

TO: **JOINT WASTE DISPOSAL BOARD**
25th April 2019

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.

2 RECOMMENDATION

- 2.1 **That Members note the contents of this report.**
- 2.2 **That Members endorse the Contractor Appraisal as detailed at 5.14 to 5.19 and in Appendix 2.**
- 2.3 **That Members endorse the recommendation at 5.39 for the re3 Waste Acceptance Policy to be amended to require that specific types of proof of address should not be more than three months old.**
- 2.4 **That Members endorse the re3 Communications Plan for 2019/20 as described between 6.9 and 6.15.**

3 ALTERNATIVE OPTIONS CONSIDERED

- 3.1 The changes in service contained within this report describe, and represent, alternative options to existing systems.

4 REASONS FOR RECOMMENDATION

- 4.1 The purpose of this report is to brief Members in relation to progress in delivery of the re3 Joint Waste PFI Contract.

5 PROGRESS IN RELATION TO WASTE MANAGEMENT

re3 Waste Strategy Targets

- 5.1 Objective C of the re3 Strategy 2018-20 presents a series of indicators and targets to promote and record progress towards achieving a recycling rate of 50%. These include measurement of the overall rate of reuse and recycling and the contribution of the relevant kerbside recycling collection (mixed dry recycling). In addition, Objective D recognises the contribution of the Household Waste Recycling Centres in achieving the goals of the strategy.
- 5.2 At the Joint Waste Disposal Board in October 2018, Members requested that provisional information be reviewed in relation to these Objectives at each quarterly Board Meeting.
- 5.3 Cumulative, provisional data for the 2018/19 contract year is therefore presented in Appendix One. As per the statistics presented in January, a small number of estimates have been included where final data is still awaited. These estimates will be replaced with 'actual' data as soon as they are received, but due to the relatively small tonnages involved, it is expected that the final results for Quarter Four should

show little variance from those presented.

- 5.4 The provisional data indicates that each of the re3 Councils will have seen a slight increase in its recycling rate in 2018/19, when compared with performance in 2017/18. As expected, the recycling rates have improved following the introduction of wood recycling via the re3 Household Waste Recycling Centres (HWRCs), in quarter four of 2018/19. The data indicates that both HWRC sites have reached their targets for this Contract Year.
- 5.5 Appendix One shows that overall recycling rates of each of the three Councils are still below the 2020 targets, indicating that further improvement is needed in 2019/20.

Waste Compositional Analysis

- 5.6 As Members will recall, the re3 Project Team commissioned a compositional analysis of kerbside residual waste on behalf of the Partnership.
- 5.7 This analysis was conducted in February and was designed to provide representative data for each individual authority and for re3 as a whole.
- 5.8 Data on the physical composition of our waste can be used to help understand the quantity of the waste which could have been recycled via existing Council services, and provide information on individual sectors of our communities which can be used to target the missed recyclables.
- 5.9 The analysis concluded that 18% of re3 kerbside residual waste from houses could have been recycled via the kerbside collection service or via local bring bank facilities. In flats, this figure was 37%.
- 5.10 Based on weight, the most predominant recyclables present within the residual waste from both property types were glass, textiles and plastics.
- 5.11 Of the waste that was not collected for recycling, either via the kerbside or the bring banks, at the time of the analysis, food waste made up the largest proportion. This waste represented 40% of residual waste in households and 32% of residual waste in flats. The majority of this had been prepared (i.e. removed from its packaging and made ready for consumption) and just over half was home-compostable.
- 5.12 Officers from the re3 Project Team and each of the individual Councils met to review and discuss the findings of the analysis. In particular it was agreed that there may still be a level of confusion about what can and cannot be recycled and that this may be linked to the high level of textiles and plastic pots, tubs and trays present in the residual waste, particularly from houses.
- 5.13 As noted at 6.11 and 6.12 below, Officers are planning to focus on these key items in the shared communications plan for 2019/20. In addition, and as noted below, Officers from each of the Councils have begun discussions on whether a kerbside collection of textiles could be delivered across the re3 area. With regards to glass, Officers are planning to review the data from the on-board vehicle weighing systems later in the year. This should help Officers to ensure that collections are optimised to ensure banks are available and well located.

Contractor Appraisal

- 5.14 The re3 PFI Contract was negotiated 13 years ago. Since that time, the operating environment for local government has changed significantly.

