

**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                             |   |