	<p>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		Target: 31 <sup>st</sup> March 2017
	The initial guidance from WRAP has now been published. Officers		

have reviewed the published report and will circulate a review of its implications and potential outcomes to Members before the next Board meeting.

## G1

**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.**

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 **23%**
- B. Starting point was 20%. Target is to reduce contamination of kerbside recycling to **15%**

A=22%



B=19%



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.

## G2

**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.**

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 **24%**
- B. Starting point was 27%. Target is to reduce contamination of kerbside recycling to **20%**

A=20%



B=23%



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>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= 19% 
	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=53%  SM=45%
	The re3 Project Team has been working with the Contractor to deliver improvements in recycling at both sites. The starting point for each site, in relation to these targets, was 48% for Longshot Lane and 43% for Smallmead. 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 earlier in the 2016/17 year. 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 20% by March 31 <sup>st</sup> 2017	MRF =43% 

	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.	
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<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 has undertaken this piece of work, liaised with the respective Heads of Service and is now reporting to the re3 JWDB. The review of the link between bin volume and recycling performance clarified evidence of the association between reduced volumes of residual waste bins (average litres per week) and increased recycling. This was further demonstrated by a review of the service offered by the top ten recycling authorities and our own experiences.		

<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 pre-Christmas press and social media campaign was used to encourage residents to recycle caps and lids		

	with bottles of jars when depositing glass at bring banks. The campaign incorporated new information stickers for re3 bring banks and a YouTube film showing residents how to recycle their glass bottles.	
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<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. An initial scoping meeting of the authorities involved in this important project has now taken place. The re3 Project Team will support the process, as appropriate, on behalf of the re3 Councils (principally in terms of provision of data and modelling.		

<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 now been completed on this guidance at each council and it is provided to prospective developers. The respective council teams decided against adopting a common guidance document.		

<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 Minerals and Waste Plan. The re3 Project Team will undertake this piece of work, liaising with the respective Heads of Service before reporting to the re3 JWDB. Changes at the Recycling Centres have, for the immediate future at least, helped to reduce queuing pressure on sites. If current patronage levels are maintained the consideration of		

<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	

The changes at the re3 recycling centres provided an excellent opportunity to promote the re3 service and brand to a wider audience. The re3 logo and partnership message were used in the residents' permits mailshot that was sent to 183,000 households, and there has been a considerable increase in re3 branded onsite signage for these and other changes (e.g. bag splitting, Christmas opening hours etc). During the recycling centre changes, re3 also used local radio for the first time to communicate with residents.

A project to refresh recycling centre signage is underway, with new signs, revised messages and recycling advice due onsite in the Spring.

re3 social media comms have extended to YouTube and Instagram in addition to Facebook and Twitter. re3 Facebook post reach averages at around 4,000, with the most successful post reaching over 17,000 residents. re3 Twitter followers have increased by 56% since the account was reactivated in July 2015.

re3 communications now follow a house style incorporating graphic design templates, a press release 'boilerplate' message and a recognisable social media 'voice'. Successful communications are reused and adapted for different campaigns e.g. the recycling centre changes list of FAQs.

**R**

**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.**



Responsibility: re3

Targets: 31<sup>st</sup> March 2017

The Marketing and Communications Officer co-ordinated the communication of the re3 recycling centres changes and worked closely with colleagues in all three councils including: providing training to customer care teams and onsite meet and greet staff, regular briefings to the Lead Members and JWDB and writing copy for the re3 and re3 council websites.

Upcoming comms work to support the re3 Board and the partner councils' waste teams include further films for the re3 YouTube channel, they 'Mythbuster' series that can be used by councillors and officers to answer some of the service's most frequently asked questions, and further campaigns to encourage residents to waste less and recycle more and better.

**S**

**The re3 partnership will undertake an annual consultation process to understand aspects of public opinion on the re3 waste services.**



Responsibility: re3

Targets: 31<sup>st</sup> March 2017

The re3 Project Team has now undertaken a consultation on the subject of wasting food. The results are being analysed alongside earlier data collected on the composition of re3 residual waste bins. The results of the consultation will be used to inform the re3 Strategy and activities over the coming year.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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