- 5.15 To reflect contemporary expectations and requirements, and the scale of this contract, the re3 Partnership developed a Contractor Support Appraisal.
- 5.16 The Appraisal recognises the considerable investment made by the re3 Councils, on behalf of re3 residents and reflects the extent to which the Contractor has been supportive of the current requirements of the re3 Partnership over the preceding year.
- 5.17 As in the previous appraisal, reported to the JWDB at the meeting of July 2017, the Contractor has again been supportive of the re3 Partnership in terms of strategic development in the 2018/19 year. They have also maintained high levels of customer care, provided support for communication activities and continued to operate the sites safely.
- 5.18 Areas which scored slightly lower included the accurate and timely reporting of financial and performance information. The Contract provides clear expectations in relation to these areas and Council Officers occasionally need to provide enhanced input in order to deliver expected outcomes.
- 5.19 The full Appraisal is included at Appendix Two.

HWRC Reuse

- 5.20 Objective A of the re3 Strategy 2018-19 sets out the Partnership's aim to promote waste reduction in line with the waste hierarchy. As Members will be aware, reuse is second in this hierarchy only to the prevention of waste.
- 5.21 The re3 Partnership has worked with Sue Ryder since 2011 to donate suitable items from the Recycling Centres which can be sold by the charity in its shops.
- 5.22 At the meeting of the JWDB in January 2019, Members requested that further information on the Sue Ryder Partnership be presented.
- 5.23 Officers are able to confirm that 45 tonnes of reusable items were donated to Sue Ryder from the re3 HWRCs in the 2018/19 contract year. This consisted mainly of furniture and items of bric a brac such as vases, pictures, ornaments, kitchen equipment and Vinyl records.
- 5.24 A total of £17,772 was raised in 2018/19 through this partnership and the money used to help provide hospice and neurological care.
- 5.25 In addition to our partnership with Sue Ryder, the re3 Recycling Centres have also been operating a reuse initiative with Precycle since early 2017. This company, based in Reading, receives items such as Books, CDs and DVDs, bicycles and crockery, as well as a proportion of small electrical appliances, which are sold for reuse either in the UK, or abroad.
- 5.26 Following the initial success of this project, and in order to increase the quantity of items diverted for reuse, Officers have recently agreed to increase the range of items provided to Precycle. Since March, site staff have also been setting aside items such as pushchairs, suitcases, pianos, tables, and a wider range of electricals.
- 5.27 Between April 2018 and February 2019, the re3 Partnership sent 138 tonnes of items to Precycle, averaging about 12.5 tonnes per month. In March, the total almost doubled, to more than 26 tonnes.

- 5.28 Officers will continue to monitor the success of the scheme and to keep Members informed.
- 5.29 In addition, and as referenced above, Officers at each of the three Councils have agreed to receive a presentation from Precycle on the potential value and operation of a kerbside collection of textiles.

Paint

- 5.30 At the meeting of the JWDB in October 2018, Officers reported that a review into the processing of waste paints had taken place.
- 5.31 In order to seek reductions in the cost of managing waste paint, Members will recall that a six month trial was agreed with the Environment Agency (EA), enabling the Contractor to harden any water based paints that are not suitable, or required, for reuse. The purpose of the trial was to allow FCC to establish the most effective way of hardening the paints.
- 5.32 Following the completion of the trial, and discussions with Council Officers, the Contractor has written to the EA confirming that they will prepare and submit a permit variation for the Smallmead site. If approved, this will enable the process of hardening paints within their individual tins to continue.
- 5.33 Due to the layout of the Longshot Lane site, the Contractor operated a slightly different method of hardening paint at this site. The EA has indicated its preference for the Smallmead method and FCC have requested a three month extension to the trial at Longshot Lane to enable reconfiguring of the transfer station layout. In the event that this trial is successful, the Contractor is likely to apply for a permit variation at this site also.

Waste Acceptance Protocol

- 5.34 Members will recall that the Waste Acceptance Protocol (WAP) for the re3 Recycling Centres was updated in 2016 when the policies for access were amended.
- 5.35 To ensure that access is only provided to residents of the re3 area, the Waste Acceptance Protocol advises that residents should bring their resident's permit or proof of address in the form of a photocard driving licence, recent council tax statement, bank statement or credit card bill. Bracknell e+ cards are also accepted.
- 5.36 The requirement for recent documentation minimises the likelihood that the sites will be used by residents of areas outside the re3 area.
- 5.37 To help ensure that our policies continue to be delivered effectively and that we deliver high standards of customer care, Officers meet with frontline staff on a quarterly basis as a means of seeking and providing feedback.
- 5.38 As part of this ongoing liaison, meet and greet staff have requested that the Councils clarify the period in which a document must have been issued, in order for it to be considered recent.
- 5.39 In order to minimise the potential for confusion or conflict on site, it is recommended that Members request that the WAP be updated. Officers propose that the WAP should specify that printed documents (e.g. council tax, utility bills or formal correspondence) used to demonstrate proof of address be issued no more than three

months prior to the date of visit.

6 COMMUNICATIONS

Communications Update

- 6.1 The conclusion of the re3 'Lotta Bottle' Campaign has been communicated to the local press and residents via social media. re3 arranged certificates and photos of Councillors with selected winners.
- 6.2 re3 adverts and articles were published in the Council magazines issued by Bracknell Forest and Wokingham Borough in March 2019.
- 6.3 re3 Marketing and Communications Officer promotes the re3recyclopedia app on the ongoing basis. The app was downloaded by 4,500 residents and on average they are 4,300 waste items searches each month. The search has been added to the re3 website as well as to the Reading and Wokingham council's websites.
- 6.4 re3grow compost is on sale as of mid-February. This year batch contains over 90% materials sourced in the re3 area. re3grow receives ongoing positive feedback from residents with 3266 bags being sold by the end of the first week of April. The sale of compost are advertised at the sites, website and on social media. The information was shared with Parishes and Residents Associations.
- 6.5 re3 completed a foil recycling campaign in cooperation with local takeaways. A total of 50,000 re3-branded lids were used on takeaway meals with a message that foil trays can be easily recycled from home. The evaluation of the campaign concluded that there is not wide spread awareness of recyclability of foil and foil trays. We are unable to compare the volume vs a similar period of the previous year as foil tonnages were not recorded separately from other types of aluminium prior to the introduction of the kerbside foil recycling service. However the composition analysis of the residual bins suggest that they are an appreciable part of foil left to be captured. The campaign included a social media competition that attracted 20 photo entries.
- 6.6 In March, the re3 Marketing and Communications Officer attended meeting with Cllr Dorothy Hayes and local residents who focus on plastic and waste reduction across re3. During the meeting, a Crowthorne community leader shared her achievement of naming Crowthorne the first Plastic Free Community recognition, awarded by Surfers Against Sewage. Other community leads in Bracknell are now focusing on following her footsteps and working towards similar status for Bracknell. The meeting was attended by Reading volunteers and communicated to Wokingham leads who are interested in this programme. The programme has clear objectives that include local governance: 1) to pass a resolution supporting the journey to Plastic Free Community status, 2) to lead by example to remove single-use plastic items from their premises, 3) to encourage plastic-free initiatives, promoting the campaign and supporting events, 4) to choose a council representative for the steering group. Other key objectives include working with local business, schools and mobilising community via events, clean-ups to raise awareness. re3 Board Members are invited to provide their insights into the scope of the Council's involvement in this project.
- 6.7 The re3 Marketing and Communications Officer and Contractor delivered changes to re3 website in March 2018. A new, refreshed, website received a positive feedback from residents and Councils Officers. Initial statistics are very welcoming, proving the importance of having a modern and informative website available to residents.

- 6.8 re3 has agreed a production of the video, featuring benefits of recycling and recycling materials journey from the kerbside, through to the Material Recycling Facility. The video will be used during educational visits to the MRF and will be part of the joint education resources available to schools.

2019/20 Communications Plan

- 6.9 The 2019/20 re3 Marketing and Communications Plan builds on the activities commenced in the 2017/18 and driven by the two core principal themes of the re3 Strategy: 1) achieving 50% recycling and reuse rate by the 2020 and 2) reducing the net cost of waste.
- 6.10 The plan presented in appendix 3 is in line with objective 'M' of the re3 strategy 2018-2020, namely that 'Communication Activities for re3 will be coordinated by the shared Marketing and Communications Officer and will support the re3 partnership in speaking as one on relevant waste issues'. This plan also incorporates some themes indicated in the Resources and Waste Strategy (RWS) 2018 which is currently the subject of four Government consultations.
- 6.11 A number of key activities will form the basis of the 2019/20 plan. The plan builds upon the achievements of the previous plan such as: successful roll out of the expanded list of recyclates: plastic pots, tubs, trays, cartons; higher engagement with residents (MRF tours, social media); enhanced media presence and it will continue to use developed resources and tools such as re3cyclopedia app or refreshed website to provide advice on recycling to residents.
- 6.12 re3's marketing and communications activities for 2019/2020 will utilise the composition analysis data for residual bins to target specific materials and areas. It has been recognised that dry materials such as plastic, glass and textiles require enhanced focus.
- 6.13 The re3 Marketing and Communications Officer will continue to provide support in promoting food waste recycling or food minimisation activities (as appropriate).
- 6.14 In addition, the re3 Marketing and Communications Officer is planning activities that supports reuse initiatives available to residents.
- 6.15 The shared communications plan also includes further engagement with community groups and the public; this includes visits to the MRF and cooperating with a network of individuals and groups that focus on plastic and waste reduction across re3. Examples of the type of groups we hope to work with are Plastic Free Crowthorne, Bracknell Less Plastic, Reading Sustainability Centre whose induction meeting (discussed below) took place in March and was attended by Cllr Dorothy Hayes MBE.

7 ADVICE RECEIVED FROM ADMINISTERING AUTHORITY

Head of Legal Services

- 7.1 None for this report.

Corporate Finance Business Partner

- 7.2 None for this report.

Equalities Impact Assessment

7.3 None.

Strategic Risk Management Issues

None

8 CONSULTATION

8.1 Principal Groups Consulted
Not applicable.

8.2 Method of Consultation

Not applicable.

8.3 Representations Received

Not applicable.

Background Papers

None

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APPENDIX ONE – Objective C and D

Bracknell Forest

Category	Background	Cumulative Performance			
		Target/Indicator		Quarter 4	
C1A Statutory Recycling Target	This target is the traditional 'recycling rate' target that should be comparable with other councils in the UK.	Target: 43%		39.41%	
C1B Kerbside Recycling	Using the respective weekly council kerbside collections is an effective way to recycle. This indicator looks at this service alone.	Target: 23%		22.82%	
C1C Including Incinerator Bottom Ash (IBA)	<i>Despite displacing 'virgin' materials, the recycling of IBA into building blocks is not yet counted as 'recycling' by the Government. Nonetheless, re3 recognises the value of this activity.</i>	9%		8%	
C1E Contamination	<i>Contamination is the term used to describe items which are not supposed to be present within recyclables. The level of contamination is, therefore, an indicator of the effectiveness of waste collection arrangements. It also has an impact on recycling because at high levels of contamination it can become harder to separate 'good' recyclables from the unwanted items.</i>	Target	80.72%	Target	82.12%
		Non Target Paper and Card	3.10%	Non Target Paper and Card	2.86%
		Other Non-Target and Non-Recyclable Material	16.17%	Other Non-Target and Non-Recyclable Material	15.03%

Reading

Category	Background	Cumulative Performance			
		Target/Indicator		Quarter 4	
C2A Statutory Recycling Target	This target is the traditional 'recycling rate' target that should be comparable with other councils in the UK.	Target: 39%		31.66%	
C2B Kerbside Recycling	Using the respective weekly council kerbside collections is an effective way to recycle. This indicator looks at this service alone.	Target: 24%		18.24%	
C2C Including Incinerator Bottom Ash (IBA)	<i>Despite displacing 'virgin' materials, the recycling of IBA into building blocks is not yet counted as 'recycling' by the Government. Nonetheless, re3 recognises the value of this activity.</i>	11%		11%	
C1E Contamination	<i>Contamination is the term used to describe items which are not supposed to be present within recyclables. The level of contamination is, therefore, an indicator of the effectiveness of waste collection arrangements. It also has an impact on recycling because at high levels of contamination it can become harder to separate 'good' recyclables from the unwanted items.</i>	Target	79.42%	Target	83.21%
		Non Target Paper and Card	2.68%	Non Target Paper and Card	2.87%
		Other Non-Target and Non-Recyclable Material	17.90%	Other Non-Target and Non-Recyclable Material	13.92%

Wokingham

Category	Background	Cumulative Performance			
		Target/Indicator		Quarter 4	
C3A Statutory Recycling Target	This target is the traditional 'recycling rate' target that should be comparable with other councils in the UK.	Target: 52%		40.52%	
C3B Kerbside Recycling	Using the respective weekly council kerbside collections is an effective way to recycle. This indicator looks at this service alone.	Target: 26%		21.86%	
C3C Including Incinerator Bottom Ash (IBA)	<i>Despite displacing 'virgin' materials, the recycling of IBA into building blocks is not yet counted as 'recycling' by the Government. Nonetheless, re3 recognises the value of this activity.</i>	9%		10%	
C1E Contamination	Contamination is the term used to describe items which are not supposed to be present within recyclables. The level of contamination is, therefore, an indicator of the effectiveness of waste collection arrangements. It also has an impact on recycling because at high levels of contamination it can become harder to separate 'good' recyclables from the unwanted items.	Target	77.53%	Target	84.27%
		Non Target Paper and Card	11.79%	Non Target Paper and Card	7.71%
		Other Non-Target and Non-Recyclable Material	10.68%	Other Non-Target and Non-Recyclable Material	8.02%

Recycling Centres

Category	Cumulative Performance	
	Target (2018/19)	Quarter 4
D Longshot Lane	Target: 55%	55.80%
D Smallmead	Target: 50%	56.23%

APPENDIX TWO – Contractor Support Appraisal

Scoring	
10	Exemplary support which has facilitated and/or delivered outcomes which exceed all expectations.
8 / 9	Demonstrating considerable commitment and support to delivered outcomes and notable added value.
6 / 7	Adequate or good support from the Contractor which facilitates and supports some added value outcomes.
4 / 5	Basic levels of support which require enhanced input from the re3 Partnership in order to deliver expectations.
2 / 3	Minimum levels of support which deliver an output which is less than expected.
1	The Contractor has prevented the delivery of expected outcomes.

	Category	Criteria	Detail	Rating (out of 10)
1	Contract Delivery	Knowledge of Contract	Has a practical, client conscious and accurate understanding of the contract been demonstrated in each circumstance where such understanding was required?	5
		Adherence to Contract	Default compliance with the terms of the contract is important. Where contractual interpretation is perceived to be necessary has it been undertaken with full involvement of the client team and at the earliest opportunity?	6
		Monitoring and Reporting	Has the Contractor accurately monitored and reported performance throughout the Contract Year?	5
		KPI's	Is performance against KPIs managed appropriately? Are performance deductions and default points accepted where evidenced?	7
		Contract Administration	Has the Contractor provided all contract documents required to be provided in the relevant Contract Year, complete according to specification or agreement, on time?	5
		Maintenance	Are the facilities and assets maintained according to relevant specifications and/or contractual requirements? Are accurate records held and available to the client?	5
		Operations	Are operational (working) visitors treated respectfully? Does the Contractor exemplify on-site behaviours which support high standards, safe working and the performance outcomes in keeping with our collective expectations of this Contract?	8
2	Financial Delivery	Accurate Reporting	Have invoices and reconciliations been submitted with a high degree of accuracy? Were errors obvious or avoidable? Have actual outputs been consistent with forecasts?	5
		Timely Reporting	Were invoices and reconciliations submitted on time? Were queries and information requests from the client given prompt attention?	6
		Transparency	Has supporting information been freely available to the client? Can operational decisions be supported with evidence of Best Value in accordance with the Contract?	7
		Delivering Value	Does the Contractor provide financial support and	7

			expertise as needed? Does the Contractor use their industry knowledge and resource to minimise costs and maximise returns to the client?	
3	Strategic Support	Support for re3 Strategy	Has the Contractor actively and purposefully supported the aims of the re3 Strategy?	8
		Collaboration	Has the Contractor supported and/or facilitated initiatives which are of importance to the re3 Partnership?	8
		Brand and Image	Does the Contractor adhere to the re3 and individual Council branding guidelines, like the correct usage of logos? Are staff aware of how they may be perceived by their words and actions when dealing with residents and other contractors, and when they are effectively representing the partnership Councils? Are staff aware that they can help in protecting the re3 brand and image by reporting any feedback they may have come across on social media?	8
		Marketing and Communications	Is the Contractor supportive of re3 marketing and communication campaigns? Does the Contractor update the website promptly and according to requirements? Are all media opportunities, visit or media requests to the Contractor shared with re3?	8
4	Customer Care	Residents (on site)	Does the Contractor interact with residents constructively about re3 facilities? Do staff at the re3 facilities exemplify the expectations of the re3 Partnership for residents to experience high quality services?	8
		Residents (in writing)	When replying to correspondence (as required and including emails), does the Contractor communicate in a manner which is constructive, open and appropriate?	8
		Residents (phone)	Does the Contractor manage phone communications appropriately so that residents are informed, supported and able to proceed correctly following a single call?	8
5	Industry Leadership	Service Development	Has the Contractor delivered continuous service development and improvement throughout the relevant year?	8
		Business Analysis	The Contract is a Partnership. Has the Contractor shared its analysis of the business environment in order that the re3 Partnership can support mutually beneficial performance improvements, commercial initiatives and safe working practices?	8
		Innovation	Has the Contractor incorporated innovations from within its own, wider corporate structure, or the waste industry in general, which facilitate the delivery of savings to the re3 Partnership, add value or improve efficiency?	N/A